

RAINMAKING

Culture Book

This document is part
manifesto and part
employee handbook



Our Story

We are entrepreneurs first.



2007

Rainmaking is born in Copenhagen in search for better ways to create new companies.

Big investment from business angels makes it all possible.



2008

Financial crisis and panic rules. Founders take long baths and stop reading newspapers. Cut back and focus on a few startups that have traction.



2009

First substantial exit. Phew.
Launch of London office and Rainmaking's first 3 UK-based businesses.



2010

Word of the accelerator model reaches Europe. Rainmaking establishes Startupbootcamp in Copenhagen and 10 startups from across the globe move in.



2011

A couple of exits. HQ moves into a fancy office in Copenhagen. Everyone enjoys the new coffee machine.

Startupbootcamp expands across Europe.

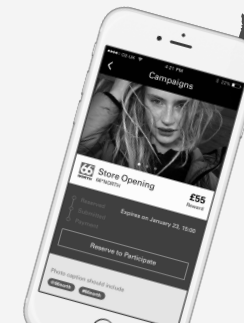




FORTUNE[®]
500



I ♥
BLN



2012

2013

2014

2015

2016

A handful of Fortune 500 companies ask for help with their innovation. Rainmaking Innovation is launched. First client: BP/Castrol.

Rainmaking Loft opens in London. Worries about huge rent, but alas, within two months a few hundred visionary entrepreneurs move in.

Fast growth in Startupbootcamp and Rainmaking Innovation. New clients include: Lloyds Bank, MasterCard, Daimler Mercedes, Tesco and Siemens.

Rainmaking Loft opens in Berlin.

Homegrown startup Frokost.dk becomes the first Rainmaking company to reach 10m GBP in annual revenue.

Rainmaking Loft gets its biggest location yet in Copenhagen, a launchpad for 350 entrepreneurs.

Startupbootcamp expands to the US and Asia with programs in Singapore, Miami and New York.

Rainmaking Studio in London and Copenhagen is born. First clients: Jaguar Land Rover and Danske Bank.

Startupbootcamp is truly global with 15 programs internationally.

Rainmaking Loft operates 5 spaces with a total of 1,300 entrepreneurs.

Rainmaking Innovation works in 30 countries, partnering with 60 Fortune 500 companies.

An aerial, high-angle photograph of a busy pedestrian crossing. The crossing is marked with white diagonal stripes on a dark asphalt surface. Numerous people are walking across the crossing, many of whom are holding open umbrellas in various colors, including black, white, red, blue, pink, and purple. The scene is captured from a high vantage point, looking down on the crowd. The text "Rainmaking today" is overlaid in the center of the image.

Rainmaking today



Rainmaking has **13 offices** on **4 continents** and a global team of 200+ entrepreneurs, strategists, product experts, developers, designers and investors.



COPENHAGEN

LONDON

BERLIN

MADRID

CAIRO

DOHA

DUBAI

OSAKA

TAIPEI

SINGAPORE

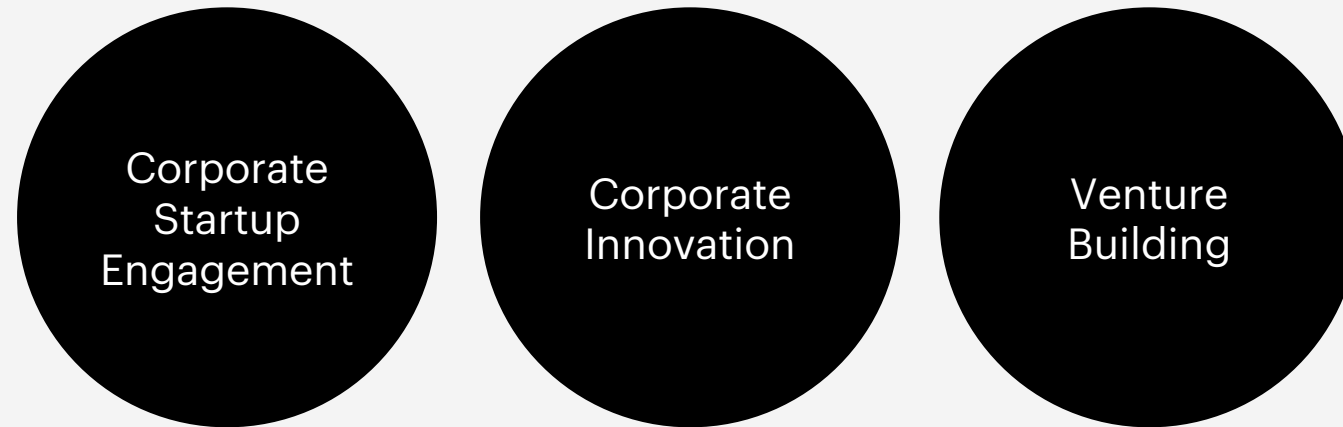


Global network

We run startups and projects in over 40 countries.
Every year we facilitate 1,250+ startup events with 100,000+ participants across the world.

Our global network provides us with first-hand access to innovative startups and early-stage companies in every major startup ecosystem worldwide.

Rainmaking consists of three pillars



Corporate-startup engagement – including the world's largest industry-focused accelerator network

We run multiple types on corporate-startup engagement programs – ranging from scouting to accelerators, scale programs and commercial pilot programs. Our accelerator track record is world class:

727

Companies

70%

Active or Acquired

€501m

Total Funding

€1.5b+

Market Cap



With corporate innovation
we partner with Fortune
500 companies to deliver
positive impact through
entrepreneurship

Our services include:

- We train, upskill and facilitate culture change
- We help internal teams from corporate build products “startup style”

anske Bank

DBS



amazon
web services

DAIMLER



Santander

CISCO



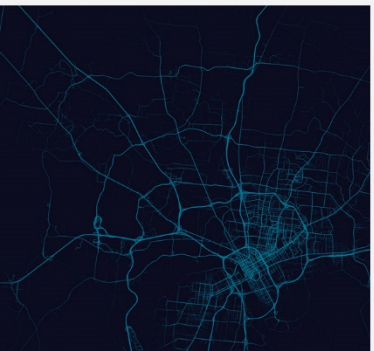
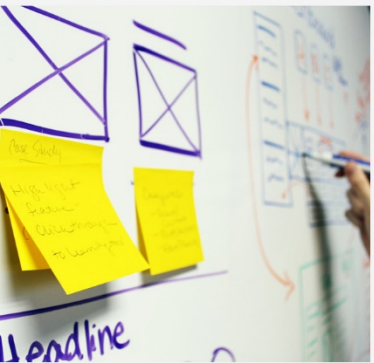
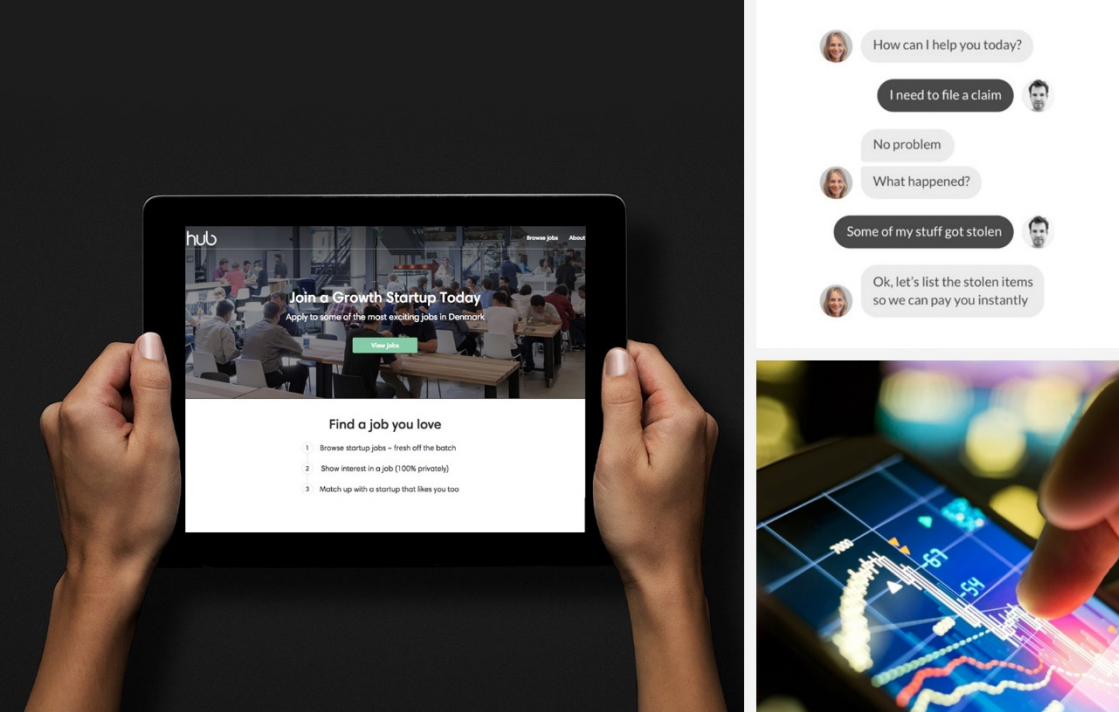
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DONG
energy

TESCO





In venture building we invent and build startups with the world's most influential companies.

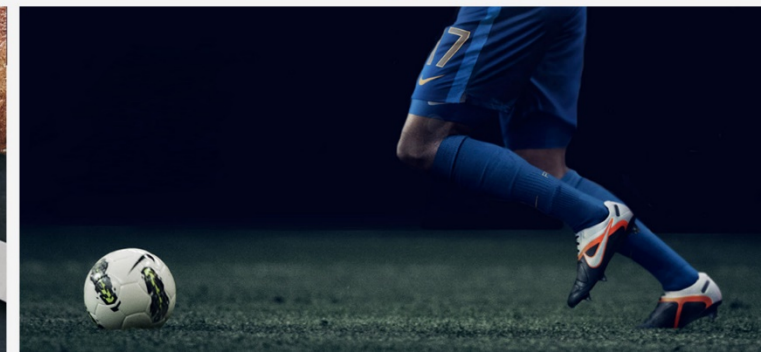
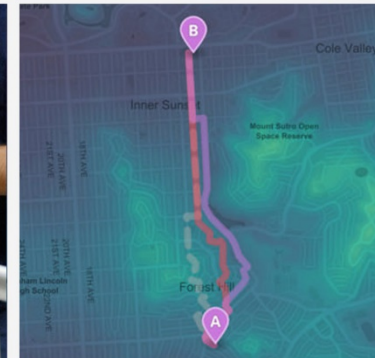
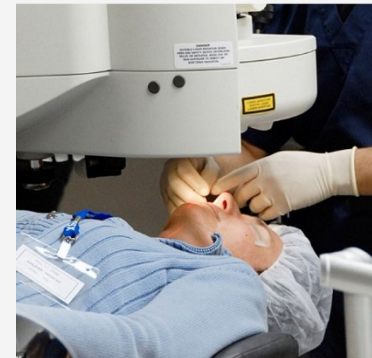
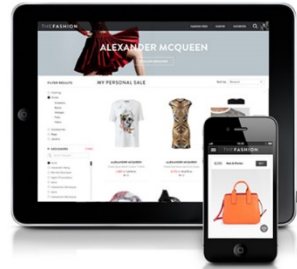
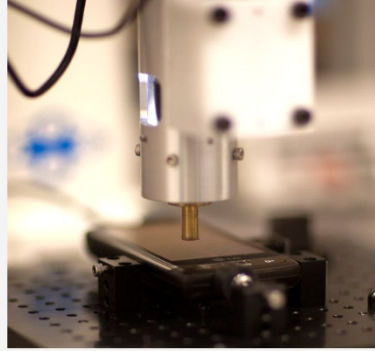
We facilitate a process to jointly and rapidly build new digital ventures.

We share risk and invest alongside our corporate partners via a range of collaborative options.

We also build home grown companies - based on our own ideas

To date we have founded 28 companies based on own ideas and seed funded with our own money. Followed up with +30m EUR from external investors.

1/3 have been sold, 1/3 didn't work out and 1/3 are still going strong.





Meet the family





Purpose & Ambition

A coin-operated telescope is positioned on a rooftop, overlooking a vast city skyline. The telescope is dark and metallic, with a large eyepiece and a coin slot at the base. The city below is densely packed with buildings, and a body of water is visible in the distance. The sky is overcast with soft, grey clouds. The overall mood is contemplative and aspirational.

OUR PURPOSE

We deliver positive impact
through entrepreneurship.

OUR AMBITION

Corporate-startup engagement

We connect corporate and startups to unlock value that each part could not achieve alone.

Corporate Innovation

We help visionary companies reimagine themselves, think and act like a startup.

Venture building

Combining the best of big and small to cofound the most impactful startups of tomorrow.

A photograph of two women in an office environment. The woman in the foreground has curly blonde hair and is wearing a light-colored top, looking towards the right. The woman in the background has dark hair and is wearing a dark top, looking at a laptop screen. The scene is dimly lit, with a laptop and a cup visible on a desk in the foreground.

Values & Culture

At Rainmaking we particularly **value** the following behaviors:



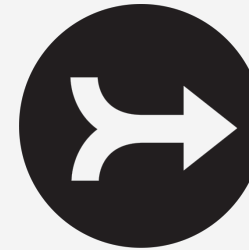
Be entrepreneurial

It's not what we say, it's what we do. Ideas are cheap. Make a prototype, draw a wireframe, call up five potential customers. Focus on actions instead of words.



Be kind

We treat people with respect and integrity. We always approach things in a positive and optimistic way. We will not participate in or be distracted by gossip or negativity.



Be impactful

Doing our job is not good enough. We want to create tangible impact and value. We focus on what really moves the needle and use the 80%-20% rule to guide our priorities.

Principles

Principles. Not rules

In Rainmaking we believe in principles rather than rules. Ask less for permission. Seek forgiveness if you really can't get around it.

We are value driven - not operated by a detailed manual.

In an environment based on trust and the good in people. We would not have it any other way.

Listen **first. Then listen more**

We seek first to understand, then to be understood.
Focus on listening rather than responding.

Take the approach that everything is a hypothesis and that you could be wrong.

Be suggestive rather than instructive, replacing phrases such as 'certainly' and 'undoubtedly' with 'perhaps' and 'I think'.

Be open. That's how we all get along and learn from each other.

Create fun. Have fun

We take our work seriously but not ourselves. We can laugh at each other and poke fun, but we are always inclusive and kind.

We celebrate one another and our achievements.

We bring fun to our community and partners in unique, unexpected ways.

If we're not having fun, we're doing it wrong.

Get a life. Be a whole person

Eat lunch together. Get to know the people you work with beyond the projects you share.

Carve out time for your kids, friends and personal cider projects.

We want you to be a happy and a whole person.

There is not a private life and a professional life. There is just life, and we want Rainmaking to be popular with your spouse too.

Ethical Codex

Our ethical codex is simple. We do the right thing

We have the courage to do what's right. Especially when the right thing is the hardest path to take.

We face the truth. And we say no, when things are off the mark.

For us, there is no other way. We have to live with the consequences of our choices and it is our choices that show who we really are.

Do the right thing. It will gratify some people and astonish the rest.

Bigger impact

We use our entrepreneurial skills to make a bigger impact

We created BetterNow.org as a crowdfunding platform that has raised +3m GBP for 150 charities in 8 countries

We run a village school in the southern part of India, fully sponsored by our portfolio company able.dk.

We have trained hundreds of 8-12-year-olds in entrepreneurship via Rainmaking Kids

We mentor university students in entrepreneurship

In short, we aim for impact beyond just business

Diverse insights

Think differently. Act differently

We treasure a diversity of perspectives, because it helps us create the biggest possible impact.

Therefore, we promote equal opportunities and diverse opinions throughout the company.

We employ people from over 35 different nationalities, ranging from student assistants to recognised experts with decades of experience, counting 58% men and 42% women.

Your value lies not in your age, gender or nationality - but in your ideas, ethics and actions. All perspectives matter - and actions matter more!

A photograph of a modern office environment. In the foreground, a man with brown hair and a beard, wearing a white button-down shirt, is seated at a dark wooden desk, focused on his laptop. His desk is cluttered with various items: a white mug, a grey sweater, a water bottle, and some papers. To his left, another desk is visible with a laptop and a water bottle. In the background, other office workers are visible, some working at their desks and others standing. The office has large windows with white frames, and the overall atmosphere is professional and collaborative. The text "How we work" is overlaid in the center of the image.

How we work

We like an entrepreneurial environment

You know how you perform best. Work from home - or somewhere else - when you feel like it. We trust you to organise your day without any external micro-management.

If you want to go to the gym in the middle of the day, please do.

We value people who are focused on making things happen. We do not believe in face time for its own sake.

We are serious about delivering quality

We are very ambitious and want to create an exceptional working environment.

We aim for the stars, when it comes to the value we bring to customers and the quality we deliver.

We are not afraid of making hard decisions.

We are not the place for free riders who cannot navigate in an environment, where personal freedom is a virtue.

We communicate openly and directly

You can always ask anyone in the company for their input. This includes our Partners.

In fact we all have a responsibility to speak up and not just whisper in a corner.

Our organizational structure is flat. The person with the best idea - and the ability to argue for it - will always win. No matter if he or she is a new hire or a founder.

We are still a young company and we acknowledge that we haven't nailed everything yet. So let us know when we fail. We will never hold it against you.

Move fast and focus on impact

Moving fast enables us to do more things and learn faster.

We're less afraid of making mistakes than we are of losing opportunities by moving too slowly.

As we grow it is tempting to have more processes and involve more people in everything, but we need to stay lean and efficient and not get slow by over-thinking or over-designing things

To have the biggest impact, we need to focus on solving the most important problems and create leverage in everything we do

Nobody's gonna hold your hand

Rainmaking is a busy place, and you'll often be on your own to figure things out. Ask for help, but don't rely on others to hold your hand.

You might be tempted to say "It would be nice if someone made a [template, team dinner, etc]." At Rainmaking you are that someone. If you want to update, change, or fix something, go for it.

Every awesome thing you see is like that because someone like you decided to do it.

Great artists steal

Always start by asking: who has done this before, or who can help me achieve this task better and faster?

Often somebody in Rainmaking will have done a similar project or task before, so let's build on top of what has already been made.

“Der wow factor”

In every new company, project and offering, we seek to go beyond what is expected and promised.

Ask yourself (in a German accent, please!): What is “der wow faktor”?

Thought leadership is part of our DNA

We inspire and share what we know through multiple channels:

- Rainmaking Summits
- CEO lunches
- Industry roundtables
- Rainmaking Sessions

In addition, we have sold more than 100k books across 30+ countries with translations in 17 languages.

Accolades include the “Management Book of the Year” award by the British Library, Chartered Management Institute and Henley Business School.

Avoid meetings, if you can

Meetings can be great. And sometimes solutions to difficult problems come out of a productive meeting.

But way too often, meetings take too much time for too many people.

We encourage people to avoid traditional meetings and instead meet 1-on-1 standing up or walking-and-talking.

If a meeting is necessary, keep it under 30 minutes and only invite the most crucial people. Bring clear recommendations for decisions instead of using the meeting to get to a recommendation.

Time is precious. Make it count.

Spend money as if it were your own

We are not cheap when it comes to operating our company. But we are not extravagant either.

We believe that all our colleagues know when it makes sense to hustle with what you got, and when you should invest in a top-notch solution.

In general, we encourage everybody to spend money as if it was their own. And to ask a colleague if in doubt.

A low-angle, dark, and slightly desaturated photograph of the Golden Gate Bridge. The bridge's red-orange steel structure, including the suspension cables and the iconic tower, dominates the left and center of the frame, extending from the bottom left towards the top right. The background shows a hazy, blue-grey sky and dark, rocky hills in the distance. The overall mood is dramatic and industrial.

People & Development

Hiring

Our people is our greatest asset. Therefore, we never outsource hiring to recruiters, but encourage everyone to invest time in hiring and on-boarding.

We treasure a diversity of opinions. We value your perspective, not your gender, ethnicity, title or physical abilities.

Skills and experience are of course important, but we look for a match in values first. We hire people we want to work with.

We love to work with people who...

Are smart and make things happen.

Suggest solutions rather than point out problems.

Are kind and contribute to creating a good atmosphere.

Go the extra mile to add value to our customers.

Are not afraid of getting their hands dirty.

Have a life outside work.

We are not impressed by people who...

Are high performers, but not team players.

Stay late in the office, just for the sake of face time.

Talk, but do not listen.

Use politics to get ahead.

Feel too important or busy to help their colleagues.

Act too corporate to fit into an entrepreneurial environment.

Hierarchy and organizational charts

We run projects and programs, and these tend to die in organizational charts.

A project organisation is what we run instead. This can be a bit confusing at times, but believe us: the alternative is no good.

We love setting the vision, providing leadership, mentorship, and guidance. And we aim to hire people who know what needs to be done without looking over their shoulder.

Your local office is your anchor point

We believe that people mostly get a sense of belonging to the team they sit with on a daily basis.

We also believe that the people on the ground are the ones best suited to driving sales and delivery.

We therefore use our geographies as our main organisational anchor points.

Each geography has direct access to a Partner who has the responsibility of making that geography a success and helping all colleagues grow and flourish.

Move around

We encourage people to move around within the company.

We strongly appreciated when Matthias moved from Copenhagen to Doha to help launch the new SportsTech program.

Just like we loved to see how Ida stepped from one of our own startups and into our venture building unit.

Mobility is a perfect driver for sharing knowledge across the company.

And it makes our time at Rainmaking a learning process for all of us.

Personal development

We believe that both you and the company should gain value from your time in Rainmaking.

Therefore, we expect you to take charge of your own personal and professional development.

We believe in a continuous dialogue between you and your manager, so expect to engage in regular feedback sessions.

At least twice a year, you should update your development plan – the “Make it Rain plan” – and go over it with your manager. Your growth is our growth.

Titles

In Rainmaking, your title is not what sets you apart. It's your impact.

We are happy to give you a title you identify with, as long as it makes sense to you, your colleagues and our customers.

As a guiding principle, we encourage titles that explain the work you do and the responsibility you have.

Your title does not define your salary – your impact does.

Salaries

At Rainmaking, your salary is not based on your previous career. You will be rewarded for the quest you accomplish with us.

When you are hired, we agree on a salary level that is fair, also in 12 months. We are not ones to increase salaries all the time.

If we do great things together, we will make sure you feel appreciated. Also in a monetary way. But it will be through bonuses rather than your salary level.

Let's create the future together.

