

NIELS DUIJVESTIJN

VENTURE DESIGNER & ARCHITECT

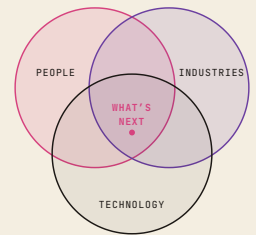


MY SUPERPOWER

I DESIGN THE COMPANIES, ECOSYSTEMS AND FORMATS OF TOMORROW.

More access for people. New users, markets and revenue models for business — by using AI and technology to their full potential.

An eye for the next company, format or ecosystem. A mind that takes entire systems apart — and rebuilds them as something new. A commercial instinct that makes it earn. Never obstacles. Always an opening.



It's not a method. It's a feeling.

BASED Amsterdam, NL **EMAIL** niels@deduijf.com **PHONE** +31 6 17472862 **WEB** deduijf.com · linkedin.com/in/nielsduijvestijn

20

YEARS BUILDING
COMPANIES

24

COMPANIES DESIGNED

10

COMPANIES BUILT

15

INDUSTRIES

10K

PARTNERS SIGNED

€2.5M

FUNDING RAISED

CREATE

VENTURE CREATION

an obsession with creation

Give me a blank sheet. I'll design what comes next.

- 1 New companies from zero**
Turning a blank sheet into a company worth building.
- 2 Opportunity discovery**
Seeing the opening in markets, users and technology that nobody has taken yet.
- 3 Business concepts**
Companies, products, platforms and ecosystems — designed from the very first idea.
- 4 Business & revenue models**
How it makes money, built in from day one — with AI and technology at the core.
- 5 Concepts & formats**
New concepts and formats that bring more people in — from media and music to sport and live experiences.
- 6 Idea → viable business**
Not done until it's buildable, commercially sound and investable.

REDEFINE

BUSINESS REINVENTION

growth beyond the core

Give me your assets. I'll design the new business they make possible.

- 1 Unrealised potential**
I see what others don't. The gaps, underused assets and opportunities beyond current thinking.
- 2 The whole playing field**
Customers, data, technology, brand, partners, people — and the connections between them.
- 3 Beyond the core**
New ventures and revenue streams next to what a company already does.
- 4 New propositions & platforms**
Your assets mixed with AI and patterns from other industries. That's where the new business hides.
- 5 Ecosystems**
Customers, partners and technology connected into something none of them could build alone.
- 6 Existing → something new**
Assumptions become building blocks. Tested with real numbers — with a business case strong enough to fund.

CONNECT

HOW I THINK

the mind behind it

Any industry. My mind constantly connects what exists with what has just become possible.

- 1 Unusual angles**
I combine things nobody puts together — often from completely different worlds. That's where the new company is.
- 2 Extreme inventiveness**
I see layers — and behind every layer, another one. In any industry. Disruptive by nature.
- 3 Industry-agnostic**
Any industry, any market. I read a new one fast — and see its whole playing field almost immediately.
- 4 Pattern recognition**
I spot the patterns behind markets, users and technology — and see where they break.
- 5 Simplify complexity**
Whole systems taken apart and rebuilt into something simpler and better. Complexity is my material.
- 6 A feel for what people need**
I sense what people are missing — and design the space and access that gives it to them.

DIFFERENT INDUSTRY. SAME WAY OF THINKING.

Ten companies, in completely different industries. Every time: one combination nobody had made.

DEMOCRATIZE make the exclusive accessible **REVERSE** redesign from the user back **BUNDLE** unite what is fragmented **CONNECT** unlock what already exists

A × B × C the connection nobody made

THE QUESTION BEHIND EVERY DESIGN

What’s in it for them?

01
A benefit

02
An improvement

03
A change in their life

04
A transformation

2008

ONLINE RENTAL SHOPS

REVERSE

Renting audio, video and party gear meant driving to a shop and hauling it home.

I took the shop out of the location: one central stock, delivered to your door or picked up around the corner.

10 pick-up points **1** fulfilment centre

to the front door with **TNT Express**

rental × e-commerce × last-mile logistics

Location is a constraint, not a given.

SOLD

FOUNDER & DESIGNER

2010

ZOEF

BUNDLE

Thousands of rental shops across the Benelux, each with their own stock and checkout. Nobody could find them.

I put them all behind one door — one shop, one checkout, central logistics.

1,000+ rental partners **€5M** rental revenue per year

3 countries • Benelux

1,000 local shops × one marketplace × one checkout

A fragmented market only becomes a market when someone bundles it.

BANKRUPT

FOUNDER & DESIGNER • [zoef.com](#)

2014

GETWELL

DEMOCRATIZE

Care capacity existed, but clients couldn't reach it without referrals and waiting lists.

I opened the agendas of care providers directly to clients.

500+ care providers bookable

1,000+ bookings per month

care capacity × online booking × client choice

The capacity was there. The access wasn't.

SOLD

FOUNDER & DESIGNER

2018

UTURN

CONNECT

A closed logistics market, run through middlemen.

I opened it up: shippers and carriers, directly connected on one open marketplace.

3,000 carriers **1,000** shippers **120K** orders per year

10 countries • 2 continents

1,000 shippers × 3,000 carriers × one open marketplace

Closed markets stay closed until someone builds the door.

STILL RUNNING

EARLY SHAREHOLDER & CCO • [uturn-now.com](#)

2025

FOUNDERBOARD

DEMOCRATIZE

Knowledge, guidance and execution power were reserved for the few founders who could afford them.

I rebuilt the board, the advisor and the team as AI — for every entrepreneur.

board of advisors × AI × every founder

What was reserved for the few can be built for everyone.

STILL RUNNING

FOUNDER & DESIGNER • [founderboard.ai](#)

MY CREATIVE PLAYGROUND. MY DRAWING BOARD.

And the place where ideas become real companies. I take industries apart and design the companies they're missing. The strongest designs are brought to market by entrepreneurs, companies and industry partners — **they build, I design.**

LIVE & BUILDING

INTELLIGENCE Founderboard The AI board behind every lab design — and every founder. founderboard.ai	LIVE SOFTWARE Softshare A marketplace where software is brought in and reused — every organisation's newest IT department. softshare.ai	BUILDING
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ON THE DRAWING BOARD • 8 INDUSTRIES

CLEANTECH Oscar Outdoor robots and 9 AI features, built to cut the world's street litter by 10%. oscar.earth	COMMERCE ByeBuy The newest way of shopping: bundled demand means better prices and smarter logistics — sourced from the best shop, or straight from the maker.	CIRCULAR MyTreasures A wallet for everything you own — sell, rent, recycle or donate it from one place.	PUBLISHING Storyhouse An AI-native publishing house — helping anyone write their book and bring it out.
MUSIC Unheard Connects AI music makers with producers and artists — and back. With its own social and TV format.	DESIGN Picasso Design in reverse: creators show it, demand is counted — then makers produce what people already want.	PHOTOGRAPHY PicturePerfect Every great photo deserves a stage: AI finds the best shots and brings them to editors and media.	CONNECTION HoldTheLine The phone book, reinvented: reach anyone you need, worldwide — straight from your phone.

WHERE I CREATE THE MOST VALUE

BIG PLAYING FIELDS. ROOM TO BUILD.

I'm at my best where a lot already exists — and even more could.

BIG TECH & PLATFORMS Gigantic capabilities — and room to invent entirely new businesses on top of them. Think Alphabet / X • Microsoft • Amazon • Airbnb • Uber	MEDIA & ENTERTAINMENT Formats, IP, creators, fans, advertising, commerce and AI — recombined into what comes next. Think Talpa • Banijay • Netflix • Disney	SPORT AS ENTERTAINMENT Media, technology, community, commerce and experiences at once. Millions of fans, a few hours of play. Think Formula 1 • UEFA • Red Bull • Nike
CREATIVE & EXPERIENCE Technology, storytelling, design and the physical world, designed as one experience. Think Disney Imagineering • LEGO • Epic Games	ASSET-RICH GIANTS Absurd amounts of assets. What happens when we connect them differently? Think IKEA • Booking.com • Heineken • KLM • LVMH	VENTURE CAPITAL & FAMILY OFFICES Designing new companies — and finding the hidden ones inside a portfolio. Think Sequoia • a16z • Exor • Investor AB

There has to be a better way.

Since I was young, I've known I see things differently. More ideas than I could use. Always inventing. Taking in everything around me — with a restless urge to make it better. I just had no idea what to do with it.

So I started building — because I've always wanted to create. Since 2006: company after company, industry after industry. Every one began the same way: I saw something inside a business and thought, **there's something here**. But always on a small playing field.

In recent years, something changed. I no longer see just the idea — I see the whole system around it, and how it could all be different. In 2025 I finally gave it a name — and started designing what's next. Companies, ecosystems and formats — from platforms to television. In 2026 I opened my **venture lab**: the place where my ideas come to life — and are brought to market with entrepreneurs, companies and industry partners.

Technology changed the size of my canvas. AI, software and data make things possible today that were too expensive, too complex or simply impossible only a few years ago. That shifts the most interesting question from **can we build it?** to **what should we build?**

That is where my creativity becomes most valuable. Technology is my design material. I combine what has become possible with business, people, assets and patterns from completely different industries — and design what comes next.

My dream: designing companies, ecosystems and formats that make people's lives better — on the biggest playing fields in the world.

Speaker on new companies, entrepreneurship and AI. Writing a book: **Before You Turn 50**.

THINKING

Pattern recognition · systems thinking
· opportunity discovery · complex
problem solving

BUILDING

Venture design · venture building ·
product · platforms · ecosystems

LANGUAGES

Dutch · English · German

OUTSIDE WORK

Long-distance running · snowboarding
· padel · tennis · golf
Obsessed with cars and music — and
dreaming up new concepts and
formats.

BUSINESS

Venture architecture · business
models · business cases · strategy ·
growth

TECHNOLOGY

AI · software · data · automation · AI-
native business models

EDUCATION

MSc Business Administration

Erasmus University Rotterdam ·
2002–2006

Bachelor of Economics

HU University of Applied Sciences
Utrecht · 1998–2002

WHAT I'M LOOKING FOR

A place that creates new companies, again and again — a venture studio, or a company with a big playing field and the ambition to build what comes next. Not advising from the side, but designing, validating and launching new ventures with your team.

Let's build what's next — together.

READY TO DISRUPT YOUR INDUSTRY?

Let's design your next company.

Let's talk ↗

niels@deduijf.com · +31 6 17472862 · deduijf.com

