

# StartupAmsterdam: vision and action programme

## Preface

Amsterdam is home to an impressive ecosystem of start-ups, accelerators, incubators, colleges and universities. All of these institutions are working tirelessly to develop new forms of technology, exciting products and innovations that will ultimately improve our quality of life. This ecosystem reflects the resilience and pioneering spirit of commerce that Amsterdam is renowned for.

These qualities have always been part of the city's DNA. Amsterdam is an international city that's constantly in flux. Rapidly expanding companies in the technology and creative industries are vital to the city's economy. It's a fast-changing, dynamic economy that presents opportunities to all entrepreneurs, innovators and great minds who feel like an Amsterdammer, but think on an international scale.

The City Council recognises the importance of continued growth within the start-up ecosystem and is keen that all involved parties join the thought process and actively participate in developments. This will allow the city to retain its dynamism and help Amsterdam start-ups to firmly stamp their mark on the international stage.

Kajsa Ollongren  
Amsterdam Alderperson for Economic Affairs

## Executive Summary

Amsterdam is home to a wealth of growing businesses with their roots in technologically advanced, innovative ideas, which have succeeded in developing into internationally operating concerns at lightning speed. Booking.com, Adyen, WeTransfer, TravelBird and Blendle are just a few notable examples. Amsterdam is able to offer these start-ups and fast-growing companies fertile operating ground and an excellent environment in which to set up their businesses and rapidly expand. It offers a blend of creativity, openness and enterprising spirit, a compact layout meaning everyone is within easy reach, a population with a strong command of English and excellent international accessibility. The city scores highly when it comes to essential factors such as high-speed internet – a prerequisite for developing the most innovative digital products and services. On a more general scale, the city is home to a large community with a strong interest in ICT. As such, Amsterdam can serve as the ideal testing ground for digital innovation (PWC, 2014).

Amsterdam's appeal acts as a magnet for international talent. Amsterdam also represents an access point to European growth, and the city is part of 'Europe's West Coast for Disruptive Start-ups'. The city enjoys strong links with other tech clusters in the Netherlands, and growth hubs at Eindhoven, Twente, Rotterdam, Utrecht and Delft are less than 90 minutes away. The Netherlands has the largest start-up ecosystem in Europe, and Amsterdam is its calling card.

Yet despite all of this, there are still fewer so-called "rapid-growers" in Amsterdam than in other cities. We at StartupAmsterdam increasingly hear stories about successful Amsterdam start-ups that have relocated to Berlin or London, alongside complaints about the lack of growth capital and acclaimed events in our city. Rapidly expanding tech businesses often choose to establish their offices in Dublin or London, and Amsterdam start-ups can suffer from a lack of global growth mindset. The Amsterdam start-up ecosystem is fragmented.

Consequently, Amsterdam is not currently in the top 20 "top start-up ecosystems in the world". An extensive inventory conducted by the renowned Startup Genome project in 2012 revealed that London, Paris and Berlin are all outperforming Amsterdam. In other start-up rankings, Amsterdam is also lagging behind.

### Amsterdam deserves a place in the European top three

The StartupAmsterdam vision and action programme represents the joint ambition of the Amsterdam start-up world and the City of Amsterdam to ensure that Amsterdam becomes the preferred European location for start-ups. Our ambition is to create a place for Amsterdam in the European top three. We want to be named in the same breath as London and Berlin.

StartupAmsterdam will allow us to collaborate with international start-up teams, tech talent, investors and rapid growers. Amsterdam will become a city where start-ups have access to growth capital, where it's easy to approach large organisations as test clients, where there's an abundance of experienced start-up mentors and a diverse range of inspirational start-up events in an environment that combines an enterprising mindset with global growth ambitions.

With StartupAmsterdam, we aim to:

1. Increase the number of international early-stage start-ups that opt for Amsterdam accelerators and incubators.
2. Increase the number of rapidly growing mid- and later-stage international start-ups that decide to use Amsterdam as a hub for European growth, and establish their European headquarters here.
3. Make it easier for Amsterdam start-ups to attract personnel with relevant expertise, allowing them to realise accelerated growth.
4. Improve the position of Amsterdam start-ups within international tech clusters.
5. Attract more international investment to Amsterdam and encourage Dutch financial institutions (e.g. those located at the Zuidas) to support start-ups and scale-ups.
6. Stimulate collaboration and the exchange of high-level expertise between the public and private sectors in order to support unique start-ups and entrepreneurship.
7. Further effective collaboration within the start-up ecosystem, characterised by a clear focus, coherence and transparency.
8. Ensure that the start-up ecosystem engenders and exudes pride.

StartupAmsterdam is a vision and action programme developed by the municipality *and* the start-up community. It is not a standalone idea introduced by the government or a small group of stakeholders, but rather an initiative backed by the complete Amsterdam start-up ecosystem. Collaboration is a vital component of its success. The project will also involve close collaboration with the StartupDelta initiative. With former European Commissioner for Digital Agenda

Neelie Kroes at the helm, StartupDelta is dedicated to improving the international position of Dutch start-ups and convincing innovative international start-ups to set up shop here.

Three strategic pillars underpin StartupAmsterdam:

1) *Empowering our stakeholders.* StartupAmsterdam will help its major stakeholders to excel, through better promotion, utilisation and support. This is based on the ethos that helping stakeholders to grow will also enable the Amsterdam start-up ecosystem as a whole to grow. With StartupAmsterdam, we can offer promising stakeholders the facilities and prerequisites required to excel on a global scale.

2) *Making effective use of strong crossovers.* Instead of selecting one or two industries, we will focus on crossovers with sectors in which we have a good track record, such as gaming, dance (music), media, advertising, sharing economy, food, etc.

Amsterdam’s start-up landscape is extremely diverse and no specific industries stand out in terms of numbers. Comparable successful hubs do not target specific industries either. Start-ups are more attracted to a place with a shared mindset and ambition than somewhere focused on a specific industry.

3) *Positioning Amsterdam as a test bed.* We tell the start-up world: If it doesn’t work here, it won’t work anywhere. A start-up can test and validate all aspects of its business model in Amsterdam. Amsterdam is home to early adopters (the community is quick to embrace new ideas). Amsterdam has an international mindset. We have a wealth of living labs, lead partners, launching customers and test beds. Everything is within easy reach. Everyone is approachable. Amsterdam is the world in miniature, yet also large enough.

**First and foremost, StartupAmsterdam is an action programme**

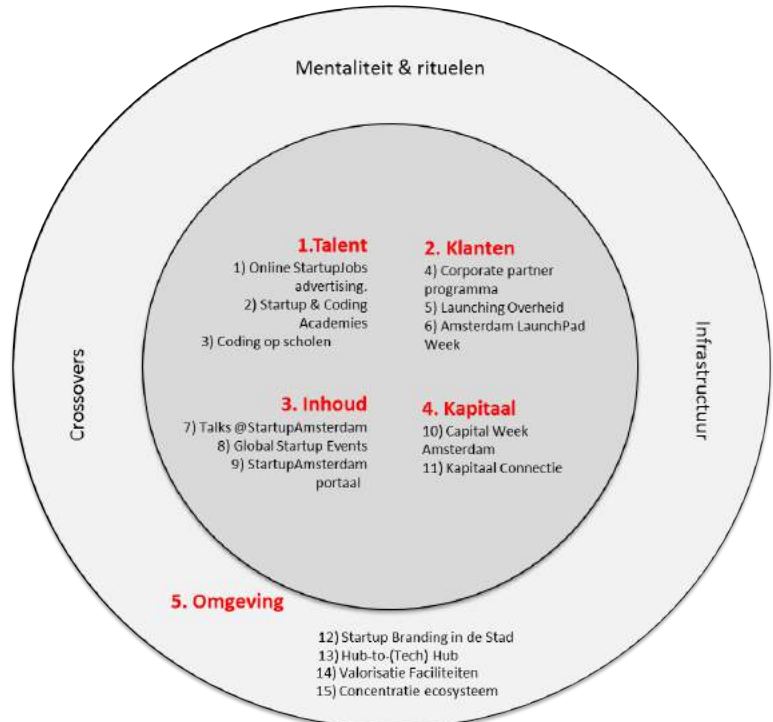
The measures have been divided into five fundamental aspects, each a basic requirement for start-ups. These are access to:

- 1) talent (*an abundance of available start-up & tech talent*);
- 2) customers and/or users (*easy access to potential launching customers, corporate partners and “first users”*);
- 3) content (*a busy start-up event calendar, i.e. a wealth of experts, events and mentors*);
- 4) capital (*sufficient growth capital available*);
- 5) an environment with a start-up mindset.

The *StartupAmsterdam* action programme is focused on these five fundamental pillars. Building a strong start-up ecosystem takes years and requires a wide range of measures. Such measures have been devised for each fundamental pillar, and these will be introduced in the near future. Some measures are far-reaching, require heavy investment and will take a considerable length of time to introduce. But there are also minor measures requiring minimal investment and which can be introduced directly.

*StartupAmsterdam* is a public-private collaboration that operates as a programme. The programme team is lean and hands-on, working together with the various stakeholders in the start-up sector to validate and implement the measures. Each measure in the StartupAmsterdam programme features a specific collaboration model and passes through the following three stages:

- 1. Validation phase (experimentation);
- 2. Acceleration phase (appoint team, organise budget, initial production);
- 3. Scale-up phase (production and autonomous growth).



As such, the StartupAmsterdam programme operates as a lean start-up itself, driven by entrepreneurial principles. Proposed ideas are validated and constantly improved upon. Start-ups let the numbers do the talking. They start small, usually with an experiment or test. They subsequently adjust their approach before retesting (often many times) and only proceed to the implementation phase once they are certain that they have found the most effective approach. This is the approach and thought process that will be adopted by StartupAmsterdam.

The start-up ecosystem is a cohesive entity and all parts of the puzzle have to be in place. That's why we've opted for "parallel running" and the simultaneous introduction of various measures. Speed isn't necessarily of the essence; the focus is on being congruent, precise and effective. The plan, budgets and effects determined for each measure will be thoroughly tested before a detailed acceleration plan is drafted. StartupAmsterdam is a four-year programme (2015-2018).

## Introduction

Amsterdam is home to a wealth of growing businesses with their roots in technologically advanced, innovative ideas, which have succeeded in developing into internationally operating concerns at lightning speed. Booking.com, Adyen, Elasticsearch, Wercker, WeTransfer, TravelBird, Blendle and Squala are just a few notable examples. Multiple names will need to be added to this list in the coming years. After all, these ambitious start-ups are the driving force behind job creation in Amsterdam.

The far-reaching digitisation of society allows these burgeoning businesses to experiment freely with new services and products. This means that sluggish, bureaucratic companies are being replaced by organisations with a more flexible, transparent and accessible approach. New products and services result in the creation of new businesses and, in turn, jobs. The "disruptive" nature of some services means that entire industries change dramatically in just a matter of years. Consider, for example, the effect that Uber had on the taxi industry, Airbnb on the hotel sector or take TomTom, which conquered the international navigation market in short time. Young businesses are responsible for 60% of job growth in the Netherlands, irrespective of the economic situation. Start-ups create four times as many jobs as "normal" businesses (OECD). Numerous tech start-ups have the potential to expand at a rapid rate. By way of illustration: the most notable movement in the 2014 FD Gazellen top 100 (of rapidly expanding companies) is the advance of ICT and internet-related businesses.

Cities drive economic growth. Competition between metropolitan areas to attract talent, business and capital (i.e. investors) is enormous. In the start-up and tech sectors, Amsterdam's main rivals are London,<sup>1</sup> Berlin<sup>2</sup> and Dublin,<sup>3</sup> but cities such as Stockholm, Tallinn, Istanbul and Tel Aviv aren't far behind. European start-up ecosystems and so-called tech clusters<sup>4</sup> are enjoying rapid growth and such popularity that the concentration of talent, businesses and capital is set to increase in the coming period. Weaker start-ups will lose out, but stronger ones will grow exponentially (Pralhad, Logan). The City of Amsterdam is working closely with the start-up sector in order to remain one of Europe's leading start-up clusters, raising the appeal of the city to attract an increasing amount of start-ups, capital and talent.

### *StartupAmsterdam*

Until now, Amsterdam has not had a broad, cohesive policy focused on tech start-ups and rapid growers. Yet such a policy is vital in light of the irrepressible digital era and sustained competition between regions. In order to attract and better facilitate promising start-ups and rapidly growing businesses, a small public-private team has conducted a detailed literature study in recent months and closely consulted with numerous rapidly growing businesses, incubators, accelerators, research institutes, venture capitalists and other relevant stakeholders. In addition, a focus group comprised of representatives from all sectors in the ecosystem has helped define the project's vision and measures (see Appendix 1).

StartupAmsterdam is aiming high. Our vision and action programme outline why and how we plan to create a secure place for Amsterdam in the European top three. We want to be named in the same breath as London and Berlin.

Amsterdam certainly has the potential to realise these ambitions. It has a winning blend of creativity and openness. Entrepreneurship and a spirit of commerce are part of the city's DNA and mindset, and the city is compact enough to ensure that everyone is within easy reach. People in the city have a strong command of English and the city enjoys excellent international accessibility. The city scores highly when it comes to essential factors such as high-speed internet – a prerequisite for developing the most innovative digital products and services. On a more general scale, the city is home to a large community with a strong interest in ICT. As such, Amsterdam can serve as the ideal testing ground for digital innovation (PWC, 2014). Dutch and international tech businesses are increasingly opting to establish operations in Amsterdam in the knowledge that from here, it's a relatively simple step to continue expansion into other start-up hubs in Europe as well as hubs in New York and Silicon Valley (see Appendix 2). With their European headquarters located here, American companies such as DoubleDutch, Optimizely and Tesla provide a significant amount of jobs. There's sufficient seed capital and impressive internet speeds. And thanks to the high standard of education on offer and the city's appeal to young entrepreneurs from all corners of the globe, the city attracts international talent with an extensive skill set – something that young, innovative businesses active in cross-disciplinary sectors are perfectly placed to capitalise on. This is also backed up by Amsterdam's position in the global top five for capital and innovation (PWC, 2014). On the other hand, a significant issue requiring attention is the fragmentation of the start-up scene and lack of focus. Additionally, while Amsterdam start-ups are generally aware of each other, they need to focus more attention on presenting themselves to the outside world.

### *The leading location for start-ups*

The StartupAmsterdam vision and action programme represents the joint ambition of the Amsterdam start-up world and the City of Amsterdam to ensure that Amsterdam becomes the preferred European location for start-ups. Our ambition is to become a city where start-ups have access to growth capital, where it's easy to approach large organisations as test clients, where there's an abundance of experienced start-up mentors and a diverse range of inspirational start-up events in an environment that combines an enterprising mindset with global growth ambitions.

#### **What is a start-up?**

Start-ups are often mentioned in the same breath as starters, rapidly expanding SME businesses or entrepreneurs. However, a start-up is actually a specific category within these groups. The following definition can be applied to a start-up:

*"A start-up is an organisation formed to search for a repeatable and scalable business model."*

This definition<sup>5</sup> originates from Silicon Valley, where numerous businesses have blossomed into major companies in recent years. Start-up teams investigate how they can introduce their product on the international stage.

A start-up team is focused on finding solutions to universal problems, on making the world a better place. The team will continue looking for solutions until it has become a company, creating so much value that profits exceeding €100 million are a realistic prospect. They won't settle for less. And it's this continuous quest and constant improvement of their business model that determines the mindset and approach of the ecosystem within which they operate.

For further insights into how a start-up thinks and operates, watch the video lectures by Eric Ries (about The Lean Start-up<sup>6</sup>) and start-up guru Steve Blank<sup>7</sup> (start-up professor at Stanford University).

#### **What is a start-up ecosystem?**

A start-up ecosystem is comprised of start-ups and a range of organisations, interacting in order to create new start-ups and allow them to develop. The organisations can be divided into a number of categories: (1) universities, (2) supporting organisations such as incubators, accelerators and co-working spaces, (3) investors, (4) multinationals, (5) service providers and (6) research organisations. Each organisation is focused on a specific part of the ecosystem or assists a start-up in a specific phase of its growth.

StartupAmsterdam isn't a standalone idea introduced by the government or a small group of stakeholders, but rather an initiative backed by the complete start-up ecosystem. In excess of 75 partners are actively involved in the project, such as accelerators (including Startupbootcamp, Rockstart, Ace Venture Lab), academic institutions (including the VU University Amsterdam, University of Amsterdam, ACE), large companies (including TomTom and Booking.com), the Amsterdam Economic Board, amsterdam inbusiness and a wide range of start-up events and initiatives such as The Next Web, The Startup Orgy, Startup Weekend and Founded in Holland.

### *Connection with StartupDelta*

Past experience in the United Kingdom and Germany indicates that selecting a single city as a central start-up hub has a positive effect on the rest of the country. It attracts international investors and talent, while consolidating the position of the country as an appealing tech hub. The creation of an international start-up hub is a shared ambition of the Ministry of Economic Affairs and the City of Amsterdam.

The StartupDelta project was established to this end. With Neelie Kroes at the helm, StartupDelta is dedicated to improving the international position of Dutch start-ups and convincing innovative international start-ups to set up shop here. Amsterdam is the project's calling card. The pull of the Dutch capital and the attraction that it radiates far beyond the country's borders helps to connect the entire country.

## **Urgency**

Why is now the right time to strengthen the Amsterdam start-up ecosystem?

Amsterdam offers fertile ground and an excellent environment in which innovative businesses can be established and developed. However, the city is not keeping pace with other start-up hubs. There are five primary reasons behind the decision to adopt a citywide approach for the StartupAmsterdam action programme. Two are related to external factors; the remaining relate to internal considerations.

### *1) Cluster forming and network effect*

European start-up ecosystems are experiencing exponential growth and their level of appeal means that concentration is likely in the coming years. We'll see who the winners and losers are. The effect cannot be underestimated: not winning is, in fact, losing. The recent state<sup>8</sup> of the Finnish economy bears this out: shrinkage at Nokia has had a far-reaching negative impact on economic development as a whole, the investment climate and job

growth. If the Amsterdam start-up economy doesn't come out on top, similar consequences can be expected here, because investors, talent and multinational companies are attracted to places of growth and concentration. Several European cities are aware of these developments and are investing heavily in the sector, which they rightly view as a generator of future employment. The results indicate growth and ROI (return on investment).

In the period 2012-2018, Dublin invested \$175 million in the city's start-up ecosystem. As a result, within just a few years the city has realised major improvements, including establishing the acclaimed Web Summit<sup>9</sup> tech convention, wherein the international start-up world converges on Dublin once a year. An increasing number of American companies are also opting to establish their European headquarters in Dublin.

London has forged a place for its Tech City<sup>10</sup> on the international stage. An organisational budget of £15 million bolstered by public resources totalling £45 million allowed the organisation to support a range of initiatives. Consequently, London succeeded in attracting the respected TechCrunch Disrupt Europe<sup>11</sup> event to the city in 2014. These are examples of cities that are actively working to strengthen their start-up ecosystem. They support financial and policy initiatives such as programming and entrepreneurship in education, financial benefits for start-ups and investors, easier access to knowledge workers, more events, the concentration of start-up hubs in cities and start-up academies (additional examples in the benchmark included in Appendix 3).

Amsterdam is not currently ranked as one of the world's top start-up ecosystems.<sup>12</sup> Detailed research<sup>13</sup> conducted by the acclaimed Startup Genome project in 2012 indicated that within Europe, London, Paris and Berlin all outperform Amsterdam (see Appendix 4). Amsterdam is also lagging behind in other rankings. Some, such as the EU-Startups<sup>14</sup> ranking, place Amsterdam in fourth position; others rank the city within the global top ten – such as the *Wired*<sup>15</sup> ranking. Other rankings, such as that of StartupsFM,<sup>16</sup> don't even mention Amsterdam, while London, Paris and Berlin all make the grade.

#### *2) Start-ups represent a vital layer of innovation*

Some multinationals are struggling. New technology and applications that can be scaled-up rapidly are putting enormous pressure on their growth and profit margins. Companies such as Nokia, Blackberry and Kodak were quickly threatened by start-ups offering "disruptive" alternatives or rival companies better able to collaborate with start-ups. An increasing number of large companies, such as BMW,<sup>17</sup> Nissan,<sup>18</sup> Walmart<sup>19</sup> and a host of corporate incubator programmes,<sup>20</sup> are moving their R&D departments to start-up hubs such as Silicon Valley, Tel Aviv and London, taking expertise and innovation with them. A strong start-up ecosystem is vital for large companies looking to innovate as it provides access to new ideas, technology and solutions. It means that companies such as KLM, Heineken, Philips, TomTom and Ahold remain competitive.

#### *3) Insufficient internal growth capacity*

StartupAmsterdam is an action programme designed to help start-ups expand and encourage international start-ups and tech talent to establish links with Amsterdam. The Dutch capital currently has insufficient internal growth capacity to become a European frontrunner as a tech cluster. There is a lack of technical and entrepreneurial talent to satisfy the demand of start-ups. The need for front-end developers, online marketers, data analysts and UX developers exceeds the current supply. As a result, start-ups are moving to other clusters and cities where the supply is more abundant (and of a higher quality). There are also an insufficient number of good start-ups and rapid growers to meet the amount of available seed capital.<sup>21</sup> Dutch capital is moving abroad – for example, the Netherlands is the third largest investor<sup>22</sup> in the US. Rapid growth in the start-up sector is vital in order to keep pace and win the battle to attract entrepreneurs, talent and capital.

#### *4) Start-ups create jobs*

Multinationals were responsible for the majority of employment in recent decades, but the number of jobs available at these companies dropped rapidly between 2008 and 2014 – partly as a result of the financial crisis. For example, ABN AMRO was forced to scrap 100,000 jobs and Philips reduced its employees from 219,000 to 63,000. Rapid growers are the exception when it comes to employment in Europe and the Netherlands. Between 2008 and 2011, these rapidly expanding businesses were responsible for a 5% growth in employment. In contrast, employment was actually 5% lower at businesses that weren't growing rapidly (Panteia/EIM, 2012). TravelBird is a prime example of a business that has flourished into a major employer within a short space of time. Founded in 2010, the company is already one of Europe's fastest-growing travel agencies. In 2014, Amsterdam start-ups already employed more than 500 people.

A key role is reserved for start-ups that are small and organisationally flexible and can use new technology to anticipate market demand (and consequently realise rapid growth). Research indicates that 7% of growth in the

Netherlands can be attributed to the technological sector. This percentage is striking when compared to 2% growth at Amsterdam Airport Schiphol, especially considering the current lack of policy dedicated to start-ups (Deloitte, 2014).

#### *5) A community requesting assistance*

The sector regularly approaches the political and governmental spheres with specific questions or requests. The start-up permit<sup>23</sup> is one example of a measure that resulted from a request from the sector. This measure makes it easier for international start-up founders to set up shop in the Netherlands and get involved with accelerator programmes in Amsterdam. The range of requests from the sector is diverse and also includes applications for subsidies to support events, accelerator programmes or (international) incubators. The sector is also looking for access to the network of multinationals, built up through the close involvement of the Mayor and Alderpersons. There is currently too much fragmentation with regard to granting and supporting individual/new initiatives. A clear framework and criteria is also lacking. StartupAmsterdam is for, from and closely involved with the various players in the start-up ecosystem.

In short: Amsterdam is moving in the right direction. But if we are to come out on top, we need to constantly drive for improvement and never rest on our laurels. An attractive tax climate, rich supply of talent or sound business climate isn't enough to give us the advantage over other start-up hubs. More needs to be done.

### **Reader's guide and glossary**

The StartupAmsterdam vision and action programme is divided into four parts. The first part outlines the vision and ambition of StartupAmsterdam while the second part explains the action programme. Part three introduces how the programme will work and be organised. The final part outlines the planning and budget.

The document frequently uses terms in common usage in the start-up scene, such as: tech, hub, validation, accelerator, seed capital and exit. These terms are defined in Appendix 5. Endnotes are also used to refer to websites offering more information about specific subjects. The list of websites is included in Appendix 6.



## Part I: Ambition and vision

Today's climate is all about start-ups. Old adages such as "innovation", "entrepreneurship" and "rapidly expanding SMEs" are making way for "tech", "disruption" and "start-ups". These terms are constantly in the news,<sup>24</sup> with popular Dutch TV programme *De Wereld Draait Door* reserving weekly airtime for their discussion and Queen Maxima even visiting a start-up event organised by Startupbootcamp in Amsterdam.<sup>25</sup> Start-ups are fun, start-up events are inspiring, the success stories are exhilarating and successful start-up businesspeople are modern-day icons.

Start-ups are also necessary. At the same time that Kodak (founded in 1881) filed for bankruptcy, the start-up Instagram (launched in 2010) was acquired by Facebook for \$1 billion. At the time, Instagram had just 13 employees and had only been around for three years. In 2011, Babson College's Olin Graduate School of Business proposed that within ten years, 40% of that year's Fortune 500 companies would no longer exist. Existing companies and traditional industries are struggling, and that's why they are increasingly collaborating with start-ups. Major companies acknowledge that innovation is no longer born within the organisation; rather, it is achieved through collaborating with start-ups on the outside. Start-ups are vital for economic growth and the survival of large companies is partly dependent on the innovative strength of these small, dynamic, ambitious businesses.

### Ambition

StartupAmsterdam embodies a vision and action programme developed to ensure that, in the short and medium term, an optimal breeding ground is established to enable the accelerated creation of a visible and coherent start-up ecosystem. Amsterdam is home to a lively, rapidly expanding start-up community containing a wealth of intriguing, promising start-ups. It is important that sufficient critical mass is created in terms of the number (and diversity) of tech start-ups and rapidly expanding businesses, in order to enable continued innovation in sectors that are important to the Dutch economy.

The ambition of the StartupAmsterdam programme is to further develop the Amsterdam ecosystem into one of the best start-up ecosystems in Europe and as such, to be named in the same breath as acknowledged tech cities such as London and Berlin. The aim is to carve out a place for the city in the European top three.

### Objectives

The strength of a start-up ecosystem can be assessed using a range of indicators, such as the availability of growth capital, talent, growth mindset and mentors. StartupAmsterdam aims to:

1. Increase the number of international early-stage start-ups that opt for Amsterdam accelerators and incubators.
2. Increase the number of rapidly growing mid- and later stage international start-ups that decide to use Amsterdam as a hub for European growth, and establish their European headquarters here.
3. Make it easier for Amsterdam start-ups to attract personnel with relevant expertise, allowing them to realise accelerated growth.
4. Improve the position of Amsterdam start-ups within international tech clusters.
5. Attract more international investment to Amsterdam and encourage Dutch financial institutions (e.g. those located in the Zuidas) to support start-ups and scale-ups.
6. Stimulate collaboration and the exchange of high-level expertise between the public and private sectors in order to support unique start-ups and entrepreneurship.
7. Further effective collaboration within the start-up ecosystem, characterised by a clear focus, coherence and transparency.
8. Ensure that the start-up ecosystem engenders and exudes pride.

These objectives form the basis of the performance indicators outlined in Part II, which will be used to gauge the effectiveness of the programme.

### Scope

The focus of StartupAmsterdam is on start-ups where technology forms a fundamental part of their products and/or business model and that have the ambition and potential to achieve rapid international growth. It's the disruptive start-ups and scale-ups (rapid growers) that use Amsterdam as a gateway to growth in Europe. The StartupAmsterdam programme isn't focused on starters or SMEs that have suffered growth issues; the focal point of this programme is strong entrepreneurs and teams that are already performing well. We enable them to achieve accelerated growth.

StartupAmsterdam is not focused on a specific growth phase (early versus late stage). Each growth phase is important. It's much more about creating a culture in which successful, rapidly expanded businesses support burgeoning start-ups. As Raimo van der Klein, co-founder of Layar, puts it: "In Amsterdam we nurture a strong culture of giving back to the ecosystem that allowed you to grow to this mature size."

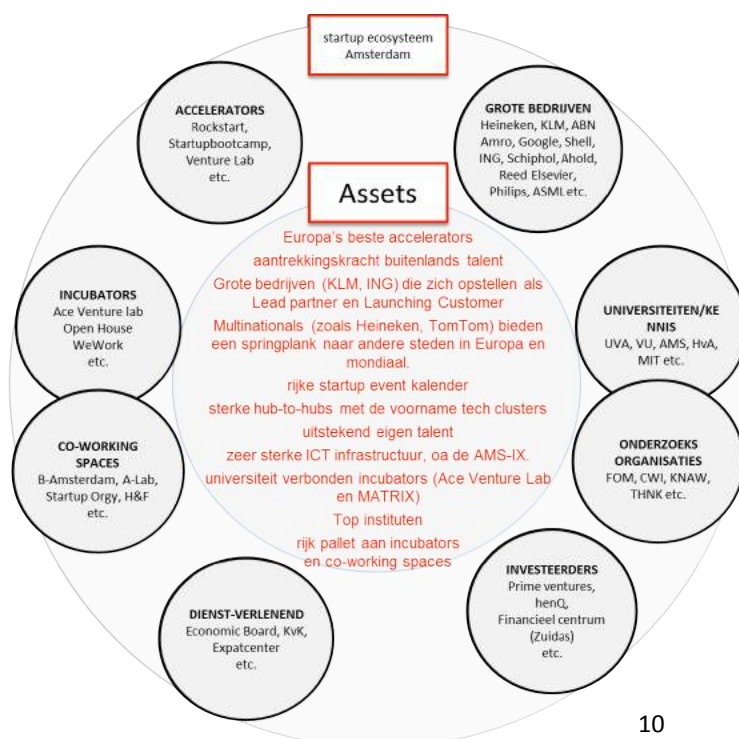
### Vision: Amsterdam has a lot to offer start-ups

The StartupAmsterdam programme builds on the existing strength of the start-up. The aim is to more effectively showcase, utilise and improve the benefits, strengths and stakeholders (assets) already present in Amsterdam.

**Helping these assets to grow will also allow the Amsterdam start-up ecosystem as a whole to grow.** In short: StartupAmsterdam is dedicated to: improving our accelerators; making it easier to attract new talent from outside; involving more large Amsterdam companies; paving a path into Europe for start-ups keen to use Amsterdam as a gateway; increasing the amount and quality of events; extending our hub-to-hubs with major global clusters.

In concrete terms, the Amsterdam start-up ecosystem offers start-ups the following benefits:

- (a) Amsterdam is home to some of Europe's best accelerator programmes, such as Startupbootcamp and Rockstart.
- (b) Amsterdam holds huge appeal for international talent – owing, for example, to factors including the wide range of art and culture, recreational options, accommodation, favourable cost of living and excellent accessibility.
- (c) The city is home to headquarters of large companies (such as KLM, TomTom, Shell, ING and Ahold) that welcome start-ups and new technologies. They are keen to take the role of lead partner and launching customer.
- (d) Amsterdam multinationals (such as Heineken, ING and Philips) offer start-ups a springboard to other European cities and worldwide.
- (e) Amsterdam features a busy start-up event calendar and one of the leading tech blogs (The Next Web) is from the city.
- (f) Amsterdam has developed strong hub-to-hubs with leading tech clusters; namely, Silicon Valley, New York, Boston, London and Tel Aviv.
- (g) Amsterdam is part of the StartupDelta project. The city offers a gateway to European growth and is part of "Europe's West Coast for Disruptive Start-ups". Amsterdam enjoys strong links with other tech clusters in the Netherlands.
- (h) Amsterdam produces its own high-quality talent thanks to an outstanding education system and academic institutions.
- (i) Amsterdam is home to several renowned scientific institutions such as FOM, CWI and KNAW.
- (j) The ICT infrastructure in the city is excellent; major features include the AMS-IX.
- (k) Strong incubators with links to universities are located in Amsterdam (including Ace Venture Lab and MATRIX).
- (l) Amsterdam is home to a wealth of incubators and co-working spaces such as Ace Venture Lab, A-Lab, FreedomLab Campus and B-Amsterdam.



The diagram to the left indicates the sturdy, dynamic nature of the Amsterdam start-up ecosystem.

In a manner of speaking, a strong start-up ecosystem is something that can be seen and felt. It buzzes with new ideas and connections. Ambition and mindset unite and drive each other forward. There is an abundance of mentors offering informal growth advice and arranging introductions. Investors offer feedback during pitch events. Innovation managers from multinationals visit start-ups to discover the latest solutions and to take the role of launching customer, becoming involved in product validation. Universities encourage entrepreneurship among their talents. People work hard and put in long days. Everyone is welcome and is invited to join in, so long as they stick to the rules. This is how the start-up

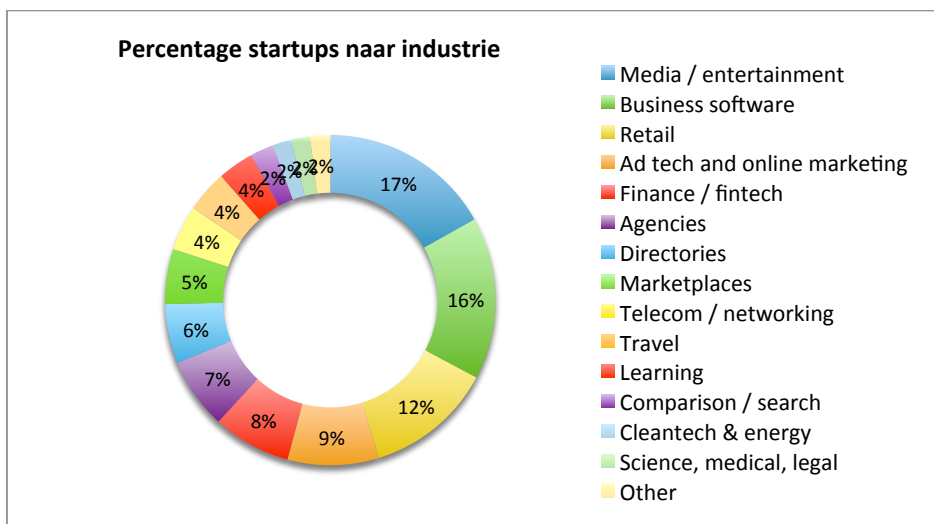
ecosystem helps companies looking to launch their product internationally.

## Strategy

Three strategic pillars underpin StartupAmsterdam’s drive to secure a position in the European top three start-up cities:

1) *Empowering our stakeholders.* StartupAmsterdam will help its major stakeholders to excel by improving how they are showcased, utilised and strengthened. This is based on the ethos that helping stakeholders to grow will also allow the Amsterdam start-up ecosystem as a whole to grow. With StartupAmsterdam, we can offer promising stakeholders the facilities and prerequisites required to excel on a global scale.

2) *Making effective use of strong crossovers.* Instead of selecting one or two industries, we will focus on crossovers with sectors in which we have a good track record, such as gaming, dance (music), media, advertising, sharing economy, food, etc. As the below diagram indicates, Amsterdam’s start-up landscape is extremely diverse and no specific industries stand out in terms of numbers. Comparable successful hubs do not target specific industries either. Start-ups are more attracted to a place with a shared mindset and ambition than somewhere focused on a specific industry.



Source: Dealroom.com, 2014

3) *Positioning Amsterdam as a test bed.* We tell the start-up world: If it doesn’t work here, it won’t work anywhere. A start-up can test and validate all aspects of its business model in Amsterdam. Amsterdam is home to early adopters (the community quickly accepts new ideas). Amsterdam has an international mindset. We have a wealth of living labs, lead partners, launching customers and test beds. Everything is within easy reach. Everyone is approachable. Amsterdam is the world in miniature, yet also large enough.

### The shared importance of StartupAmsterdam

StartupAmsterdam actively involved the Amsterdam start-up community stakeholders, asking them what is required to achieve growth. We subsequently formulated an ambition, vision and action programme.

What it offers stakeholders: We support their individual growth.

What it offers us all: We, the Amsterdam start-up ecosystem, grow.

What it offers start-ups: They can accelerate/grow faster.

What we ask of stakeholders: Get involved and think beyond your own interests.

What we offer: We will offer leadership, resources and sufficient policy.

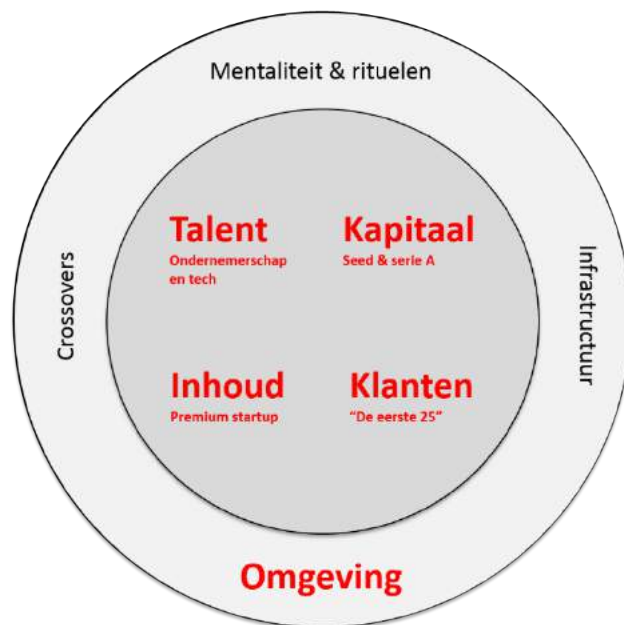
### Approach: Focus on five fundamental start-up requirements

Every self-respecting city aspires to be the best place for start-ups. StartupAmsterdam wants to do what the rest are doing, but do it better. One of the fundamental rules<sup>26</sup> employed by financial backers looking to invest in a start-up is that it has to be “ten times better than the existing solution or other start-ups already in the market”. If we are to succeed in making Amsterdam Europe’s most attractive start-up hub, we need to ensure that we are ten times as

good as our neighbouring countries and tech clusters in several areas. A favourable tax climate, a healthy pool of talent or attractive business climate isn't going to put us ahead of other start-up hubs. This will require a targeted action programme. The combination of measures – outlined in Part II – may be familiar, and in many cases are common sense. We have divided the measures into the five fundamental start-up requirements. After all, international start-ups share the same needs. A start-up in South Korea is essentially no different to a start-up in Silicon Valley, London or Amsterdam. Start-ups head to places that can meet their five requirements: access to talent, clients (or users), content (experts, events and mentors), capital and an environment characterised by a start-up mindset. As such, the StartupAmsterdam action programme is focused on these five fundamental aspects.

### 1. Talent

Start-ups with the ambition and mindset to scale-up operations to an international level are always on the lookout for top talent. Each stage of the start-up's life (problem/solution, product/market, scaling-up) requires specific expertise and skills – for example, programmers, online marketers, (online) sales and data analysts. Our aim is to make an abundance of start-up and tech talent available; qualified graduates with a solid start-up profile. The expertise and skills of unemployed graduates currently does not match the profile desired by start-ups. Start-ups are looking to hire, for example, people who can programme, have online marketing skills and knowledge of the lean start-up method and tools. Academic institutions are not producing enough young talent with this profile.



### 2. Clients (and/or users)

Start-ups require users (in the case of B2C start-ups) and corporate clients (in the case of B2B start-ups). They are keen to test their products and business model. Inherent in easy access is the potential for rapid growth. Rapid growth in the number of users and validated experiments offers accelerated access to growth capital. Multinationals and start-ups are very keen to enter into collaboration. Innovation flourishes when smaller and larger enterprises inspire each other. The potential of Dutch entrepreneurial teams to innovate will improve through direct access to the Amsterdam start-up ecosystem and the link with tech ecosystems in other countries. There comes a time when start-ups need to begin significantly scaling-up. Multinationals can play a vitally important role in this process, both by validating the products and acting as a launching customer. The aim is to

provide start-ups with easy access to potential launching customers/corporate partners.

### 3. Content

Start-up teams are constantly looking for activities and events that provide them with (international) access to new insights, networks, investors and mentors. A fertile start-up ecosystem offers high-quality events and the best speakers as well as easy access to experts and potential partners.

The start-up/technology landscape in Amsterdam is currently extremely fragmented. Amsterdam is home to a wealth of co-working spaces, incubators, accelerators, programmes, events, workshops and meet-ups associated with technology and entrepreneurship. However, the above only welcome, serve and/or reach a small percentage of the target group and none of the parties is focused specifically on technology companies. As a result, no one is in the position to offer high-quality international programming focusing on subjects that stimulate entrepreneurship and improve the expertise/skills of entrepreneurs.

The aim is to ensure that Amsterdam has Europe's most complete start-up calendar.

### 4. Capital

In addition to an abundance of seed capital, the availability of growth capital is another vital aspect of a successful start-up ecosystem. Venture capitalists favour businesses in which they can steer development, in turn encouraging their investments to establish operations in their region. If growth capital (series A and B) originates from other cities or countries, start-ups will start to leave Amsterdam.

The aim is to ensure that sufficient growth capital is available for promising start-ups. All too often, successful Dutch start-ups are forced to turn to the UK or US for growth investment. This was the case with, for example, Blendle,

Shapeways and 3D Hubs. It is naturally positive for entrepreneurs to secure funding<sup>27</sup> (Series A–Series X<sup>28</sup>), but in the case of an exit, the Netherlands partly loses out on the created value. Effective start-up ecosystems ensure that exits flow back into the ecosystem (through investment in new start-ups).

## 5. Environment

Start-ups are drawn to places with a shared universal ambition and mindset. The rules aren't necessarily set in stone, but everyone speaks the same language (start-up lingo), fully shares their network or expertise, works non-stop and has international growth ambitions. You either give it all you've got here, or head elsewhere. At the moment, employees in the Netherlands lack a 24/7 mindset and entrepreneurial profile. In various international tech clusters, start-up employees with a low basic income are compensated through a stock option pool<sup>29</sup> scheme. This isn't customary in Dutch business culture, and such schemes can lack financial appeal.

Failed entrepreneurs are often in the news in the Netherlands – not because they tried and took a risk; the focus is primarily on the failure itself. Consequently, we tend to avoid risks. In a start-up ecosystem, people need to be willing to take risks, to not only be proud of the successes, but also of the failures. In Amsterdam, work still needs to be done on accepting that it's all right to make mistakes.

StartupAmsterdam will showcase the successes and position them effectively. The city's serial entrepreneurs will be celebrated, even if a start-up doesn't work out as planned. While its take on successful entrepreneurship may sometimes be ambiguous, Amsterdam does have unique characteristics that can result in start-up success. StartupAmsterdam will focus on these characteristics. The aim is to be able to offer a true start-up environment.

An associated benefit is that we'll better showcase our start-up ecosystem and the successes. We are currently not doing this often enough and as a result, lack international standing. We need to move beyond our Calvinistic, modest approach.

Both Amsterdam and the Netherlands have a solid reputation when it comes to creative entrepreneurship, technological innovation and investment climate. However, people both at home and abroad often tell us that we don't do enough to showcase our strengths and make optimal use of them. We lack visibility on the international stage. Solid branding helps to attract top talent, international investment and capital.

## Part II: Action programme

StartupAmsterdam's concrete measures and activities are divided into five fundamental aspects, outlined in Part I. These are based on a start-up's primary requirements: access to talent, clients (or users), content, capital and an environment characterised by a start-up mindset. Good access to these aspects will attract more start-ups to Amsterdam as well as help them to expand more rapidly. How we implement the measures (execution level) and the united approach (alignment of stakeholders) will be key to our success.

### **Combination of measures**

Building a strong start-up ecosystem takes years and requires a wide range of measures. A blend of measures has been devised for each fundamental aspect, and these will be introduced in the near future. Some measures are far-reaching, require heavy investment and will take a considerable length of time to introduce. But there are also minor measures requiring minimal investment and that can be introduced directly.

Securing a position for Amsterdam as one of Europe's top three start-up hubs is a sizeable ambition that will require lots of hard work, commitment and staying power (also see box below).

#### **Principles of developing a start-up ecosystem in the city**

In his acclaimed book<sup>30</sup> *Startup Communities, Starting an Entrepreneurial Ecosystem in Your City*, American entrepreneur Brad Feld defines a start-up system and explains how a city can create one.

Brad Feld notes the following four principles:

- a/ Two types of people involved: leaders (entrepreneurs) and feeders (people who support start-ups, such as government agencies, funders, service providers). While the "feeders" are the very fabric of the community, the entrepreneurs must be in the lead.
- b/ A long-term view and commitment to building this community. At least 20 years.
- c/ A philosophy of inclusiveness that welcomes everyone with an interest, not just entrepreneurs.
- d/ Substantive activities that engage the entire community to help start-ups move forward.

### **Concrete, quantifiable objectives (metrics)**

A successful start-up validates assumptions. Through experimentation and testing, a product and approach is developed that can be scaled-up internationally as aspects of the business model are validated: the pricing strategy, the partner model and the product's value proposition. Making mistakes and failure are part of this process. This is where the start-up motto "fail fast, fail often" originates.

Learning quickly is also part of the process. As such, the start-up world also has another motto: "those who learn the fastest, win." Once a start-up has validated all aspects of its business model, it progresses to the scaling phase (scaling-up). Wherever possible, the StartupAmsterdam programme will think and operate as a start-up. We have assumptions regarding the desired effect. But before we fully introduce a measure, we will first test whether it will actually have the intended effect.

These are StartupAmsterdam's performance indicators (pi):

- pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other (European) cities.
- pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe).
- pi: % talent that moves to Amsterdam in comparison to other cities.
- pi: % EMEA headquarters in Amsterdam compared to other European cities.
- pi: available early and mid-stage growth capital.
- pi: # influential, relevant events held in the Netherlands.
- pi: % starters with international growth ambitions.

Objectives have been devised for each of the five fundamental aspects, to provide focus and direction. During development of the StartupAmsterdam action programme, the measures to be implemented were decided upon in close collaboration with the sector. The main features of the measures were presented to a focus group and assessed during sector meetings before a business model was developed for each measure.

The below table contains an overview of the StartupAmsterdam action programme.

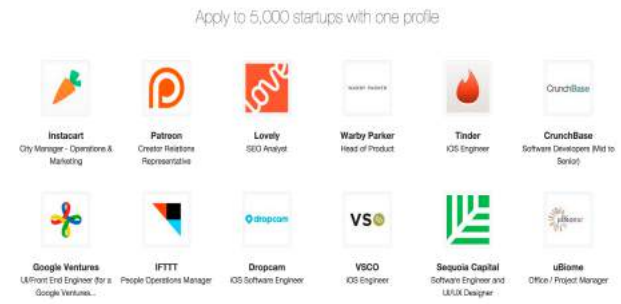
Fundamental aspect of programme	Measures
<b>Talent</b> Aim is to make an abundance of start-up and tech talent available.	1) Online start-up job advertising 2) Start-up & coding academies 3) Coding at schools
<b>Clients [and/or users]</b> Aim is to ensure that start-ups have easy access to potential launching customers, corporate partners and first users.	4) Corporate Partner Programme 5) Launching Authorities 6) Amsterdam LaunchPad Week
<b>Content</b> Aim is to create Europe's busiest start-up event calendar.	7) Talks @StartupAmsterdam 8) International start-up events 9) StartupAmsterdam online portal
<b>Capital</b> Aim is to ensure that sufficient growth capital is available for promising start-ups.	10) Capital Week Amsterdam 11) Connecting capital
<b>Environment</b> Aim is to offer a true start-up environment.	12) City branding 13) Hub-to-hubs 14) Valorisation of facilities 15) Concentration of start-up activities

The business model for each measure outlines:

- The name of the measure (some are still working titles);
- The primary proposition;
- Vision & implementation (storyboard, images, concept, examples, marketing method);
- Effect (StartupAmsterdam performance indicators, see above);
- Plan (current stage of process: validation, acceleration & scale-up);
- Partner model (who are the potential partners);
- Possible investment model (financial structure).

Based on this business model, the action programme is explained in more detail on the subsequent pages.

**The following measures are merely outlined in general, somewhat abstract terms, in order to provide a reasonable introduction to the focus of a measure and the associated options. There is no suggestion that the measures are complete or fully considered. The measures will be formulated in detail during the validation phase, in collaboration with stakeholders.**

<b>Measure 1: Online start-up job advertising</b>	Fundamental aspect: Talent	Status: Validation
<p><b>Description:</b> StartupAmsterdam assists start-ups in their search for personnel by helping them to place intelligent, focused job advertisements. These would be advertisements for active start-up positions and/or assignments for Amsterdam start-ups, places at/on relevant international academic institutions, tech blogs, start-up listings etc. The measure has two primary objectives: 1) brand Amsterdam as a start-up hub that is home to rapidly growing start-ups constantly on the lookout for new people; 2) help start-ups to quickly find competent personnel to allow them to accelerate growth.</p> 	<p>Branding: "Start-ups move faster in Amsterdam" Name of campaign: Jobs@StartupAmsterdam</p> <p><b>Plan:</b> Targeted online campaigns via various channels. StartupAmsterdam provides a resource enabling start-ups to ensure their job advertisements are seen internationally. Placement: at/on (selected international) academic institutions, co-working spaces, incubators, job boards etc. It's a fixed format that showcases Amsterdam as a start-up ecosystem, as well as the start-up itself. The measure needs to dovetail with current activities as part of Amsterdam Works.</p> <p>There will also be an annual speed-dating event for start-ups.</p> 	
<p><b>Effect: improved amount &amp; quality of talent</b> Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• pi: % talent that moves to Amsterdam in comparison to other cities. Amsterdam at #1.</li> <li>• pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other (European) cities. Amsterdam at #1.</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Amsterdam Economic Affairs/Board, international recruitment firms.</li> <li>- Booking.com makes recruitment approach available.</li> <li>- Google makes Google Ads available.</li> <li>- DutchStartupJobs (link to their platform).</li> <li>- Amsterdam Marketing assists with branding principles.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Amsterdam Economic Affairs provides expertise and hands-on capacity (online Start-up Jobs team).</li> <li>- Potential partners such as Booking.com and Google invest in (in-kind) expertise (Google offers capacity and advertisement space).</li> <li>- Annual advertisement budget made available (cost of ads, banners and posting).</li> <li>- The advertisement budget per job advertisement is determined according to a market average.</li> </ul>	<p><b>Budget:</b> Four-year period. Budget per job advertisement: €250 (average).<sup>31</sup> Job advertisements per year: 1,000. Annual advertisement budget: 250,000 (start-up contributes 50%). Four-year total: €1,000,000 (€500,000 private, €500,000 private). Budget measure team: in-kind and from Economic Affairs.</p>	
<b>Measure 2: Start-up &amp; coding academies</b>	Fundamental aspect: Talent	Status: Validation



**Description:**

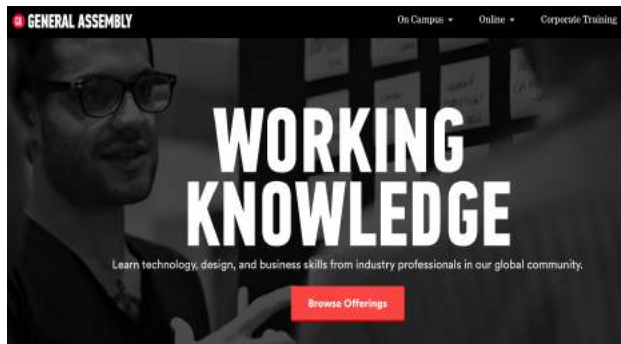
StartupAmsterdam wants to become a driving force behind improving the (Dutch) pool of tech and start-up training, courses and schooling.

Start-ups in Amsterdam will achieve more rapid growth if there is a larger pool of talented people that can keep up to date with the latest developments and innovations, and as such, possess the skills required to help build businesses of the future. Learning these skills should begin at primary school, where eight- to ten-year-olds learn coding.

But even students at college and university level have poor knowledge of how the businesses of tomorrow operate.

Consider positions such as:

- Growth hackers
- Directors of growth
- Front-end developers
- Back-end developers
- Content managers
- UX designers
- Agile & Scrum master
- Lean methodology experts – start-up ops manager.



**Start-up & coding academies**

Start-ups require talent in order to achieve sustained growth.

**Plan:** Various accelerators could launch an academy, training 100+ (average of 50-150) talents every year.

Example of format of academy:

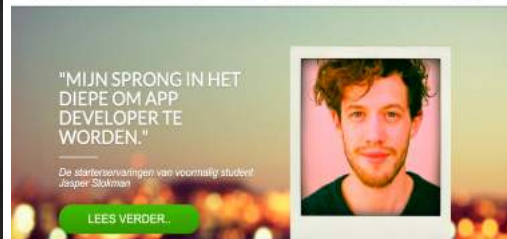
- Three-month acceleration programme examining all aspects of a rapidly growing start-up: coding (basics of front- & back-end), growth hacking, UX design, operations, finance, administration & fiscal arrangements, legal (IP), management, scaling operations, international growth, funding models.
- Two x three-month traineeship at two start-ups.
- Study completed after nine months.

**Homeless to hacker: How the Maker Movement changed one man's life**

May 16, 2013 7:30 AM  
Christina Farr



THE APP ACADEMY CURRICULUM TEAM PARTNER MEDIA CONNECT VIDEO ENGLISH



**Effect: improved amount & quality of talent**

Relevant performance indicators:


- pi: % talent that moves to Amsterdam in comparison to other cities. Amsterdam at #1.
- pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other (European) cities. Amsterdam at #1.

**Potential partners:**

- Municipal youth unemployment projects.
- Accelerators: Rockstart and Startupbootcamp.
- Existing coding and start-up academies.
- Academic institutions.

<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- StartupAmsterdam and projects to tackle youth unemployment set an annual target to get the unemployed (including the self-employed and recent graduates) into work.</li> <li>- Budget is granted per unemployed individual.</li> <li>- Academy budget granted subsequent to interview.</li> <li>- Unemployed individual may choose their preferred academy (academies required to gain prior accreditation).</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period.  Budget per training placement: €5,000 (for academy).  Training placements per year: +/- 250.  Annual budget: P.M.  Coverage: potentially state funds/funds for tackling youth unemployment.</p> <p>Budget for personnel (coordination): €75,000 a year.  Additional resources: €100,000 (including meet &amp; match activities).</p>
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<b>Measure 3: Coding at schools</b>	Fundamental aspect: Talent	Status: Acceleration
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<p><b>Description:</b> Ensure that coding (and other skills relevant to start-ups) become as commonplace at primary schools, middle schools and universities as maths and languages. (Coding is the translation of actions into computer language, instructing the computer to perform the action).</p> <p><i>Neelie Kroes praised the UK Government for adding coding to the curriculum but said: "Entrepreneurship, please put it in the curriculum. If you put them together there's a real opportunity to solve the problem of youth unemployment."</i></p> 
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<p><b>Plan:</b> Place on the agenda, support events, start-ups and initiatives. Policy regarding a quota of coding lessons. Participate in European and international initiatives such as EUcoding Week and Hour of Code. Corporate partners: NEMO (in regards to funding from Google), Bèta Techniek, Google.</p> <p>Long-term focus: &gt; five years.</p>  
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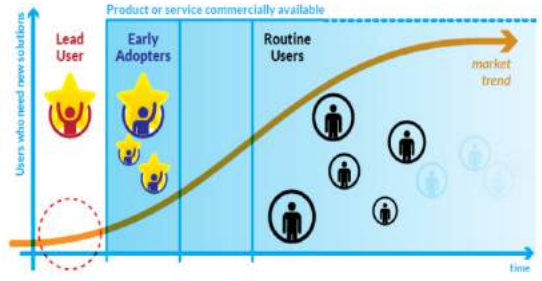


<p><b>Effect: improve visibility and positioning of Amsterdam as a start-up hub</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• Young Amsterdam starters develop a stronger ambition than a local or European market. They see themselves as a start-up and have international growth ambitions (pi: % starters with international growth ambitions).</li> <li>• Start-up experts and successful entrepreneurs are keen to share their insights in Amsterdam during events, office hours and boot camps (pi: # influential, relevant events held in the Netherlands).</li> <li>• Job growth in the tech and start-up sector (pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other [European] cities).</li> </ul>
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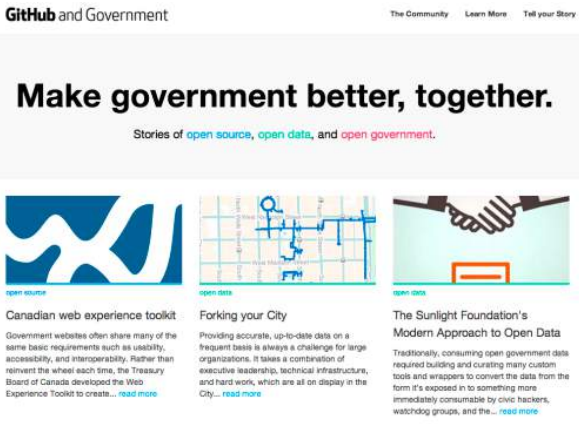
<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- NEMO</li> <li>- CodeUur</li> <li>- Bèta Techniek</li> <li>- Google</li> <li>- Various initiatives such as CoderDojo, Bomberbot, etc.</li> </ul>
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<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Heavy focus on various people working voluntarily.</li> <li>- Focus on policy change in order to make resources available from education sector.</li> <li>- Make restricted budgets available to kick-start initiatives (project activation budgets).</li> <li>- Align with existing initiatives.</li> </ul>
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<p><b>Budget:</b> Four-year period. Annual budget: €100,000.</p>
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<b>Measure 4: Corporate Partner Programme</b>	Fundamental aspect:	Status: Acceleration
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	Clients	
<p><b>Description:</b>  Twenty-five Amsterdam multinationals become involved in StartupAmsterdam. The CEOs sign a Memorandum of Understanding (MoU):</p> <p>Ambition:</p> <ul style="list-style-type: none"> <li>- Appoint a start-up liaison (liaison tasks: arrange introductions for start-ups, organisation, navigation).</li> <li>- Sponsor the StartupAmsterdam programme with an average annual contribution of €50,000 (sponsor packages: premium, gold, platinum).</li> <li>- Agree to implement measures in role as partner.</li> <li>- Take the role of launching customer and (international) acceleration partner.</li> <li>- Make their network available.</li> </ul>  	<p><b>Name: StartupAmsterdam corporate partners</b></p> <p>Branding: Multinationals visible in all of StartupAmsterdam measures, CEOs (and innovation directors) present at events, we position Amsterdam brands as “European” during customer validation (e.g.: “Did you know that TomTom was already using Splunk in 2010?”).</p> <p>Plan: 25 multinationals sign the MoU, together with the Mayor, Alderperson for Economic Affairs and the Start-up Envoy.</p>  	
<p><b>Effect: multinationals become part of the ecosystem.</b></p> <p>Relevant performance indicators are yet to be defined.</p>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- StartupDelta team</li> <li>- DutchBasecamp as implementation partner</li> <li>- Heineken as quartermaster</li> <li>- ABN AMRO for development and plan implementation.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- The primary team activates the corporate partner programme.</li> <li>- StartupDelta provides access to its network.</li> <li>- Corporate partners are asked to invest an average of €50,000 in StartupDelta.</li> <li>- The contribution offered by corporate partners allows them access to specific elements of StartupAmsterdam, with which they can form an association.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period.  Budget for corporate partner events: €12,500 per event.  Events per year: four.  Annual event budget: €50,000.</p> <p>Budget implementation partner: €75,000 (50% of total).</p> <p>Ascending reception of resources: estimation: 1st year = 1/3, 2nd year = 2/3 and 3rd &amp; 4th year = complete (25x50,000 = €1,250,000).</p>	

<b>Measure 5: Launching Authorities</b>	Fundamental aspect: Clients	Status: Validation
<p><b>Description:</b> The Amsterdam local authorities and executive organisations take the role of launching customer, accelerator and gateway to governmental services through:</p> <ul style="list-style-type: none"> <li>- Innovative purchasing: based on social issues.</li> <li>- Fellow programme: entrepreneurs work for a period within the municipality. Successful pilot in 2013/'14.</li> <li>- Governmental accelerators: the municipality supports entrepreneurs by offering expertise about the governmental sector and social fields such as health care, education, sustainability, mobility, etc.</li> <li>- Working as a gateway to other parties: the municipality takes a credential role and actively showcases success and opportunities to other partners (both public and private).</li> </ul>  <p>The banner features the San Francisco City Hall dome and the text: 'SAN FRANCISCO ENTREPRENEURSHIP IN RESIDENCE' and 'MAYOR LEE ANNOUNCES SELECTED STARTUPS FOR ENTREPRENEURSHIP-IN-RESIDENCE PROGRAM'.</p>	<p><b>StartupAmsterdam in residence programme</b></p> <p>Amsterdam as launching customer and accelerator programme.</p> <p>Visibility of Amsterdam as test bed and launch pad. Demo Day at the Mayor's official residence introducing an accelerator programme. See also G-Cloud (UK), San Francisco Entrepreneurship in Residence.</p> <p>Work with various partners to establish an accelerator programme, as in San Francisco. Authorities take lead and manages project, but outsource several considerations to experts (mentoring regarding venture deals, business model canvas, lean start-up advice).</p> <p>In addition to an accelerator programme, a start-up tender policy will also be developed in collaboration with purchasing: less stringent regulations for start-up tenders (e.g. with regard to three-year profit stipulation) and start-ups are involved with drafting tenders.</p>  <p>The screenshot shows the GitHub and Government website with the headline 'Make government better, together.' and sub-headline 'Stories of open source, open data, and open government.' Below are three featured stories: 'Canadian web experience toolkit', 'Forking your City', and 'The Sunlight Foundation's Modern Approach to Open Data'.</p>	
<p><b>Effect: increasing appeal and branding of Amsterdam as start-up hub</b></p>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Purchasing: Ministry of Economic Affairs, Dutch, KLM, Liander, KPN, ABN AMRO, ING.</li> <li>- Accelerator: existing accelerators.</li> <li>- Entrepreneur in residence: existing networks such as Appsterdam.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Within current purchasing policy.</li> <li>- Based on business cases.</li> <li>- Development within organisation (work from outside to inside).</li> </ul>	<p><b>Budget:</b></p> <p>Accelerator/tender: PM. Expert supervision: €100,000 per year. Out-of-pocket expenses (demo days, marketing): €100,000 per year.</p>	



<b>Measure 6: Amsterdam LaunchPad Week</b>	Fundamental aspect: Clients	Status: Validation
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**Description:**  
Europe's largest and best start-up and tech event held in Amsterdam, adopting an effective approach using cross-overs and collaborating with e.g. The Next Web, Dutch Open Hackathon and the Amsterdam Maker Festival.

- Aim: rethinking with regards to international offering:
- Driven by demand, not by supply (multinationals and users share their business cases and requirements).
  - Not (only) at events, but also at multinationals themselves.
  - Position Amsterdam as a test bed instead of event location.
  - Crossover sectors open their doors and take the role of launching customers.
  - Instead of entrance tickets, LaunchPad seats can be earned through making a contribution.
  - Grand finale is the Dutch Open Hackathon.

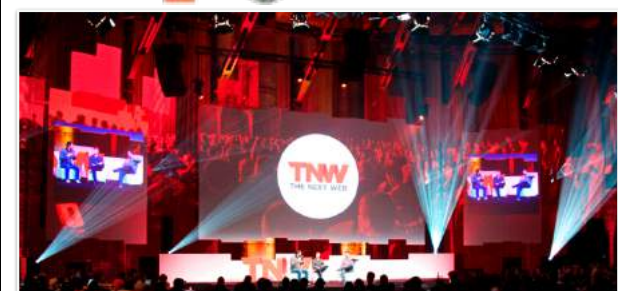


**Name: e.g. Amsterdam LaunchPad Summit**  
A festival unlike any other. Start-ups don't meet backstage after the keynotes; they *are* the keynotes. It's start-ups that take centre stage.

Everything is geared to Amsterdam as a test bed and launch pad. Amsterdam is the world in miniature.

Creativity and link to city marketing. The idea is not to compete with other summits and festivals, but to take a different approach.

Involve European and global tech hubs with the event.



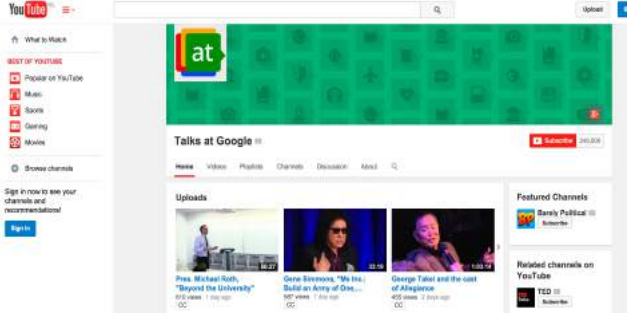


**Effect: increased visibility and positioning Amsterdam as a gateway with an attractive business climate**

- Relevant performance indicators:
- pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe). Amsterdam at #1.
  - pi: % talent that moves to Amsterdam in comparison to other cities. Amsterdam at #1.
  - pi: % EMEA headquarters in Amsterdam compared to other European cities. Amsterdam at #1.
  - pi: # influential, relevant events held in the Netherlands (at least two in top ten).



- Potential partners:**
- amsterdam inbusiness.
  - The Next Web.
  - ING, who provide access to their network of multinationals.
  - Tesla assists with international exposure.
  - Appsterdam helps the Hackathon to achieve international success.
  - ADE, ID&T, Made in Amsterdam.


<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Extensive in-kind budget because multinationals participate by making resources, network and capacity available.</li> <li>- Resources for international start-ups looking for recompense for travel expenses.</li> <li>- Use of technology scouting &amp; API experts in order to open up issues.</li> <li>- Sufficient marketing &amp; out-of-pocket budget for high-quality organisation and exposure.</li> <li>- Speakers are "paid" in potential launching customers.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. Budget per edition: €400,000.</p> <p>Breakdown of expenses:</p> <ul style="list-style-type: none"> <li>- €100,000: marketing &amp; out-of-pocket expenses.</li> <li>- €100,000: expert supervision.</li> <li>- €100,000: Dutch Open Hackathon contribution.</li> <li>- €100,000: organisation.</li> </ul>
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Measure 7: Talks@StartupAmsterdam	Fundamental aspect: Content	Status: Validation
<p><b>Description:</b> Fifty start-up and tech talks (keynotes, office hours, workshops) held in Amsterdam throughout the year. International exposure through video being uploaded online.</p> <p>Approach: a brand and format that makes Amsterdam the first port of call for specific speakers (entrepreneurs, programmers, tech specialists, experts). Recordings of the talks go viral via YouTube and position the organisers (e.g. accelerators) and Amsterdam as (part of) a start-up city.</p>  	<p><b>Talks@StartupAmsterdam</b> Amsterdam accelerators and incubators currently organise in excess of 500 events a year. StartupAmsterdam plans to elevate 50 of these events and organise video registration driven by the StartupAmsterdam brand.</p> <p>Based on projects such as Talks@Google, TED and Stanford's Entrepreneurship Corner.</p> <p>The programme team is responsible for video content management, hosted on a separate YouTube channel. Visitors can also view the videos on the StartupAmsterdam portal.</p> <p>The programme team plays a facilitating role. Planning of content and speakers is conducted in collaboration with the various accelerators and incubators.</p> 	
<p><b>Effect: improve visibility and position of Amsterdam as a start-up hub. Also improve skills and expertise of Amsterdam start-ups.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe). Amsterdam at #1.</li> <li>• pi: % talent that moves to Amsterdam in comparison to other cities. Amsterdam at #1.</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Total of five accelerators and incubators ("partners").</li> <li>- Corporate partners: SANOMA (distribution).</li> <li>- Endemol (brand &amp; format).</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- StartupAmsterdam covers expense of video registration.</li> <li>- Partners responsible for programming and organisation of talks.</li> <li>- Videos distributed via the partner's distribution channels.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. Video registration per talk: €1,000. Speaker's travel expenses per talk: €2,000. Number of talks per year: 50.</p> <p>Additional expenses:</p> <ul style="list-style-type: none"> <li>- Event manager + marketing &amp; distribution: €60,000 per year.</li> </ul>	







Measure 8: International start-up events in Amsterdam	Fundamental aspect: Content	Status: Validation
<p><b>Description:</b> Ensure that well-known, acclaimed international start-up events are attracted to Amsterdam. Examples include: TechCrunch Disrupt EU, Maker Faire, Wearable Wednesday.</p> <p>The basics: form partnerships with these events and promote the city in order to ensure that event organisers choose Amsterdam above other cities. Be firmly ahead of the game. Operate directly from the municipality instead of via partners in light of potential conflict of interests.</p> 	<p>StartupAmsterdam will draw up a shortlist of events and festivals that are worth attracting to Amsterdam. We will subsequently form a solid relationship with the initiators and discuss what would be required to organise an edition in Amsterdam.</p> <p>We'll work closely with entrepreneurs active in the field in order to bring these events to Amsterdam. StartupAmsterdam activities will be complemented by efforts of directly involved parties looking to become a partner.</p> <p>One example is the Peter Thiel Summit, which will head to Europe in 2016. A team is currently working on attracting this summit to Amsterdam. StartupAmsterdam will support this initiative by providing content, resources and access to its network. An alternative example is <a href="http://www.pando.com">www.pando.com</a>.</p> 	
<p><b>Effect: improve visibility and position of Amsterdam as a start-up hub.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe). Amsterdam at #1.</li> <li>• pi: % talent that moves to Amsterdam in comparison to other cities. Amsterdam at #1.</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- amsterdam inbusiness.</li> <li>- Various partners at each event.</li> <li>- Corporate partners including Rabobank (network, additional financial resources).</li> <li>- Ahold (logistics).</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- the value of the event that is brought to Amsterdam (linked to attracting start-ups, media/branding, mindset activation, new connections) vastly exceeds the initial investment.</li> <li>- StartupAmsterdam programme and network used to ensure the event is successful.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. Permit (per event): €100,000 (max). Number of events per year: one.</p> <p>Additional expenses:</p> <ul style="list-style-type: none"> <li>- Event Manager: €20,000.</li> <li>- Programme team (PM).</li> </ul>	




Measure 9: StartupAmsterdam online portal	Fundamental aspect: Content	Status: Acceleration
<p><b>Description:</b> An online portal to boost the profile and appeal of the Amsterdam tech and start-up ecosystem. The website will also fulfil information and community purposes, following the example of www.digital.nyc.</p> <p>The portal will include the following: Information for start-ups: - What you need to establish a start-up, information on relevant legislation and policy, available resources and facts &amp; figures relating to start-ups in Amsterdam.</p> <p>Information for investors: - What you need to establish a start-up, information on relevant legislation and policy, available resources and facts &amp; figures relating to investors in Amsterdam.</p> <p>Information for talent: - What jobs are available and courses are on offer.</p> <p>Information about events: - Agenda featuring all upcoming events.</p> <p>Why Amsterdam is a great place to live: - Success stories.</p> <p>A map indicating all players involved in the ecosystem, providing information and using filters to assist with matchmaking, etc.</p>	<p>Approach: a team is already working on designing, building and launching the portal.</p> <p>Part of this measure is the introduction of a Customer Management System (CRM) for the Amsterdam start-up ecosystem. This technology is focused on optimising contact with members of the ecosystem and offering each user an individual value proposition based on their specific requirements.</p> <p>Copy of best practice: success of venture capital firm Andreessen Horowitz. The Salesforce system and method could be made available for Amsterdam.</p>	
<p><b>Effect: improve visibility and position of Amsterdam as a start-up hub.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• pi: % talent that moves to Amsterdam in comparison to other cities.</li> <li>• pi: % EMEA headquarters in Amsterdam compared to other European cities.</li> <li>• pi: available early and mid-stage growth capital.</li> <li>• pi: # influential, relevant events held in the Netherlands.</li> <li>• pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe).</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Amsterdam Marketing.</li> <li>- Dealroom.co.</li> <li>- Salesforce.</li> <li>- (others, such as IBM).</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Invest in an online portal that positions and showcases StartupAmsterdam, provides information and serves a community purpose.</li> <li>- Value creation through providing Amsterdam start-ups a platform to showcase their activities (e.g. to tech personnel, potential investors &amp; clients).</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period.</p> <ul style="list-style-type: none"> <li>- Costs associated with building portal estimated at €40,000.</li> <li>- Annual maintenance and content management: 1st year: €40,000, 2nd year: €30,000, subsequently €20,000 per year.</li> </ul>	

<b>Measure 10: Capital Week Amsterdam</b>	Fundamental aspect: Capital	Status: Acceleration
<p><b>Description:</b> Bring the flagship event Capital On Stage to Amsterdam, as part of a drive to attract start-ups and venture capitalists to the city. Link the event to the Open Capital Door, a special two-day event in Amsterdam that sees venture capital firms throw open their doors to start-ups, accelerators and fund managers.</p> <p>Capital On Stage enables founders of start-ups to meet a range of venture capitalists in person. Two hundred start-up founders and 20 investors are invited to each conference, offering participants ample opportunity to speak face-to-face with a broad cross-section of valuable contacts (replacing the necessity of expensive road trips for time-consuming individual meetings with investors). The event is invitation only; founders are offered a reduced rate.</p> <p>The founder of Capital on Stage is Dutch, and we could call on his commitment to the cause to organise a special edition of the event.</p>  <p>The image shows a schedule for 2015 Capital on Stage conferences. It lists events across Europe and North America. Europe events include Copenhagen (March 26), Tel Aviv (April 29), London (May 14), Berlin (June 30), Paris (September 3), and Amsterdam (September 24). North America events include Singapore (October 6), NYC, NY (November 3), Boston, MA (November 5), Toronto (November 10), and Boulder, CO (November 12).</p>	<p>Capital on Stage uses a fixed format: 20 unique pitch presentations by investors introducing themselves to start-ups. This gives start-ups a valuable insight into what venture capitalists are really looking for (i.e. the focus of their next investment). Each start-up also has the opportunity to meet two investors of their choice during ten-minute discussions.</p> <p>The Capital on Stage event kicks-off the Open Capital Week, during which angels, venture capitalists and institutional investors throw open their doors to start-ups, accelerators and fund managers.</p>  <p>The image shows a man in a black polo shirt speaking into a microphone on a stage. Behind him is a backdrop with the 'Capital on Stage' logo and 'DEALMARKET' text. The backdrop also features a bar chart with orange bars of increasing height.</p>	
<p><b>Effect: increased availability of growth capital.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• pi: % international start-ups choose Amsterdam (of the total that establish operations in Europe). Amsterdam at #1.</li> <li>• International seed and venture capital is attracted to Amsterdam and becomes part of syndicates and start-up funds (pi: available early and mid-stage growth capital).</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Capital on Stage.</li> <li>- Prime Ventures (expertise).</li> <li>- Banks and pension funds.</li> <li>- Startup Tour XXL.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Capital on Stage has its own profitable business model.</li> <li>- Use of additional resources and network in order to ensure that this becomes a global flagship event.</li> <li>- Use of additional resources and network to organise an Open Capital Week.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. Sponsor budget per event: €25,000 (per year). Open Capital Week: €50,000 (per year).</p> <p>Additional costs:</p> <ul style="list-style-type: none"> <li>- Event manager: €20,000.</li> <li>- Marketing &amp; distribution expenses (PM).</li> </ul>	

<b>Measure 11: Connecting capital</b>	Fundamental aspect: Capital	Status: Validation
<p><b>Description:</b> Connecting "old" capital with start-ups and early &amp; mid-stage funds.</p> <p>Dutch capital (i.e. pension funds, private funds, etc.) is rarely invested in start-ups (in their early stage and A/B series phase). A large proportion of pension-fund investment managers are still unaware of the opportunities inherent in start-ups and risk management means that investment in start-ups is rarely considered.</p> <p>This measure is focused on uniting the start-up and investment worlds. Unknown, unloved, as the old saying goes. And this is where StartupAmsterdam plans to make a difference.</p>	<p>StartupAmsterdam will organise a range of activities and initiatives, for example:</p> <ul style="list-style-type: none"> <li>- Start-up capital events (to attract leading venture capitalists to speak in the Netherlands).</li> <li>- Demo Day at the Mayor's official residence (ten pitches by rapidly growing start-ups, attended by the Mayor and directors of institutional investment firms).</li> <li>- Founders and fund managers meet-up dinner (uniting institutional investors with managers of start-up funds and a selection of rapidly-growing start-ups).</li> <li>- Events to connect international capital with the Amsterdam start-up sector.</li> </ul>	
<p><b>Effect: increased availability of growth capital.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• Seed and venture capital is attracted to Amsterdam and becomes part of syndicates and start-up funds (pi: available early and mid-stage growth capital, # of start-up funds).</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Banks.</li> <li>- Venture capitalists, fund managers.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Activate new connections and networks to ensure that existing financial resources flow to start-ups and start-up funds.</li> </ul>	<p><b>Budget:</b> Four-year period. Annual activities budget: €75,000.</p> <p>Additional expenses:</p> <ul style="list-style-type: none"> <li>- Programme team (PM).</li> <li>- Marketing and distribution expenses (PM).</li> </ul>	

<b>Measure 12: StartupAmsterdam city branding</b>	Fundamental aspect: Environment	Status: Validation
<p><b>Description:</b> Amsterdam offers visitors a warm citywide welcome, drawing attention to the excellent start-up climate and the range of start-ups and tech activities.</p> <p>Throughout San Francisco and London, statements, posters, billboards and other advertising showcases the tech and start-up climate.</p>  	<p>Examine the best practices and apply them to our situation. For example:</p> <ul style="list-style-type: none"> <li>- A message at Amsterdam Airport Schiphol welcoming start-ups (from the Mayor/an Alderperson).</li> <li>- Green Graffiti signage.</li> <li>- StartupAmsterdam insignia on buildings where start-ups have their offices.</li> <li>- Signage showcasing experiments at living labs and urban labs.</li> </ul> <p>Promotion of this nature should become ritual in the city, constantly reinforcing the message that Amsterdam is the best place in Europe for start-ups.</p>  	
<p><b>Effect: improve visibility and position of Amsterdam as a start-up hub.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• International talent with specific (start-up-related) expertise is drawn to Amsterdam to take up positions at start-ups (pi: % talent that moves to Amsterdam in comparison to other cities).</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Amsterdam Marketing.</li> <li>- Green Graffiti.</li> <li>- Creative sector in Amsterdam.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Budget for signage and "playful" activities.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period, decreasing budget:          Year 1: €120,000.          Year 2: €100,000.          Year 3: €80,000.          Year 4: €60,000.</p>	



Measure 13: Hubs-to-hubs	Fundamental aspect: Environment	Status: Acceleration
<p><b>Description:</b> Develop strategic hubs featuring the world's most important tech clusters through activities including organising annual boot camps at significant tech hubs including London, Israel, Boston, NYC and Silicon Valley.</p> <p>The Executive Startup Bootcamp is a tried-and-tested model that sees the Mayor of Amsterdam and/or an Alderperson join corporate innovation directors and start-ups on a mission to a tech hub with the aim of developing and maintaining collaboration.</p> <p>A European validation process could form part of the hub-to-hubs, uniting cities in Europe where Dutch multinationals have a strong presence and complementing this with a network of Dutch mentors.</p>  <p>2014.04 Van der Laan Launching Customer Event from Holland in the Valley on Vimeo.</p>	<p>Combine and integrate the various networks of internationally active Dutch mentors, including the DutchBasecampNYC Mentoring Network, Dutch TM network, Holland in the Valley and so forth.</p> <p>Plan: organise a boot camp with predetermined objectives and participants.</p> <p>In addition, activate the Dutch tech mentors' network in the various tech hubs.</p>  <p>15 Dutch brands meet 50 Silicon Valley Start-ups and fast growing tech companies</p>  <p>This is the Executive Startup Bootcamp 2014</p>	
<p><b>Effect: improve visibility and position of Amsterdam as a start-up hub.</b></p> <p>Relevant performance indicators:</p> <ul style="list-style-type: none"> <li>• Rapidly growing companies choose to establish their European headquarters in Amsterdam (pi: % EMEA headquarters in Amsterdam compared to other European cities).</li> <li>• Job growth in the tech and start-up sector (pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other [European] cities).</li> </ul>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- amsterdam inbusiness.</li> <li>- Consulates and NBSOs.</li> <li>- RVO.</li> <li>- NFIA.</li> <li>- DutchBasecamp.</li> </ul>	
<p><b>Possible investment model:</b></p> <ul style="list-style-type: none"> <li>- Boot camps and hubs strengthen the network and facilitate positioning.</li> <li>- Investment is for organisation and out-of-pocket expenses.</li> <li>- 50% financed by boot camp participants.</li> <li>- More international start-ups establish operations in the Netherlands, leading to job growth.</li> <li>- Dutch start-ups grow more rapidly on the international stage.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. Budget per boot camp: €50,000 (€100,000 in total). Two boot camps a year: €100,000 (€200,000 in total); 50% of costs covered by corporate participants.</p> <p>Facilities for mentors and hub coordinator: €150,000 (organisation and resources – drawn from StartupDelta budget).</p>	

<b>Measure 14: Valorisation of facilities</b>	Fundamental aspect: Environment	Status: Acceleration
<p><b>Description</b></p> <p>An environment with sufficient availability of facilities allows for the conversion of expertise into commercial products. As such, expertise (patents) at educational institutions should be surrounded by entrepreneurial potential. Access to talent and capital drives valorisation.</p> <p>StartupAmsterdam is keen to increase valorisation by ensuring that the required facilities are available. Defining exactly which facilities are required will be addressed in a future analysis, the results of which will underpin a validation proposal.</p>	<p>Examples of/ideas for the valorisation of facilities include:</p> <ul style="list-style-type: none"> <li>- The collaboration between Quirky.com and General Electric. General Electric placed all of its patents on the crowdsourcing platform Quirky.</li> <li>- Organising a Valorisation Hackathon.</li> <li>- Introduce valorisation teams to incubators (moving them out of academic institutions and into the environment of start-ups and entrepreneurs).</li> <li>- Effectively manage investment in valorisation (demand more budget from universities).</li> <li>- Train professors and researchers in entrepreneurship.</li> </ul>	
<p><b>Effect:</b></p> <p>Young starters in Amsterdam develop bigger aspirations than a local or European market. They see themselves as a start-up and develop international growth ambitions (pi: % starters with international growth ambitions).</p> <p>Job growth in the tech &amp; start-up sector (pi: # jobs, % job growth in the Amsterdam start-up and tech sector compared to other [European] cities).</p>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- Academic institutions.</li> <li>- Corporate partners.</li> </ul>	
<p><b>Possible investment model</b></p> <ul style="list-style-type: none"> <li>- Value development of patents and direct exits back into education.</li> <li>- Seek out European budgets.</li> <li>- Increase % valorisation budget from academic institutions.</li> </ul>	<p><b>Budget:</b></p> <p>Four-year period. PM budgets from European funds. Numerous budgets are already available within the academic institutions themselves. Ensure that these are used for valorisation.</p>	



Measure 15: Concentration of start-up activities	Fundamental aspect: Environment	Status: Acceleration
<p><b>Description:</b> Ensure that the fragmented Amsterdam start-up activities and initiatives are united and visibly concentrated.</p> <p>Amsterdam is home to a wealth of co-working spaces, incubators, accelerators, programmes, events, workshops and meet-ups associated with technology and entrepreneurship.</p> <p>However, the above only welcome, serve and/or reach a small percentage of the target group. As a result, it's not always possible to offer high-quality international programming focusing on subjects that stimulate entrepreneurship and improve the expertise/skills of entrepreneurs. This fragmentation also means that start-ups aren't receiving the best level of support and Amsterdam isn't presenting a clear start-up profile to the outside world.</p> 	<p><b>Plan:</b> StartupAmsterdam collaborates with the sector to identify the most significant start-up satellite clusters (hubs) in the city.</p> <p>StartupAmsterdam assists the individual satellites and stakeholders in collaborating on themes and events. We also stimulate and assist the coming together (and even physical clustering) of involved parties.</p> <p>StartupAmsterdam offers facilities and (event) space.</p> <p>StartupAmsterdam remains in consultation with the sector regarding the implementation of this measure. The activities that form this measure will be concentrated in identifiable satellite clusters such as B-Amsterdam, Open House, Amsterdam Science Park, Tech Embassy and the Marineterrein Amsterdam.</p> 	
<p><b>Effect:</b> Positioning of Amsterdam as a united and congruent start-up ecosystem.</p>	<p><b>Potential partners:</b></p> <ul style="list-style-type: none"> <li>- All stakeholders in the sector (primarily accelerators and incubators, academic institutions).</li> <li>- Area developers.</li> <li>- Quartermasters for the various measures.</li> </ul>	
<p><b>Possible investment model:</b></p> <ul style="list-style-type: none"> <li>- Increase network effect.</li> <li>- Joint contribution of ambition, network and resources.</li> <li>- Potential supplementation of budgets should this lead to concentration.</li> </ul>	<p><b>Budget:</b> Four-year period. Rental of event space at the Marineterrein for the community. €100,000 per year for various events. Budget also to be used for event space at satellite clusters.</p>	

## Part III Working method and organisation

The quality and background of a start-up team is often more important than the concept of a start-up (at any rate, as far as investors are concerned). The same logic applies to the StartupAmsterdam programme: the programme team's creativity, effectiveness and resilience is far more important than the uniqueness of the measures. The StartupAmsterdam programme team is compact and robust, with strong links to the entire start-up sector.

### Working method: think and work as a start-up

StartupAmsterdam is a public-private collaboration that operates as a programme. The team is lean and hands-on, working together with various stakeholders in the start-up sector (line organisation and sector teams) to validate and implement the measures. The modular programme is designed to serve both a preparatory (enabling) and stimulatory function. Each measure features a specific collaboration model with relevant stakeholders. The form of the collaboration will also differ in each phase (validation, acceleration, scale-up).

The StartupAmsterdam programme operates as a lean start-up,<sup>32</sup> driven by entrepreneurial principles. "Old" programme management approaches are based on an overriding idea and a detailed milestone plan. The assumption is that a project is doing well if milestones are being reached. But things are different in the start-up world. Here, assumptions are validated and there is a continual process of revision. Start-ups let the numbers do the talking. They start small, usually with an experiment or test. They subsequently adjust their approach before retesting (often many times) and only proceed to the implementation phase once they are certain that they have found the most effective approach. A lean start-up only receives growth financing or follow-up financing once traction has been demonstrated. This is the approach and thought process that will be adopted by StartupAmsterdam.

Each measure in the StartupAmsterdam programme passes through the following three stages:

1. Validation phase (experimentation).
2. Acceleration phase (appoint team, organise budget, initial production).
3. Scale-up phase (production and autonomous growth).

#### Phase 1. Validation phase

- a) Draft hypothesis to be tested (potentially includes assumptions within the measures).
- b) Brainstorm various tests (offline and online). Try to divide into smaller tests.
- c) Determine the desired effect (minimum success criteria) and perform tests.
- d) Examine result and select subsequent action: a) proceed, b) adjust test, c) stop.

#### Phase 2. Acceleration phase

A team works at top speed to achieve the initial results. The objective, approach and use of resources may be adjusted slightly. The objective is to get the scale-up team on track. With a clear approach and access to the required resources, this team can make swift progress.

The acceleration plan for a measure consists of:

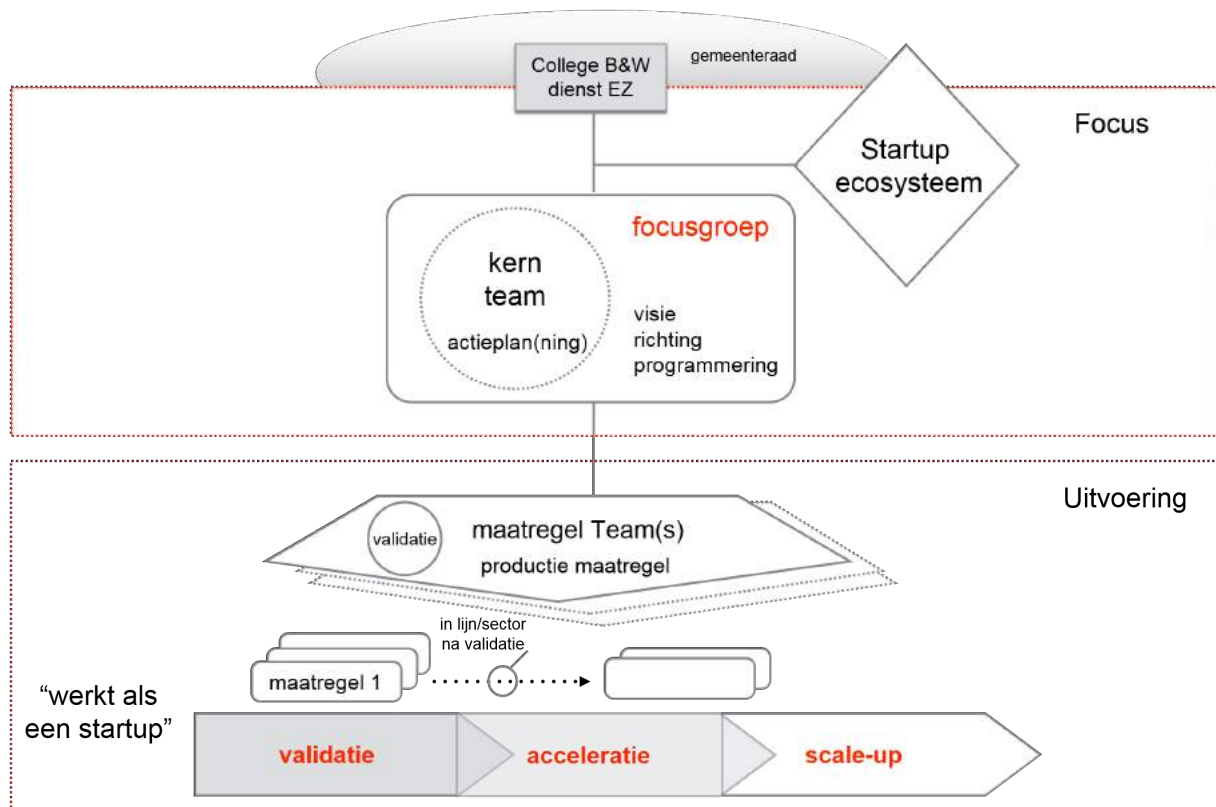
- a) The acceleration and scale-up approach, with effort vs. effect clearly outlined.
- b) Team and planning: roles, responsibilities and milestone planning.
- c) Draft business model and budget.
- d) Reporting.

#### Phase 3. Scale-up phase

During the scale-up phase, teams individually implement the validated measures. They operate under nearly complete autonomy from the primary team, only presenting a monthly report of the produced effects.

## Organisation & management

StartupAmsterdam is commissioned by the Amsterdam College of Mayor and Alderpersons. It reports to the focus group (the supervisory body) on a bimonthly basis as well as to the College every six months. The programme design is based on the below diagram, which clearly outlines the interchange between focus and production.



*Focus.* The Department of Economic Affairs collaborates with the start-up ecosystem with regard to vision, direction and programming. The appointed focus group has contributed to determining the programme plan and supervises implementation and effect throughout the implementation period. The members of the focus group are partners and take the role of a committee of recommendation.

*Implementation.* A measure from the action programme is always validated before being implemented (acceleration and scale-up). The programme collaborates with various “implementation partners” during the implementation process, who operate relatively independently on implementation once validation of a measure has been completed. Validation of a measure is the direct responsibility of the primary team.

The primary team has both public and private leadership, split into an administrative and operational arm. The administrative arm focuses on managing the process, safeguarding public interest, forming coalitions with public stakeholders and reporting. The operational arm focuses on the content of the measures and project management. 1.5 FTE is available for public and private leadership. Two project management officers (2 FTE) will be appointed to fulfil secretarial, preparatory, communication and archiving (etc.) duties. These PMOs have thorough knowledge of the sector and take a hands-on approach to their work. The primary team also comprises a validation expert responsible for assisting the primary team and validation teams with working according to the lean start-up method.

The StartupAmsterdam organisation consists of a primary team, focus group and measure teams.

Who	Role	Composition	Description
Primary team (direction)	<ul style="list-style-type: none"> <li>• Process management</li> <li>• Project management</li> <li>• Single point of contact for start-ups (and ecosystem)</li> <li>• Assistance in application for European subsidies</li> <li>• Collaboration with (national) StartupDelta team</li> <li>• Lobbying (national and European)</li> </ul>	Two programme managers (public and private) PMO (two) Validation expert (0.5) Financial expert (0.5)	The primary team is responsible for day-to-day leadership and has significant (DIY) implementation responsibilities during the validation of measures. Responsible for forming links with stakeholders and financing the programme.
Focus group (management)	<ul style="list-style-type: none"> <li>• Advisory role regarding vision and programming</li> <li>• Focus based on validation metrics</li> </ul>	Accelerators (three) Academic institutions (two) Multinationals (two) Venture capitalists (two) Start-ups (two) Economic Affairs director/Aldersperson (one)	Month-to-month management. Makes expertise available to primary team and validation teams.
Measure team(s) (validation & acceleration)	<ul style="list-style-type: none"> <li>• Draft validation plan</li> <li>• Validation through testing</li> <li>• Acceleration and scale-up plan(ning)</li> <li>• Implementation of plan</li> <li>• Reporting</li> </ul>	Primary team lead (process) Composition of private teams or use of line organisation (public) or mix of public/private for each measure.	Primary team appoints a project leader for the validation team. Collaboration with existing stakeholders (line or otherwise). PMO performs hands-on work. Scale-up has a different character for each measure. Teams will ultimately operate autonomously with (increasingly) their own budget.

PMO = Project Management Officer

#### Reporting and effect on progress

The effect of measures will be closely monitored. The following reporting schedule is in place:

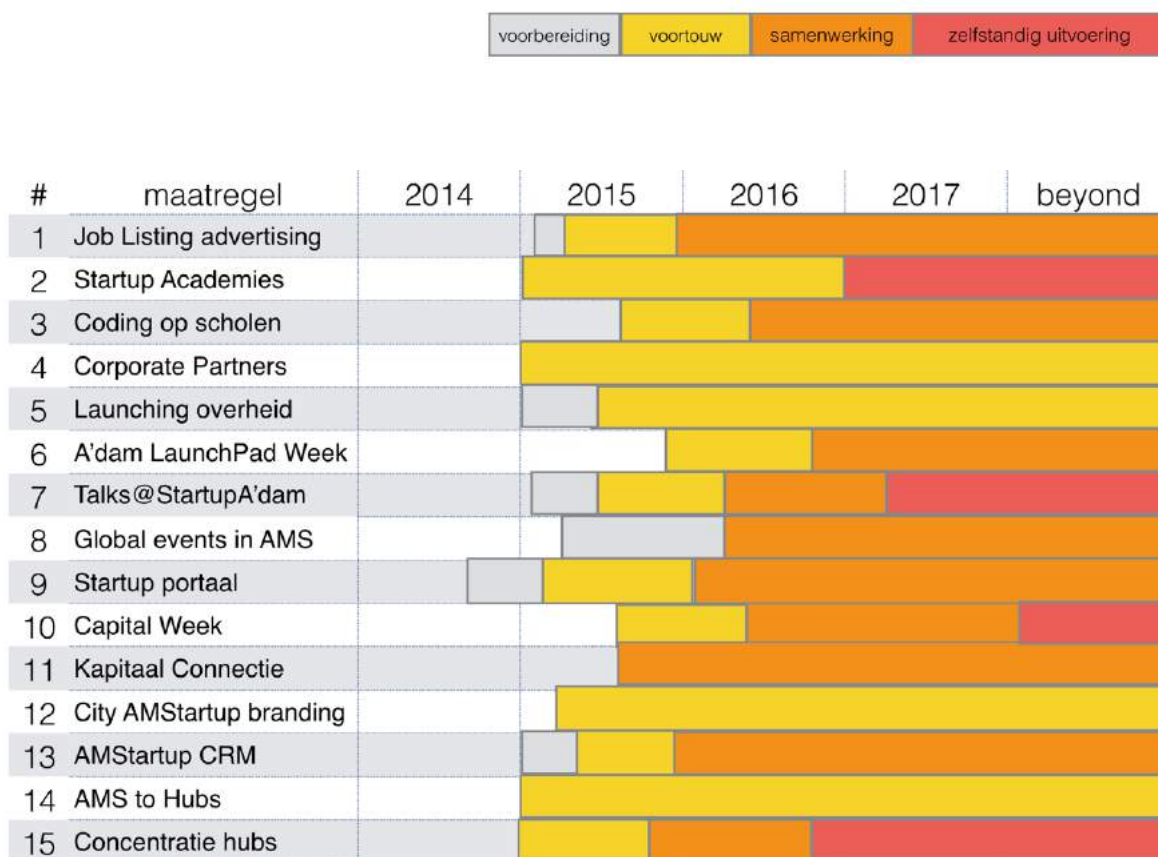
- Fortnightly report on the validation tests (validation teams reporting to the primary team).
- Monthly report by the measure teams to the primary team.
- Bimonthly report by the primary team to the focus group.
- Biannual report by the primary team to the College of Mayor and Alderspersons.

## Part IV: Planning and Budget

### Planning

The start-up ecosystem is a cohesive entity and all parts of the puzzle have to be in place. That's why we've opted for "parallel running" and the simultaneous introduction of various measures. Speed isn't necessarily of the essence; the focus is on being congruent, precise and effective.

The plan, budgets and effects determined for each measure and outlined in the business models will be thoroughly tested before a detailed acceleration plan is drafted. Plans will only be finalised once we know what the most effective plan actually is. The StartupAmsterdam programme conducts the groundwork on each measure and takes the lead. Subsequent to validation, partners in the sector can take independent control of the measure (as at start-up academies). Alternatively, a prolonged collaboration may be entered into (as in the case of the Amsterdam Launchpad Week) or the programme team may retain complete control of a measure (as with the Corporate Partner Programme). The below diagram outlines the planning for StartupAmsterdam in the coming years and indicates the form of collaboration for each measure subsequent to validation.



## Budget

The below budgets outline the estimated costs associated with 1) the programme team and 2) the 15 measures. StartupAmsterdam has calculated a budget for each measure, although the actual costs may be lower. A valuation will be conducted during the validation phase in order to justify the costs as investments (and the return on investment, ROI). Should it become apparent that the measure is likely to yield a sound return, the programme team may apply for additional budget. Wherever possible, European budgets reserved for regional ICT, technology and start-up activities will also be called upon (such as EFRO, Horizon2020).

### Costs associated with programme team

<b>COST</b> <b>(*1,000)</b>		<b>Cost p/a</b>	<b>Number</b>	<b>Coverage</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
<b>Programme team</b>	Programme Manager (public)	100	1	EA standard	0	0	0	0	0
	Programme Manager (private)	150	1	StartupA'dam	150	150	150	150	600
	PMO	50	2	EA standard	0	0	0	0	0
	Validation expert	75	0.5	StartupA'dam	37.5	37.5	37.5	37.5	150
	Financial expert	100	0.5	EA standard	0	0	0	0	0
	Out-of-pocket	50	1	StartupA'dam	50	50	50	50	200
	<b>Total cost Programme team</b>					<b>237.5</b>	<b>237.5</b>	<b>237.5</b>	<b>237.5</b>

### Cost per measure

<b>COST</b> <b>(*1000)</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
<b>Measure 1</b> Online start-up job advertising	Total cost	125	125	125	125	500
<b>Measure 2</b> Start-up & coding academies	Budget for academy places	p.m.	p.m.	p.m.	p.m.	p.m.
	Other expenses	175	175	175	175	700
<b>Measure 3</b> Coding at schools	Budget for initiatives	100	100	100	100	400
<b>Measure 4</b> Corporate Partner Programme	Total cost	125	125	125	125	500
<b>Measure 5</b> Launching Authorities	Accelerator	p.m.	p.m.	p.m.	p.m.	p.m.
	Experts & out-of-pocket	200	200	200	200	800
<b>Measure 6</b> Amsterdam LaunchPad Week	Total cost	420	420	420	420	1.680
<b>Measure 7</b> Talks@StartupAmsterdam	Total cost	210	210	210	210	840
<b>Measure 8</b> International start-up events	Total cost	120	120	120	120	480
<b>Measure 9</b> StartupAmsterdam online portal	Total cost	80	40	30	30	180
<b>Measure 10</b> Capital Week Amsterdam	Total cost	95	95	95	95	380
<b>Measure 11</b> Connecting capital	Total cost	75	75	75	75	300
<b>Measure 12</b> City branding	Total cost	120	100	80	60	360
<b>Measure 13</b> Hub-to-hubs	Total cost	100	100	100	100	400
<b>Measure 14</b> Valorisation of facilities	Total cost	25	25	25	25	100
<b>Measure 15</b> Concentration of start-up activities	Total cost	100	100	100	100	400
<b>Total cost of measures</b>		<b>2,070</b>	<b>2,010</b>	<b>1,980</b>	<b>1,960</b>	<b>8,020</b>
<b>Total cost of measures &amp; programme team</b>		<b>2,307.5</b>	<b>2,247.5</b>	<b>2,217.5</b>	<b>2,197.5</b>	<b>8,970</b>

### Total coverage

<b>COVERAGE</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
City of Amsterdam		1,907.5	1,447.5	967.5	947.5	5,270
Multinationals	Income from corporate partners	400	800	1,250	1,250	3,700
<b>Total coverage</b>		<b>2,307.5</b>	<b>2,247.5</b>	<b>2,217.5</b>	<b>2,197.5</b>	<b>8,970</b>

## APPENDICES

### 1. Composition of focus group

The focus group is comprised of experts in their particular fields, selected for their merit and ability to speak for part of the ecosystem in which they operate (and not only for their specific interests). The members of the focus group are:

- Multinationals: Harold Goddijn (TomTom)
- Accelerators: Oscar Kneppers (Rockstart), Patrick de Zeeuw (Startupbootcamp)
- Co-working spaces: Maarten Beucker Andreae (TTY, Tech Embassy)
- (C)VCs/Angels: Sake Bosch (Prime Ventures), Arthur Kosten (Booking.com)
- Fast Growing Companies: Symen Jansma (TravelBird)
- Events: Boris Veldhuijzen van Zanten/Patrick de Laive (The Next Web)
- Techno Center/Science Park: Jeroen van Duffelen (ACE Venture Lab)
- Communities: Joris Machielse (Hackers&Fouders)
- Start-ups: Hanneke Stegweg (iLost)
- Academic institutions: Marc Salomon (University of Amsterdam).

### 2. International companies establishing operations in the Netherlands

The table below shows the number of international companies that established operations in the Amsterdam Metropolitan Area in 2013. The figures indicate that approximately 50% of investment is from sectors in which technology plays a leading role (ICT/e-science, creative industries, financial & business services, life sciences). Figures from 2010 to 2012 also indicate this trend. It's vital that the Amsterdam Metropolitan Area continues to position itself as an attractive region for international technology companies. Every year, these companies create a wealth of new jobs.

Number of international companies establishing operations in 2013

Sector	Number	Number %	Employees	Employees %
ICT/e-science	27	23%	240	14%
Creative industries (incl. new media, gaming)	21	18%	558	32%
Financial & business services	13	11%	71	4%
Life Sciences & Health	12	10%	312	18%
Electronic consumer & household goods	10	9%	97	6%
Transportation (industry) and logistics	8	7%	120	7%
Energy	7	6%	87	5%
Other / environment	17	14%	242	14%
<b>Total</b>	<b>115</b>	<b>100%</b>	<b>1,727</b>	<b>100%</b>

Source: amsterdam inbusiness, 2014

### 3 Start-up ecosystems in Europe and local government investment

Organisatie	Oprichting	Budget	Public funds	Results 2012
TechCity (London)	2010	GBP 2 mln zelfstandige organisatie GBP 15 mln program (4 jaar)	Ja, GBP 42 mln	2.1 miljard omzet >15.000 banen 4 IPO =Eur 4 miljard opgehaald 13 bedrijven, 263 mln geïnvesteerd
Enterprise Ireland (Dublin)	2007	EUR 10 mln overheids organisatie EUR 60 mln program (4 jaar)	2007-2012 EUR 175 mln 2012-2018 EUR 175 mln	2.8 miljard omzet 26.489 banen 85 early stage startups gefund
? (Berlin)	Nog op te richten		NB	2012- Eur 133 mln geïnvesteerd
? (Barcelona)	Nog op te richten		NB	NB
Region Lab (Paris)	2009	EUR 3mln zelfstandige organisatie	NB	500 startup >4300 banen Eur 409 mln omzet Eur 49 mln geïnvesteerd
Tekes (Helsinki)	2012	Eur 3 mln overheids organisatie Eur 500mln Tech breed program(5 jaar)	2012-2017 Eur 135 mln	6.2 miljard omzet 14.000 banen 1590 projects
?Stockholm		Startups vallen binnen bestaande ondernemerschap overheids programma's	GBP 2.6 miljard	NB
Launchpad (Copenhagen)	2013	Eur 1 mln program	Nee	NB

#### 4. Startup Genome's Start-up Ecosystem Index (2012)

##### The Global Startup Ecosystem Index

Ecosystem	Ranking	Startup Output Index	Funding Index	Performance Index	Talent Index	Support Index	Mindset Index	Trendsetter Index	Differentiation from SV Index
Silicon Valley	1	1	1	1	1	1	1	1	1
Tel Aviv	2	2	1	12	5	5	9	17	18
Los Angeles	3	4	6	2	3	13	11	4	11
Seattle	4	19	7	6	2	4	6	11	14
New York City	5	3	4	8	12	9	8	7	8
Boston	6	10	1	7	7	8	7	5	20
London	7	7	5	10	9	2	3	14	17
Toronto	8	6	9	3	10	3	15	12	5
Vancouver	9	13	12	9	4	14	2	9	19
Chicago	10	8	15	5	14	7	13	18	9
Paris	11	14	13	4	17	6	12	15	6
Sydney	12	5	14	16	6	12	16	1	3
Sao Paulo	13	9	10	15	19	11	5	16	4
Moscow	14	16	19	18	11	10	14	8	2
Berlin	15	15	11	13	13	20	18	5	16
Waterloo	16	11	16	14	16	17	17	10	13
Singapore	17	18	8	19	8	16	20	19	12
Melbourne	18	12	17	20	15	18	19	3	15
Bangalore	19	17	18	17	18	15	10	20	10
Santiago	20	20	20	11	20	19	4	13	7

#### 5. Glossary:

**- Tech:**

The term used to refer to the technology sector, which transverses other sectors. Categories in this sector include media/content, advertisement technology, analytics, fintech and 3D printing. Technology is fundamental for tech start-ups with regard to the products and/or business model.

**- Tech cluster:**

A geographical concentration of companies, supplementary facilities, tech-related activities and specialised institutes within the tech sector in a certain country, city or region.

**- Start-up ecosystem:**

A start-up ecosystem is formed of people, start-ups in their various phases and a range of organisations, all interacting as a system to create new start-ups and help them develop. The involved organisations are divided into various categories: (1) universities, (2) auxiliary organisations, such as incubators, accelerators and co-working spaces, (3) investors, (4) multinationals, (5) service organisations, such as those offering legal and financial advice, and (6) research organisations. Each organisation focuses on a specific part of the ecosystem or assists a start-up in a specific phase of its growth.

**- Hub:**

The location where networks meet. In this document, the hub is the physical location of the start-up ecosystem.

**- Business model:**

The model used to identify and manage various aspects of the business. These may be operational, organisational and financial aspects, but also considerations such as ideology and image.

**- Validation:**

The time in a start-up's life when the effectiveness of the business model needs to be confirmed. This is achieved through allowing the target group to test the model in a representative market.

**- Early, mid- & late stage:**

These are the various stages through which a start-up progresses. The business model is validated during the early stage. In the mid-stage, the start-up accelerates in a single market. In the late stage, the start-up's business is scaled-up by expanding into new markets.

**- Accelerator:**

An organisation that, following a rigorous selection procedure, offers a start-up a place to work alongside a concentrated programme within which capital, mentors and other start-ups unite to help the start-up in question through the early and/or mid-stages during the course of a few months. In exchange, the accelerator receives ownership of part of the start-up.

**- Incubator:**

An organisation that, following a rigorous selection procedure, offers a start-up a place to work alongside a concentrated programme within which capital, mentors and other start-ups unite to assist the start-up for a prolonged period of time. In exchange, the incubator receives ownership of part of the start-up.

**- Seed capital:**

In the Netherlands, seed capital is often confused with early-phase financing, but there is a clear difference. Seed capital is the funding used to start a company. Starting (i.e. seed) capital is often drawn from the personal capital of the founders (and/or their friends and family). The amount of capital is usually relatively small, due to the fact that the business is usually still only an idea or in the conceptual phase. Seed capital covers: (1) the operational costs in the period between the foundation of the start-up and the initial income, (2) R&D expenses, and (3) costs associated with attracting a venture capitalist.

**- Series A capital:**



Series A capital refers to the initial round of investment subsequent to the start-up receiving seed capital. The start-up usually generates turnover, but insufficient to cover costs. Venture capitalists or angel investors who take the risk and provide funding receive part of the start-up in return.

- *Series B capital:*

Series B capital refers to the second round of investment subsequent to the start-up receiving seed capital. This round of investment usually takes place once a start-up has already achieved a degree of success. As such, risks are lower, but the investments larger.

- *Validation process:*

The process allowing the start-up to collate feedback regarding the product/service within the envisaged market, with the aim of improving the business model. The place where the start-up conducts this process is known as a test bed.

- *Test bed:*

A physical or digital platform for testing major development projects. Test beds allow for the rigorous, transparent and reproducible testing of (scientific) theories, computational tools and new technologies.

- *Launch pad:*

A Launch pad is the location where the start-up achieves initial growth, drawing on the available services and provisions (such as events, the network, expertise and the local market). The term LaunchPad does not refer to a single scaling level; it is used, for example, for accelerators, urban and regional hubs.

- *Exit:*

The part or entire end of participation by an investor, for example through the sale of a share in the start-up to a strategic party, a new group of investors or to the management.

## 6. Links

<sup>1</sup> <http://www.techcityuk.com/>

<sup>2</sup> <http://berlinstartupmap.com/>

<sup>3</sup> <http://startupireland.ie/dublin/>

<sup>4</sup> <http://www.technologyreview.com/news/516501/in-innovation-quest-regions-seek-critical-mass/>

<sup>5</sup> <http://steveblank.com/2010/01/25/whats-a-startup-first-principles/>

<sup>6</sup> <http://www.youtube.com/watch?v=fEvKo90qBns>

<sup>7</sup> <http://vimeo.com/46569492>

<sup>8</sup> <http://nl.metrotime.be/2014/10/15/must-read/de-iphone-heeft-de-economie-in-mijn-land-kapot-gemaakt/>

<sup>9</sup> <http://websummit.net/>

<sup>10</sup> <http://www.techcityuk.com/>

<sup>11</sup> <http://techcrunch.com/events/disrupt-eu/event-home/>

<sup>12</sup> <http://www.entrepreneur.com/dbimages/article/the-worlds-20-hottest-startup-scenes.jpg>

<sup>13</sup> <http://techcrunch.com/2012/11/20/startup-genome-ranks-the-worlds-top-startup-ecosystems-silicon-valley-tel-aviv-l-a-lead-the-way/>

<sup>14</sup> <http://www.eu-startups.com/2012/08/top-15-europes-biggest-startup-cities/>

<sup>15</sup> <http://www.wired.co.uk/magazine/archive/2013/11/european-startups/welcome>

<sup>16</sup> <http://startups.fm/2013/05/13/10-hottest-cities-for-startups-worldwide-after-silicon-valley.html>

<sup>17</sup> <http://www.bizjournals.com/sanjose/news/2014/11/24/tesla-is-talking-with-bmw-about-partnering-on.html>

<sup>18</sup> <http://www.bizjournals.com/sanjose/news/2013/07/31/inside-nissan-motor-cos-silicon.html?page=all>

<sup>19</sup> <http://www.walmartlabs.com/category/silicon-valley/>

<sup>20</sup> <http://rocket-space.com/corporate-innovation-teams/>

<sup>21</sup> <http://www.rvo.nl/subsidies-regelingen/seed-capital>

<sup>22</sup> <http://www.rijksoverheid.nl/onderwerpen/betrekkingen-met-nederland/verenigde-staten>

<sup>23</sup> <http://www.mkb.nl/index.php?pageID=4&messageID=9653>

<sup>24</sup> [http://www.telegraaf.nl/dft/nieuws\\_dft/23144308/\\_\\_\\_Hollandse\\_start-up\\_vindt\\_\\_2\\_4\\_miljoen\\_in\\_Silicon\\_Valley\\_\\_.html](http://www.telegraaf.nl/dft/nieuws_dft/23144308/___Hollandse_start-up_vindt__2_4_miljoen_in_Silicon_Valley__.html)

<sup>25</sup> <http://www.koninklijkhuis.nl/nieuws/nieuwsberichten/2013/juni/koningin-maxima-bij-demo-day-startupbootcamp-amsterdam/>

<sup>26</sup> <http://timkastle.org/blog/2014/09/innovation-thoughts-on-zero-to-one-by-peter-thiel/>

<sup>27</sup> <http://www.sprout.nl/artikel/financiering/groiegeld-deze-afwegingen-maakt-een-investeerder>

<sup>28</sup> [http://en.wikipedia.org/wiki/Startup\\_company#mediaviewer/File:Startup\\_financing\\_cycle.svg](http://en.wikipedia.org/wiki/Startup_company#mediaviewer/File:Startup_financing_cycle.svg)

<sup>29</sup> <http://www.investopedia.com/terms/o/option-pool.asp>

<sup>30</sup> <http://www.kauffman.org/newsroom/2012/10/entrepreneur-guru-brad-feld-illustrates-how-to-build-a-startup-community-in-new-kauffman-sketchbook-video>

<sup>31</sup> <http://www.quora.com/How-much-does-it-cost-on-average-to-post-a-position-to-an-online-jobs-board>

<sup>32</sup> <http://theleanstartup.com/>

