Erasmus Centre for Entrepreneurship

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# Top 250 Scaleups

Insights into the fastest-growing companies in the Netherlands

2022

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in collaboration with

maakt ondernemers groter

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## Preface

This year marks the sixth edition of Top 250 Scaleups, our yearly research into the fastestgrowing companies in Netherlands. As with previous editions, we offer our readers practical insights into the outstanding growth journey of the top Dutch scaleups, but also inspirational and strategic recommendations on how to replicate their remarkable success. Sustainable scaling is an exceptional exercise, which only a very elite group of companies is able to persist in, like the one represented in this report.

The Top 250 Scaleups of 2022 have never deserved more of our appreciation. The Dutch dynamic and booming landscape for fast-growing companies has been put under unprecedented pressure. The health crisis and the social restrictions brought about by the COVID-19 pandemic, but also the increasing difficulty in hiring new talent, have posed serious threats to the successful scaling of Dutch young and innovative companies. Remarkably enough, though, the 2022 Top 250 Scaleups managed to overcome and exploit these challenges to actually grow even faster. Think, for instance, that this leading group of firms grew by over 35.000 new jobs over the last three years, of which +20.000 occurred in 2021 alone. Their turnover increased significantly as well. Growing in times crisis - or to put it better: under Volatile, Uncertain, Complex and Ambiguous constraints (more about this at p.10) - is therefore possible; and there is a lot we can learn about it from this year's Top 250 Scaleups.

Our economy is changing at a rapid speed. 2022 started off with even more turmoil than how 2021

had ended. With war on European soil, a rising inflation rate combined with a concerning increase in energy costs, and climate change becoming increasingly more threatening every year, the Dutch economic landscape will soon become even more destabilised. Yet, we look at the future of our scaleup ecosystem with renewed optimism. If anyone is to be able to cope with these new challenges and help us find sustainable, resilient solutions, that will be scaleup entrepreneurs. As in every crisis, new market trends and sectors are emerging, creating opportunities for new companies to arise and grow even faster. It is not a coincidence that once again the average age of Top 250 Scaleups has decreased: 11 years in 2022 vs. 13 last year. 15% of the 2022 Top 250 Scaleups are, in fact, still a startup.

The only trend in which Top 250 Scaleups seem to lag behind, is female representation in their leading teams. Despite a big leap in female C-level leaders in the Top 250 cohort of 2022 (from 5% to 12%), there is still much to improve, for these companies' sake too. It is just in uncertain times that diverse leadership can help anticipate trends and ride them in one's advantage.



Deputy Director Erasmus Centre for Entrepreneurship

Leonardo Fuligni

## Key Takeaways



## Momentum and influence of COVID- 19 on Top 250 Scaleups

Scaleups are pedal to the metal after tough years. Although COVID-19 strengthened the trend, scaleups were already in the mid of turbulent times in 2019 (ScaleUp Dashboard, 2021). 2021 has been a gamechanger, as scaleups have found the way up again, more than doubling their 2020-growth rates.

The job engine is back in full swing. Scaleups are known to be the largest creator of new jobs. Over the last three years, the Top 250 scaleups created 35.000 new jobs (FTE), of which 60% in 2021. At the moment, the Top 250 scaleups are providing work for 60.000 FTE. position and shrinks from 17 to 11 scaleups.



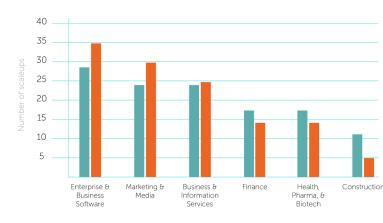
#### Business-services dominate the scaleup landscape.

Enterprise & Business Software, Marketing & Media, Business- & Information Services are the leading industries, in which most Top 250 Scaleups active. The growth of last year's emerging Fintech scene, however, did not persist. Health, Pharma & Biotech also, surprisingly, lost terrain.

**Growth potential prevails.** While business-services thrive, the number of Top 250 Scaleups in the Mobility, Energy, Home & Living, and Manufacturing sectors decreased. Though concerning, part of the explanation can be found in that some of the growing firms in these industries are too young to be a scaleup but show remarkable potential. This story does not hold for firms in Construction, whose presence in the list has shrunken to half the 2021-size.

Category	$\vdash$	2019	Η	2020		2021	2018-2020
FTE Growth (%)	Н	26.06%	Н	26.18%	Н	56.86%	 35.63%
New FTEs	Н	6085	Н	7707	-	21120	34913
Turnover Growth (%)	Н	33.45%	Н	19.34%	Н	54.24%	34.93%
Turnover Growth (x billion €)	Н	1.57	Н	1.21	Н	4.06	 6.85

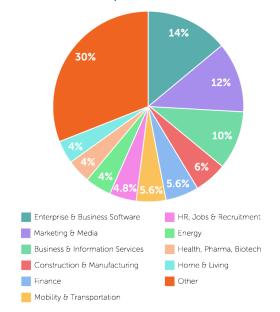
## Development of Top 250 Scaleups per sector 2021-2022



2021

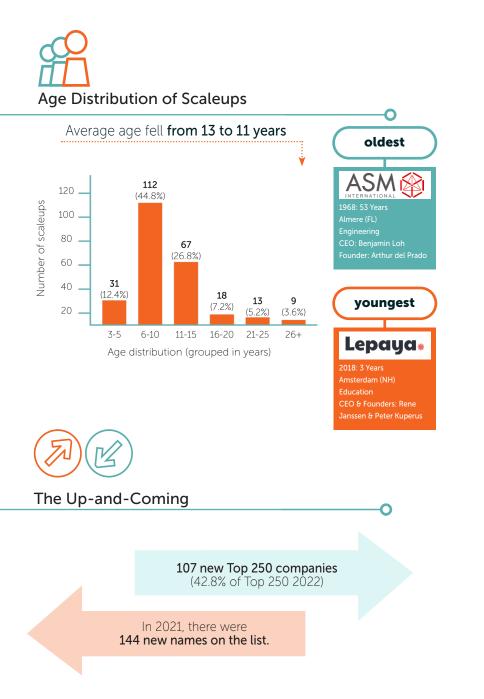
2022

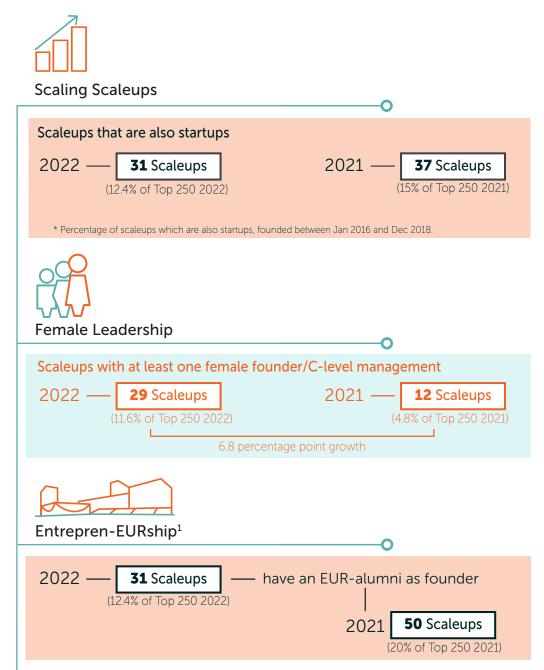
#### Distribution of Top 250 Scaleups per sector (%)



#### Erasmus Centre for Entrepreneurship

## Key Takeaways





<sup>&</sup>lt;sup>1</sup>EUR: Erasmus University Rotterdam

### Expert Insight

#### Strategic Entrepreneurship: Scaling in VUCA-times

In 2022, so-called strategic entrepreneurship is required to perform well as a business and to be able to successfully scale. Performance and successful growth are concepts with multiple dimensions, distinguishing between the short and medium term<sup>1</sup>. Successfully managing a growing company requires various skills: it requires leadership<sup>2.3</sup>, it requires agility, it requires critical thinking, and it requires a good sense of context. A great deal of academic work about these skills has been conducted in recent years, which enables us to understand the associated success factors.

For many high-growth companies, the context can be characterized as 'VUCA': volatile, uncertain, complex and ambiguous<sup>4</sup>. A VUCA-context results in many opportunities for entrepreneurs. Such a context is often the very reason that fast-growing companies are doing well. When the environment is volatile, uncertain, complex and ambiguous, opportunities arise for innovation, for change, and for people who excel in strategic entrepreneurship. These entrepreneurs see technological trends, they test customers' wishes, they crank up the dynamics and they bring new solutions to the market. An environment that is difficult to predict. in which you have limited control and little certainty, offers great opportunities for young, flexible companies with entrepreneurs who dare to do, who learn by doing and who do by learning<sup>5</sup>.

#### The context is in flux

It is quite a difficult time now, especially for experienced entrepreneurs of existing companies. The relevant context, the relevant market and the relevant competitors are changing under the influence of technology, geopolitical tensions and threats related to climate change and supply of raw materials. The conditions are volatile, uncertain, complex and ambiguous, and the question is how to react in the short and medium term.

The dilemmas are tough. Should you think on a global scale<sup>6</sup>, or is it better to first think local<sup>7</sup>? Technological possibilities make operating "globally" attractive and easy, but at the same time, operating "locally" is more relevant and important, due to societal challenges, the impending escalation of climate change and the impending escalation of social and geopolitical tensions.

#### Behaviour is in flux

A complication is that not only the context is VUCA, but also the behaviour of people is VUCA at least for now - due to the lockdowns, the threat of climate change and the renewed threat of war. Many people are still confused, even now that everything is possible again in most countries. That is why it is unclear and difficult to recognise which routines have remained for whom, which routines are completely back on the agenda for whom, and which routines for whom may never be back. This dynamic also applies to the many groups of people that are relevant to an entrepreneur: including partners, suppliers, customers, but also those within the company as well as employees' relationships with family members.

#### Performance is in flux (and scaleups are in luck)

VUCA-times are the least problematic for entrepreneurs who are busy making new

structures. They are already building anyway, so if they do so in a smart and open way, they immediately build something that fits the new circumstances. Entrepreneurs must sense, estimate and know with whom they are going to collaborate for what, and what they can source from where. New partnerships, people and resources should in fact be ready, even before change happens. Strategic entrepreneurs increasingly think 'in context'. They think big, in platforms and in options: being ready without knowing exactly for what, and then - depending on developments and new information - choose the best path and spot the opportunities to create something new. That is why it is so interesting to look at scaleups that are already performing well, right now: to learn how to perform well and grow in VUCA-times.



#### dr. Joris Meijaard

Academic Director MSC Strategic Entrepreneurship Founder MIR Research and Foresight Rotterdam School of Management Erasmus University Rotterdam

#### The 'VUCA' dimensions

#### Volatility

Volatility concerns fluctuations. The fluctuations of volatility are 'part of the game'. You can hedge volatility: hold resources, take insurance, react quickly and adjust, move along, like a sailing boat that chooses a course on the waves. Volatility is the unknown order of unpredictable ups  $\vartheta$  downs.

#### Uncertainty

Uncertainty arises from lacking information. There is insight but also uncertainty. You can reduce uncertainty by gathering more information. When you cannot interpret the available information further, uncertainty remains. Because we have more and more (digital) information, you can go further and further in reducing uncertainty. Uncertainty is unpredictable outcomes due to limited information.

#### Complexity

Complexity is about the intricate coherence of things. Due to complexity, you cannot oversee all relevant causes and effects. Extra computing power makes it easier to deal with complexity, but some processes are so complex or unknown to you that you cannot (yet) oversee them. Complexity results in unpredictable outcomes due to limited rationality and/or limited computing power

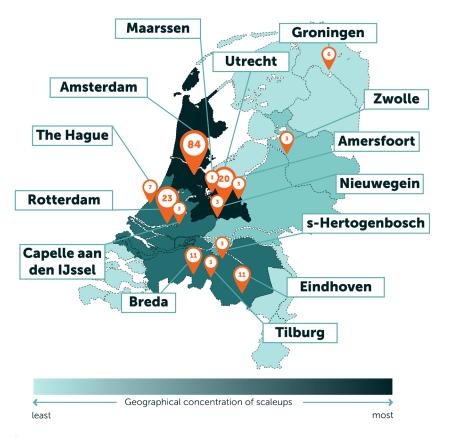
#### Ambiguity

Ambiguity is mainly about what you cannot know yet. Based on the available knowledge, causes and effects can still go in different directions, and only by experimenting you may reduce ambiguity. By doing, and by learning from what you experience, situations become less ambiguous, and therefore manageable. Ambiguity is about unknown causes and effects due to lacking contextualised experimentation.

## Geography

**North-Holland takes the lead.** Like previous years, the province of North-Holland climbs its way to thetop and has further strengthened its leading position, growing from 90 to 96 scaleups. South-Holland has taken over the runner-up position from Noord-Brabant, which lost severe ground. The province of Utrecht follows closely, while the remaining provinces follow at a great distance. The distance between the four leading provinces and the rest of the pack has grown. The bottom five provinces Friesland, Drenthe, Zeeland, Limburg, and Flevoland house only 3.2% of all scaleups in the Netherlands.

**Amsterdam is once again the scaleup capital of the Netherlands.** The capital city advances even further ahead of the rest, growing from 76 to 84 scaleups - implying that a third of the Top 250 Scaleups has their main office in Amsterdam now. Rotterdam jumps second place, growing by almost 10 percent and expanding to 23 scaleups. Remarkably, the former-number two, Eindhoven (11), falls out of the top-3 podium, and is also overtaken by Utrecht (20).



#### Number of scaleups per province, percentage of total, momentum

Province	N (2022)	% (2022)	N (2021)	% (2021)
Noord-Holland	96	38.4%	90	36.0%
Zuid-Holland	48	19.2%	42	16.8%
Noord-Brabant 🛛 😒	39	15.6%	51	20.4%
Utrecht 🔕	35	14.0%	31	12.4%
Gelderland 😢	9	3.6%	12	4.8%
Overijssel 😒	9	3.6%	10	4.0%
Groningen 😜	6	2.4%	6	2.4%
Flevoland 😒	2	0.8%	3	1.2%
Limburg 🔕	2	0.8%	1	0.4%
Zeeland 🔷	2	0.8%	2	0.8%
Drenthe	1	0.4%	1	0.4%
Friesland 🗧	1	0.4%	1	0.4%

#### Top 10 cities, number of scaleups, percentage of total, momentum

1 .		1 1			
City		N (2022)	% (2022)	N (2021)	% (2021)
Amsterdam	8	86	33.6%	76	30.4%
Rotterdam	$\mathbf{S}$	23	9.2%	17	6.8%
Utrecht	Ø	20	8.0%	14	5.6%
Eindhoven	۲	11	4.4%	17	6.8%
Breda	•	10	4.0%	6	2.4%
The Hague	$\mathbf{\overline{S}}$	7	2.8%	4	1.6%
Groningen	€	6	2.4%	6	2.4%
Amersfoort	$\mathbf{S}$	3	1.2%	2	0.8%
Capelle aan den IJssel	•	3	1.2%	0	0.0%
Maarssen	Ø	3	1.2%	2	0.8%
Nieuwegein	•	3	1.2%	2	0.8%
s-Hertogenbosch	۲	3	1.2%	6	2.4%
Tilburg	•	3	1.2%	2	0.8%
Zwolle	$\mathbf{\overline{o}}$	3	1.2%	2	0.8%

## Case Study: Shypple

#### Entrepreneurship is a marathon - from 10 to 170 FTES within five years

Entrepreneurship is really a long-term

- Jarell Habets, CEO Shypple

Rotterdam-based Shypple revolutionised the entrenched freight-forwarding industry into an online 'travel agency for the international maritime (container) freight transport', where customers can track the status and location of their container in real time. Shypple was founded by Jarell Habets in Rotterdam, in 2016; in five years, it grew from 10 to 170 FTEs and is now one of the fastest growing companies in the Netherlands, with an average growth of 260% in revenue, between 2018 and 2021. But how can his rapid growth be explained?

#### Start with a problem

During his studies at Rotterdam School of Management, Erasmus University Rotterdam, Habets was already active as an entrepreneur. He made his entry into the logistics sector not with the intention of eventually starting a business, but to identify a major problem in a large market. Habets: "I just jumped into the deep end. Above all, you learn by doing: You can't foresee all the mistakes and you have to embrace them." It turned out to be a major hit.

#### Build the right team for every stage of arowth

Shypple's organisational and human resources strategy has played a critical role in business growth. "Each growth phase requires different qualities; you need other people to grow from 0 to 1 and others to go from 100 to 200," says Habets. "As an entrepreneur, it is important to be aware of which growth phase your company is in; depending on that, you need to choose a different strategy. The first phase requires generalists and builders. The second phase, people who can put in place an organisational structure and process. The third phase, talents who can manage growing teams well". Now, in their current phase, Shypple hires experts, who excel in one field, and, in this way, builds out the C-level management.

Despite the current shortage on the labour market, Shypple still knows how to find the right staff. "To be able to attract young innovative talent, you have to know how to speak the language of 2022 and offer the right motivations," says Habets. For example, Shypple consciously responds to the wishes of young people, especially in the field of secondary employment conditions: flexible working at home and in other locations, a sabbatical to be able to travel, and offering shares of the company. Therefore, young talent nowadays opts more often for startups and scaleups instead of 'corporates'.

#### Dare to sail through the storm

The first months of COVID-19 were challenging times for Shypple when factories and ports in China closed - the main export country for Shypple's customers. At first COVID-19 was a burden, but it later opened new doors as customers had to work from home. The online platform is a win-win model for both clients and brokers: it puts an end to labour-intensive mail traffic, which is also outdated, drastically reducing personnel costs. In addition, it delivers efficient, real-time information to customers. Nevertheless. the aftermath of COVID-19 still weighs heavily on the industry due to the bidding game for available containers, caused by a hick-up in the chain, which brought the flow to a standstill. Despite the turbulent times, Shypple continued to grow by walking in seven-league boots as Habets dared to go ahead and further expand his organisation.

#### Ambitions

In the early years, Shypple had the ambitious goal of growing by more than 20% every month, which they achieved with flying colours. For the future, global impact is central to realising strategic growth, with the aim of around 100 to 150 percent per year. Shypple's mission is to increase access to international trade for everyone, no matter where you come from in the world. Habet's ultimate dream is for Shypple to go public on the stock market, with an IPO. However, he is not in a hurry and knows that he needs to calibrate the right steps for the future. Successful entrepreneurship is a marathon, not a sprint.



# shypple

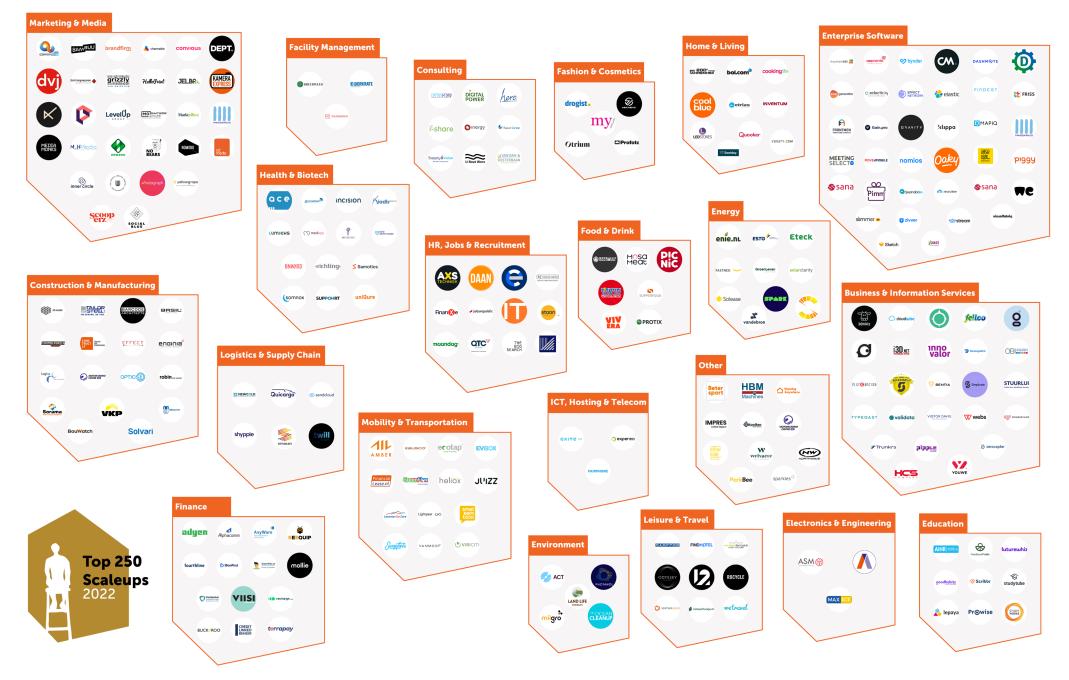
#### **Company Profile**

Name: Shypple Founded: 2016 HQ: Rotterdam, Zuid-Holland Sector: Logistics

Website: shypple.com



## Mapping of Top 250 Scaleups per Sector



## Case Study: Spectral

# How to achieve 62% growth while driving sustainable impact

"Spectral is **impact-driven and not profit-driven**, though if you want to make an impact in the world, you need to scale up."

> -Floor van Boven Co-Founder Spectral Energy

The Amsterdam-based Spectral combines a strong mission with rapid scaling to become a global knowledge leader in the circular economy. Spectral is a spin-off company of Metabolic that is focused on sustainability consulting and venture building. In 2015, Spectral was founded to fully focus on their mission of accelerating the sustainable energy transition. "We wanted to apply the knowledge that we developed while working with Metabolic to develop products which will have a positive impact on the world," Van Bovene says. Therefore, Spectral focuses on both hardware and software product development for energy management, energy storage, and smart-grids, harnessing the capabilities of innovative technology to deliver turnkey solutions for energy utilities, renewable project developers, and real estate owners, amongst others.

## The best of both worlds: combining financial growth with environmental impact

Although impact-driven companies often find it difficult to achieve profitability, Spectral managed to grow 61.81% in revenues annually, becoming one of the Top 250 Scaleups in the Dutch entrepreneurial ecosystem. **"Managing cash flow was always a challenge, though we were able to prioritise and optimise use of our limited resources"**, Van Bovene states. Informed and strategic decision-making, a

strong culture, and the team's determination led the scaleup to achieve consistent, year-on-year growth while fully bootstrapped without any external capital investment.

## Create an inclusive and international working environment

Spectral grew on average by 58% annually to 48 FTE by over 30 new employees during the period between 2018-2021. "Maintaining a thriving company culture and a flexible and inclusive working environment has been of utmost importance for our organisation," says Van Bovene. Spectral's highly international team includes 24 different nationalities, and despite the current shortage of technical talent in the labour market, "our impact-driven focus and the fact that we work with cutting-edge technology has helped us to attract a talented team of mission-aligned individuals," explains Van Bovene. Nurturing strong interpersonal relationships, supporting employees to grow into different roles, and allowing team members a high degree of flexibility are some of the elements characterising Spectral's culture. Van Bovene further states the importance of creating a family environment where people feel appreciated and included which is one of the reasons why the company has such a low employee turnover rate. This year, Spectral will continue growing its "family" as Van Bovene says, looking for mainly seniorlevel additions who can bring the right expertise to support the next phase of Spectral's growth process to further scale up. As of June 2022, Spectral's team has already grown to more than 60 people.

#### Overcoming hurdles

During COVID-19, the Spectral team had to deal with a high degree of uncertainty as well as the delay of

some projects; however, "we followed our intuition, and instead of letting the negativity in the world affect us, we kept pursuing the objective of scaling up our business - and it worked," van Bovene admits. Although most employees were working from home, Spectral ensured that, with careful measures, the office was open for employees who needed to use equipment at work, or who were experiencing high levels of isolation, as many of Spectral's team members have come from abroad without many personal contacts in the Netherlands. Despite having to cope with continuous disruptions due to the pandemic, the war on European soil war on European soil, hyper-inflation, and huge delays in receiving hardware shipments, Spectral remains focused on pursuing its mission "as the importance of the work we're doing, to transform the energy sector and eliminate reliance on fossil fuels has never been more important", says Vvan Bovene.

#### Ambitions

When looking into the future, Spectral aims to expand internationally in order to maximise their impact potential by exporting their products abroad. However, rapid growth comes with greater complexity and more challenges. To manage this growth, Spectral is focusing on optimising how teams collaborate with each other to ensure strong communication and alignment, as well as maintaining a clear focus on the company's objectives. With many new employees joining in a short amount of time, it becomes even more important for Spectral to focus on nurturing a strong company culture and ensuring that the soul of the company is preserved as the organisation continues to evolve. Van Bovene explains that "by staying true to our mission and vision, we will continue to attract like-minded individuals, and together we will build a more sustainable society for the future."



#### **Company Profile**

Name: Spectral Founded: 2016 HQ: Amsterdam, Noord-Holland Sector: Energy

Website: spectralenergy.com

Floor van Boven Co-Founder Spectral Energy

## Opinion

Futureproof business models, resilience and flexibility has paid off for the Top 250 Scaleups



It is fantastic to see the newest, 2022, edition of the Top 250 Scaleups: the top-listed companies in the Netherlands that have been able to sustain steep growth paths during some rather fluctuating times. It has indeed been a ride for many highgrowth firms and scaleups! Despite the lockdowns, the shift towards hybrid working and the difficulties many entrepreneurs have faced to get access to important resources such as human capital and even raw materials, the leading entrepreneurial firms in the Netherlands have been able to sustain their growth paths. This is something to be proud of, because the companies listed in the Top 250 Scaleups are responsible for a large majority of newly created jobs, important innovations implemented in the ecosystem, and have formed the breeding ground for crucial transitions to solve pressing socio-economic challenges.

The Top 250 Scaleups listed in the 2022 edition have accelerated during the Covid period up to an average annual growth rate of more than 50 percent in 2021. Being at the forefront of doing business online, and already having developed futureproof capabilities before we faced the first lockdowns, these companies have benefited from an increasing demand for their products and services from 2022 onwards. At the same time, many high-growth firms and scaleups faced unprecedented challenges when securing necessary funding and attracting new talent in order to fulfill the needs of their customers. Nevertheless, they have shown important acts of leadership in navigating opportunities and challenges, and to create and capture value for their companies in both the short- and long-term. Despite these challenging circumstances, more

companies have been able to remain within the Top 250 list compared to the years before. They achieved this by staying flexible but resilient, with the ability to deal with inherent challenges of driving and managing growth on the spot. About 40 percent of the listed companies are new, while those remaining have been listed for more than two or three years. This is exceptional in the sense that they are able to persistently scale their organisation in order to become an international unicorn over time.

More importantly, there are fewer featured scaleups that have been able to become listed within the first five years of their existence. Even before the pandemic, insights from the ScaleUp Dashboard 2020 have indicated that it has become more difficult for startups to scaleup in a relatively short period of time. Momentum of growth and rapid growth has slowly moved towards technology-related business models, which take more time to develop and upscale. On the other hand, the number of female-led companies in list has accelerated considerably (almost 30 this year compared to fewer than 15 last year). A lot more leaders of high-growth firms and scaleups are female and more diverse leadership teams have been established in recent years to take advantage of a diversified portfolio of perspectives and skills when dealing with and driving high-growth over time.

Overall, the Top 250 Scaleups 2022 indicates that high-growth firms and scaleups are futureproof and resilient in their nature. However, it is clear that persistently engaging in high-growth over more extended periods of time is rather difficult if not impossible. We need to further understand, **but also develop and train necessary skills among leadership teams of startups and scaleups** to achieve persistent high-growth in order to make an impact and contribute to the crucial transitions that are necessary for a more sustainable society in the longer run!



Prof. dr. Justin Jansen

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## Methodology

The Top 250 Scaleups of the Netherlands is an annual research publication by Erasmus Centre for Entrepreneurship. This report provides up-to-date insights into the Top 250 fastest-growing companies in the Netherlands. The list differentiates itself from other lists through its focus on growth in employees and turnover.

In recent years, the number of research on fastgrowing companies has scaled as well, because of the great importance of this elite, leadinggroup group of firms. Just about five percent of all firms in the Netherlands can be classified as fast-growing company, and the Top 250 Scaleups are in the top league of entrepreneurship. In order to understand this inherently dynamic and transformative business environment, several theoretical lenses, concepts, and methods have been developed, ranging simply from 'growth firms' to 'gazelles' and 'unicorns'.

## Scaleups, or fast-growing companies, are defined in this research as:

A firm with an average growth of 20 percent or more per year in employees (FTEs) and/or turnover over a measurement period of three years. In addition, the company must have at least 10 full-time employees and/or 5 million euros in turnover at the start of the measurement period (OECD, 2016). Fast-growing companies have a proven business model and are scaling up.

- Company registrations
- Dealroom
- Orbis
- Chamber of Commerce (KvK)
- Internally developed database with +3000 fast-growing companies: this selection is compiled by the research team of Erasmus Centre for Entrepreneurship and Rotterdam School of Management (Erasmus University Rotterdam) and also based on our ScaleUp Dashboard, the annual publication on fast-growing companies in the Netherlands.

Erasmus Centre for Entrepreneurship is Europe's leading entrepreneurship centre. Driven by the belief that entrepreneurship is the most important condition for innovation, we strive to weave entrepreneurship into people's DNA, leveraging the knowledge and network of Erasmus University Rotterdam, a university founded by entrepreneurs more than 100 years ago. We built the bridge between entrepreneurs and academia to foster mutual learning. The Top 250 Scaleups of the Netherlands is one of the main research projects that we conduct to monitor the booming and dynamic innovation ecosystem, on both the Dutch and European level, and provide insights to strengthen it.

#### A growth platform for scaleups

Scaleups play an important role for the economy: not only do they provide new business activities and job creation, but they also bring changes and innovation with them. It is therefore necessary that we continue to invest in supporting startups and scaleups with our local, national and international government agencies. It is especially important now more than ever to do so in times of uncertainty. In this way we can strengthen (local) innovation ecosystems and increase the positive impact of fast-growing companies on a city, country or international level as well.

At Erasmus Centre for Entrepreneurship, we work together with various municipalities, development companies, ministries and other public organisations around the world to help them realise that mission. We offer them scientific insights into their ecosystem and the companies that play an important role in it. At the same time, we combine this with practical knowledge and recommendations to create a favourable economic environment that enables local businesses to continue to grow and innovate. Thanks to years of research into fast-growing companies (e.g. ScaleUp Dashboard, European ScaleUp Monitor and Top 250 Scaleups), we know which internal and external factors facilitate the growth of companies.

These insights from our research are directly shared with the entrepreneurs that we train in our scaleup and growth programmes. They are not only based on scientific insights, but also on practical experiences we have gathered from successful scaleups such as those represented in this report.

#### Interested?

For further questions, reach out to us via the contact details below.

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# Overview of Top 250 Scaleups 2022 (in alphabetical order)

Company	Founded	Sector	Place	Region	New in Top 250 (Y/N)	Company	Founded	Sector	Place	Region	New in Top 250 (Y/N)
200 Fahrenheit BV	2014	Home & Living	Haarlem	Noord-Holland	Y	EclecticIQ	2014	Enterprise & Business Software	Amsterdam	Noord-Holland	N
247TailorSteel	2007	Construction & Manufacturing	Varsseveld	Gelderland	Υ	Ecotap Holding B.V.	2012	Mobility & Transportation	Boxtel	Noord-Brabant	Ν
30MHz	2014	Business & Information Services	Amsterdam	Noord-Holland	Ν	Effect Photonics	2010	Construction & Manufacturing	Eindhoven	Noord-Brabant	Ν
3D Hubs	2013	Construction & Manufacturing	Amsterdam	Noord-Holland	Ν	Effect.Al	2017	Enterprise & Business Software	Amsterdam	Noord-Holland	Ν
Ace Pharmaceuticals	1991	Healthcare & Biotech	Zeewolde	Flevoland	Υ	Elastic NV	2012	Enterprise & Business Software	Amsterdam	Noord-Holland	Υ
ACT Commodities	2009	Environment	Amsterdam	Noord-Holland	Ν	Enginia	2006	Construction & Manufacturing	Nootdorp	Zuid-Holland	Ν
Adyen	2006	Finance	Amsterdam	Noord-Holland	Ν	Enie.nl	2013	Energy	Groningen	Groningen	Ν
AIHR - Academy to Innovate HR	2016	Education	Rotterdam	Zuid-Holland	Υ	Eonics Development B.V.HR	2012	HR, Jobs & Recruitment	s-Gravenhage	Zuid-Holland	Ν
Alphacomm B.V.	1997	Finance	Rotterdam	Zuid-Holland	Ν	ESTG B.V.	2010	Energy	Heteren	Gelderland	Ν
Amber	2016	Mobility & Transportation	Eindhoven	Noord-Brabant	Υ	Eteck	2010	Energy	Waddinxveen	Zuid-Holland	Ν
Anywhere365	2011	Enterprise & Business Software	Rotterdam	Zuid-Holland	Ν	Etrias	2011	Home & Living	Vught	Noord-Brabant	Ν
Appronto	2013	Enterprise & Business Software	Breda	Noord-Brabant	Ν	EVBox B.V.	2010	Mobility & Transportation	Amsterdam	Noord-Holland	Ν
ASM International NV	1968	Electronics & Engineering	Almere	Flevoland	Υ	Exite ICT B.V.	1998	ICT, Hosting & Telecom	Enschede	Overijssel	Ν
AXS Techniek B.V.	1989	HR, Jobs & Recruitment	Rotterdam	Zuid-Holland	Ν	Expereo	2004	ICT, Hosting & Telecom	Amsterdam	Noord-Holland	Ν
AxyWare	2010	Finance	Utrecht	Utrecht	Υ	Fairphone	2013	ICT, Hosting & Telecom	Amsterdam	Noord-Holland	Ν
Azerion	2014	Marketing & Media	Schiphol-Rijk	Noord-Holland	Ν	Fastned	2012	Energy	Amsterdam	Noord-Holland	Y
Azerty	2004	Electronics & Engineering	Raalte	Overijssel	Υ	FeedbackFruits	2012	Education	Amsterdam	Noord-Holland	Ν
Bambuu	2013	Marketing & Media	Purmerend	Noord-Holland	Υ	Felloo B.V.	2011	Business & Information Services	Almelo	Overijssel	Ν
Barcode Architects	2010	Construction & Manufacturing	Rotterdam	Zuid-Holland	Υ	FinanceFactor	2011	HR, Jobs & Recruitment	Wassenaar	Zuid-Holland	Ν
Basil BV	1976	Construction & Manufacturing	Ulft	Gelderland	Υ	Financial Lease Nederland B.V.	2011	Mobility & Transportation	Maarssen	Utrecht	Ν
Beequip	2015	Finance	Rotterdam	Zuid-Holland	Ν	Finanxe Management	2013	HR, Jobs & Recruitment	Groningen	Groningen	Ν
Beerwulf	2016	Food & Drink	Amsterdam	Noord-Holland	Ν	Findest	2017	Enterprise & Business Software	Amsterdam	Noord-Holland	Y
Betersport BV	2005	Other	Panningen	Limburg	Υ	FindHotel BV	2016	Travel & Leisure	Amsterdam	Noord-Holland	Y
Bol.com	1999	Home & Living	Utrecht	Utrecht	Ν	First Impression Audiovisueel	2015	Marketing & Media	Tilburg	Noord-Brabant	Ν
Bouwatch	2010	Construction & Manufacturing	Assen	Drenthe	Ν	Fourthline	2017	Finance	Amsterdam	Noord-Holland	Ν
Brandfirm	2012	Marketing & Media	Amsterdam	Noord-Holland	Ν	Friss	2006	Enterprise & Business Software	Utrecht	Utrecht	Ν
Breedweer Facilitaire Diensten	2015	Facility Management	Uitgeest	Noord-Holland	Ν	Frontmen	2012	Enterprise & Business Software	Utrecht	Utrecht	Ν
Buckaroo BV	2000	Finance	Utrecht	Utrecht	Υ	Futurewhiz	2009	Education	Amsterdam	Noord-Holland	Ν
Bynder	2013	Enterprise & Business Software	Amsterdam	Noord-Holland	Υ	Gain.pro	2018	Enterprise & Business Software	Amsterdam	Noord-Holland	Y
Camptoo	2014	Travel & Leisure	Den Haag	Zuid-Holland	Υ	Glycostem Therapeutics	2007	Health, Pharma & Biotech	Oss	Noord-Brabant	Ν
Certus Groep	2015	Consulting	Rotterdam	Zuid-Holland	Υ	GoodHabitz	2011	Education	Eindhoven	Noord-Brabant	Ν
Channable	2014	Marketing & Media	Utrecht	Utrecht	Ν	GOODZO	2014	Business & Information Services	Zoetermeer	Zuid-Holland	Ν
ChromeBurner Motorgear B.V.	2012	Other	Nieuwkuijk	Noord-Brabant	Ν	Gravity BV	2017	Enterprise & Business Software	Amersfoort	Utrecht	Υ
Cloudwise	2013	Business & Information Services	Woerden	Utrecht	Ν	Greenflux	2011	Mobility & Transportation	Amsterdam	Noord-Holland	Ν
CM	1999	Enterprise & Business Software	Breda	Noord-Brabant	Υ	Grizzly New Marketing	2001	Marketing & Media	Breda	Noord-Brabant	Y
Conference Compass	2010	Business & Information Services	Den Haag	Zuid-Holland	Ν	Groenleven	2011	Energy	Heerenveen	Friesland	Ν
Constructif	2015	Construction & Manufacturing	Dordrecht	Zuid-Holland	Ν	Happy Bodies Support	2015	Travel & Leisure	Haarlem	Noord-Holland	Ν
Convious	2017	Marketing & Media	Amsterdam	Noord-Holland	Ν	HBM Machines	1972	Other	Moordrecht	Zuid-Holland	Y
Cookinglife B.V.	2016	Home & Living	Groningen	Groningen	Υ	HCS Company	2005	Business & Information Services	Amsterdam	Noord-Holland	Ν
CoolBlue	1999	Home & Living	Rotterdam	Zuid-Holland	Ν	Heliox	2009	Mobility & Transportation	Best	Noord-Brabant	Ν
Credit Linked Beheer	2012	Finance	Baarn	Utrecht	Υ	HelloPrint	2013	Marketing & Media	Rotterdam	Zuid-Holland	Ν
Daan BV	2012	HR, Jobs & Recruitment	Rotterdam	Zuid-Holland	Υ	Hero Interim Professionals	2007	Consulting	Wognum	Noord-Holland	Ν
Dashmote	2014	Enterprise & Business Software	Amsterdam	Noord-Holland	Ν	Housinganywhere	2009	Other	Rotterdam	Zuid-Holland	Ν
Dept Agency	1996	Marketing & Media	Amsterdam	Noord-Holland	Ν	Humanoids B.V.	2017	Business & Information Services	Rotterdam	Zuid-Holland	Υ
Digital Power	2016	Consulting	Amsterdam	Noord-Holland	Υ	i3D.net	2002	Business & Information Services	Capelle aan den IJssel	Zuid-Holland	Ν
Drogist.nl	2010	Fashion & Cosmetics	Goes	Zeeland	Ν	iBanFirst	2013	Finance	Rotterdam	Zuid-Holland	Ν
DVJ Insights	2011	Marketing & Media	Utrecht	Utrecht	Ν	ljbouw	1987	Construction & Manufacturing	Amsterdam	Noord-Holland	Ν
Dyflexis B.V.	2010	Enterprise & Business Software	Den Haag	Zuid-Holland	Ν	lkbenfrits.nl	2015	Finance	Amsterdam	Noord-Holland	Ν
	2017	Enterprise & Business Software	Rotterdam	Zuid-Holland	Ν	IMPRES BV	2002	Other	Zwolle	Overijssel	Y
Easygenerator	2017										

# Overview of Top 250 Scaleups 2022 (in alphabetical order)

Founded	Sector	Place	Region	New in Top 250 (Y/N)	Company	Founded	Sector	Place	Region	New in Top 250 (Y/N)
1999	Consulting	Woerden	Utrecht	N	Obi4wan	2011	Business & Information Services	Zaandam	Noord-Holland	N
2013	Business & Information Services	Amersfoort	Utrecht	Y	ODMedia	2004	Marketing & Media	Utrecht	Utrecht	N
2008	Home & Living	Arnhem	Gelderland	Ν	Odyssey European Holding	2012	Travel & Leisure	Utrecht	Utrecht	Υ
2008	Consulting	Bunnik	Utrecht	Ν	Onward Medical	2014	Health, Pharma & Biotech	Eindhoven	Noord-Brabant	N
2015	Marketing & Media	Utrecht	Utrecht	Ν	Optics 11	2011	Construction & Manufacturing	Amsterdam	Noord-Holland	Ν
2013	HR, Jobs & Recruitment	Amsterdam	Noord-Holland	Ν	Otherside Software BV	2003	Enterprise & Business Software	s-Hertogenbosch	Noord-Brabant	Y
2009	Mobility & Transportation	Utrecht	Utrecht	Ν	Otrium	2015	Marketing & Fashion & Cosmetics	s Amsterdam	Noord-Holland	Ν
1995	Marketing & Media	Capelle aan den IJssel	Zuid-Holland	Ν	ParkBee	2013	Other	Amsterdam	Noord-Holland	N
2013	Marketing & Media	Enschede	Overijssel	Y	Photanol	2008	Environment	Amsterdam	Noord-Holland	Ν
1997	Health, Pharma & Biotech	Amsterdam	Noord-Holland	Y	Picnic	2015	Food & Drink	Amsterdam	Noord-Holland	N
2015	Enterprise & Business Software	Groningen	Groningen	Ν	Piggy	2013	Enterprise & Business Software	Maarssen	Utrecht	Y
V. 2006	Other	Staphorst	Overijssel	Y	Pimm <sup>®</sup> Solutions	2012	Enterprise & Business Software	Rotterdam	Zuid-Holland	N
	Environment	Amsterdam		Ν	Pipple	2016	Business & Information Services	Eindhoven	Noord-Brabant	Ν
2013	Marketing & Media	Hoorn	Noord-Holland	N	Plat4mation	2013	Business & Information Services	Utrecht	Utrecht	N
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								Eindhoven		N
			Noord-Holland				Business & Information Services	Nieuwegein	Utrecht	Ν
2016	Food & Drink		Limburg	Y	Shypple	2016	Logistics	Rotterdam	Zuid-Holland	Y
		Hazerswoude-Rijndijk	Zuid-Holland	Ν	Simacan	2013	Logistics & Supply Chain	Amersfoort	Utrecht	Ν
2012	Enterprise & Business Software	Zwolle	Overijssel		Simplicate	2010	Business & Information Services	Groningen	Groningen	Y
2010	Marketing & Media	Dongen	Noord-Brabant	Y	Sketch	2010	Enterprise & Business Software	Eindhoven	Noord-Brabant	Ν
2011	Fashion & Cosmetics	s-Hertogenbosch	Noord-Brabant	Ν	Slimmer Al	2014	Enterprise & Business Software	Groningen	Groningen	Ν
2009	Leisure & Travel	Breda	Noord-Brabant	Ν	Sneleentaxi	2015	Mobility & Transportation	Utrecht	Utrecht	Υ
2012	Logistics & Supply Chain	Breda	Noord-Brabant	Ν	Social Blue	2013	Marketing & Media	Hoorn	Noord-Holland	Ν
2007	Health, Pharma & Biotech	Den Haag	Zuid-Holland	Ν	Solarclarity	2009	Energy	Weesp	Noord-Holland	Y
2007	Marketing & Media	Amsterdam	Noord-Holland	Ν	Solease	2011	Energy	Utrecht	Utrecht	Ν
2017	Marketing & Media	Heusden	Noord-Brabant	Ν	Solvari	2009	Construction & manufacturing	Nieuwegein	Utrecht	Ν
2004	Enterprise & Business Software	Leiden	Zuid-Holland	Ν	Somnox	2016	Healthcare & Biotech	Rotterdam	Zuid-Holland	Y
2012	Marketing & Media	Amsterdam	Noord-Holland	Ν	Sorama	2009	Construction & Manufacturing	Eindhoven	Noord-Brabant	N
2006	Other	Utrecht	Utrecht	Ν	Spark	2013	Energy	Breda	Noord-Brabant	Y
2006										
	1999       2013       2008       2013       2013       2013       1995       2013       1995       2013       2015       2013       2015       2013       2014       2016       2016       2017       2018       2006       2016       2017       2018       2001       2011       2012       2013       2014       2015       2016       2017       2018       2007       2011       2007       2012       2007       2011       2005       2018       2006       2007       2010       2006       2011       2006       2011       2006       2011       2001	1999   Consulting     2013   Business & Information Services     2008   Consulting     2014   Home & Living     2015   Marketing & Media     2014   HR, Jobs & Recruitment     2009   Mobility & Transportation     1995   Marketing & Media     2013   HR, Jobs & Recruitment     2009   Mobility & Transportation     1997   Health, Pharma & Biotech     2013   Enterprise & Business Software     2013   Enterprise & Business Software     2014   Health, Pharma & Biotech     2015   Home & Living     2016   Other     2013   Education     2014   Health, Pharma & Biotech     2015   HR, Jobs & Recruitment     2016   Mobility & Transportation     2017   Harketing & Media     2018   Education     2014   Health, Pharma & Biotech     2011   HR, Jobs & Recruitment     2012   Marketing & Media     2007   Enterprise & Business Software     2011   HR, Jobs & Recruitment	1999ConsultingWoerden2013Business & Information ServicesAmersfoort2008Home & LivingArnhem2008ConsultingBunnik2015Marketing & MediaUtrecht2015Marketing & MediaUtrecht2019Mobility & TransportationUtrecht1995Marketing & MediaCapelle aan den IJssel2013Marketing & MediaEnschede1997Health, Pharma & BiotechAmsterdam2015Enterprise & Business SoftwareGroningen2013Enterprise & Business SoftwareGroningen2013Enterprise & Business SoftwareStaphorst2013Enterprise & Business & Marsterdam2014EducationAmsterdam2015Home & LivingAmsterdam2016Mobility & TransportationTilburg2016Mobility & TransportationHelmond2012HR, Jobs & RecruitmentAmsterdam2014Construction & ManufacturingMaasdijk2014Health, Pharma & BiotechAmsterdam2015Marketing & MediaKotterdam2016Marketing & MediaAmsterdam2017Marketing & MediaKotterdam2018Education & SoftwareDelft2007Marketing & MediaAmsterdam2018Health, Pharma & BiotechHalterdam2019Enterprise & Business SoftwareNarden2011HR, Jobs & RecruitmentAmsterdam2005Health, Phar	1999 Consulting Woerden Utrecht   2013 Business & Information Services Amersfoort Utrecht   2008 Consulting Bunnik Utrecht   2015 Marketing & Media Utrecht Utrecht   2015 Marketing & Media Utrecht Utrecht   2019 Mobility & Transportation Utrecht Utrecht   2019 Mobility & Transportation Utrecht Utrecht   2013 Marketing & Media Enschede Overijssel   2015 Enterprise & Business Software Groningen Groningen   2015 Environment Amsterdam Noord-Holland   2013 Marketing & Media Hoorn Noord-Holland   2013 Environment Amsterdam Noord-Holland   2014 Mobility & Transportation Tiburg Noord-Holland   2018 Education Amsterdam Noord-Holland   2018 Education Amsterdam Noord-Holland   2018 Education Amsterdam Noord-Holland   2014 Mobility & Transportation Helmond Noord-Holland   2016 Mobility & Transportation Helmond Noord-Holland   2014 Health, Pharma	1999 Consulting Woerden Utrecht N   2013 Busines & Information Services Amersfoort Utrecht Y   2008 Home & Living Anhem Gelderland N   2013 Hill, Jobs & Recruitment Amsterdam Noord-Holland N   2014 Marketing & Media Utrecht Utrecht N   2015 Marketing & Media Capelle aan den Jassel Zuid-Holland N   2016 Marketing & Media Enschede Overjisel Y   2017 Health, Pharma & Biotech Amsterdam Noord-Holland Y   2018 Enterprise & Business Software Groningen Groningen N   2015 Enterprise & Business Software Groningen N Y   2016 Other Staphorst Overjisel Y   2013 Marketing & Media Hoorn Noord-Holland N   2014 Mobility & Transportation Tilburg Noord-Holland N   2015 Enterprise & Business Software Amsterdam Noord-Holland N   2016 Mobility & Transportation Helmond Noord-Holland N   2014 Construction & Manufactuning Masterdam N	1999     Consulting     Weerden     Urecht     N     Oblekaar       2013     Busines & Information Services     Amersfoort     Ulrecht     Y     ODMedia       2008     Horse & Living     Amhern     Gelefand     N     Oprivation       2016     Markeling & Media     Utrecht     Utrecht     N     Oprivation       2015     Markeling & Media     Capelle and en Uset     Noord-Holland     N     Oprivation       2016     Markeling & Media     Expected and en Uset     Zuid-Holland     N     Perkbase       2017     Markeling & Media     Expected and en Uset     Zuid-Holland     N     Perkbase       2018     Markeling & Media     Expected and en Uset     Zuid-Holland     N     Perkbase       2013     Markeling & Media     Expected     Coresistel     Y     Perkbase       2013     Markeling & Markeling & Morad-Holland     N     Perkbase     Perkbase       2013     Markeling & Markeling & Morad-Holland     N     Perkbase     Perkbase       2013     Markeling & Markeling & Morad-Holland	999     Consulting     Worden     Utrecht     N     Oddreid     2011       2013     Business Information Services     Amendort     Utrecht     Y     ODMedia     2004       2008     Home & Living     Anthem     Gelderland     N     Orward     2002       2008     Consulting     Burnik     Utrecht     V     Ondreid     2011       2015     Marketing / Media     Utrecht     Utrecht     N     Orkard     2015       2016     Marketing / Media     Capelie and den Ussal     Zuid-Holland     N     Orkard     2015       2015     Enterprise / Burnikes Software     Geningen     Groningen     N     Phalanck     2015       2015     Enterprise / Burnikes Software     Goningen     N     Noord-Holland     N     Pipple     2016       2015     Enterprise / Burnikes Software     Amsterdam     Noord-Holland     N     Pipple     2016     Pipple     2016       2015     Enterprise / Burnike     Amsterdam     Noord-Holland     N     Pipple     201	1999     Consuling     Weeden     Utext     N     Oblewam     2014     Bunness (h Internation Services)       2008     Gravaling     Marenting (Marcell Service)     American Services     2024     Travel Leisure     2025     Travel Leisure     2025     Travel Leisure     2025     Travel Leisure     2025     Travel Leisure     2026     Circum     2025     Travel Leisure     2026     Circum     2025     Travel Leisure     2026     Circum     2026 <td>1999     Camuling     Wards M     Mark M     Number M       2008     Buines Monards Person     Antern     Galaxies     Consultance     Datasets     Franzel Science     Unrect       2008     Horne S-Living     Antern     Galaxies     Numet Science     Unrect       2008     Marketing Is Media     Unrect     Numet Science     Unrect     Numet Science     Unrect       2018     Marketing Is Media     Unrect     Numet Science     Officiance     Science     Unrect       2019     Marketing Is Media     Unrect     Numet Science     Officiance     Science     Ansterdam       2019     Marketing Is Media     Unrect M     Unrect M     Offician     Offician     Science     Science     Ansterdam       2019     Marketing Is Media     Franze Science     Ansterdam     Nood Hollind     N     Profession     Science Science     Marketing Is Media     Nood Hollind     N     Profession     Science Science     Nord Holling     Nood Hollind     N     Profession     Nood Hollind     N     Profesion     Nood Hollind<td>1979     Conversion     Weetsion     Numerical Conversion     Numerican</td></td>	1999     Camuling     Wards M     Mark M     Number M       2008     Buines Monards Person     Antern     Galaxies     Consultance     Datasets     Franzel Science     Unrect       2008     Horne S-Living     Antern     Galaxies     Numet Science     Unrect       2008     Marketing Is Media     Unrect     Numet Science     Unrect     Numet Science     Unrect       2018     Marketing Is Media     Unrect     Numet Science     Officiance     Science     Unrect       2019     Marketing Is Media     Unrect     Numet Science     Officiance     Science     Ansterdam       2019     Marketing Is Media     Unrect M     Unrect M     Offician     Offician     Science     Science     Ansterdam       2019     Marketing Is Media     Franze Science     Ansterdam     Nood Hollind     N     Profession     Science Science     Marketing Is Media     Nood Hollind     N     Profession     Science Science     Nord Holling     Nood Hollind     N     Profession     Nood Hollind     N     Profesion     Nood Hollind <td>1979     Conversion     Weetsion     Numerical Conversion     Numerican</td>	1979     Conversion     Weetsion     Numerical Conversion     Numerican

# Overview of Top 250 Scaleups 2022 (in alphabetical order)

Company	Founded	Sector	Place	Region	New in Top 250 (Y/N)
Spectral	2016	Energy	Amsterdam	Noord-Holland	Y
Staan Finance & Consultancy	2007	HR, Jobs & Recruitment	Amsterdam	Noord-Holland	N
Stream	2015	Enterprise & Business Software	Amsterdam	Noord-Holland	Ν
Studytube B.V.	2010	Education	Amsterdam	Noord-Holland	Y
StudyWorks	2015	Education	Utrecht	Utrecht	Y
Stuurlui	2014	Business & Information Services	Utrecht	Utrecht	Ν
SupperFood	2008	Food & Drink	Oosterhout	Gelderland	Ν
Supply Value	2007	Consulting	Zeist	Utrecht	N
SUPPOHRT	2013	Healthcare & Biotech	Amsterdam	Noord-Holland	Ν
Swapfiets	2016	Mobility & Transportation	Amsterdam	Noord-Holland	N
Team Rockstars IT	2015	Business & Information Services	Den Bosch	Noord-Brabant	N
Terrapay	2015	Finance	Amsterdam(NH)	Noord-Holland	N
The Big Search International	2015	HR, Jobs & Recruitment	Amsterdam	Noord-Holland	N
The Inner Circle	2012	Marketing & Media	Amsterdam	Noord-Holland	Y
The Ocean Cleanup	2013	Environment	Rotterdam	Zuid-Holland	Ν
Tony's Chocolonely	2006	Food & Drink	Amsterdam	Noord-Holland	N
Trunkrs	2015	Business & Information Services	Nieuwegein	Utrecht	Ν
Twelve	2007	Leisure & Travel	Utrecht	Utrecht	N
Twill	2016	Logistics & Supply Chain	Den Haag	Zuid-Holland	N
Typeqast	2017	Business & Information Services	Amsterdam	Noord-Holland	N
U-Boat Worx	2005	Consulting	Breda	Noord-Brabant	N
UniQure	2012	Health, Pharma & Biotech	Amsterdam	Noord-Holland	Y
Validata Group	2009	Business & Information Services	Amsterdam	Noord-Holland	Y
Van Dam & Oosterbaan	2005	Consulting	Utrecht	Utrecht	Y
Vanberkel Professionals	2007	Finance	Zoetermeer	Zuid-Holland	N
Vandebron	2014	Energy	Amsterdam	Noord-Holland	N
VanMoof	2008	Mobility & Transportation	Amsterdam	Noord-Holland	N
Veneta.com	2012	Home & Living	Zwolle	Overijssel	N
Vertigo Games	2008	Leisure & Travel	Rotterdam	Zuid-Holland	N
Vibe Group Holding B.V.	2016	HR. Jobs & Recruitment	Amsterdam	Noord-Holland	Y
Viisi	2010	Finance	Amsterdam	Noord-Holland	N
Vigtor Davis	2010	Business & Information Services	Utrecht	Utrecht	N
Viriciti	2012	Mobility & Transportation	Amsterdam	Noord-Holland	N
Visualfabrig	2012	Enterprise & Business Software	Maarssen	Utrecht	N
Vivera	1990	Food & Drink	Holten	Overijssel	N
VKP Bouw	2006	Construction & Manufacturing	Kapelle	Zeeland	Y
Wannahaves	2008	Marketing & Media	Amsterdam	Noord-Holland	N
Webs	2000	Business & Information Services	Eindhoven	Noord-Brabant	Y
Welvaere	2001	Other		Gelderland	Y
WeTransfer	2014	Enterprise & Business Software	Nijkerk	Noord-Holland	N
Weiranster WeTravel			Amsterdam		
	2016	Travel & Leisure	Amsterdam	Noord-Holland	N
Whatagraph	2015	Marketing & Media	Amsterdam	Noord-Holland	N
Wonderflow	2014	Business & Information Services	Amsterdam	Noord-Holland	N
Workrate	2003	Facility Management	Schiphol-Rijk	Noord-Holland	N
Yellowgrape	2014	Marketing & Media	Amsterdam	Noord-Holland	N
Yoast	2010	Enterprise & Business Software	Wijchen	Gelderland	N
Young Group B.V.	2008	Facility Management	Amsterdam	Noord-Holland	N
Youwe Agency	2000	Business & Information Services	Rotterdam	Zuid-Holland	Ν
Zerocopter	2016	Business & Information Services	Amsterdam	Noord-Holland	Y
Zivver	2015	Enterprise & Business Software	Amsterdam	Noord-Holland	Ν

## Endnotes

<sup>1</sup> EUR: Erasmus University Rotterdam

<sup>2</sup> Millar, C. C., Groth, O., & Mahon, J. F. (2018). Management innovation in a VUCA world: Challenges and recommendations. California management review, 61(1), 5-14.

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### Publication

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