## Appendix I

List of Companies Practicing Holacracy (with Holacratic organizational structure)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Company** | **Year Founded** | **Headquarter** | **Number of Employees** | **Industry** | **Year of Implementation of Holacracy** |
| Medium | 2012 | San Francisco, CA | 85 (May 2017) | Online publishing | 2012-2016 |
| Zappos | 1999  (Belong to Amazon.com from 2009) | Las Vegas, Nevada, USA | 1500+ | Retail: shoes, handbags, eyewear, accessories, clothing | 2013 |
| Emesa | 2004 | Netherlands | 51-200 | Tourism | 2008-? |
| Liip AG | 2007 | Switzerland | 51-200 | IT, Agile Web Development | 2016 |
| HolacracyOne | 2007 | Spring City, PA | 11-50 employees | Management Consulting: Agile Lean, Holacracy | 2007 |
| Valsplat | 2000 | Netherlands | 11-50 | IT, Marketing agency | 2015? |
| Energized.org | 2015 | Netherlands | 1-10 | Management Consulting (implementation of Holacracy) | 2015 |
| ARCA | 1998 | NC, USA | 501-1000 | Designer and manufacturer of hardware and software systems | 2014 |
| Undercurrent | 2007 | New York, USA | 11-50 | Experiential and brand marketing agency  Management Consulting | 2013-2015 |
| Precision Nutrition | 2000 | Canada | 51-200 | Nutrition and Fitness coaching | 2012 |
| David Allen Company | 1920 | NC, USA | 201-500 | Training and consulting (Productivity) | 2011 |
| Diamond Media Group | 2007 | USA | 11-50 | Marketing and Advertising | 2007 |
| Voys | 2006 | Netherlands | 11-50 | Telecommunication | 2015? |
| Spindle | 2010 | USA | 1-10 | Software | 2015? |
| Knopka | 2013 | Russia | 101-200 | Accounting | 2014 (1 year) |
| Springest | 2008 | Netherlands | 11-50 | IT | 2012-? |
| iGi Partners | 2007 | France | 1-10 | Management Consulting (Implementation of Holacracy) | 2012 |
| Structure & Process | 2012 | Germany | 1-10 | Management Consulting, Organizational development, Holacracy | 2013 |
| Evolving Organization | 2013 (Acquired by HolacracyOne in 2016) | UK | Unknown | Management Consulting (Implementation of Holacracy) | 2013 |
| Downtown Project | 2012 | Las Vegas, Nevada, USA | 51-200 | Real Estate | 2013 till 2014 |
| Future Logic | 1997 | Australia | 11-50 | IT Services | 2012 |
| AdScale Laboratories | 2005 | New Zealand | 11-50 or 51-200 | Online Advertisement | 2013 |
| WonderWorks Consulting | 2003 | CA, USA | 1-10 | Management Consulting, organizational structure | 2013 |
| Concept7 | 1997 | Netherlands | 11-50 (when implemented Holacracy 22 people) | IT | 2014 |
| BoP Innovation center | 2010 | Netherlands | 11-50 | Business development services for developing countries | - |
| ImpactHub Amsterdam | - | - | - | - | - |
| ImpactHub Vienna | - | - | - | - | 2013 |
| Impact Hub Company | - | - | - | - | - |
| Center for Human Emergence | 2008-12 | Netherlands | 11-50 | Couching | - |
| CHE Synnervate | 2008 | Netherlands | 2-10 | Consultancy in Management (including Implementation of Holacracy) | - |
| Kolibri | 2007 | Iceland | 11-50 | Software, digital business | - |
| The Integral Center | 2011 | CO, USA | 11-50 | Education | 2013 |
| Conscious Brands | 2007 | Calgary, AB, Canada | 2-10 | Management Consulting | 2013? |
| Outformations | 1989 (1995) | Oakland, CA, USA | 2-10 | Consulting, training, coaching (Agile) | -now |
| Three coins | 2012 | Vienna, Austria | 2-10 | Consulting, Financial Education | 2013-2014 |
| Trillium Awakening Operations Circle | 2005 | USA | 1-10 | Education, Coaching | 2011-2012 |
| Beratergruppe Neuwaldegg | 1989 | Vienna, Austria | 11-50 | Management Consulting: Change-management, Leadership, Strategy and Innovation | - |
| Moveline | 2007 | Las Vegas, NV, USA | 11-50 | Moving (relocation services), software | - |
| ITX Wireless |  |  | 4 | IT | 2014 |
| Liv.it | 2009-2010 | Indonesia, Denmark | 14 | Software for startups | - |
| Netcentric | 2012 | Zurich, Switzerland | 343 (201-500) | IT and services, Digital marketing | - |
| Buddhist Geeks | 2006 | Asheville, North Carolina, USA | 2-10 | Online magazine, Annual conference | 2009 |
| Washington Technology Solutions (WaTech) | - | Olympia, WA, USA | 51-200 | IT Services, Agile | 2015-now |
| OZ | 2009 | Reykjavik, Iceland | 11-50 (Linkedin) or 201-500 | Live sports | - |
| Сidpartners GmbH | 2006 | Germany | 11-50 | Management Consulting | 2015 |
| Colman Knight Advisory | 1988 | Carlisle, MA, USA | 2-10 (Linkedin) | Financial Services | 2011 |
| Dev Bootcamp  (owned by Kaplan) | 2012 | USA | 51-200 | Education: Coding | 2013 |
| Maestro Conference | 2009 | CA, USA | 11-50 | Telecommunications | 2011 |
| Pantheon Enterprises | 1995 | Phoenix, AZ, USA | 11-50 | Eco-chemical company | 2015? |
| Kahler Financial Group | 1981 | SD, USA | 2-10 | Financial Services | - |
| Conscious Capitalism | - | - | - | Association | - |
| Scarabee Biocoop | 1983-1984 | France | 134 | Eco-Shopping | 2015? |
| Three Stone Hearth | 2006 | CA, USA | 11-50 | Cooperative – Community Kitchen | - |
| IMC2 | 2001 | Wellington, New Zealand | 2-10 | Strategic and Creative Agency, Strategic marketing consultancy | - |
| Obvious Corp / Medium (Consumer Web Applications) | 2003 | CA, USA | 11-50 | Startup incubator | - |
| Soulbottles | 2012 | Germany | 11-50 | Consumer goods: Production of plastic-free eco bottles | - |
| CourageLabs LLC | - | USA | - | Software | - |
| MankindProject USA | 1985 | Germany | 11-50 or 201-500 | Training | 2014 |
| Xpreneurs GmbH | 2014 (Incubator - 2017) | Switzerland | 51-200 | High-Tech Incubator, Management Consulting | 2015 |
| ACNV-BF | 2010 | Belgium | 2-10 | Training & Coaching | - |
| Die Wertschätzer | 2010 | Germany | 12 | Coaching, Training | - |
| Doctusoft | 2009 | Hungary | 35+ | IT and Services: Software - Cloud | - |
| Wefox (Former FinanceFox) | 2014 | Switzerland | 51-100 | Insurance tech startup - platform | - |
| EMPAUA | 2014 | Germany | 51-200 | IT and Services: Salesforce consultancy for startups | - |
| SocialSquare | 2005 | Denmark/Zealand | 11-50 | IT and Services:  Consulting | - |
| Findasense | 2007 | Spain | 201-500 | Marketing and Advertising | - |
| Afca | 1995 | Switzerland | 11-50 | Software | - |
| Euforia | 2007 | Switzerland | 11-50 | Civic & Social Organization | - |
| CINTEO | 2015 | Germany | 51-200 | IT and Services: Digital Marketing and Services | - |
| VSE | 1989 | PA, USA | 51-200 | Consumer Services | 2014 |
| People’s Playground | 2006 | Netherlands | 11-50 | Video-service | - |
| Lab.Coop | 2015 | Hungary | 11-50 | Startup incubation, tech services, tech education | - |
| Purely Poultry | 2007 | Wisconsin, USA | 2-10 | Farming | - |
| Encode.org | 2015 | USA | 2-10 | IT and Services: Consulting | - |
| Enlivening Edge | 2015 | - | 11-50 | Human Resources, nonprofit | 2015 |
| Evolution at work | - | - | - | - | - |
| Business School Lausanne | - | - | - | - | - |
| dwarfs&Giants | 2015 | Austria | 11-50 | Management Consulting | 2015 |
| CompassPoint | - | - | - | - | - |
| Viisi | 2012 | - | 2-10 | Consumer Goods: Product innovation and Tele-care | 2016 |
| Green-Acres | 2004 | - | 11-50 | Real Estate | - |
| Connectis | 2007 | Netherlands | 51-200 | Computer & Network Security, nonprofit | - |
| Butterfly Works | 1991 | Netherlands | 11-50 | Civic & Social Organization | - |
| Rockstart | 2011 | Netherlands | 11-50 | Business Accelerator, Startup support, Seed capital, and Co-working space | - |
| Smart Hotel | 2007 | Netherlands | 11-50 | Hospitality | - |
| PRO6 Managers | 2007 | Netherlands | 11-50 | Management Consulting | - |
| Durabilis | 2003 | Belgium | 1,001-5,000 | Food and Beverages, Value Chain Development, Base of the Pyramid Market | - |
| VillageOffice | 2016 | Switzerland | 11-50 | Facilities Services, coworking | - |
| Paramount Software Solutions | 1997 | Alpharetta, Georgia, USA | 51-200 | Computer Software, IT Staffing and Resourcing | - |
| Ticketfrog | 2016 | Switzerland | 11-50 | Events Services | - |
| MySign | 1998 | Switzerland | 11-50 | IT: E-Commerce, Onlineshop, Design | - |
| GrantTree | - | London, UK | 11-50 | Financial Services | - |
| Target Teal | 2016 | - | 2-10 | Management Consulting | - |
| Oliver Valves Nederland B.V. | 1979 | UK | 201-500 | Oil & Energy | - |
| Mylo | 2011 | - | 51-200 | Insurance | - |
| Unic | 1996 | Switzerland | 201-500 | Information Technology and Services, Digital Marketing | - |
| Future Considerations | 2000 | London, UK | 11-50 | Management Consulting | - |
| Realize! | 2008 | - | - | Management Consulting | - |
| OrganizationBuilders | - | - | - | Management Consulting (Implementation of Holacracy) | - |
| Best Upon Request | 1989 | USA | 51-200 | Hospitality | 2014 |
| Philly Marketing Labs | 2010 | USA | 11-50 | Online marketing |  |
| ZEGG | 1978 | Germany |  | Conference and Seminars | 2010 |
| Kiabi | 1978 | France | 5,001-10,000 | Retail | 2014 |

*Source: Author*