

# Cluster dilemma's

*The Dutch agrifood case – a supercluster cooperative?*

Sebastiaan Berendse, MScBA, CEMS MIM, RTTP  
corporate director Value creation & Impact  
Wageningen University & Research

# NI-Netherlands




**Holland is not a dense country, but an empty city.**  
*Nederland is geen vol land, maar een lege stad.*



# Others showed us the coherence in 2017 + 2018





An aerial photograph of the Wageningen University campus. A large, multi-story brick building with a central archway is prominent on the left. A river flows through the campus, with a bridge crossing it in the foreground. The landscape is green with grass and trees, and a parking lot is visible near the building.

# Wageningen University & Research

# Wageningen University & Research 2023

## Wageningen University

- Academic education & basic research
- 3.580 staff fte
- Turnover: ± M€495
- 13,560 students; 2,400 PhDs
- ~340 PhD graduates annually
- 20 BSc, 30 MSc progr.
- 74 patent families

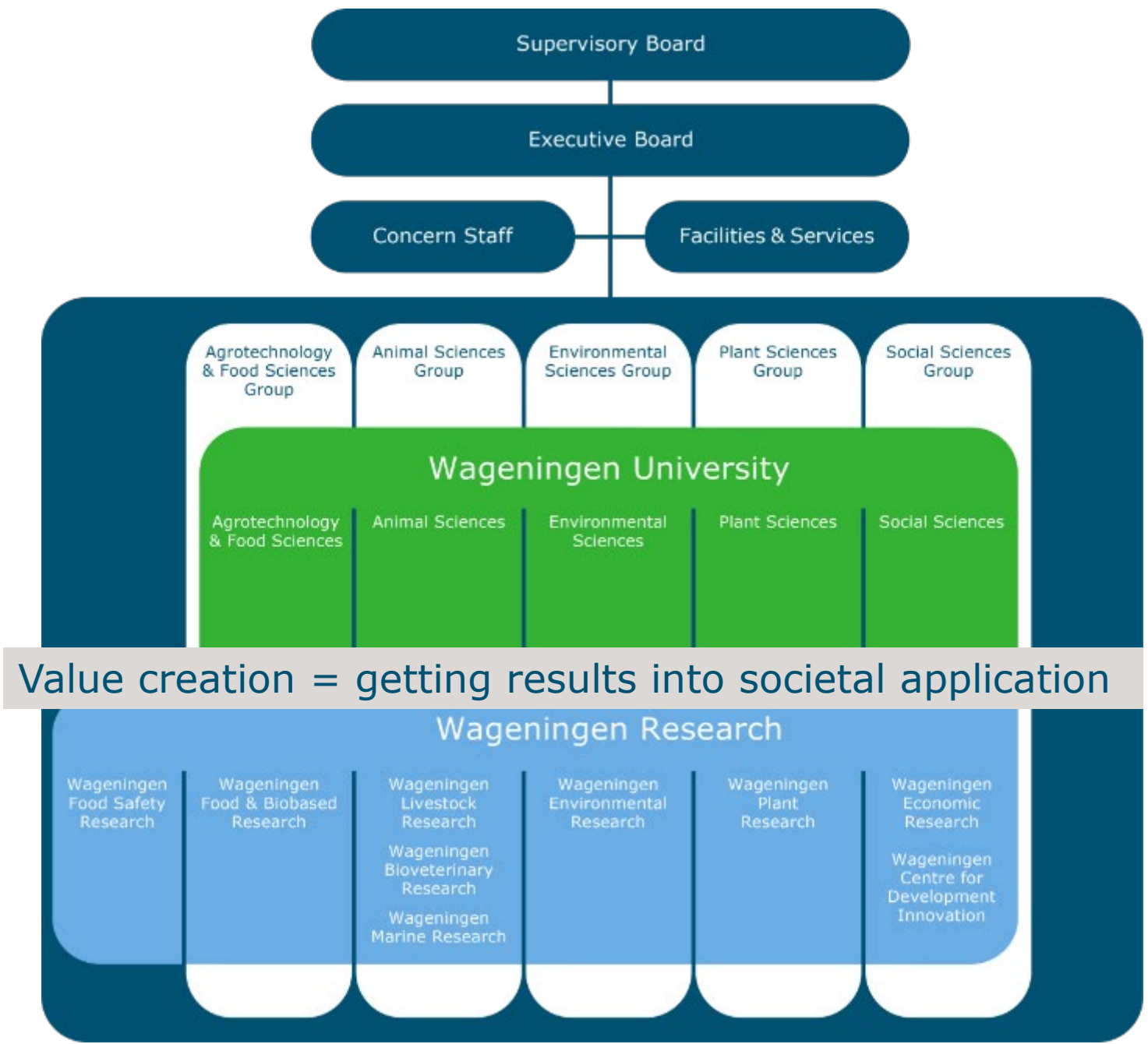
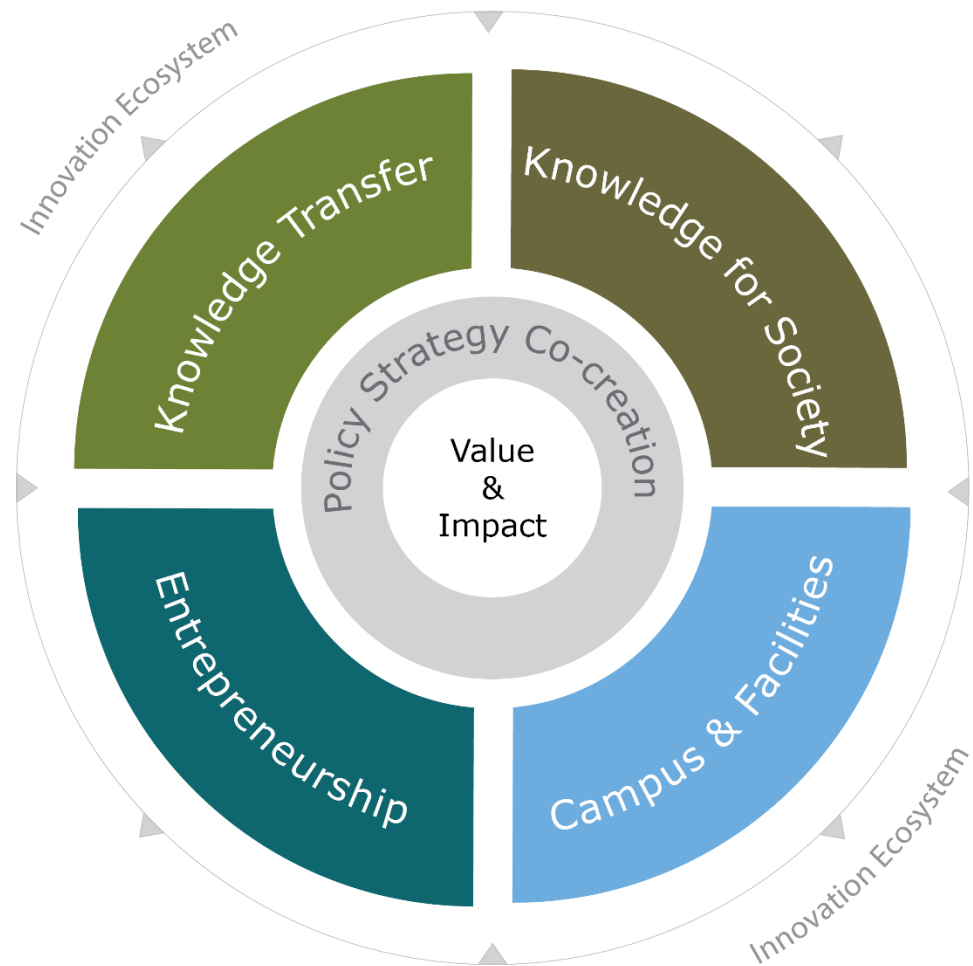


## Wageningen Research (RTO)

- Strategic, statutory, PPP applied research
- 3.450 staff fte
- Turnover: ± M€ 419
- 53 patent families



# WU & WR (per 1998)





# Nationwide



# Finding answers together

Dilemma's as a cluster in...

- Space & Place
- Time
- Tasks & Roles
- Business case for org.ware





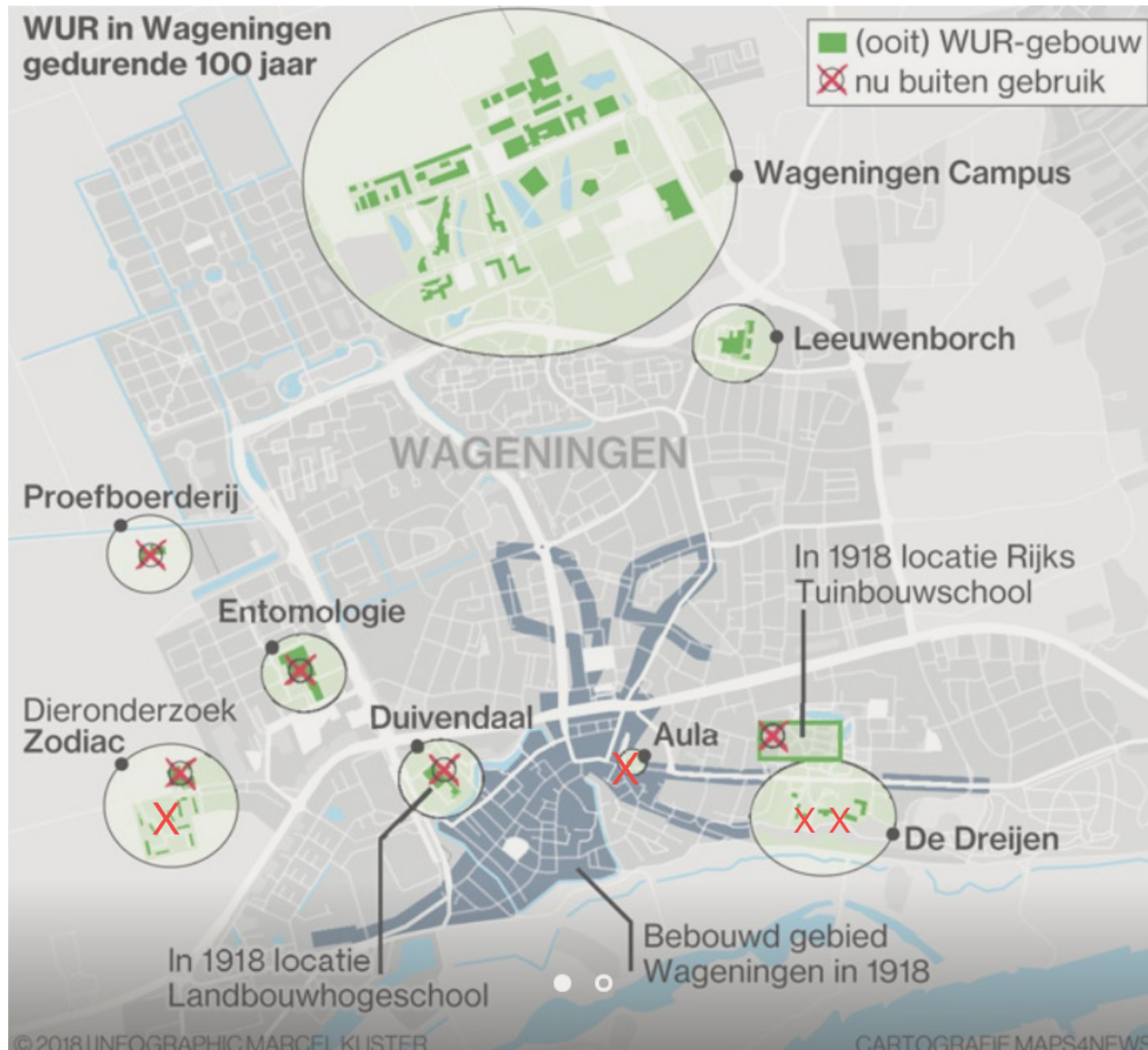


# Time





# Time - dilemma scope for 20-25 years





# INNOVATION FIELDS

## Redefine food

Focus on high impact, energy  
and where our network and  
expertise sits.

Circular Agrifood



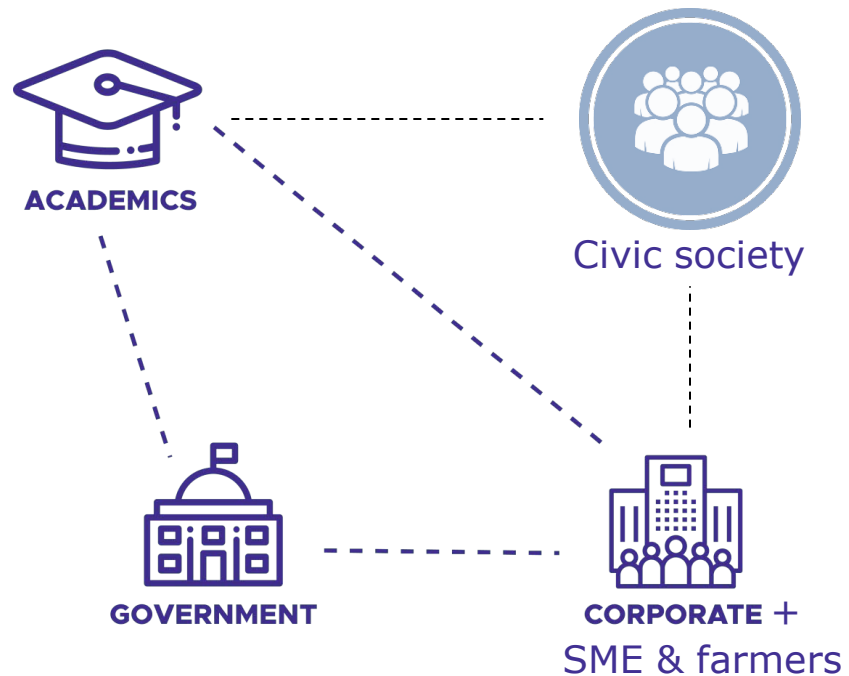
Food and Health



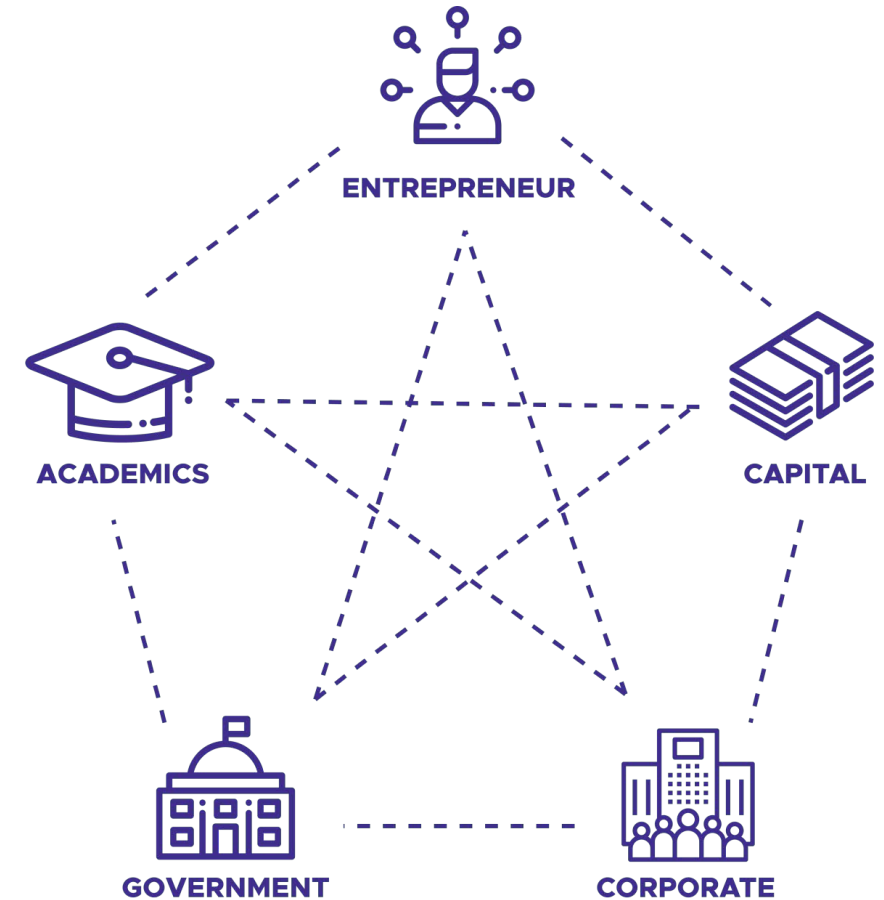
Protein Transition



# Cluster development



**Q. Triple Helix**  
1950-ies 1990's – 2010's



**Pentagon**  
2010's –

# Tasks & Roles - Entrepreneurship community



**STARTLIFE**  
Agrifoodtech Accelerator



**FRESH FORWARD**  
BREEDING





# Nationwide

THEMATIC  
TECHNOLOGY  
TRANSFER





# STARTLIFE

Agrifoodtech Accelerator

**2010  
WUR STARTUPS**



**2015  
DUTCH STARTUPS**



**2018  
GLOBAL STARTUPS**



**14 YEARS**  
**OF EXPERIENCE**  
unparalleled vision

■ Founded and supported by



**WAGENINGEN**  
UNIVERSITY & RESEARCH





# STARTLIFE IN REVIEW

2010-2024



**400+**

Startups



**€650M+**

Raised capital



**3000+**

Jobs created



**40+**

Partners



**60+**

Mentors

# STRATEGIC PARTNERS

## Open Innovation Ecosystem



### Corporate

partners

Givaudan

KraftHeinz

citrosuco

Cosun

KWS

PHW

K<sup>1913</sup>  
we make it grow

Yili

CJ CHEILJEDANG



CORTEVA<sup>TM</sup>  
agriscience

agrifirm

ICL PLANET  
STARTUP HUB



Rabobank

### Investor

partners

anterra<sup>capital</sup>

ASTANOR

rubio  
impact ventures

ICOS  
CAPITAL



SIGNATURE  
AGRI INVESTMENTS



THE YIELD LAB

pymwymic

INVESTNL



SHIFT INVEST

DÖHLER | VENTURES



FUTURE  
FOOD  
FUND



HORTICOOP



oost.nl



PEAKBRIDGE

### Program

partners

BDO

Catalyze

planet**b.io**

AXON  
science based lawyers

zebra.legal



EP&C  
PATENT ATTORNEYS

NIZO  
FOR BETTER FOOD & HEALTH



NO MILK  
2DAY



Normec  
Foodcare

FleXIEbel

# F&A NEXT summit

10<sup>th</sup> edition | 21-22 May 2025 | Wageningen



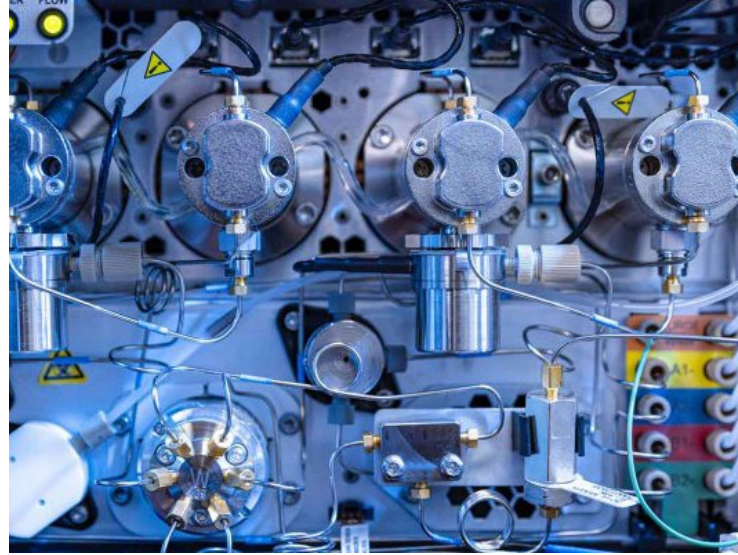
**FOOD & AGRI  
INNOVATORS**

[Watch F&A Next 2024 After Movie\\*](#)

- > High-energy event, bringing together the perspectives of startups, **scale-ups**, corporates & investors.
- > Attracts annually **800+** participants from 35+ countries
- > Founded in 2016, co-organized by
  - StartLife
  - Wageningen University & Research
  - Rabobank
  - Anterra Capital
  - Foodvalley NL



# Tasks & Roles - Shared Research Facilities

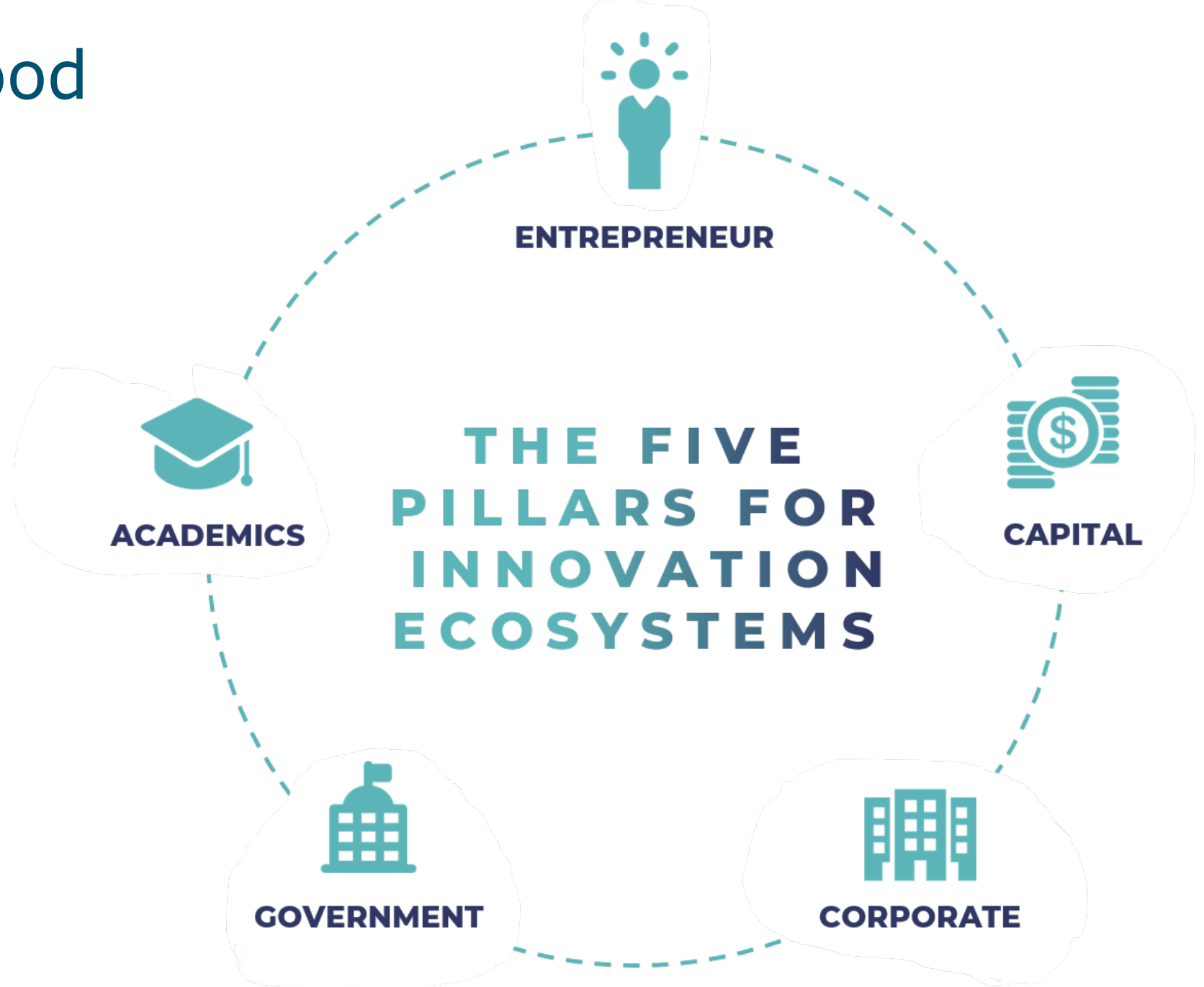




# Tasks & Roles - Wageningen Dialogues

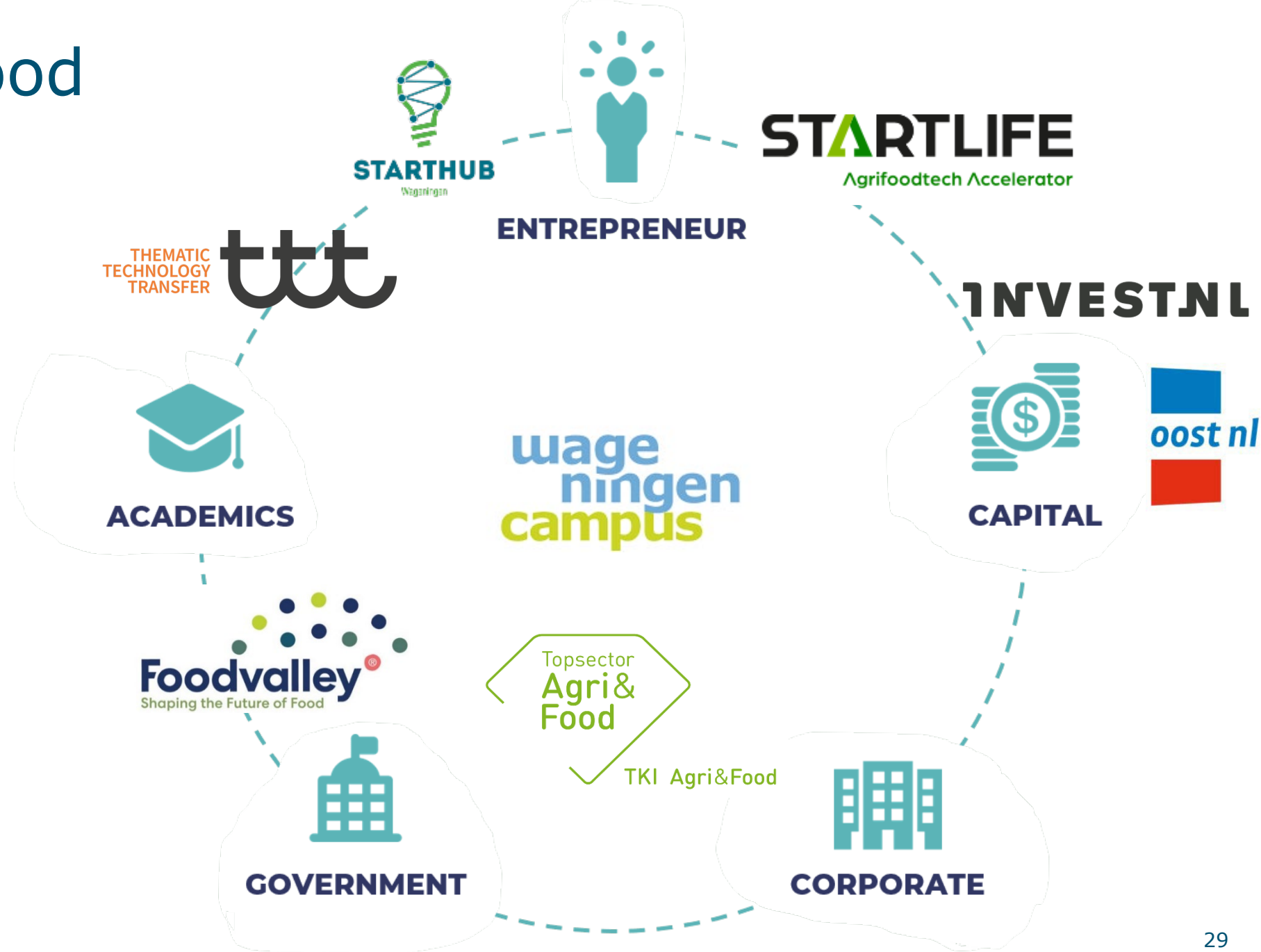


# Dutch agrifood cluster a cooperative system

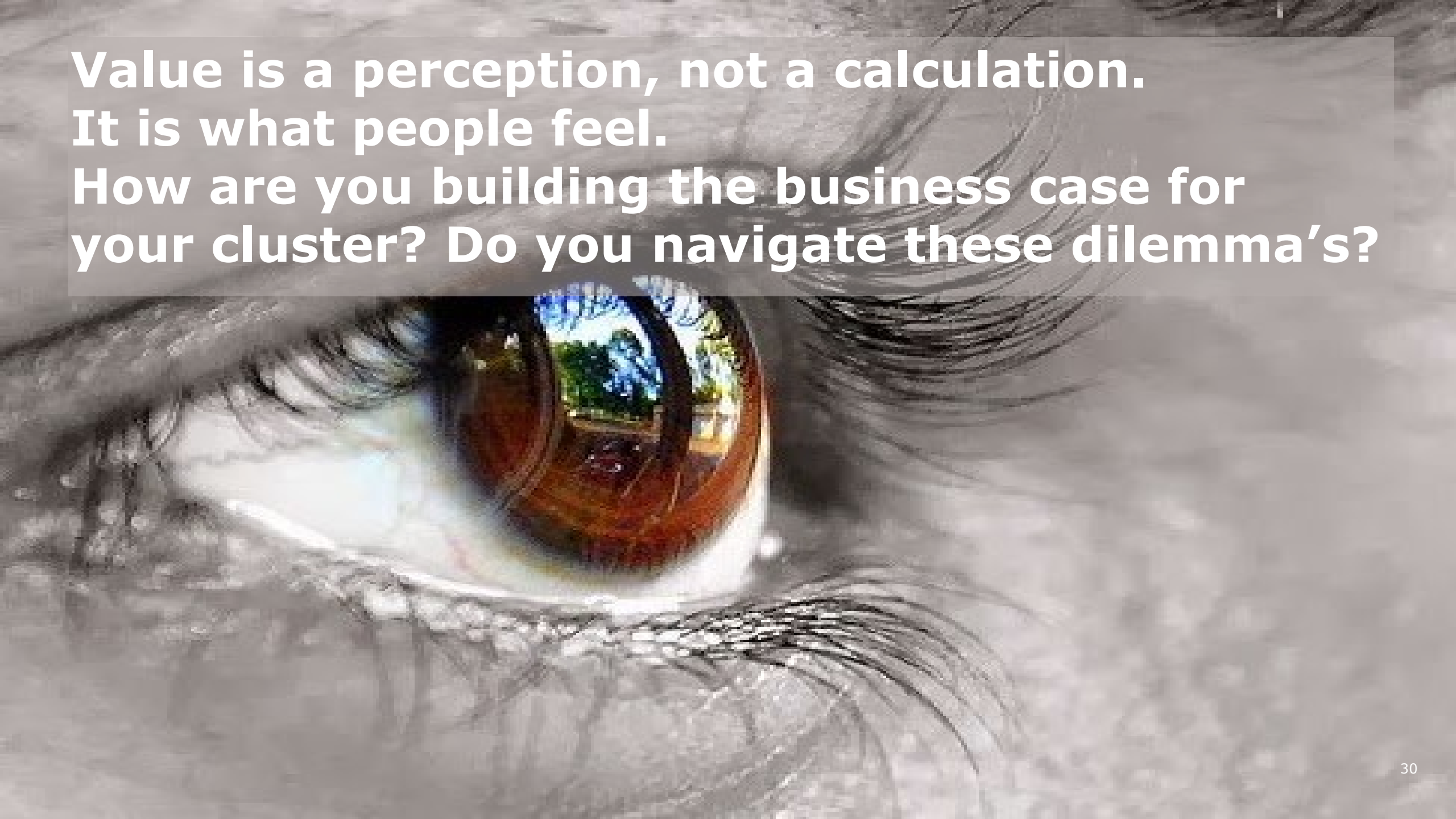




# Dutch agrifood cluster a cooperative system



**Value is a perception, not a calculation.  
It is what people feel.  
How are you building the business case for  
your cluster? Do you navigate these dilemma's?**



# Value creation – in innovation ecosystems

Thanks to the team of department for CVI, the WUR core-team Bus.Dev., StartLife, MinEA & Province of Gelderland, many WUR colleagues & our many stakeholders whom we need to be able to make societal impact.



Sebastiaan Berendse / director Value creation  
October 2024