

Rainmaking Culture Book

Spring 2021

RAINMAKING

This document is part
manifesto and part
employee handbook.

Its purpose is to help you
understand the Rainmaking
Way and some of the
principles we celebrate.

Rainmaking's purpose is to help individuals, companies and societies solve big challenges by unleashing the power of entrepreneurship

Our story

RAINMAKING



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 rule. 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.

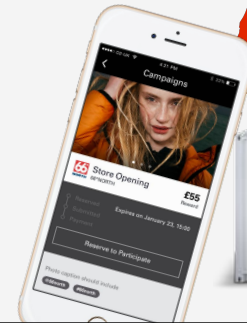




FORTUNE[®]
500



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 fear not, 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.

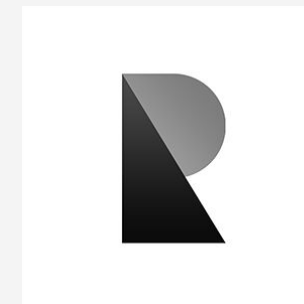
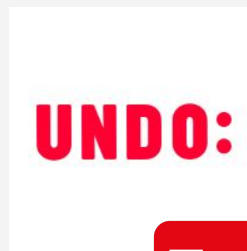
Startupbootcamp expands to the US and Asia with programs in Singapore, Miami and New York.

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.



2017

We open offices in Dubai, Hartford, Mexico City and Madrid.

Increased focus on combining entrepreneurial experience with industry insights.

2018

New offices open in Taipei, Cairo and Doha.

The partner group is more than doubled with great internal talent getting promoted.

Our portfolio of startups reaches a USD 1bn valuation.

2019

We open offices in Moscow, Austin and Osaka.

Undo (our venture project created with Tryg) grows exponentially (30% MoM).

The global team is now 200 people.

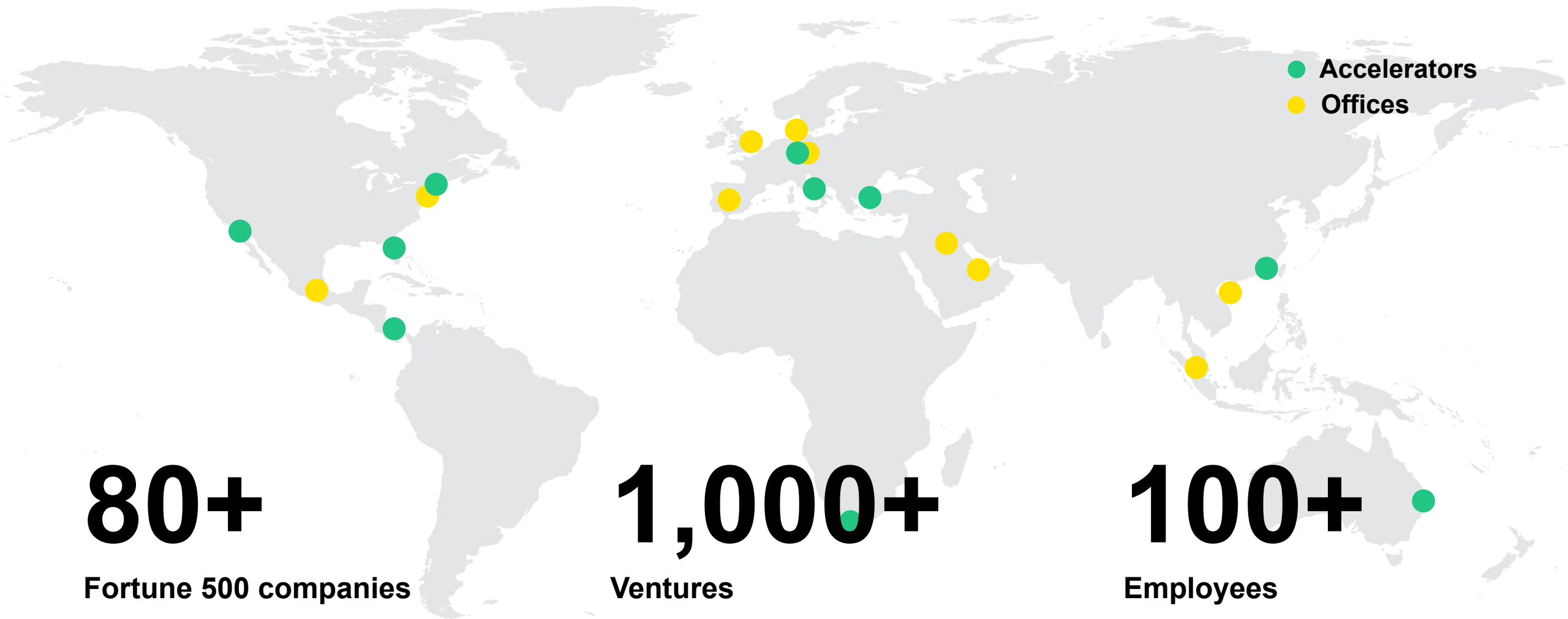
2020

We open an office in Seoul.

Rainmaking reaches a milestone of having invested in and accelerated 1,000 startups globally.

Innovation is the new normal.
There's no finish line.
You can't be a fast follower.
You have to continually innovate.

That's the name of the game in
business today - both for our
partners and for Rainmaking.



We have partnered with more than 10% of the Fortune 500 index to deliver tangible results.

Since 2006 we've helped build over 1,000 technology companies.

35 nationalities across 10 offices on 4 continents.



Global network

We run startups and projects in more than 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.

What we do



Opportunity mapping

We identify and prioritise new business opportunities in industries, value chains and emerging technologies.



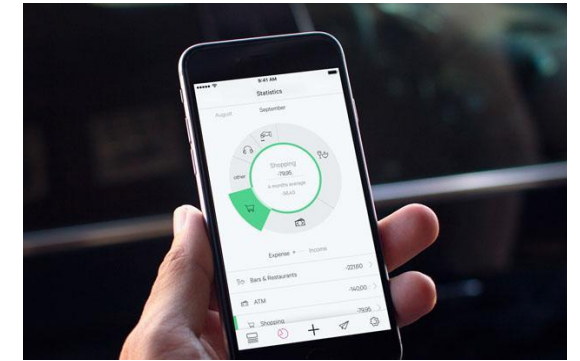
Startup pilots

We connect leading corporates and startups in pilots and programs, unlocking value that each part could not achieve alone.



Internal innovation

We help visionary companies design, build, and run internal innovation programs to create sustained innovation capabilities.



Venture Building

We combine the best of big and small, helping corporations launch and scale new ventures, disrupt industries and deliver growth.

Select global partners



RAINMAKING

When executives in Fortune 500 companies want to tackle big challenges and achieve impact at scale ...

...we want to be the trusted innovation partner they call first

A photograph of a modern, illuminated bridge at night, featuring a series of vertical slats that create a waterfall effect. The bridge is lit with warm white lights, and the surrounding city buildings are also lit up. The sky is dark blue with some clouds. The text "Meet the family" is overlaid on the left side of the image.

Meet the family

RAINMAKING





Values & Culture



We do things The Rainmaking Way.

Not just in the office; this also goes when we work with partners and clients.

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



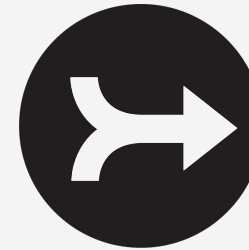
Be entrepreneurial

We are entrepreneurs at heart. We love to execute and get our hands dirty. We continue to experiment and are willing to take risks. We are also professionals who know how to go from ideas to results.



Be kind

Being kind is key in both daily work and customer relations. We attract people that we sincerely enjoy working with and who treat each other with kindness, respect and an open mind.



Be impactful

We measure success by our impact. We aim to combine a business outcome with a positive influence on the world. We partner with like-minded individuals and organisations to achieve impact at scale.

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 rule
book.

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.

Bigger impact

Use entrepreneurial skills. Make a bigger impact

We created BetterNow.org as a crowdfunding platform that has raised USD 18M for 200+ 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!

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 Code

Our ethical codex: 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.

How we work



We're flat - when it makes sense

We aim to avoid heavy structures when it comes to how we share ideas, present projects, and collaborate.

We encourage you to reach out to managers and Partners with direct input. This helps the entire company improve.

Still, we keep some degree of hierarchy - to align priorities across the business and make sure that every strategic decision has an owner.

Our leadership is there to provide guidance and help - not to dictate how you work.

We cherish 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. And we aim to hire people who can act on their own, without hand-holding.

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.

Data before decisions

Your gut feeling can only take you so far.

We aspire to make our decisions based on data.

Do not guess what your teams wants. Do a survey.

Challenge your idea of what the best lead driver is or what goes into a successful startup. Look at the stats.

Do not assume you know your users' dreams and frustrations. Ask them.

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 from the corner.

Our organizational structure is flat. The person with the best idea - and the ability to argue for it - wins. 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

There is no value in reinventing the wheel.

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 build on top of what has already been made.

“Der Wow Faktor”

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”?

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 were their own. And to ask a colleague if in doubt.

People Development

A low-angle, upward-looking shot of the Golden Gate Bridge, showing its iconic red-orange steel structure against a clear blue sky. The bridge's suspension cables and truss work are prominent. In the background, rugged, rocky hills are visible under the bright sky.

We aim to be the preferred place to work for people who are driven to **unleash the entrepreneur** in themselves and in companies across the world

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.

Building the team

We never outsource hiring, but encourage everyone to invest time in hiring and on-boarding.
Referrals are welcome!

We treasure a diversity of opinions. We value your perspective rather than 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.

Titles

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.

You will gain experience by getting new and bigger responsibilities – without necessarily changing your title, function or role.

Salaries

At Rainmaking, your salary is not based on your previous career or on your title – it's based on your impact. You will be rewarded for the quest you accomplish with us.

When you are hired, we agree on a salary level that is fair, and will be 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.

Career moves

Mobility is a perfect driver for personal and professional growth.

Your journey in Rainmaking will not be a linear route. It is an expedition to different islands that might take you on detours or lead to unexpected places.

Like Mathias, who moved from Copenhagen to Doha to help launch the new SportsTech program. Or Ida, who stepped from one of our own startups and into our venture building unit.

We encourage you to move around within the company – and to always keep an eye on where the next possibility might arise.

Your growth is our growth

Both you and the company should gain value from your time in Rainmaking.

Working here should be a great learning journey, and we expect you to take charge of your own development.

Start with getting clear on your personal and professional goals. At least twice a year, update your development plan – the “Make it Rain plan”.

Make it a priority to have regular feedback sessions with your manager, your mentor and your peers.

The real value creation for our clients lies in what we deliver. This is the time of truth where we will demonstrate real tangible value and convert fine words into action.

We want to go beyond expectations and deliver 'Der Wow Factor'



Let's create the future together.

