techleap.nl

Empowering Dutch Leaders in Tech: 2021 Action Plan

2021

techleap.nl

Techleap.nl is a non-profit publicly
funded organisation helping to quantify
and accelerate the tech ecosystem of
the Netherlands. Empowering people
and their tech companies to scale with
programmes and initiatives for improving
access to capital, markets and talent. From
international missions to diversity training,
Techleap.nl targets all areas of
the ecosystem.
Special Envoy for Techleap.nl
is Constantijn van Oranje.

> "

Every day we see the impact and the importance technology can play in our lives, even more so in 2020. Let's make sure that the Netherlands remains a creator and not just a consumer of technology, a leader not a follower. Together we'll create the most fertile ground for the best talents to grow successful tech companies here in the Netherlands.

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1. Introduction and summary

Technology holds the key to so many of the challenges we face today, challenges such as the transition to sustainable energy, climate change, food production, world health, and computing and cybersecurity, to name a few. The Netherlands is home to a wealth of talented people with fantastic solutions, but it takes more than just an idea to change the world – it takes a company, and building a company requires investment, expertise, guidance and determination.

That's where Techleap.nl comes in. By connecting investors, industry experts, entrepreneurs, and the government, we aim to strengthen the infrastructure of the tech startup ecosystem and empower entrepreneurs in the Netherlands to scale their businesses. We connect entrepreneurs with capital to help them fund their ideas. We provide tools to help tech startups attract and retain the best talent around. We leverage resources and expertise to help startups successfully expand into international markets. We work with the government, universities and academics to help break down the barriers to commercialising research and emerging technologies. We are here to accelerate drivers and remove the barriers to entrepreneurial success.

Our ultimate goal is community empowerment. Establishing permanent connections is the key to creating an ecosystem that sustains itself. We want the Dutch tech sector to become one of the most progressive, relevant, and successful in the world.

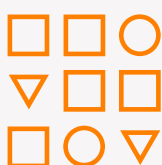Let's scale Dutch tech together.

For 2021, our key deliverables are:

1.

Supporting the set up of two deep tech scaleups funds whilst helping pension funds invest more in Venture Capital.

2.

Establishing an international network of experts, connectors and mentors.

3.

Setting up a diversity and inclusion initiative focused on tech scaleups, similar to the #Fundright programme for investors.

4.

Attracting more talent to the Netherlands with a careers site showing all the vacancies from leading Dutch scaleups.
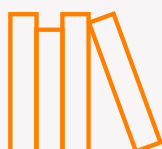
5.

Building a programme with leading incubators to support science based deeptech startups to scale and improve tech transfer practices.

6.

Running 4 Rise batches for the most promising scaleups and building a strong peer community platform for Rise alumni.

7.

Getting a new fiscal policy for stock options and risk capital adopted.

8.

Creating a single community platform to connect the Dutch tech ecosystem in one place.

3.

Approach 2021

Approach 2021

Where do we stand

We track our progress by comparing the Netherlands' performance to other European tech ecosystems. To monitor this, we have broken down data into a number of key performance indicators. A clear picture emerges of the areas where the Netherlands excels but also, crucially, the bottlenecks that are holding us back.
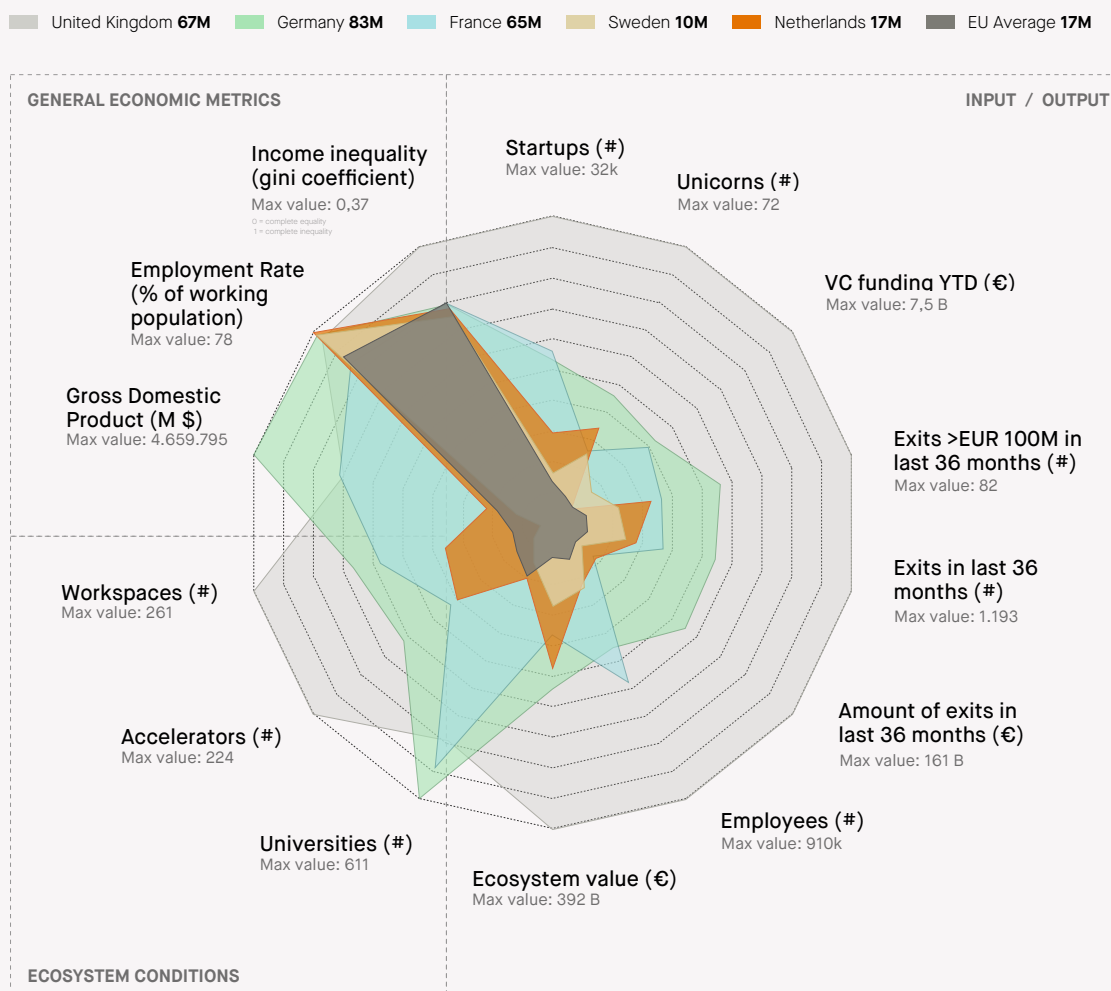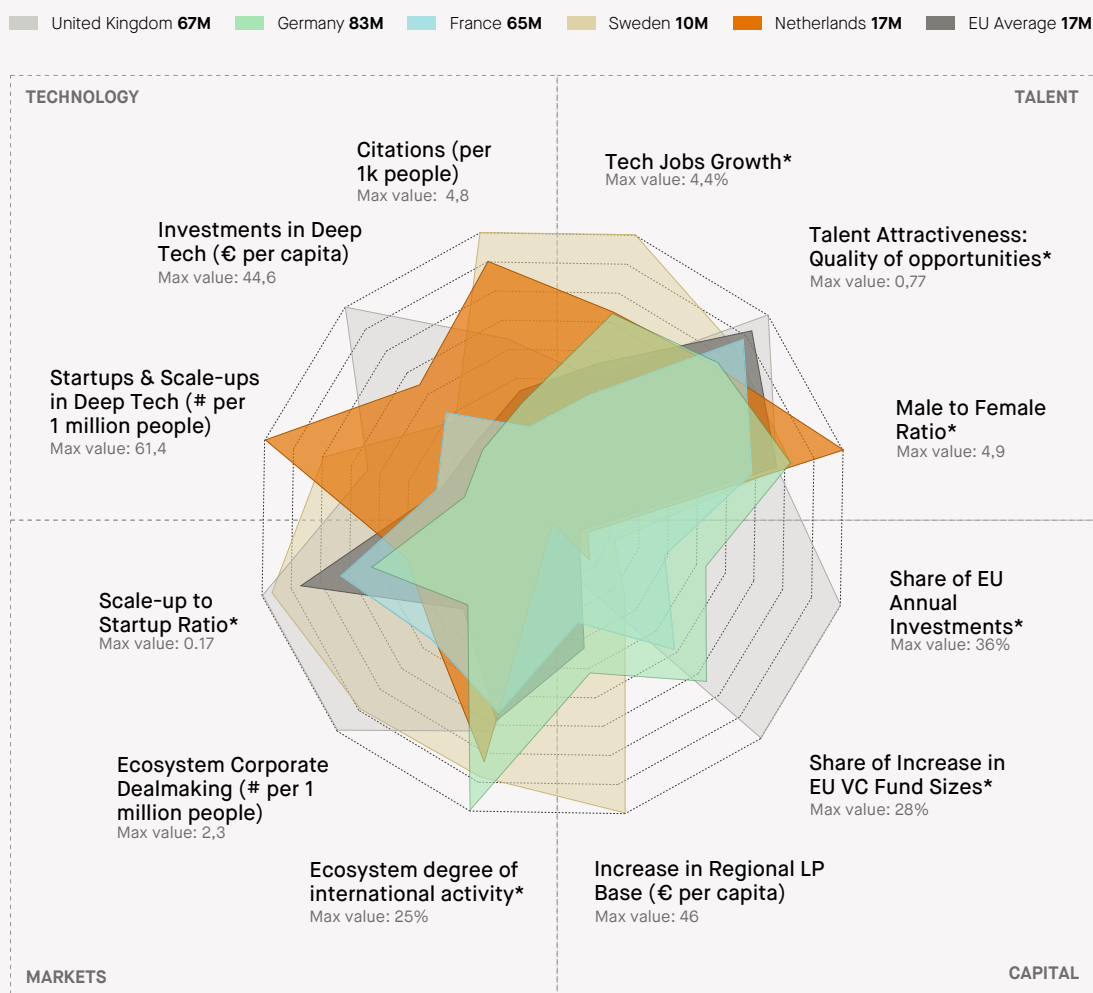
General Spiderdiagram

Figure 1
General Spiderdiagram

Per capita, the Netherlands is punching far above its weight. The Netherlands is a remarkably efficient and well-equipped ecosystem – there are fantastic workspaces and accelerators, world-class universities, and lots of startups, many pioneering in cutting-edge technologies.

However, we need to compare ourselves as a whole to other leading ecosystems to truly understand where we are at. This means punching above our weight to stay competitive and maintain our relevance. (figure 2: Domain Spiderdiagram: PER CAPITA)

Domain Spiderdiagram: PER CAPITA

United Kingdom **67M**   Germany **83M**   France **65M**   Sweden **10M**   Netherlands **17M**   EU Average **17M**

TECHNOLOGY

TALENT

Citations (per 1k people)
Max value: 4,8

Tech Jobs Growth*
Max value: 4,4%

Investments in Deep Tech (€ per capita)
Max value: 44,6

Talent Attractiveness: Quality of opportunities*
Max value: 0,77

Startups & Scale-ups in Deep Tech (# per 1 million people)
Max value: 61,4

Male to Female Ratio*
Max value: 4,9

Scale-up to Startup Ratio*
Max value: 0.17

Share of EU Annual Investments*
Max value: 36%

Ecosystem Corporate Dealmaking (# per 1 million people)
Max value: 2,3

Share of Increase in EU VC Fund Sizes*
Max value: 28%

Ecosystem degree of international activity*
Max value: 25%

Increase in Regional LP Base (€ per capita)
Max value: 46

MARKETS

CAPITAL

* KPIs that express growths, ratios or percentages are similar on the absolute and per capita spiderdiagrams

Figure 2
Domain Spiderdiagram:
PER CAPITA

The data also reveals the key challenges that we must address, namely:

- Dutch startups struggle to fill their vacancies.
- Too few Dutch startups scale internationally.
- There is not enough capital available to startups in the Netherlands.
- The average deal size for Dutch startups is too low.

We have dug deeper into each of these metrics to understand their drivers. Based on that, we built our programme and selected relevant indicators to measure our success.

Techleap.nl approach

Our aim is to encourage ourselves and the ecosystem to learn from mistakes, build on successes, to ensure that those that come next have a higher chance of making a global impact. Continuing our 2020 approach, together with our partners we will focus on four areas: Talent, Capital, Technology and Markets. We will also build on the success of the Rise programme and grow the community of the best fast-growing tech scaleups in the Netherlands. To focus our efforts, Techleap.nl will combine a thematic approach with generic ecosystem interventions and build programmes with three kinds of interventions.
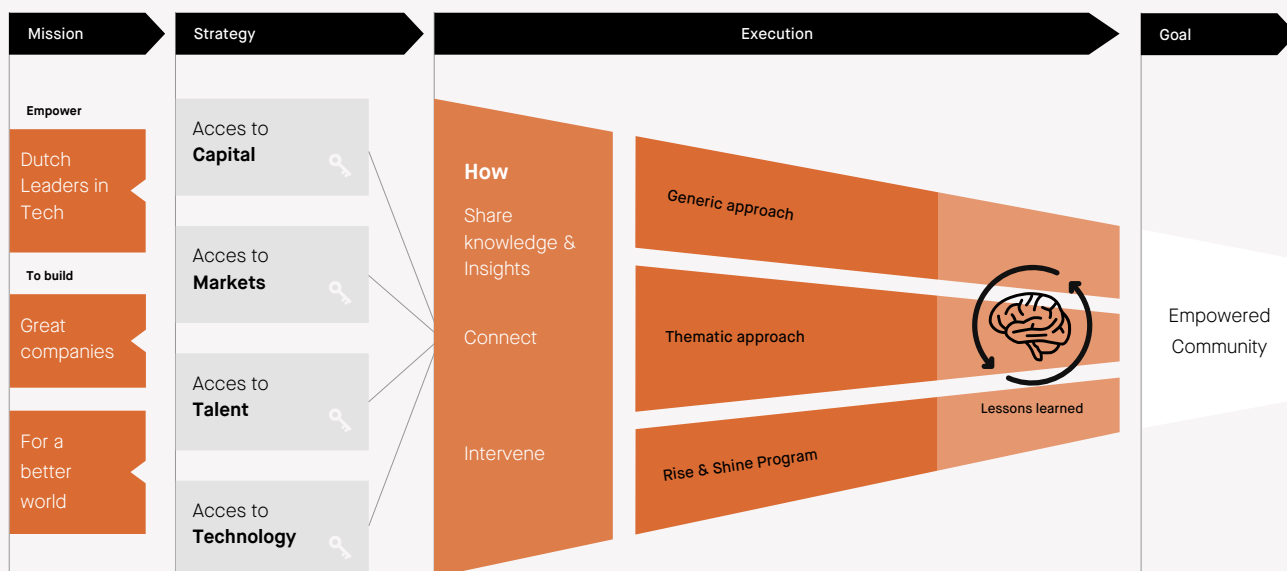

Figure 3
Way of working

Three kinds of interventions:

- Share knowledge and insights if we notice that a lack of knowledge is holding a part of the ecosystem back. We gain insight to address the struggles that startups and scaleups are actually experiencing and share it with the ecosystem with the aim to help and stimulate others to do differently.

- Connect within the domestic ecosystem to strengthen each part and provide better access to a non-divided ecosystem for founders. Whilst we connect founders beyond Dutch borders to strengthen their chances of international success.

- We intervene in case of structural weaknesses in the form of projects or programmes. In these initiatives, we work together with founders and stakeholders.

Thematic and Generic approach

In mid-2020 we added a thematic approach to the generic approach. The thematic approach consists of a group of (domain specific) interventions related to challenges of companies active in a sector or field of technology. We select themes through market analysis and stakeholder mapping. We then assess the impact that can be made by Techleap.nl and partners within a defined period of time. In the next step, we engage with startups/scaleups and investors to validate our findings and build our interventions (see domain chapters).

The thematic approach is designed to accelerate our impact, combining our long-term goals with a short(er) term approach. In 2021 Techleap.nl will focus on 3 themes (including the current theme), the first being announced in the first quarter of 2021.

Our ultimate goal is community empowerment. Establishing permanent connections is the key to creating an ecosystem that sustains itself. In 2020 we explored the key functionalities of a sustainable, empowered community. In 2021 we will test and evaluate the approach with a wider group.

3.

Access to Capital

Access to Capital

The Challenge

Our overall goal is to ensure that startups and scaleups in the Netherlands have access to the best possible investors and funding in order to start, grow and scale.

However, at the beginning of last year, we identified several bottlenecks in the system where startups and scaleups in the Netherlands were hampered by a lack of funding. We identified that this is a structural problem that affects most companies at a later stage of growth. Proven scaleups risk stalling because of a lack of capital; this is mainly due to a combination of the below points:

- Venture Capital funding in the Netherlands is fragmented and spread too thin; smaller deal sizes and misallocation of capital reduces the impact of longer-term growth for our ecosystem.

- The Netherlands attracts relatively few foreign Venture Capitalists that can support the funding needs, knowledge transfer and international expansion of later-stage companies.

- Institutional investors in the Netherlands are not as active in the Venture Capital space as they potentially could (and would like to) be.

2020 reflections

When Corona hit in early 2020, it left thousands of Dutch startups and scaleups in need of financial support. We focused on connecting those businesses with the bridging loans offered by the government via the Corona Startup Support Portal – 2,500 businesses have requested funding through the portal to date, with 700 of those having received funding. The portal allowed us to collect data from startups and investors and track the progress of the loans – data that we published in a report last year.

Corona has demonstrated a pressing need to strengthen our community, but it has also provided us with a better understanding of how to do that. This sector has become more dependent than before on government funding, so we need to build an infrastructure where market capital is incentivised to participate.

Maurice van Tilburg, Managing Director & Director Capital

2021

We will continue to work closely with partners on co-investment opportunities and ways that the government can provide guarantees or reduce the risk for capital markets, to make investment more attractive.

We will partner with Venture Capital, Limited Partners, institutional investors and experts, actively investing in companies related to the themes and developing the investment landscape and the funding infrastructure. We will be looking to that in a number of ways:

- Working with institutional investors to make Venture Capital investment a significant part of their mandate and emphasize Venture Capital investment as a separate asset class.

- Highlighting the investment potential of Dutch startups and encouraging the involvement of international expert Venture Capital's.

- Educating startups and scaleups on how to find investors, prepare for investors and present themselves to investors.

- Consider the importance of investments and funding being done in a diverse way. There is an uneven and biased distribution of capital allocation within the ecosystem – we want to tackle this from the point of view of investors and startups.

CAPITAL Objectives and Actions

Challenge	Venture Capital funding in the Netherlands is fragmented and spread too thin.
Objective	Increase share of EU annual investments – aim to at least double EU investments share in the Netherlands (now 12.5%).
Actions	• Build a mature data set of startups and scaleups to demonstrate attractiveness of the Dutch ecosystem. Demonstrating value for international investors where they can complement existing funding infrastructure to address funding gaps. • Launch 2 themes in 2021 for sectors or problem areas where there is a material startup ecosystem and where funding is a key blocking point for its growth. • Support other government bodies in setting up scaleup fund/other fund structures in line with working group recommendations in 2020.

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Challenge	The Netherlands attracts relatively little foreign Venture Capital that can support the funding needs of later stage companies.
Objective	Grow share of increase in European Venture Capital Fund sizes for the Netherlands – aim to at least triple share to the Netherlands.
Actions	• Build investment case of the Dutch tech ecosystem for international Venture Capitalists/investors. • Expand and build relationships with international investors. Leverage existing international investors and ensure they meet and connect with a larger pool of Dutch scaleups. • Work together with ecosystem to boost investor readiness of scaleups.

Challenge	Venture Capital funds find it difficult to attract institutional investors in the Netherlands.
Objective	Increase growth of local/Limited Partner investments in Venture Capital – material contribution to the overall increase in capital of 10 billion by 2023 (current annual growth is 514 million).
Actions	• Running an expert working group building a case study and statistical data to support inclusion of Venture Capital investments by institutional investors. This consists of a data study objectifying relevant track records, risk-return ratios and other investment aspects for the Venture Capital asset class. • In each theme institutional investors will be invited to participate in sessions with experts, international and local investors and founders to strengthen connections and exchange views on investment opportunities. • Connect with local Limited Partners and Venture Capital.
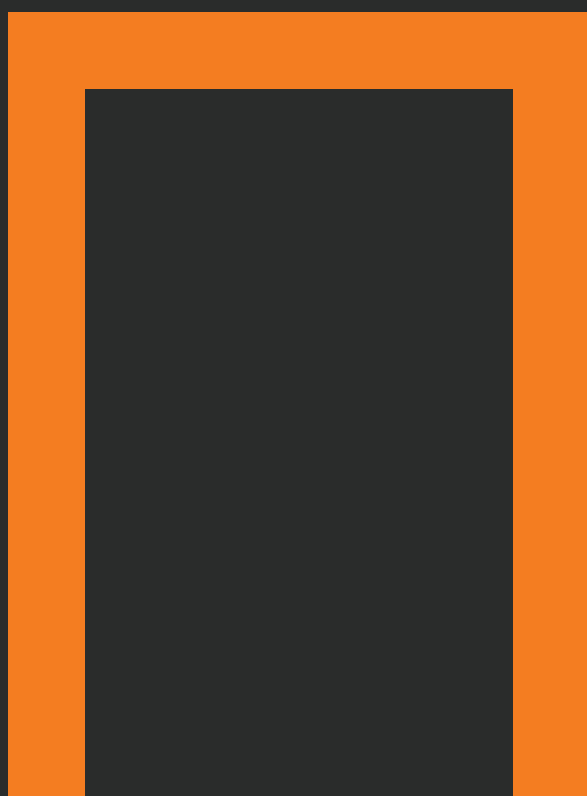
Access to Markets

Access to Markets

The Challenge

In the Netherlands, startups quickly reach the limits of their initial traction in the domestic market because of its size. At the same time, our data shows that just 21% of Dutch scaleups are actively expanding internationally, which is below comparable markets like Sweden (22%) and Germany (25%).

The need for Dutch startups to go international early in their development is a key focus for us. From our surveys and conversations within the market, we see 3 key challenge areas:

- Lack of international networks and business partners to make an easy transition from one market to another.

- Lack of resources about more data-driven, international expansion strategies.

- Lack of connections between peers to share learnings and networks.

2020 reflections

In the first weeks of 2020, we organised various international events to prepare startups for international expansion and connect them with important stakeholders, CES Las Vegas being one of them. During the initial months of Corona we set up a support matching portal where amongst others, startups were successfully matched with corporate support services. We learned from this experience that facilitating the effective matching between startups and experts requires dedicated mediation. This is something we will take with us in 2021.

During the summer, we started experimenting with digital events. One example being the Scaleup Global Tour we organised – a week-long digital event of interactive workshop sessions with high-profile speakers, designed to help entrepreneurs with entering international markets. More than 200 entrepreneurs took part, and the event led to multiple introductions in different international markets in collaboration with the Startup Liaisons of the Ministry of Foreign Affairs. In December we launched the GoGlobal Website to provide easier access to markets. On this website, we present various entrepreneurial learnings from their internationalisation experiences and give a clear overview of opportunities and relevant networks in different countries.

Wibe van de Vijver,
Director Markets

2021

In 2021 we want to continue to deliver an improved infrastructure to provide easier access to markets. Whilst our goals remain the same, our actions will be more digital and with that somewhat more focused on knowledge sharing. Our actions will be tailored to the specific hurdles and drivers that we see within the particular theme that we will be focusing on:

- Access to knowledge and data to support internationalisation – scaleups indicated that they have particular concerns about understanding the feasibility of entering different markets as well as knowing how to find the right channels and partners to enter a new market. Amongst others, we will further build on the GoGlobal Website and in collaboration with (regional) partners share regional insights, learnings from entrepreneurs, and more support resources for successful internationalisation.

- Access to specialists and potential business partners – we will develop a more structured network of specialists from different markets, and support with events to connect the various networks. We will do this by working closely with the Startup Liaison Officers, corporate partners and international investors, and enabling peer matching among entrepreneurs going international.

- Build a better connected ecosystem that is driving the optimal conditions to enable fast growth – the Netherlands is well-positioned with lots of accelerators per capita and more than 450 multinational companies, though it lacks coordination among different stakeholders. We will be working on more alignment among the activities of all ecosystem players.

MARKETS Objectives and Actions

Challenge

Limited domestic market reach, requiring startups and scaleups to go international early on. Scaleups have difficulties expanding internationally due to lack of network and access to new markets.

Objective

Support more than 150 Dutch thematic scaleups through in-depth soft-landing programs enabling improved access to international markets.

Actions

- Develop database of 100 readily available specialists across priority markets and verticals in order to enable meaningful introductions for scaleups in these ecosystems.

- Drive 3 thematic market entry programs to 2 selected priority markets (6 roadshows in total) activating connections through hosted events, external conferences, expert panels, and matchmaking with corporates and investors.

- Select, strategize and support some of the most valuable events and conferences that accelerate the access to markets for Dutch startups and scaleups in collaboration with DIO and RVO.

Challenge

Scattered and suboptimal access to knowledge, data, and peer learnings in order to support startups and scaleups going

Objective

Improve the accessibility of knowledge, data, and insights that support faster international growth for Dutch scaleups.

Actions

- Launch iterations of goglobal.techleap.nl: an internationalisation starting point for scaleups expanding abroad providing access to peer learnings and regional data insights leading to 1000+ engaged users.

- Support the development of the knowledge hub with our partners and RVO and EZK and coordinate the possible integrations of the governmental platform with goglobal.techleap.nl.

- Strategize and develop 2 market reports to provide insights on the international ecosystems regarding our thematic focus.

Challenge	Lack of coordination, connectedness and alignment between domestic ecosystem players supporting those startups converting to scaleups.
Objective	Enable improved ecosystem conditions within the Dutch market to facilitate fast growth.
Actions	• Organise quarterly updates among various ecosystem partners with regards to internationalisation activities. • Increase connectedness within the Dutch ecosystem through active mediation by relationship manager.

Access to Talent

Access to Talent

The Challenge

There is no doubt that we have fantastically talented people in the Netherlands, but there are a number of challenges that still need to be addressed:

- In general there is a lack of top talent available for the tech sector, both in our domestic market and abroad. Dutch startups and scaleups struggle to win the war on talent compared to startups and Scaleups active in other countries, big tech and corporates. scaleups need additional skills and resources to attract the best talent away from big tech and corporates.

- The Dutch ecosystem does not have enough 'scalers' – talent that repeatedly takes companies through the scaling process from startup to exit and beyond.

- The technology sector is predominantly white and male. By striving for more diversity in the team, you have access to a broader talent pool. More diversity also benefits the quality of your products and the way you do business.

Marloes Mantel,
Director Talent

2020 reflections

Though Corona has forced us to focus on other things, the original problems that were identified remained the same; it just gave a new perspective: focus on surviving during the 'Corona storm' and organising accordingly. For some difficult times came, for others it gave an opportunity to accelerate.

We looked to provide support for businesses and talent affected by Corona by collecting and sharing information on relevant people and culture-related topics, whether that was the NOW-scheme, layoffs and redundancies, or the working from home transition. Later on, we integrated it into our People & Culture Scaleup Guide, where we gathered the insights of talent experts from all over the industry and collated them into a helpful guide on how to address leadership, culture and talent within startups.

Corona also reinforced our focus on the national talent pool. Due to the crisis, the pool of available local talent gets bigger, but there is a gap between the skills required for tech jobs and talent looking for jobs. We liaised with the government alongside digital educators, to show the role that digital educators could have in reskilling and underline their importance as part of the solution.

2021

2021 will be a case of continuing the work we started in 2020 and continuing to react to the ongoing effects of Corona on the talent sector. With regards to the challenges outlined earlier, we will be focusing on:

- Uplifting new digital educators by giving digital educators a voice and making sure they are better represented in government legislation. There is a new generation of private digital educators in the Netherlands that provide skills education focused on what companies actually need from talent. Most of these digital educators focus on attracting students that are currently underrepresented within tech and experience difficulties participating in the labour market. They help broaden the talent pool. We see that people coming from digital educators connect really well with scaleups, but the current infrastructure leans heavily towards traditional education centres. We want to give digital educators a voice and make sure they are better represented in government legislation.

- Connecting top talent to scalers. We will be continuing our focus on connecting scaleups with top talent and creating the right conditions for 'scalers' to want to work in the Netherlands. Also we want to educate scaleups and help them understand how to attract and keep the best talent.

- Focus on specific talent-related themes that are crucial for a fast-growing company like leadership strategy & development and organisational design.

- Improving the diversity of the ecosystem by enabling underrepresented groups to have access to tech. We are continuing our work with #Fundright to set an agenda for diversity in funding. We will also be launching a similar initiative focused on promoting diversity and inclusivity at the scaleup level.

TALENT Objectives and Actions

Challenge	Homogeneous team settings slow down innovations and make companies less attractive to (international) talent.
Objective	Improve the diversity of the ecosystem by enabling underrepresented groups to get access to the Dutch Tech ecosystem.
Actions	• #FundRight: Attract more Venture Capital nationally and internationally to join #FundRight and establish relationships with international #FundRight movements/Venture Capitalists focused on diversity to achieve our commitment: 35% female talent (and other underrepresented groups). • #HireRight (working title): Empower current D&I initiatives that focus on D&I on scaleup level (focus on inclusive hiring, culture and female leadership). Connect them with one another and with

Challenge	Companies within our ecosystem are limited in their growth due to a lack of digital talent (Dutch & international). On top of that, scaleups do not have similar resources and financial possibilities when it comes to talent attraction as big tech and corporates have.
Objective	Strengthening the field of new digital educators by improving the infrastructure between the educators (national and international), the government and scaleups.
Actions	• Launching a report of the output of new generation of private educators in the digital field. • Build network with international and national digital initiatives and scaleups. • Certification/accreditation for new generation of private educators in the digital field.

Challenge	Companies within our ecosystem are limited in their growth due to a lack of digital talent (Dutch & international). On top of that, scaleups do not have similar resources and financial possibilities when it comes to talent attraction as big tech and corporates have.
Objective	Connect Tech talent & C-level to scaleups
Actions	• Further develop the careers page, target specific regions for talent, regional rollout.
	• Create an interactive environment where founders can find and share information about Talent Acquisition.
	• Facilitate a system where 'scalers' can meet with scaleups and vice versa.
	• Create good conditions to attract top talent in collaboration with the government a.o around employee participation and a resident permit for tech talent.

Access to Technologies

Access to Technologies

The Challenge

The solutions to today's major problems lie in deep tech, where technologies like artificial intelligence, blockchain, robotics, sensors and data science have the power to change the future we will live in. The fundamental challenge we face is that deep tech ventures are complex and require a lot of time, investment and expertise to mature. Our data tell us that the Netherlands has more deep tech startups per capita than Sweden, the UK and France, but those startups are only receiving moderate investment, and very few of them make it to the scaling phase.

To capitalise on the deep tech potentials in the Netherlands, there are 5 challenges that have to be addressed:

- Missing insights about the specific challenges faced by startups and scaleups in the Netherlands' most promising technology-industry combinations and growth markets

- Experienced obstacles to have access to the best technology.

- Lack of attention for building knowledgeable and ambitious teams.

- Startups missing the best possible support networks of partners who stimulate growth, caused by lacking insight into opportunities for support and misunderstanding the impact of early-stage choices on Startups' long-term success.

- Persistence of systemic scaleup bottlenecks for deep tech, e.g. in regulation and industry structures.

2020 reflections

In 2020, we focused heavily on building bridges between universities and the ecosystem so that more groundbreaking technologies would make their way out of universities and into startups. Techleap.nl also played a major role in addressing the importance of startups and scaleups in large technology coalitions, such as the Artificial Intelligence Coalition and the Quantum Technology Coalition.

In 2020, we also dived deeper into different challenges to be able to combine hands on experience with analytical insights. This creates the basis for structural ecosystem improvements.

Anne Strobos,
Director Technologies

2021

Our actions for 2021 are a direct response to the challenges we have outlined. In 2021 we will be carrying out the following:

- Research in collaboration with partners into the state of the ecosystem around universities and technology transfer. We believe that universities can play a bigger part in the ecosystem, so we will be gathering information from startups and scaleups to identify bottlenecks that we can address.

- We will lower the threshold to apply the best deep tech science in a tech startup and scaleup by improvement of Knowledge Transfer performance at ecosystem level and for individual universities and connecting top scientists with entrepreneurs via a new Chief Scientists Network to stimulate an entrepreneurial culture in universities.

- We will accelerate and facilitate the top incubators of the Netherlands to strengthen their programmes and services for high-potential deep tech startups. The focus will be to raise ambition levels and expectations, identify bottlenecks and provide a stimulus for these startups to scale.

- We will cooperate on new programmes that are bringing groundbreaking tech to the market.

- To further our goal of encouraging more entrepreneurial thinking in universities, together with partners, we will be looking into ways to create an ambitious entrepreneurship programme for PhDs.

- We will start the creation of an online directory for aspiring entrepreneurs that will function as a trusted guide for aspiring deep tech entrepreneurs, to help them make the right choices and find the right support.

- We will identify systemic challenges (e.g. in industry structures, incumbent business models, technological systems, regulation and standards, societal embracement) and work together with startups and stakeholders to accelerate structural solutions.

All these measures are designed to make sure that more Dutch startups become scaleups, at which point they can really start to grow and contribute to the national economy. By fixing the problems at every level and measuring our success by the data that emerges, we believe that we will make the Netherlands into a world-player in deep tech innovation.

TECHNOLOGIES Objectives and Actions

Challenge	Creating impact requires true insight and coordinated efforts into market and technologies specifics. Generic one-size-fits-all interventions lead to suboptimal output.
Objective	Focus on competing in most promising technology-industry combinations.
Actions	• Research to 1) identify the promising, high priority areas for Technologies and for ecosystem empowerment, and 2) provide quantitative and qualitative input for strategic priority setting and communication (i.e. Which are the criteria (e.g. #startups, type/ impact of challenges, € value)?)

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Challenge	Knowledge institutes are deep tech goldmines, but much of the value seems hard to extract.
Objective	Lower the threshold to apply the best deep tech science in a tech startup & scaleup/ Ensure access to the best technology.
Actions	• Research in collaboration with knowledge institutions: International & local assessment of knowledge transfer best-practices in order to know how to capture deep tech opportunities out of research institutes.
	• Kick off TechTransfer Boost: Improvement of KT performance based on today's KT best-practices – at ecosystem level and for individual universities.
	• Chief Scientists Network: Setting up a network of tier-1 scientists who love to work with entrepreneurs in order to stimulate entrepreneurial culture and interaction between scientific research and entrepreneurship at universities from the inside.

Challenge	High-potential startups are restrained by their lack of ambition, diversity and experience. Only a low percentage of startups grow into scaleups.
Objective	Raise levels of ambition and knowledge and boost connections with partners who stimulate growth.
Actions	• Stimulating the creation of an ambitious entrepreneurship programme for PhDs in order to develop entrepreneurial skills early, provide knowledge and network and raise ambition levels. • Start the creation of an online directory for aspiring entrepreneurs. The directory will function as a trusted guide for aspiring deep tech entrepreneurs, to help them make the right choices and find the right support, e.g. on which programme or incubator to join. • Strengthen and complement Dutch incubator programmes by facilitating the top incubators to create an add on for high potential deep tech startups. Objectives of the programme: raise ambition levels and expectations, clear the vision/road ahead and lower thresholds to scale.

Challenge	Specific (early stage) technology bottlenecks for startups/scaleups obstruct market entrance and reduce speed of growth (Startup to Scaleup Ratio).
Objective	Remove scaleup bottlenecks and improve structural conditions.
Actions	• What are bottlenecks/issues that Techleap.nl should focus on? (e.g. data sharing or scaling up industrial production). Results will come from research and the collaboration with incubators (see previous action). • Work with startups/scaleups facing identical structural bottlenecks in Bottleneck Workshops to identify bottlenecks and accelerate resolution. • Clear Way Conference: annual event to clear the way for scaleups by highlighting and resolving structural scaleup issues.
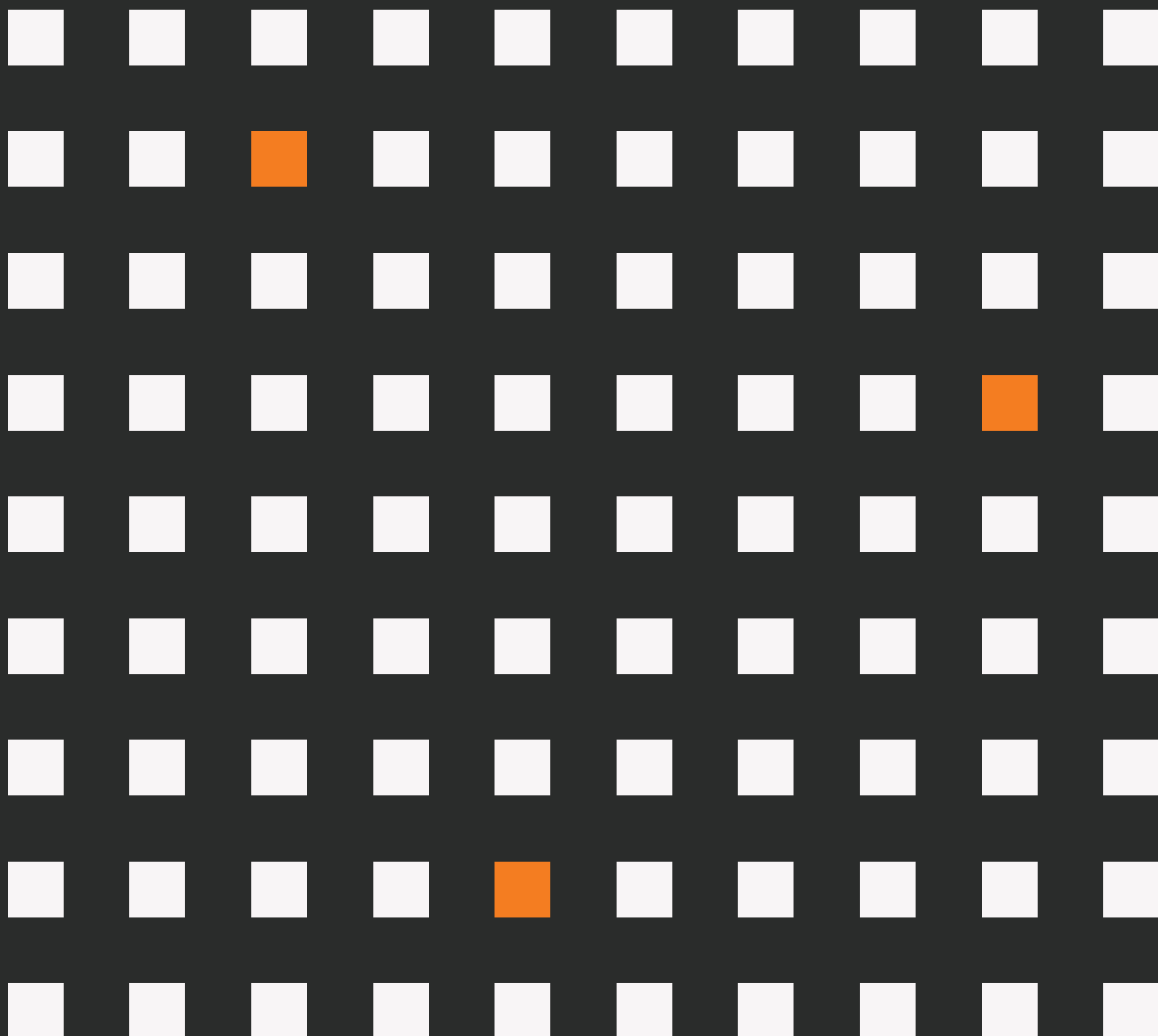
Rise and Shine

Rise and Shine

The Challenge
Techleap.nl Rise programme's mission is to learn from scaleups that are knocking on the door of major success, understand more about the problems they face and work out how to overcome them. We then spread this unique knowledge within the Dutch ecosystem and continuously improve the Techleap.nl way of working.

The Rise programme works directly with small batches of around 10 scaleups. The core of the Rise is to act as a forum for peer learning – selected scaleup entrepreneurs meet multiple times to discuss the challenges they face in 5 areas: talent, markets, capital, technology and operations. In addition to that, Rise provides a variety of specialist resources to provide insights and vital (international) connections within the ecosystem. We also work with media partners to give the scaleups added exposure both domestically and abroad. By accelerating the progress of these leading scaleups, Rise companies can act as examples for others in the ecosystem to follow.

2021
Techleap.nl Rise had a successful start in 2020, so in 2021 we are building on that success and expanding areas of the programme based on our initial insights.

In 2021 we will be alternating between themed and general batches of scaleups, in line with Techleap.nl's thematic approach.

We will continue building the Techleap.nl Rise Community – a curated community of scaleup entrepreneurs that will act like an alumni network, connecting peers that have come through the Rise programme and allowing them to share insights, advice, connections and more. This platform will be a big focus for us in 2021.

More than the previous year will we focus on sharing what we have learned with the ecosystem at large through the Techleap.nl website and media partners.
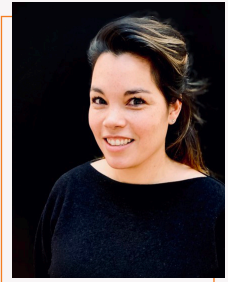
Tjarda Voorneman,
Lead Rise and Shine

Shine

Based on the insights gained from Rise and interviews with the most successful founders in the Netherlands, we are keen to apply the same ideas to engage larger, more advanced, pre-exit scaleups in the Netherlands.

In 2021 we will launch the Shine programme. This programme will give us a chance to learn about the issues that companies face at the pre-exit stage, and helps us understand how we can accelerate the leaders and make them into companies that contribute to the economy.

Shine will also work symbiotically with Rise. Rise helps scaleups breakthrough to the pre-exit stage where they can benefit from Shine, and Shine pushes companies towards unicorn status, where entrepreneurs can provide valuable expertise and advice as mentors for the Rise programme.

This symbiotic relationship is a vital part of our end goal for Rise and Shine; it is about building an ecosystem that allows the next generation of scaleups to thrive. We aim to have created a network that is completely self-sufficient – currently Techleap.nl runs these programmes, but by 2023 we hope that entrepreneurs will maintain this network by themselves.

RISE AND SHINE Objectives and Actions

Challenge	Startup to scaleup ratio
Objective	Identify and connect with current potential
Actions	• Develop a methodology to identify, scout and select the most high potential tech scaleups in collaboration with partners.
	• Build a strong relationship with a wider pool of potential Rise participants, partly on the recommendations of regional partners and accelerators, and identify critical data points.
	• Connect this pool with other domain actions and services of partners a.o. missions and events.

Challenge	Scaleup founders are hardly connected even within sectors and geography.
Objective	Build a continuous trajectory for growth by a sustainable community of peers.
Actions	• Accelerate current potential. Add value to the 40 selected Rise and 15 selected Shine companies by providing them insights and connections and show them as an example.
	• Create attractive and valuable programming and content for Rise alumni in collaboration with Domains and partners.
	• Growth of a highly interactive community of the best founders in the Netherlands.

Challenge	Startup to scaleup ratio
Objective	High trajectory for growth for the Dutch ecosystem as a whole.
Actions	• Rise exercise to test that Techleap.nl's strategy is working. Continuously improve Rise and the Techleap.nl way of working.
	• Capitalize deep learnings and understand the main hurdles of scaleups.
	• Create content and share knowledge with the ecosystem.

8.

Governmental Affairs

Governmental Affairs

Communicating our data-driven knowledge and expertise about startups and scaleups to the government has proven to be vital. To mention one case: the data we collected on the consequences of coronavirus convinced the government that these companies should also have access to emergency measures and led to the Corona Overbruggings Lening, In 2021 we will keep exploring what policy could contribute to the frictionless scaling of successful startups.

With the Dutch national election taking place in March 2021, we started the #KickstartNL campaign with the goal of putting a spotlight on startups and scaleups and highlighting the (potential) impact on society and the economy. Together with over 300 ambassadors, we will continue to expose the importance of a competitive tech ecosystem by inviting politicians to debate about it and connecting them with founders and other stakeholders.

Myrthe Hooijman,
Director Community

#KickstartNL
Maak de techsector de komende kabinetsperiode sterker en geef de Nederlandse economie een kickstart met deze 10+1 punten.

1. Laat nieuwe digitale opleiders in aanmerking komen voor overheidsbudgetten en hun studenten voor studiefinanciering.
2. Stuur op uitmuntende technische studies (alfa, bèta en gamma) en een ruime uitstroom van studenten van deze studies naar techbanen.
3. Intensiveer de strategische werving van techtalent in landen met ruime talentpools.
4. Maximaliseer de impact van intellectueel eigendom van universiteiten door het snel, laagdrempelig en uniform beschikbaar te stellen voor startende techbedrijven.
5. Implementeer een internationaal concurrerende maatregel voor aandelenopties, zodat medewerkersparticipatie wordt aangemoedigd.
6. Maak het fiscaal aantrekkelijk voor particulieren en investeerders om te investeren in startups en scale-ups.
7. Versterk de investeringsmarkt door te zorgen voor structurele investeringen. En maak het mogelijk dat institutionele partners kunnen en mogen investeren in startups en scale-ups.
8. Stimuleer diversiteit binnen de techsector.
9. Stel een strategische Chief Technology Officer (CTO) aan binnen ieder ministerie die functioneert als leider van de digitale transformatie.
10. Organiseer structurele kennisontwikkeling van politici en ambtenaren over technologische ontwikkelingen en het laten groeien van een bedrijf tot een wereldspeler.
+1. Een sterke techsector bouwen we samen met jou. Welke extra maatregel ontbreekt nog om tech te versnellen? Stuur je idee naar Myrthe Hooijman, Director Policy and Governmental Affairs, Kickstartnl@techleap.nl.

techleap.nl

Let's empower Dutch leaders in tech to build great companies for a better world.
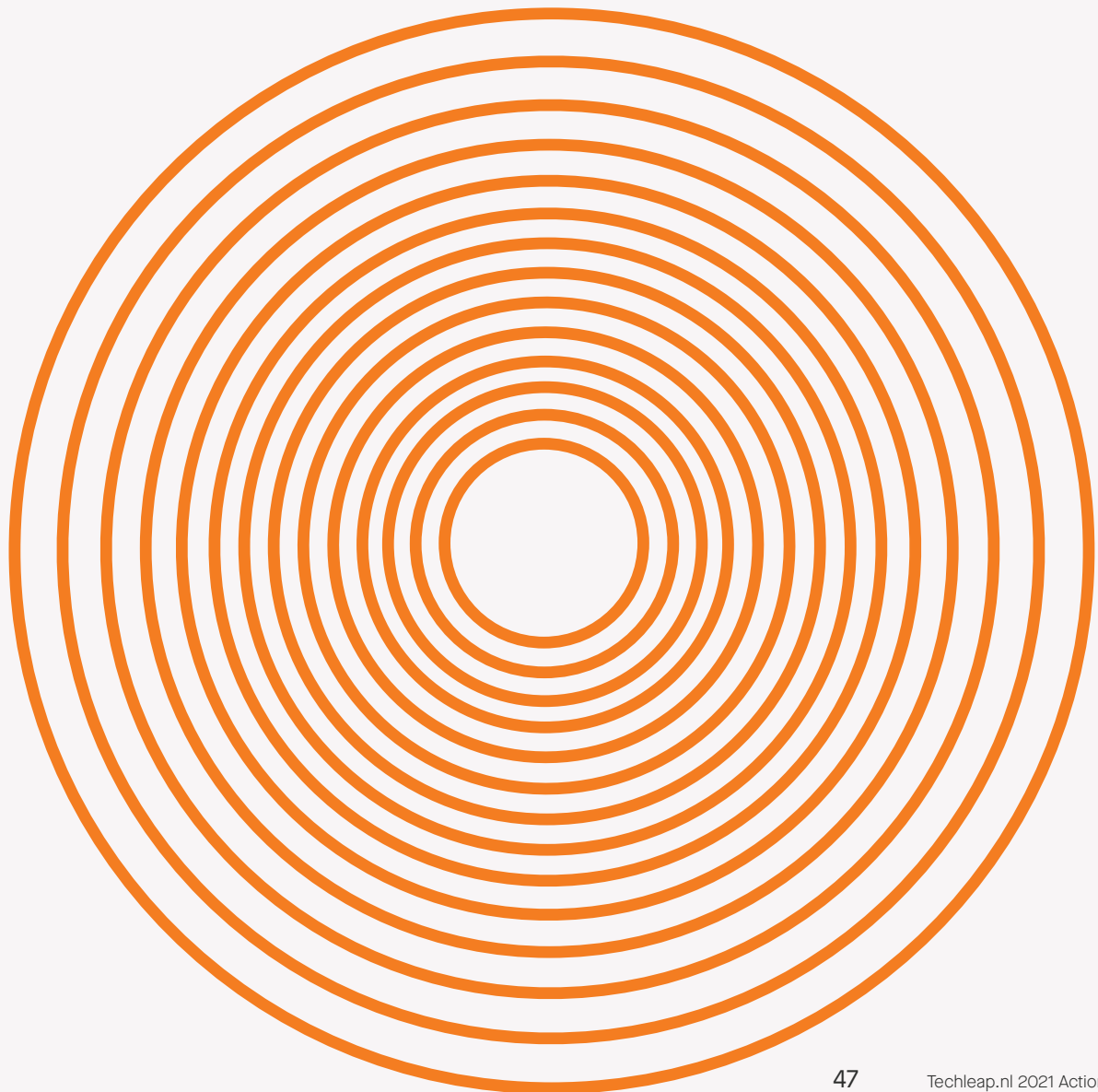
Explore the Dutch ecosystem
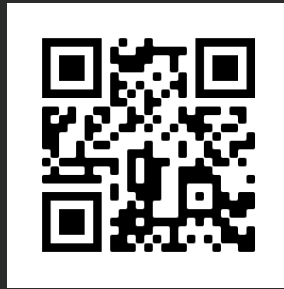
Find out more about our programmes,
events and resources

techleap.nl