

Holland Sports & Industry

2016-2017 



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FOREWORD

Dear reader,

The last time I played a team sport was back in the summer. That's what you get with a job like mine. It was in New York, at the headquarters of the United Nations where – together with several Dutch organisations – we arranged a football event on a temporary Cruyff Court. The motto was 'Sport brings people together'. And it's true. A whole bunch of UN ambassadors had a kickabout that day. We had a lot of fun, but of course we had a greater goal too.

Because, although I don't have a lot of time to play sport myself, I think it's important we support, promote and facilitate sports on a global scale. On that day in New York we emphasised the importance of sport for international peace and security. Sport brings together people and cultures. It opens doors. It highlights what we have in common and builds bridges between our differences. That's why we support special sports projects in areas affected by conflict, like Lebanon. Together with KNVB WorldCoaches, Right To Play Nederland, War Child and UNICEF, we facilitate sports activities for children from different backgrounds around themes like tolerance and integration. Sport boosts the confidence of these children and teaches them to work together.

Sport also plays a powerful and crucial part in development cooperation. In Kenya, Mozambique and Ghana we have worked with water companies and UNICEF to set up 'Football For Water'. Through the project, we have provided 1,100 schools with toilets and clean drinking water. Children are given the chance to play sport and learn about hygiene and the importance of something as simple as hand washing. Together with Dutch sports organisations and businesses we also support projects in South Africa, Mali, Egypt, the Palestinian Territories, Suriname and Indonesia. Our coaches give children and young people the opportunity to take part in sport, while at the same time passing on knowledge about issues like women's empowerment, water, health and education. Sport is teamwork: you do it together and you can reach entire communities.

For the Dutch economy, sport and everything related to it is big business. Dutch athletes, sports businesses and sports organisations have a good reputation abroad and are popular partners. On our trade missions and in our economic diplomacy, the Dutch sports industry is high on the agenda. Whether it's providing sports infrastructure; building stadiums, swimming pools and sports centres; or sharing our knowledge and expertise. In autumn 2016 we organised a trade mission to Australia and New Zealand, two countries that are crazy about sports, and so offer plenty of opportunities. The interest from Dutch businesses was overwhelming: around one hundred took part, including almost 20 sports organisations. Our one big advantage in all these missions and projects is that we are Dutch. We only have to mention a famous Dutch sportsman or woman and the ice is broken. Johan Cruyff, Ranomi Kromowidjojo, Sven Kramer, Dafne Schippers to name but a few. A total of 355 Dutch athletes participated in the 2016 Rio Olympic and Paralympic Games. They brought home 81 medals. A fantastic achievement. Our athletes are our calling card abroad. We couldn't ask for better ambassadors.

Bert Koenders
Minister of Foreign Affairs



The Johan Cruyff Foundation enables children to enjoy sports and games so that they can play and develop themselves.

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FOREWORD

Dear sports friends,

It is with great pride that we present the Holland Sports & Industry 2016/2017 yearbook.

Each year, this important publication is received by foreign embassies and consulates in the Netherlands, as well as Dutch embassies and consulates abroad, all relevant sports organisations and of course each of our 300 participants.

It is an indispensable reference for the national and international sports industry as it provides an overview of the many Dutch companies, organisations and institutions with a link to sport.

Without a doubt, 2016 has been a fantastic year for sport. It has had highlights such as the European Athletics Championships in Amsterdam and of course the Olympic Games in Rio de Janeiro. With a total of 19 medals, of which 8 were gold, the Netherlands finished 11th in the medal ranking. The Paralympic Games proved to be even more successful and with a total of 62 medals, of which 17 were gold, we finished 7th in the medal ranking.

The Orange Sports Forum once again expanded its network in 2016. It also launched an 'Innovation Cluster', which provides sport-related start-ups and micro-enterprises with guidance regarding export activities. Furthermore, its various meetings are all covered in the yearbook.

It is with great optimism that we look forward to 2017 and it is the privilege of continuing to represent the Netherlands' sports-related organizations worldwide.

We wish you happy reading and a successful 2017.

Yours in the spirit of sportsmanship,

Marcel de Rooij

Chairman, Orange Sports Forum Foundation

Board OSF
from left to right:
Rick Slegers
John van de Laar
Camil Smeulders
Marcel de Rooij
Nico Delleman



A large sailing ship with multiple masts and sails is shown on the ocean. The ship is tilted, and the sails are full, indicating it is under full sail. The water is dark blue with white foam from the ship's wake. The sky is a clear, light blue. The text "IT'S ALL ABOUT COLLABORATION" is overlaid on the left side of the image in a large, white, sans-serif font. The word "COLLABORATION" is in a smaller font and italicized.

IT'S ALL ABOUT *COLLABORATION*



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COLOPHON

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Copywriter Vincent Wever
Silverbee
vincent@silverbee.nl

Translation TopVertaal B.V.
Postbus 2236
5600 CE Eindhoven
+31 (0)40 843 5660

Project manager Rick Slegers

Editorial Office Teun Jacobs

Design Audrey Remkes
Lauri van Ham



Esschebaan 25
5282 JK Boxtel
T +31 (0)85 - 489 11 50

**Orange
Sports Forum®**

Torenallee 3
5617 BA Eindhoven
T +31 (0)85 4011977
orangesportsforum.com
info@orangesportsforum.com
hollandsportsindustry.com

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CONTENT

1.	Foreword Minister Koenders of Ministry of Foreign Affairs	3
2.	Foreword Orange Sports Forum	5
3.	KNVB Campus	12
4.	VDL Seating Systems	16
5.	Dutch football expertise in the United Arab Emirates	20
6.	OSF Innovation Cluster	22
7.	Review of the Olympic Games by the Consulate-General in Rio	28
8.	Athlon Car Lease, 'a club car'	34
9.	National Sports Exhibition	40
10.	Anna van der Breggen, Gold in Rio!	48
11.	Orange Pages	54
12.	Chongqing Yuyue Sports, Chinese partner of OSF	58
13.	PSV	62
14.	Max Verstappen	66
15.	Overview OSF events 2016	70
16.	Marcel Wouda, headcoach of Dutch National Swimming Teams	74
17.	Incubator Sport & Vitality of High Tech XL	82
18.	Nearly Zero Energy Sports Facilities	86
19.	AAA LUX	90
20.	DLL Financial Solutions Partner	94
21.	Spring Global Mail	98
22.	Dutch Gymnastics Federation and Golden Sanne Wevers	104



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Contact us

Arjan van Opzeeland
Partner KPMG, the Netherlands
International Business
+31206 562975
VanOpzeeland.Arjan@kpmg.nl



to.kpmg.nl/international-markets



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High Tech Campus Eindhoven is called the smartest square kilometre in Europe, and for good reason. Located at the heart of the Brainport Eindhoven region, the site comprises more than 140 companies with over 10,000 people of more than 85 nationalities working here. The Campus is alive with innovation: Philips has just developed its Health Watch, Holst Center is looking for ways to deploy their brain wave analysis and sweat sensors into smartwatches, and the famous cycling brand Shimano has recently chosen to set up a lab here as well.

The High Tech Campus embraces innovation and entrepreneurship, from startups to corporate organizations. The Campus houses more than 40 start-up and scale-up companies, with a growing number of sports & vitality startups. It's no wonder that the number of startups on the Campus is growing - the High Tech Campus startup ecosystem is one of the best in the world, and is becoming the benchmark for the sports industry.

Through the UBI award-winning startup accelerator program HighTechXL and partnerships with investors and high-tech giants such as Philips, ASML, Intel, NXP, and Shimano, startups can find everything in place to fuel their business and focus on scaling up. By standing on the shoulders of these industry giants, sports & vitality startups can gain access to a global network and a support system of mentors, investors, and partners.

FOR MORE INFORMATION ABOUT THE HIGH TECH CAMPUS,
CONTACT: BERT-JAN WOERTMAN,
BERT-JAN.WOERTMAN@HIGHTECHCAMPUS.COM

FOR MORE INFORMATION ABOUT HIGH TECH XL,
CONTACT: NIKKI SCHREURS,
NIKKI@HIGHTECHXL.COM

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KNVB invests in the future with brand new KNVB Campus

FOR TOMORROW'S TEAMS

Dutch football teams and the Dutch football philosophy have occupied a prominent place in the global sport for many decades. We may not be a big country, but we are well known. In a spirit of innovation we have taken chances over the years, finding the courage to think differently. We have gained a lot from the experience, not just in the field of sport. Reaching three World Cup finals and winning the European Championship in 1988 were great achievements that gave The Netherlands as a whole a certain charisma. But a great history is not enough if you want to keep your place among the very best. Recent years have not been the finest in our footballing history, although that is a subject for discussion. The current situation demands new ways of differentiating Dutch football from the game played in other countries. The KNVB (Dutch Football Association) believes it has found part of the answer: the establishment of a new KNVB Campus. It will be an institution “For tomorrow’s teams” – a way of sowing now in order to reap later.

When the KNVB set up shop in a forested area of Zeist around 50 years ago, you could see plenty of football taking place in the fields around the association’s office and there was a continuous coming and going of youth selections. Over the years, all that sporting activity disappeared and eventually Zeist became the preserve of administrators. According to the opinion of the KNVB itself, this has to change. It is time to get the ball rolling again. The advent of the Campus means that representative teams will once again be training at Zeist. This will start with youth selections and the U21 team, but will ultimately include the Dutch national football team. Views on the ideal training location have been changing. Seclusion has always been the main criterion, but this is giving way to a preference for visibility, sincerity and connection with others. Throw the doors wide open and let people with new ideas help you, because Dutch football belongs to everybody.

However, the idea of a Campus entails much more than just the presence of football teams at Zeist. The KNVB intends to be the driving force behind a football renewal, but they understand that collaboration will be the key to success. It must be urgently pursued in ways that engage clubs, commercial parties and people from the world of science – in fact, all fields relevant to football performance. It is important not to settle for proven technologies, short term feedback and limited results. New approaches and long-term innovation are required. Space must be created for those who are studying important aspects of elite sport. How can you make training more effective? How do you develop the training staff? How can we improve on existing football boots? Active communication and sharing of knowledge between training staff, scientists and businesses will create new and surprising collabora-

tions. Ideas can be further developed through close collaboration with football clubs. This is the new philosophy and the key to innovation.

A training centre has been built at the KNVB Campus, which will accommodate not just training sessions but also meetings and events. It is the ideal location for football-related conferences – even international gatherings. It will also be attractive to other sports associations and companies looking for a venue where sport is in the air. The Football Medical Centre has also been revitalised. This facility has, for many years, played a leading role in the fields of sports medicine and rehabilitation. Now it has been expanded to include laboratories for movement analysis, nutritional research and study of the neurological aspects of elite sport. The Campus also has foot-

ball pitches fitted with every imaginable piece of measuring equipment. There is even a Team Hotel on site to accommodate visiting sports teams. During the summer months, youngsters will attend football camps at the KNVB site. This is a full-service environment.

By providing a Campus with such amazing facilities, the KNVB is giving Dutch football a boost in the right direction – towards joint development of ideas and knowledge sharing. However, it is clear to everyone at Zeist that a great deal of hard work will be required. But innovation, motivation and perspiration, in equal measure, will help Dutch football move forward again. ●●●



Photography: KNVB



➔ KNVB CAMPUS



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VDL GROEP

The VDL Groep, with its head office in Eindhoven, is an international industrial company engaged in the development, production and sale of semi-finished products, buses and other items, as well as the assembly of cars. Since its establishment in 1953, this family business has grown into an enterprise with 87 operating companies spread over 19 countries. It employs a work force of more than 12,000 people and generates a turnover of 2.7 billion euros. The thing that makes VDL Groep so dynamic, is the level of collaboration between the companies.

VDL is a leader in the supply sector for the fields of metal work, mechatronic systems, modular construction, plastics processing and surface treatment. The car assembly division undertakes the production of cars for third parties. The bus division produces chassis & chassis modules, touring vehicles, public transport buses, small and medium sized coaches and special transportation. It also deals with second-hand buses. The end products division has an extremely broad field of activity, producing spring systems for the automotive industry, heat, cooling and air installations, automated production systems, installations for oil, gas and petrochemicals, agricultural systems, sunbeds, roof boxes, container-handling systems, waste-collection systems, cigar and packaging machines, bulk-handling components, extraction installations and systems for fire and explosion protection.

VDL Seating Systems

As a sales cluster, VDL Seating Systems is part of the VDL Groep. VDL Seating Systems specialises in the development, production and installation of seats for stadiums, sports centres, auditoria and theatres, serving customers all over the world. A wealth of designs, technologies and installation concepts have been developed, enabling VDL Seating Systems to offer a wide range of seating options, including bucket, tip-up and VIP designs. In recent years, seating has been supplied to various football clubs, a large ice rink and many other facilities.

Success through collaboration

VDL Seating Systems came into being when Tommie van der Leege, for many years a professional football player at FC Twente and PSV (among others), came to work for VDL. His idea



was to combine the metalwork and plastics-processing capabilities of the VDL Groep and start developing stadium seats. VDL Seating Systems now consists of several companies, including VDL Lasindustrie (welding), VDL Kunststoffen (plastics) and VDL Services. This collaboration has given VDL Seating Systems some great advantages: many years of professional experience, advanced machinery, flexible engineering methods, production methods that are design focused and capable of achieving high quality, in-house production capabilities, cost pricing and an assembly service. ●●●



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DUTCH FOOTBALL EXPERTISE

IN ABU DHABI

Dutch football expertise around the world. His football journey started in Japan and took him to many other countries, including China, Azerbaijan, Australia, South Africa and Saudi Arabia. Currently he is working at the Al Jazira Club in Abu Dhabi as a technical coordinator with headcoach Henk ten Cate, who won with Frank Rijkaard as Barcelona-headcoach the Champions League in 2006. The person who secured his services for the Al Jazira Club is the owner Sheikh Mansour bin Zayed Al Nahyan himself and since then, he has been the link between the players, staff, management, media and youth training.

Versleijen is very familiar with the Arab culture: 'One of my strong points is my experience with different cultures. Each culture has a different approach to, for example, religion and hierarchy. These characteristics are very important within a club or a group of players, particularly in the Middle East.' This cultural sensitivity is one of the reasons why Sheikh Mansour (whom he knew from his previous period at the Al Jazira Club) persuaded him to come to Abu Dhabi. The Sheikh was also very taken with Dutch football in general. 'Sheikh Mansour is convinced that Dutch football trainers really can turn footballers into better players,' says Versleijen. 'Even after a trainer leaves, his legacy can still be felt and that is what people in the Middle East want from Dutch trainers.'

Football in the United Arab Emirates is organised in a very ad hoc way. Most of their experts come from abroad, but that's down to fashion rather than a clear policy. 'For example,' says Versleijen, 'if France performs well, it's not long before they're looking for experts in France. Then the experts are changed when Germany does better. There's lots of opportunity here, and because of our previous collaboration, I'm convinced that we're going to make headway.'

Sheikh Mansour is well-known within the world of football. He is the owner of a number of prestigious sports clubs, including Manchester City F.C. and New York City F.C. and one of the most influential sheikhs in Abu Dhabi. However, collaboration and knowledge is almost unknown within this personal football empire. As things stand, Al Jazira receives very little input from the famous clubs that belong to Sheikh Mansour's City Football Group. In terms of marketing, data analysis, organisation and management they rely almost entirely on their own expertise. Their sponsorship is also extremely insular. In fact, nearly all of their sponsors are owned by the Sheikh himself. Nevertheless, Versleijen hopes that Al Jazira will become part of the City Football Group, and start taking advantage of the other clubs' expertise in short order. This is another source of opportunity for Dutch football.

Great opportunities for Dutch businesses

Very few companies are involved with clubs in the Middle East, and according to Versleijen, this presents Dutch businesses a host of opportunities. 'Entering into collaboration with Al Jazira could make a very interesting business prospect for a Dutch entrepreneur,' says Versleijen. 'The

club has several links to a lot of influential decision makers who all have multiple businesses and political functions.'

The organised and rigorous approach of Dutch businesses puts them at a major advantage. They are able to communicate with the various stakeholders in a project in a very structured manner. The Dutch reputation for football expertise also counts for a lot. 'The more you travel, the wider your horizons become,' says Versleijen. 'When you come into contact with a lot of different national and business cultures, it makes you more realistic and changes your view of both the world and football!' Versleijen knows from experience how important that realism is. The Dutch way of doing business and dealing with other cultures is often far from perfect. 'Try to adjust to the culture without losing track of your Dutch know-how and expertise,' he suggests. 'That will give you the greatest chance of success.' ● ● ●



INNOVATION CLUSTER

Orange Sports Forum specifically supports start-ups and micro-SMEs with the realization of export, thanks to its 'Innovation Cluster'. Mainly the support is focussed on cluster meetings – prior to regular OSF events – where the participants of the Innovation Cluster can meet each other, where they can exchange knowledge and experiences related to export and where they will combine forces. Inspiration, interaction and networking to successfully enter foreign markets! Research concluded that start-ups and micro-SMEs have very specific needs compared to SMEs and multinationals. Therefore the Innovation Cluster focuses on very specific export support thanks to the organisation of cluster meetings, publications (online and offline) and the representation during trade missions, exhibitions, fairs, events, et cetera.



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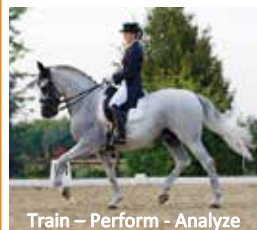
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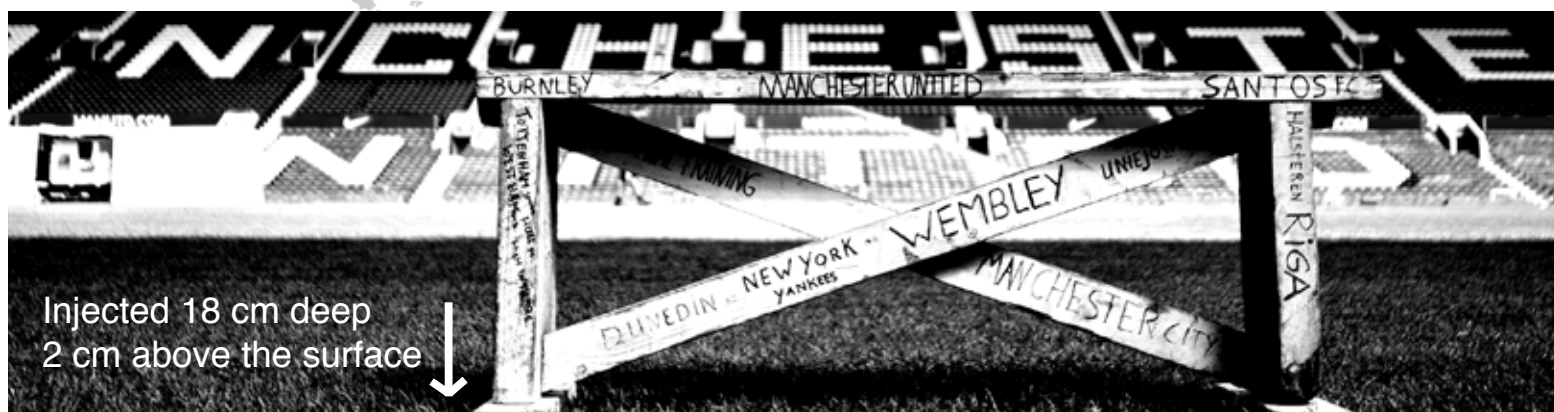
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We aim to provide young football players around the globe with a window of opportunity: the chance to show off their talent, to learn more about the beautiful game of football and to interact with both their peers and our qualified Feyenoord coaches. Similarly we want to contribute to the progress of football worldwide: by sharing our knowledge and expertise with coaches everywhere. We believe in delivering a fun and quality learning experience for participants in any of our international programs and where possible, in providing potentially life changing experiences and opportunities. That's Feyenoord! Over the past years Feyenoord has engaged in

activities to contribute to the progress of football worldwide. We have been active in/with the USA, Canada, the Caribbean, India, South Africa, Poland, Spain, Nigeria, Kazakhstan, the United Kingdom, Japan, New Zealand and Australia.

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- Scouting events
- Clinics and soccer schools
- Summer Camps



Sporting events are perfect opportunities for Dutch business to present a unified front

CONSULATE GENERAL IN RIO

Sporting events on the scale of the Olympic Games or the Football World Cup are perfect opportunities for Dutch business to present a unified front. In the build-up to the 2014 Football World Cup, hosted by Brazil, the Foreign Affairs Representation Network mounted a concerted campaign of promotion, which continued throughout preparations for the 2016 Summer Olympic Games in Rio. From 2010 onwards, the network was in constant communication with the Dutch business community, flagging up opportunities associated with these sporting mega-events. Every year from 2010 to 2013, trade missions were sent to Soccerex in Rio. But in 2012, all the stops were pulled out. That year's mission was led by the Royal couple, and included businesses not just from the sports sector, but from many different industries. Lianne Ploumen, the Minister for Foreign Trade and Development Cooperation, also accompanied both the 2012 and 2013 missions. In addition, the network organised visits to the Netherlands for a number of Brazilian decision-makers. During these trips, which were themed around the idea of 'sport and urban mobility', every effort was made to showcase Dutch companies and knowledge institutions – always with a view to securing business. In 2016, the RVO's 'Partners in International Business' programme sponsored a fact-finding mission by the OSF. This contributed greatly to the expansi-

on of a 'Sports and Innovation' network that could prove influential. It also helped to increase awareness of the Netherlands in Brazil.

In the field of sustainability, a Dutch initiative led to the establishment of a public-private consortium charged with tackling pollution at the Olympic sailing and rowing venues - Guanabara Bay, and Lagoa Rodrigo de Freitas respectively. Although there was a great deal of enthusiasm for the consortium in Brazil, an economic recession and domestic political discord combined to prevent it from achieving anything substantive. Nevertheless, the consortium did organise a number of visits and activities that were great examples of Holland branding, and, as such, they made a valuable contribution to the visibility of Dutch expertise. It also put pressure on local government to undertake serious studies of possible solutions to the environmental issues – both short and long term. These efforts were not altogether without success. A water treatment plant that opened in Rio in 2016 featured an innovative technology called Nereda, created by Royal HaskoningDHV. The plant serves an area of the city as big as the Province of Utrecht, and has had a positive effect on levels of pollution in the bay. In another success story, from 2015, Deltares software enabled better tracking of surface waste flows at sea.

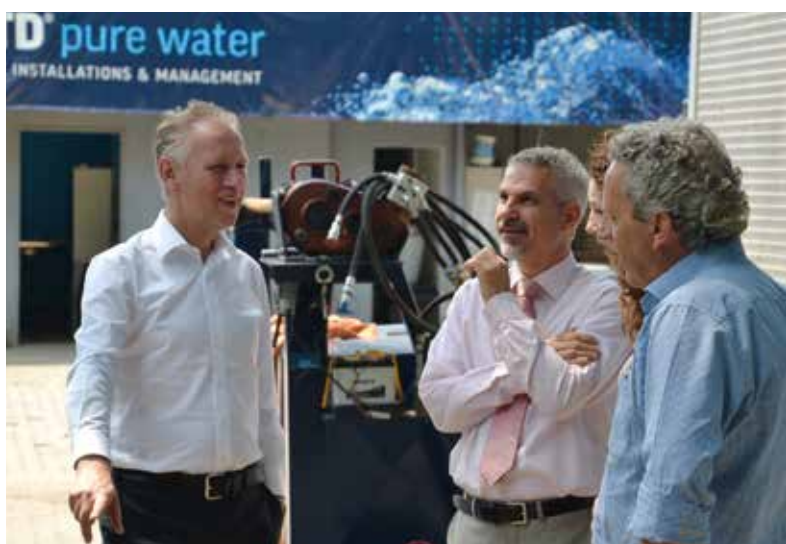
In general, though, environmental concerns were most enthusiastically discussed when they were

wrapped up in another theme – that of the circular economy. In 2015, a Dutch trade mission gave a seminar on this topic, and in the following year, Dutch specialists were made available for another seminar, this time organised by Industry Federation Rio. During the Olympic Games, a lunchtime seminar on the circular economy took place in the exclusive setting of the Holland Heineken House.

But without a doubt, the most visible examples of Dutch environmental expertise at the games were the official Olympic Rings and Paralympic 'agitos' displayed on Copacabana beach. Believe it or not, these symbols were created from recycled plastic by Doppler.

Although sport quite rightly took centre stage during the games themselves, Prime Minister Mark Rutte paid a brief visit with the aim of drawing attention to Dutch businesses. Together with the CEOs of several Dutch companies active in Brazil, he attended the special lunch in the Holland Heineken House. He also visited MTD Pure Water, a business from Tilburg that was awarded the contract to provide water for all of the Olympic venues, serving around 50 different locations. Now that the games are over, Dutch businesses are lending their support to social legacy projects taking place in Rio. This has done much to build up goodwill in many parts of Brazilian society. A campaign run jointly by the Ministry of Foreign Affairs and More2Win – called, appropriately, The Other Games – promotes eight of these fantastic projects, and identifies key insights regarding the social legacy of large sporting events.





Finally, a summary of the most learnings gained from all these experiences:

- Establish a network of key local partners, including members of the local organising committee as early as possible.
- Make use of Dutch businesses that already have experience of large international sporting events.
- Each visit must have a clear focus – ideally, an activity involving companies from one specific sector. If the theme of a visit is too general, or the group of businesses involved is ill-defined, it not be effective.

For the future, it is important to maintain the valuable contacts that have been made, and keep up our efforts to develop business opportunities. In fact, this is even more important now that Brazil is going through a period of economic difficulties. To this end, the Foreign Affairs Representation Network and RVO subsidies and programmes remain at the disposal of Dutch businesses.

TechSportPark by OSF

The Brazilian Ministry of Sport states that the population is insufficiently active. Therefore the ministry is committed to sport and exercise programs and to realizing sportparks. Associação Brasileira da Indústria do Esporte (ABRIESP) and Orange Sports Forum (OSF) propose to create a TechSportPark, i.e. a facility for sport and exercise with innovations and state-of-the-art technologies addressing health, energy, information and education, designed by OSF.

The project aims at realizing a centre of a neighbourhood around sport and exercise that also takes care of its own exploitation costs as regards energy production, offers modern monitoring tools for information purposes and plays a role in education. In general the project serves knowledge exchange and cooperation of government bodies, sport organizations and companies from Brazil and the Netherlands. The Governo do Estado de São Paulo has selected facilities for sport and exercise that can be used for creating a TechSportPark. ●●●

The following list of Olympic Games contracts awarded to Dutch companies is not exhaustive:

Business

MTD Pure Water
 KWT Group
 Arcadis
 Royal HaskoningDHV
 MyLaps Sports Timing
 Philips Lighting
 Akzo Nobel
 Vanderlande
 Randstad
 Heineken

Commission/activity

Drinking water & sanitary supplies for more than 50 OS & PS locations
Water valves for the OS venue in Deodoro (canoeing slalom)
Project management for the Olympic Park
Nereda technology at a water treatment plant in Rio
Time measurement for the Olympic Games as a whole
Lighting for the Maracanã stadium (from WC2014) + revitalisation of the Rio port area
Coating for various stadiums (from WC2014)
Baggage carousels at the privatised airport in Rio (from WC2014)
Support for the organising committee of Rio 2016
Heineken Huis

Creative Technology poised to conquer the Dutch sports market

“Sports as a total experience” means letting people feel what they see.

In the Netherlands, the possibilities offered by modern technology have not yet been sufficiently harnessed in the experience and involvement of spectators at sporting events. This stands in stark contrast to the other countries in which Creative Technology (CT) have for many years been a leading player in sporting events.

“We use modern technology to allow people to emotionally experience sports to the fullest”, says Albert Deltour, Commercial Director of the Netherlands based CT.

In recent years, CT have been involved in the technical innovation and execution of large-scale sporting events, such as the indoor cycling races and the ABN AMRO at Ahoy, Wimbledon and the ATP World Tour finals in the O2 Arena in London, as well as more internationally by providing technical facilities for the PGA Golf Tour, Olympic Games, Euro Asian Games in Baku and the Rugby World Cup.

According to Deltour, there is a clear need among the public, sponsors and sports organisers for the functional use of current technological possibilities.

Today's sports enthusiasts are increasingly eager to use wearables that measure heart rate and cadence, or offer timekeeping and other highly specific data displays and measurements. Much of this involves the use of a mobile phone, but more and more technology can be enjoyed while watching major sporting events in a stadium or on TV at home.

Another current discussion is about the use of video referees for sports such as hockey, football and volleyball. People want to have a greater say in determining whether the ball was in or out, whether the player was actually touched or whether it was a 'dive'.

Apart from such game-related aspects, it is also in the best interest of organisers to offer their sponsors top visibility during their sporting events.

“As a result of these and other developments, we expect to see more opportunities to apply our sports experience and technological knowledge to develop and manage the specific preferences of spectators, sponsors and organisers within the Dutch sports market,” adds Deltour.

Note:

Creative Technology is part of the English listed company Avesco Group, with branches in the Netherlands, Great Britain, Germany, Spain, the United States, Middle East and Asia.



Albert Deltour
Commercial Director



MAKE GOOD

INTO GREAT



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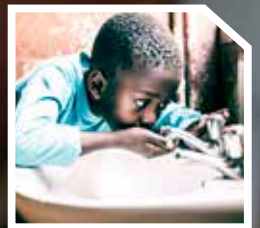
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RETHINK YOUR MOBILITY

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- Athlon Rental Services won the award Clean Rental Company of the Year.
- Athlon's product FlexDrive won the International Fleet Industry Award.
- Our Mobility Management System MOMAS won the Smart Mobility Innovation Award.

Our solutions for your mobility

Vehicle leasing (short & long term)

Athlon offers multiple flexible leasing solutions. A vehicle lease can be classified into two categories: operational leases and finance leases. The main difference is that with a finance lease the vehicle is recorded on the balance sheet of the lessee. With an operational lease the lessee only accounts for the lease payments as expenses over the lease term, while the lessor remains owner of the vehicle. The majority of the Athlon vehicles are operational lease contracts.

Fleet/Mobility management

Do you wish to choose, order and manage your leasing vehicles in one system? Our online leasing platform, available 24/7, offers you the possibility to integrate your car policy, search and calculate vehicles and approve orders, thus simplifying

the administration of your fleet. Drivers can order vehicles in line with your organization's policy and you always have an up to date overview of your fleet.

Consultancy

As a fleet manager you may wonder how your organization's car policy compares to the market. How to motivate drivers to adapt sustainable and safe driving behaviour? And would hybrid or electric vehicles be a suitable option for your fleet? By conducting a Fleet Review, our Business Consultants can identify opportunities and assist you in optimizing your fleet. But we can go further than that. Mobility is more than just lease vehicles. By means of a Mobility Review our Consultants can analyse the effects of mobility trends on your organization to identify opportunities to decrease CO2 emissions, total cost of mobility and optimize mobility usage of all employees within your organization.

Mobility solutions

Technology, cities and our way of working are changing rapidly and therefore mobility requirements have changed. At Athlon, flexibility is a key part of our offering. We develop customized solutions, such as the possibility to include public transportation or (e)bikes in a lease contract. Our

flexible lease contracts give drivers the option to lease a smaller and more eco-friendly vehicle during the year, while saving for a larger model for the holidays. Athlon is your one-stop-shop for e-leasing; cars, scooters, e-bikes, charging stations and subsidy advice. The Athlon Mobility Card is a fuel card, credit card and payment card for public transportation, parking etc., all in one.

The Athlon International Network covers nearly the entire globe, either through our own branches or via strategic partnerships.

With more than 740,000 vehicles, we are one of the largest providers of car leasing services and mobility solutions. See www.athlon.com for more information.





ATHLON & PSV



Athlon & PSV – A Club Car

Athlon and PSV have concluded an agreement that will expand their longstanding collaboration in the field of car leasing and mobility.

Athlon has been sponsoring PSV for two years, and the relationship serves two purposes.

1. Increasing name recognition and brand awareness for the sponsor.
2. Encouraging the PSV community to use the Athlon private leasing scheme. Specifically, traffic is directed to an Athlon campaign/landing page. With this agreement, Athlon and PSV are taking steps to develop their car leasing and mobility collaboration into a partnership. PSV supporters will benefit from the arrangement by receiving special offers for leasing.

One of the pillars of Athlon's sponsorship of PSV going forward will be the Club Car concept. This special offer will be provided in collaboration with sport marketing company Triple Double, and is built around Athlon's private leasing scheme. It is very much focused on providing added value to the PSV community. That will be the key to its success.

Club Cars

In the near future, PSV supporters will be able to drive a Club Car just like the players, staff and management of PSV. The club has joined forces with longstanding sponsor Athlon and official partner Mercedes-Benz to provide private vehicle leasing.

Fans who take up the offer will find a brand-new vehicle waiting for them at De Herdgang. The fixed monthly payments are very competitive. You can be driving a Club Car for as little as €199 per month, which includes road tax, insurance, maintenance, repairs and tyres. All you have to do is put fuel in the tank. That price is based on a lease term of 24 months and 10,000 km/year. But the best part of the whole deal is that you will find a free PSV season ticket for 2017-2018 in your Club Car.

Folkert Ruiters
VP Strategic Marketing
Athlon International



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Ice-World provides professional ice rinks for small and large sports events throughout the world. Whether it involves a temporary event or a permanent installation, Ice-World mobile sports ice rinks are fully operational within just a few days. A professional ice hockey facility, a fast short track, a speed skating rink or a precision-made ice sheet for curling, Ice-World makes it happen.

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A yearly event with high-intensity matches played in one month in Sydney, Melbourne, Adelaide, Perth and Brisbane, showcasing top quality ice hockey. Ice-World teams took care of 2 travelling Ice-World **IIHF proof** ice hockey rinks, which were installed and dismantled within 48 hours.



Mobile ISU approved 400 metre speed skating rink

Installed in 5 days in the Olympic Stadium in Amsterdam, the Netherlands. After the Olympics of 2014, the Dutch speed skating professionals competed here in the Dutch Championships. With winning times of 0.36,36 on the 500 metre distance, the ISU proof rink instantly became **the third-fastest speed skating rink** in the Netherlands.



Covered speed skating ice rink in Rotterdam

Within a week Ice-World turned existing hockey fields in Rotterdam, the Netherlands into a **covered speed skating ice rink**. The facility was an instant success within the local and regional speed skating community. 150.000 skaters visited the rink in three months' time. The specially-designed mobile hall guaranteed not only an all-weather skating experience, but kept the temperatures indoors very low.

In the near future: **An official short track rink** will be set up for an iconic international event.

Ice-World is the recognised leader in the mobile ice rinks market. With our innovative ice concepts for sports, fun and theme parks and recreational purposes, we are the 'one stop shop' partner when it comes to the ultimate ice experience.

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NATIONAL SPORTS EXHIBITION

‘MEET THE DUTCH AND BELGIAN SPORTS MARKET!’

It is with great pride that ZPRESS Sport announces the sixth National Sports Exhibition. This major event in the sports industry of the Netherlands and Belgium takes place on Wednesday 15 November 2017. As in previous years, it will be staged at the Evenementenhal Gorinchem (The Netherlands).



NATIONAL SPORTS EXHIBITION

The National Sports Exhibition first took place more than 5 years ago, with the intend-to provide an occasion where sports administrators and officials meet with suppliers and service providers who are of interest to their clubs.



The exhibition has been very successful over the last years, thanks to this concept. Every year, all sports association deal with tenders for accommodation, materials, financial services, cafeteria procurement, medical materials, sponsoring and events. Therefore, the sports exhibition serves an important purpose. Each year, the most innovative sports products and services from the world are presented.

ANNIVERSARY YEAR

The National Sports Exhibition celebrated its 5th anniversary on Wednesday 30 November 2016. A grand celebration was held on the day, featuring various activities and entertainment. The organisation, in collaboration with its partners, organised various 'giveaways' for the associations and other visitors. One prize was an all-inclusive team kit package worth €5,000. Altogether, it was an informative and inspiring day for sports administrators and officials.

Last year, the National Sports Exhibition attracted 300 exhibitors. It covered an area of 12,000 m²



and attracted more than 8,000 visitors in one day. KNVB, KNKV, Stichting Gio (Giovanni van Bronckhorst's foundation), Jupiler, C.S.C. Ceelen, ING, Voetbalshop (Nike and Adidas team wear), Wilson, Erma Sport, Expoline and Le Credit Sportif all contributed greatly to the success of the 2016 event.



ZPRESS MEDIA GROUP

ZPRESS Sport (part of the ZPRESS Media Group) is the company that organises the National Sports Exhibition. It was established over 25 years ago, and is the Dutch market leader in sports-related sponsored media.

In addition to organising the National Sports Exhibition, ZPRESS Sport produces the presentation guides, programmes, glossy business magazines and door-to-door newspapers of 25 professional football organisations and more than 65 amateur clubs. It also manages the non-TV billboards in 8 stadiums and is the owner of the electronic score boards. In the world of golf, it produces glossy magazines for around ten golf clubs.



FUTURE PLANS

The exhibition continues to grow. Relationships with new sports associations, suppliers and municipal institutions have been established. With every passing year, the international market finds it increasingly important to have a presence at the National Sports Exhibition. They will follow in the footsteps of companies from China, Germany, United Kingdom, Italy, Spain and Sweden. The Chinese business CC Grass is an exhibitor, for example. It is the largest artificial grass supplier in the world. The exhibition is seen as the perfect place to get familiar with the Dutch and Belgian sports market. The National Sports Exhibition is now a key to success in the Dutch sports market for both associations and suppliers.



NATIONALE SPORT VAKBEURS

You are invited to attend National Sports Exhibition 2017, either as an exhibitor or as visitor. The event is to be held on Wednesday 15 November 2017.

Would you like to receive free e-tickets or more information about the National Sports Exhibition? Visit www.nationalesportvakbeurs.nl or contact us without any obligation.

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Sports and Technology

Cluster for sports innovation



Located in the Brainport region of the Netherlands, the Sports and Technology cluster is an open network of businesses, knowledge institutions, SportFieldLabs, and public organisations (the Q-helix) for sport innovation.



Cluster parties share their knowledge and experiences, in an ethos of open innovation and co-creation, to create social and technological innovations in the domain of sports and vitality, bringing more people to an active lifestyle, enhancing sport performance and creating economical value.



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CREATING VALUE THROUGH SMART CONNECTIONS

The cluster of Sports and Technology is a network of businesses, knowledge institutions, SportFieldLabs, closely connected to the government. They are linked to create social and technological innovations in the domain of sports and vitality.



SPORTS

Important nodes within the network of Sports and Technology are the SportFieldLabs. These research and development locations in a real-life sports settings, give a unique possibility to invent, develop and test new products and services. SportFieldLabs are a breeding place for innovation and business creation. Within the cluster multiple SportFieldLabs are working together and sharing their knowledge and experiences.



KNOWLEDGE

Knowledge institutions provide the knowledge which is needed for new innovations. Teaming up with business and sports they are the partners for demand driven research, transfer of knowledge, project development and involvement of students. Sports and Technology cooperates with universities and colleges to e.g. develop new research programs, projects and to put PhD's inside their own organisation, SportFieldLabs and businesses.



BUSINESS

The Sport and Technology Business Club (S&T-BC) arose out of the business network of Sports and Technology. Members of this S&T-BC are companies that contribute to the domain of sports and vitality by developing, production and sales of products. The S&T-BC is the place where businesses collaborate informally to create smart connections, anticipate business opportunities and work on innovation an business creation.





Sports events 2017

- 13/02 – 19/02 ABN AMRO World Tennis Tournament
- 10/03 – 12/03 World Championship Shorttrack
- 22/06 – 25/06 CHIO Rotterdam
- 16/07 – 06/08 Women's EURO 2017
- 14/09 – 17/09 ITU World Triathlon Grand Final Rotterdam

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Besides top class sports events and clubs, thousands of people in Rotterdam train at least once a week in or at one of 400 sports clubs. Sports clubs that contribute to their social environment by means of special activities on safety, education, health and participation.

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and keeps working on
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Tennis



Cyclist Anna van der Breggen

“MEDALS WERE NEVER ON MY AGENDA”

Do you have an ambition to become a top sportsman or woman? Well, Anna van der Breggen is living proof that Olympic medals are within your reach. The 26-year-old from Overijssel won a gold and a bronze for cycling at Rio. However, she freely admits that there were times when Olympic glory was the last thing on her mind. At one point, she actually stopped cycling altogether, preferring to concentrate on her studies. ‘Medals were never on my agenda,’ she says.

From a very early age, Van der Breggen loved cycling. ‘My brother was a racing cyclist, and I wanted to become one too. But I was just a bit too young at that point. They did let me take part in thick-tyre competitions though. So, there I was, seven-year-old Anna, proudly sitting at the start line on my own little bike. And I was even prouder when I won.’

One year later they let her join the cycling club, and it spurred her ambition. She would think about the future and all the cups she would like to win. Even at such a young age, she put everything she had into races, and it frequently paid off. More than once, she shared the podium with boys. But it was quite a few years before she realised cycle racing could be more than just a hobby. ‘The classic story of competing at an elite level from a very young age doesn’t apply to me,’ says Van der Breggen. Her first encounter with hill climbing came during

her RAP days. It was in the hills of Limburg, at an event organised by the cycling association KNWU. Until then, the sixteen-year-old Van der Breggen had only taken part in regional without a climbing component. This period of her life turned out to be an important experience. ‘It became clear that I had a talent for climbing,’ says Van der Breggen. ‘But it was also the first time that I had to repair a puncture, mount a wheel and cook my own meals. Essentially, the RAP days were a sort of boot camp.’

Despite the prospect of a golden future in cycle racing, Van der Breggen made the decision to continue her studies instead. ‘It’s what I was taught at home,’ she explains. ‘First you study, then you’ll be looking for a job.’ She stopped racing completely at this time and took up an internship at a hospital in Ghana. But when she finally returned to the Netherlands, she was itching to get back into it. ‘For an entire winter, I trained with my sister-in-law, using a schedule we created for ourselves.’ The following season, Van der Breggen came ninth in the Tour of Flanders. It was a moment of insight: ‘Wow, I thought. If this is what training can lead to..’

She worked with the same national coach for a long period as her cycling career took off, which she considers as a factor for her success. ‘The advantage is trust. If I ever got to the point where I didn’t want to continue, he would just say “Come on, shall we go over to the Giro?” It certainly helped, because I’ve seen a lot of my peers give up.’ In 2016, the big successes started coming. She won the gold medal on the road at the Olympic games in Rio and then bronze medal in the time trials. She also won the EC gold medal.

The opportunities for Dutch youngsters who want to get into cycling racing are fantastic according to Van der Breggen. ‘There are so many clubs, and in most of them you can even start on a borrowed bike. In a lot of other countries it would be much more difficult to get started.’ On a more general note, the nature of Dutch society also seems to play a role in its cycling success. It is absolutely normal for girls in the Netherlands to get on a bike and start cycling, whereas in other countries that may be less common or even frowned upon. Dutch cyclists get a certain amount of help from the climate too. ‘Conditions here give you a lot more technical know-how,’ says Van der Breggen. ‘Sometimes, girls from other countries don’t even know about the concept of slipstreaming. But for us, it’s far more obvious because of all those windy race days.’ Of course the Dutch environment isn’t the perfect preparation for cycle racers, given its lack of hill-climbing opportunities.

The job of settling into her new team is now foremost in Van der Breggen’s mind. ‘It’s going to mean new locations and new people,’ she explains. ‘As far as competitions are concerned, we’ll wait and see. But I will, of course, be attending the World Championships.’ What would 10-year-old Anna on her little bike have thought! ●●●



Photography: Sport Promotions

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Ronald Waterreus

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The boundaries of sport, nutrition, exercise and healthy living are becoming increasingly blurred. All now are part of a broad 'wellness' market. At the same time the speed and scope of business innovation has increased while markets have become globalized and hyper-competitive. Therefore the challenges of nurturing successful new businesses have increased – especially for companies who need early stage support and investment.

However this environment can also represent a tremendous opportunity for Dutch companies, who are recognized internationally for their experience, products and services within the sports and health industry. Now they have a chance to expand on a global level.

This is the context in which The Bridge business innovators and SportBizz have joined forces. We are co-founders of the Orange Sports Forum – a unique collaboration designed to help increase the chances of commercial success for innovative Dutch companies in the sports business.

Our collective goal is to assist Dutch companies in accelerating their business growth based on new technologies and services. Together we have a wide and diverse network in the domains of 'sport' and 'health', and so can help our clients build strong foundations for expansion through new products, business models or services.

Our two organizations complement each other, and collectively make us a very strong partner in the field of sports innovation. We help our clients focus on a range of critical elements in new business success including:

- Identifying new opportunities for growth
- Developing the right combination of 'winning' products and services
- Attracting critical important funding and finding effective business partners
- Expanding in foreign markets.

Overall we help shorten the time to new commercial success for the companies with whom we work.

**WE
HELP
YOU GROW
AND INNOVATE
YOUR BUSINESS**

The Bridge⁺
business innovators⁺

member of Twynstra Gudde

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PO Box 907
3800 AX Amersfoort
The Netherlands

+31 (0)33 467 74 70
info@thebridge.nl
www.thebridge.nl

The word 'Bridge' in **The Bridge business innovators** is a deliberate metaphor: we build bridges between people, companies, skills and insights into new markets and technologies. Between what companies need to do today and what they need tomorrow.

Together with clients in industry and services we discover, create and realize new business.

www.thebridge.nl

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SportBizz is an international sports development agency that is active in Innovation, Education, Internationalization and New Ventures in sport.

A key characteristic of SportBizz is its personal and hands-on approach. Our customers are located in a wide range of sports organizations, government agencies and corporations.

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Kasteellaan 6
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Netherlands Embassy London

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Postbus 338, 2000 AH, Haarlem www.sportservicenl.nl

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The Bridge business innovators

Stationsplein 1, 3818 LE, Amersfoort www.thebridge.nl

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MATCH



Sports.
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“Creating Possibilities”

MATCH Sports Media Solutions designs and produces concepts for sporting events. Since our start up in 2009 we were involved in already more than hundred sports events, from the smallest up to the biggest.

Our core business contains concept development, show production and technical production. As we have our roots in entertainment industry it's just this knowledge, capability and event experience we want to implement in sporting events.

MATCH Sports Media Solutions B.V.
Veldzicht 3, 3454 PW De Meern

www.match-sms.nl
info@match-sms.nl

INCOMING MISSION

FROM CHINA

About Yuyue

Chongqing Yuyue Culture Media Co., Ltd. was founded in 2008 with full support of Chongqing Sports Bureau. It is a full-flagged sports company that comprises 7 subsidiary companies: sports event management company, sports media company, technological development company, sports and tourism company, venue management company, M-Cloud Chongqing online platform company, and youth sports training and coaching company.

Yuyue provides a full package of sporting event experience. In order to do so, we have platform operation center, event planning center, event execution center, business promotion center, mobile network tech center, media promotion center, venue operation center, youth training and coaching programs, TV broadcasting center, paper media and magazine editing team, online platform tech team and so on.

We have managed events such as Chongqing Games for public health, 2015 Chongqing 3rd Aoti Swimming Festival with over 3000 participants, 2015 Chongqing China-YuBei Silk Route International outdoor sports challenge-Central Park Generation Run with over 5000 participants, 2015-2016 China-Chongqing WanSheng "HeiShan Valley Cup" Badminton Challenge with 3000 immature badminton players participated, 2016 Chongqing Gele Mt. International slow-paced city, Cross country in ShaPingBa ZhongLiang,

China MinSheng Bank 5K health Run, 2015 Lang-Jiu HongHuaLang "Dance with Wolf" badminton tournament, NBA superstar China tour (Chongqing), Joy Run China (Chongqing), "Who is the King?" Chinese immature football tournament, 100K Challenge and more.

In 2015, we founded M-Cloud Chongqing, a cloud platform for general fitness and health in grant Chongqing region. It has become the most influential platform of its kind in Chongqing sports circle. It had quickly spread out and attracted participation of City sports bureau, multiple city level sports associations, several districts and counties' sports bureaus. It consolidates resources of local sports venues and coaches to provide game registrations, score posting and more functions. Until now, "M-Cloud Chongqing" has 60,000 users. 90% of the users are active. User usage has reached 1 million.

In 2016, Yuyue expands business focus on sports + tourism. We customize sports activities according to local tourism characteristics. It's a perfect combinations that allow visitors fully experience fun of traveling and excitement of featured activities. For example, we have planned JinDaoXia International Canyoning Elite Competition series annually in tourist location JinDaoXia that received excellent feedback. We built Jungle Safari and Via Ferrata in a natural park in HeiShan Valley added great value on local tourism experience. Fortunately, our thoughts perfectly match Ali

Sports, Chongqing YuYue Culture Media Co.,Ltd. is the sole partner of Ali Sports in the south western region of China. We are part World Online Running Alliance (WORA) that is launched by Ali Sports with exclusive rights to execute all sports activities of Ali Sports in this region.

Global partner

International growth is a bold decision in 2016 to work with global sports partners to import new concepts, interesting contents, advanced sports technologies, and valuable IP's. With this in mind we had the honor to become an exclusive Chinese partner of Orange Sports Forum, which is a Dutch sports organization comprises 300 sports related companies and institutions. OSF has great amount of experience and resources in sports in the Netherlands. This step of cooperation opens another door for Yuyue brighter future. ●●●



Incoming trade-mission from China of OSF partner Chongqing Yuyue Sports



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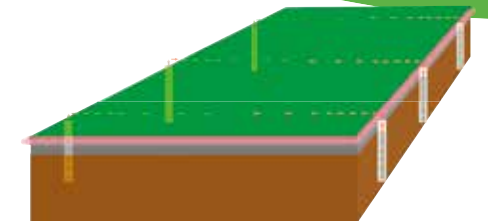
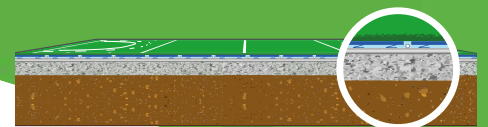


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Left to right: Sander Roege and Luc van Agt

PSV LOOKING TO BENEFIT FROM SMART REGION

PSV is located at the De Herdgang sports complex, which happens to be right at the heart of the smartest region in the Netherlands. The club is surrounded by knowledge institutions, innovative startups and companies that excel in the field of high tech. Assisted by an innovation committee, established specifically for this purpose, PSV hopes to tap into this knowledge and use to outsmart the competition.

The benefits are already being felt. During training, various PSV teams have started wearing vests equipped with sensors that enable tracking of a player's field position, movement and speed. But that is just the start. Field Lab is the future. The Field Lab facility at De Herdgang is best described as a cross between a laboratory and a football pitch. It is a focus for collaboration between PSV, academia and the business world, and was created with the sole purpose of improving first-team performance. According to psychological coach Sander Roege – a member of the innovation committee – performance enhancement is the benchmark for all innovative ideas considered by the club. 'We continually ask ourselves if something really is going to improve player performance.'

Critical view

In addition to Roege, the innovation committee comprises Peter Fossen, Peter Rovers, Art Langelier, Tim Wolf, Wart van Zoest and Ruud van Elk. Its chairman is exercise physiologist Luc van Agt. Trainers, medical staff and other specialists within the club can present questions and ideas for discussion. 'With this setup,' says Van Agt, 'we have chosen to focus on questions raised internally. Experience has shown that successful innovation in elite sport usually arises out of questions raised within the sports world. It has the advantage of increasing the level of backing for the initiative within the sports world.' The innovation committee casts a critical eye over the proposals. Specific committee members are then asked to identify individuals within their area of expertise who may be able to provide answers to the questions under discussion.

External contributions

External experts are given the opportunity to present their ideas to the committee on a regular basis. 'We will then review their contributions,' says Roege, 'and come to some sort of conclusion.' The next step could be to test the idea with one or more PSV youth training teams. 'The youth training teams are often involved in experiments or research,' says van Agt. 'And if an idea seems promising, it may be taken to the next level.' However, any ideas picked out by PSV are subjected

to a lengthy period of intensive research. 'You can't confront players with something new every day or even every week,' explains van Agt. 'Things don't work like that in elite sport. Many innovations that are aimed primarily at elite sport are first tested at a lower level, and our training setup is the ideal place to test these innovations.'

Video games and smart goals

PSV try to not overburden the players with all the research taking place. The Field Lab helps. 'Previously, sports organisations, sports people or clubs would have taken measurements in a hospital,' shared van Agt. 'But with new technologies and even smaller measuring devices, we're heading towards the opposite situation where hospitals come to us.' According to Roege, a football player only wants one thing and that is standing on a football pitch, and that's how it should be. When we want to improve or research something, we try to do that in a football-related way or at least in a manner that connects with the players. That's why we make use of video games and smart goals for example.' Video games are used to measure the players' brain activity. Smart goals are objectives that can be uploaded to the game with the intention of training a player's responsiveness or vision. Innovation isn't just about products, according to van Agt. 'It often relates to ways of thinking, new processes and the combination of various insights.'

Brainport Eindhoven

In 2011, 'Brainport Eindhoven' was officially declared the world's smartest region. This exceptional

part of North-West Europe is also the home of De Herdgang. 'Without a doubt, the Brainport Eindhoven region offers lots of potential for collaboration and solution finding,' says van Agt. Both he and Sander Roege have noticed that companies and institutions are actively looking to work with PSV. 'Apart from its obvious brand appeal, PSV is interesting because of the performance levels involved. However, there always has to be some added value for us. Football comes first.'

Innovative entrepreneurship

It is hard to say whether any of the new developments will help PSV expand their trophy-cabinet in the coming years. Van Agt and Roege agree on that fact. The complexity of football as a sport makes it hard to be sure that something is really making a difference. 'You're at the mercy of all sorts of factors,' says van Agt, 'and you can seldom say: This will definitely help us win a match or become champions.' And yet, the feeling that innovation will be key to advancing the club's fortunes is strong at PSV. In fact, innovative entrepreneurship is one of the club's core values. 'If we had to wait for proof, we wouldn't be moving in any direction at all,' says van Agt. 'It is what we believe in and strive for as a club.' ●●●



Photography: PSV/Media



Photography: Patrick Meis

THE ECONOMIC PERSPECTIVE OF SPORT HAS A STRONG POSITION WITHIN THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES.

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has over 49.000 students on several locations in Amsterdam. Sport Marketing, Johan Cruyff Academy, the Minor MMGS and the Minor BSE are open to partnership opportunities contributing to the sports industry as well as the education of future professionals in sports.

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A photograph of Max Verstappen celebrating his victory at the Formula 1 Grand Prix of Spain 2016. He is wearing a dark blue Red Bull racing suit and a red cap, holding a large silver trophy high above his head with both hands. The background features a checkered flag and a banner that reads "FORMULA 1 GRAN PREMIO DE ESPAÑA PIRELLI 2016 CATALUNYA".

MAX VERSTAPPEN

IMPRESSES

EVERYONE

It all seems to be the right scenario for a future world champion for the Dutch Max Verstappen. As a son of the former Formula 1 driver Jos Verstappen and Belgian go-karter Sophie Kumpen, it was almost expected that he would become a racer later on. Jos Verstappen participated in the Grand Prix of Japan in 1997; just one and a half week after little Max was born. At the age of just 7 years old, Verstappen made his debut as a racer and less than a year later he had already won the Belgian Championship Go-Karting in his category, by winning all of the 21 races. Max seems to be an extraordinary racing talent.

After his debut in 2005, Verstappen impressed many people by winning both the Dutch, as well as the Belgian Championships. During these championships he participated in 43 races, winning all of them. When he celebrated his 12th birthday, his breakthrough seemed to be starting, because he now was at the age he was allowed to participate in international races. In the years after his international debut, Verstappen had the reputation of a 'real racer' thanks to his brilliant overtaking moves and ability to drive the perfect race, even during wet weather conditions. 2013 would be his last, as well as his best year as a go-karter. As a 15-year old, Verstappen managed to win the European Championships for the second time and was also crowned as the World Champion of Go-Karting that year. After this year he would switch to Formula 3 at the Van Amersfoort Racing Team.

Motorsport

After his impressive first season in Formula 3,

finishing 3rd in the driver's championship and winning 8 races, Red Bull announced that Verstappen would become part of the Red Bull Junior Team. Just one day later, Dr. Helmut Marko offered the Dutch rookie a spot at the Toro Rosso race team for 2015, which made him an official Formula 1 driver. This seemed to be a smart move by the Austrian Energy Drink supplier. Verstappen impressed everybody who loves the motorsport with impressive results, fantastic overtaking moves and his well-known racing mentality.

At the start of his still very young Formula 1 career, Verstappen and Toro Rosso were struggling with technical problems and an unreliable engine. Despite these problems, the Dutchman and his Spanish teammate Carlos Sainz managed to score points in a lot of races, even though competition was looming large. Toro Rosso impressed with their drivers and not only other racing teams, but also Formula 1 fans noticed especially the talent of Max Verstappen. Verstappen was named 'perso-

nality of the year' at the end of 2015 and he got the award for best overtaking move of the year with his move on Felipe Nasr on his beloved Spa Francorchamps in Belgium.

At the 5th of May, Red Bull announced that Max Verstappen would take Daniil Kvyat's spot at the senior team of Red Bull Racing, which meant that Kvyat was now part of the Toro Rosso team. The team explained the situation, telling that Kvyat could no longer handle the pressure. His teammate Daniel Ricciardo confirmed this thought by saying that he hadn't felt pressure from his Russian teammate for a long time. Verstappen rewarded everyone who had ever put his faith in him in his debut at Red Bull Racing.

He won the Grand Prix of Barcelona, Spain at the age of 18 years and with that victory, he is the youngest driver ever to win a Grand Prix. Since his victory Verstappen gets compared with Michael Schumacher and Ayrton Senna.

Photography: maxverstappen.nl



"It's like he's born to do it, it's just phenomenal," is how Damon Hill (World Champion '96) reacted after the Max' victory. "It's extraordinary, really extraordinary," Hill says. David Coulthard was also very flattering about the Red Bull youngster. "The Dutch can relax now, because they have a man that is going to win a Formula 1 championship" is what he said after the race.

After the Dutchman's first victory, results kept on coming and his popularity within the racing world has become gigantic. His accomplishments in Formula 1 have also led to a huge boost for the racing sports in the Netherlands. At the moment, more than one million Dutch fans are stuck to their television when 'Mad Max' is racing again.

If Max Verstappen is going to become world champion within a few years will remain a question, but what we do know is that the Netherlands can add another sports icon. ●●●

Highlights Max Verstappen

- 1997 Born
- 2005 Début Karting; Belgium Karting Championships
- 2005 Unbeaten Belgium Champion karting
- 2010 International début
- 2013 World Champion karting
- 2014 Début in single seater racing; Formula 3
- 2015 Début Formula 1; Toro Rosso
- 2016 Transfer from Toro Rosso to Red Bull Racing
- 2016 First victory Formula 1, as youngest racer ever; GP Barcelona 2016

**"It's like he's born to do it,
it's just phenomenal"**



**Ambassador Frank J.M. Mollen
(United Arab Emirates)**

Formula 1 is one of the most important events in the United Arab Emirates, which means that the Grand Prix of Abu Dhabi attracts a huge part of the population. Beside the fact that there is a big demand for fast cars, Formula 1 is seen as the acme for technological progress. Therefore, Formula 1 and the Yas Marina Circuit are more than just amusement. They symbolize the enormous growth of the United Arab Emirates for over the last decade, including their ambitions for the future.

This is also one of the reasons why the United Arab Emirates are investing in F1 so much and make the Grand Prix of Abu Dhabi a true show.

The extra attention the Netherlands is generating by Max Verstappen in Formula 1 is a nice addition. Because of his attacking style of driving and his racing mentality, Max is very popular and highly appreciated in the UAE. Therefore, Verstappen is doing an excellent job as the 'ambassador' of the Netherlands.



OVERVIEW OSF EVENTS

1. Launch yearbook Holland Sports & Industry at PostNL HQ (December 2015)



2. Field trip Executive MBA Sports Management (Maastricht School of Management) in close cooperation with OSF (January 2016)



3. Incoming mission Chinese partner OSF, Titan Media (January 2016)



Orange Sports Forum[©]

4. Incoming visit OSF partner Qatar, Al Mesned Int. Holding (February 2016)



5. Outgoing mission to Brazil (March 2016)



6. Incoming mission OSF partner from Brazil (April 2016)



7. OSF meeting at HQ Endemol Shine and Fox Sports (June 2016)



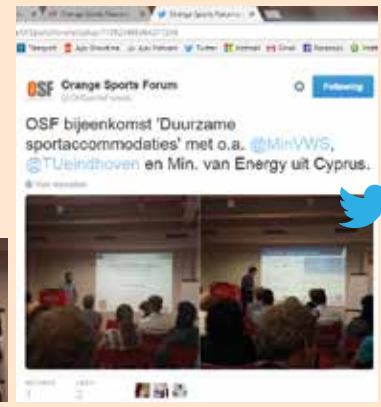
8. OSF meeting combined with the Executive MBA Sports Management at SX Center for Sport, Marketing & Media (July 2016)



9. Launch OSF Innovation Cluster (September 2016)



10. OSF meeting regarding Nearly Zero Energy Sports Facilities (September 2016)



11. Incoming mission Chinese partner OSF Chongqing Yuyue Sports (September 2016)



12. Fact finding in Abu Dhabi for the potential of Dutch sports-related organizations (October 2016)



13. OSF, Maastricht School of Management and former World Champion Cycling Danny Nelissen working together at the National Sports Exhibition (November 2016)





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Google Adwords (SEA)

Affiliate marketing

Display advertising

Conversion optimisation

Facebook advertising

Retargeting

Online lead generation

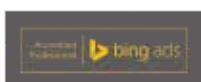
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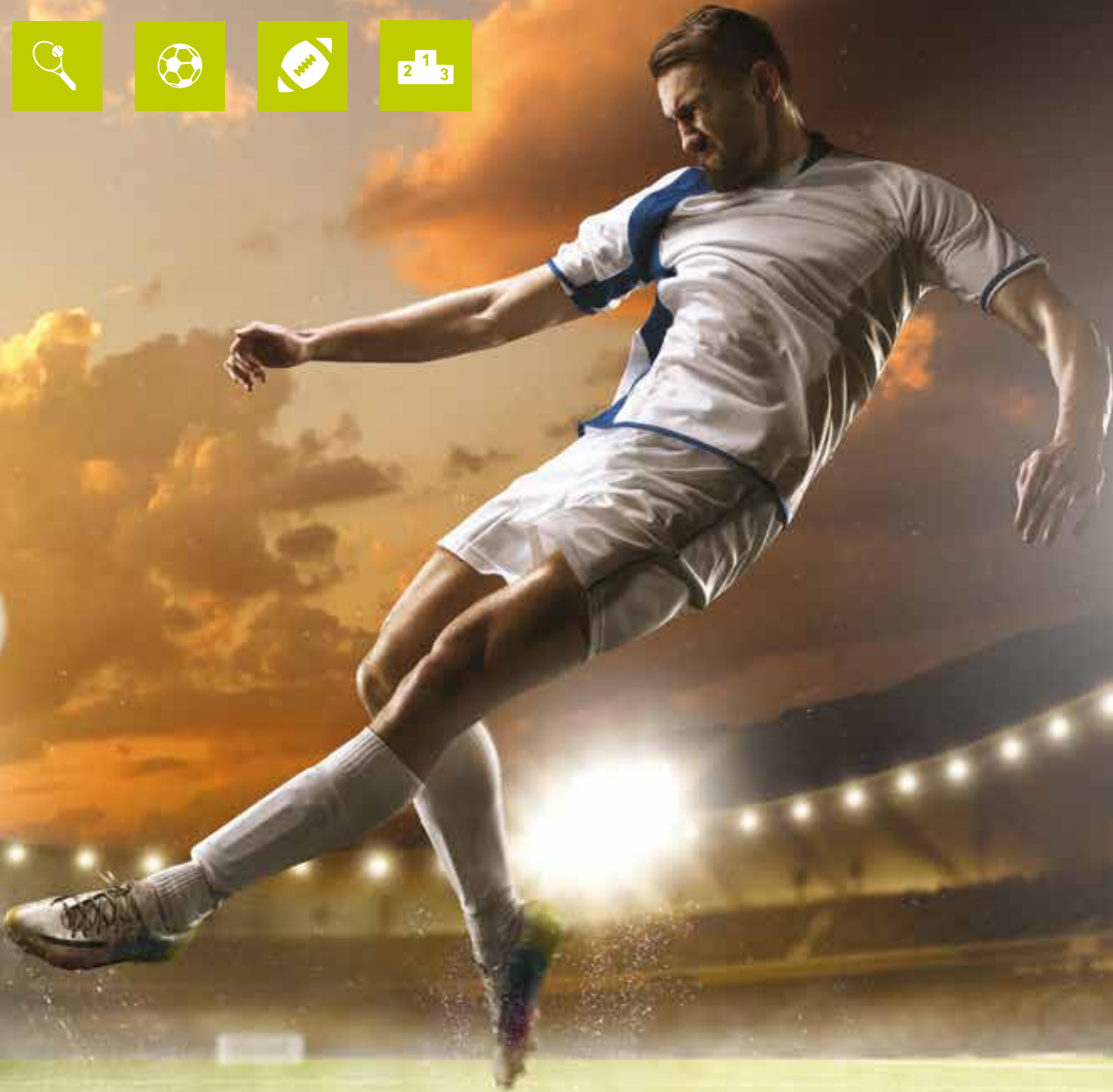
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Marcel Wouda is the head coach for the entire swimming team

**'IT ALL COMES DOWN TO
SURROUNDING YOURSELF
WITH THE RIGHT PEOPLE'**





Swimming coach Marcel Wouda – who is a former world champion himself – has a pretty busy calendar. In addition to being the national coach for open-water swimming, he has also recently been appointed as the head coach for the entire swimming team. How does he cope? ‘It all comes down to surrounding yourself with the right people,’ he says.

With the success of Maarten van der Weijden in 2012, and a gold medal for Ferry Weertman last year, Wouda certainly has a good track record. He describes his first encounter with Weertman: ‘He wanted to be the best in the 1,500 metres. So, the first thing we did was to introduce him to open water.’ That decision was clearly a good one, since ‘Ferry Very Fast’ went on to take a hard-fought Olympic gold in the event.

It is essential to recognise potential champions as early as possible. ‘As a swimmer, Ferry was the complete package,’ says Wouda. ‘Finalist material for sure. The swimming pool is where you learn all the basic techniques. After that, say between the ages of 12 and 16, it slowly becomes clear whether someone has a talent for the pool or for open water and long distances.’

In the past, things were different. Open-water swimming was only for those who really had a passion for it, or who found pool swimming repetitive and unchallenging. This changed after the sport was introduced to the Olympic games in 2008. ‘Body density and swimming performance

have increased,’ says Wouda, ‘and the differences between all contestants are now much smaller.’ As a result, open-water swimming has become a sport of the first rank.

The Netherlands has what it takes to continue that success, Wouda believes. Recently he was responsible for only one group that was training in Eindhoven. Now he is responsible for three groups training at a high level at the two elite sports centres in Amsterdam and Eindhoven. ‘It all comes down to surrounding yourself with the right people - individuals to whom you can delegate tasks,’ says Wouda. In fact, he is surrounded by an extensive group of medical and technical staff whose job it is to give top sportsmen and sportswomen all the support they need. ‘Our swimmers have to be in the water for at least 20 hours per week. More, if necessary. They all have customised training,’ explains Wouda. ‘The entire staff of physical therapists, medical specialists, nutrition experts and sport psychologists – among others – have a hands-on mentality. ‘This

is quite different from what happens in many other countries,’ says Wouda. ‘The scientists aren’t so closely involved elsewhere.’

He already has a list of potential new swimmers like Maarten or Ferry, although he would prefer not to mention any names yet. The youth programme initiated last year lets him quickly identify and develop talented young sportsmen and sportswomen – potential medal winners in Tokyo or even in the 2024 games. Technology also lends a helping hand. To encourage this, the KNZB has an innovation calendar, which provides a roadmap for new developments. Wouda gives an example: ‘We are currently conducting an experiment in Eindhoven that involves 3D video techniques. It takes a lot of computing power but the idea is to create the experience of walking around an object, which will either be a hologram or an image on a video screen. We have high expectations for this!’ ●●●●



Photography: KNZB



Photography: La Presse Fabio Ferrari

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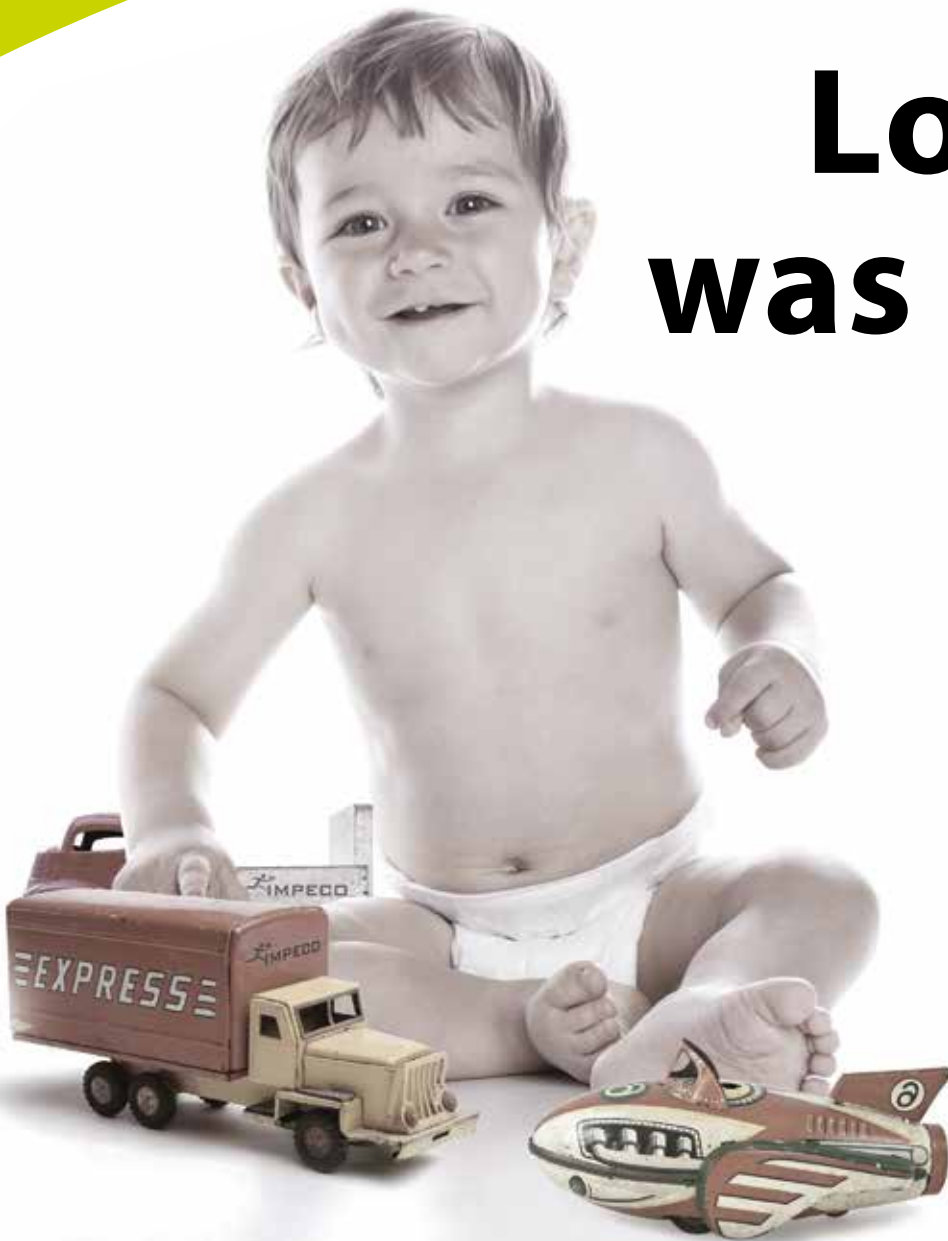
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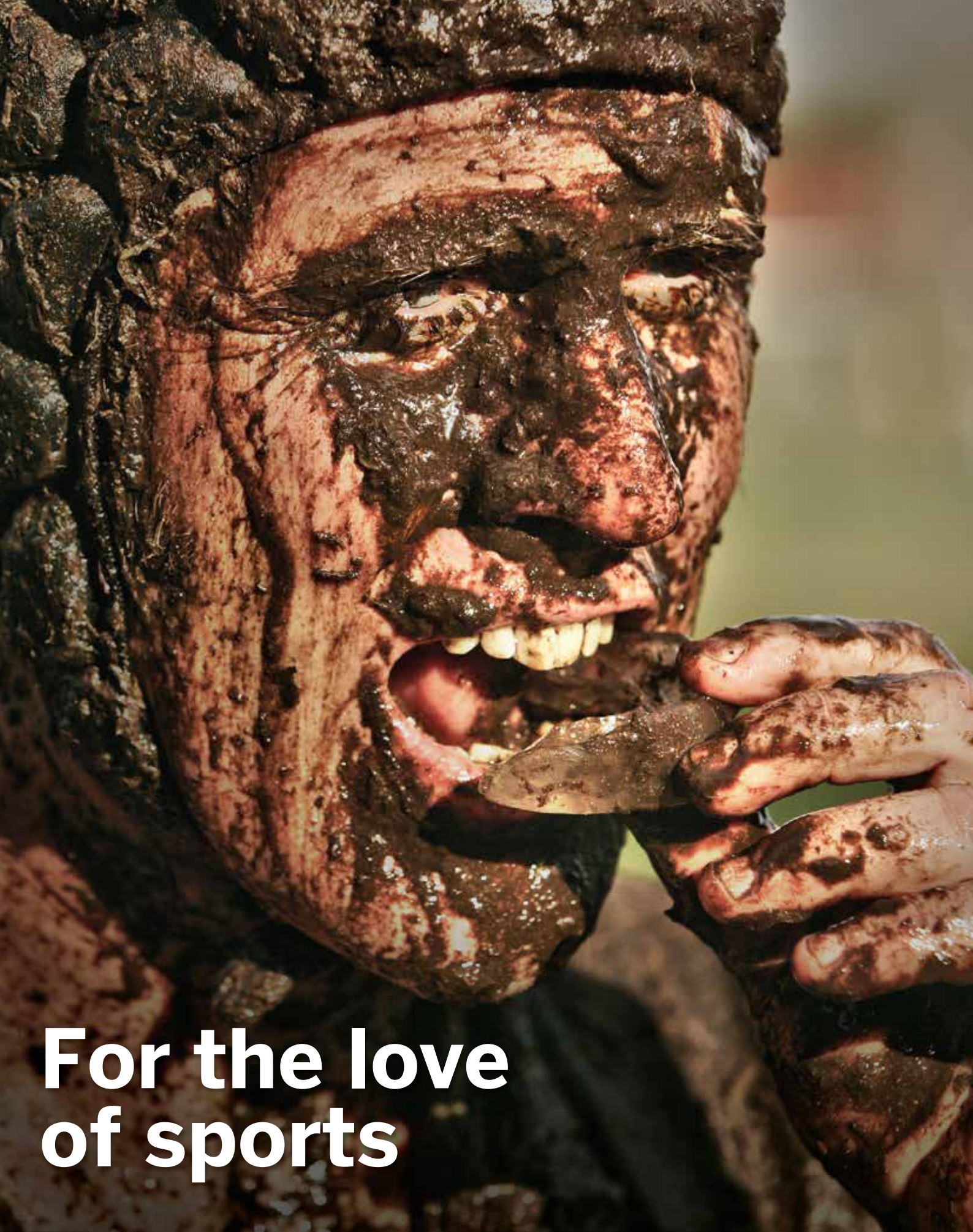
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The European Sports Centre includes a high performance lab, top-quality testing equipment and a state-of-the-art Olympic strength and conditioning area.

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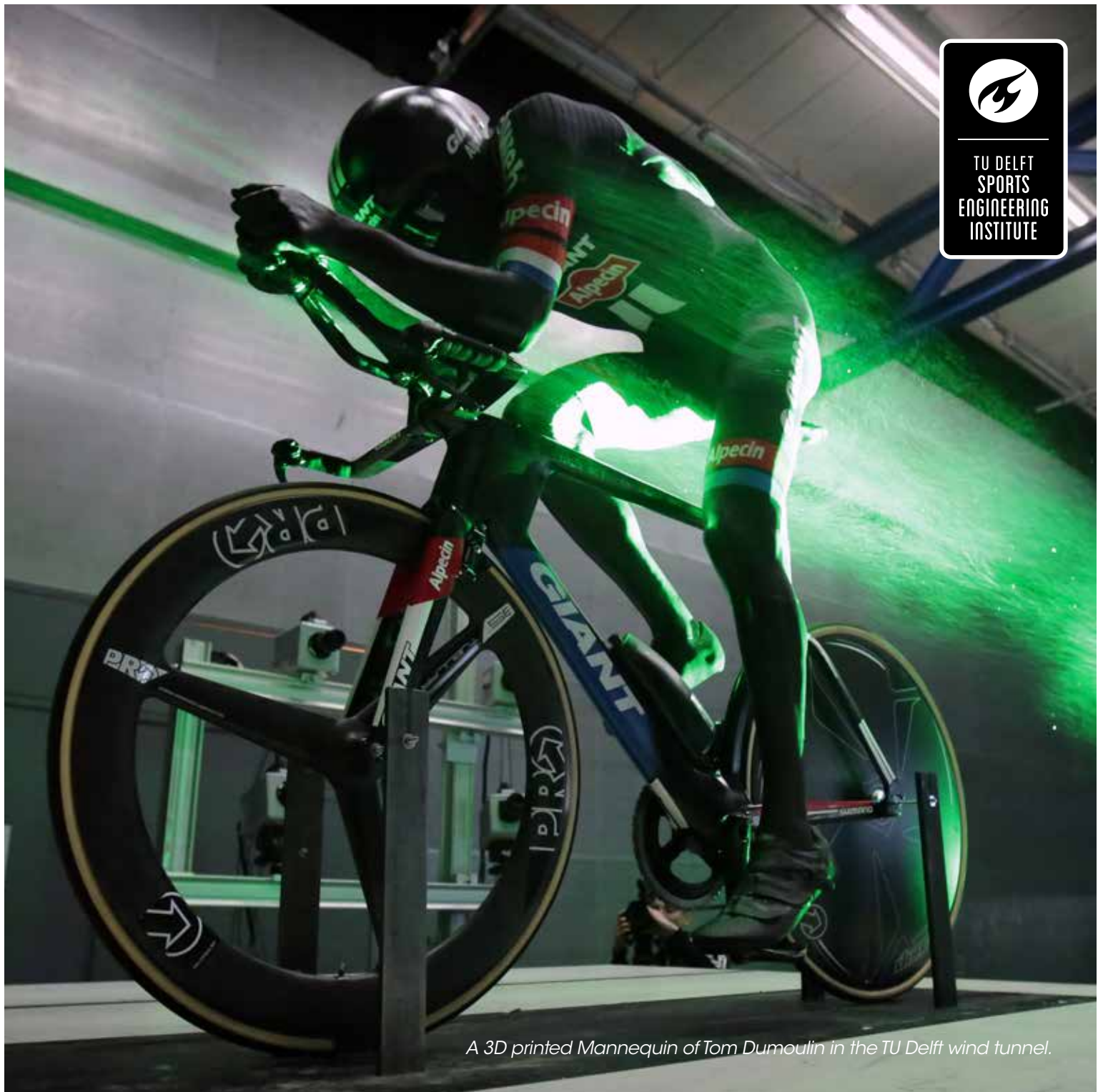
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Sebastiaan Westerhout
Managing Director Nielsen Sports Netherlands
sebastiaan.westerhout@nielsen.com | +31 628838618

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A 3D printed Mannequin of Tom Dumoulin in the TU Delft wind tunnel.

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At the TU Delft Sports Engineering Institute, we have the expertise and the research facilities to optimize athletic performance.

Moreover, our technical knowledge and design are used to motivate people to do sports and exercise – and thereby improve their overall health.

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We combine our expertise from different disciplines and use the various facilities throughout the campus, such as our aero- and hydrodynamic test environments and simulators in order to come up with state-of-the-art engineering solutions.

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We are always eager to discuss new opportunities for projects and collaborations. Collaboration between us and the industry is of utmost importance, to ensure research takes place in a field that makes sense; not only to us, but also to the industry. It is key to tackle projects that are current and relevant on a technological and societal level. Please feel free to contact us with your ideas.

INVESTING IN THE WORLD'S BEST SPORT TECH STARTUPS IN EINDHOVEN

The use of technology in sport is expanding enormously. But in the entire world there are only a handful of start-up programmes aimed at sport technology businesses. HighTechXL Sport & Vitality is the first programme in Europe that utilises an accelerator approach and makes investments in start-ups.

New focus, proven formula

HighTechXL has a worldwide network that is constantly scouting for promising start-ups. The best start-ups are identified and offered the support of more than 250 mentors, including experts from the business world, government and research institutions. The start-ups progress will be accelerated over a six-month period, and specific guidance given in relation to investors, suppliers and customers. This will prepare them for launch day, ensuring that they can quickly expand to meet the demands of the market. Guus Frericks,

the founder of HighTechXL, elaborates: 'Here at the High Tech Campus in Eindhoven, we have worked with partners such as Philips, ASML, EY and ABN AMRO in order to accelerate dozens of start-ups from all over the world, including Arion, Dashtag and Usono.'

John van de Laar, founder of SportBizz and co-initiator of HighTechXL Sport & Vitality, explains why Eindhoven in particular is the best place in Europe for starting a sport technology company: 'Eindhoven has one of the best ecosystems for sports innovation in the world. Furthermore, it's unrivalled and offers good access to the players who can test your product.'

Nikki Schreurs, a former professional handball player, has been involved with HighTechXL since 2014. 'We can help tech start-up businesses take a huge leap forward. The combination of the

experience of HighTechXL, and the network of Sports & Technology provides the best possible conditions for success. Apart from anything else, I'm passionate about sports technology because I was a pro myself once.'

The programme is supported by national- and international experts, top athletes, national sports federations, sports innovation centres, partner organisations like Sports & Technology and Holland Sports & Industry, large communities of sports enthusiasts and many informal investors. hightechxl.com ●●●



The first group of participants in HighTechXL Sport & Vitality was selected in the autumn of 2016. These teams will receive intense guidance over a period of three months to help them develop their product further:

USCOUTFOR

The Netherlands
Realtime video content

Uscoutfor is a platform that provides players and trainers with real-time insights into their performance. Thanks to an advanced video algorithm, behavioural patterns can be detected. It is also a way of distributing valuable content to fans all over the world. Athletes have more opportunity to show off their skills, fans get to watch and communicate with exceptionally talented people, and the clubs and their scouts are able to analyse a wide variety of data.



CENTAUR

The Netherlands

Sensors measuring bridle-rein tension

Measuring bridle-rein tension gives an insight into the performance of riders and their horses. It helps with their performance enhancement, training efficiency and injury prevention. Crucially, it will also improve animal welfare. Centaur's bridle-rein tension sensors measure the pressure exerted on the bit, and relay this information via Bluetooth to an app on your mobile phone or tablet.

BERKELBIKE

The Netherlands

Helping people with a impairment

BerkelBike helps people with a impairment to lead a more fulfilled life. Their technology enables patients with spinal cord injuries to cycle, despite having paralysed legs. But paraplegic patients are not the only ones to benefit. Single-leg amputees and people suffering from MS or brain damage can also begin cycling.



ROWCOACHING

The Netherlands

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RowCoaching enables you to monitor the performance of multiple athletes simultaneously. The special RowCoaching tablet displays all the important parameters and has a range of 700 metres.

OVAO

Lithuania

Optical heart-rate meter for swimmers

There are many portable heart-rate meters in the market, but most of them are worn around your wrist, which means they are not suitable for swimmers. When you are swimming, your arm is continuously moving and your swimming goggles tend to mist up. This makes it hard to read your results on a wrist device. Ovaio realised that the most suitable and wearable device for swimmers would be swimming goggles. These goggles then provide real-time information through lens colours that correspond to heart rate ranges.



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N0e-SPORTS PROJECT



It is the ambition of Eindhoven's municipal authorities to massively reduce the city's energy consumption. In their climate regulation of 2016, they stated that the city's CO2 emissions must experience a reduction of 55% by 2030 and 95% by 2050. Consequently, it is important that the many sports facilities in Eindhoven do their bit to reduce energy consumption. In order to realise this ambition, Eindhoven initiated a project entitled Nearly-ZERO-energy Sports Facilities (N0e Sports) in collaboration with six European partners. The project that began in 2014 will continue until the end of 2016. It aims to deliver huge energy-consumption reductions at many sports facilities. Important target groups for campaigning include policy makers, owners of facilities, energy providers and the facility users themselves. The European partners are all energy providers, hailing from Cyprus, the Algarve (Portugal), Sonderborg (Denmark), Florence (Italy) and the municipalities of Derry (Northern Ireland), Vukovar (Croatia) and Eindhoven.



Goals

When it comes to reducing energy consumption in sports facilities, it is often a lack of knowledge, experience or funds that prevent appropriate action being taken. The goal of the N0e Sports Project is to share knowledge and create awareness. For example sharing information about practical, tested measures and monitoring systems (which was gained from pilot projects) achieve this. At the end of the N0e Sports Project, the experiences and results of all the partners will be combined to create a shared plan that includes policy rules and recommendations.

Method

First of all, it is important to analyse energy consumption and determine potential measures in the fields of renovation, insulation and renewable energy. Ultimately, an integrated package of measures will be created where some of these analyses will be applied and evaluated during a pilot phase. A set of guidelines and recommendations will also be compiled for potential target groups.

Results

In collaboration with the six European partners, an analysis of energy consumption at various sports facilities was carried out. The municipality of Eindhoven installed 'smart meters' in nearly all sports facilities, which enables a simple energy-consumption snapshot to be taken at any moment. Many potential energy-saving measures were identified. That included large-scale initiatives such as the replacement of building installations and the use of building management systems, but also small-scale measures such as the insulation of heating pipes, installation of double glazing and replacement of fluorescent lighting with LED lighting. It became clear that significant energy savings could be achieved simply by switching off the lights and the heating when spaces are unoccupied, so a new code of conduct was created.

A package of measures was compiled based on expected energy savings, the anticipated timescale for recovery of the investment and (financial)

feasibility. In 2016, the municipality of Eindhoven has either already implemented, or is proposing to implement the following measures (if the decision-making process and financing come together as planned):

- 606 solar panels were installed on the roof of the Ir. Ottenbad building (family swimming pool). These solar panels generate 150,000 kWh per year.
- A building management system was installed at Ir. Ottenbad. It controls the building's various installations and is installed so the right temperature is achieved at the right time, with the most efficient use of electricity. The annual savings are 10,000 m³ of natural gas and approximately 30,000 kWh of electricity.
- Solar panels are being installed on municipal property. The Achtse Barrier and Genderbeemd sports centres have already been fitted with 874 solar panels. Together, these they will generate around 140,000 kWh of electricity per year.
- The Eindhoven Energy Championships have been inaugurated. Sports clubs with a smart meter have a chance of winning €2,500 if they engage in energy-saving activities at their club premises. At least 12 sports clubs have taken up the challenge and had energy surveys carried out.
- Seven sports centres and other sports-related buildings have been insulated. The work not only includes their roofs but also mountings and pipework. This should save approximately 21,000 m³ of natural gas per year in total.
- The outdoor swimming pool at Ir. Ottenbad should be covered when it is not used. This could save up to 44,000 m³ of natural gas per year.
- LED lighting will be installed at sports grounds and in sports-related buildings. The Sportpark

Dommeldak-Zuid is the first sports ground in the world to be fully fitted with LED lighting. The Indoor-Sportcentrum has also been partially fitted with LED lighting.

- Solar water heaters should be installed. At least five sports clubs now have showers that use hot water from a solar heater.

Continuation

After the pilot phase, a set of guidelines and recommendations will be compiled to draw on the experiences of all the European partners in the N0e Sports Project. This will make an enormous contribution to the planning of future projects. The knowledge acquired and the experience of collaborating with local and regional stakeholders, as well as the six project partners, will provide a strong foundation for any future initiatives in Eindhoven. For more information about the project, visit www.eindhoven.nl (adreskoppeling: <http://www.eindhoven.nl/gemeente/beleid/europese-projecten.htm>) en www.noesport.eu.





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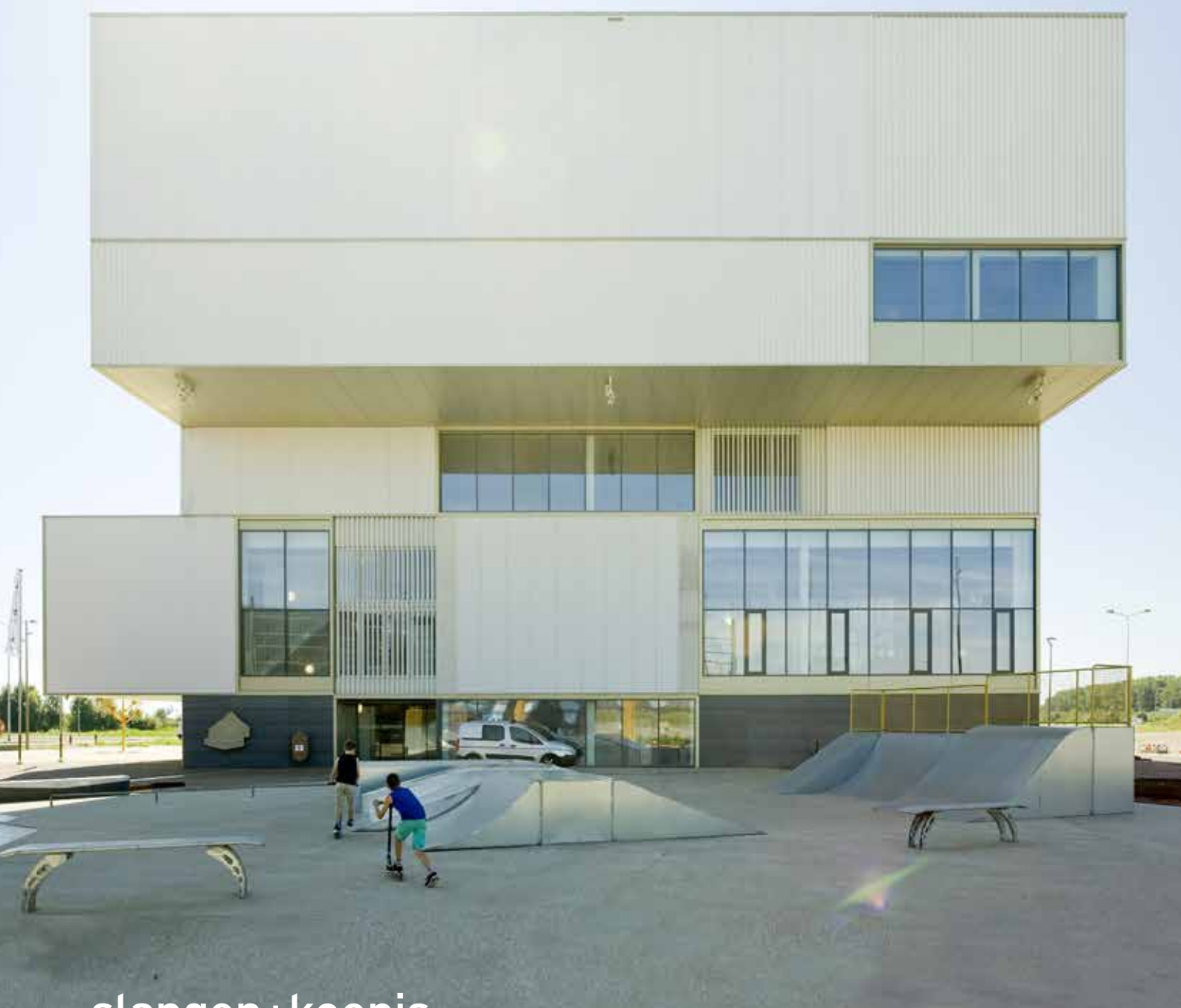
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AAA-LUX: SMART, FLEXIBLE, LED



The quality of light produced by LED floodlights is determined by the quality of the light-source as well as the luminaire itself. Many established companies in the illumination industry struggle to adjust to this different approach. Erik Swennen, AAA-LUX CEO, explains why smaller and more dedicated companies have now taken the lead in the industry for high-power illumination.

In 2009 AAA-LUX became the first company ever to succeed in producing LED luminaire, which means they were capable to enlighten a sports field according to standards set by the sports association. 'That achievement was a culmination of research and development which started in 2005,' says Erik Swennen, AAA-LUX CEO. The head office and research laboratories of AAA-LUX are located in Eindhoven. 'This city is considered to be the cradle of modern illumination. In the early 2000's several scientists realised that LED technology could also provide an energy-saving and better illumination solution for large areas. They banded together in an effort to design a LED luminaire which would be the alternative for metal-halide lights. That is how AAA-LUX was formed. The company almost had free reign. 'At that time, companies that dominated the conventional floodlight industry didn't believe that it would be possible to illuminate large areas from a height and certainly not according to standard. They had invested heavily in the mass-production of just a light source and were reliant on other companies for providing the luminaires. In the LED market these two are not separate anymore, which changed the game totally.' AAA-LUX continued to improve and

develop its LED luminaires. 'Shortly after AAA-LUX managed to introduce a LED luminaire for sports, we also managed to develop a luminaire that could provide a solution for industrial areas. As an installation in the port of Amsterdam proved that AAA-LUX LED luminaires could also illuminate an area from as high as 45m, it started to daunt on the market that high-power LED floodlights could be feasible.' The number of manufacturers has grown over recent years, but Swennen knows that AAA-LUX still has an edge over the others. 'LED luminaires consist of high-quality and sophisticated technology. It requires thorough technical knowhow and understanding to integrate all this into a luminaire. We manage to control the quality of light our luminaires produce by producing most of the essential components ourselves.' Where the industry is still going through the learning stages, AAA-LUX has moved from strength to strength. 'Our latest achievement is a LED luminaire which is capable of delivering sufficient illumination that allows proper HDTV registration.'

The years of experience has enabled AAA-LUX, as the only company worldwide, to produce a LED luminaire which is a one-on-one replacement for

conventional 2.2 kW luminaires. The luminaire is the same size and weight as that of the conventional luminaire but provides a better and more uniform illumination. 'As it is difficult to adhere to the size and weight for a conventional luminaire, clubs are often forced to also invest in new masts when they decide to move to LED technology. Such additional investment is not required when moving to AAA-LUX LED technology, as well as it doesn't require any investment in cabling or infrastructure. AAA-LUX LED luminaires can be placed on the same masts and connected to the same infrastructure as was used for conventional luminaires.'



Illuminating champions

Its carefully acquired knowledge and skills have helped AAA-LUX in becoming the illumination of choice for many companies and sports clubs. 'To date, AAA-LUX high-quality LED luminaires have been used in over 700 projects in nearly 40 different countries,' says Swennen. 'This ranges from football clubs in top-flight leagues in the Netherlands, France, Italy or Germany to mention a few, as well as the 2013 European Hockey Champion and the 2015 World Hockey League.' High-profile installations are important, Swennen admits, but local sports clubs will benefit the most by investing in the technology. 'LED luminaires have an instant strike and can be switched-on or off as often as one likes. The luminaire can also be dimmed when less intense illumination is required. This allows the same luminaire to be used to illuminate a match that is broadcasted in HD and, immediately after that, used to illuminate a lower-league game on the same field at just half or less the intensity the last game had. The adjustment in illumination intensity doesn't affect the uniformity or visibility for the players or spectators.' What it does affect is the energy consumption. LED luminaires are renowned for their limited energy consumption. By making use of the smart and flexible controls to control the AAA-LUX LED luminaires, additional energy savings can easily be achieved. 'It is also possible to instruct the luminaires to illuminate only a part of the field by just pressing a button,' points out Swennen. This button is easy to operate and control the lighting management system. 'Various illumination scenarios can be pre-set allowing trainers or coaches to select the quality of illumination that is precisely required.' The opportunities and flexibilities LED luminaires can provide warrant clubs and venue owners to look beyond the known borders. 'It is essential that they will be advised accordingly and by people who have the knowledge and experience. Like in many other industries such knowledge and experience is predominantly available in companies that prefer to spend their budgets on research and development over spending budget on marketing,' the CEO of AAA-LUX adds. ●●●





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Our sponsorship of the Marathon Eindhoven for the past 25 years demonstrates that commitment to our community. Our involvement goes far beyond providing capital, and embodies the collaboration, partnership, dedication and connection that define DLL as a company. To us, that's what it's all about: going that extra mile for our partners and employees.

Sponsoring DLL Marathon Eindhoven

The DLL culture is built upon four key themes: Team & Collaboration, Talent Recognition & Development, Innovation, Sustainability & Giving Back to Community. The DLL Marathon Eindhoven

not only exemplifies the Team & Collaboration and Giving Back to Community themes, but provides a unique opportunity to communicate our story to customers, partners, suppliers and employees.

The success of the DLL Marathon Eindhoven is driven by cooperation and collaboration among regional employers, volunteers and even research institutions. Over the years, it has grown from a small, local event to a large city marathon with 26,000 runners, 200,000 visitors and more than 1,000 volunteers. DLL is proud to be headquartered in Eindhoven and to sponsor an event

that touches the lives of so many members of the community.

A healthy mind goes with a healthy body

"DLL believes that a healthy mind goes with a healthy body," says DLL COO and marathon runner Carlo van Kemenade. "We want to set the right example and give employees the opportunity and means to obtain a healthy lifestyle." Developed to inspire, energize, and encourage member interaction, the company's TrueEnergy program has helped many employees accomplish their goals of completing a marathon. Concentrating on Vitality, DLL Talks, Events and Workplace, TrueEnergy parti-



Participants are encouraged to achieve their personal goals, whatever they may be.

The enthusiastic stories of the former marathon completers as well as the TrueEnergy program have resulted in the participation of 120 relay teams and 400 individual employees and partners from DLL offices around the world. DLL provides each relay team that completes the marathon with 250 euro to donate to the local charity of their choice.

Along with DLL employees from all over the world, we invite our partners, vendors and Rabobank colleagues to join the race or simply attend the festivities to cheer on the runners. An emotional personal triumph for many runners, marathon participation strengthens the relationships between our partners, our customers and our employees, providing a perfect opportunity to get to know each other in a different way and adding a personal element to business relationships.

This sponsorship is also an opportunity for DLL to attract future employees, exposing thousands of talented people in the Eindhoven region to

the company and providing a glimpse of the DLL culture.

The Theme

For several years, the theme of the DLL Marathon Eindhoven has been "De kracht achter kilometers" which means "The power behind kilometers." Normally, the power of DLL is in the financial solutions we provide, but the marathon allows us to showcase our power in other ways. By providing massages, healthy food and drinks, locker room facilities and showers, we empower our employees and partners to reach their personal goals. We take care of it all—from DLL cheer teams and music booths along the course to DLL employees handing out water bottles at the finish line. Perfectly in line with our day-to-day commitment to being a genuine partner to our customers, it is the goal of DLL to provide the support needed for participants in the DLL Marathon Eindhoven to succeed—and we're with them every step of the way.

About DLL

DLL is a global provider of asset-based financial solutions in the Agriculture, Food, Healthcare, Clean Technology, Transportation, Construction, Indus-

trial and Office Technology industries. We collaborate with equipment manufacturers, dealers and distributors in more than 35 countries to enable businesses to obtain and use the assets they need to contribute meaningfully to the world.

Our team is committed to delivering original, integrated financial solutions that support the complete asset life cycle. Our offerings include vendor finance, commercial finance, life cycle asset management, consumer finance, leasing and factoring. DLL is a wholly owned subsidiary of Rabobank Group. ●●●



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Spring Global Delivery Solutions provide mail, parcel and return solutions to businesses worldwide. As an autonomous broker it handles international deliveries across multiple networks. Since 2013, Spring are fully part of the PostNL Group, and together they deliver over 1.1 million items to 190 countries, every day. Mark Eldridge, Chief Customer Officer, understands the challenges of matching customers' expectations with sellers' needs and shares his game plan for cross border logistics.

1. Know the game

It all starts with understanding why people choose to buy from a foreign online shop. The top 3 drivers are better prices, availability and choice. If you offer a more competitive pricing than the local competitor or an unique product, customers are more than likely to accept the fact that your delivery might take longer. Key is that you communicate your delivery times clearly, and deliver within the specified time frame. "China is a good example for this: Chinese consumers are increasingly buying quality and real branded products from Europe. As long as these products can be certified as authentic, consumers are prepared to wait, and even pay a little more for delivery", says Mark.

2. Play the game

If you're active in multiple countries, it is good to understand and play by the local rules and preferences. Mark continues: "Consumers always want the local experience. Dutch consumers want a local delivery experience. This means that they expect that PostNL will deliver their parcel, and if they're not at home, that the parcel is dropped off at a neighbour's house. If you don't provide the local delivery experience, consumers might be put off." Localisation isn't just about the local delivery experience, it is about offering a local experience throughout the customer journey: from your website, product information to your customer service. The better your local experience is, the more likely you are to successfully sell abroad.

3. Stay ahead of the game

E-Commerce remains the fastest growing sector worldwide. It also means that the competition grows, and staying ahead of the game is imperative for sustainable growth. Subcontracting parts of the value chain like Customer Service, payment and logistics allow the retailer to focus on their core activity. "Spring are unique in the sense that we stand next to our customers. We see ourselves as a partner rather than a supplier. This means that we take great pride in taking care of the international delivery of our customers. It also allows us to continuously improve the delivery experience. Just recently we introduced Tag & Trace whereby we use RFID technology to track international shipments. A cost effective solution allowing e-tailers to also track low value goods. It enables them to offer that little bit of extra service to their customers, and keeping them ahead of the game", concludes Mark. ●●●



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*Eric Metgod, policy advisor at the Municipality of Haarlemmermeer,
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- Finalist ISPO Brand New Award 2013
- Winner National Sports Innovation Award 2013, the Netherlands
- Winner European Profit Innovation Award 2012 field lab Eindhoven, the Netherlands

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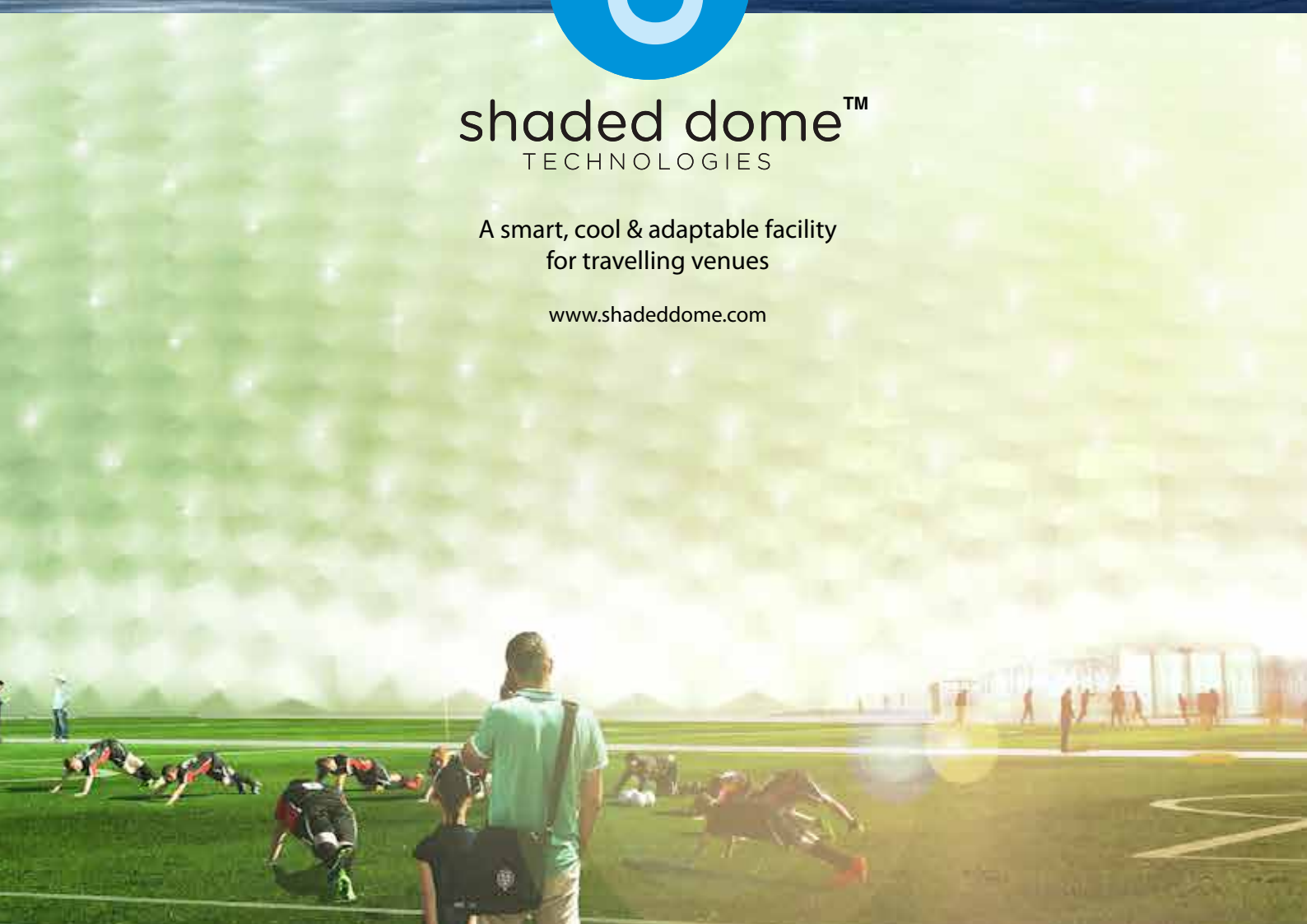


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GYMNASTICS MEANS LIFELONG

MOVEMENT FOR EVERYONE

IN THE NETHERLANDS

Gymnastics means lifelong movement for everyone in the Netherlands. That is the slogan of KNGU, the Dutch gymnastics federation. According to Michiel Maas, the KNGU strategic marketer, you can take it quite literally: 'As a sport, we can open up new horizons for anyone between the ages of 2 and 100.'

The KNGU is responsible for ten different sports, ranging from artistic gymnastics to free running. 'That is where both the power and the challenge lies for a sports federation like ours,' explains Maas. 'With ten different sports in one building, you have a huge network of motivated members and some great facilities. But it can be difficult to get people moving sometimes.'

The KNGU has kept on reinventing itself in recent years, changing from a classic sports federation into a platform for introducing gymnastics to as many people as possible. 'Unlike many other sports, gymnastics can provide absolutely everyone with a means of pushing their boundaries,' says Maas. Likewise, it may not be advisable for an elderly person to carry on playing hockey.

Theoretically, every child can take up any sport they want. This doesn't mean that for instance a two-year-old is really able to play soccer. If a two-year-old learns how to do a forward roll, that represents real development and this is also part of our goal. The proud parents will probably even share the news on Facebook. And if an 85-year-old keeps going to their exercise group, they're going to have more energy



Photography: KNGU





SANNE WEVERS

Photography: Soenar Charmid Photography



and flexibility when it comes to playing with their grandchildren.'

For several years now, the KNGU has been forging links with organisations other than traditional sports clubs. For example, it is increasingly active in centres for day care and after-school care. It is also channelling resources into emerging sports such as free running. This spectacular sport is all about tackling obstacles as quickly and gracefully as possible. According to Maas, we are international leaders in this respect. 'Other gymnastics federations are behind the curve, and are watching the Netherlands with great interest. The federation has also been looking beyond the world of sport, even holding a meeting with Efteling Amusement Park to learn more about perception,' says Maas.

Gymnastics galas are great public draws. At the time of Christmas, the Ziggo Dome becomes a hotspot for gymnastics. 20,000 people that attend this day are particularly interested in the acrobatic groups, but they also want to see famous gymnastics like the Wevers sisters and

During the last Olympic Games in Rio, artistic gymnast Sanne Wevers won gold in the balance beam event. Currently, her family is one of the most trending families in the world of artistic gymnastics. Her father, Vincent Wevers, is her trainer and twin sister Lieke won European gold in 2015. It is partially thanks to this talented family that artistic gymnastics has been accepted as an important sport. 'Obviously', Maas says, 'a family with such a passion for gymnastics has been very important in getting things going.' Passion is certainly the right word. None of the Wevers trio ever seems to take a break from artistic gymnastics. Vincent even relocates north during the week to be closer to the training location. As Maas says, 'the family lives and breathes sport.'

The KNGU has also been an important influence. A lot of money has been invested in gymnastics over the past five years for videos, sport psychologists, physical therapists, nutritional experts, sites and much else. At the same time, the focus has shifted from individual performance to team. One team, one goal is the new spirit. 'The entire gymnastic team trains together once every two weeks so they can learn from one another,' says Maas. 'Even Epke Zonderland doesn't limit himself to the horizontal bar, which is his speciality.' This kind of team unity is unprecedented in the 145-year history of artistic gymnastic and we are already reaping the benefits. Two of the 15 Dutch gold medals at Rio were for artistic gymnastics and as Maas puts it, 'people just can't stop talking about it.'

Epke Zonderland. 'It opens up new horizons for the audience and gives the people a chance to show what they can do when they're not limited by competition rules, says Maas. It is important for clubs that the KNGU remains open for business during this process of change and according to Maas this wait will not take long. 'We will soon be able to say: job done, now let's

go public!' In fact, the KNGU will be ready to roll from 1st January 2017 onwards. ●●●



© Koen van Weel

Catching a drone

Hard to get, hard to copy, hard to beat – these are core values at ANP Photo. In a time when anyone can take a picture, ANP photographers excel for their agility and unique way of approaching a subject. ANP photographer Koen van Weel was instantly on guard when a bird of prey plucked a drone from the air.

“It happened so fast. Before I could think about pulling the trigger, that bird had grabbed the drone,” says Koen. “I did not know how many times the bird would fly, and therefore wanted to take the picture immediately. Taken manually with a 400mm lens with the subject in full view, it worked exactly like this. Of the six pictures I took during the first flight, the first was right a direct hit.”



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