

START!

#8 | JUNE 2015

YES!DELFT STUDENTS MAGAZINE

INTERVIEW 07

JAN BRAND

IN CONVERSATION WITH 22

ARNOLD BURLAGE

CLOSE-UP 28

NERDALIZE


YES!Delft
STUDENTS

EDITORIAL

Dear reader,

With pride we present to you our committees last edition of START! As always, we have selected a variety of articles in the world of entrepreneurship and startups. Arnold Burlage tells you about innovation in the aviation industry. We interviewed Delfts greatest entrepreneur, Jan Brand, about expanding your company and his passion of the Volvo Ocean Race. Page 28 is about computer server heating from YES!Delft's Nerdalize. Broke your bike, again? Student startup Swapfiets shows their solution. A report of the super successful E-forum and as last, but certainly not least, the new board of YES!Delft Students presents themselves.

It's been a pleasure!

Kind regards on behalf of the magazine committee 2014-2015,

Max Meeuwis
Editor-in-Chief



COLOPHON

Team

Max Meeuwis
Editor-in-Chief

Lisanne van Houten
Editor, Content

Davey Struijk
Content

Sarah Kraanen
Design

Lilly Deijmann
Design

Lisa van Dijk
Design

Milan Bos
Acquisition

Dyonne op het Veld
QQ'er YES!Delft Students

Contributors

YES!Delft Students board
Björn Bolderdijk
Jan Brand
Robert-Jan Metselaar
Arnold Burlage
Marjolijn van Bilderbeek
Nerdalize
Swapfiets
Tjarda Voorneman
Lech Bakhuizen van den Brink
Matthijs Ottenhoff
Tijn Bartelings
Chiemke Sla
Iris Guit
Susanne Verstegen

Photo's made by
Team Brunel

4.000 copies
(Published trimesterly)
Veenman+ BV, Rotterdam

*START! is the informational
magazine by YES!Delft Students*

YES!Delft Students
Molengraaffsingel 12-14
2629 JD Delft
+31 (0)15 2784290
www.yesdelftstudents.nl

Interested in advertising?
magazine@yesdelftstudents.nl

*Nothing from this magazine may be
reproduced in whole or in part without
permission from the editor-in-chief*

Do you want to
receive START!
Magazine in Delft
for free? Scan the
code.



KNOW-HOW

INTERVIEW 07

Jan Brand and the Volvo Ocean Race

IN CONVERSATION WITH.. 22

Arnold Burlage

STARTUP

UPDATES 04

News

STUDENT START-UP 14

Swapfiets

TOP 5 20

Crowdfunded ideas

CLOSE-UP 28

Nerdalize

INCUBATOR

STUDENT ORGANISATIONS 06

StuD

YES!DELFT STUDENTS EVENT 12

E-Forum

BOARDING TO.. 18

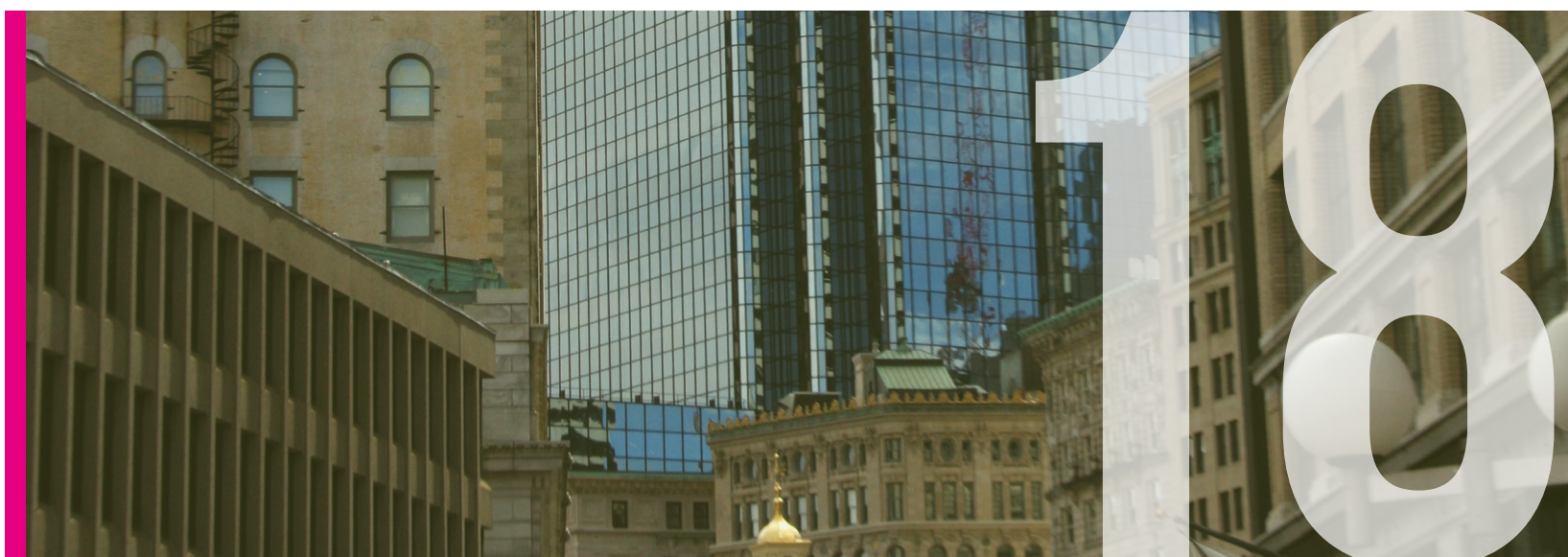
Boston

ENTREPRENEURIAL ORGANISATIONS 30

Kairos Society

YES!DELFT STUDENTS 31

New board





NEWEST YES!DELFT'S STARTUPS, **WELCOME!**

EVERYTHING INTELLIGENT

Focused on domotica. First product: intercom system to open your front door from your phone.

ADJUVO MOTION

In cooperation with the TU Delft, they develop solutions for post-stroke therapy that aims to optimise functional recovery.

MCNETIQ

Controllable magnets for petro-, offshore- and maritime sectors. Enabling anchor points on steel constructions, smaller scaffolding or temporary connections.

GOODHOUT

The YES!Delft LaunchLab alumni hard-pressed coconut husks to wood.

NEW VENTURE AWARD CEREMONY ROUND 2

Active Cues, Adjuvo Motion, Batavia Dutch Coffee, PowerWindow and VSParticle won the second round of New Venture – a unique program for innovative start-ups. They were awarded € 1.000 during the ceremony on the 12th of March at the Aegon headquarters in The Hague. Not only the winners, but all 10 nominees were praised for their potential. "It is good to see that there are many start-ups emerging in the Netherlands which have the potential to have a huge impact", says jury chairman Maurice Beckand Verwee. The teams were judged based on their feasibility study and a live pitch. Additionally, the ANWB handed out € 1.000,- to the start-up with the best idea in the field of sustainable mobility; Safe Driving Insights.

The feasibility study was the last leap before the participants have to hand in their complete business plan in New Venture's final round. On June 25th New Venture will reward Netherlands' most innovative start-up with € 25.000,-. The two runner-ups will be awarded € 5.000,-. Furthermore the ANWB Sustainable Mobility Prize (€ 10.000,-) and the MedTech Innovation Prize (€ 5.000,-) will be handed out.

For the full program and free tickets for the final award ceremony visit: <http://www.newventure.nl/agenda/prijsuitreiking-ronde-3/>



GLOBAL STUDENT ENTREPRENEUR

The Entrepreneurs' Organization's (EO) Global Student Entrepreneur Awards (GSEA) have been won by Steinar Henskens, founder of Bird Control Group. This company makes use of animal-friendly lasers to keep birds of commercial activities, such as airports.

PIETER GULDEMOND MANAGING DIRECTOR

YES!Delft's shareholders Delft University of Technology, City of Delft and TNO companies have appointed Pieter Guldemon as YES!Delft's new director. After a careful selection procedure, Pieter Guldemon has finally been appointed as managing director per April 23.

GLOBAL ATTENTION FOR NERDALIZE

Eneco has acquired undisclosed interest in the startup Nerdalize. Furthermore, they have been given great media attention with around the world: De Volkskrant, Sprout, Le Monde, Wall Street Journal and the NY Times have written about them! *More about Nerdalize on page 28.*

PORT INNOVATION LAB

YES!Delft and Port of Rotterdam have launched Port Innovation Lab. CFO De Bruijne: "Nowadays, you are not necessarily the leading port by being the largest player anymore, but to be right on top of sustainable technologies for the port and our society." In Port Innovation Lab, new and existing issues will be turned into scalable business models and startups who can make a difference for the harbour and far beyond. The port can quickly link startups to existing companies in the harbour, which could be a launching customer.

STUDENT ORGANISATIONS

STUD

By Matthijs Ottenhoff and Max Meeuwis

Students are always looking for ways to gain some extra money. Everyday, everywhere, searching for work. You find work at StuD, the company with their office prominently located next to the TU Delft's Aula. Time to tell something about this organisation.

StuD was founded by three female students in 1998. They decided to investigate the business concept of a job agency, run entirely by students. Students are always looking for money and vice versa, companies are keen to get their hands on a clever, flexible student from Delft. StuD received a loan from the TU, which was paid off only after four years. Nowadays, StuD is a healthy multi million euro company.

The analogy to describe the relation between StuD and the TU Delft is with a spider in a web. Just name a faculty or division of the TU Delft, and the odds are fairly high for us having people working there.

On the student side of the picture, we do not really have to actively search for students to fill our vacancies, due to the number of students registered at StuD. Yearly, 1500 new forces enroll, while having 1000 working bees on active.

The way we get our vacancies from companies differs quite a lot. We often get contacted by new companies by mail or telephone. On the other side, we have an acquisition target. We are actively contacting companies and tell them about StuD. At the moment our goal is to visit 24 new companies every month.

The board of StuD consists of six students who have a full-time job for one year. A spokesman, somebody at financial affairs, a marketer and three managers for relations with companies.

Under the umbrella of the board there are three committees. The StuD Career Day committee. Every year, StuD hosts a career event with different clinics and courses chosen to improve your skills. It's the committee's responsibility to organise this.



One committee, consisting of first-year students, is only responsible for the promotion of StuD throughout the year and, most importantly, during the OWEE.

Finally, there is the StuDuction committee, they are responsible for all aspects, ranging from acts to logistics for the annual student festival, hosted by StuD.

For our business relations, we host a yearly network event. Here, the companies we are working with, get to know StuD even better.

Do you want to know StuD better yourself? Visit:



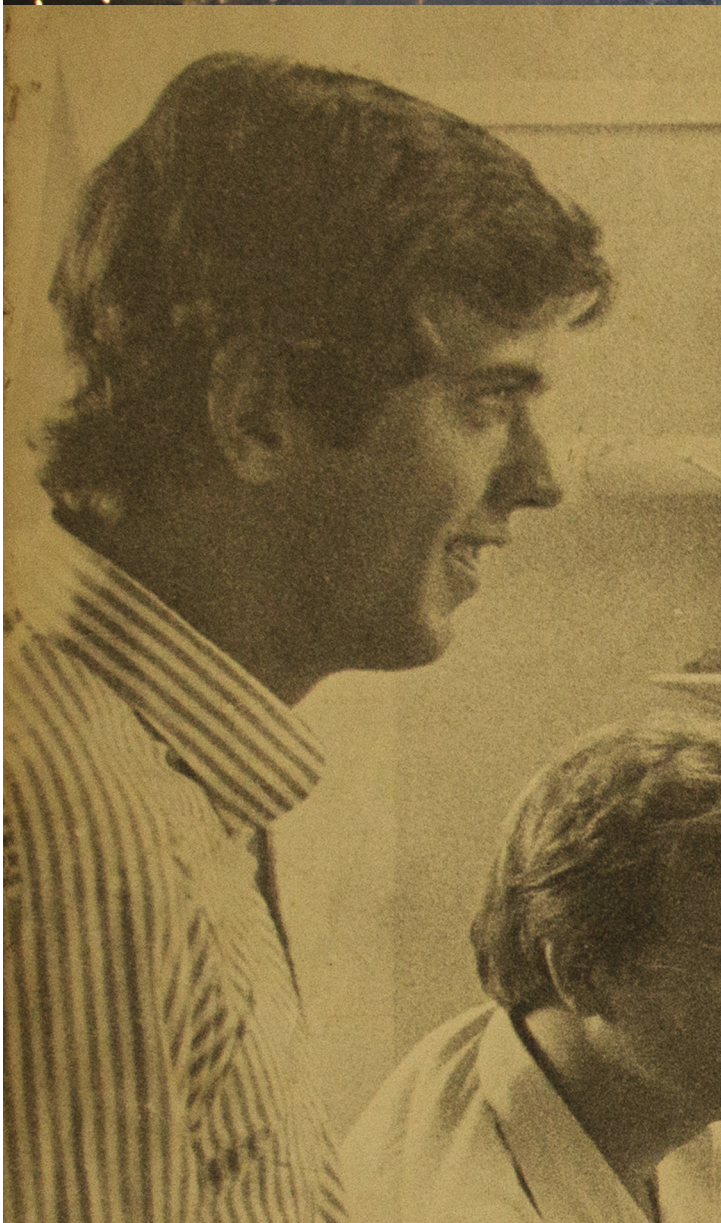
www.StuD.nl



INTERVIEW

JAN BRAND AND THE VOLVO OCEAN RACE

By Max Meeuwis



Jan Brand, founder and owner of Brunel, is often seen as Delft's greatest entrepreneur. Almost a year after his first column in the fifth edition of START! Magazine, we contacted him again for an interview. We were invited on the Oude Delft 182, the place where it had all begun with ASA Technical Management, forty years ago.

When you were working for ASA in this very house, you knew everybody. Their names, what they were working on, their faces. You took over the Technical Management department. Multec was born and kept on growing. At what point did you not recognise your employees anymore, and how have you dealt with it?

"Yes, that is true, quite quickly you do not recognise them. A couple of years ago, I had a night flight from Amsterdam. Seated next to me was a man with tattoos all over his arm. We came into a conversation and he told me that he was a supervisor on an offshore platform. These platforms are of great importance for Brunel, with 800 highly educated engineers working on these things. I asked him everything about his work. After a small breakfast, I gave him my card and he suddenly realised who I was."

"Most of the time it is the other way around, as people do recognise me, for instance from a magazine or from the photo



in the annual report. Or the latter at least until a couple of years ago. Nowadays, I'm not the CEO anymore. I'm not even on the board anymore! I am just the owner, since I let Brunel to be managed by persons who are way better at it, than I am. When Multec grew, we were everywhere in the Netherlands and eventually around the world as well. On the crossing points of the organisation you meet the location directors. You question them. To keep tabs on I have a conversation with the CEO weekly."

"When these conversations point out things which aren't going as planned, you investigate them deeper. But by all means, you have to realise that you can't always grow exponentially. At Brunel, we call it the art of pursuing the trumpet. Since the economy grows, you've got a graph of growing costs. Your profit margin needs to grow harder. Whenever those two are parallel to each other, it could just as easily stay flat. So, the overall management is eventually based on figures and cost-profit analysis."

"For example, we are growing fast, but there is an oil global crisis. Offshore engineering services is our core business. There still is enough oil in the ground, but it is harder to gain. Higher costs combined with very low barrel selling prices. That is bad for business. We had to deploy our engineers to other markets and wait for the market to recover."

"Look at China, for instance, they are growing enormously. Even in a crisis, their growth shrinks with 5%. Nevertheless their economy rises 7% each year. There are 1,4 billion Chinese people, and 70% does not



have a refrigerator at home yet. Not only there, but in Africa as well. The economy and oil prices are on a hold for now, but there will be an enormous boost again in the future. I think it is temporary. There is plenty of oil left and after that, there is still enough gas. There are opportunities coming again, so it is an interesting time."

“AT BRUNEL, WE CALL IT THE ART OF PURSUING THE TRUMPET”

"Back in the days of ASA we were searching for an accountant. I eventually ended up studying economics for one year, just to understand the meaning of the figures in an annual report. It wasn't our business, so we placed an advertorial. One person responded. Huib arrived in an old grey van in which he slept as well. He looked a bit dusty and was smoking shag. Back then everybody smoked, the marks being everywhere on the ceiling. But I had no choice, so I hired him. Two months later it turned out that he had dyscalculia. He was ambidextrous, though; he wrote just as poorly with either hand. We noticed, because we made technical drawings, in which it is mandatory to write digits cleanly. In every equation, there was a mistake.

He was useless to us, but after the two months his probationary period was over. So I called him upstairs to my office. He sat down, rolling a shag cigarette. "Huib", I said, "you are working as

“THE LOGIC AND REASON OF A TECHNICAL EDUCATION IS APPLICABLE TO ALL MARKETS”

our accountant, but I do believe you've got other talents as well." We noticed Huib had this melodic voice. So I had a plan. The amount of debtors was ever growing. They only paid after two, three months, while we had to pay 800 students every week. They were in a row in front of the office around the Oude Jan. Huib had a voice you simply had to listen to. So we taught him to call these debtors.

He was very good at it. To make the debtors pay even faster, he had an ingenious little trick. Instead of f40,- per hour, for example, he wrote down f41,21 per hour. Off course, this was immediately noticed by the creditors accountant, who then called us. It accelerated the process a lot, since they contacted us."

One day, Huib came to my office. "Jan, I'm going to work on my own."

"Really? That's a good thing, so you are becoming an entrepreneur?", I responded.

"Yes, just like you."

A few years later, we were trying to merge with another company, which eventually did not succeed. However, in such a process, you are able to see each others figures. To my absolute astonishment, I saw that the particular company, with whom we were to merge, had bought Huib's for 54 million guilders. Not bad for a bookkeeper with dyscalculia!

Engineers and, in this case, accountants tend to be really focused on one subject. Formerly you had the Peter Principle. The best surgeon of the hospital became the head of the hospital. Incredibly stupid; the surgeon doesn't know about managing, and you're missing your best surgeon. But, whenever you broaden your view, the logic and reason of a technical education is applicable to all markets. Learn about economics or anything besides your courses, talk to people about work and discover and fully exploit your talents.



Brunel and sailing

Let's talk about the pink elephant in the room. From the very beginning, Jan Brand and Brunel feel affection towards the sailing sport. In early books from the '80s there are already pictures of navigational maps and high action photographs. "Remain on the course" and "set sail". Metaphors between sailing and entrepreneurship are quickly drawn. Like in a race, one sets course where the wind is best, just like an early business plan, just to discover that the weather changes and you have to adapt your strategy. Besides, Brand says it is remarkable to see how sailors tend to be successful entrepreneurs.

He implemented sailing into the company. Sailing is primarily a team sport with a certain target to aim at. Likewise, an old 42ft Olympic boat was bought in miserable state, thirty year ago. Every Tuesday night, after work, people from different departments from the company came together to restore the boat.

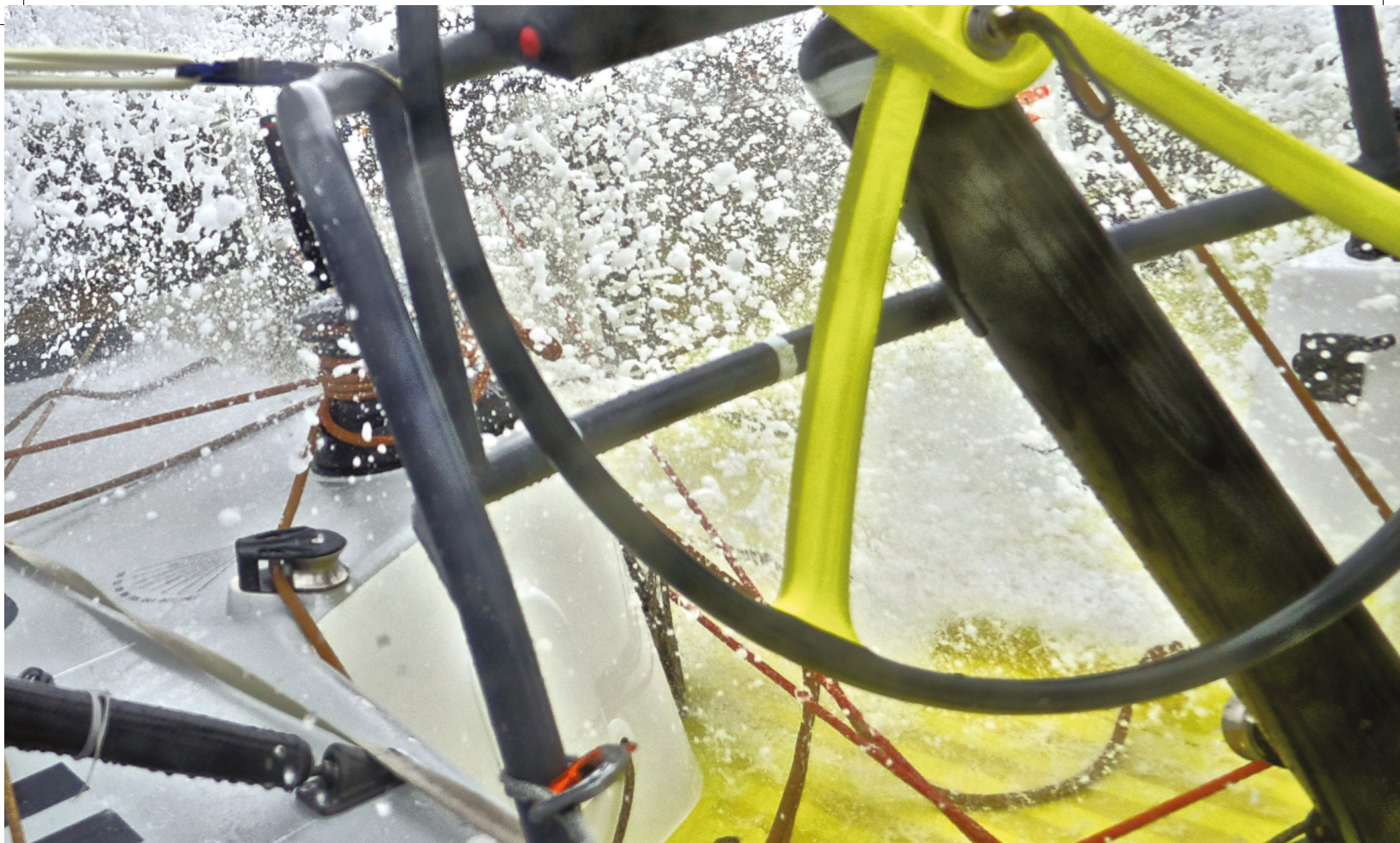
The sponsoring of a boat in the Volvo Ocean Race doesn't come cheap. Jokes and metaphors aside, it really costs a fortune. At the time, the revenue of Brunel was about £200M. The sponsorship of the boat was £30M back then. The connection with the sea, due to their offshore services, makes it the perfect marketing tool. "We were presented the opportunity to sponsor the race at the time we were going international. Without the VOR we would not be as successful as we are now, for example, in Australia. Nowadays it is one of our largest markets, with great offshore and mining opportunities. The whole world focusses and sympathises with the race. Eventually, we have gained a lot more than the invested money."

The Volvo Ocean Race

The seven race monsters have manoeuvred across the start line. After months of training, the teams are finally able to show the world what they are able to. Quite different from previous years, when everybody was anxious to know where the boats were made of. This time, the latter is easy to answer. A carefully layered carbon everything, with Twaron aramid/Dyneema SK75 fiber sails from North Sails, packed with high tech electronics. However, while the boats are an engineering marvel, it is not about them anymore. This time every team goes the 38,739 nautical miles with the exact same boat. So why has the organisation decided to rewrite the rules? We will answer this question and go back in the Volvo Ocean Race, from the very beginning: the Whitbread Race Round the World.

“THE BOATS WOULD FOLLOW THE HISTORICAL CLIPPER-ROUTE”

Inspired by the achievement of the British sailor Robin Knox-Johnston – who went non-stop around the world single-handedly – two fellow countrymen, Guy Pearce and Anthony Churchill, decided to organise a race of themselves. After a troublesome search for a main sponsor, they eventually convinced beer brewer Whitbread. The boats would follow the historical clipper-route, from west to east, making use of the trade winds. The seventeen teams consisted of 167 sailors from seven different countries – mostly adventurers and soldiers. Stuffed with fresh meat and as much beer as the teams could get from



their sponsors, they began their long journey on luxury yachts, navigating on dead reckoning and a sextant.

Due to poor training and absence of money and experience, the wild southern oceans took their toll. Three sailors were taken by the sea. Nevertheless, fourteen boats finished the race. Despite the losses and horrors, several weeks later, new applications were sent to the organisation. The second race was a fact. For the second race speed and safety were priorities.

Among the contenders was Conny van Rietschoten, who revolutionised the race. He hired the best designer, best dockyard and best crew. He introduced three layered clothing, lyophilized meat, rod rigging and made meteorologists investigate weather patterns. He tested his crew absolutely to the end, within two well-known warming-up races. Conny won the next two editions.

From then on, the race became a professional race, with only one boat type, sponsored by big companies, instead of private or British government money. Only with the best sailors and best materials were you able to participate. The boats were racers, with which they were able to fight, not only survive, the harshest seas.

Technology propelled in the next forty odd years, with highly advanced techniques for more speed, exploited by Olympic champions and young talents. Since 2001, the Volvo Ocean Race is a true media spectacle, helped by improved filming technology. Every aspect of the race was at its very edge, at a price. A very, very high price.

Sponsors invested between 25 and 30 million euros for the campaigns in the previous race of 2011. These were mainly

research costs. The harsh economic times led to a reduction in the field of participants, with just six contenders. It would have to be cheaper to take part.

Immediately after the race, there was decided for a unit class. It would lower the costs by two thirds, with the guarantee of the manufacturer to last two races. With a pleasant side effect for sport-enthusiasts. Since every team has the same boat, it is not about the money. Instead, purely, man and woman, battling to tame the seas and win the hardest race.

The new one-design boat for the next two editions of the Volvo Ocean Race is the brainchild of Farr Yacht Design in the United States, with a consortium of four boatyards taking care of the build process: Green Marine in the United Kingdom, Decision in Switzerland, Multiplast in France and Persico in Italy. All of them have proven their advanced skills in the top tier races.

Jan Brand is currently working on a biography with all his stories and anecdotes about Brunel. Make sure to read and learn from Delft's greatest entrepreneur.

*If you want to read previous article please visit:
http://issuu.com/lydsmagazine/docs/lydsmagazine_5*





YES!DELFT STUDENTS EVENT

E-FORUM 2015

By Tijn Bartelings and Erik Emond

This year was the first time that the Entrepreneurship Forum was organized by a separate committee. In previous years, the forum was organised by the YES!Delft Students Board itself. The approach of organizing an event in this way was new for all of the committee, so it was a challenge to give an extra twist with other insights, more ideas and a greater event than previous years. The organisation was free to come up with additional elements, such as speakers, promotional stunts and the decoration of the event.

The committee gathered together once a week half a year prior the event. The first meetings were mainly about setting goals and task allocation. One of the main goals was to reach as many students as possible in Delft and in other cities, like Rotterdam and Leiden. During the first brainstorming sessions there were big plans for the promo campaigns to attract the attention of the widest possible range of students. The aim was to attract so many guests, that we would be forced to reject some students, due to a lack of space. This required a solid marketing plan, varying from communication through banners and posters to an extensive social media campaign. And, of course, a lot of flyering. Every

morning and afternoon two committee members distributed flyers at the faculties. 8000 Flyers were spread in two weeks, reaching a large amount of the TU Delft students.

“ ORGANIZING AN EVENT THIS BIG WAS A VERY EDUCATIONAL EXPERIENCE AND I REALLY WISH AND HOPE THAT YOU’LL BE THERE NEXT YEAR (TOO) ”



Eventually, all the hard work paid itself off. 950 People registered for the event. An all-time record for the Entrepreneurship Forum. The event itself was very successful. There were more guests than could be dreamt of and the feedback was outstanding.

More about event

There were three speakers and six young startups presenting their ideas in the Auditorium of the TU Delft. Organizing an event this big was a very educational experience and I really wish and hope that you'll be there next year (too)!

www.e-forum.nl

“ALL THE HARD WORK PAID ITSELF OFF: 950 PEOPLE REGISTERED FOR THE EVENT. AN ALL-TIME RECORD FOR THE ENTREPRENEURSHIP FORUM.”



A photograph of three young men sitting on their bicycles on a paved path lined with trees. The man on the left is wearing a blue shirt and red pants. The man in the middle is wearing a light blue shirt and tan pants. The man on the right is wearing a light blue shirt and tan pants. They are all smiling at the camera. The background shows a street with trees and a building.

STUDENT START-UP SWAPFIETS

By Davey Struijk

The last few months have been busy for Dirk, Martijn and Richard, three guys who came up with a solution for many students. With Swapfiets, they introduce the concept of Bicycle as a Service. For eight euros a month, you get a working bike, completely with lights and a lock. If your bike stops working for whatever reason, they'll pick it up and swap it for a new one within 12 hours.

"The idea of renting student bikes began during our Bachelor final project. We did some calculations and actually discovered it to be feasible. With our own money we financed the first batch of bikes, bought from municipalities and second-hand auctions. We limited our first group of customers to 35 students within Delft, to gather extensive feedback and improve our service before going big. It surprised us that our early adopters were very diverse. We expected our customer base to consist mostly of friends, but the opposite was true. As a matter of fact, it seemed that direct friends were the most sceptical of our idea."

What were the results of this initial test group?

"Over the course of a few months, we asked questions about the service, the bike and people's overall satisfaction with Swapfiets. Finally, we invited customers to an open feedback session. Inspired by The Mom Test — a book about getting unbiased feedback — we didn't ask questions that forced customers into a certain direction. Instead, we listened to their opinion before showing our own upcoming plans.

What we discovered was that people value good service way more than a quality bike. We had a customer whose Swapfiets' front wheel suddenly blocked, while he was at the Delft station. He called us, and because we were nearby we could swap his bike within half an hour, which he absolutely loved. As for small malfunctions, we simply swap the bike without hassle. It's about providing a reliable service that makes customers want to tell their friends about us. We think that's incredibly important."

What are your plans for the future?

"Right now we've hired more 'swappers' to handle the workload, and we will soon be expanding to The Hague and Leiden! This will involve the same sort of test period as we did in Delft. Regarding the service itself, one of our plans is to swap bikes without the customer having to be present. We also want to improve the general quality of our bikes, even though students are very tolerant about it. The vibe we're trying to create is that it's made by students. It's meant to be somewhat informal and casual. Most people won't immediately subscribe for a Swapfiets because they

**“WE DISCOVERED
THAT PEOPLE
VALUE GOOD
SERVICE WAY
MORE THAN A
QUALITY BIKE.”**

already have a working bike, but we can get the word out and start establishing our brand. We already have some crazy ideas in terms of marketing, including organizing a 'Swapfeest': a party for Swapfiets owners and their friends, where your first beer costs eight euros initially. Throughout the night you can swap it for a new one."

How are you planning to scale?

"We want to scale as fast as possible right now, because if we don't, someone else will. There is no patent or technology involved, so basically anyone could copy us. The upside is that it is a very simple business model. Each customer costs us some, but then immediately starts generating money. Right now we are convinced that the core concept of Swapfiets is solid, so the next step is to expand to other cities as fast as possible. As long as we can consistently get new customers, we're on the right track."



IN SEARCH OF EXPLORERS

IN SEARCH OF REMARKABLE GRADUATES

To be a true explorer is a remarkable quality. After all, how many people are really prepared to continuously seek out new ideas, opportunities and experiences? At Shell, we're in search of remarkable people. So if you want to explore what you can achieve when you're encouraged to challenge the status quo, join us.

Discover the opportunities at shell.com/graduates



IN SEARCH OF REMARKABLE GRADUATES ENGINEERING



STARTING YOUR ENGINEERING CAREER WITH THE SHELL GRADUATE PROGRAMME

Shell is a global group of energy and petrochemicals companies. Our aim is to help meet the energy needs of society in ways that are economically, environmentally and socially responsible. To enable us to do this we are searching for remarkable graduates to join our Shell Graduate Programme where you will be given experience in various areas of our business and operations. See below how your career could be propelled with our industry-leading Programme which offers you real responsibilities, challenges and continued professional development.

THE SHELL GRADUATE PROGRAMME

You will be embarking on a two to three-year structured training programme designed to propel your technical career. As well as giving you an insight into the inner workings of Shell, the Programme focuses on developing you as an individual, helping you make the transition from recent graduate to skilled professional. The Programme is focused on developing the industry's best performers. Through a rigorous framework of specific competencies and business-critical capabilities you will gain the skills needed throughout your technical professional career.

Over this period you will be working closely with Shell's highly experienced staff on some of our most complex and innovative projects, giving you hands-on experience that will set you on a career path destined for long-term success.

ENGINEERING

Many forms of **engineering** are integral to Shell's overall operations.

By creating advanced technology solutions and deploying them at scale, you'll help Shell to be a thought leader in designing the energy systems of the future. Establishing a solid foundation in Engineering will put you in good stead to capitalise on a range of future possibilities inside Shell's broad technical arena. An engineering role at Shell will advance your career within a pioneering global energy company, and give you the chance to make a meaningful impact on the future of the industry.

ROLES AND RESPONSIBILITIES

Given its critical influence across many of Shell's day-to-day and long-term functions, core engineering areas include:

- Civil, Structures and Offshore
- Electrical
- Mechanical, Material and Integrity

- Pipelines, Flow Assurance and Subsea
- Process Automation, Control and Optimisation
- Quality, Integration and Project Support
- Rotating Equipment
- Technical Safety Engineering
- Utilities, Water, Energy and Heat Transfer

Graduates can expect to contribute to areas such as:

- Designing, building and maintaining Shell's on and offshore facilities
- Ensuring safe, reliable and environmentally responsible operations
- Managing complex interdisciplinary engineering projects
- Developing environmental strategies

TRAINING AND DEVELOPMENT OPPORTUNITIES

On the Shell Graduate Programme you'll have a wide range of training and development opportunities that have been tailored to enhance your engineering skills and shape you into an accomplished Shell professional. A combination of on-the-job, classroom and online learning will enable you to become a competitive professional by the close of the Programme.

In this highly collaborative working environment, coaching, mentoring and regular progress checks will provide you with all the means necessary to discover your true potential within your chosen field. Our aim is to nurture Shell's future leaders by giving you the tools required to build a solid foundation for a successful career in Engineering.

FUTURE ASSIGNMENTS

Following your initial assignment, you'll continue to develop your technical skills through the three year 'Shell Advanced Technical Programme'. With a clear structure and defined goals this further learning will ensure you're ready to take on a more senior role within Shell's technical environment.

YOUR DEGREE, YOUR OPTIONS

To join the Shell Graduate Programme as an Engineer you should be an innovative individual with a degree in one of the following subject areas:

- Applied Physics
- Chemical Engineering
- Civil Engineering
- Electrical Engineering
- Materials Engineering
- Mechanical Engineering
- Mining Engineering
- Petroleum Engineering
- Physics
- Process Engineering
- Process Safety and Environmental Protection

TECHNICAL PROFESSIONAL LEARNING JOURNEY



**WHY NOT EXPLORE YOUR CAREER OPPORTUNITIES WITH US?
FOR MORE INFORMATION ABOUT THE SHELL GRADUATE PROGRAMME
AND HOW TO APPLY PLEASE VISIT WWW.SHELL.COM/GRADUATES**

Shell is an equal opportunity employer.





From the 27th of April till 4th of May the YES!Delft Students board went with 10 students of Delft University of Technology and Pieter Guldemon of the Management Team of YES!Delft to Boston. The main goal of this week was to experience the difference of the entrepreneurial culture between the USA, Boston, and the Netherlands, with Delft in particular.

During the intense week we visited a lot of startups, incubators, accelerators, universities, venture capitalists and typical American culture, like the Boston Red Sox and a stand-up comedy show. In this article we will elaborate on the incubators and accelerators of Boston.

First of all we went to Northeastern University, where we spent some time at IDEA: Northeastern University's student-run venture accelerator. We discussed the structure of their programs with Marc Meyer, one of the guest speakers of our YES!Delft Students course (C)leantech Launchpad. A lot of ideas were shared about entrepreneurship in the Netherlands and Boston.

Next we went to MassChallenge, the world's largest accelerator. Although the building looks a bit uninviting, inside it is a spacious and busy co-working space.

After MassChallenge we visited the Greentown Labs incubator. Like MassChallenge, Greentown is an independent organization living from corporate donations only. However, where MassChallenge focuses on early stage startups in every branch,

Greentown is aimed at further developed startups focused on "cleantech".

The next accelerator we visited was Tech Start, that considers itself as an "investment company" (in contrast to MassChallenge which does not take equity and is a non-profit organization). Later that week we went to the Cambridge Innovation Centre, which owns seven floors and rents out office space to startups, as well as large corporations (such as Shell and Google).

The Harvard Innovation Lab provides space and mentoring programs. Harvard alumni like Mark Zuckerberg dropped by to inspire and share thoughts with the entrepreneurial students. They also provide courses and lectures related to innovation and entrepreneurship, just like YES!Delft Students does.

Each year, the Martin Trust Centre for M.I.T. Entrepreneurship provides a summer course, in which startups from all over the world can join. This year VSParticle – a startup from YES!Delft, that won the competition during the Entrepreneurship Forum – will join the course at M.I.T.!

It was an amazing trip and we learned a lot about the entrepreneurial culture in the United States and Boston.

Startup

Superpedestrian Copenhagen Wheel is a product that transforms your ordinary bike into a smart electric hybrid bike, with a wheel that contains a motor, batteries, sensors and wireless connectivity. At their workshop we got a chance to ride the bike ourselves.



“WE WERE ALL
BLOWN AWAY BY
HOW FLAWLESS IT
WORKED AND IT
CREATED A LOT OF
BIG SMILES!”

By Superpedestrian
Copenhagen Wheel



**PORT
INNOVATION
LAB**

powered by Port of Rotterdam & Yes!Delft

Wanted:
Ambitious
innovator with
great ideas
for the port!

Do you have a technological and innovative idea to make the port faster, cleaner, safer, smarter and more efficient? Do you want to conquer the world and would you like a career as an entrepreneur? Port Innovation Lab boosts your idea for the port!

Port Innovation Lab is a program in cooperation with the Port of Rotterdam Authority. In the Port Innovation Lab we connect port startups, port businesses, knowledge institutions and a variety of different activities with one another. All aimed to attract and create new ideas. The ultimate goal is to start new ventures, operating from inside the Port of Rotterdam, with a scalable business model, to be the smartest company the world has ever seen.

Starting September 2015, there are loads of inspiring workshops, pitch sessions, 1-2 Launch, Launchlab and many more activities.

**More information: www.portinnovationlab.nl
Interested and sign up: tjarda@yesdelft.nl**



TOP 5

CROWDFUNDED IDEAS

By Milan Bos

1

A brilliant idea is not the only thing in becoming a prosperous venture. Among various other steps, you have to acquire a starting fund too. Over the past years a new way of obtaining capital has risen: crowdfunding. By donating money, people help to accelerate the startup, for which they receive the product for free. We have listed the five businesses with the most successful crowdfunding campaigns to date.

PEBBLE E-PAPER WATCH

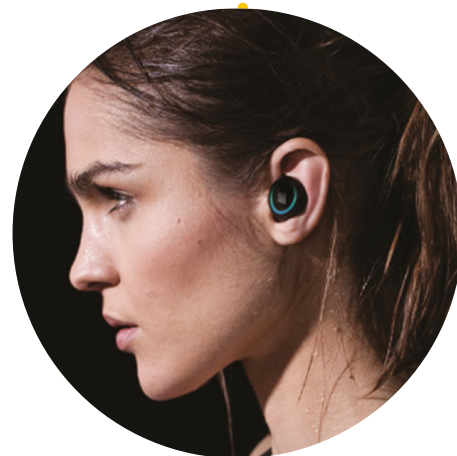
Lonely at the top we find the Pebble E-Paper Watch, Kickstarter's breakout success. It raised \$10,266,845 in 37 days only. According to the company itself, Pebble is the first watch built for the 21st century. The smart watch is infinitely customizable, with downloadable watch faces and useful internet-connected apps. It links to your smartphone using Bluetooth, alerting you to incoming calls, emails and messages.



2

THE DASH

Probably everyone has experienced the clumsiness of listening to music with headphones. Cables tangle, get caught up with other objects and ultimately break. The founders of The Dash must have had enough of it, when they came up with the idea of their product. The Dash provides a waterproof, wireless in ear headphone with an integrated 4GB music player. Acquiring \$3,390,551 in 50 days, The Dash was a perfect campaign.

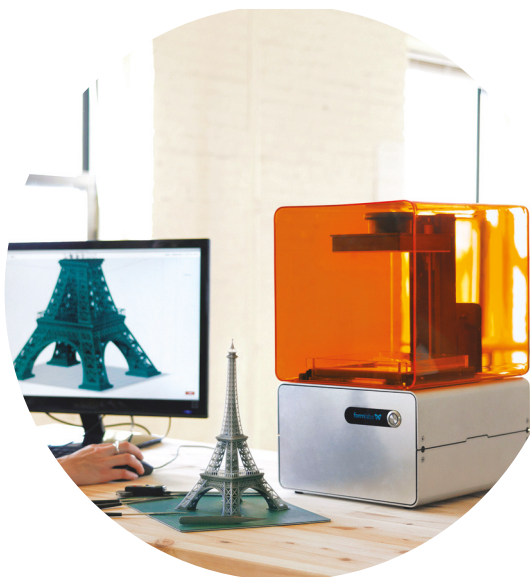




3

FORMLABS 3D PRINTER

Formlabs launched a Kickstarter campaign to bring an affordable 3D printer to the masses, raising \$2,945,885 within a month. The first printers were produced in the spring of 2013, which made Formlabs an early-mover in the 3D printing movement and one of the first 3D printers to be developed through crowdfunding.



4

OCULUS RIFT

Video game lovers waited for virtual reality for a long time. With the launch of the Oculus Rift, this dream has finally become reality. The Rift is a headset, that provides a truly immersive experience for video games. With \$2,437,429 raised in 30 days, the Oculus team went on to raise additional investment capital and was ultimately acquired by Facebook.



5

3DOODLER

It's a pen that can draw in the air! No joke. The 3Doodler is a 3D printing pen that lets anyone draw in 3D. As you draw the device extrudes heated plastic, which quickly cools and solidifies into a strong stable structure. The project raised \$2,344,134 in 34 days, and has already supplied 26,000 Kickstarter backers with a Doodler.



STARTUP

21

IN CONVERSATION WITH...

ARNOLD BURLAGE

By Lisanne van Houten

The traditional aviation world as we know it is on the verge of great changes. By virtue of the relentless competition from the East and the emergence of low-cost carriers, it is becoming increasingly difficult for traditional airlines to differentiate themselves in order to keep their heads above water. We spoke with Arnold Burlage, longtime aviation journalist and consultant for over 35 years, about how the current business environment will shape the future of the aviation industry and how that will affect the opportunities for young entrepreneurs regarding this matter.

“ WE CAN NOTICE
THE POWER
SHIFTING FROM
WEST TO EAST,
FEEDING THE GROWING
DEMAND ”



The roots of aviation date back to the 15th century, when Leonardo da Vinci's century dream of flight found expression in several unscientific drawings illustrating his theories on flight. During the past century, great innovations of aviation have taken us ever further and faster. The Wright brothers took a huge step forward as they took wing as pioneers of successful powered and sustained human flight at Kitty Hawk in 1903. The Netherlands played a leadership role in the development of civil aviation. It began in 1919 when Albert Plesman gave our country wings by founding KLM Royal Dutch Airlines, generally regarded today as the oldest airline in the world. His planes were supplied by another famous aviation pioneer, Anthony Fokker.

"The technological advancements in aviation have been extensive, especially propulsion-related. Jumbo jets have changed the face of commercial aviation in a way that airlines could offer cheap tickets that made it possible for the masses to fly due to overcapacity," Burlage states. Globalisation is driving towards more air travel, while prices of airfares are reducing. Aircraft are able to reach higher speeds while making more destinations accessible and thereby emerging markets. The global aviation industry continues to expand, with over 3 billion people to fly commercially in 2014, along with 38 million metric tons of cargo. "However, this growth

is accompanied by major changes within the traditional world of aviation. Western carriers are being attacked from two sides simultaneously. On the one hand by the increasingly popular low-cost carriers, on the other hand by carriers from the Middle East to whom money is no object. In order to cope with competition and to achieve shared benefits, cooperation through alliances such as Oneworld, Star Alliance and SkyTeam became the foundation for success.”

He continues: “However, these partnerships are being pressurized as well. Arab airports have significantly lower costs to deal with and fuel prices are more or less guaranteed. Furthermore, measured against our standards their personnel policy is extremely unattractive for employees. Yet, Etihad Airways employs more than 20,000 representing 142 nationalities, all working under collective labour agreements that make us shiver. I think we are holding ourselves back due to the colossal salaries being paid to pilots. Now do not get me wrong – in my opinion, regardless whether it concerns a surgeon or a pilot, one may earn as much as one wants to provided that the job is done well. However, if the competition starts setting completely different benchmarks, you will find yourself in a very difficult position. And that is exactly what is happening to the traditional airlines”. He draws a comparison with the Air France-KLM partnership, thereby pointing to the financial malaise on the French side which the individually profitable KLM is drawn into: “KLM and Air France have merged, which in my opinion should never have happened. The KLM has first ‘taught a monkey how to climb’, and now they are both left to pick up the pieces.”

When asked if he expects KLM to stick with us, the Dutch, for another five years to celebrate their 100th anniversary, he replies in the negative. “If there won’t be any fundamental changes taking place, I do not see that happening. The problem



seems almost unsolvable if there is no ‘Big Bang’ on its way to radically alter the situation. Offering cheaper tickets is hardly possible given that prices are already bottom line. We have to reinvent ourselves. Scandinavian Airlines once had a CEO who signified his employees of the company’s bankruptcy, and that those who still wanted to have a job the day after had to apply for one the next morning. At that moment, the conditions were different and eventually allowed the company to relaunch itself.”

It is no longer enough for the premium carriers to take passengers to their destination alive. That was a unique selling point in the past, but safety is no longer an argument nowadays. Aircraft from the emerging markets comply with safety standards as well, so they have to seek for other

distinguishing values. Super-investor Warren Buffett already devoted a well-known quote to it in 2008: “The worst sort of business is one that grows rapidly, requires significant capital to engender the growth, and then earns little or no money. Think airlines. Here a durable competitive advantage has proven elusive ever since the days of the Wright Brothers. Indeed, if a farsighted capitalist had been present at Kitty Hawk, he would have done his successors a huge favor by shooting Orville – one of the two Wright brothers – down”.

Another aspect that kills the traditional aviation world are environmental measures that enforce airports to close their doors at night. “The great success story of Turkish Airlines and Istanbul is not initially that they have more money or offer cheaper

tickets, something CEO Kötli told me himself, but that the airport is open 24 hours a day. Currently, they are building an air terminal able to serve 150 million passengers a year, three times the size of Schiphol. Istanbul, Dubai, Doha and Abu Dhabi are all geographically located in a fantastic spot, right on the flyways from the Americas to Asia and Australia. One does not have to take a detour via the northern route as the latest generation of aircraft can reach almost every location on the globe without having to refuel on the ground," Burlage continues.

He sees the commercial development of global aviation stand at the threshold of a major transition. "Actually, that has to be the case, otherwise traditional aviation will go to waste. So-called 'budget airlines' mainly fly short distances, however those days have now gone as well and there is no stopping them. Steps are taken to operate medium-to-long haul flights, for instance by Norwegian and Ryanair who recently announced their plans of extending their service to New York. The other side of the coin is that nearly

all the corners of the world will be within economically easy reach from Amsterdam soon. Technology is the cause of all that – low-cost carriers would have never been able to take us across the ocean for a handful of dollars if technology would not have advanced modern aircraft in such a way that allows them to be more fuel efficient." He refers to the partnerships that would most likely arise and foresees that low-cost carriers and traditional airlines will slowly start overflowing into one another. As far as airlines like Ryanair and EasyJet do not run transatlantic flights themselves, they will start functioning as regional feeders to serve long-haul intercontinental carriers.

The considerable drop in prices low-cost carriers accounted for, flow from the exact same business model as that of traditional carriers, however accompanied by an extreme focus on costs. While most passengers often loudly complain about the lack of service quality with regards to low-cost carriers, their purchasing behaviour shows a very different picture. Most

passengers clearly prefer attractive pricing over high quality. The myriad ways in which low-cost airlines succeed in making you pay extra before, during and after your flight through upselling methods, yields them dozens of millions each year. The question whether you would like to check in baggage is perhaps their most well-known tactic, as the check mark has already been filled in for you. Over 20% of their annual revenue comes from upselling. The flight itself may have the lowest margin, anything they can sell around it has a surplus ten times as much. This trend is now increasingly being taken over by traditional airlines. As competitive as the industry is, many airlines and airports are constantly striving to find new ways of gaining that competitive edge.

As a result of the challenging situation faced by traditional airlines in the prevailing culture, it is no longer in their lists of priorities to develop key innovative products. Moving people from one location to another is still just about the only activity that aviation-related companies engage in, painting a picture of the entire industry. We have seen wonderful advances in aviation technology and aircraft development in periods of rapid growth, however the overall technical progression has somewhat stagnated over the past three decades. Burlage adds: "When the Dakota flew around – considered a flying museum today – it was said that we would have aircraft capable of carrying 880 people within 30 years from then. We have now practically achieved that with the Airbus A380 being put to service, however those 30 years have been widely exceeded." Not to mention, we have not had anything



really new in airline transport since the Concorde was withdrawn from operations and we are still flying at the same speeds and performance levels.

The challenges concerning air traffic comprise of capacity enhancement in a financially feasible way and also amount to increasing safety without compromising on environmental standards. Moreover, airlines are confronting a new reality that includes fundamental technological changes that transform the passenger experience. Therein lie the opportunities for young entrepreneurs. Burlage acknowledges this: "Technology is the main source of all success in aviation. The world has been empowered to fly through technical influences and developments and it has made aviation become a lot safer as well – it is an on-going process and it will continue to happen. I know Delft technicians make an important contribution to that. A pioneer starts something new with a calculated risk in his mind that perhaps something might fail. We have to let that genie out of the bottle. Society may never lose highly motivated people with strong beliefs who are sympathetic and well-informed with regards to aviation. Nothing ventured, nothing gained."

The latest advances are taking place in the field of big data. Big data is seen as the holy grail to analyze and correlate. All critical business processes in the aviation industry are dependent on IT. The list of possibilities is endless. Data can be implemented in order to offer passengers a more personalized experience based on previously transmitted data and preferences. It can also be used to proactively address situations such as flight behavior and weather conditions, allowing airlines to save fuel and create shorter flight routes. Increased communication with ground control will soon allow for more efficient landings. Fuel inefficiencies while slowing down and speeding up as aeroplanes descend in staircase fashion and circling while awaiting a landing slot will be greatly reduced – also known as a continuous descent approach. The smoothness of the descent will shorten every flight by two minutes or so and save about 100 gallons of gas. That time may sound miniscule for the passenger, but the savings would be enormous worldwide.

Avionics technology has made some wonderful advances recently. Tomorrow's computer-controlled aircraft may be so intelligent that the flight crew job description will be very different. In some ways, technology has advanced aviation safety to the point where

“ CHANGE PRESENTS BOTH CHALLENGES AND OPPORTUNITIES ”

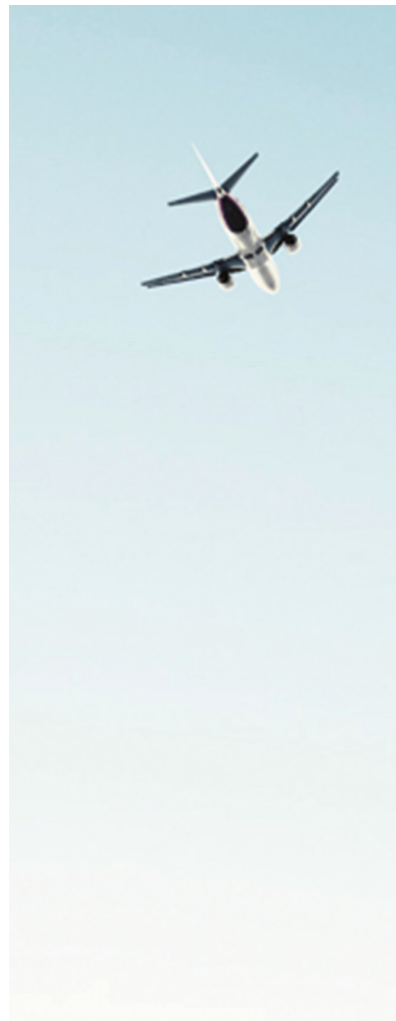
the human pilots themselves have become the airplane's greatest liability. This has prompted some suggestions that the safest cockpit may be the one with no pilots in it. However, while humans may be the airplane's greatest liability, they also remain its greatest safety asset. Computers can process, but they cannot think. Could a computer have made the decision to ditch in the Hudson? Probably not. Besides that, the dependence on computers also creates room for new endangerments now that cyber attacks and drones constitute a maturing safety risk to commercial airliners.

Moreover, the way passengers, cargo and planes are handled on the ground is basically the same as a few decades ago, although many processes have been automated. Technology is becoming increasingly important in providing a world class passenger experience. Airports globally are embracing automation and biometrics will support end-to-end passenger processing, thereby replacing present-day passports. Check-in, autoboarding gates and identification checking will all be done by the passenger in the future with minimal assistance. A traveler can hand over his luggage at Starbucks – which he is able to follow en route through a digital label featuring his flight information – and order a coffee. In the meantime, he can check his smartphone for the waiting time at the security check and select the shortest route to the gate. Thanks to the 'Internet of Things' more and more devices are connected and able to communicate with each other. The adoption of this technology is expected to reduce processing times, reduce costs and increase safety. Burlage enjoys seeing this happen: "Before, it was custom to think from the plane towards

the small amenities, and now one has to think from those small facilities to the aircraft. For example baggage handling. Nowadays you still get the feeling that, if you have to transfer between flights twice during your trip, you are the lottery winner if your suitcase has managed to make it to the same destination as well. People always tried to enhance aircraft wings and avionics, however the aforementioned things have always been forgotten up to now."

In conclusion, we can say that there are still many ways to tap huge profits from the aviation sector regardless of the condition it is in now. Thanks to the Fokker legacy there is much integral knowledge present in the Netherlands at the TU Delft, the National Aerospace Laboratory (NLR) and the industry for the development of future aircraft concepts. As Dutch aerospace enterprises are surprisingly inventive, many innovations come from the world of aviation such as composites and 3D-printing, making the industry invaluable for Dutch society. With regard to possible points of improvement that young entrepreneurs could take on to make a difference, Burlage makes the following remark: "Students these days could think of increasingly complex aircraft evacuation models. We need a change in rescue gear as the materials currently used are still the same as 50 years ago. Data should not be stored in a black box, but at central points that do not let corporate espionage activities stand a chance. The seats on board have the same backrest as an 'ugly duckling', even though they look quite nice. Something has to be come up with to cope with these problems. Furthermore the difficulties with bird strikes around airports must be solved, which actually only came to light after the performances of Captain Sully on the Hudson River." Regarding his latter suggestion the owner of Bird Control Group, a YES!Delft startup that provides a solution to keep birds at a safe distance from commercial activities using animal-safe lasers, was recently named student entrepreneur of the year in Washington. Nevertheless, there are many more opportunities to engage in. "All innovations together will eventually lead to a new aviation sector with other price rates, new challenges and new types of aircraft capable of flying almost continuously that are also convenient to travel with. The 'Big Bang' is almost there."

**“ GREAT
INNOVATIONS
HAVE
TAKEN US
FURTHER AND
FARTHER ”**



The value of Network Development: use your Social Capital!

The Social Capital of organizations plays as big a role in their success as their human and financial capital do. How to get the best workforce, improve sales and make innovations occur? By activating and increasing the company's collective social network; an asset not yet managed. As Miriam Notten, managing consultant of La Red puts it: let your network work for you!

The challenge of today's entrepreneur is to develop and mobilize the Social Capital that their workforce and friends bring along. Social network analysis uncovers the (in)formal patterns within and between organizations; a diagnostic instrument that should be part of every modern entrepreneurial toolbox.

Social network analysis helps to understand and manage interactions between employees or between employees and their outside relations. It uncovers the number of links among the players in the network and the significance of their relationship. It tells you who actually knows the most people, who's influential and who's best in bringing together different worlds. It reveals patterns and network roles.

Figure 1 for example shows an informal social network. The colours represent different organizations and the numbers represent people. Now ask yourself: who would you want to be when there's a flu outbreak in your network? And if you want to hear about the latest gossip? As you will notice different goals require different places in the network. Send me your preferences and we'll talk about it (notten@lared.nl).

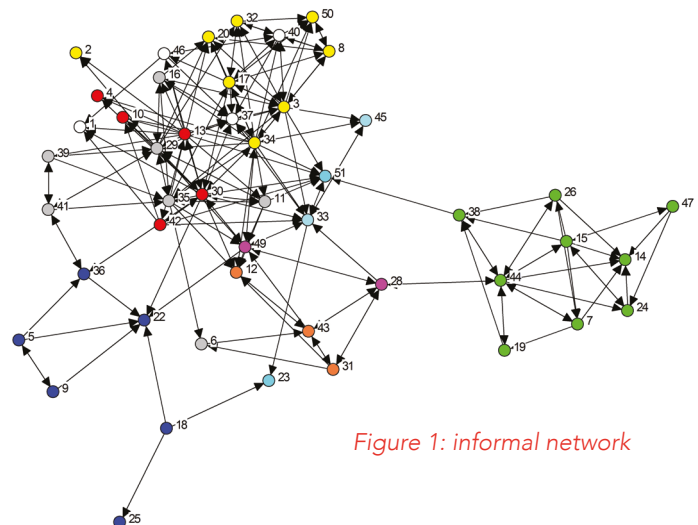


Figure 1: informal network

At La Red we make it our life's work to show organizations the importance of developing and maintaining both their internal and external network and actively build on sustainable relationships, to achieve their (commercial) goals. How well do you know your relationships? Everything starts with getting acquainted! Connect Memory (the 12 ½ anniversary La Red game) might give you the conversation starter you need!

Power your relationships and start your working day tomorrow by asking: What can I do for you? Giving what you have builds on Social Capital for your future!

**More fun,
faster and
further acquainted**

**SPECIAL
OFFER
€ 9,95***



* Exclusive VAT and shipping costs.
* Order quoting Start! magazine

Order at www.lared.nl



CLOSE-UP

NERDALIZE

By Davey Struijk

Another one of YES!Delft's promising startups is Nerdalize. They provide homeowners with free heating, and server users with cheaper & greener processing power. How? By developing servers in the form of a radiator, which can be used to warm people's homes.

The idea was formed when two of the three founders, Boaz and Matthijs, were living in Delft at the time. While renovating their home, the thermostat had accidentally broken, leaving them cold in the midst of the winter. What followed were some creative approaches to staying warm, including using the warmth that their laptops produced. Thus, the joke "We should heat the room with 100 laptops, let's call it nerd heat!" was born. It turned out not to be a bad idea after all.

For a while, the founders spent some time trying to shoot the idea down, but they couldn't find a good reason why it wouldn't work, aside from all the technical challenges. "Instead of going on vacation, we spent the next two weeks doing extensive research and set up a business model", Florian tells. Not long thereafter, Nerdalize started a crowdfunding campaign on symbid.nl, got an investor on board and produced a working prototype for the radiator.

"Building the first proof of concept in 2013 was relatively easy. After that, the real work started, and the radiator was improved a lot to make it ready for consumer use. We've had a lot of media coverage over the past year, and things have gotten much more serious, especially now that we've closed a deal with



Eneco. Our current focus is on connecting cloud customers, gathering feedback from homeowners, and building an organisation, all while continuing on R&D. We are constantly adding new people to the team, and Nerdalize is becoming a 'real' company."

Currently, Nerdalize has rolled out the first batch of heaters together with Eneco, delivering a cloud service that is up to 55% cheaper than its competitors. "Whereas usually





you would need energy three times – for computer processing, server cooling and room heating – we can skip the cooling part and use the same energy directly. We also have no need to use or build data centers, so there's a huge cost advantage compared to traditional cloud providers."

Nerdalize's philosophy to their cloud customers is that it should be an easy switch from and to competitors. Docker – a platform that allows server owners to run their app on any type of server – plays a big role in this process. "We believe in high workload portability. Other providers may build vendor lock-ins, but we deliberately chose not to. For example, a company might choose to put their storage at Amazon, and use the Nerdalize cloud for raw processing power. We would like to make it as easy as possible for companies to try us out."

When asking if there is anything they've learnt while building Nerdalize, Florian replied with "Trying to start a new venture while also pursuing a master's degree as well, is very tough. We were all very close to graduating so we finished our thesis, but it was a very stressful period. If you think your idea is really good, drop college for now and completely focus on your startup. At some point you'll have to choose between studying for a test or closing a deal for the company. You simply cannot do both. Once you are fully committed, starting a new company will as ever be hard, but very rewarding."

**“ WE SHOULD
HEAT THE ROOM
WITH 100
LAPTOPS,
LET’S CALL IT
NERD HEAT! ”**

ENTREPRENEURIAL ORGANISATIONS

KAIROS SOCIETY

By Max Meeuwis

The Kairos Society is the most prestigious network of young, talented entrepreneurs around the globe. Mentored by Bill Clinton, Peter Diamandis, Bill Gates and Richard Branson, among others, they are building solutions for the world's greatest challenges in the fields of healthcare, cleantech and education.

"The Kairos Society aims to catalyse an economy of innovation by fostering a global community of top student entrepreneurs and change makers, driven to individual and collective action towards a better future."

On a global level the Kairos Society is recognised as a quality label for young entrepreneurial talent.

Membership is by invitation only. The regional and global board of the Kairos Society reviews possible 'fellows' before they are given their unique membership credentials by checking the following guidelines:

- under the age of 26
- proven track record and thought leadership
- a venture in cleantech, education, healthcare or the high-tech industry (for instance, space technology, nanotechnology, robotics or artificial intelligence).

Annually, fellows get together at the Global Summit, to share their vision of the future and start collaborations. During the Global Summit the Kairos 50 will be presented. The Kairos 50 is a list of the fifty most promising companies within the Kairos network. The K50 is covered by leading media such as CNN and The Forbes. In recent years, the Dutch startups SciSports, Bluerise, CoBlue, Bird Control Group and Enwake have been recognized as K50.

The Kairos Society has more than 55 hubs, of which 14 European hubs. The Dutch chapter exists of 27 fellows and 15 alumni.

The Dutch Hub has the following four goals:

- identifying and connecting young Dutch talent to a global network of current and future leaders.
- giving National and international visibility
- giving access to unique international experiences.
- access to a select network of international mentors specific for the Kairos Society.



UPCOMING EVENTS (for fellows)

19-23 May	Trip to Sofia / Digital Conference (Sofia)
22-23 June	Bitspiration Festival (Warsaw)
25-26 June	Hello Tomorrow Conference (Paris)
September	Trip to Tel Aviv / DLD Tel Aviv
October	Kairos Global Summit (San Francisco)
November	Lush Conference (Helsinki)



For further information take a look at:
www.kairossociety.nl

If you are interested to sit at the next batch Kairos fellows send us an email with your application to:
fellowship@kairossociety.nl



YES!DELFT STUDENTS NEW BOARD

By Susanne Verstegen

Dear reader,

First of all: great that you've picked up this new edition of START! Magazine! Hopefully you enjoyed reading it and got inspired by the many entrepreneurial articles. We are Liesanne, Lionel, Alexander, Daan, Dawn and Susanne and we will be the board members of the 7th YES!Delft Students Board! We are delighted to tell you that from September onwards, we commit ourselves to a year of organising numerous activities that hopefully will trigger your enthusiasm in entrepreneurship.

As student organisation of the YES!Delft incubator, we want to introduce you to the world of entrepreneurship. We want to inspire you and show the many great possibilities that entrepreneurship can give to you. After six successful years, we would like to expand the number of those who are interested in entrepreneurship even more. We want to reach layman as well as students that already took the first steps in starting up. YES!Delft students is the place to be for every student with curiosity for entrepreneurship.

But why is entrepreneurship interesting for you as a student? Universities educate you in doing scientific research, which eventually will result in the creation of new knowledge. However, the full potential of this knowledge will never be revealed as long as reports and patents remain lying on a shelf – unused. In order to innovate, a translation from knowledge to a true product or service is needed. This is what entrepreneurs do.

Entrepreneurs have abilities that allow them to convert knowledge into practical applications. As a student, you possess knowledge and intellectual power, but do you have these entrepreneurial

abilities? Do you want to make a change in the world? Do you want to work hard for something you believe in? If the answer to these questions is 'YES!' then you must consider joining our community and participating in our activities to become the next successful entrepreneur!

With six board members and over seventy committee members, we will be organising many activities throughout the year. From inspirational lectures, to educational courses, the Entrepreneurship Forum and even business trips: you can join them all! Besides participating, you can also join us by becoming a member of one of our many committees. So keep an eye on our activities and we hope to see you at one of our events!

With entrepreneurial greetings,

YES!Delft Students Board 7.0

Susanne Verstegen	President
Liesanne Wieleman	Marketing & Communication
Lionel Kaptein	Treasurer
Alexander Naorniakowski	Education
Daan Wout	Business Affairs
Dawn Tulling	Community & Events

YES!Delft Students offers

Do you
have a
company?

Do you have your own company and are you looking for professional coaching and advice on entrepreneurship?

YES!Delft Students can support you by joining the Start-up Program. You can gain access to the incubator to develop your company as a student entrepreneur and make use of the coaches and entrepreneurs.

Mail to
info@yesdelftstudents.nl

Ideation Club

Are you an entrepreneurial thinker, do you want to help large companies to innovate and are you interested in finding a business idea?

Then this club might be just the thing for you.

Find out more at:
www.yesdelftstudents.nl/ideation

More info

 yesdelftstudents.nl

Stay up to date

@ info@yesdelftstudents.nl

 facebook.com/yesdelftstudents

 [yesdelftstudent](https://twitter.com/yesdelftstudent)

 [YES!Delft Students](https://www.linkedin.com/company/YES!Delft%20Students)

Do you
have an
idea?

