



ARJAN'S STARTUP STORY

TL;DR: "AARGH, BLUB, BLUB, GRGRGLL..."

WHAT IS A STARTUP?

- “A COMPANY IN THE FIRST STAGE OF ITS OPERATIONS” (INVESTOPEDIA)
- “A COMPANY OR PROJECT BEGUN BY AN ENTREPRENEUR TO SEEK, DEVELOP, AND VALIDATE A SCALABLE ECONOMIC MODEL” (WIKIPEDIA)
- “A SMALL BUSINESS THAT HAS JUST BEEN STARTED” (CAMBRIDGE ENGLISH DICTIONARY)
- ...

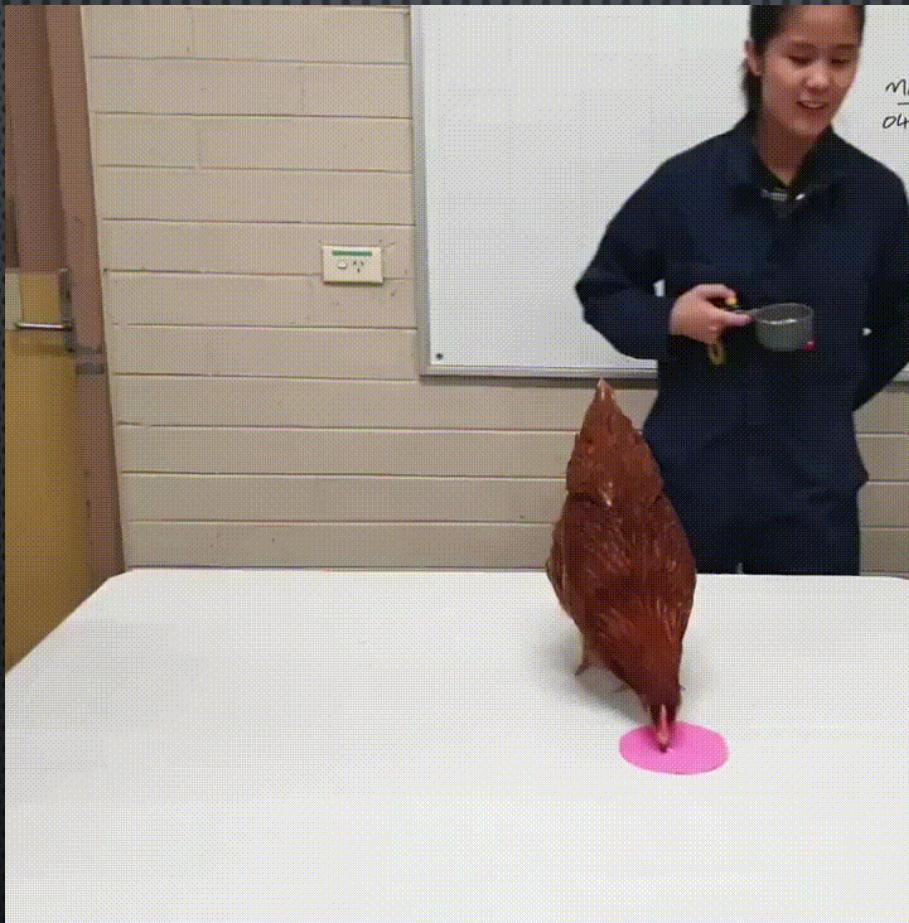
STARTUPS VS SMALL BUSINESSES

- WHEN PEOPLE TALK ABOUT STARTUPS, THEY MOSTLY MEAN TECHNICALLY-ORIENTED NEW BUSINESSES THAT HAVE SOME KIND OF DISRUPTIVE IDEA
- A CANDY STORE IS A SMALL BUSINESS, BUT IS GENERALLY NOT CONSIDERED A STARTUP
 - UNLESS THEY DISRUPT THE CANDY MARKET WITH NEW TECHNOLOGY IN SOME WAY
 - SWEETTOOTH: ORDER SOME CANDY VIA AN APP AND HAVE IT DELIVERED BY DRONE < 5 MINUTES

UNDERSTANDING STARTUPS

- WHY DO STARTUPS EXIST?
- WHY WOULD YOU WANT TO LAUNCH A STARTUP?
- WHAT MAKES RUNNING A STARTUP HARD VS BEING EMPLOYED AT A BIG COMPANY OR INSTITUTION?
- WE NEED TO LOOK INTO HUMAN NATURE TO ANSWER THESE QUESTIONS

REINFORCEMENT LEARNING



INERTIA

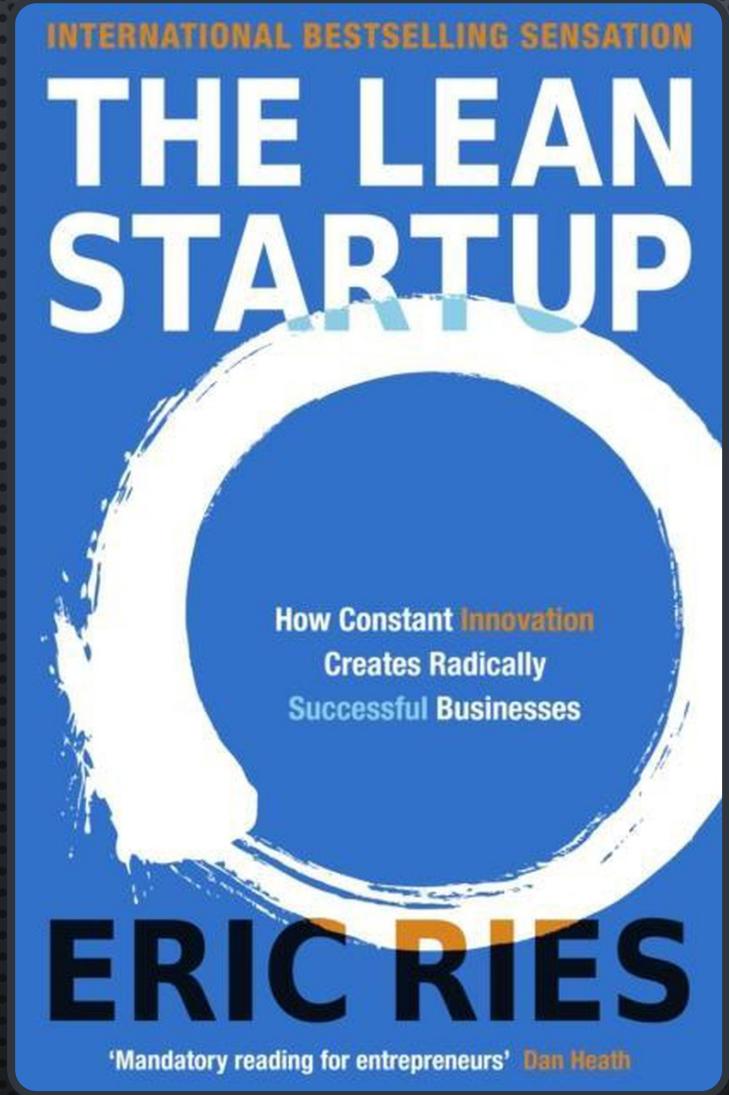
- HUMAN NATURE IS BASED ON REINFORCEMENT LEARNING
- BUT THIS ALSO LEADS TO INERTIA: A TENDENCY TO STAY IN THE LOCAL MAXIMUM
- THIS IS WHY LARGE COMPANIES TEND TO INNOVATE LESS:
 - THEY HAVE PAYING CUSTOMERS
 - THEY HAVE INCOME
 - THEY HAVE DEVELOPED A SOLUTION TO A PROBLEM THAT WORKS FOR THEM
 - SHAREHOLDERS WANT TO MAXIMIZE PROFITS, SO IT'S SAFER TO STAY IN THE COMFORT ZONE
- TOGETHER, THE LARGE COMPANIES AND INSTITUTIONS FORM THE STATUS QUO

HERE'S A NEW DEFINITION FOR A STARTUP

“A STARTUP IS A GROUP (≥ 1) OF PEOPLE THAT PICKS A FIGHT WITH
THE STATUS QUO”

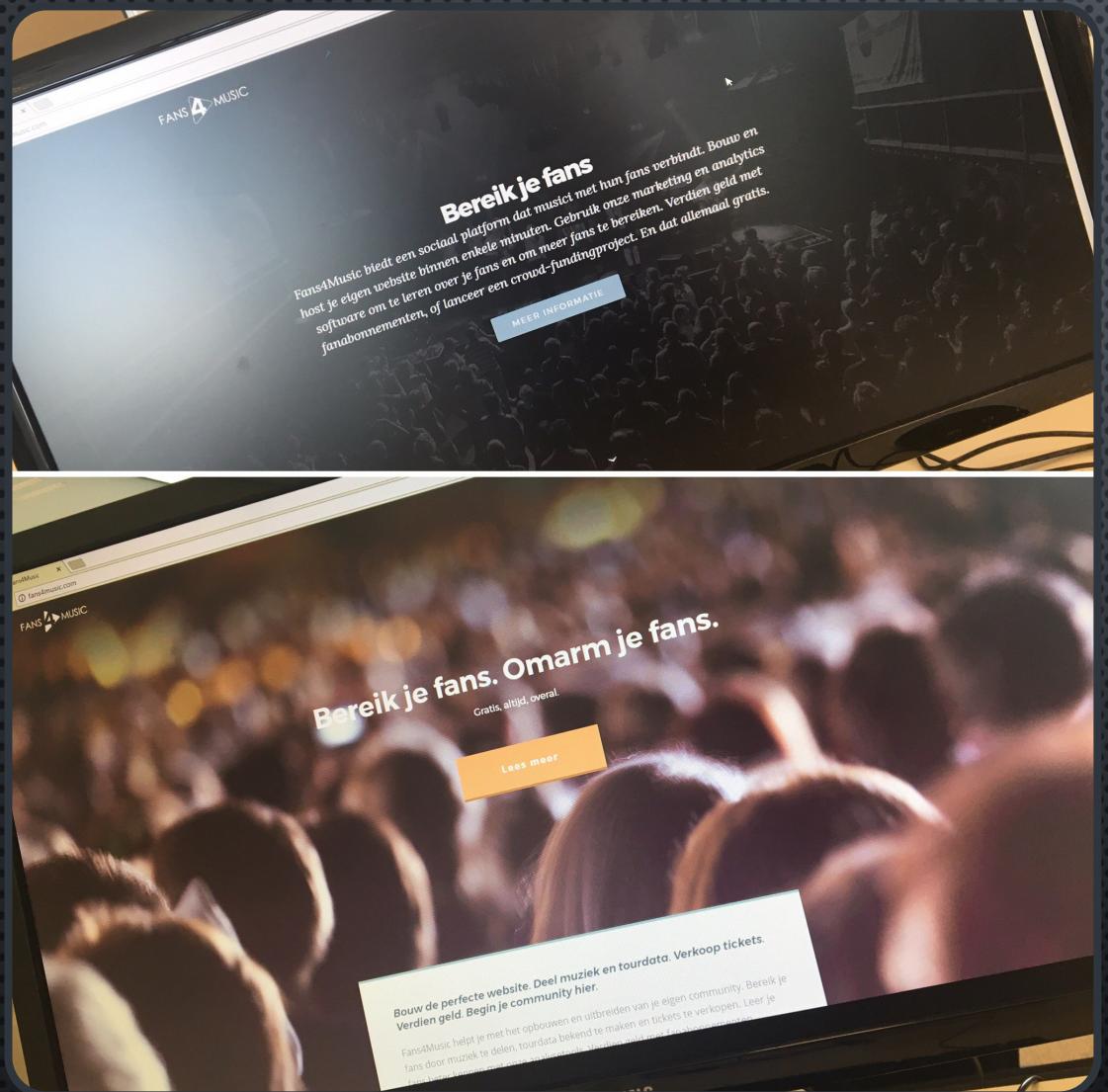
FIGHTING THE STATUS QUO

- A STARTUP GOES AGAINST THE GRAIN OF REINFORCEMENT LEARNING
- IT HAS TO FIGHT AGAINST EXISTING SOLUTIONS THAT ARE MUCH MORE MATURE
- OR, IT HAS TO LEARN ABOUT A NEW MARKET WITH NO PROVEN BUSINESS MODEL
- IT HAS VERY LITTLE RESOURCES TO DO SO
- AS A RESULT, MOST STARTUPS (90%) FAIL



STARTUP VS REGULAR BUSINESS

- THE FOCUS ON A STARTUP SHOULD BE ON LEARNING AS MUCH AS POSSIBLE AS SOON AS POSSIBLE
- TRADITIONAL BUSINESS PROCESSES DON'T WORK
- BUILD-MEASURE-LEARN



FANS4MUSIC (2016-2017)

- A WEBSITE-BUILDER FOR MUSICIANS
- PAYMENT MECHANISM FOR FANS
- MUSICIANS COULD SHARE CUSTOM CONTENT WITH THEIR FANS

FANS4MUSIC: THE GOOD, THE BAD & THE UGLY

THE GOOD:

- WE GOT A BMMT AWARD NOMINATION, YAY!
- WE BUILT A GREAT DEVELOPMENT TEAM

THE BAD:

- MANY WRONG CHOICES (THE TECHNOLOGY ALSO WAS THE GOING DOWN)
- WE WERE NOT LEAN AT ALL

THE UGLY:

- 0 USERS
- 0 INCOME

FAIL



KOORZOEKER (2017-2019)

- LINKEDIN FOR CHOIRS AND VOCAL GROUPS IN THE NETHERLANDS
- EASY-TO-USE SEARCH ENGINE FOR CHOIRS
- CONCERT AGENDA
- ONLINE TICKET SALES SYSTEM
- SUPPORTER (DONATEUR) MECHANISM
- BUILT-IN WEBSHOP

Vind informatie over 3.000 koren

Welkom op Koorzoeker. Dé plek voor informatie over de Nederlandse koorwereld. Bekijk onze concertagenda, volg interessante koren of maak zelf een koorprofiel aan. Koorzoeker zorgt ervoor dat je helemaal op de hoogte blijft!

[VOEG JE KOOR TOE](#)

Concerten >

- | | |
|-----------|---|
| 4
MRT. | Cappella Amsterdam: Dromen en Passie
Muziekgebouw aan 't IJ, Amsterdam |
| 5
MRT. | Cappella Amsterdam: Dromen en Passie
Velperbinnensingel, Arnhem |
| 6
MRT. | Concertkoor Immanuel: The Messiah
Buitenkerk, Kampen |
| 6
MRT. | Cappella Amsterdam: Fauré's Requiem
Zuiderstrandtheater, Den Haag |

[VOEG CONCERT TOE](#)

Tips >



Korenfestivals 2020

[LEES MEER >](#)

Tips

Het bezoekersaantal van concerten verhogen, hoe doe je dat?



Tips

5 voordelen van online kaartverkoop

KOORZOEKER: THE GOOD, THE BAD, THE UGLY

THE GOOD:

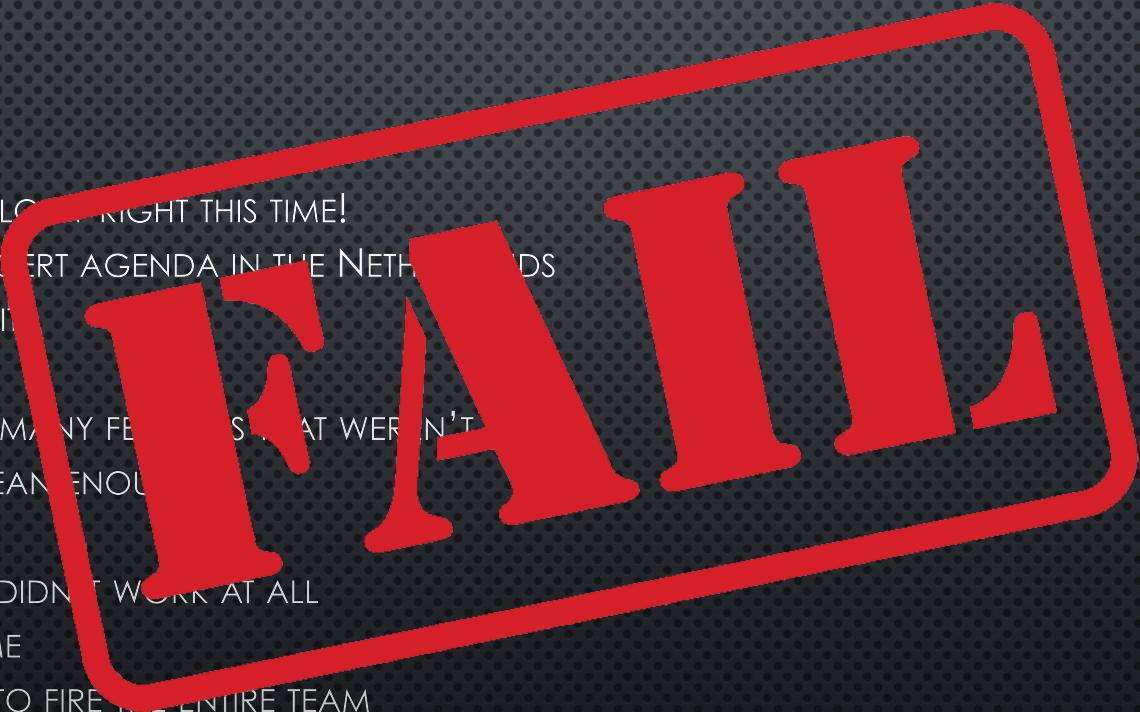
- WE GOT THE TECHNOLOGY RIGHT THIS TIME!
- BIGGEST CHOIR CONCERT AGENDA IN THE NETHERLANDS
- >1000 CHOIRS USED IT

THE BAD:

- WE DEVELOPED TOO MANY FEATURES THAT WEREN'T USED
- WE WERE STILL NOT LEAN ENOUGH

THE UGLY:

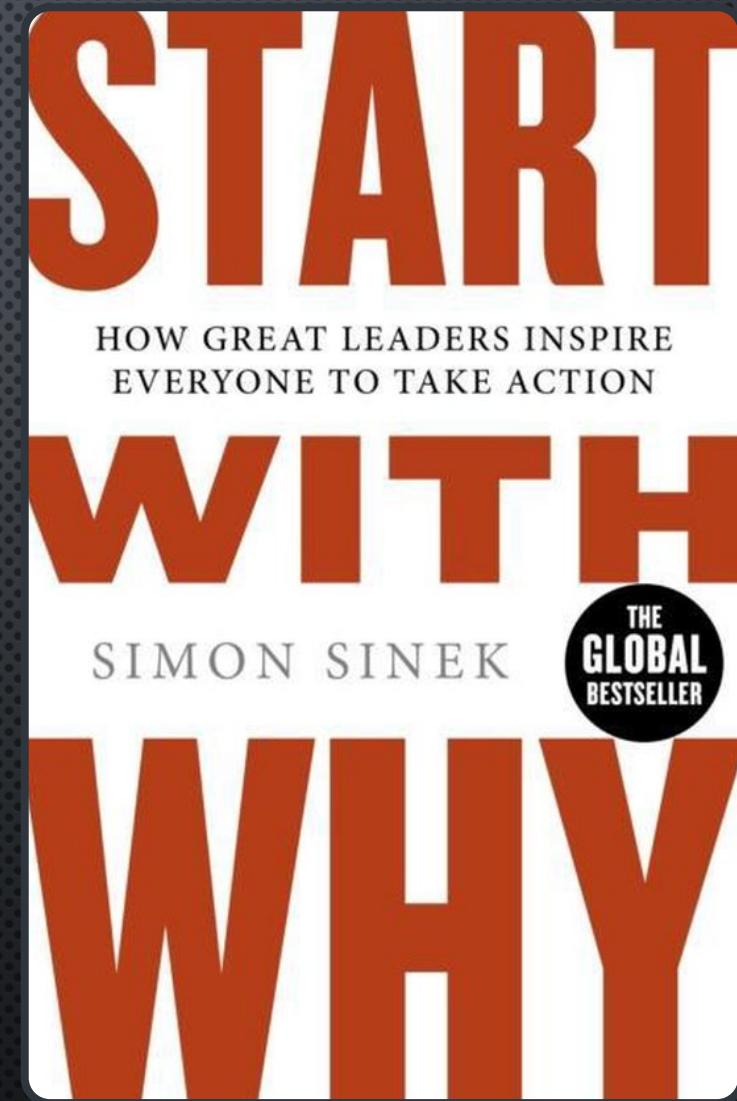
- THE BUSINESS MODEL DIDN'T WORK AT ALL
- ALMOST ZERO INCOME
- IN THE END, WE HAD TO FIRE THE ENTIRE TEAM

A large, bold, red word "FAIL" is centered on the slide. It has a thick, rounded rectangular border around each letter, creating a three-dimensional effect. The letters are slightly slanted upwards from left to right.

BACK TO THE DRAWING BOARD

WE DECIDED TO DO THINGS DIFFERENTLY FOR OUR NEXT PROJECT:

1. MINIMIZE FEATURE DEVELOPMENT AND INVOLVE THE CUSTOMER IN EVERY STEP
2. A COMPANY IS MORE THAN A PRODUCT FACTORY, WE NEED A BETTER UNDERSTANDING
3. WE WANT TO ATTRACT THE RIGHT PEOPLE FROM DAY ONE
4. START WITH WHY



START WITH WHY



BASED MY OWN FRUSTRATIONS AS A TEACHER

- LMS'ES LIKE BLACKBOARD ARE BUILT ON A VERY TRADITIONAL VIEW OF EDUCATION, NO INSIGHT INTO THE STUDENT'S LEARNING PROCESS
- TOOLS ARE OFTEN NOT SUITABLE FOR ICT EDUCATION

QUARTERFALL PUTS LEARNING AT THE CENTER

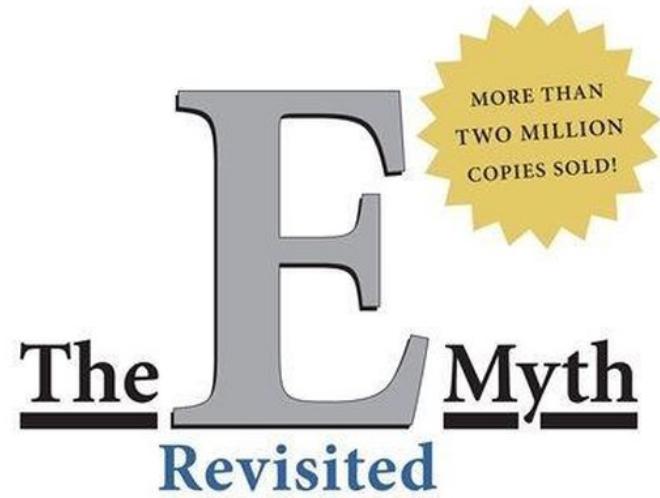
- MEASURE CONTINUOUSLY WHERE STUDENTS ARE IN THEIR LEARNING PROCESS
- GIVE FEEDBACK AUTOMATICALLY TO IMPROVE STUDENT LEARNING
- CREATE TOOLS TO PROVIDE INSIGHT INTO ALL THE DATA THIS GENERATES

AND IN THE FUTURE:

- MAKE THE SYSTEM ADAPTIVE AND SUGGEST MATERIAL BASED ON:
 - HOW A STUDENT LEARNS
 - WHAT A STUDENT STILL NEEDS TO LEARN

DESIGNING A COMPANY

Bringing the Dream Back to Small Business Worldwide!

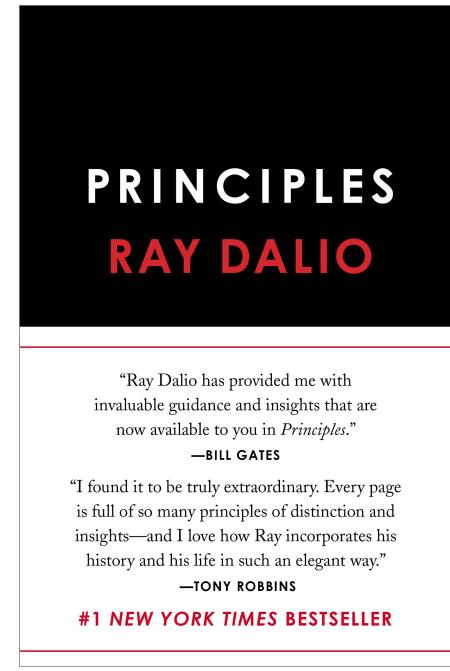
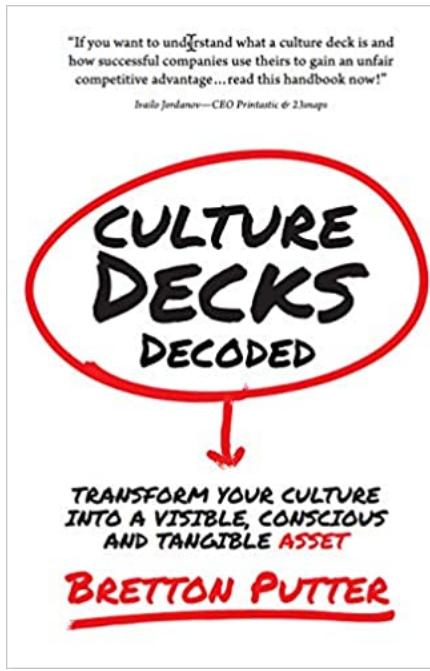


Why Most Small
Businesses Don't Work
and What to Do About It

MICHAEL E. GERBER
The World's #1 Small Business Guru

CULTURE

- THE MOST IMPORTANT ASPECT OF A COMPANY ARE ITS PEOPLE
- THE PEOPLE DEFINE THE **CULTURE** OF A COMPANY
- WHEN YOU START A COMPANY, THINK ABOUT WHAT YOU WANT THE COMPANY TO STAND FOR
 - HOW DO WE DO THINGS IN THE COMPANY?
 - WHAT ARE YOUR BELIEFS, VALUES AND PRACTICES?
- THIS GIVES YOU INSIGHT INTO WHO WILL FIT IN YOUR COMPANY AND WHO WON'T



CULTURE

Our **mission** is to empower educators by innovating learning

We are there for the teachers, so that they can provide a better learning environment for their students.

- We create the product they need
- We collect the content they need
- We educate them
- We go above and beyond to help them



OUR VISION IS THAT NOBODY IS EVER DONE LEARNING

LEARNING IS OUR PRODUCT, OUR PASSION, OUR PROCESS, AND OUR GOAL IN LIFE.

- WE LEARN AS A COMPANY AND AS INDIVIDUALS
- WE LEARN FROM ALL SOURCES: BOOKS, EXPERTS, MEETINGS, AND FROM CUSTOMERS
- WE RESERVE TIME AND BUDGET FOR LEARNING
 - EVERY EMPLOYEE HAS PERSONAL LEARNING TASKS
 - WE HAVE AN UNLIMITED BOOK BUDGET
 - WE ALWAYS SEEK INSIGHTS THAT HELP MAKE US BETTER PEOPLE AND A BETTER COMPANY



Our **values** determine how we act and decide

They determine who we are as a company and as people.

- We want to innovate
- We strive for excellence
- We learn from mistakes
- We work as a team and help each other
- We are autonomous and take responsibility
- We value feedback
- We are transparent and honest

QUARTERFALL: THE GOOD, THE BAD, THE UGLY?

- DON'T KNOW YET – THE JURY'S STILL OUT
- AND HOW DO YOU MEASURE SUCCESS ANYWAY?
 - > 1 MILLION STUDENTS USE IT?
 - > 1 MILLION EUROS PROFIT?
 - HAVING A MEETING ROOM WITH A BOUNCING CASTLE?
 - ...
- DOES SUCCESS EVEN MATTER?
- THERE'S A DIFFERENT WAY TO VIEW THIS...



A STARTUP IS...

...A PERSONAL JOURNEY