



SBDI CENTER

Sustainable Business Development
and
Innovation Center

BUSINESS PLAN



Empower great ideas together



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Dear Reader,

In front of you lies the business plan of SDG DesignLab – **Sustainable Development Goals Design Lab**. The SDG DesignLab, is a location where sustainable development and product development are practiced to create **start-ups!** The SDG DesignLab is set up for the contribution of a sustainable impact, economic growth, and welfare, globalisation, with the vision and mission of the 10 principles and the 17 sustainable development goals of the United Nations Global Compact.

The investment application and the development of the SDG DesignLab is an innovative centre in the field of sustainability, business, and innovation, which can create a huge positive economic impact.

With its unique vision, The SDG DesignLab provides students, start-ups, and organisations with support and visible improvement to their sustainable and innovative actions.

The SDG DesignLab is based on the values of self-determination, empowerment, and sustainability. Its vision is to help the worldwide community to build their livelihoods through technology, innovation, and culturally diverse enterprises.

Crowdfunding and fundraising programs will help The SDG DesignLab to further develop this high-potential vision and services and further mature the organisation in a short amount of time. With the support of the grant, the SDG DesignLab can make an initial sustainable impact, with its service and work towards a larger grant that will help grow the organisation to all levels of operation. A high growth scenario is desired as it is the key for success of organisations that provide practical guidance with a high-tech prototype lab to develop sustainable products and knowledge. Therefore, this investment is considered the perfect first step in this growth scenario.

The SDG DesignLab motivates sustainability and creates sustainable behavioural change. It is desired to have the organisation firmly rooted in East Java, due to the huge amount of Universities and companies that are located in East Java. The SDG DesignLab is eager to share its sustainable knowledge and co-create in international local networks to further foster awareness of sustainability, and increase the contribution of international organisations, universities and individuals to the sustainable development goals (SDG's) of the United Nations Global Compact. With this contribution, The SDG DesignLab will support organisations to be future-proof as sustainability practices are imperative for organisations to operate and flourish in the future.

The SDG DesignLab has been founded by international high-level experts and executives, and since the start of the organisation, The SDG DesignLab has had strong connections with the Universities, the United Nations, and Multinational Companies, and it is expected that the close collaboration will be maintained in the future. Our main focus is intensive knowledge sharing, contributions to sustainable activities, guiding start-ups create employment, economic growth, and welfare, and globalisation due to international cooperation. The SDG DesignLab and the Universities can continue to be of value to each other's organisations and sustainability practices.

In conclusion, through these mutually beneficial contributions, we are convinced that an investment is not only of great value for the maximization of the SDG DesignLab sustainable impact, but is also of significant value for the Universities, Start-ups, students, government, and the international entrepreneurial ecosystem.

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1. Executive Summary

Opportunity

The SDG DesignLab is a non-profit organisation in the legal form of a foundation that focuses on the sustainable development of start-ups initiated by students that is in line with Sustainable Development Goals (SDG). SDGs have 17 goals with 169 measurable achievements and deadlines that have been set by the United Nations as the world development agenda for the safety of humans and the planet.

The SDG DesignLab guides students with the implementation of the SDGs within their future business. Due to a unique professional, practical business development program, we accelerate business growth and success, and decrease the chance of failure, through practical experience programs.

Founder SBDI foundation, Mr. Jeroen Rijnenberg specializes in Public Speaking, Sustainability, Circularity, Economy, Creative Technology and Practical Business Development. Being one of the ambassadors of the United Nations Global Compact, and with his passion for sustainability, he is involved in multiple innovative projects around the world. His background in Creative Technology and Innovation allows him to think practically and effectively. His passion is to develop innovative technological solutions that contribute to the future of people, planet, and profit.

We are very optimistic that in end of 2026, The SDG DesignLab will at least produce 6 start-ups that are ready to compete in the business world, and in 2027 the SDG DesignLab will become the center of business development in east Java.

Benefits

- ✓ Workstation facilities and office space.
- ✓ Prototype labs
- ✓ Presentation rooms for workshops and training.
- ✓ Networking and mentorship. Facilitate a “know-how” network to address start-up companies’ unique needs, such as partnerships, suppliers, and/or potential sources of capital.
- ✓ Increased the visibility and potential of a successful start-up's funding through endorsement.
- ✓ Production facilities for the production of sustainable products.
- ✓ Prototyping
- ✓ IP creation
- ✓ Start-ups creation



Main Goals:

- ✓ Create sustainable startups.
- ✓ Focus on upselling the success of the startups.
- ✓ *Practical education* to students who are interested in starting a new business.
- ✓ Construction of the facilities.
- ✓ Empower the Steering Committee to operate the SDG DesignLab effectively for the benefit of the community.
- ✓ Secure the SDG DesignLab financial position and self-development.
- ✓ Implement 10 principles and the 17 SDG's in startups.
- ✓ Develop new sustainable products.
- ✓ Create intellectual property (IP)
- ✓ Globalisation due to international cooperation.
- ✓ franchise of The SDG DesignLab.

Mission

Our mission is to improve the education, entrepreneurship and social ecosystem through encouraging the formation and growth of start-ups with sustainable integration and technology basis to increase the number of successful companies that originated and developed. We help start-ups to gain access to facilities such as a design lab, production locations, presentation rooms, work & brainstorm rooms, offices, mentors, training, professional help, capital, and other services that will lead them to the fast track of success. By fulfilling our mission, we contribute by creating a working field that will motivate our Participants in development and business.

Objective

The SDG DesignLab helps to reduce the 'failure of startups' by a practical education program, professional business development, to accelerate business growth and success, and decrease the risk of failure.





2. Expectations

Financial Forecast 5 Years

	2026	2027	2028	2029	2030
Total investment €	€ 1.500.000	€ 300.000	€ 350.000	€ 400.000	€ 500.000
Total Revenue	€ 785.000	€ 1.185.000	€ 1.735.000	€ 2.355.000	€ 8.475.000
Net turnover	€ 314.000	€ 475.000	€ 694.000	€ 942.000	€ 3.390.000

Financing Needed

The start of the first investment in 2026, with a size of € 1.500.000 in the form of fundraising, partnerships, and donations. It is required for the further professionalization of the service and the organisation. After sufficient maturing of the organisation, the next investments with strong sustainability intentions are needed. This second round of investment is expected to be the size of at least € 300.000 in the form of fundraising, partnerships, and donations. The third round will be estimated at € 350.000. The fourth round will be estimated at € 400.000. The total investment budget of five years will be a total of **€ 3.050.000**. The specifications and details of the investment needed for the SDG DesignLab will be provided in our Financial Plan.





3. SBDI Center

Overview

SBDI foundation is a non-profit organisation in the form of a foundation which legalized on December 22, 2020 and has joined the United Nations Global Compact (UNGC) since March 8, 2021, until now. Mr. Jeroen Rijnenberg is the Founder of SBDI. He is highly analytical, has strong professionalism, and possesses excellent international knowledge. He is responsible for public relations, evaluation, and oversight of start-ups, students, organizations/ companies, and events. The SBDI Center Foundation developed the business plan for the SDG DesignLab to contribute to the United Nations Sustainable Development Goals (SDGs)

The SDG DesignLab takes the position as an investor who take risks in facilitating the start-ups that are still in the form of an idea. Through 3 years of practical learning, start-ups initiated by the students will be released to compete in the business world.

Vision

The SDG DesignLab will help students, start-ups, culturally diverse enterprises, and the community to build their future through innovation, business development, technology, and sustainability.

The SDG DesignLab sets three visionary goals:

- Create Impact: By facilitating startups with their needs to increase their success rate.
- Raise Opportunities: With our service, the SDG DesignLab will act as a centre for opportunities for education, training, start-ups, product development, and business development.
- The Epicentre: By 2030, the SDG DesignLab will be the market leader for sustainable and innovative business and will have positioned East Java on the world map.

Mission

Our mission is to improve the education, entrepreneurship and social ecosystem through encouraging the formation and growth of start-ups with a technology basis and increasing the number of successful companies to stimulate economic growth. We help start-ups to gain access to design labs, production facilitation, presentation rooms, workshops, office, brainstorm & network rooms, mentors, training, professional help, capital, and other services that will lead them to the fast track to success. By fulfilling our mission, we contribute to the development of sustainable products, businesses, and economies.

Goals and Milestones

1. Developing and constructing the SDG DesignLab facilities.
2. Partnering with at least 8 universities in Eat Java.
3. Producing 6 start-ups in end of 2026.
4. Making the SDG DesignLab an epicenter in 2030.



Analisis SWOT

It is acknowledged that value indicators are extremely difficult to measure, and the resources for measuring value indicators may not be available in the first year of a start-up's operation, such as the SDG DesignLab. The Steering Committee nonetheless recognizes the importance of Return on Impact as well as Return on Investment to all its partners, funders, and investors.

For example, 10 people might have participated in the SDG DesignLab project, and they might have improved their skills by 50% and their confidence by 50%. Any measure of value indicators will require assistance, perhaps from the Universities, in development and implementation. The above information is summarized and elaborated upon with the SDG DesignLab as the focal point in the following SWOT analysis:

	Strengths	Weaknesses	Opportunities	Threats
Service	All facilities can be used. Design lab Production factory	Facilities need to be invested	Support from universities, government institution and companies.	Similar program
Brand	International brand International network	Copy of concept	Registered under UNGC.	Low trust from the public.
Staff	Competent students and advisors	Limited human resources.	Capacity building	Instability of resources for start-ups
Finance	Transparent financial management.	Lack of funding	Opportunities for fundraising, partnerships, and donations.	Losing money by irresponsible individual
Operational	Engagement in the form of participant contracts and provision of motivational fees. Transparency in the form of reports that can be accessed by everyone.	Motivation of participants, professional trainers. New education model	Development of new startups, development of new products. Creation of IP	Loss of trust in partners and donors



4. Risk Management

Helicopter view

- ✓ Access to services
- ✓ Minimizing risks for the start-ups and students through our facilities, and a practical education program that gives our participants the needed experience for their start-ups.
- ✓ The risk of SDG DesignLab growth and sales inquiries. Here it is important to organise the company adequately. However, with many years of experience team should have everything under control.
- ✓ The risk of similar foundations entering the market. Of course, this is present in any development. However, the market is gigantic and can come with several hundred centres without "cannibalizing" itself.

RISK	PROBABILITY	IMPACT	CONTROLS
Theft	Moderate	Moderate –	Security patrol, building alarm, and Steering
Vandalism	Moderate – High	Low – Moderate	Security patrol, building alarm
Fire	Moderate	Very High	Safe work practices, fire extinguishers, lightning
Natural disaster	Moderate	High – Very High	Lightning protectors, insurance
Political unrest	Very Low	High – Very High	Income diversification, lobbying
Lack of community engagement	Moderate – Low	High	Stakeholder communication, trust building, and communications plan Transparantcy
Loss of funding	Moderate	Very High	Income diversification, business planning, research, relationship building, mission focus, transparency
Loss of commitment from the Steering Committee and/or SDG DesignLab	Low	Very High	Focus on motivation, engagement, and participation Training, presentation, motivational speakers, facilities, and motivation fee.
Lack of access to equipment, or equipment loss/failure	Low	High	Re-prioritize resources and work program Control and facilities management



5. Marketing

Marketing Strategy

SDG DesignLab marketing plan is developed in order to support the vision and mission that is in line with the 10 principles and the SDG which set by the United Nations. SDG DesignLab will focus on low-threshold and cost-effective marketing opportunities that are provided through the extensive networks of the start-ups, universities, and stakeholders. An important aspect of SDG DesignLab's marketing strategy is the presence of the SDG DesignLab via multi branding strategy. Now it is also important to ensure a high credibility and recognition of the SDG DesignLab branding. In the next stage, SDG DesignLab will base its marketing strategy on a broader industry analysis and by using a wider international network.

The marketing goals for SDG DesignLab are:

- Increase SDG DesignLab brand awareness.
- Connect to new start-ups, students, clients, and markets.
- Develop strategic alliances (via marketing).
- Build SDG DesignLab co-brands and partners.
- Enhance the credibility and trustworthiness of SDG DesignLab as a brand.
- Strategic partnerships.
- Storytelling.
- International franchise of SDG DesignLab.

Marketing Programs

Marketing programs are designed to increase brand recognition and attract new students and start-ups, as well as investors and donors. Marketing programs are carried out online, physically, and based on free publicity.

Online marketing. The online marketing uses the following media:

- SDG DesignLab, website
- Social Media Ads
- Search Engine Optimization
- Networking

Physical marketing. The physical marketing is in the form of brochures, flyers, and business cards, which will be given to the public to gain attention.



6. Operational

Location

SDG DesignLab chooses a location that is familiar to East Java, and accessible to students, as well as a well-developed industry for easy stakeholders' access. The SDG DesignLab. Having a large open space area suitable for the trial process of making buildings, facilities, and prototypes by the students. It must open up opportunities to have an image changed to a business center, which is in line with the vision and mission of the SDG DesignLab.

To optimize the vision and mission of SDG DesignLab, space and land are essential to grow into a park, facilitating practical learning for its participants.

1. Main building, which contains:
 - a. Brainstorming room = Students and start-ups can meet and exchange ideas
 - b. Workshop = Conducting workshops and presentations
2. Proto-lab = Students and start-ups implemented their ideas into reality
3. Start-up office = Students get accommodation in a start-up office
4. Production location = Start-ups can produce their products for market penetration

Through the innovation of the design lab in combination with a production location under the supervision of professionals, we increase the chance of success of the start-up.

Inspiration

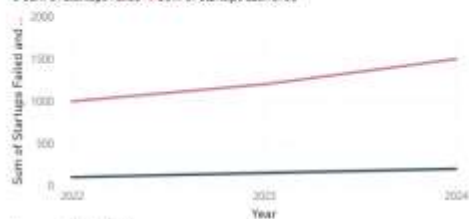
Sporters like football players have all the facilities they need to become professional football players. These facilities are supplied by the football club. Training field, coach, fitness rooms, and so on. It's proven that these facilities increase the chance of success!

SDG DesignLab is a football club for young start-ups; we invest in facilities to increase the chance of success for their start-ups.

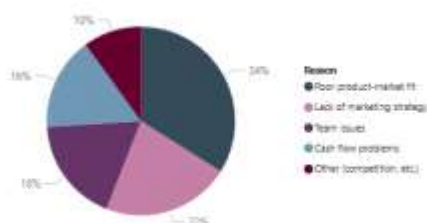
Startup Success and Failure Rates (2022-2024)

Startups Launched and Failed by Year

● Sum of Startups Failed ● Sum of Startups Launched



Reason (%) of Failure



3700

Sum of Startups Launched

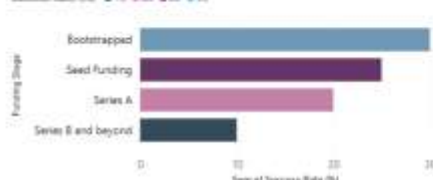
Failure Rate Against Launch Targets

450

Goal: 3700 (-57.84%)

Success Rate (%) by Funding Stage

Success Rate (%) ● 10 ● 20 ● 25 ● 30

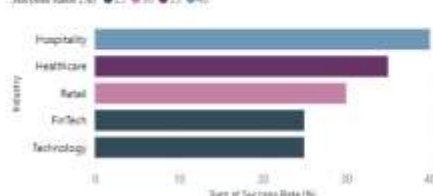


Cumulative failure rate over years



Success Rate (%) by Industry

Success Rate (%) ● 25 ● 30 ● 35 ● 40





7. UPS SDG DesignLabs

Main building

- Board & Steering Committee office
- Restaurant
- Meeting rooms
- Prototype gallery
- Information office



Developing the main building of SDG DesignLab will be our priority, considering that this building will become the information center of the SDG DesignLab park.

The following is the construction plan for the main building, including the required budget plan.

- Designed and developed with locally available materials
- Designed and developed by participants and students
- Sustainable design with sustainable, environmentally friendly materials
- Constructed by students and participants supervised by professionals
- Construction budget Euro 200.000
- ROI/ Restaurant/ meeting rooms: Euro 400.000 per year 40% nett, Euro 160.000 per year.



SDG Techno Lab

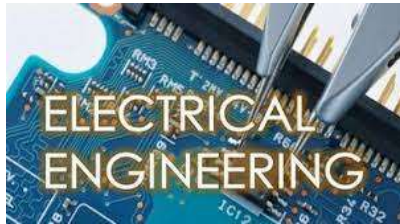
- Electrical Engineering
- Mechanical engineering
- Sustainable Architecture
- Sevil engineering
- Renewable energy
- Robotica
- ICT
- Presentation theater



2e fase will be the SDG Techo park existing of 8 interconnected sustainable buildings.

- Designed and developed with locally available materials
- Designed and developed by participants and students
- Sustainable design with sustainable, environmentally friendly materials
- Constructed by students and participants supervised by professionals
- Construction budget Euro 800.000
- ROI/ Events, Intellectual properties, research, memberships, start-ups, partnerships, and sponsor package: Euro 2.000.000, 20% nett, Euro 400.000 per year.







SDG Agriculture lab park

- Waste management lab
- Bio-gas lab
- Food lab
- Organic fertilizer lab
- Microorganism lab
- Animal lab
- Fishery lab
- Water management lab
- Organic food garden



3e fase will be the SDG agriculture, this park functions as an infrastructural park for the complete SDG Design lab's park, the food waste, water, fish, organic food garden, and bio-gas systems will supply the park with the needed infrastructure of Water, food, bio-gas, and electricity, with the establishment of the SDG agriculture lab park we can run the total park self supporting.

- Designed and developed with locally available materials
- Designed and developed by participants and students
- Sustainable design with sustainable, environmentally friendly materials
- Constructed by students and participants supervised by professionals
- Construction budget Euro 300.000

ROI/ Events, Intellectual properties, research, memberships, start-ups, partnerships, and sponsor package, food sales, compost, fertilizer, bio-gas: Euro 1.500.000, 20% nett, Euro 300.000 per year.



SDG Fashion Lab

- Fashion workshop
- Fashion gallery
- Organic material research lab



4e fase will be the SDG fashion lab, at this lab participants will be focusing of fasion development with organic materials, like coffee waste, bamboo fiber, and other organic potential products.

- Designed and developed with locally available materials
- Designed and developed by participants and students
- Sustainable design with sustainable, environmentally friendly materials
- Constructed by students and participants supervised by professionals
- Construction budget Euro 100.000

ROI/ Events, Intellectual properties, research, memberships, start-ups, partnerships, and sponsor package: Euro 500.000, 20% nett, Euro 100.000 per year.





SDG Communication Lab

- Recording studio
- Video montage lab
- Audio lab
- Social media lab



5e fase will be the SDG communication lab, at this lab, participants will be focusing on video production and social media production.

- Designed and developed with locally available materials
- Designed and developed by participants and students
- Sustainable design with sustainable, environmentally friendly materials
- Constructed by students and participants supervised by professionals
- Construction budget Euro 100.000

ROI/ Events, Intellectual properties, research, memberships, start-ups, partnerships, and sponsor package: Euro 500.000, 20% nett, Euro 100.000 per year.





8. Staff

Board Directors of SDG DesignLab

All board members are participants who work together with SDG DesignLab to develop their business from an early age until success as an independent business. Operating as board members, participants are expected to learn firsthand how to operate a company, so that the start-ups can gain firsthand experience. Board members will gain hands-on training for a period of three years. After three years, the board members will be considered past and start running the start-ups with all the knowledge and networks provided by SDG DesignLab.

SDG DesignLab PRACTICAL EDUCATION STRATEGY.

The SDG DesignLab education strategy is developed to give our participant startups practical experience in running and managing a company. The SDG DesignLab is run by its participants for the participants under the supervision of the board of directors of the SDG DesignLabs .

TIME LINE PRACTICAL EDUCATION TO START-UP

1st year operator

The first year, the participant will start as an operator with the following operational tasks.

Operator of the CEO manager: He will, in his function, fulfil all the operational tasks set up by the CEO manager. Tasks: writing reports, monitoring operators in their tasks, and steering the operators were needed.

Operator of the CFO manager: He will, in his function, fulfil all the operational tasks setup by the CFO manager. Tasks: Writing financial reports and monitoring the financials.

Operator of the CCO manager: He will, in his function, fulfil all the communication tasks set up by the CCO manager. Tasks: Social media communication, internal communication, fundraising communication, stakeholder communication, and event communication.

Operator of the COO manager: He will, in his function, fulfil all the operational tasks set up by the COO manager. Tasks: Lecture preparation, event preparation, maintaining the SDG DesignLab locations, stock of operational goods, manage the operational staff.

Operator of the CPO manager: He will, in his function, fulfil all the operational tasks set up by the CPO manager. Tasks: Project monitoring, project analysis, report writing of projects, and guiding start-ups with their projects.

Operator of the CTO manager: He will, in his function, fulfil all the operational tasks set up by the CTO manager. Tasks: Technical equipment management of SDG DesignLab facilities, technical support of SDG DesignLab members.



All the Operators will get a motivation fee of Euro 50,- per month when they fulfil their task regarding the task description.

2nd year Manager

The second year, participants will upgrade to manager with the following operational tasks.

CEO manager: He will, in his function, fulfil all the tasks set by the CEO. Tasks: Manage the managers, monitoring managers in their tasks, steering the managers when needed, fixing problems and issues, reporting to the CEO, Educate the Operator manager.

CFO manager: He will, in his function, fulfil all the tasks set by the CFO. Tasks: Financial controller, manage the financial operators, monitor the financial operators in their tasks, steer the financial operators when needed, fix problems and issues, report to the CFO, and educate the Financial operator.

CCO manager: He will, in his function, fulfil all the tasks set up by the CCO. Tasks: Communication controller, manage the communication operators, monitor the communication operators in their tasks, steer the communication operators when needed, fix problems and issues, report to the CCO, and educate the communication operators.

COO manager: He will, in his function, fulfil all the tasks set up by the COO. Tasks: Operation controller, manage the operation operator, monitor the operation operator in their tasks, steer the operation operator when needed, fix problems and issues, report to the COO, and educate the operation operator.

CPO manager: He will, in his function, fulfil all the tasks set up by the CPO. Tasks: Project controller, manage the project operator, monitor the project operator in their tasks, steer the project operator when needed, fix problems and issues, report to the CPO, and educate the project operator. Start-up screenings and investment relations.

CTO manager: He will, in his function, fulfil all the operational tasks set up by the CTO. Task: Technical controller, manage the Technical operator, monitor the technical operator in their tasks, steer the technical operator where needed, fix problems and issues, report to the CTO, and educate the technical operator.

All the Managers will get a motivation fee of Euro 100 per month when they fulfil their task regarding the task description.



3rd year Board director

In the third year, participants will upgrade to board directors with the following operational tasks.

SBDI CHIEF EXCLUSIVE OFFICER (CEO)

The Chief Executive Officer of SDG DesignLab is responsible for decision-making and will be guided and advised by the board of advisors.

Key Responsibilities: Manager of the board, decision maker

Responsibilities include:

- ✓ Advise strategies and policies to meet the SDG DesignLab goals.
- ✓ Managing and supervising the day-to-day tasks of the board.
- ✓ Analysing board functions, audit reports, and formulating improvements to the departmental workings of the board.
- ✓ Develop board strategies.
- ✓ Compiling performance reports and reporting to the board of advisors.
- ✓ Analyse problematic situations and occurrences and provide solutions to ensure company survival and growth.
- ✓ Communication with stakeholders and investors.
- ✓ Train the assistant CEO manager
- ✓ Evaluation report.
- ✓ Report to the board of advisors
- ✓ Able and willing to present a cohesive vision and strategy to the board of advisors.

SBDI CHIEF FINANCIAL OFFICER (CFO)

The Chief Financial Officer of SBDI is responsible for the financial process and strategy of the SBDI Centre.

Key Responsibilities: Guard the financials, make financial reports.

Responsibilities include:

- ✓ Advise strategies and policies to meet the SDG DesignLab goals.
- ✓ Managing and supervising the day-to-day financials of the SDG DesignLab.
- ✓ Analysing financial and audit reports and formulating improvements to departmental workings of the board.
- ✓ Develop financial transparency strategy.
- ✓ Financial stakeholders report.
- ✓ Financial donation reports.
- ✓ Financial fundraising report.
- ✓ Start-ups report.
- ✓ Financial communication stakeholders and investors.
- ✓ Automation strategy.
- ✓ Evaluation report.
- ✓ Train the assistant CFO manager.
- ✓ Report to the CEO.
- ✓ He is able and willing to present a cohesive vision and strategy to the board of advisors.

**SDG DesignLab: CHIEF COMMUNICATION OFFICER (CCO)**

The Chief Communication Officer of the SDG DesignLab executive team reports to the board of directors and leads our superb in-house marketing team. The duties will include managing all marketing operations, assessing and improving existing initiatives, devising new strategies to increase revenue, and complementing the organisation's objectives.

In charge of excellent leadership and campaign planning skills to successfully guide the team, and has a vast knowledge of current marketing trends.

Key Responsibilities: Developing and Managing Advertising Campaigns, organising (company conferences, trade shows, and events), Overseeing Marketing (social media marketing strategy and content marketing), Building Brand Awareness and Positioning.

Responsibilities include:

- ✓ Planning, implementing, and overseeing all marketing and advertising campaigns.
- ✓ Developing a communication strategy.
- ✓ Growing and developing the in-house marketing team.
- ✓ Building a network of reliable external agencies and marketing professionals.
- ✓ Conducting market research and staying abreast of competitor positioning.
- ✓ Contributing to new business development initiatives.
- ✓ Marketing budget management.
- ✓ Internal and external communication.
- ✓ Communication to stakeholders and investors.
- ✓ Evaluation report.
- ✓ Report to the CEO.
- ✓ Train the assistant CCO manager.

SDG DesignLab: CHIEF OPERATIONAL OFFICER (COO)

The Chief Operational Officer from SDG DesignLab is responsible for all operational tasks. He will guide the operational management and will develop operational strategies.

Key Responsibilities: Operational strategy, operational management.

Responsibilities include:

- ✓ Communicate with operational stakeholders.
- ✓ Develop operational strategy.
- ✓ Budgeting operational cost.
- ✓ Train operational manager.
- ✓ Evaluation report
- ✓ Report to CEO.
- ✓ Manage conflicts.



SDG DesignLab: CHIEF PROJECT OFFICER (CPO)

The Chief Project Officer from SDG DesignLab is responsible all the projects within the SDG DesignLab.

Key Responsibilities: Operational strategy, operational management.

Responsibilities include:

- ✓ Project development.
- ✓ Start-ups monitoring.
- ✓ Project strategy.
- ✓ Train project manager.
- ✓ Evaluation start-ups report.
- ✓ Investment relations.
- ✓ Start-ups screening.
- ✓ Report to CEO.

SDG DesignLab: CHIEF TECHNICAL OFFICER (CTO)

The Chief Technical Officer from SDG DesignLab is responsible for all the technical aspects within the SDG DesignLab.

Key Responsibilities: Technical maintenance, technical training, technical knowledge transfer, the main goal is to manage the prototype lab, up to date, and observe the latest trends of new technologies

Responsibilities include:

- ✓ Product development.
- ✓ Start-ups monitoring.
- ✓ Project strategy.
- ✓ Train technical manager.
- ✓ Evaluation start-up report.
- ✓ Process communication.
- ✓ Technical start-ups screening.
- ✓ Manage protolab
- ✓ Report to CEO.

All the Chiefs will get a motivation fee of USD 150 per month when they fulfil their task regarding the task description.

The Board of Advisors

Main responsibilities include:

- ✓ Meet with board directors to discuss sustainable projects.
- ✓ Develop a sustainability plan with key performance measures and achievements.
- ✓ Procurement and supervision of organisation/company, event, and construction company for successful project implementation.
- ✓ Identify educational, training, or other development opportunities for the sustainability of the employees or volunteers.
- ✓ Identify and evaluate pilot projects or programs to improve the sustainable research agenda.
- ✓ Conduct a risk assessment related to sustainability or the environment.
- ✓ Present project proposals, grants, or other documents to get funding for environmental initiatives.



- ✓ Review the objectives, progress, or sustainable program status to make sure submission to policies, standards, regulations, or law
- ✓ Develop or present a strategic SDG DesignLab project that will address issues such as energy use, resource conservation, recycle, decreasing pollution, waste elimination, transportation, education, and building design.
- ✓ Government communication strategy.
- ✓ Implement the SDG goals

Out staffing

Out staffing means hiring a service provider or outside company individually to perform certain services. SDG DesignLab out staffing can be defined as “the strategic use of outside resources to perform activities traditionally handled by internal staff and resources.

SDG DesignLab chooses to engage in our staffing because:

- ✓ Improve foundation focus.
- ✓ Time efficiency in doing tasks.
- ✓ Resource efficiency.

Human capital	2026	2027	2028	2029	2030
Board of advisor operational expense	€ 10.000	€ 25.000	€ 40.000	€ 60.000	€ 100.000
Board of directors' motivational expense	€ 10.000	€ 10.800	€ 10.800	€ 10.800	€ 10.800
Board of manager motivational expense	€ 7.200	€ 7.200	€ 7.200	€ 7.200	€ 7.200
Board of Operator Motivational Expense	€ 3.600	€ 3.600	€ 3.600	€ 3.600	€ 3.600
Out staffing	€ 15.000	€ 25.000	€ 45.000	€ 65.000	€ 85.000
Totals	€ 45.800	€ 71.600	€ 106.600	€ 146.600	€ 206.600



The above budget depends on the following development.

1. Growth of the foundation
2. Funding & Investment
3. Start-ups
4. Motivation start-ups
6. Memberships
7. Donations
8. Intellectual properties & patents
9. SDG DesignLab management & Strategy
10. Human capital

9. Organisational Structure

Ownership & Structure

SDG DesignLab is registered or formed as a legal entity in the form of a foundation, and signed by a notary in Indonesia: as SDG DesignLab.

SDG DesignLab will become an official member of the United Nations Global Compact.

The board of founders SDG DesignLab

This is the group of founders of the SDG DesignLab existing of investors and SDG DesignLab project developer.

The board of advisors

This is a group consisting of universities, NGO's, and businesses, advising the founders of the SDG DesignLab. This group of advisors is chosen by the SDG DesignLab founders.

Board of SDG DesignLab

Board of SDG DesignLab

The board of the SDG DesignLab is run by the participants who will be future start-ups. They will play the role of CEO, CFO, CCO, COO, CTO, and CPO. To practice on how to run a company, this way we are aiming to increase their success rate.

Sustainable Business Development
and
Innovation Center



Founder

The Board of Advisor
Mr. Jeroen Rijnenberg



Mr. Rijnenberg specializes in Public Speaking, Sustainability, Circularity, Economy, Creative Technology, and Practical Business Development. Being one of the ambassadors of the University of Twente and with his passion for sustainability, he is involved in multiple innovative projects around the world.

Mr. Rijnenberg's background in Creative Technology and Innovation allows him to think of and develop innovative technological solutions that contribute to future generations.

When asked about the importance of a project like this, Mr. Rijnenberg says: "One of the most important things for my students and start-ups is to realize that a cultural exchange, diversity, and to make them also more aware of the real world and face the problems that they might discover, use this problem as an opportunity. Therefore, his international students know his famous quotes: "network is net worth," "A problem is an opportunity, " "Motion is energy," " Circular business, start with you ends with you."

The opportunity for businesses is another important topic of Mr. Rijnenberg, he talks about the experience as a faculty member and always advises his students to know, learn, and develop more, and to continue not miss the chance to make innovative long-term business.

He asks his student the following philosophical question: how much of your self is programmed by your self? How much of yourself is programmed by your environment and events?

To develop yourself, you have to reprogram yourself based on your wishes and dreams. This is the key to your success!

Dedicated to the cause of being an Eco-warrior, Mr. Rijnenberg states that: *"Earth has now become the dumping site of the people, therefore it's time to clean up. As a creative technologist, I focus on coming up with feasible, innovative, and sustainable solutions for a better and cleaner world."*

Mr Rijnenberg is an experienced, executive professional with a strong history of driving dynamic lobbying, managing client relationships, and substantially increasing revenues. He stands significantly with the objectives of a Win/Win vision and mission. Mr Rijnenberg is part of the UN Global Compact, a pact of the United Nations that stimulates companies to act in a socially and environmentally responsible way.



Within his excellence in identifying new business opportunities and cultivating and maintaining relationships with executive business partners, he always promotes market penetration strategies, which offer him a great proactive impact on the organisation.

He is always leveraging his expertise and insight to implement forward-thinking and strategic business with development solutions.

Besides his excellency being a business executive and humanitarian expert, he firmly believes in continuous support and applies the Sustainable Development Goals (SDG) of the United Nations. Therefore, he is excellent at connecting with key decision-makers and quickly building profitable, long-lasting partnerships that sustain revenue growth for both organisations.

Functions & Composition

Mr. Jeroen Rijnenberg is the Founder of the SBDI foundation. He is highly analytical, a strong professional, and possesses excellent international knowledge. Responsible for public relations, evaluation, and oversight of start-ups, students, organisations/ companies, and events for the successful implementation of the sustainable and innovative projects.

Key Responsibilities: Consulting and Advising the board (stakeholders, policymakers, and start-ups), Collecting and Analysing (environmental projects), Identifying Critical Research (areas such as renewable energy, climate change, and food & water), Partnerships Management, and Network.

Responsibilities include:

- ✓ Participate in expansion activities (investments, acquisitions, corporate alliances, etc.).
- ✓ Provide leadership to specialists and start-ups for innovation and sustainability.
- ✓ Direct and establish projects related to SDG DesignLab.
- ✓ Act as the primary spokesperson; this role involves internal and external
- ✓ Monitor changes in the technology sector to discover ways the SDG DesignLab can improve and develop.
- ✓ Plan and direct the implementation of new sustainable and innovative projects.
- ✓ Create and adapt technological platforms to improve the start-ups' experience.
- ✓ Monitor and evaluate the effectiveness of sustainability programs.
- ✓ Direct sustainability program operations to ensure compliance with environmental or governmental regulations.
- ✓ Advisor of the SDG DesignLab board

Specialized tasks:

- ✓ International affairs development.
- ✓ Further improving and ensuring the trustworthiness of the SDG DesignLab

To ensure SDG DesignLab's ultimate success, Mr. Rijnenberg represents the commitment of SDG DesignLab, regarding sustainability and innovation as a core strategy.



Mr. Rijnenberg is the UNGC advisor of the board of SDG DesignLab and is in charged with maximizing the value of the entity. He has a broad and comprehensive knowledge of all matters related to the business of the organization with an eye towards identifying new opportunities, sales prospects, and driving business growth.

Key Responsibilities: Branding, Management, Monitoring, and Budget Forecasting Approval, Sales Strategy, Partnerships, Network, Finances, UN Tenders, and Others.

Responsibilities include:

- ✓ Make high-level decisions about policy and strategy.
- ✓ Report to the board of directors and keep them informed.
- ✓ Develop and implement operational policies and a strategic plan.
- ✓ Develop the foundation's culture and vision.
- ✓ Help with recruiting new staff members when necessary.
- ✓ Create an environment that promotes great performance and positive morale.
- ✓ Oversee the foundation's fiscal activity.
- ✓ Work with senior stakeholders, the chief financial officer, chief information officer, and other executives.
- ✓ Facilitate business growth by working together with start-ups as well as business partners.

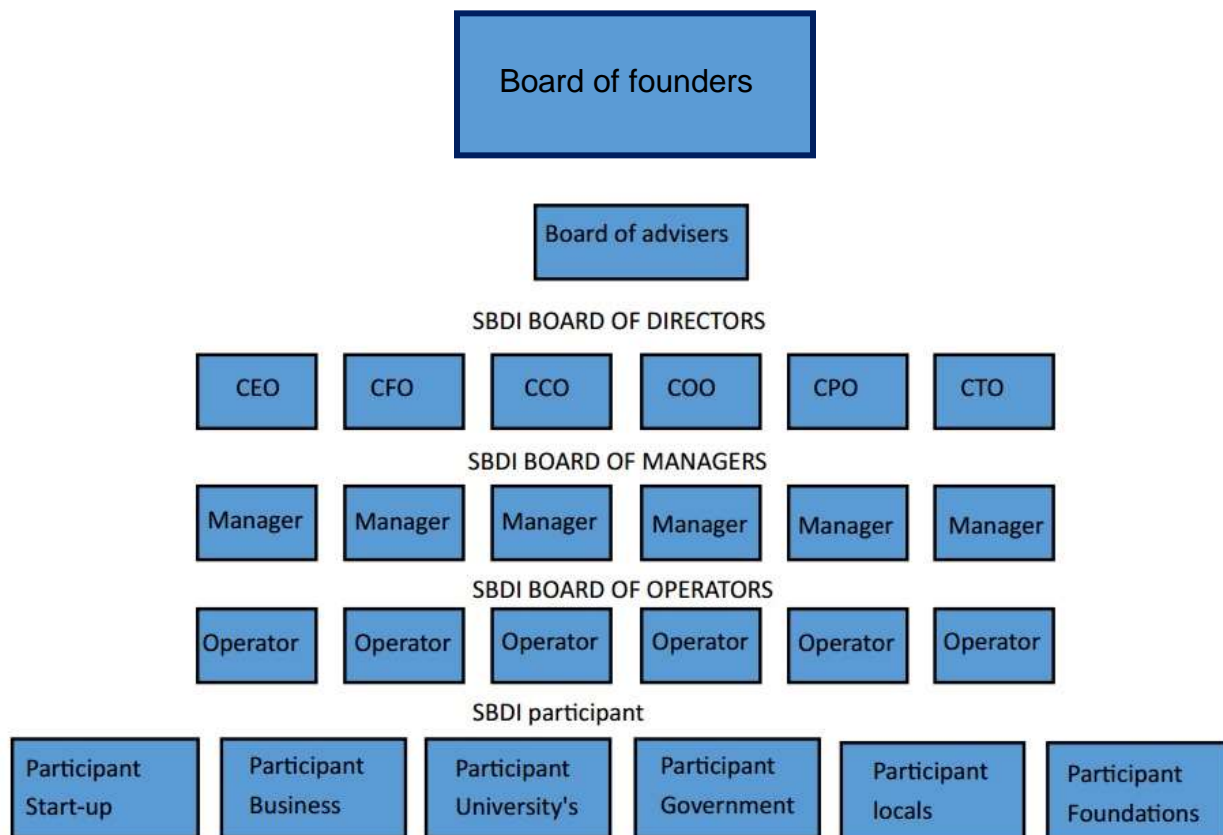
According to responsibilities assigned by the SDG DesignLab, the role of Mr. Rijnenberg as the SDG advisor tends to be defined in relation to advisors and the board, for the implementation of the Sustainable Development Goals of the United Nations.





Organogram

The operating processes of SDG DesignLab must cover the operation of the entire organisation, SDG DesignLab management, resident companies and start-ups management, stakeholders, and coordination.



Sustainable Development Goals

An important aspect of SBDI foundation business strategy is its focus on the United Nations (UN) Sustainable Development Goals. The Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030 and seek to mobilize global efforts around a common set of goals and targets. The SDGs call for worldwide action, work and co-operation among governments, business and civil society to end poverty and create a life of dignity and opportunity for all.

The SDGs present an opportunity for business-led solutions and technologies to be developed and implemented to address the world's biggest sustainable development challenges. As the SDGs form the global agenda for the development of our societies, they will allow leading companies to demonstrate how their business helps to advance sustainable development, both by minimizing negative impacts and maximizing positive impacts on people, planet and profit.



For SDG DesignLab , the SDGs provide a common language for our communications and share a purpose with our partners. Adherence and support for these SDGs also enhance the credibility of the organisation. Therefore, SDG DesignLab acts as a strong advocate for the UNGC SDGs in its operations.

SUSTAINABLE DEVELOPMENT GOALS



SBDI Foundation Primary SDGs



and
Innovation Center



UN Global Compact

SBDI foundation has officially registered under UNGC on March 8, 2021. By joining with UN Global Compact, we have taken an important public step to change the world through principled business. This participation makes the value we hold become added-value and beneficial for long term success between the community, SBDI, SDG DesignLab and stakeholders.





Benefits of Joining

- Unprecedented networking access with UN Global Compact participants – *representing nearly every industry sector and size, in over 160 countries*
- Access to partnerships with a range of stakeholders – *to share best practices and emerging solutions*
- Best practice guidance – *built on 15 years of successes*
- Tools, resources and trainings
- Local Network support in 85 countries
- The moral authority, knowledge and experience of the United Nations



United Nations
Global Compact

20
years

Uniting business for a better world

#UnitingBusiness





10. Financial Plan

The SDG DesignLab works with a board of advisors; the operational costs of the board of advisors will be taken from the operational costs. The board of SDG DesignLab consists of students. By excellent performance regarding the tasks, the students will receive a motivation fee.

The maximum fee of board of directors	€ 150	per person	per month
The maximum fee of board of managers	€ 100	per person	per month
The maximum fee of board of operators	€ 50	per person	per month

REVENUE

The SDG DesignLab has the following revenue strategy.

1. Universities	Memberships	Financial/ Human capital
2. Government	Subsidiaries	Financial/ Network
3. Companies	Membership	Financial/ Partners/ Network
4. Private Sponsors	Philanthropist	Financial/ Human capital
5. Public Donations	Donations	Financial/ Human capital
6. Events	Event profit	Financial/ Human capital
7. Organisations & Foundations	Partnerships	Financials/Partnerships
8. Start-up revenue	Profit	Financials/ partnership
9. Intellectual properties	Sales/ lease	Financials/ partnerships
10. Patents	Sales/ Lease	Financials/ Partnerships
11. Partnerships	Partnerships	Financials/ Human capital
12. JoinVentures	Partnership	Financials/ Partnerships
13. SBDI franchise	Franchise	Financials/ Human capital

1. UNIVERSITY MEMBERSHIP

Universities' membership will gain access to and opportunities to hold events and seminars regarding start-ups and sustainability

Social benefit for the Universities

1. The Universities will gain a positive public reputation.
2. The Universities will gain a sustainable character, local, national, and international.
3. The Universities provide education to start-ups.
4. The Universities benefit of the SDG Design Lab facilities.
5. The Universities have access to the SDG Design Lab research data.

Economic benefit for the universities

1. Universities will create more start-ups.
2. More start-ups attract students.
3. National and international attraction.
4. New practical education programs.
5. More practical knowledge.

Sponsor package per year € 2.000

Our goal is to get 5 universities in 2026 as sponsors with a total of € 10.000



2. GOVERNMENT MEMBERSHIP

Social benefit for the government

1. The government will get a positive public reputation.
2. The government will get a sustainable character city, local, national, and international.
3. The government will support sustainable development and economic growth.

Economic benefit for the government

1. The government will create more start-ups.
2. The government will create more tax revenue.
4. The government will attract more national and international students.
5. The government will attract more investors.

Our goal is to get a yearly government contribution of € 20.000

3. COMPANY SPONSORSHIP

Social benefit for the companies

1. The company will get a positive public reputation.
2. The company will get a sustainable character, local, national, and international.
3. The company will get a social character.

Economic benefit for the companies

1. Upgrade brand equity.
2. Upgrade brand loyalty.
3. Upgrade consumer loyalty, create new consumers.
4. Upgrade stakeholder loyalty.
5. Malang will attract more investors.
6. Sustainable communication, national and international.

Sponsor package per year € 5.000

Our goal is to get 10 companies in 2026 as sponsors with a total of € 25.000

4. PRIVATE SPONSORSHIP

Social benefit for the philanthropists

1. The donor will get a positive public reputation.
2. The donor contribute in boosting the economy.
3. The donor will contribute to economic growth and welfare.
4. The donor will contribute to sustainable development.

5. PUBLIC DONATION

Social benefit for the donors

1. The donors will get a positive public reputation.
2. The donors contribute to boosting the economy.
3. The donors will contribute to economic growth and welfare.
4. The donors will contribute to sustainable development.



Economic benefit for the donors

1. Network sharing.
2. Knowledge exchange.
3. Start-ups' knowledge.

For the donors, we accept a gift.

Our goal is to raise a minimum of € 100.000 per year

6. Events

SBDI will organise at least one event per year. The visitors and attendees of the event will enjoy the following benefits.

1. Sustainable technology knowledge.
2. New stakeholders.
3. New consumers.
4. Company branding.

Social benefit attendees and visitors

1. The visitors see new sustainable technologies.
2. The visitors will see options for entrepreneurship.
3. The visitors can expand their social network.
4. The attendees gain knowledge of new sustainable technology.
5. The attendees can expand their network.
6. The attendees get a positive public reputation.
2. The attendees and visitors contribute to boosting the economy.
3. The attendees and visitors will contribute to economic growth and welfare.
4. The attendees will contribute to sustainable development.

Economic benefit for attendees and visitors

1. Network sharing.
2. Knowledge sharing.
3. Company branding.
4. New clients.
5. Product sales.
6. New sustainable technology (new product)

At the event, we will get our direct revenue from attendees, visitors, and sales.

Our goal is to raise a minimum revenue of visitors of € 50,000 and attendees of € 20,000 with a total of € 70.000 per event.

7. Organisations & Foundations

1. The Organisations & Foundations will get a positive public reputation.
2. The Organisations & Foundations will get a sustainable character.
3. The Organisations & Foundations will support start-ups.
4. The Organisations & Foundations will support sustainable development.
5. The Organisations & Foundations will support economic growth and welfare.
6. Client loyalty by social impact.



Economic benefit for the Organisations & Foundations

1. Access to new sustainable projects to support their fundraising actions.
2. Sustainable technology knowledge.
3. Sustainable branding.
4. New practical education programs.
6. New partnerships.
7. Expand network.

SDG Design Lab will lobby at national and international Organisations & Foundations

Example organisations.

UNDP, UNGC, ENESCO, SDPI, Etc.

Our goal is to raise a minimum of € 150,000 in 2026 from various organisations and foundations for the development and start-up of the SDG Design Lab.

8. Start-ups

The SDG Design Lab's goal is to produce sustainable start-ups through its practical start-up education program. Our goal is to make at least 6 successful start-ups by 2026.

The SDG Design Lab will become 20% shareholder of the start-ups for the first 3 years. After 3 years, SDG Design Lab will offer the start-ups to buy the shares back against the estimated value of the business, which will be calculated by professionals. The following aspects will be calculated to determine the value.

1. Revenue and profit.
2. Estimated business growth of 5 years.
4. Brand equity.
5. Goodwill.

When the start-ups are not willing to buy the shares back, SDG Design Lab has the authorization to offer the shares to a third party.

9. Intellectual properties

The SDG Design Lab creates intellectual property in the form of research, ideas, business plans, and product developments.

These are the property of SDG Design Lab and can be offered to interested parties.

Our goal is to sell our leased intellectual properties for a minimum of €1.500.000 per year

10. Patents

All the research and development of new products will be patented under the SDG Design Lab. the patents can be sold or leased to interested parties.

Our goal is to sell or lease patents for a minimum of € 2.500.000 per year

11. Partnerships

SDG Design Lab offers partnerships to businesses and individuals; the partner will gain the following benefits.

New updates on product development, start-ups, and investment opportunities.

Free invitation to lectures and events online and offline, communication on our website, and communication tools. We like to reach an partnership for the value of a minimum of € 150.000 per year



12. JoinVentures

SDG Design Lab offers investors the opportunity to become a JoinVentures of the created start-up. Due to the SDG Design Lab's successful raid strategy, created by the facilities of the SDG Design Lab, we degree the change to failure and scaled the change of success.

SDG Design Lab offers a huge benefit for the JoinVenture, financial, as well as human capital.

We like to create 2 JoinVentures per year between our startup and investors, with a minimal profit of € 200.000

13. SDG Design Lab

SDG Design Lab offers investors, governments, and organizations a franchise of the SDG Design Lab to promote economic growth through sustainable technology.

The SDG Design Lab will guide the investor of the center through all existing operational tasks, including: design, development, supply chain, network partnerships, construction, business plan, operational plan, marketing & communication, and subsidy guidance, where possible.

We aim to create at least one franchise every three years, with a total profit of € 2,500,000 per franchise.

The SDG Design Lab aims to become the world's largest innovation network, boosting economic growth, promoting sustainability, accelerating the energy transition, reducing CO2 emissions, and supporting the United Nations' 10 principles and 17 Sustainable Development Goals through practical training and education for startups.

Wants to contribute to globalization and internationalization through international cooperation and exchange programs, to achieve better cooperation and understanding of different cultures.

Our core philosophy is Unity in Diversity.

Inspired by the state philosophy of Indonesia (bunga tunggal liga)





Investment & Operational Cost	2026	2027	2028	2029	2030
Investment	€ 1.500.000	€ 300.000	€ 350.000	€ 400.000	€ 500.000
Operational staff	€ 45.800	€ 71.600	€ 106.600	€ 146.600	€ 206.600
Total Cost	€ 1.545.800	€ 371.600	€ 456.600	€ 546.600	€ 706.600
Fundraise & Business Revenue	2026	2027	2028	2029	2030
Universities	€ 10.000	€ 15.000	€ 20.000	€ 20.000	€ 20.000
Government	€ 20.000	€ 30.000	€ 30.000	€ 35.000	€ 40.000
Companies	€ 25.000	€ 30.000	€ 40.000	€ 45.000	€ 50.000
Private Sponsors	€ 50.000	€ 60.000	€ 80.000	€ 100.000	€ 120.000
Public Sponsors	€ 100.000	€ 120.000	€ 130.000	€ 140.000	€ 150.000
Events	€ 70.000	€ 80.000	€ 85.000	€ 90.000	€ 95.000
Organisation & Foundations	€ 150.000	€ 200.000	€ 250.000	€ 300.000	€ 300.000
Start-ups	€ 60.000	€ 150.000	€ 200.000	€ 250.000	€ 350.000
Intellectual properties	€ 200.000	€ 350.000	€ 500.000	€ 750.000	€ 1.500.000
Patents					€ 2.500.000
Partnership	€ 150.000	€ 150.000	€ 200.000	€ 225.000	€ 250.000
JoinVenture			€ 200.000	€ 400.00	€ 600.000
Franchise SDG Design Lab					€ 2.500.000
Total Revenue	€ 785.000	€ 1.185.000	€ 1.735.000	€ 2.355.000	€ 8.475.000
Net turnover 40% operational costs & re-investments 60% of revenue	€ 314.000	€ 474.000	€ 694.000	€ 942.000	€ 3.390.000

Innovation Center



Forecast

Key assumptions

The financial plan depends on important assumptions. From the beginning, we recognize that collection days are critical, but not a factor we can influence easily. Interest rates, tax rates, and personnel burden are based on conservative assumptions.

Some of the more important underlying assumptions are:

- *We assume a strong economy, without a major recession. That is because the service improves the competitiveness of an organisation, but may be seen as unnecessary during times of budget cuts.*
- *We assume that there are no unforeseen changes in economic policy to make our products and services immediately obsolete.*

Estimate the number of new start-ups

The numbers below give an indication of the expected number of new start-ups that will join and be mentored by SDG Design Lab. As has been shown in earlier sections of the business plan, SDG Design Lab segments the start-ups into four different categories based on size and type of service (compensation for delivery or products): extra small, small, medium, and large. In the tables below, a projection is given of the growth in customer base in each of these four segments.

	<u>Growth Rate (new start-ups/year)</u>		
Category	Year 1	Year 2	Year 3
Extra Small	3	2	1
Small	2	2	2
Medium	0.50	1	2
Large	0.50	1	1

Projects

Besides providing the mentorship and education for the start-ups and students, SDG Design Lab also works on a project basis (sustainable and innovative) for support the growth of Jawa Timur Indonesia. These projects will provide Jawa Timur and Indonesia with significant and considerably improvement in the business development. Expected an increasing number of projects can be carried out as the trustworthiness and the knowledge of the organisation.



11. Financing

Use of funds

An initial investment for five years, with a value of € 3.050.000 in the form of fundraising, is needed for further professionalization of services and SDG Design Lab.

Once the SDG Design Lab is mature enough, further investments with strong sustainability intentions are needed because of its importance in expanding the impact of the SDG Design Lab.

12. Closing Remarks – SDG Design Lab

Jeroen Rijnenberg

As a product developer of sustainable solutions, with a strong focus on alternative energy, I clearly understand the critical importance of an SDG Design Lab—a place that provides the tools, knowledge, and environment needed to turn ideas into real-world solutions.

We are living in a time of rapid global change. Technological innovation is accelerating, while climate change is forcing us to confront urgent and complex challenges. Among the most pressing are:

1. Food security and food health
2. Energy security
3. Sustainable economic growth
4. Access to quality education

These challenges are deeply interconnected and cannot be solved in isolation.

Only by creating the right environment—supported by the right facilities, expertise, and collaboration—can we develop sustainable solutions for the future. An SDG Design Lab is not just a workspace; it is a catalyst for innovation, cooperation, and long-term impact.

Investing in the SDG Design Lab is investing in our future.

This initiative is designed not only to anticipate future challenges, but to actively address and solve global problems—starting today.

With Sustainable regards

Jeroen Rijnenberg

Thank you.