

# 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

# Entrepreneurship Cases

## 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

# Entrepreneurship Cases

## 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)