

A person stands with their back to the camera, arms outstretched, looking out from a large circular opening in a dark, textured wall. The view outside is a panoramic cityscape, with the Empire State Building prominently visible in the center. The scene is bathed in a cool, blue-toned light, suggesting dawn or dusk.

the inspiring 40
2016

the era of social enterprises

the most inspiring organisations of the netherlands in 2016

A large share of the images in this report was created by Annegien Schillings. She is 16 years old and lives in Utrecht. With her Instagram account Fetching Tigers, filled with surrealistic self-portraits, she became very popular in a short amount of time. This summer a documentary was even made about her: 'The girl of 672k'. Since then, her community has grown to over 800k followers.

Her pictures show us a glimpse of her imaginary world. Pure, unconventional and exciting. She moves people. A lot of people. She stays true to herself with her images and descriptions and is honest with her followers. This combination makes her the perfect example for our Inspiring 40.

Annegien, thanks for your contribution and help with this report!

Curious? Check out her Instagram account *fetching_tigerss*.

The Inspiring 40 is an initiative of:

SYNERGIE

and was made possible by:

Adformatie

SSI

fd.

TUDSCHRIFT VOOR
marketing



"Look at this lead pencil.

Did you know that there is not a single person in the world that could make this pencil?

To get the wood, you have to be able to cut trees. This cannot be done without a saw, needing steel, which took iron ore to make. The black centre is made of compressed graphite, for which mining skills are needed. The red top, the eraser, requires craftsmanship, starting at the rubber tree.

Let alone the yellow paint, the glue, the copper, the ...

Literally thousands of people cooperated to make this pencil. People who don't speak the same language, who practice different religions, who might hate one another if they ever met. When you go down to the store and buy this pencil, you are in fact, trading a few minutes of your time, for a few seconds of the time of all those thousands of people.

This holds true for your life and work as well. Without knowing it, you are linked to millions of people working together. Real people. Becoming aware of them and seeing them as actual human beings is enriching in many ways. Understanding our human connection enables creativity; creation stems from people connecting to other people. We now understand that economic cooperation – the type needed to make a pencil – cannot simply be assumed to be the 'natural result' of market pressures. In today's world, we – especially the Inspiring 40 – are making a conscious choice to cooperate in order to have a positive impact that goes beyond the simple logic of pure 'financial gain'. That is how we are using the economy to shape our world as we would like it to be."

In response to Milton Friedman, inspired by Bas van Abel



are you following your customers? or are they following you?

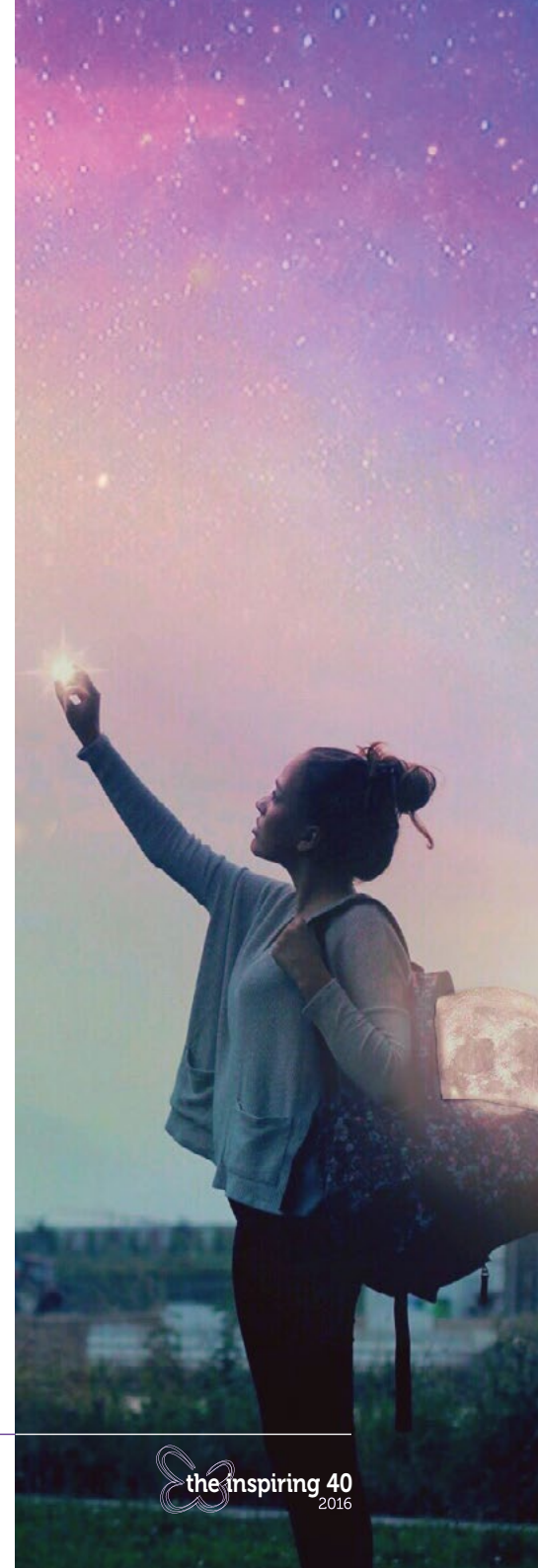
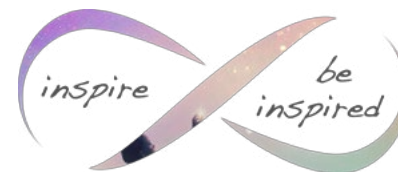
How can you continue to grow, even in saturated markets? Six years ago, we started our research into the 40 most inspiring organisations in the Netherlands. We wanted to understand how companies affect their customers. We learned what the Inspiring 40 do, both internally and externally, to move people.

Basic human attention, in general, is scarce and is possibly becoming even scarcer. How often do you stand still? How often do you really take time to think? Where do you get your inspiration from? Lack of attention affects us all. It's a shame actually, because by standing still for just a second, we can see things in a different way. One insight can change the world. That's what inspiration does.

For a long time, business was predominantly about making money, often exploiting that vulnerable balance between giving as little as possible to gain as much as possible. This approach may have been inventive at times, but it certainly isn't inspiring. It is not inspiring for employees, or for customers. The Inspiring 40 teaches us that every organisation is basically a group of people who want to accomplish something together. The social enterprises in the 2016 ranking convincingly show that it is shared ambition, recognisable values, and relevant impact that get people moving.

Inspiring organisations show us that 'it can be done'. They achieve the seemingly impossible and unite apparent contradictions. They break through patterns and boundaries, in a surprising, unorthodox way, leading to growth. They don't just inspire new ideas; they actually move people and markets.

We have invested a lot of time and money in the Inspiring 40 and the research behind it, and for good reason. The insights, inspiration, and energy this study has produced make it worth it. We love to share all that. Also, it's our mission to make the economy work for the people, instead of the other way around. The Inspiring 40 shows us that people always make the difference.



The English version of The Inspiring 40 is a translation of the original Dutch one. It was made possible with the help of Elizabeth Soubelet of Squiz. Her unwavering support and enthusiasm are grounded in a vision on entrepreneurship that's illustrative of the Inspiring 40. For this reason, and to honour her efforts, we have included her story. We think it's a valuable contribution to the overall narrative.

We realise international readers might be unfamiliar with some of the organisations featured. For this we added a reference list with a short introduction to the organisations and a link to their websites. Furthermore, to prevent confusion, we italicised all names of the organisations.

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the era of social enterprises

1

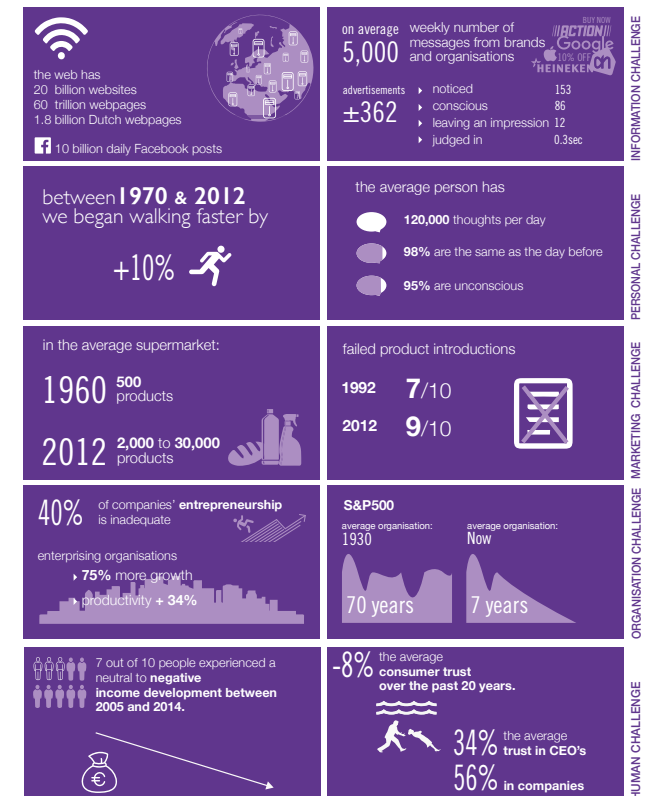
For the first time, social enterprises dominate the Inspiring 40. They offer a perspective on a better future and restore trust where it has been lost for quite some time. They address issues on a global scale yet tackle them piece-by-piece via everyday, practical solutions. And last but not least, they involve their customers as equal actors in a common quest.



the era of social enterprises

In today's fast-paced and technological world, attention, in general, has become limited. It takes something very special to get noticed by lots of people. The Inspiring 40 have done it. They don't ask for attention; they simply receive it. They don't sell themselves, yet they are bought. And their growth, which is quick, reflects this fact: some have grown up to 80 percent in a mature market. These businesses provide a perspective for a better world. These days, they often happen to be social enterprises.

For years, the background of the Inspiring 40 has been shaped by this short supply of human attention. But just how scarce is attention? The numbers give us a clear picture. Per week, people encounter 5,000 messages, of which 362 are advertisements. Of these, only three percent are said to make a lasting impression. The rest end up in a daily sea of 120,000 thoughts, of which 95 percent are unconscious. The chance someone actually does something with a message is very small. Sixty-two percent of people get to know products or services indirectly. Nowadays, nine out of ten product introductions fail. The life expectancy of the average organisation is decreasing rapidly. There's a reason CEOs call 'creativity' the most important quality of leaders, according to a 2014 IBM study. Whoever offers inspiration, receives attention in return.



Source available at www.synergie.nl

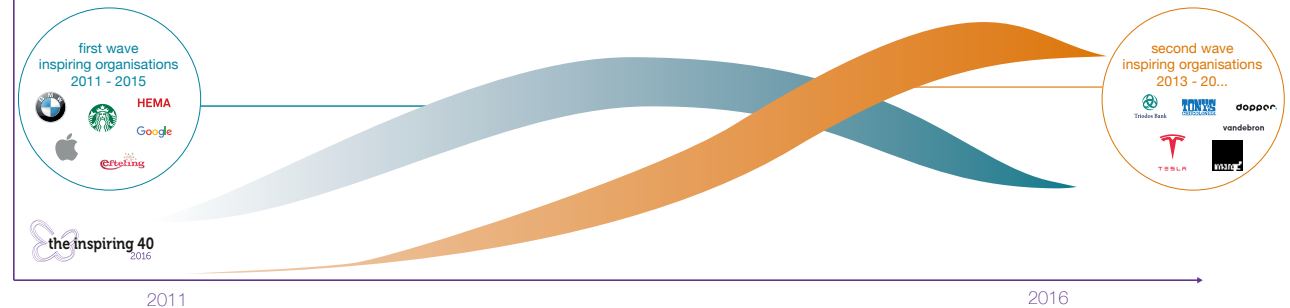
social enterprises: why now?

Why are social enterprises inspiring? We think they provide people with the prospect of a better future. For the first time in recent history, an entire generation is convinced that their children will be worse off than they are, economically, environmentally, and socially speaking. Inspiring organisations offer a perspective on questions about energy, the environment, and social interaction. They are not content to vaguely address wide or abstract issues, but offer solutions that are concrete and close to home. They show that it's possible to change things with persuasion and positivity and that is what many people seem to be looking for. They offer both an action and a future perspective.

Social enterprises bring back trust in organisations. Their transparency is remarkable. The so-called 'secret strategy' for success of the three most inspiring organisations this year is freely available for the public to understand, copy, and improve upon. *Tony's* publishes the route map of their strategy on their chocolate wrappers. The three pillars of *Dopper's* mission can be found on their website. To be clear about his ambitions and in order to gain trust, Elon Musk wrote a blog post about his 'Master Plan' in 2006, and has recently published an update online.

Over the past few years, the *Edelman Trust Barometer* has shown an alarmingly low level of consumer trust in the Netherlands. In short: Dutch trust in corporate

the development of social enterprises in the inspiring 40



organisations is low. Social enterprises repair this breach in trust between people and organisations. Who you are does, in fact, count.

Who are we talking about then, when we mention this small amount of attention going to a precious few companies that stand out? For the sixth time, *Synergie* has investigated which organisations inspire and how they do so. According to this study, four qualities emerge that best describe these inspiring organisations: (1) they offer a perspective, (2) innovation and organisation is a means, not a goal, (3) they tell stories with, not about, products, and finally, (4) they connect, not bind, customers. Let's break these qualities down one by one.

1 offering a new perspective, not simply a new product

A notable quality of the three most inspiring organisations is that they focus on large, worldwide questions. Whether

it's about slave-free chocolate for everyone, facilitating electric transportation, or clearing the oceans of plastic, ambitions are high. Thereafter, they offer an accessible solution. A bar of chocolate, a car, or a bottle: the path to improvement is within reach. A better world is possible, and you can contribute. Typically, they are 'single issue' organisations who democratise solutions by making them universally attainable.

Inspiring organisations exist to improve the world and people's lives. They don't see other organisations as competition, but as possible partners. For example, *Tesla* openly shares all its patents. *Tony's Chocolonely's* ambition is to persuade competitors to do the same as they do. *Dopper* is happy with almost any bottle, as long as it's not a disposable one. *Triodos Bank* offers the technique behind 'my money is doing good' to any other bank that asks.

2 innovation as a means to an end goal, not the end goal

For inspiring organisations, innovation is a means, not a goal. For example, *Vandebron* seeks new ways to make people choose sustainable energy. *Tony's* continues to work on more ways to produce and sell slave-free chocolate. High ambitions demand unconventional solutions, which is why innovation is necessary. The goal is never the innovation itself.

Innovation is not the goal, but neither is the organisation itself. The social enterprises at the top are focused on increasing their positive impact, both locally and on a larger scale. This makes them externally focused, creative, and entrepreneurial. The organisation itself, therefore, is the impetus for change, but not the end goal. Room is created for employees to express themselves and creative action is encouraged. Simplicity

and clarity are logical conditions to make this possible. Avoidance of failure is a subordinate driver.

This perspective is fundamentally different than that of many traditional organisations where the organisation is a goal in itself. In such structures, more time and energy is spent on the question 'How do we organise?' than on the question, 'How can we enlarge our impact?' This results in a complex organisation managed via time-consuming processes. There is a common call for more entrepreneurship and commitment in both big and small business, but this rarely comes to life without a meaningful external goal.

3 telling stories with, not about, products

Basically, the product is the story and not the other way around. *Tony's Chocolonely* suggests that a chocolate bar, divided into unequal pieces, tells the story that things

aren't divided equally in the world. *Rituals* designs their care products in order to make daily moments special. People buy solutions, not products.

Remarkably, inspiring organisations don't merely stop at having ideals but they also go on to connect them to high ambitions. *Tony's* makes better chocolate because theirs is produced slave-free. *Tesla* wants to improve cars to prove that electric transportation is a viable alternative. *Dopper* wants to sell bottles to tell a story and be the best social enterprise. Ambition creates new roads.

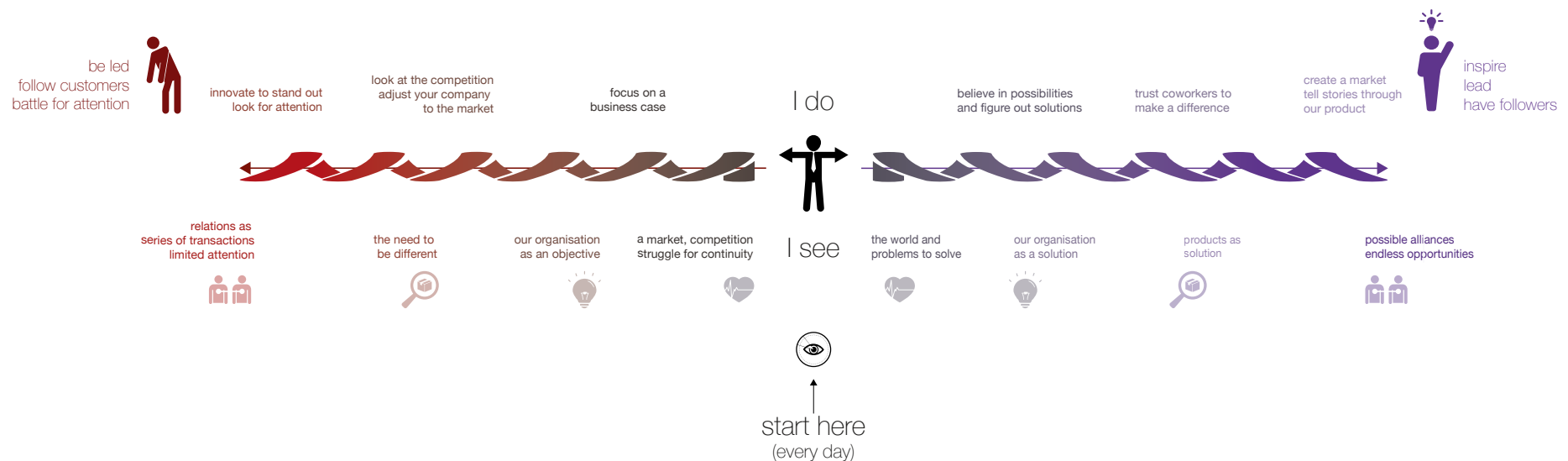
4 work on connecting, not binding customers

In the previous editions of this study we could already see that the most inspiring organisations don't try to bind their customers via traditional loyalty programs, but instead create a meaningful relationship with them. We could call

it the 'Coolblue-ising' of customer contact: a modern-day version of 'service with a smile'. What is noticeable this year is that the top 3 most inspiring organisations go one step further: these companies involve their clients in creating positive impact. This type of cooperation brings customers closer to the company than a loyalty card ever could. It makes the customers part of the movement.

Ideals that are never made visible will not only die, but tend to die in vain. In the business world, visibility is also a necessary condition for growth. And if you do it right, you'd better also make the message valuable. But visibility is not always achieved through marketing and advertising. Often, it is passed along through storytelling. It is noteworthy that the three most inspiring organisations advertise very little or

not at all. Without any advertising, *Tesla* managed to tempt 300,000 people into making a € 1,000 down payment for a car they had never seen and that did not yet exist, made by a company infamous for endlessly extending their deadlines. But *Tesla* did not need advertising, because it had a story to tell. Everything begins with a valuable story. Such stories lie at the heart of every social enterprise.



These are the Inspiring 40 according to consumers

2

For the first time, the top 3 among The Inspiring 40 is formed exclusively by social enterprises: *Tony's Chocolonely* fights for a slave-free chocolate world, *Tesla* speeds up the arrival of sustainable energy, and *Dopper* provides clean water for everyone while ending the 'plastic soup'.

And you ...?

the pillars of inspiration

Why do organisations inspire? Our research found four pillars that explain why certain organisations inspire more than others: 1) vision, 2) an innovative organisation, 3) relevant products and, 4) a connecting relationship. These pillars each have different associations. Of these four, vision (which includes sustainability, honesty, and the role in society of an organisation) is the most important, according to customers. Also, it's interesting to note a trend reversal here: for the first time since 2011, innovation and quality are becoming increasingly important.

The search for the most inspiring companies doesn't happen overnight. The annual customer study of the Inspiring 40 consists of three different parts. Part one starts with explorative research into the features of inspiring organisations, which includes new organisations that deserve a nomination, as well as previously established companies.

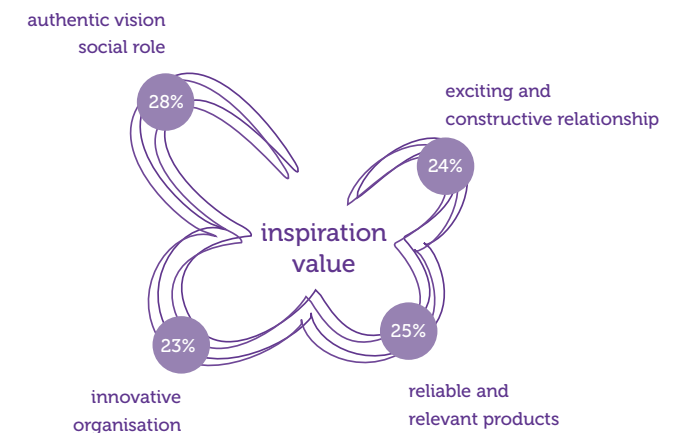
Part two is comprised of a second study, in which fifty nominated and non-paying organisations are judged alongside twenty-five organisations that were not nominated but instead could pay to be considered and judged on the same criteria. The inspiration score and performance score are examined for all seventy-five companies, blindly, for each of the four pillars above.

Part three consists of case studies of the most inspiring organisations. Also, developments in companies that have been dropped from the Inspirational 40 are examined.

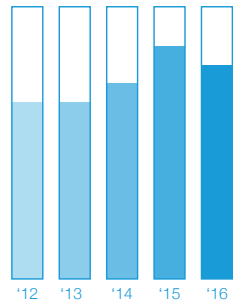
With a weight of 28 percent, 'vision' is the most important pillar. Innovation has also become increasingly important: having ideals is one thing, but fulfilling them is more necessary now than ever.

On the basis of the four pillars, four basic customer questions can be linked to organisations:

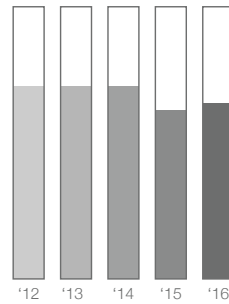
- 1 why do you deserve my attention?
authentic vision, role in society
- 2 why should I trust you?
innovative organisation, good track record
- 3 why should I choose you?
reliable and relevant products
- 4 why should I stay with you?
exciting and constructive relationships



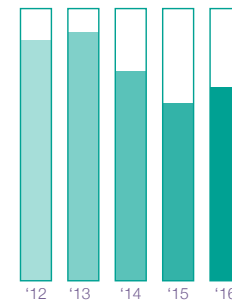
the pillars of inspiration and their development



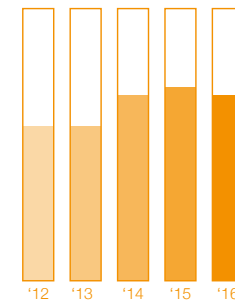
 authentic vision
social role



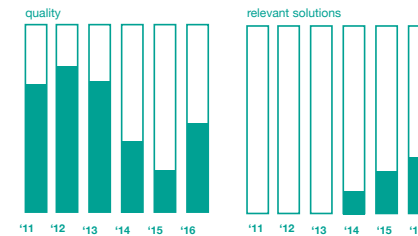
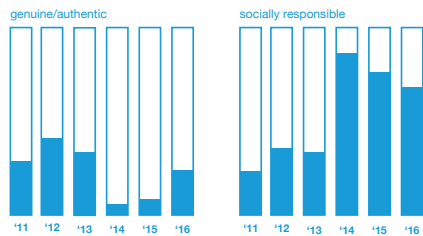
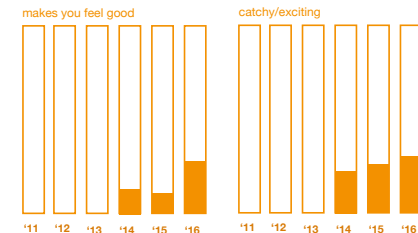
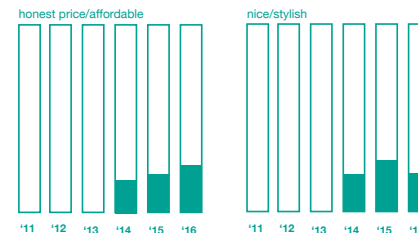
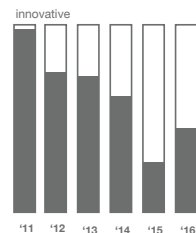
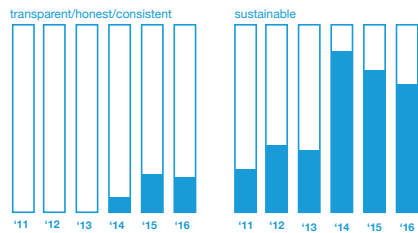
 innovative
organisation



 reliable and
relevant products



 exciting and
constructive relationship

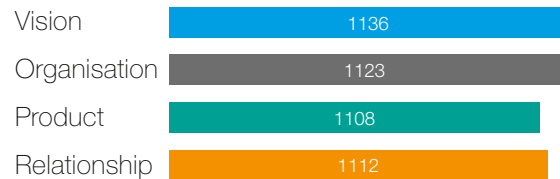


these are the Inspiring 40 for consumers



these are the Inspiring 40 for consumers

1 Tony's Chocolonely
3% ▲ 0 ►



Total score: **1125,71**

2 Tesla total score **1114,82**
3% ▲ 0 ►

3 Dopper total score **1104,15**
New

4 Efteling total score **1098,87**
5% ▲ 4 ▲

5 WWF total score **1093,91**
6% ▲ 6 ▲

6 Rode Kruis total score **1088,27**
8% ▲ 14 ▲

7 IKEA total score **1087,80**
1% ▲ 3 ▼

8 Lego total score **1082,70**
New

9 Google total score **1078,94**
5% ▲ 6 ▲

10 Rituals total score **1078,56**
3% ▲ 1 ▼

11 KWF total score **1075,13**
New

12 Nespresso total score **1074,87**
New

13 Apple total score **1072,89**
5% ▲ 4 ▲

14 Bol.com total score **1071,14**
1% ▲ 8 ▼

15 Rijksmuseum total score **1069,08**
1% ▲ 8 ▼

16 Adidas total score **1065,50**
6% ▲ 7 ▲

17 Lidl total score **1061,07**
5% ▲ 5 ▲

18 Dille & Kamille total score **1059,92**
3% ▲ 5 ▼

19 Philips total score **1052,25**
2% ▲ 7 ▼

20 Gazelle total score **1052,01**
New

21 **Velux** total score
2% ▲ 7 ▼ **1050,22**

22 **Samsung** total score
2% ▼ 19 ▼ **1049,09**

23 **Douwe Egberts** total score
1% ▲ 13 ▼ **1047,37**

24 **Albert Heijn** total score
6% ▲ 7 ▲ **1047,05**

25 **Coolblue** total score
2% ▼ 20 ▼ **1045,66**

26 **Triodos Bank** total score
4% ▲ 2 ▼ **1044,69**

27 **Gem. Mus. D'Haag** total score
New **1043,78**

28 **Intratuin** total score
New **1043,54**

29 **Bugaboo** total score
New **1041,71**

30 **Vandebron** total score
New **1033,88**

31 **Starbucks** total score
2% ▲ 13 ▼ **1030,13**

32 **Campina** total score
3% ▲ 2 ▼ **1020,15**

33 **Airbnb** total score
New **1016,47**

34 **Center Parcs** total score
New **1008,94**

35 **BMW** total score
2% ▲ 7 ▼ **1008,14**

36 **Mercedes** total score
1% ▼ 15 ▼ **1002,30**

37 **Nike** total score
2% ▼ 21 ▼ **1000,65**

38 **Landal** total score
New **999,06**

39 **HEMA** total score
1% ▼ 14 ▼ **998,36**

40 **FrieslandCampina** total score
2% ▼ 21 ▼ **996,68**

No longer part of the Inspiring 40 for consumers:
Jumbo, KLM, Coffee Company, G-star, Action, LG, Coca-Cola, Unox, Grolsch, Sony and Unilever.

0% ► 1% ▲ 1% ▼

the development percentage relative to 2015

0 ► 1 ▲ 1 ▼

the shift in number of places relative to 2015

2016 in 8 snapshots

coffee experts

Of all the coffee specialists, *Nespresso* has the highest ranking. *Starbucks* can also be found in the Top 40, at the 31st place. *Coffee Company* ranks just outside of the Top 40 (44) and has declined in inspiration value.

fairy tales do exist

The Efteling has been part of the Inspiring 40 since 2011. The inspiration value of the 'product' pillar decreased significantly in the past 5 years by 10 percent, while the 'relationship' pillar grew by 5 percent. This puts them at the fourth place in the 2016 ranking.

2016: more inspiration

Good news! On average, the inspiration value of the organisations that were in the Inspiring 40 in 2015 as well as 2016 increased by 4%.

since 2011

Since *Synergie* started with the Inspiring 40 in 2011, the inspiration value of *Triodos Bank* has increased by 11 percent to become the biggest climber in this period. *KLM* showed the largest decrease with a 7 percent loss in inspiration value since 2011.

bye-bye Jumbo!

Just like in 2015, *Lidl* is the most inspiring supermarket. *Albert Heijn* shows the largest increase compared to 2015, with 6 percent, and follows at the 24th place. *Jumbo* does climb a bit, but did not make it into the Inspiring 40.

biggest climbers

The organisations that grew the most in comparison to 2015: *Rode Kruis*, *Albert Heijn* and *WWF*.

those who do good, find good

The *WWF* is the most inspiring charity organisation, but the biggest climber, the *Red Cross*, is close behind, in sixth place. The *KWF*, measured here for the first time, ranks 11th.

traditional brands

Unox lost 5 percent of inspiration value and *Coca-Cola* 3 percent. These traditional A-brands have disappeared from the Inspiring 40. Notably, both lost the most value from the 'product' pillar.



CASE 1: TONY'S CHOLONELY, THE MOST INSPIRING BRAND OF 2016

Tony's does it again

Tony's does it! For the first time the same organisation is the most inspiring for both consumers and professionals alike. As a company, *Tony's* produces all its chocolate slave-free. It's their goal, in fact, to involve consumers in making all the chocolate in the world 100% slave-free. This year they even surpassed themselves: in the Inspiring 40, *Tony's Chocolonely* scored higher compared to last year on three out of four pillars.

betting on the story behind Tony's

How does *Tony's Chocolonely* manage to stay at the top of the inspiration list? Last year, the company concentrated on telling the story behind their chocolate. One way they accomplished this was through a bold film about the creation of the brand, *TONY*, which shows the heroic story of their need to follow a disruptive approach. The movie also transparently reveals what they have yet to accomplish, as well as the doubts that were raised during their growth. Screenings were arranged in more than 50 cinemas and at festivals both in the Netherlands and abroad. After each showing, *Tony's'* employees were available to speak with visitors and answer any questions. Their openness provoked enthusiastic reactions and a deeper understanding of their mission. Thanks to the film screenings, 10,000 people became *Tony's'* ambassadors and spread the story further, yielding even more positive PR.

TONY, the film, fit perfectly into *Tony's'* communication strategy. This company believes in a direct relationship between both the

cocoa farmers and their chocolate fans, but they don't believe in direct marketing and advertisement through TV commercials.

Social media is another excellent way to foster direct contact. Through their social media, *Tony's* obviously talks about chocolate. But more than that, they share blogs that also tackle more serious business topics. Fans can share their experiences and contribute to the brand. *Tony's* also encourages customers and the press to transmit their story in their own networks. The idea is that the story of *Tony's* is everyone's story. Anyone can be a 'TONY'.

slave-free recipe

This year a milestone was reached: all the cocoa beans in the chocolate of *Tony's Chocolonely* – as well as the cocoa butter – were bought at their partner cooperatives in Western Africa. This was a long-cherished wish come true. *Tony's* finally managed to unite all five ingredients to make slave-free chocolate: 1) a higher buying price, 2) traceable cocoa

Inspiration value *Tony's Chocolonely* 2016

Vision	1.136	+ 3%
Organisation	1.123	+ 7%
Product	1.108	- 3%
Relationship	1.112	+ 3%

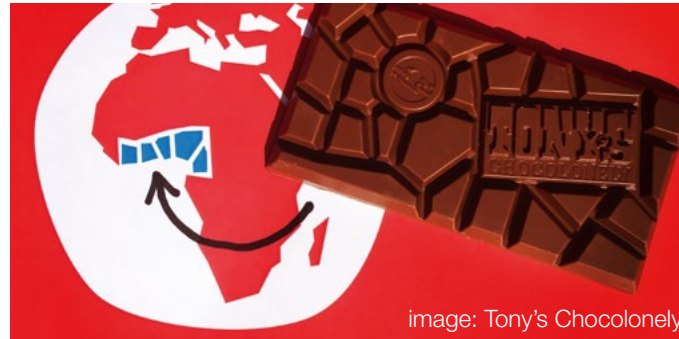
Total score: 1.126 | + 3%

beans, 3) long term cooperation, 4) stronger farmers and, 5) high productivity and quality.

Traceable cocoa butter was 'the missing link'. The farmers that *Tony's* worked with already earned a 'living wage', which brought an end to slavery, exploitation, and child labour. *Tony's*' logistics and production exploits also provided free publicity. Additionally, a long-awaited path was cleared for the creation of a white chocolate variation.

clearing the way for new products

The most important challenge for *Tony's* is finding the time to develop their team's myriad of ideas. This demonstrates the strength and drive of people who experience trust and freedom in the workplace. *Tony's* doesn't want to spoil the surprise, but it's clear that many exciting products are coming this fall. The opening of a *Tony's* flagship store is a nice taste of what's to come. Manned by their own staff, this is a simple but brilliant way to reach out to customers. There is no better way to drive home a



message than by sharing it in a loop. The contact with customers and chocolate fanatics will undoubtedly bring forth new inspiration to expand the organisation with.

building the team

Behind the scenes, lots of work was done to strengthen the *Tony's* team. Guarding their values and culture is extremely important to *Tony's*, and that's why they created their own special slogan: *Living' la vida choca*.

international Growth

Tony's was in need of a bigger team to go international. Their export strategy consists of exclusively introducing their products in the high-end segment first: gourmet shops, gift shops, and grocery stores selling organic food. The idea is to create enough interest to spark rapid expansion in other, more common markets, soon after. *Tony's* uses both the product and the sales platform to spread their message. The *Tony's* brand is already growing in the US and their products have also been launched in Sweden.

CASE 2: DOPPER

Dopper: a bottle with a message

Simply Red, Hello Yellow, or Pure White? All colour combinations are possible at *Dopper*. This trendy water bottle is immensely popular. Disposable bottles become redundant thanks to this reusable one. That makes a big difference in the amount of plastic waste. That is what *Dopper* is all about: the recycling of plastic and clean tap water for everyone! *Dopper* made a grand entrance into the Inspiring 40. Together with *Tony's Chocolonely* and *Tesla* they form the Top 3 inspiring organisations.

one water bottle against the plastic soup

The first *Dopper* was created in 2010 in Haarlem. The creator, Merijn Everwaarts, saw a documentary about plastic waste. He was touched by the story and realised how many bottles he bought and threw away. He asked himself a simple question: why don't people drink more tap water? In search of a response, the cradle-to-cradle principle inspired Merijn: maximum recycling and minimum value destruction. This led him to the idea of a reusable water bottle that is both sustainable and easy to clean.

the basis: Dutch design puts tap water on a pedestal

Without a doubt, *Dopper* fits the hipster image: drinking tap water is cool again thanks to Rinke van Remortel. In 2010, Rinke won the design competition for 'the Dopper, the ideal bottle for tap water'. Because of its unique shape, the bottle is easy to clean and use for years, which makes it sustainable. When you flip the white part of the Dopper over,

it forms a cup that literally places tap water "on a pedestal". This corresponds perfectly with Merijn's philosophy: put tap water on top. Rinke still works for *Dopper* as a freelance design consultant. The bottle's aesthetic beauty is also a challenge: the bottle only carries the story, it's not the goal in itself. *Dopper* doesn't just want people to buy and use the bottle, but to become aware of why they do this. That is their *raison d'être*.

a clear, positive story with a serious message

The strategy of *Dopper* is simple: create awareness, stimulate different behaviour with innovative bottles, and increase access to clean tap water. These three pillars of 'how should we do it?' form the core of their approach.

Although *Dopper* was born out of worry, shock and frustration, it focuses on a positive message. The organisation prefers to talk about how people make a difference. With a touch of

Inspiration value *Dopper* 2016

Vision	1.114
Organisation	1.117
Product	1.126
Relationship	1.052

Total score: 1.104

humour, they advocate awareness for the importance of water issues via art and culture. The interactive piece 'the wave' highlights the 5,000 bottles that are thrown away every 15 minutes in the Netherlands. During the Olympic Games in Rio, *Dopper* erected a giant plastic Madonna at the beach to take their message global.

To increase access to clean tap water, *Dopper* works in different ways. Five percent of their annual net profit is dedicated to water projects in Nepal. According to *Dopper*, these projects are the catalyst of their mission. While they certainly are visible and appealing, *Dopper* also manages to take action closer to home.

turn your customers into messengers

With 'Be the messenger' as a motto *Dopper* turns bottle-owners into conscious ambassadors. Why would you buy a bottle of water when the quality of tap water is the same? This idea is further reinforced with the realisation

that 1,000 litres of tap water cost less than one euro, yet one single-use plastic bottle 'costs' one litre of oil and tap water to create. *Dopper* also created an app that provides individuals with the possibility to register their house as a public water point, or to find a public water point in another city. As such, people can collaboratively help each other to get easy access to clean tap water.

ideals alone are not enough

The positive vibe that emits from *Dopper* is to a large extent possible because the organisation keeps looking forward, no matter what. Mistakes are permitted:

it shows that someone tried. This also implies that *Dopper's* success was not a straight shot to the top. When he started in 2010, Merijn thought that with 20,000 bottles in the first year he would make a nice impact. It turned out he sold 200,000! From then on, profit doubled every year and Merijn opened offices in San Fransisco and Hong Kong to serve the US and Asian markets. He undertook massive hiring in Sales and Marketing and even created *Dopper's* own distribution channels. Merijn soon noticed, however, that although the sales figures in the Netherlands and Europe were still growing, they were stuck in Asia and the US.



At the end of October 2013, *Dopper*'s founder realised things were not going well and that the company was headed for bankruptcy if he didn't change the business strategy drastically. He immediately had to cut costs everywhere to survive, including firing a large number of employees. It was a very difficult period for the organisation and Merijn. As a social entrepreneur, this 'downsizing' was hard to accept. When all the indicators turned positive again, he kept *Dopper* flexible through the creation of a network of employee 'ambassadors', in order to remain agile but still function in accordance with *Dopper*'s core ethical values. 'Cash flow' is more important than turnover for Merijn today. The ability to create societal impact assumes clear precedence over organizational growth.

[back on top](#)

Over 1 million *Doppers* were bought in 2015 (twice as many as the year before) and this number rose to nearly 2 million in 2016. Riding this new wave of commercial success, *Dopper* has kept to a narrowly focused expansion program, beginning with Belgium, Germany and the USA. Merijn says, "We don't want to grow too fast, because it means less control."

[a social enterprise where opportunities abound](#)

Dopper radiates positive energy. That's the way they organize things. They don't just want to do good for the world, they also want to be the best at what they do. As a social enterprise, *Dopper* is connected to a worldwide



network of certified 'B Corps' ('Benefit Corporations'). *Dopper* organises monthly 'B-Talks' with other social enterprises as a means of inspiration and learning. They inspire, encourage, and create surprising connections. The organisation is young and has a modern approach to transparency, as you might expect. Flextime positions and project teams avoid sectarianism. The office literally

has only three doors, including the entrance/exit. A focus on 'How should we do it?' does the rest.

It is not so much the words, but the deeds that bring Merijn's values to life: have fun, be responsible, be pro-active, connect to others. That makes *Dopper* as pure as water.

the green source of inspiration

Vandebron is on a bold mission: helping everyone make the switch to 100% sustainable energy as quickly as possible. A simple idea forms the core of their business concept which is to develop an energy marketplace where local energy sources sell energy and consumers choose the source they prefer. This direct link between energy consumer and producer has caught on. Since 2013, some 88,174 households have switched to *Vandebron*. At the end of 2016, the 100,000 mark threshold was crossed. This is only the beginning for this young organisation.

The concept is one many people thought impossible, until *Vandebron* did it. Others had imagined creating a direct link between energy producers and consumers before, but *Vandebron* was the first to make it happen. Was that because it was not considered a profitable business model? Or because it was technically impossible? Outsiders were needed to finally make this dream a reality in 2013.

Aart van Veller (*Vandebron* co-founder, along with Remco Wilcke and Matthijs Guichelaar) is clear: he wants to grow old on a sustainable planet. 'Something has to change,' he says. 'The current energy system doesn't work anymore, because it blocks the sustainable energy transition.' For *Vandebron*, the purchase of carbon credits is not useful when there isn't any additional green energy produced. That's why they created a direct link between consumer and producer, giving a human face to energy producers.

This last part is a key factor in their success. The direct link makes it possible for the consumers to consciously choose the type of energy source they want to utilise. Yet *Vandebron* did not stop there. They changed the whole business model. Instead of charging their customers a provision for energy used, they fixed a monthly fee. This way, not only do they promote transparency, but they try to prevent someone from possibly benefitting from higher energy consumption, which is often the case. Their primary goal is maintaining a completely sustainable energy supply.

a young, personal social enterprise

Vandebron is a social enterprise. 'We see entrepreneurship as the method to speed up the transition to a sustainable economy.' This has attracted impact investors such as *Rabobank*, the *Dutch Greentech Fund*, *Triodos Groenfonds*, and the *AKEF*.

Inspiration value *Vandebron* 2016

Vision	1.143
Organisation	1.111
Product	1.030
Relationship	1.003

Total score: 1.034



The most important reason for their success, according to van Veller, is the team. 'The people that work here feel like they matter and want to work on something useful. This generates lots of energy and commitment. What we need to do is create space for creativity. People's commitment makes the difference.' This can be seen directly in the reactions of the employees that speak to customers personally on the internet. Everywhere *Vandebron* is mentioned on the internet, you can find personal reactions from employees. You can read their answers or forwards of customer questions on social media. Most of the time these are shared including an understanding reply, sincere apologies, or a clear follow-up. That's the way it's done. It also gives *Vandebron* a human face. 'At *Vandebron* we don't feel marketing is necessary, we involve people directly in the transition to sustainable energy.'

This mirrors the foundations of the organisation itself: personal, open, connected, treating others the way you want to be treated yourself. *Vandebron* strengthens the link between producers and customers with 'open days': have a coffee with your energy producer, so you can look 'farmer Pete' in the eyes.

inspiring the market to follow

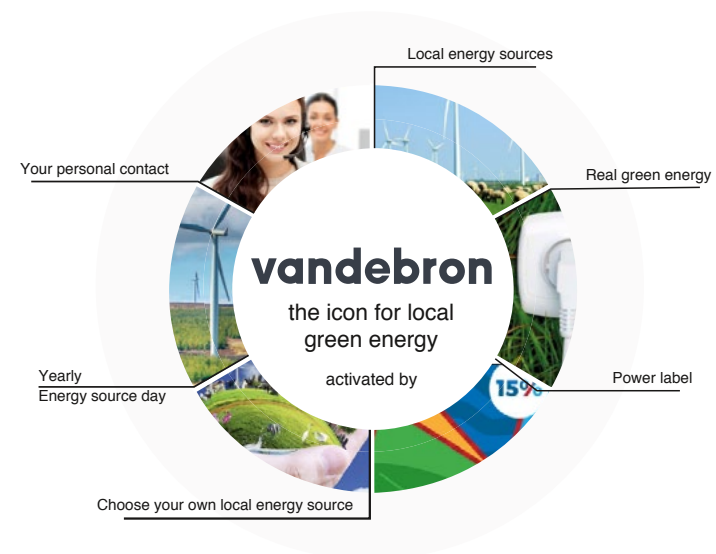
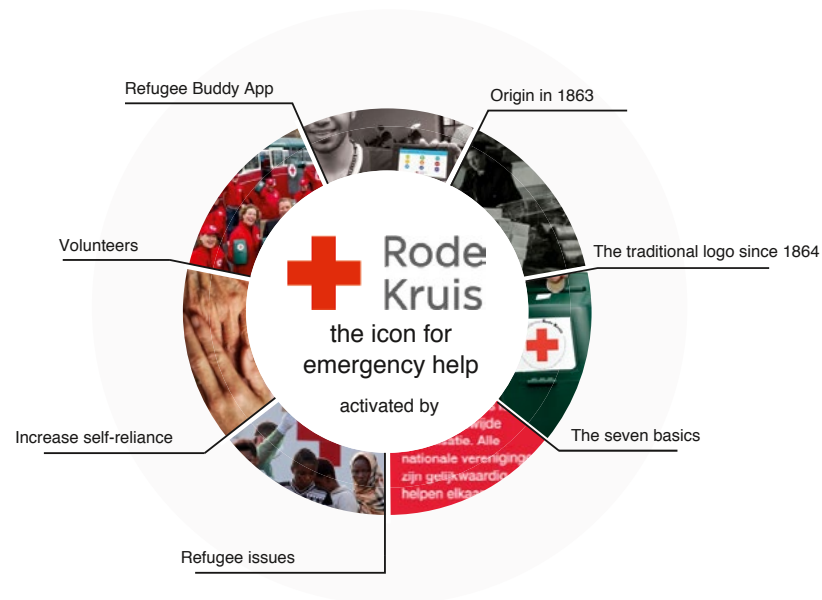
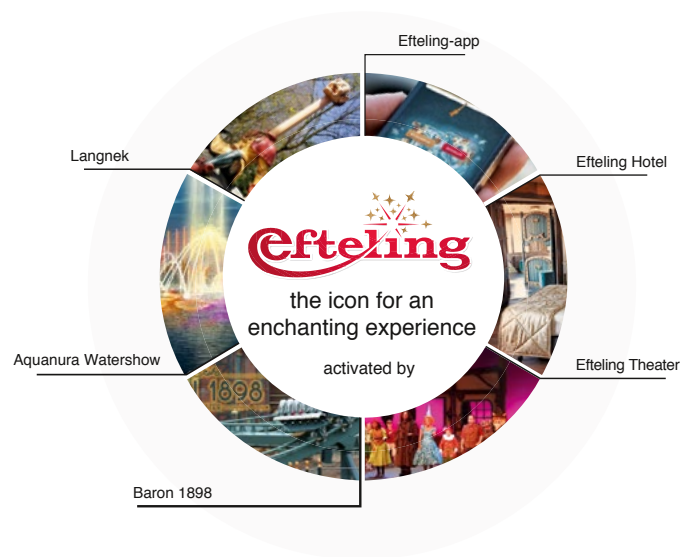
People who think that Aart van Veller dreams about his organisation taking over the market are wrong. 'The last thing we want is a monopoly position. That would be unhealthy. We want to inspire other parties with our zero-margin approach to energy exchange. We also do not want to promote company investment in either fossil or sustainable fuels, but prefer to facilitate investment by local sources: individuals, cooperatives, and other

companies.' It is a compliment and a step forward that companies like *Powerpeers* (*Nuon*) and *Engie* (*Electrabel*) have copied them. 'The only thing that stings us is that the others don't go far enough. If they would copy us completely, we would be happier about it.' Such words are rarely associated with the typical competitive business model.

It's remarkable that such a young organisation is already in the Inspiring 40. What is even more remarkable is that, besides *Triodos Bank*, they are only the second service provider in the list. This is very impressive for an organisation in a sector where the average consumer's confidence is extremely low. 'Anything is possible' is what *Vandebron* says... and does!

how icons make ideals tangible





the 40 most inspiring organisations according to marketing and business professionals

3

What inspires marketing and business professionals is similar to what inspires consumers. It should come as no surprise that professionals are also inspired by social enterprises, especially by social enterprises that push boundaries and create breakthroughs.



an eye for proven successes

What inspires marketing and business professionals in their jobs? In 2015, it became clear that this group of judges was predominantly looking at how organisations work instead of why. This year, we see that they are even more interested in the way in which organisations create a breakthrough. In a world with a short attention span but with an abundance of options, every organisation is looking for new possibilities to grow. The four inspiration pillars that are important to professionals are very similar to the qualities consumers find important.

1 vision and attitude: working on world problems

Organisations with an original and authentic vision and attitude are valued above others. Since 2014, this has been the most important inspiration pillar for professionals. In the top 10, there are at least six organisations with an often well-known vision for a better world. These visions range from *Tony's Chocolonely* fighting for slave-free chocolate, to the energy vision of *Tesla*, the care vision of *Buurtzorg* and the food ambition of *Marqt*. Organisations are seen as agents of democratisation, making inspiration available to everyone. This explains why *Uber* and *Airbnb* gained a spot in the Inspiring 40 so quickly.

2 organisation: nothing is impossible

Just like consumers, professionals are inspired by the extent to which organisations push boundaries. This was already recognisable in 2015. At that time, there was a lot of attention and appreciation for organisations that were in a constant

state of renewal. Inspiring organisations not only work on the issues that really matter, they also push boundaries, both internally and externally. Traditional organisational models are replaced by new ones, which fit the identity of such companies and the current era better. Most employees of inspiring organisations are true brand ambassadors. They are full of energy and enthusiasm. They carry the vision and mission of the organisation inside them. In the market, inspiring organisations seek to reach the furthest limits. They set specific goals ('Let's put men on Mars' - *Tesla*) or share their organisational strategy in a special and remarkable way (*Coolblue*). *Tesla*, *Apple*, and *Google* are examples of inspiring organisations regarding this pillar.

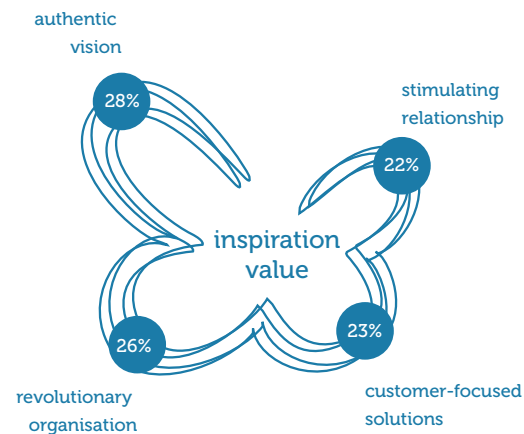
3 solutions and products: relevance and meaning are key

Apple has been, and continues to be the most inspiring organisation for this pillar. *Apple* outranks other electronic brands by leaps and bounds. Consider that *Philips* comes

in at a remarkable 14th place, and *Samsung* in 28th place. Inspiring organisations bring products and solutions that solve a real problem for customers. They make work and life noticeably easier, more fun, and more comfortable.

4 relationship: connect and move forward

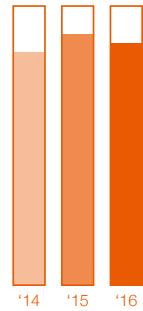
Is 'inspiring' the same as 'stimulating'? For professionals, they are certainly an extension of each other. Professionals tend to see an organisation as inspiring when it is possible to enter into a relationship that does not bind customers to the brand, but instead connects them. This happens when there is space to genuinely take part, and become an actor in the processes or solutions created by the organisation. But 'stimulating' also invokes feelings of 'excitement and challenge'. There is an inherent desire by the customer to be part of the journey. Inspiring organisations take their customers' hands, but also challenge them to take action themselves through personal contributions and experiences.



the pillars of inspiration and their development



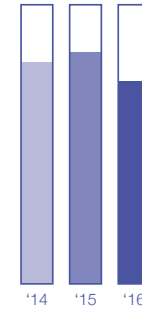
authentic
vision



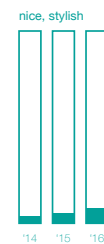
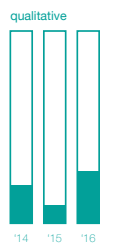
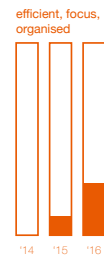
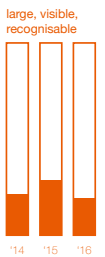
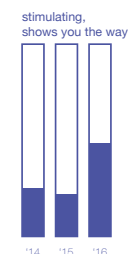
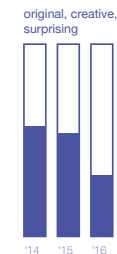
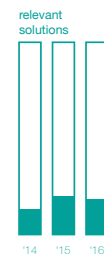
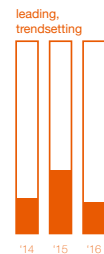
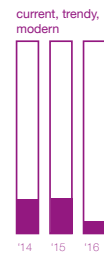
revolutionary
organisation



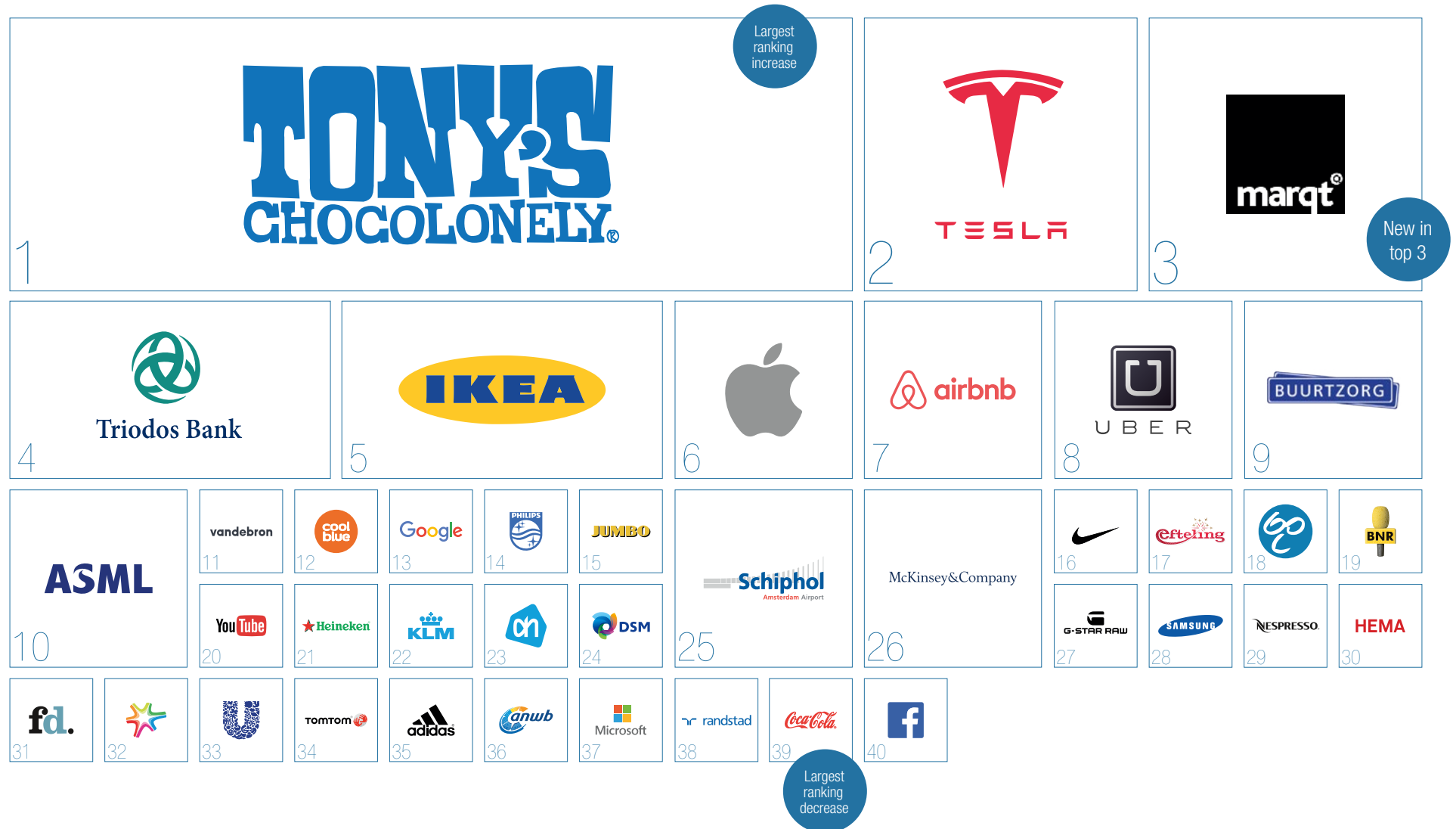
customer-focused
solutions



stimulating
relationship



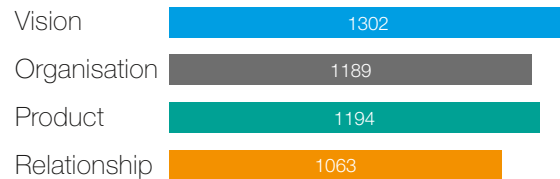
the Inspiring 40 for marketing & business professionals



the Inspiring 40 for marketing & business professionals

1

Tony's
Chocolonely
10% ▲ 8 ▲



Total score: **1230,33**

2 Tesla total score **1188,63**
1% ▼ 0 ►

3 Marqt total score **1155,55**
2% ▲ 3 ▲

4 Triodos Bank total score **1148,15**
7% ▲ 9 ▲

5 IKEA total score **1133,04**
3% ▼ 0 ►

6 Apple total score **1115,60**
10% ▼ 5 ▼

7 Airbnb total score **1105,81**
New

8 Uber total score **1098,35**
New

9 Buurtzorg total score **1090,52**
New

10 ASML total score **1086,80**
1% ▲ 4 ▲

11 Vandebron total score **1084,30**
New

12 Coolblue total score **1076,63**
9% ▼ 9 ▼

13 Google total score **1065,68**
10% ▼ 9 ▼

14 Philips total score **1045,20**
7% ▲ 13 ▲

15 Jumbo total score **1038,34**
2% ▼ 1 ▲

16 Nike total score **1038,32**
8% ▼ 9 ▼

17 Efteling total score **1025,79**
7% ▼ 6 ▼

18 Bol.com total score **1016,77**
9% ▼ 10 ▼

19 BNR total score **1008,67**
3% ▼ 0 ►

20 YouTube total score **1000,40**
2% ▼ 2 ▲

21 Heineken total score
10% ▼ 11 ▼ **999,91**

22 KLM total score
5% ▼ 5 ▼ **995,63**

23 Albert Heijn total score
9% ▼ 11 ▼ **992,45**

24 DSM total score
5% ▲ 7 ▲ **981,35**

25 Schiphol total score
1% ▲ 3 ▲ **980,40**

26 McKinsey total score
New **978,79**

27 G-Star total score
9% ▼ 12 ▼ **975,11**

28 Samsung total score
3% ▼ 5 ▼ **974,11**

29 Nespresso total score
New **971,52**

30 Hema total score
3% ▼ 4 ▼ **967,82**

31 FD total score
New **965,38**

32 FrieslandCampina total score
1% ▲ 3 ▼ **964,91**

33 Unilever total score
6% ▼ 12 ▼ **962,65**

34 TomTom total score
5% ▼ 9 ▼ **948,99**

35 Adidas total score
10% ▼ 17 ▼ **945,03**

36 ANWB total score
1% ▲ 4 ▼ **942,72**

37 Microsoft total score
3% ▲ 2 ▼ **936,48**

38 Randstad total score
2% ▲ 4 ▼ **923,65**

39 Coca-Cola total score
12% ▼ 19 ▼ **905,60**

40 Facebook total score
11% ▼ 16 ▼ **894,26**

No longer in the Inspiring 40 for marketing & business professionals: *Vodafone, ING, Ziggo, Shell, Action and AkzoNobel.*

0% ► 1% ▲ 1% ▼

the development percentage relative to 2015

0 ► 1 ▲ 1 ▼

the shift in number of places relative to 2015

2016 for marketing and business professionals, 6 snapshots

textbook examples in free-fall

When social enterprises rise, the popular marketing cases of the past decade are the losers. *Coca-Cola* (-19 places), *Adidas* (-17) and *Facebook* (-16) show the biggest fall. But also *Apple*, *Coolblue*, *Google*, *Nike*, *Bol.com*, *Heineken*, *KLM*, *G-star*, *Unilever* and *TomTom* showed a decrease.

impressive newcomers

Airbnb, *Uber*, *Buurtzorg* and *Vandebron* were measured for the first time this year and showed up in the top 15 immediately.

changes in the way we shop

When looking at supermarkets, vision and attitude are also very important. *Marqt* does extremely well, reaching number 3 in the ranking. *Jumbo* stagnates. *Albert Heijn* showed a decrease of 11 places. Does this indicate a changing supermarket business?

off the stage

ING, *Ziggo* and *KPMG* are no longer in the ranking for marketing and business professionals in 2016.

since 2014

Since 2014, when the Inspiring 40 Businesses started, *Nike* showed the largest decrease. The sports company decreased 13 percent in inspiration value. *Microsoft* and *Triodos Bank* showed the largest increase: both rose 8 percent.

the 'product' pillar

Apple gave away its number 1 position, but the organisation still has the most inspiring products. The least inspiring products in the Inspiring 40 are those of *Coca-Cola*.

a company with a social mission

Jos van Haastrecht: 'What inspires me is working for a company with vision and guts. A company that doesn't only 'talk the talk', but also 'walks the walk'. A meaningful company that makes a positive difference in this world regarding sustainability and ground-breaking innovations. It is important to me that I am able to direct the completion and execution of the *DSM* brand for our stakeholders.'

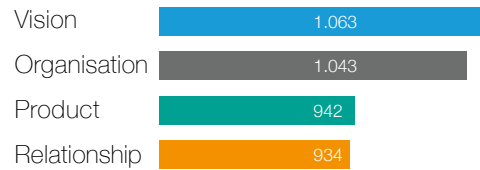
Jumping from the 31st spot last year to the 24th in the Inspiring 40 of 2016, *DSM* has proven its inspirational value for marketing and business professionals. This company was founded in 1902 and has reinvented itself multiple times. Though its origins lie in mining, it has transformed into a global science-based company, active in health, nutrition, and materials. Their high rating is largely due to their strength in the customised solutions and products and boundary breaking organisation pillars.

Global Brand Director Jos van Haastrecht says, 'The most unique part of *DSM* is that mission, strategy, brand, and organisation identity are united and expressed in an integrated way. Our mission is the basis of everything we do. We also have just one core value as a company: everything we do has to contribute to a sustainable world.' *DSM* works hard to bring this vision and mission to life.

clouded image?

It makes sense that this organisation, which is still often called a 'chemical giant', scores comparatively low on the relationship pillar. For many people, it probably isn't clear how *DSM* tries to connect people. Likewise, on the 'authentic vision' pillar, *DSM* only scores 942. For an organisation that appears to be an example of a visionary organisation, this is lower than expected. Not only has the company changed their course multiple times, it has also actively aimed at improving lives on a global scale. Led by Chairman Feike Sijbesma, *DSM* is a partner in the World Food Program of the United Nations. When explaining the social role of *DSM*, Van Haastrecht says, 'Our mission is to 'create brighter lives' for people today and for generations to come. We strive to be involved in the development of solutions and products that make a positive difference for the earth and the people that live on it. Our products deliver noticeable added value to society and the environment.'

Inspiration value *DSM* 2016



Total score: 981

In the book 'Nog lang en gelukkig' by Laurentien van Oranje and Jeroen Smit, Chairman Feike Sijbesma says that young people tell him *DSM* stands for 'Do Something Meaningful'. He concludes with, 'That's what we practice here.' According to Jos van Haastrecht, 'Employees from every country talk about how they contribute to a better world through their work for *DSM* and we pass along these ideas to the rest of our organisation, via videos or on online platforms'.

It seems that Dutch marketing and business professionals don't have a complete picture of *DSM*. The enthusiasm about the products and the organisation is in contrast with its appreciation score and the NPS. This can be simply explained by the wide panel of respondents: many people have heard of *DSM*, but few have a direct relationship with the organisation. At the same time, it is remarkable that an organisation that is committed to a 'better world' isn't recognised as such.

Does *DSM* justly put the focus on partners, clients and large scale programs like the World Food Program? Or do business and marketing professionals expect *DSM* to take a more visible role in (Dutch) society?

doing well by doing good

In a way, *DSM* can be seen as a social enterprise. The enterprise uses its economic strength to build a better world. And it shows that social vision also pays off. In the case of *DSM*, this social vision is 'a powerful bet on sustainability'. Jos van Haastrecht comments, 'We see sustainability more broadly than just socially responsible entrepreneurship. It's an important driver of business growth and our sustainable innovations generate relatively high margins. We call this 'doing well by doing good'. For example, the sales figures of products with the label Eco+ have increased by ten percent per year since 2010. Our stakeholders recognise this. At *DSM*, sustainability and stakeholder value go hand in hand. We

are doing well on the *AEX* today, but we are also doing well in the long term. When you look at the past 15 years, *DSM* has outperformed the *AEX index*.'

building a better world

When *DSM*, an organisation with such a powerful vision, fails on this very pillar, it leads us to ask the question: is *DSM* simply not visible enough in its own country? Or is the question itself less relevant for a global company? One notable detail to point out is that almost all of the organisations that score higher in the ranking than *DSM* are companies that sell their products or services directly to 'consumers'. The one exception is *ASML*. That particular multinational is at 10th place in the list and also scores better on the stimulating relationship (1020) and authentic vision (982) pillars. One possible explanation for this is that *ASML* manages to be more visible and audible in its home market? *DSM* is principally focused on building a better world in general: they do not talk about the how, they just do it.



CASE 5: BNR

platform for business news and insight

Ranking at 19th place again in 2016, *BNR* remains a stable factor in the Inspiring 40 list for marketing and business professionals. While their appreciation for *BNR* is growing every year, the inspiration value has decreased slightly on three of the four pillars. As the only radio channel in the ranking, *BNR* has transformed itself into a platform for business news and insight. Faced with the ever-increasing popularity of internet and video, head director Sjors Fröhlich says, 'We make radio a bit more personal'.

experimentation - the dna of BNR

On 16 October 1995, the movement that would grow into one of the foundations of the *FD Mediagroup* started as Veronica News radio. On that day, Veronica started a new adventure which was unfortunately aired on an AM channel with a low audience reach. Eventually, monthly losses forced their stakeholder, *Quote*, to pull the plug. Following bankruptcy, the channel started up again in 1997 as *TalkRadio*, featuring presenters like Theo van Gogh and Paul Haenen. To ensure the channel would survive, Van Gogh traded his monthly salary of 12,000 guilders for shares.

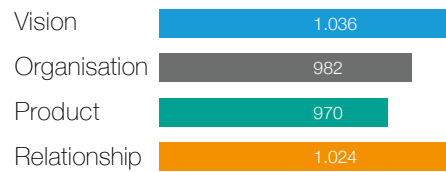
In 1998, the channel kicked off a series of surprising developments. Under the new name '*Business News*', the channel created 20-minute blocked-programming segments featuring business and financial news. In 2003, the *FD Mediagroup* took over the channel and acquired an FM frequency soon after. Michiel Bicker Caarten was head editor

at the time. In his book, '*Knerpend Grind*', he shares his experiences from the beginning, 'After the first news bulletin of 40 minutes, we still had 13 hours and 20 minutes left to fill. And we had nothing.' The news bulletin was, therefore, broadcast in a loop and the Netherlands' first commercial news channel was born.

renewal is part of BNR

During a conversation with Sjors Fröhlich, a stream of new initiatives and experiments is thrown on the table. 'Renewal is part of *BNR*. Things fail. But we move on and try something different. We also don't just do anything: it really has to be relevant.' The organisation exudes curiosity and seeks a connection with its target audience. 'All of our presenters are entrepreneurs: they make radio, but also lots of other stuff. Entrepreneurship and renewal are closely related.'

Inspiration value *BNR* 2016



Total score: 1.009

FD Media is mostly known thanks to *Het Financieel Dagblad* but also from activities like *Fondsnieuws* and *Company info*, which are part of the same portfolio. The publisher took a chance in 2003 that other publishers did not. He embraced internet and radio. Fröhlich describes the entrepreneurial spirit of the organisation, led by Eugenie van Wiechen (from *LinkedIn*) since 2014, 'We keep searching for ways to make things possible. We found a little Spanish company of two entrepreneurs that – using the *BNR* app – were able to track the listening behaviour of our followers minute-by-minute. So we learned what was really relevant to our listeners. Today, they're working at the office of *FD Mediagroup* in Amsterdam. When we catch on to something like this, we improve it and speed it up. Maybe listeners also think we are inspiring because we are constantly bringing them something new.'

attractive dynamics, but unknown direction?

BNR remains at 19th place on the Inspiring 40 list in 2016 for marketing and business professionals. But this position is under pressure. People who know the brand are primarily enthusiastic about *BNR*'s score on the relationship pillar. This is probably because of the interactive nature of their programming, the events at which listeners can participate and meet the presenters, and because of the *BNR BusinessClub*.

The organisation's inspiration value decreases at the vision, organisation, and product pillars. This stands out because the organisation and its contributors such as Roelof Hemmen, Petra Grijzen, Bas van Werven, and Bernhard Hammelburg all project energy and enthusiasm. Anyone who walks into the editorial office of *BNR*, located near the Amstel Station in Amsterdam, experiences this vibe. Everyone can take a look inside. The solutions pillar (in this case mostly the programs, the app, the site, and the events) can be explained more easily. Even with an innovative organisational personality behind the reporting, news remains news. And programmed specials at less popular hours reach a much smaller listening audience. However, there have been some notable experiments of late, such as Ruud de Wild's 'Ask Me Anything' (on air until 1 October 2016). These smaller developments, which characterise the organisation, are less visible to the market.

The decrease at the vision pillar can be explained by the fact that *BNR*'s mission is not overtly social. Much like when Michiel Bicker Caarten was the head editor, adaptation and movement remain the central criteria for growth and success. The organisation is on a mission to do things differently, but in a culturally relevant way. In the past, cutting-edge radio programming was largely about shaking up the market. *BNR*'s most important opponent was Radio 1. Now, however, *BNR*'s 'resistance' happens behind the scenes more than on the air. For listeners, site visitors, and app users, the 'news' is still central.

news as an inspiration source for organisations

The true vision of *BNR* is one that is not necessarily publicly accessible. The company seeks to make news 'applicable'. Sjors Fröhlich suggests this is done through images, infographics, apps, and in-depth specials on the site. Fröhlich says, 'We think much more broadly: radio is our base, but we are continuously occupied with what we do online, on social media and on the mobile platform. We need to be everywhere: mobile has become the platform for radio. And more often, this means 'visual radio'. We're looking into the possibility of adding our own content in video. You can listen to radio while you are doing something else, but on the site and in the app we want to add more concrete content to the news. Radio is traditionally a 'slow business', and we want to speed things up. We do this on other channels, powered by curiosity and optimism. Radio can be a good motive for relevance in other channels.'

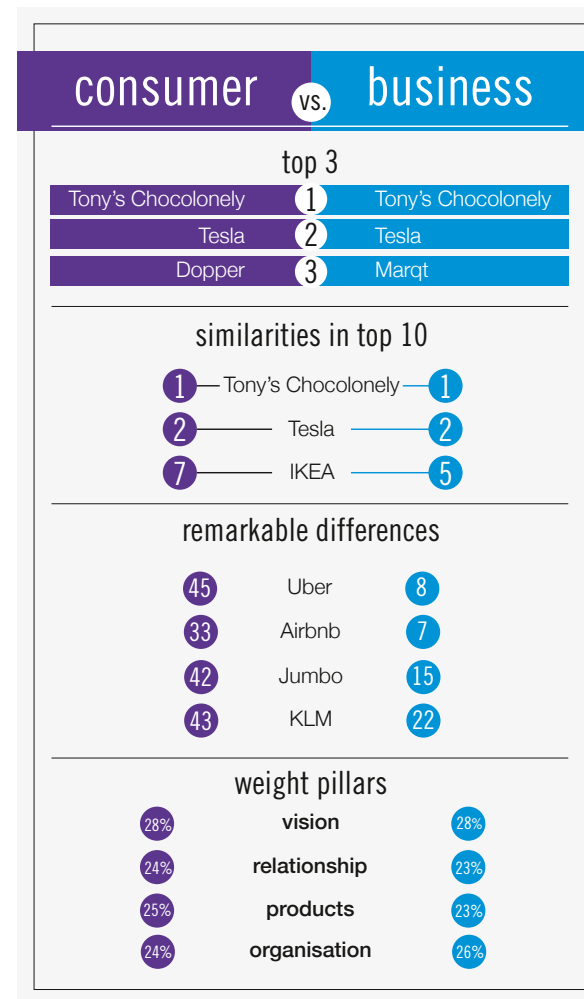
consumers vs marketing and business professionals in 2016

inspired by the same winners

For the first time this year, we see the same winner and number 2 on both sides: *Tony's Chocolonely* and *Tesla* are, for consumers as well as marketing and business professionals, the most inspiring organisations of 2016. During the two previous years, *Apple* was the winner among professionals, but the electronic giant was already on a downward slope as far as consumers were concerned. Another organisation to keep an eye on is *Philips*. For marketing and business professionals as well as consumers, this was one of the biggest climbers of 2016.

a different perspective

In 2016, we experienced a shift in perspective. Marketing and business professionals were more inspired than consumers by organisations that are changing entire sectors of the economy. This is evidenced by *Airbnb* and *Uber*, which both landed in the top 10 for professionals. For consumers, however, *Airbnb* comes in at 33 while *Uber* fails to even make the list. Once again it seems that consumers are most inspired by the why of organisations while marketing and business professionals are more inspired by the how.





Emerging inspiration

4

The belief that one person is able to create change ... that's what inspiration feels like. In creating the Inspiring 40, we talked with lots of professionals about what they aspire to achieve. Many shared stories from companies that, while not a part of the Inspiring 40, were still too valuable to be left out. In this chapter we have included a brief portrait of a few of them. These stories illustrate that inspiration can be found in abundance by those who look for it.



inspiration in abundance

The Inspiring 40 showed us that inspired professionals can be found everywhere. This is a remarkable addition to studies that show a disturbing lack of engagement. Lack of engagement by some is real, but that is only part of the story. In fact, open minds abound.

‘Everything is created twice, first in the mind and then in reality’: in your ‘head’, inspiration opens doors, leading you to an idea that suddenly changes your perception of what is possible. Fearless inspiration is at the heart of the company that is currently the fastest growing in all of Europe, *Catawiki*. This company democratises a domain previously reserved for elite, closed-door organisations like *Christie’s* and *Sotheby’s*: they make professional auctions accessible to all. Another firm, *Fairphone*, has created a sustainable and honest smartphone: not just for the end user but for everyone in the chain of production. *Blendle* offers free access to every magazine or article. That’s super handy. For every pair of shoes bought, *TOMS* gives a pair of shoes to a child in need: the One for One model. They even do the same with eyeglasses. *SnappCar* makes it possible to rent a car from private individuals; it’s an online marketplace that connects neighbours. Yet there is more behind their story than meets the eye: cars that drive don’t take up parking spaces. Less parking spaces means more green in cities, less paved areas, less problems when it rains, more space to play. And it’s also

cool. Ever wanted to drive an English *Mini* for a day? It’s no longer a dream; it’s an accessible reality. There are many more examples of disruptive and innovative businesses to be found. These inspiring stories can be classified into three groups:

- 1 social enterprises
- 2 digital disrupters
- 3 existing organisations, renewed

They all have the power to grow into something big. What is remarkable is that they often operate in networks, forming clusters around related goals. This is illustrated in the case of *Milgro*. It’s also possible to operate alone, like *Fairphone*. Do you work for an organisation that has been around for a long time? You can also find inspiration there, just look at *Auping*. This ‘old’ organisation renewed itself and continues to display an abundance of inspiration. In addition to the stories of Inspiring 40, we have added the following to show that the power of inspiration is not limited to a happy few but available to all who are willing to let it guide them.

the rise of social enterprises in the Netherlands

1978

Social enterprise is mentioned for the first time

Freer Spreckley used the term to describe the employees and the community of corporations that use the social bookkeeping and audit system developed at Beechwood.

2013

Founding of B Lab Europe

B Corp certification highlights companies worldwide that consider the impact of their business not only on their shareholders, but also on their stakeholders, including workers, suppliers, community, consumers, and the environment. They chose Amsterdam as the location for their European headquarters. Three of the social enterprises at the top of the Inspiring 40 are Certified B Corps: Tony's Chocolonely, Doppler and Triodos Bank.

2015
Social enterprise Awards

Fairphone and Tesla Motors win the Social Enterprise Awards 2015.

2016

Inspiring 40

Top 3 Inspiring 40 consists of social enterprises

2015
First social entrepreneurship chair

In 2015, the first Social Entrepreneurship Chair was installed at the University of Utrecht. The University of Utrecht develops an important expertise centre for social entrepreneurship by involving entrepreneurs in education and research. This chair is made possible, in part, by the initiative of Tony's Chocolonely and the support of other partners.

2012

Founding of social enterprise NL

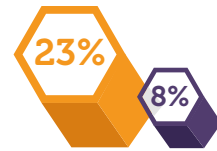
Social Enterprise NL is the national platform that represents, connects, and supports social enterprises. The goal of the platform is to strengthen the sector of social enterprises in the Netherlands, and increase the social value of these companies in this way.

Increase in total revenue
2014 - 2015

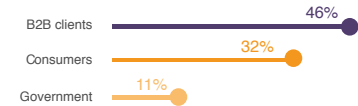
2.05% 24%

Commercial market Social enterprise

Growth in employment
2016



Where does this revenue come from?



Despite – for most companies – heavy initial investment, **40%** make a profit and **20%** break even



More than half of the social enterprises state they measure their impact. This is an improvement. Stakeholders ask for an impact report more often

60%



40%
of the enterprises use an external party for this

of social enterprises state that customers' social awareness has increased over the past two years.

82%

Research McKinsey (2011)

1,318,410 companies in the Nederland (2011)

4,000 active social enterprises





CASE 6: FAIRPHONE

fairphone: working on an honest phone

If you replace your phone when your subscription has ended after two years, you are certainly not alone. Most Dutch people replace their phones when their provider invites them to do so. This is obviously more often than is really necessary and, ultimately, not sustainable. *Fairphone* battles the industry norm of phone replacement every 18 months by making a smartphone that can easily last from three to five years. But their vision stretches even further than longer lasting phones. The goal is to inspire the entire mobile industry to behave more responsibly in every way.

Most users have no idea that armed conflicts, child labour, and exploitation are hidden behind their cellular phones. *Fairphone*'s founder, Bas van Abel, started calling attention to this in 2010 and continued in 2013 with the start of his social enterprise. The production of every new phone is intended as one step forward in a process that puts people first. So far, *Fairphone* has sold more than 50,000 units of their newest phone model in Europe. The company grew from two to sixty-five employees in just four years.

Working conditions for those within the organisation and those who support *Fairphone* remotely also receive plenty of attention. In Africa, mine-building projects were started to procure materials sans conflict. *Fairphone* has also tapped into improved working conditions in Chinese factories. Interestingly, they are very explicit and honest about what they have and have not yet accomplished. Although materials from responsible sources like fairtrade gold are used wherever

possible, the current *Fairphone* is not made of 100% 'honest' materials. In accordance with this desire for total transparency, their website shows how the selling price was set. In short, you know exactly where your money goes. Moreover, their phone is designed in such a way that critical parts, such as the camera and battery, can easily be repaired or replaced.

Recently, *Fairphone* won the prestigious European Internet prize, the Lovie Award, in the category 'Emerging Entrepreneurs'. In 2015, *Fairphone* had already won the Tech Award for the fastest growing start-up in the Netherlands. Do they want to flood the market? Absolutely not. Fairphone is hoping to send a signal to other manufacturers. For them, it is about inspiring the mobile industry at large to behave more responsibly, not just in material sourcing, but also with regard to the durability of products, improved working conditions for everyone involved, and the recycling of obsolete materials.

A phone that feels fair

Sketch your solutions for the FairPhone of the future here.

How can you make people experience that a phone is fair, open and transparent?

What does an open, transparent and fair mobile look like?

How do people interact with their device?

What do people experience?



image: Fairphone



CASE 7: MILGRO

no wasted effort!

Many positive initiatives are started by pioneers who believe in the possibility of doing things differently. Profit is not a primary incentive, but rather a means to accomplish a mission. Such pioneers use energy and inspiration to realise a dream, and in doing so inspire others to think and clear the path for what could later become a global movement.

Sometimes these pioneers spend many years in the service of their dream. *Milgro*, a company from Rotterdam, strives for a better world in which the human condition is improved, but not at the expense of healthy prospects for future generations. Its founder, Laurens Groen, wants to reduce the amount of trash added to landfills by improving the separation and recycling of trash, reducing waste, and reusing materials. In the nineties, Groen was fascinated, almost obsessed, with looking at trash

differently. In his view, trash is just potentially useful material that has lost its way. If discarded, that potential value will be lost, because under current practices, just a small part of discarded trash can be recovered. In *Milgro's* vision, trash has an honoured place in the value chain. It should not be treated as an accidental output of the cycle of consumption, but, thanks to a clear roadmap and more advanced approach, rather as an important component in a circular economy.

Kromkommer

Too curved, too large, too small, too much... too crazy! Estimations show that five to ten percent of all fruit and vegetables in the Netherlands are thrown away because of their 'looks'. That seems crooked, right? But fluctuations in production and lack of communication within the agricultural community as a whole result in produce surplus and the culling of 'ugly' produce. There is nothing wrong with the taste and quality of this food, and Kromkommer wants to make sure that it ends up on your plate. (source: Kromkommer)



When it comes to trash and material management, this company enables customers to make a transition from simply consuming to instead re-use materials that were previously considered 'waste'. This is a shift in thinking: turning trash into re-circulating materials.

By focusing on digital processes and the right data, *Milgro* analyses garbage and used-material streams. Waste is made visible so that it can be reduced and also valued. The company essentially provides a navigation system for sustainable material management.

This transition approach is done in three steps. During the first step, 'Get a grip on trash', the client receives control over his trash streams. Depending on the insights learned, options for improvement are identified and implemented. When the streams are arranged efficiently, the next step is 'Get a grip on waste'. By using insights of where in the system waste originates, both company and branch processes can be optimised. By doing so, the waste of purchased materials can also be reduced. The final step, 'Get a grip on materials', can then be accomplished by creating an avenue for repurposing used materials. At this point, reverse engineering can also be used to improve the process as a whole and attain higher sustainability. This may lead to a choice of alternative materials, or even a profound change in the design of the product ('eco-design').

The end goal is to get the highest value out of the used materials, in the most sustainable way, and at the lowest cost. In this way, *Milgro* hopes to move away from the current linear economy which focuses on consumption of material, to a more desired circular economy, which focuses on optimal usage of material.

Milgro is joined by an increasing number of other organisations with like-minded initiatives that are also against wasting materials and products. The initiatives in the food industry are particularly appealing. Recently, *Milgro* entered into a cooperation with the *Verspillingsfabriek* (see text insert).

Kromkommer (see text insert) was the first small initiative to begin exposing this type of food waste back in 2012. Today, they are supported in their mission by a true 'Kromcommunity'. The ideas of this pioneer have gained a lot of followers, including large food retailers. *Intermarché* from France started a large campaign in 2014: 'Ugly Fruits and Vegetables'. Recently *AH* started the campaign 'buitenbeetjes (small or weirdly shaped bell peppers): the taste is inside'. It appears to be a large success as they can barely keep up with demand. Ugly is the new pretty!

Slowly, a global movement is growing which invites people to join in reducing waste. The pioneers, as initiators and source of inspiration, see increasing numbers join their mission.



Verspillingsfabriek

Not only do individuals throw away an inordinate amount of food every day (50 kilos per person per year in the Netherlands), food manufacturers and

suppliers actually contribute highly to the waste of fruit, vegetables, and meat. Something had to be done and that is how the *Verspillingsfabriek* (Waste factory) got started in April 2016. It's the first factory in the Netherlands where previously unwanted food, like produce with irregular shapes, wrongly labelled products, or the tops and bottoms of tomatoes, are processed into new products on a large scale. The idea is simple: great tasting products can be made with food that was previously deemed unusable. They proudly wear the 'Barstensvol' label.

The *Verspillingsfabriek* solves the current waste problem, but the answer is not permanent. Eventually the goal is to target waste reduction at the source. Their goal will be accomplished when, in 10 years' time, the factory can be closed because there is no more waste. *Milgro* makes sure the *Verspillingsfabriek* has control over the waste materials. (from: hutten.eu)



CASE 8: AUPING

beds that create energy

Over the past few years *Auping* has re-invented itself. Starting from an exclusive focus on mattress manufacturing, the organisation switched to aiming for an entire energetic day for their clients. Since then, the company has not stopped pushing boundaries. This led to *Auping* being cited as an example in the Rijksprogramma Circular Economy (federal circular economy initiative). With this pivot, *Auping* shows us how working from a place of inspiration and emotion is also possible for existing organisations.

We often hear people say about *Tony's*: 'It's easy to work from a 'why' when you're a small organisation. But that's not possible in an existing organisation with a long history and heritage.' Changing an embedded culture and mindset is a challenge, but it can be done. *Auping* has proved it. The arrival of Aart Roos as CEO marked a phase in which *Auping* rediscovered its innovative roots and made itself relevant to modern culture.

Retracing the roots of *Auping* leads us to a story about an innovative blacksmith in 1888 who did not give up. This blacksmith created the first coiled-spring mattress for a hospital director who was seeking ventilated mattresses. The fearless attitude and love for innovation which was part of the daily life of *Auping*, blacksmith and proud inventor, would ultimately become the DNA of his organisation.

The purest definition of innovation is the process of making changes to something that has been previously established. *Auping* utilises customer focus and relevance to continually seek a different approach to the mattress business. *Auping* realised that giving consumers advice about sleep and rest is very important. Because of this, a customer app was developed and through it, the Auping Plaza stores make individual sleep stories public.

In addition to working with the general public, cooperation with Olympic athletes was another logical connection. For both *Auping* and the athletes, this connection was inspiring and valuable. This coming together of average consumers, athletes, and a mattress manufacturer developed into a sustainable production ecosystem. Here, along with the largest sewing studio of the Netherlands, Made in Holland, custom-made mattresses are proudly produced using smart industry, innovation, and sustainable technology.



meeting Elizabeth Soubelet

The initiative to publish the Inspiring 40 in English came from an unexpected source: Elizabeth Soubelet. Curious about who she is and why she put so much effort in this translation, we sat down to meet her. Her thoughts on this matter are an asset to this publication and worth sharing.

Elizabeth is the co-founder and creative force behind *Squiz*, a social enterprise that produces reusable food pouches for children. And by doing so, a company that inspires people to reuse materials intelligently. As part of a bigger picture: to bring the circular economy to our daily lives. However, *Squiz*

“The basic definition of commerce is
exchange between people”

is only one part of her story. As a trained midwife, children and women have her special interest. This also led Elizabeth to found a women's association in Bursa, Turkey. The belief that people can use business as a force for good drives her. She's also an active member of the *B Corp* network. It was through this network that she came across the Inspiring 40.

the Inspiring 40: brave stories

“From the little I could read via *Google* translate, I found stories

that really stuck with me” is Elizabeth's response to why she took all the effort to translate the Inspiring 40: “There is a lot of courage in it. And crazy stuff: like the people at *VandeBron*, who wish that everybody would copy them. Or the idea of *Auping*: from a good sleep company to a great day company. I thought: wouldn't it be wonderful if more people had access to read it.”

the very nature of business is changing

“Before I discovered the concepts of *B Corps* and social enterprises, I struggled with the very nature of business” explains Elizabeth. “I couldn't accept shareholder logic and the never-ending quest for profit and growth. When I began imagining *Squiz* as a tool for waste reduction, my first idea was to create an association, but I changed my mind. I see that the basic architecture of business is now changing. People are changing. We live in a post-consumer society in which we are starting to realize the huge negative impact we have on our environment. Maybe we're coming back to something. When he created the coiled springs for his

“Rapid growth often comes at the expense of authenticity and value. You lose sight of what your original goal was. And moreover: you lose the human connection.”

first bed, Auping the blacksmith was helping hospital patients. The basic definition of commerce is exchange between people. That isn't fated to be unequal and unfair to meet a standard of 'profitability'.”

responsible growth

Elizabeth continues: “There is also kind of a hidden story in the report: the concept of responsible business, slow business if you like. In America, it is common that when you have a good idea, everyone tells that you have to take it ‘national’ right away, to exploit it to its maximum potential. But rapid growth often comes at the expense of authenticity and value. You lose sight of what your original goal was. And more over: you lose the human connection.” She uses the imaginary example of a small food entrepreneur with an original concept, she calls his business “Benny’s No-Bake Bagels”: from one day to the next Benny suddenly finds himself shipping frozen dough from an industrial bakery in New Jersey to franchises on the west coast with which he barely has any contact.

His quest for ‘growth’ blows up the business to levels that completely compromise the handmade quality and personalized customer service that made his business successful in the first place. “Growth has to be shaped thoughtfully, that’s a big topic of discussion today in the B Corp community.” Elizabeth adds. And also for *Squiz*: “We started from home, then expanded Squiz into Europe. Up to now, all our growth has been organic. But I would like to bring it to the US – my home country. But we cannot do that without external investment. Responsible growth is a difficult topic.”

look and listen outside of your immediate circle

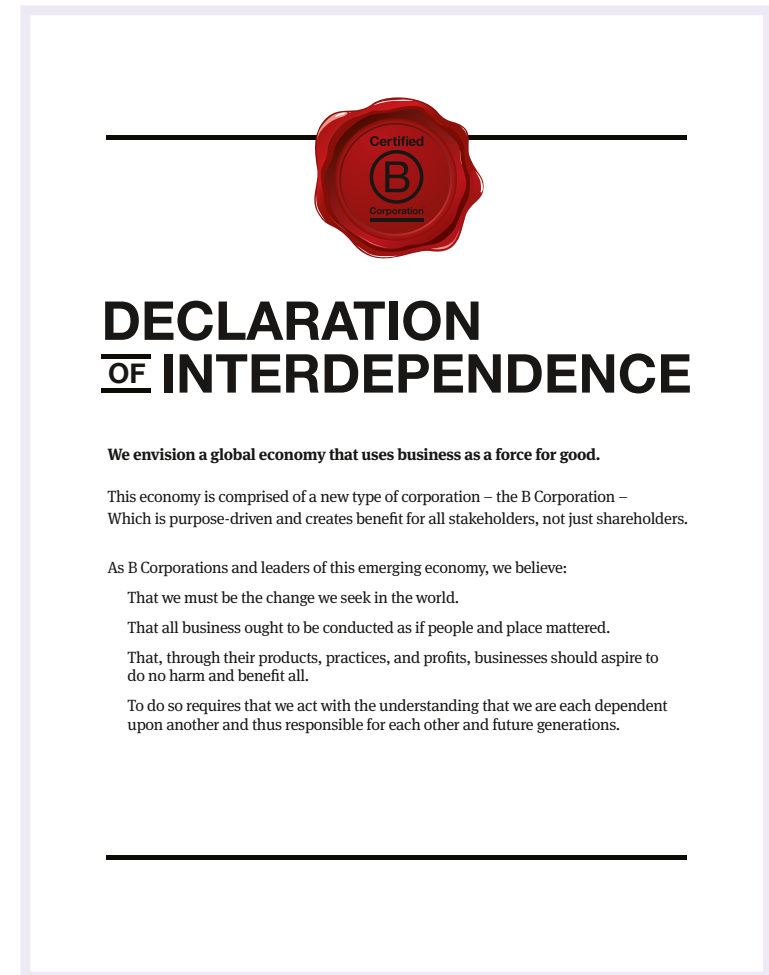
Now that her story features in the English report, we asked Elizabeth for the most important message she’d like to add. Her answer is clear: “The reminder to look and listen outside of your immediate circle. Break out of your echo chamber, look abroad, study other business cultures – you will find that people all over the world see things differently and that there are multiple formulas and

definitions for ‘success’. Examine different views, make a conscious effort to explore with an open mind and don’t be afraid to experiment. I tell my kids a lot that if they fail it means they succeeded in finding the courage to try.”

B Corporations: compete to be the best for the world

The Inspiring 40, through *Tony's Chocolonely*, *Dopper*, *Triodos Bank* and *Fairphone*, leads to B Corporations (the B stands for 'benefit'). It's worthwhile to take note of this movement. Collectively, B Corps lead a growing global movement of *people using business as a force for good™*. As much as the ingenuity and enterprise of business have advanced society in many ways, B Corps believe that this can no longer come at the cost of the health of society or the environment. Their dream is that one day all companies will compete not just to be the best of the world, but rather to be *best for the world™*. B Corps strive to create a shared and durable prosperity for all.

We believe these are the values that are at the heart of inspiration today. For this reason, we are including their Declaration of Interdependence. It's the central pillar of the movement. Want to know more about the movement or join it? See: www.bcorporation.eu



setting-up the Inspiring 40

5

"We have to be idealistic I would say. Not for man to become those ideals. But to help man become what he's principally capable of becoming. To help man become who he can truly be."

Viktor Frankl



investigating who will become strong, not who is strong

The Inspiring 40 arose from the wish to develop a prediction process for the future success of organisations. This led to the search for 'inspiration'. The investigation combines reliable data and a knack for discovering social movements.

The Inspiring 40 consists of five yearly investigations. In the first two explorative investigations, the characteristics of inspiring organisations are quantified and new candidates are sought out. One of these investigations is done with consumers and one with marketing and business professionals. This year *Dopper*, *KWF*, *H&M*, *Nespresso*, *Airbnb*, *Uber*, *HelloFresh*, *Lego*, and *Vandebron* were nominated through this process.

Next, these organisations are reviewed, together with the top 36 companies that were ranked the previous year. This step also separates reviews by consumers from those by marketing and business professionals. The last phase consists of case studies of the most inspiring organisations and deeper exploration into developments for organisations that saw their scores decline. It is at this phase of the process that any non-nominated organisation can pay to be included in the investigation for consumers. This year, 25 organisations chose to do so, but they only appear on the final list if they scored high enough. The following year, these organisations will be included again without having to pay.

Since 2011, the explorative investigation has supplied the four pillars that determine inspiration. Although these four pillars are reviewed each year for potential change, they have largely remained the same. The thing that does change from year to year is the importance of one pillar over another. This is determined for both consumers and professionals. Consumers look for reasons why an organisation deserves their attention, and marketing and business professionals look at how an organisation gains attention.

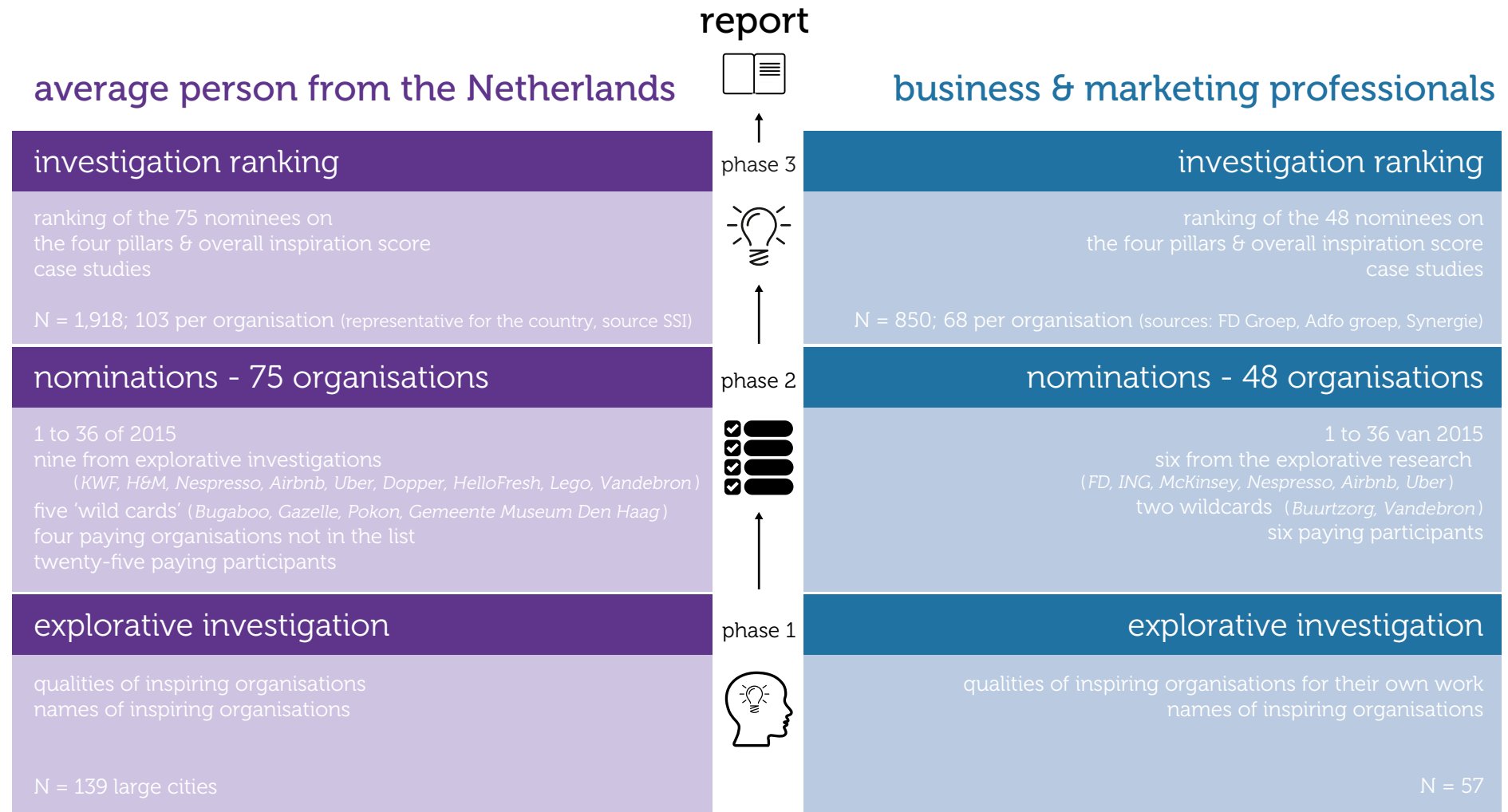
the importance of the pillars

This is determined by the results of the explorative research and the correlations in the measurement of the ranking.

case studies to gain insights

In the case studies, we delve more deeply into what makes the Inspiring 40 different from organisations that don't appear in the ranking. This leads to insights that make the difference between 'leading or being led'.

investigating the Inspiring 40



*"Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world."*

Joel A. Barker

A woman with long brown hair, seen from the back, is looking out over a dense city skyline at sunset. She is wearing a black lace dress. The city features many tall skyscrapers, with the Willis Tower being a prominent feature in the center. The sky is a mix of orange, yellow, and blue, suggesting the time is either dawn or dusk. The overall mood is contemplative and inspiring.

the Inspiring 40 why do we do this?

6

"If we want to know what a business is, we have to start with its purpose. And the purpose must lie outside of the business itself. In fact, it must lie in society, since a business enterprise is an organ of society."

(P. Drucker, 1954)

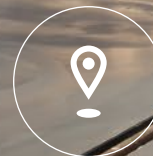
Synergie • inspire action

Six years ago, Synergie started an investigation into the 40 most inspiring organisations in the Netherlands, specifically as an internal learning project to better understand how we can turn good organisations into great ones. This actually only requires one thing: to understand what moves people.

Synergie is a strategic consulting firm. Its goal is to develop inspiring organisations that have an impact on the world. At the core of every organisation is a group of people with shared ideals. Great organisations are founded upon the principle of this connection. Strengthening this connection inevitably leads to breakthrough ideas that improve society. A beautiful strategy that lands up in a desk drawer doesn't make us happy. An organisational strategy only works when it comes alive both internally and externally. That's why we work with, and not just for, our clients. We also work with specialised partners from our network to implement the brand strategy across the whole organisation.



want more inspiration?



For everyone interested in making organisations inspiring again, we offer much more. Every year we release a new version of this report during an inspirational event. To keep the inspiration going year-round, we provide flashes of inspiration (small gatherings, movie nights, company visits, etc.). Stories of Inspiration feature an inspirational company every two weeks. If you would like to be kept informed, please send Linda an e-mail (linda@synergie.nl) and we'll make sure you won't miss anything!

You're also welcome to visit us at:
The Werkspoorkathedraal
Tractieweg 41, studio F
3534 AP Utrecht
The Netherlands
www.synergie.nl

Give us a call or email if you would like us to come to your place, or if you have any questions. Linda de Groot is more than happy to help you.

linda@synergie.nl
+31 30 275 90 30

reference list of featured organisations

Organisation	Explanation	mentioned in I40	note Inspirerende 40	url
Adformatie	Adformatie is a Dutch magazine about advertising, marketing and media.	-	-	adformatie.nl
Airbnb	Airbnb is an online marketplace for the rental and booking of private accommodation.	consumer & business		airbnb.com/?locale=en
Albert Heijn	Albert Heijn (AH) is a Dutch supermarket chain. In the Netherlands, the company has 952 stores and is the largest supermarket chain in the country.	consumer & business		ah.nl
ANWB	ANWB is a Dutch organisation for traffic and tourism.	business		anwb.nl
ASML	ASML is a Dutch high-tech company and the leading provider of equipment for the semiconductor industry which are used to make chips.	business	Featured in article in 2015 edition.	asml.com
Auping	Auping is a Dutch mattress manufacturer.	-	Featured in article in 2016 edition.	auping.com/en
Blendle	Blendle is a Dutch digital news-stand.	-		blendle.com
BNR	BNR is a Dutch commercial radio station, focused on financial news. Part of FD Media Group.	business	Featured in article in 2016 edition.	bnr.nl
Bol.com	Bol.com is a shop in the Netherlands and Belgium that sells books, DVDs, games, electronics, computers, et cetera.	consumer & business	Featured in article in 2015 edition.	bol.com/nl/index.html?language=en
Bugaboo	Bugaboo is a Dutch design company that makes mobility products such as pushchairs for infants and toddlers and luggage systems.	consumer		bugaboo.com/US/en_US/home
Buurtzorg	Buurtzorg is a homecare organisation that consists of small teams that provide independent homecare.	business		buurtzorgnederland.com
Campina	Campina is a Dutch dairy cooperative.	consumer		campina.nl
Catawiki	Catawiki is a Dutch internet company that publishes a wiki-collection that can be edited by any registered user, and has organised online auctions since 2011.	-		catawiki.com
Center Parcs	Center Parcs is a chain of holiday parks in the Netherlands, Belgium, Germany, France and the United Kingdom.	consumer		centerparcs.com/gb-en

Organisation	Explanation	mentioned in I40	note Inspirerende 40	url
Christie's	Christie's is an international auction house, founded by James Christie in London in 1766.	-		christies.com
Coffee Company	Coffee Company has 35 coffee shops in the Netherlands.	-		coffeecompany.nl
Coolblue	Coolblue is a Dutch online shop, focused on consumer electronics.	consumer & business		coolblue.nl
De Verspillingsfabriek	The Verspillingsfabriek invents solutions for food waste.	-		deverspillingsfabriek.nl
Dille & Kamille	Dille & Kamille is a chain of natural products for home, garden and kitchen.	consumer		dille-kamille.nl/nl
Dopper	Dopper was founded with the aim of increasing awareness of plastic waste problems. The Dopper bottle contributes to reducing the amount of disposable plastic bottles.	consumer	Third place for most inspiring organisation among consumers in 2016. Featured in article 2016 edition.	dopper.com
Douwe Egberts	Douwe Egberts (or DE) is a Dutch company that processes and trades coffee, tea and other food.	consumer		de.nl
DSM	DSM is a Dutch chemical company, which operates internationally.	business	Featured in article in 2016 edition.	dsm.com
Efteling	Dutch amusement park known for the world of fairy tales.	consumer & business	Most inspirational company in 2011. Featured in article in 2012 edition.	efteling.com/en
Engie	Engie S.A., previously GDF SUEZ S.A., is a French multinational energy company that operates in the production, maintenance and distribution of electricity, natural gas and renewable energy.	-		engie-energie.nl
Fairphone	FairPhone is a Dutch initiative to produce the fairest possible mobile phone.	-	Featured in article in 2016 edition.	fairphone.com
FD Mediagroep	FD Media Group is a Dutch media group.	-	-	fdmediagroup.com
FrieslandCampina	Dairy cooperative FrieslandCampina is a multinational cooperative formed by farmers in the Netherlands, Belgium and Germany.	consumer & business		frieslandcampina.com/en
G-Star	G-Star is a Dutch company that designs, manufactures and sells clothing.	business		g-star.com
Gazelle	Gazelle is a Dutch bicycle factory founded in 1892. The company produces 275,000 bicycles per year and is the market leader in the Netherlands.	consumer		gazellebikes.com/usa
Gemeentemuseum Den Haag	The Gemeentemuseum is a museum of modern art, handicrafts, fashion and musical instruments in The Hague.	consumer		gemeentemuseum.nl
Grolsch	Grolsch is a Dutch beer brand.	-		grolsch.com

Organisation	Explanation	mentioned in I40	note Inspirerende 40	url
Heineken	Heineken is a Dutch multinational in the beer and beverage industry and operates in more than 178 countries.	business		heineken.com/gb
HEMA	HEMA is a Dutch chain of department stores. It is characterised by the range of products for daily use that is almost entirely produced by HEMA.	consumer & business		hema.nl
IBM	IBM designs and sells computer hardware, software, technology and services in the IT sector.			ibm.com
IKEA	IKEA is originally a Swedish company, with offices around the world. The company focuses on offering affordable furniture and home items.	consumer & business	Most inspiring organisation among consumers in 2013 and 2014. Featured in the article in 2013, 2014 and 2015 edition.	ikea.com
Intermarche	Intermarché is a European supermarket chain with operations in nine different countries, including Belgium, France and Poland.	-		intermarche.com
Intratuin	Intratuin is a Dutch garden centre chain with a wide range of products: garden and indoor plants, tools, pottery, ponds, woods, paving materials and interior items.	consumer		intratuin.nl
Jumbo	Jumbo is a Dutch supermarket chain.	business		jumbo.com
KLM	KLM Royal Dutch Airlines is the national airline and the third largest employer in the Netherlands. KLM achieves its revenue from three core activities: passenger transport, cargo transport and aircraft maintenance.	business		klm.com
KPMG	KPMG is an international accounting and consulting company. KPMG provides services in the areas of audit, tax and advisory.	-		home.kpmg.com
Kromkommer	Kromkommer is an organisation that fights against food waste through reuse of 'deformed' fruit and vegetables.	-		kromkommer.com
KWF	KWF is a Dutch foundation dedicated to fighting cancer through research, education, patient support and fundraising.	consumer		kwf.nl
Landal Greenparcs	Landal GreenParks is a Netherlands-based company which operates holiday parks in Europe.	consumer		landal.com
Lidl	Lidl is a German chain of supermarkets in the discount segment.	consumer		lidl.com
Marqt	Marqt is a sustainable Dutch supermarket.	business	Third place for most inspiring organisation among business in 2016. Featured in article 2014 edition.	marqt.com
McKinsey	McKinsey & Company is an American consultancy firm, which focuses on the strategic issues of organisations.	business		mckinsey.com

Organisation	Explanation	mentioned in I40	note Inspirerende 40	url
Milgro	Milgro is an independent solution provider in the field of waste and raw materials management.	-	Featured in article in 2016 edition.	milgro.nl/en-us
Nuon	Nuon is a Dutch utility company whose main activities are the production, marketing and supply of electricity, gas and heat.	-		nuon.nl
One for One	An initiative of Toms - for each pair of shoes bought, a pair of shoes is donated to a child in need.	-		oneforone.nl
Philips	Philips is a Dutch electronics company. The products include medical equipment and consumer electronics.	consumer & business		philips.co.uk
Radio 1	Radio 1 is a news and sports channel of the Dutch Public Broadcasting.	-		nporadio1.nl
Randstad	Randstad is a global company engaged in temporary staffing and HR services.	business		randstad.com
Rijksmuseum	The Rijksmuseum in Amsterdam is one of the 16 national museums in the Netherlands. The collection offers an overview of Dutch art and history including works by 17th century Dutch masters such as Rembrandt, Vermeer and Hals.	consumer	Featured in article in 2015 edition.	rijksmuseum.nl/en
Rituals	Rituals is a luxury Home and Body Cosmetics brand.	consumer		uk.rituals.com/en-gb/
Rode Kruis	The Red Cross is a worldwide humanitarian movement. A part of the International Red Cross and Red Crescent Movement.	consumer		rodekruis.nl
Schiphol	Royal Schiphol Airport is the main Dutch airport and a major airport in Europe.	business		werelddealweken.klm.com/en
SnappCar	SnappCar is a company website that facilitates the sharing of cars between individuals.	-		snappcar.nl
Sotheby's	Sotheby's is an international auction firm.	-		sothebys.com
SSI	SSI is the premier global provider of data solutions and technology for consumer and business-to-business survey research.	-	-	surveysampling.com
Stand.nl	Stand.nl is a Dutch radio program of NPO Radio 1.	-		stand.nl
Tesla	Tesla is an American manufacturer of electric cars and energy storage.	consumer & business	Second place for the most inspiring organisation among consumers and business in 2016. Featured in article 2014 edition.	tesla.com
The Ocean Cleanup	The Ocean Cleanup is a project to clean up plastic waste in the oceans.	-		theoceancleanup.com
Tijdschrift voor de Marketing	A magazine focused on marketing and communication.	-	-	marketingonline.nl

Organisation	Explanation	mentioned in I40	note Inspirerende 40	url
Toms	Toms is a sustainable producer of shoes and eyeglasses.	-	Featured in article in 2015 edition.	toms.com
TomTom	TomTom is a Dutch manufacturer of navigation systems. It is Europe's market leader in navigation applications.	business	Featured in article in 2015 edition.	tomtom.com
Tony's Chocolonely	Dutch organisation that fights for 100% slave-free chocolate (without child labour or child slavery) .	consumer & business	Most inspirational company consumers 2015, 2016, business 2016. Featured in article in 2015 and 2016 edition.	tonyschocolonely.com
Triodos Bank	Triodos Bank is a sustainable Dutch bank.	consumer & business	Featured in article in 2012 edition.	triodos.co.uk
Uber	Uber is an internet company that mediates between travellers and providers of passenger transport in different countries.	business		uber.com/en-NL
Unilever	Unilever is a multinational company in the field of food, personal care and cleaning products.	business		unilever.co.uk
Vandebron	Vandebron is a Dutch energy company that supplies green electricity and gas to private and business customers.	consumer & business	Featured in article in 2016 edition.	vandebron.nl
Velux	VELUX is a Danish company that specialises in roof windows and skylights.	consumer		velux.com
WWF	WWF is building a world in which humans live in harmony with nature. Part of the World Wide Fund for Nature (WWF).	consumer		wwf.nl

A high-angle, top-down photograph of a person lying on their back on the edge of a dark rooftop. The person's legs are extended straight up towards the top of the frame, wearing blue jeans and white sneakers with red accents. Their arms are spread out to the sides, resting on the rooftop surface. Below the person, a sprawling cityscape is visible at night, with numerous lights from buildings and streets creating a bokeh effect. The overall mood is contemplative and offers a unique perspective of an urban environment.

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