Structured Interview Guide for Potential Lead Firms

This illustrative guide should serve as checklist to ensure that questions are addressed in interviews with LFs. It **should not be used as a questionnaire**. It will need to be adapted to the specific context or entry point that the Development Organization has for working with Lead Firms.

Part I: General company information, position in value chain, competitive advantage, etc.

Company Name and Contact Information
Description of products or services they sell
Description of market trends and demand for their products or services
Geographic coverage where they sell their products or services
Company size and number of staff
Years in business
What differentiates you from your competitors? What is your unique selling point or strength?
Are you participating in/or a member of any professional associations? Do you participate in any industry forums?
Have you made any recent investments to develop or expand your company?
Description of how and where the company sources raw materials
Supply/distribution map (showing how products or services are sourced and distributed)
What types of investments have you made (or are you planning to make) to "upgrade" or strengthen the MSMEs that you buy from or sell to?
Description of major constraints affecting your overall business
Please list any other companies similar to yours that are in your industry? Which ones have the largest market share? Which are most innovative?
Are you currently working with any donors or development organizations?

Part II: Specific Information on Product, Service, or Support that LF provides (or could provide) to MSMEs they buy from/sell to[1]

Product/service/support #1	[*Describe product/service/support*] to [*targeted MSMEs / DO target group*]
General Information	− How many MSMEs do you currently carry out [*direct procurement, sale of inputs, technical support, etc.*] with and where? − Describe the size of these MSMEs and the scale of your transactions with them.

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[1] If specific product, service or support required by MSMEs is not known at this point, can use "products, services and/or support to MSMEs you buy from/sell to" (on generic basis)

Product/service/support #1	[*Describe product/service/support*] to [*targeted MSMEs / DO target group*]
Incentives/ Risks/ Constraints	– What incentives do you have for carrying out *[direct procurement, sale of inputs, technical support, etc.]* to *[targeted MSMEs]*? – What challenges or risks do you face in carrying out *[direct procurement, sale of inputs, technical support, etc.]* to *[targeted MSMEs]*? – What support do you need to reduce risks or develop capacity to address these challenges?
Description (diversity of production, features/ benefits, cost recovery, etc.)	– Describe how you carry out *[direct procurement, sale of inputs, technical support, etc.]* to [*targeted MSMEs*]. – How do you cover your costs of carrying out *[direct procurement, sales of inputs, technical support, etc.]* to [*targeted MSMEs*]? – What are the features and benefits (e.g. transport, after sale market solutions, warranties, etc.) that you provide to make *[direct procurement, sale of inputs, technical support, etc.]* more appealing to [*targeted MSMEs*]? – How many firms carry out *[direct procurement, sale of inputs, technical support, etc.]* to [*targeted MSMEs*]? (get contact info)
Users / Trends	– How many *[targeted MSMEs]* do you carry out *[direct procurement, sale of inputs, technical support, etc.]* for? – How frequently do you carry out *[direct procurement, sale of inputs, technical support, etc.]* to? What is the volume or scale of your *[direct procurement, sale of inputs, technical support, etc.]* per year? – How many [*targeted MSMEs*] do you think can use (and acquire/pay for) the *[direct procurement, sale of inputs, technical support, etc.]*? – Do you see the need for *[direct procurement, sale of inputs, technical support, etc.]* growing in the future? – How do/will you obtain information on what *[targeted MSMEs]* want? – How do/will you let *[targeted MSMEs]* know that you carry out *[direct procurement, sale of inputs, technical support, etc.]?*

** Repeat Part II questions above for each LF product/service/support provided to targeted MSMEs