

ENTREPRENEURSHIP CASES

Metrica Sports

By Joris Ebbers / UvA

Metrica Sports provides tactical analysis tools to improve the performance of football players through easy-to-use, customer centered software for data and video analysis. Their core product is the software FootMapp, which provides clubs with detection of key moments or movements using pattern recognition technology and original video of matches with overlaid annotated visualizations.

Topics: networking, incubation, early stage venture, software, video analytics, sports, football

Optics11

By Enno Masurel / VU

In 2016 Optics11 was one of the most innovative small and medium-sized enterprises (SMEs) in the Netherlands. Optics11 has its origins in academics, but is now a serious player in the commercial market as well. Optics11 is an example of how the academic world and the private sector may intertwine, with the help of the public sector.

Topics: firm life cycle, growth stage, exit strategy, open innovation, investor, optical fiber-sensing systems, life sciences

Tony's Chocolonely

By Maarten Hogenstijn, Nesrien Abu Ghazaleh, Merel Sluiter/ HvA

This teaching case explains the story of social enterprise Tony's Chocolonely. Tony's is a mission driven company that sells chocolate with the aim to ban slavery in the cacao industry. Currently, they are market leader in the Netherlands and have also entered the market in several European countries and the United States. In this teaching case their journey is discussed and three specific topics are highlighted: *transparency in the value chain, Tony's organizational culture and telling and selling Tony's story.*

Topics: social entrepreneurship, social impact, transparency in value chains, organizational behavior, HRM

SRXP

By Enno Masurel / VU

In this case the successful development of the company SRXP and the entrepreneur Pieter Verbruggen are highlighted. SRXP operates in the Fintech ('Financial Technology') sector, that seeks to improve and automate the delivery and use of financial services with new technology. This case convincingly shows that there is ample space for young and innovative companies in the FinTech sector, with a right entrepreneurial approach.

Topics: fintech, entrepreneurship, | pivotal role of the entrepreneur

Radically Open Security

By Joris Ebbers / UvA

ROS is a not-for-profit IT security platform organization. The majority of the work ROS do consists of so-called "pen testing". Pen testing is short for *penetration testing*, which is an authorized cyber attack to evaluate the security of IT systems by trying to exploit its vulnerabilities. Customers include retailer Ahold-Delhaize, the Dutch police, insurance company Aegon and internet browser Mozilla.

Topics: platform business, virtual organization, nonprofit business models, cyber security, ethical hacking

The Next Web

By Martin Haring / HvA

In this case we introduce the topic of what it means to work at an entrepreneurial firm. What are the benefits and pitfalls for employees working at an entrepreneurial firm and how does the entrepreneur deal with the different *wants* and *needs* of his employees? What are the conditions for building a 'blame free' work environment and how do employees cope with the many changes and responsibilities in such a firm?

Topics: serial entrepreneurship, entrepreneurial firm culture, leading by example, entrepreneurial employees, HRM

Taco Zimmerman: Serial Entrepreneur

By Enno Masurel / VU

Taco is a successful serial entrepreneur because, so far, he has started five new firms and left behind four firms (in due time he will leave his fifth firm behind as well). Looking at his current firm, Tuvalu Media, Taco is also a successful entrepreneur without reading the adjective 'serial'. Good illustrations of the success of Tuvalu Media are the appealing programs that have been developed, the firm growth, and the acquisition by an investor.

Topics: serial entrepreneurship, production of television programs, acquisition by investor, internationalization

Startup Studio Nescio

By Gert-Jan Melker / VU and Marco van Gelderen / VU

The main theme of this descriptive case is how Startup Studio Nescio functions as an entrepreneurial company. Startup Studio Nescio is the umbrella name for a number of software services provided by the company. As the words Startup Studio in the name already indicate, Startup Studio Nescio is a company that values entrepreneurship. This case description shows how Startup Studio Nescio shapes entrepreneurship. It highlights the approach taken, the facets involved and the challenges encountered. In particular, the case addresses (1) the application of the Lean Startup Method, (2) dealing with uncertainty, (3) the role of the self-image (identity) of the owners, who see themselves as creative entrepreneurs, and (4) building and maintaining a competitive advantage. The aim of the case is to understand and analyse the entrepreneurial behaviour of Startup Studio Nescio, using a number of theories and concepts from the literature.

Topics: lean startup, uncertainty, innovation, entrepreneurial identity, competitive advantage, entrepreneurial firm culture, SAAS (software as a service)

Predator

By Natasha and Bianca de Jong / UvA

Predator is a Dutch start-up, founded by the two sisters Natasha and Bianca de Jong, in Amsterdam, the Netherlands. The entrepreneurs behind Predator felt that something was missing on the shelves of retailers. Whilst looking for healthy beverages, the only options in the perception of the founders, were water and tea. Hence, they decided to go on a quest for a healthy drink. This led to the market introduction of Predator: an endurance drink that consists of natural herbal energizers, instead of caffeine or sugar, to increase energy levels. As a social enterprise, Predator makes sure that with every sale, 1 cent is donated to the Predator Protection Plan: a plan to protect the endangered species in Africa.

Topics: startup branding, positioning, brand orientation, retail, energy drink, healthy lifestyle

CapitalT

By Enno Masurel / VU

The world of the financing of scale-ups has rapidly changed in recent years. New forms of financing, like crowdfunding, have joined traditional forms of financing, like loans from general banks. Also, within the more or less known forms of scale-up financing, changes have taken place and are still taking place. One example of these more recent changes is with the known phenomenon of venture capitalists, in which we see a number of specialized investors emerging (Hampstead, 2020).

One of these recently founded specialized venture capitalists is CapitalT, located in Amsterdam, the capital of the Netherlands. CapitalT was founded officially in February 2020, after an initial period of about 2 years, by two female entrepreneurs: Eva de Mol and Janneke Niessen. They still run the company. CapitalT has a special focus on investments in diversity and in entrepreneurial teams.

Topics: venture capital, investments, seed funding, startups, scale-ups, diversity, entrepreneurship

SFAA

By Enno Masurel / VU

SFAA is an online accounting and advice office for small and medium-sized enterprises (SMEs) in the professional services sector. The company, based in Amsterdam, was founded by its current director, Annelie Snijder. The financial administration part of SFAA is offered with online accounting software that makes many manual bookings superfluous, and that makes physical contact for the most part superfluous. The advice part of SFAA is targeted at companies that want to grow and is a combination of online and physical contact. Being excellent in the use of financial apps and online tools makes working at a distance with clients for SFAA an easy task. As well as that, physical contact between SFAA and its clients is always easily realized. The number of employees (including the entrepreneur herself) is 15 at the beginning of 2023. SFAA is located in the heart of Amsterdam, the capital of the Netherlands. The focus of SFAA was never to hire as many people as possible but to build a scalable automated business with as much innovation as possible.

Topics: digital transformation, online accounting, SMEs, innovation, entrepreneurship

Monkey Moves

By Enno Masurel / VU

The Dutch company Monkey Moves offers playful sports lessons to children aged 1.5 to 9 years, in different age categories. These lessons are provided under professional supervision and take many physical forms, with helping to keep the children in shape, developing their self-efficacy, and having fun together as the binding factors. With its unique franchise approach, currently supported by 25 franchisees in their own regions, Monkey Moves succeeded in entertaining about 14,000 children in 2023. Monkey Moves proudly calls itself a 'multisport club', with the slogan 'The Power of an Active Start'.

Topics: multisport programs, franchise model, physical fitness, early childhood development, entrepreneurship