

Holland Sports & Industry

2018-2019 



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FOREWORD MINISTER BRUINS

The Netherlands has a unique sporting infrastructure and culture. More than 9.4 million people take part in sport each week. That's over half the Dutch population. We have 26,000 sporting associations and 6,000 sports and fitness entrepreneurs. And every week, hundreds of thousands of volunteers join with them to organise sporting activities.

This broad foundation means sporting opportunities are always close at hand and easy to access. It is also the reason why Dutch professional athletes do so well.

Over the past year, Dutch sport has achieved significant successes. At the Winter Olympics in February, the Netherlands won 20 medals, including eight golds. A month later, our Paralympians won seven medals, including three golds. Jeffrey Herlings won the MXGP, the pinnacle of motocross, while Kiki Bertens fought her way into the upper echelons of global tennis. 2018 was also the year in which Tom Dumoulin came second in both the Giro d'Italia and the Tour de France and Epke Zonderland once again became world champion on the high bar.

These are great results that we are proud of: they reflect how well Dutch sport is organised. But, as in the private sector, you can't achieve great results and then rest on your laurels. Sports infrastructure must be regularly maintained and improved, so that it remains enjoyable for all those who take part in it, and international success can continue to be achieved.

That's why in June 2018, Dutch sporting associations, municipalities and central government signed the National Sports Agreement Sport unites the Netherlands. This agreement also sets out roles for the private sector. These include making sports facilities more sustainable and helping sports managers to become more professional.

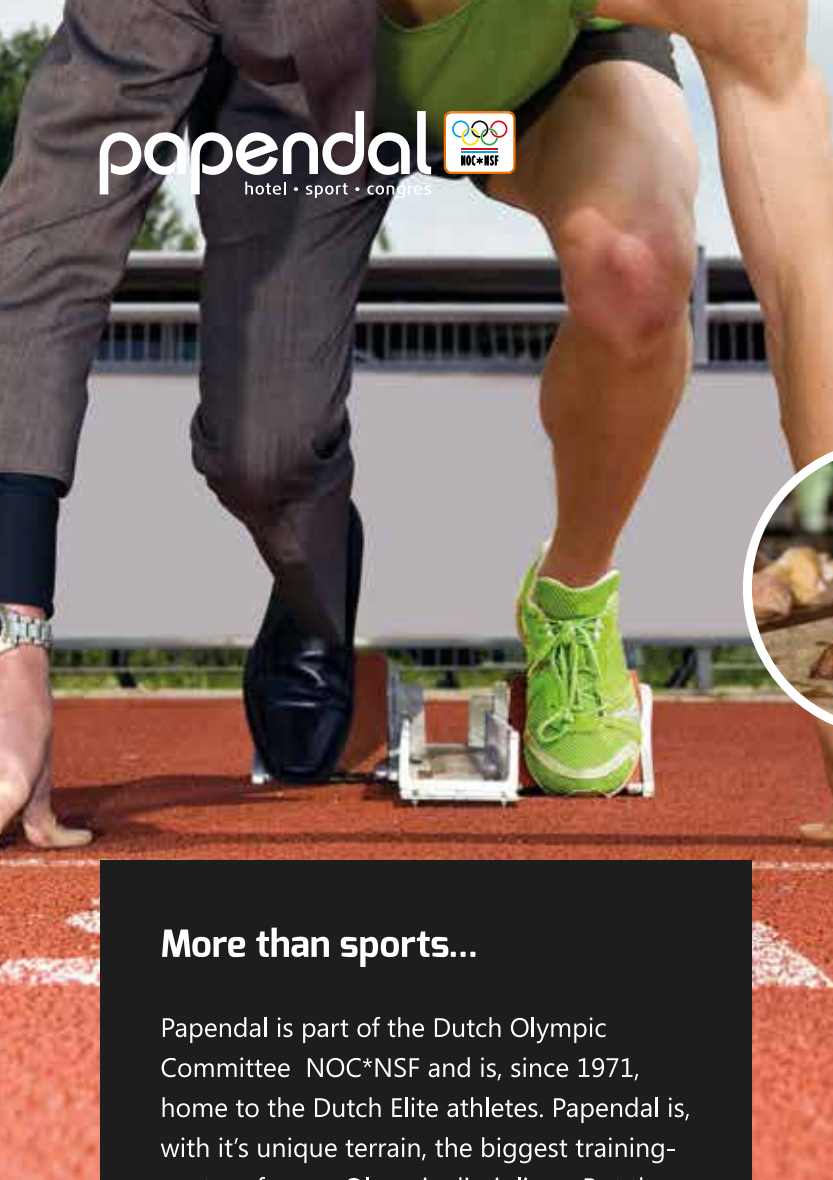
The private sector is important to sport. But the opposite is also true. Sport is a wonderful platform for businesses to showcase themselves at home and abroad. Companies do business at every major sporting event, and the Orange Sports Forum plays a key role in this regard. It ensures that businesses can display their products and knowledge. That is also one of the

goals of the Holland Sports & Industry yearbook. It will tell you more about the expertise of Dutch businesses and the results achieved by Dutch athletes: a winning combination!

I hope you enjoy reading it.

foto: Arenda Oomen





More than sports...

Papendal is part of the Dutch Olympic Committee NOC*NSF and is, since 1971, home to the Dutch Elite athletes. Papendal is, with it's unique terrain, the biggest training-centre of many Olympic disciplines. But there is so much more happening @Papendal than just sports, which is still unknown to many people.

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- ✔ Business (meetings, congresses)
- ✔ Events (festivals, clinics)
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Director Jochem Schellens about Papendal:
At Papendal you may expect nothing less than the best. Our facilities, up-to-date medical equipment, scientific tests and measurements and healthy nutrition matches the requirements of our top athletes. The hotel, with conference facilities and its own home-based event center, is located in the heart of it all. All facilities can be found within less than 1 km."

**Get carried away
by the power
of sports.**



FOREWORD

Dear Sports Friends,

It is with great pride that we present the Holland Sports & Industry 2018/2019 yearbook.

This publication is considered an important reference for the Dutch and international sports industry, as it provides an overview of the huge diversity of Dutch companies, organisations and institutions affiliated with various sports. For this reason, it is widely used by embassies, consulates, companies and sports organisations.

The Netherlands experienced many highlights in the field of sport in 2018, one of which was the Champions Trophy in Breda. And let's not forget the victories of Max Verstappen in the Formula 1, the 2018 UCI Road World Championships in Innsbruck, the Volvo Ocean Race finish in The Hague and many more!

With regard to Orange Sports Forum, the network has continued to attract dynamic businesses, boosting numbers and increasing its scope. Also, OSF established a close cooperation with Dutch sports clusters Sports & Technology and the FGHS, the industry association for manufacturers, importers and wholesalers of sportswear and equipment. Sports missions to China and the United Arab Emirates were organised, and a number of other important occasions were attended by forum representatives.

The year 2019 will bring many more opportunities, especially in connection with the PIB programs ('Partners for International Business') for China and Qatar, in close cooperation with the Dutch ministries and embassies and consulates across the world. OSF will continue to support and facilitate the 300 members through both network meetings in the Netherlands and by mapping the opportunities for Dutch companies abroad. But this is just one of the many ways that we will be representing the interests of our members throughout 2019.

On behalf of the Orange Sports Forum Foundation we wish you happy reading and a healthy 2019!

Yours in the spirit of sport,

Orange Sports Forum Foundation

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HOW WHEN WHY
WHERE HOW MUCH WHICH

A sporting nation

The Netherlands is a sporting and active country. We have a large number of local sport clubs run by volunteers. Football, swimming and tennis are popular amongst many. And at the same time a vast number of adults and children cycle to work and school everyday which makes us a physical active country.

Making sport more impactful

Knowledge Centre for Sport Netherlands (Kenniscentrum Sport in Dutch, here abbreviated to KCSportNL) aims to strengthen the impact of sport through better use of knowledge and to increase the level of knowledge about sport and physical activity. More knowledge leads to better interventions, more effective programmes and a more competent workplace in sport and physical activity.

KCSportNL works for professionals and volunteers who are looking for extra expertise in the area of sport and the activation of people. This does not mean that KCSportNL works exclusively for the sports sector. It is one of our priorities to make sure that knowledge about sport and activities also reaches governments, healthcare professionals, labour unions and employer organisations, international, national or regional knowledge organisations, and other public organisations and businesses.

Your independent gateway to sport in NL

The Knowledge Centre for Sport Netherlands is an independent knowledge institute and is funded by the Dutch Ministry of Health, Welfare and Sports (VWS). KCSportNL is a

member of a number of international networks, such as Tafisa and HEPA, and participates in European cooperation projects. We can serve as your gateway to the Netherlands, in various ways:

- **Sportfolio** presents an overview of projects brought together by Knowledge Centre for Sport Netherlands. These projects are showcasing opportunities for other countries and companies to join forces. Hopefully this overview will inspire many new and successful international partnerships.
- The online **Guide to Sport and Physical Activity in the Netherlands** gives an overview of the facts and figures of sport and physical activity in our country.
- Find publications in the **knowledge database** for sports and physical activity. The database contains both Dutch as English publications.
- **Exchange of knowledge** about effective programmes and good practices in other countries through visits, workshops and international or EU-projects.
- We can help you get in **contact with successful projects** and effective interventions.

Please visit our website www.kenniscentrumsport.nl/en to find out more about us.

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Logistics was always in our veins



From the beginning onwards, we are fascinated by bringing supplies, from A to B. This feeling increased over time. And now, in 2018, we are competent in transport and logistic solutions, whereby our focus lays with sport events.

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Our first interactive play set was launched by Yalp in **2006**. Meanwhile, interactives such as the Yalp Sona have been placed in over **600 locations** worldwide, and have won a **great deal of awards**.



create • innovate • educate

COLOPHON

Yearbook Holland Sports & Industry is a publication of OSF in cooperation with Hazenberg Hoefsloot

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A 3D printed Mannequin of Tom Dumoulin in the TU Delft wind tunnel helps gain a competitive advantage.

TU Delft Sports Engineering Institute

research & education The TU Delft Sports Engineering Institute promotes and organises research and education in the field of performance enhancement in elite sports and the promotion of sports, play and exercise to create a healthier society and aid in injury prevention.

collaboration with companies By means of interdisciplinary collaboration between faculties and

with companies, we aim to reach the unique international position as the most engineering oriented university in the field of sports research and education. Sports research offers the opportunity for national and international exposure of the excellent Delft research capabilities and innovations to a broad audience. Challenges in elite sports are well defined. Thus, elite sports offers a great environment to test new ideas

and principles. The TU Delft Sports Engineering Institute aims to create valuable spin-off to both business and society through its research on the well-defined challenges in elite sports.

<https://www.tudelft.nl/sports-engineering-institute/>

Welcome to Qatar!

The Netherlands and Qatar share an immense passion for sports. Everybody knows that at a sport event, you've seen the Dutch when you see a crowd in "orange" cheering their team. We, the Dutch, are thrilled to have our football legends Wesley Sneijder and Nigel de Jong playing in the Qatar Stars League. We are proud that the Netherlands athlete development model was selected as one of the best practices for the Qatar Athlete Development Pathway project, Kun Riyadi.

Sports and healthy lifestyle are in the DNA of the Dutch. The Dutch enthusiastically work with Qatar towards a more vibrant sports sector. For instance, this year, at the initiative of the Netherlands Embassy and Qatar Women's Sport Committee, former international players of the Dutch national women's football team provided top class training to a group of enthusiastic women and girls in Qatar. Each year, various Qatari football clubs come to the Netherlands for their summer training. Last year, the Netherlands Embassy organized a special event that brought together Dutch and Qatari partners to promote a healthy population and healthy lifestyle, as envisaged in Qatar National Vision 2030. In 2016, the successful 7th edition of the Aspire4Sport in Amsterdam facilitated about 700 B2B meetings for international and Qatari sport industry

professionals. A vast network of innovative Dutch companies are keen to be Qatar's partner in sports development.

It is impressive how Qatar has grown into a major sports hub. Athletes from the world of cycling, swimming, boxing, tennis, handball, beach volleyball, football, gymnastics, para-dressage and showjumping flock to Qatar for their trainings and international competition. Qatar offers excellent sporting facilities, including Aspire Academy and Aspetar for sports-related injuries.

Sport lies close to my heart. Sports is a passion that I share with my family, friends, and colleagues. We enjoy going to all different kinds of sports events and actively take part in many sports activities - including the Ride of the Champions, Swim for a Cause, and a wide range of activities like triathlons, aquathlons, runs, yoga, hockey, skating, spinning, and football. My family and I are enthusiastic members of TriClub Doha - a triathlon club founded in 2013 by Nickel Nijman from the Netherlands. This season a Dutch fitness franchise has become the main sponsor of the Qatar Foundation Aquathlon Series. It illustrates the passion of the Dutch population in Qatar in advocating for a healthy and active population.

Sport is of great social significance. It is a source of inspiration and empowerment. It stimulates a healthy lifestyle and it offers an opportunity to meet people from all walks of life. Sport unites people and can serve as an agent for positive change. Sport teaches us self-confidence, discipline, resilience, teamwork, fair play, respect for one another, and abiding by the rules of the game. These are all important skills for our lives and our communities. Qatar's National Sports Day serves as a great reminder of the myriad benefits of sport.

We look forward to the FIFA World Cup in 2022 in Qatar - the first ever in the Middle East. It is amazing to see how Qatar is working hard towards its success and overcoming the host of challenges that lie on the way. We hope that this mega sport event will leave a lasting positive legacy for Qatar, the Middle East region, and the world.

Yours sincerely,
H.E. Mrs. Bahia Tahzib-Lie



Qatar is emerging as a Global Sports Hub.

As part of its strategy to promote diversified economic development, Qatar has worked hard to establish itself as a regional center for sports. The journey started when the Olympic Committee awarded Doha the right to host the 2006 Asian Games in 2000. The tournament was the second-largest multi-event competition in the world after the Olympics, featuring more than 10,500 athletes and officials from 45 nations competing in 39 sports. "The 2006 Asian Games was a key moment for Qatar in terms of its ambition to use athletics as a strategy component for wider development and economic growth. Following the successful hosting of the 2006 Asian Games, Qatar furthered its involvement in international competitions, hosting many international sports competitions each year. Looking ahead Qatar will host premier global sports events in the coming years, including World Artistic

Gymnastics Championships during October 2018, 2019 World Championships in Athletics, 2022 FIFA World Cup, 2023 World Aquatics Championships, in addition to more than 30 local, regional & international sporting events, to be hosted in Qatar each year

Qatar is investing in world class sports assets in a variety of sports

Aspire Foundation Zone, also known as Doha Sports City, is a 2.5-sq-km integrated complex that manages five key physical assets (Aspire Dome, Khalifa International Stadium, Hamad Aquatic Centre, Ladies Sports Hall, Aspetar Orthopedic and Sports Medicine Hospital).

Aspire Academy is mandated to provide sports training and education to students with sporting potential, in an exceptional learning and sporting environment. The overall purpose is to have Qatari athletes that are well prepared in their sport, and academically, to meet

the needs of the Qatari society and realize its aspirations in international sports competitions. The Academy provides fitness training to full-time and part-time students with exceptional potential alongside a core Qatari school curriculum.

Aspetar is an internationally recognized entity for sports medicine. The hospital was accredited as a FIFA Medical Centre of Excellence and an International Olympic Committee Research Centre for Prevention of Injury and Protection of Athlete Health. Today the hospital's 790 employees deliver medicine, physiotherapy, orthopedic surgery and rehabilitation to both local and international clubs and federations.

Eight new stadiums are being developed for the 2022 FIFA World Cup TM with incredible futuristic designs. The stadiums features LED lightning and cooling technology capable of reducing temperatures within the stadium by up to 20°C.

Three new arenas were built for the 2015 World Men's Handball, in addition to existing sporting facilities covering a variety of sports such as: Tennis, Squash, Motorsports, Swimming, Athletics, Equestrian, and others.

Sponsoring high-profile sporting events forms part of the country's broader strategy to promote itself on the global stage. Qatar Sports Investments (QSI) is one of the flagships of Qatar's growing participation in international athletics. In 2011 Qatar Sports Investments (QSI) became the sole shareholder of Paris Saint-Germain Football Club.

In December 2010 QSI also reached a five-year, \$35.7 Million per season sponsorship and partnership agreement with FC Barcelona. The partnership included sponsorship of the club's shirt by the Qatar Foundation.

In 2013 Qatar Airways replaced the Qatar Foundation as the club's shirt sponsor in a four-seasons deal worth some \$113.8 Million.

Qatar is a major player in the global horse racing stage, in December 2014 Glorious Goodwood a major fixture on England's flat-racing calendar was rebranded as the Qatar Goodwood Festival following the signing of a 10 years deal between the summer meeting's organizers and the Qatar Racing





and Equestrian Club (QREC). The deal included raising the total prize money of the five-day racing event to \$5.8m. QREC also sponsors the Prix de l'Arc de Triomphe at Longchamp Racecourse in Paris, endowing the prestigious annual turf competition with \$6m worth of prize money.

Qatar Sports Market Outlook & Opportunities

A 2013 report by management consultancy Deloitte estimated that total spending on the 2022 FIFA World Cup would reach \$200bn. Of this, around \$140bn was earmarked for pre-existing plans set to tie in with tournament

preparations, including a 300-km metro system, a 40-km light rail network and the coastal planned city of Lusail. In addition, the state is expanding tourism infrastructure, with \$45bn to be invested over the next few years by the Qatar Tourism Authority as part of the National Tourism Sector Strategy 2030. Of this, \$2.3bn is earmarked for World Cup facilities and \$6.9bn for transport infrastructure and associated projects.

Market size of the sports sector in the country is expected to reach USD 19.77 billion by 2023. The Ministry of Economy and Commerce in Qatar has identified 83 commercial and investment opportunities in sports for the private sector in Qatar. The Ministry, in collaboration with the Ministry of Culture and Sports, the Supreme Committee for Delivery and Legacy, Qatar Olympic Committee and Aspire Zone Foundation has conducted an in-depth study on available investment opportunities in the sports sector. These developments include plans to host various international sporting events over the next seven years, including the 2018 Gymnastics World Championships, the 2019 World Championships in Athletics and the 2022 FIFA World Cup, in addition to more than 30 local,

regional and international sporting events, hosted in Qatar each year.

The Ministry of Economy and Commerce (MEC) has also prepared action plans for 30 investment opportunities, with a market requirement worth 22 to 30 Billion Qatari Riyal (6.02 - 8.21 USD Million). The investment opportunities, that will go directly from the government to the private sector, have been classified into seven sectors: Management and promotion of sporting events; sport development; establishment and construction of sports facilities; merchandise and sports equipment; sports marketing; sport tourism; and operation and maintenance of sports facilities.

Dutch consortium in the field of sports, innovation and vitality

As a result of a seminar about the sports related market opportunities in Qatar, OSF initiated a 'Partners for International Business' program in Qatar. Within this program, about 15 Dutch sports related organisations work together with the Dutch government and the Embassy of the Kingdom of the Netherlands in Doha, to join and contribute to the positive vibe around sports, innovation and vitality in Qatar. The consortium exists out of Dutch complementary organisations, with each their own expertise in the field of sports. In the context of this 3-year program, several trade missions will be organised, the consortium will participate in various exhibitions and the consortium will be promoted in Qatar.





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in-depth knowledge and expertise gained throughout the years. By involving different stakeholders in the process we achieve widely supported solutions. Our Econometric models will support the end result with a solid foundation.

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HYPERCUBE
BUSINESS INNOVATION

In conversation with Hans Erik Tuijt, Director Global Sponsorships

HEINEKEN IN SPORTS

HEINEKEN is the world's most international brewer. It is the leading developer and marketer of premium beer and cider brands. Led by the Heineken® brand, the Group has a portfolio of more than 300 international, regional, local and speciality beers and ciders. HEINEKEN has a well-balanced geographic footprint with leadership positions in both developed and developing markets. We employ over 80,000 employees and operate breweries, malteries, cider plants and other production facilities in more than 70 countries.

Our Heineken® sponsorship portfolio covers UEFA Champions League, Formula 1, Formula E, Rugby World Cup, James Bond and Holland Heineken House.

Heineken is highly involved in sports sponsoring and the main focus is on international sporting events. Why does Heineken want to position itself true sport events?

Sponsorship plays an important role in fuelling the continued growth of the Heineken® brand around the globe. Our platforms allow Heineken® to communicate with fans around their passion points and popular culture. Through sponsorship, we ensure we play an

active part in consumer conversations, we reinforce brand strengths in markets where Heineken® is established, and we build brand equity in key new markets, particularly in the developing world.

Why does Heineken focus on global sporting events (f.e. F1, Rugby and the UEFA Champions League) instead of differentiating their positioning strategy per country or region?

Our strategy fewer, bigger, better. We have deliberately chosen to concentrate on few large high-quality properties to get the maximum benefit from our investments. We know that focussing our marketing expertise on premium sporting properties

will reach, and subsequently engage, a huge amount of our target consumers in varied global geographies.

What are the main challenges for Heineken when it comes to cultural differences (f.e. Islamic countries where alcohol is not allowed) and how does Heineken deal with these challenges?

Given the global nature of our brand and the sponsorships, we have become very accustomed to working within certain frameworks. We implement all our sponsorship and marketing activities in accordance with all legislation and policies in the market places. Along with this, Heineken® has its own global policies in relation to responsible marketing and





consumption. We work closely with our business partners, stakeholders and government to ensure our industry manages itself in a responsible and respectful manner.

How does Heineken activate their sponsorships, and does it differ per country / region?

Heineken® does not focus on the players/drivers or the game/race itself. Heineken® focuses

on the social activity, experiences and environment around the event: people enjoying a special moment together and drinking a beer before and after the game. Here is a natural fit for the brand.





To what extent is Max Verstappen's success important for the impact on the F1 sponsorship?

Obviously with Max Verstappen doing so well it is great to see the F1 excitement is spreading around the Netherlands. The Dutch market is obviously an important market for us, but Heineken® is available in 192 countries and territories around the world.

Heineken organizes the Holland Heineken House at the Olympic Games for several Olympics right now, from which perspective and vision was this concept created and how does this match the current sponsoring strategy of Heineken?

Holland Heineken House is a platform we use to strengthen and bring the brand to life, both for visitors at the Olympics and for people staying at home. We reach the latter group through media attention, as well as the

supporting marketing activities. The House symbolizes what the brand stands for: 'Born in Holland and raised by the world'. Through our HHH activities, we aim to enlarge and strengthen the Heineken® brand and the values that it stands for. With reference to NL in particular, just like our Olympic athletes, the Heineken® brand is something that Dutch people are proud of. The HHH therefore brings different aspects of national pride together in a unique and enjoyable fashion.

How do you see the future of Heineken and sports sponsorships?

We are constantly evaluating potential sponsorship and partnership opportunities. This is normal good business practice. When it makes sense for our brands, in terms of excellent commercial opportunities and a compelling platform for engaging with

consumers, especially around making drinking in moderation cool, then we have shown that we will act. We are currently happy to have an outstanding complementary global portfolio of sponsorships and partnerships.



Your personal digital handshake.

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Check-in



Connect



Score



Sign



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It takes two to digo!

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NATIONAL SPORTS EXHIBITION

‘THE PLACE TO BE TO MEET THE DUTCH AND BELGIUM SPORTSMARKET’

We are proud to announce the seventh edition of the National Sports Exhibition. The National Sports Exhibition is “the facility sports event” from the Netherlands and Belgium and takes place at November 14 and 15 of 2018. Event hall Gorinchem is for the seventh year in a row the location of this event.



NATIONAL SPORTS EXHIBITION

Six years ago the National Sports Exhibition was founded, to bring sports administrators and sports officials together in one place to connect with several suppliers and service providers.

First the exhibition was only intended for soccer associations.



Since 2015 tennis, hockey and korfbal have been added. A lot of exhibitors which relate to sports accommodation, sports equipment, financial services, canteen-procurement, purchase medical equipment, sponsorship and events are interesting for different sports.

On the 12.000 m² exhibition floor are over 300 exhibitors and 10.000 visitors are expected. Together with VHC Kreko, C.S.C. Ceelen, ING, Voetbalshop, Wilson, Erma Sport, Expoline and Le Credit Sportif, partners of the exhibition, this event will be a resounding success.

WEBSITE

On www.nationalesportvakbeurs.nl/en/portal you can find all the information about the National Sport Exhibition, also an interactive plan gives you an impression of all the exhibitors. Don't forget to look on our social media pages to find the newest information about the exhibition. You can find us on Facebook, Twitter and LinkedIn (Nationale Sport Vakbeurs).



DATE AND ADDRESS

WEDNESDAY AND THURSDAY
NOVEMBER 14TH AND 15TH, 2018
FROM 10:00 TO 17:00 HRS
EVENT HALL GORINCHEM



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 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 2018, either as an exhibitor or as visitor. The event is to be held on November 14th and 15th.

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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The European Sports Centre is situated in Limburg, an extraordinary province in the south of the Netherlands, with rich natural environment, culture, history, sports and innovative business life. Of the twelve Dutch provinces, Limburg is the most Europe-orientated.

Limburg offer optimal training-conditions for professional sportsmen and women and teams preparing for their season, championships and major events like World Championships and Olympic Games. Thanks to its mild climate, central location in Europe, excellent facilities and accessibility Limburg is also the ideal location for individual athletes and teams looking for a base camp in Europe.

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

Limburg and the Euregion have expertise, experience and top facilities for (almost) any sport, the main focus being on football (also women's), cycling and athletics.

In the European Sports Centre all the above qualities of Limburg and the Euregion come together and will be tailored to an arrangement to suit your requirements.

More information:

www.europeansportscentre.com



European Sports Centre



KPMG HELPS TEAM SUNWEB TO BECOME MORE DATA DRIVEN

KPMG and Team Sunweb are set to work closely together to lift the team's performance to a higher level. As part of this cooperation, KPMG will help Team Sunweb to become a more data-driven organization with the aid of innovative technology. "Better use of technology should put Team Sunweb among the top players in the international cycling sport on a structural basis in the coming years, with all its programs (Men, Women & Development)," says Iwan Spekenbrink, CEO of Team Sunweb. Spekenbrink: "Ultimately, the cooperation

should make it possible for Team Sunweb to compete on a structural basis for the top prize in the major cycling races such as the Tour de France. This partnership will enable us to make the enormous amount of data we are already collecting scalable and to then create more effective predictive models. This immediately lifts our performance model to an even higher level. In the medium term, however, the transition to a more data-driven working model also means we will have to make some explicit organizational changes. We look at cycling as

the ultimate team sport, in which both riders and experts have to excel to make the team stronger. KPMG is the obvious partner to assist us in that process."

People-driven progress & Keep Challenging

The optimum balance between the performance of individual riders and performance of the team is at the heart of Team Sunweb's approach. "We need data and technology to make a greater contribution to their performances. But this is not just a matter of technology,"



says Rob Fijneman, KPMG's head of Advisory. Fijneman: "The human factor, and that means both individual riders and the team as a whole, is vital if we want to make tangible progress. Data, technology and the human factor need to be closely aligned to make progress that leaves people firmly in charge. That is people-driven progress. This change requires adjustments, of people, processes and the systems within the organization. KPMG and Team Sunweb will work together to realize this change, that puts the human factor center stage. Much the same way that we support other companies in other sectors. This is a perfect match with Team Sunweb's Keep Challenging philosophy. The team believes in collective optimization. Innovation always has to go hand in hand with optimum cooperation between riders, coaches and experts. The human factor is essential on this front. And that is exactly what makes KPMG and Team Sunweb a perfect match."

Real-time data platform

An essential part of the transformation is the development of a new data platform that gives all the experts at Team Sunweb real-time access to the relevant available data about the team and the individual riders. Fijneman: "And that does not just include riders and the team management, but also trainers, movement scientists, nutritional specialists and medical staff. We include all the known data on the individual riders. Information on their physical condition, their training performances, their diet plans and their race and injury history. Making every discipline in the team work together during a race and using all the insights during the race enables the team to deliver a better performance. For instance, data on the physical condition of the riders, the details of a particular stage and the weather conditions can be collated, analyzed and used in real time to improve decision-making during the race. The use of artificial intelligence and predictive

analyses provides a picture of potential race scenarios, the team's chances of finishing a race successfully and the impact of strategic interventions by the team management."





Grand Tour winner of the future

In addition to the use of data during races, the performances delivered during larger and smaller races and the progress made by the riders in these are entered into the platform. Fijneman: "The generated analyses enables us to make an extremely detailed picture of the qualities of the individual riders, of their strengths and weaknesses and how the riders and their specific qualities develop over time. This enables us to identify talented riders and provide training regimes that are tailored down to the last detail to

the needs of individual riders. If we combine this data with the data from major races that are due to be held and the details of the stages in those races, then I believe we could make a contribution to a Tour de France victory for Team Sunweb in the near future."



About KPMG

KPMG operates as a global network of independent member firms offering audit, tax and advisory services; working closely with clients, helping them to mitigate risks and grasp opportunities. We can be found in 155 countries. Collectively they employ more than 162,000 people across a range of disciplines.

Data is the great hidden resource that flows, largely untapped, through major organizations. Analytics can convert the volume of that information into the value of insight. Advances in data science enable us to uncover the hidden patterns, connections and causal links that explain human behavior and business outcomes. Historical, real-time and predictive, those insights can drive better decision-making at every level, from individual customer encounters to high-level strategy. KPMG teams can help you build rich analytics solutions into your business processes, opening up better ways to do business, closer relationships with customers and all-round competitive agility.

KPMG helps sport organizations to improve their performance and fan experience. Our services are:

- Optimizing complex competition schedules by using Game Scheduling Analytics
- Executing Social Economic Impact studies for major sport events
- Developing the ultimate fan and venue experience with Fan & Stadium Analytics
- Improving team performance with Performance Analytics
- Improving decision making within professional European soccer clubs with our Football Benchmark. Based on a database of financial, operational and social media facts and analyses

Feel free to contact our sport analytics expert Paul Adriani, adriani.paul@kpmg.nl or visit our website at www.kpmg.com/nl/data



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We also offer full developmental training programs and curriculums to academies and football schools in different countries. Currently, Feyenoord International is active in China, Canada, the United States, Poland, Lithuania, Egypt, the UAE, Australia, Singapore, South Africa, Nigeria and Japan.

What Feyenoord is able to offer:

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“STARTERS INTERNATIONAL

BUSINESS”

Orange Sports Forum is accredited as an SIB-coach by the Netherlands Enterprise Agency. SIB is short for Starters International Business. Therefore, OSF is qualified by the Dutch Ministry of Foreign Affairs to coach and help Dutch SME companies to move into foreign markets.

The coaching program will be accompanied by an international business consultant from OSF, who is an expert in international sports business and who has a large international network.

Export allows entrepreneurs to effectively spread their risks. But, how do you start? What are your company's strengths? Which markets can offer opportunities and how can you successfully seize them? The international sports business consultant from OSF can help entrepreneurs to move into the right direction and look together at the opportunities abroad and work towards a concrete plan of action. Together we move along the following steps during the coaching program:

1. Motivation, ambition and competitive advantage

Together we identify the market opportunity's, based on the ambitions of the entrepreneur and

the competitive advantage of their products and/or services.

2. Market information

The next step is to examine the market opportunity's and how well they match the competitive advantage of the entrepreneur.

3. Internal analysis

Finally, we identify what is needed in order to successfully enter the new market. This results in a concrete action plan for the entrepreneur.

The coaching program is valued at € 2,400 and this can be paid via a coaching voucher from the Netherlands Enterprise Agency. Therefore, this program is very applicable for Dutch entrepreneurs in sports related markets and offers OSF the opportunity to support and coach many starters in international business.

At this moment OSF has successfully finished several coaching programs and used its network and expertise to help Dutch starters in international business to move into new markets. For more information you can visit the website of the Netherlands Enterprise Agency or contact Orange Sports Forum!



Netherlands Enterprise Agency



SIB voucher Remiqz

“The SIB coaching program gave us valuable insights and helped us to amplify our international strategy. Furthermore, we received relevant facts and figures and we got in touch with partners from OSF, what brought us into the right direction towards international business. We were able to follow up the coaching program by eventually go to China and put the action plan into practice”. – Wytse Ligetvoet, Remiqz



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Red Bull Gives You Wings

BOOST FOR THE BEST

It's all about performance when you team up with Red Bull, whether you're a professional athlete or just want to do well while enjoying your favourite activity. Many sportsmen and women know they can always count on the brand.

Handball, BMX, field hockey and volleyball – to name just a few of the many sports in which Red Bull is represented by partnering with leading athletes. Dutch sporting icons including Tess Wester, Twan van Gendt, Robbert Kemperman and beach volleyball duo Brouwer/Meeuwssen rely on Red Bull to give them wings. Not just through the energy that the drink provides them, but also by supporting them to keep pushing in their sport of choice.

Obviously, Max Verstappen is also a highly valued Red Bull family member. His already astonishing career in Formula One has arguably made him the most well-known Red Bull athlete from the Netherlands. After entering Grand Prix racing with Toro Rosso in 2015, he graduated to Red Bull Racing in little over a year time – and managed to win a number of remarkable F1 races ever since.

This year, Max managed to come first at the best venue to do so. The Austrian Grand Prix at the Red Bull Ring saw him beat everyone else, in front of many thousands of raving Dutch fans. Just a month before that, Verstappen already treated them to a magnificent motorsports weekend with his Red Bull Racing team mate Daniel Ricciardo, during the Jumbo Racedagen event at Circuit Zandvoort.

World title

Speaking of celebrating with your own fans: nobody was better at that than Jeffrey Herlings this year. He managed to claim his very first motocross world championship title at the highest level during the Dutch round of the MXGP World Championship. "It feels amazing. We have worked for years to achieve this – my whole life, in fact. It was fantastic to do it in the Netherlands", says Herlings.

The 24-year-old Dutch rider has been under Red Bull's wings ever since 2009: "Back then I entered the World Championship with KTM, which already had strong ties with Red Bull. So I became a Red Bull athlete in the process." This proved to be a winning combination, as Jeffrey managed to be competitive right off the bat: he won the 2012, 2013 and 2016 MX2 world

titles before going on to become MXGP World Champion this season.

Herlings says Red Bull is a perfect match for the best athletes because of a shared philosophy: "It's all about the results. That's how we make an impact in terms of media coverage, too. And look at why Red Bull is in F1 – to win! The same goes for motocross and many other sports. We needed each other to win this year's MXGP world title, too."

Milestone

Obviously, Herlings' brilliant title win during the MXGP round in Assen couldn't go by unnoticed. Red Bull hosted a magnificent party after the Dutchman crossed the line as the new world champion. To top it off, Jeffrey was shown a video message from his mother, who teamed up with Red Bull to surprise him. It got him genuinely emotional: "I'm very close with my mother, so that was an amazing job. That made it extra special to win the championship on home soil."

Herlings seeks to repeat this feat in 2019: "We performed very well this season, winning most of the GP's. I wouldn't know why we could not repeat that next year. I'm still gaining lots of experience and learning to see things differently. I'm improving all the time. Thanks to Red Bull, too. I'm just a regular guy, so leave it to them to come up with cool, crazy ways to show off what we do. You have to appreciate the sweet videos that hit social media."

His training to continue the MXGP victory campaign has never stopped. Like many other athlete, Herlings includes the energy drink in his diet, sensibly alternating it with water: "I have to be conscious about my diet. People regularly ask me whether I actually drink Red Bull – and I do, because I love it! Red Bull is the perfect drink to take in some sugar and caffeine when you need it, for instance when training. Just don't use it like you would drink a soda."

Inspiring

Herlings performance appears to inspire others quite well, judging from the applications for

the Red Bull Knock Out, which took place on The Hague Beach during the 10th of November. All one thousand entry spots were signed up for within 39 minutes after submissions opened for this sixth edition of world's toughest beach race. Both professional and amateur riders like to follow in Herlings' tyre tracks – Jeffrey managed to win this intense motocross ordeal in 2016. Meanwhile, more talents benefit from the wings given by Red Bull to perform well on the highest level. Bo Bendsneyder is pursuing his road to MotoGP in Moto2, aspiring to take on dominating fellow Red Bull athlete Marc Marquez some day. Red Bull continues to support talented riders in international motor racing, including the next Dutchmen: Zonta van den Goorbergh, son of former MotoGP and Dakar participant Jurgen, will take the fight to other young racers in the Red Bull Rookies Cup in 2019.





FROZEN IN SPEED

2018 was the ultimate year for Kjeld Nuis. The Dutch speed skater delivered an amazing performance by claiming two gold medals during the Olympic Winter Games in Pyeongchang. Kjeld was absolutely unbeatable during the 1000 metres and 1500 metres, proving himself to be one of the best speed skaters in the world. Red Bull has been partnering with him for eight years and counting. This has already resulted in a number of cool activities, including Kjeld's VliegendeStart—which invited amateur speed skaters to follow his slipstream and race each other on a skating rink.

Speed record

Additionally, Nuis took on an entirely new challenge this year, as he pursued to be the fastest man on ice skates. Therefore he went to the Swedish place of Luleå, supported by his father Roland and fellow skater Erben Wennemars. Using custom irons, made to fit natural ice and high speeds, the Dutchmen followed in the slipstream of a bespoke 'aeroshield', designed by the Eindhoven University of Technology and pulled by Swedish racing car driver and Red Bull athlete Mikaela Åhlin-Kottulinsky.

"Any air resistance gets eliminated, which also makes this attempt so very tricky", says Nuis. "Whereas on a skating rink, you need to fight the air by digging deep. Now it's a totally different game. The skates actually vibrate a bit, you have to push them forward a lot more." On a 1500 meter course, Nuis achieved a top speed of 93 kilometres an hour – fifty percent faster than the average top speed during a race on an indoor skating rink – achieving a new world record. "When I left the aeroshield to slow down, the air really hit me. It's like hanging out the window of a car at that speed. Imagine that, on 1.1 millimetre thin irons. Amazing!"



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CREATING SPACE



Netherlands-Asia Honours Summer School

Reinforcing the relation between the Netherlands and China to keep up with the advancements in a rapidly globalizing world

Who are we?

The Netherlands-Asia Honours Summer School (NAHSS) is a Dutch public-private initiative, supported by a unique Triple Helix network that consists of 4 Dutch ministries, all 13 Dutch research universities and over 15 Dutch and Chinese multinationals. The NAHSS aims to strengthen the ties between the Netherlands and China, by yearly offering excellent Dutch bachelor students the opportunity to experience China.

Who are our participants?

Our students are multidisciplinary and study at different research universities in the Netherlands. They are proactive, ambitious and internationally oriented.



The NAHSS in numbers:

- ✓ Top 100 Dutch bachelor students yearly selected by McKinsey & Company
- ✓ Over 600 internationally-oriented and multidisciplinary alumni
- ✓ 38% of our alumni works or has worked for one of our partners
- ✓ 1/3 of our alumni's jobs involves contact with Asia



Our China-oriented ABC Programme

Academic:

- Attending an international summer school at a prestigious university in Beijing, Chengdu, Hong Kong or Shenzhen
- Conducting individual research on current trends in China

Business:

- Conducting a consultancy project for one of the NAHSS partners in a multidisciplinary team
- Visiting Dutch and Chinese multinationals
- Participating in a Business- and Cultureweek in Shanghai

Culture:

- Experiencing the traditional Chinese culture
- Following Chinese language- and culture lessons in the Netherlands
- Meeting Chinese local students through a buddysystem

"The perfect way to discover China: a life-changing experience with an amazing, global-minded group"
- NAHSS participant 2018



It is time to score

A consultancy project conducted for OSF by our NAHSS students

Dutch business in the football market in the Western-Chinese region

As part of the NAHSS programme, a group of 7 multidisciplinary students conducted a consultancy project for Orange Sports Forum, supervised by Rick Slegers (Project Manager at OSF). The team investigated economic opportunities in the football market in the Western Chinese Region for four Dutch sports-related companies participating in the OSF covenant. The core companies on which the team focused, were Shaded Dome, Feyenoord, Royal Ten Cate and Yalp.



Based on the results, it was concluded that a large potential exists in the growing football market in Western China. The economy is expected to grow, the popularity of football is increasing, and new facilities need to be built to match the aims of the government and the growing needs of the population. Certain regions are particularly interesting to companies due to their climate and high expected growth of fixed asset investments in sports. It also became apparent that to succeed in China, partnerships with local companies and knowledge about the client, end-user and business & sports culture are required.

Student experience: Football on the Sichuan University campus

"During our time in Chengdu, we wanted to get some hands-on experience with the Chinese football culture by attending local football matches, participating in recreative football with children and watching the World Cup in China. What we mainly noticed is that football plays an important role in Chengdu. During a World Cup match, every bar and cafe is crowded with people, some of whom bet on the winner. On campus, while we were watching a recreative football game, one of the players reached out to us; we ended up watching a match with the entire team and their families." - NAHSS Participant 2018



Student experience: Business in China

"Business in China is about building a close and reliable relationship with potential partners and clients. Only by spending lots of hours together and by gaining trust, the possibility arises that two people in business become partners. Therefore, be aware of every little detail of your friendship with your business partner-to-be and remember that trust is the key to success in closing the business deal." - NAHSS Participant 2018

"The NAHSS team has been able to research these opportunities in Western-China and talked to different stakeholders." - Rick Slegers



"The NAHSS students are all selected based on their excellent performance and they can explore the football market from different angles." - Rick Slegers

Become our Partner

The NAHSS connects our partners to high-performing students with a strong affinity to China, creating strong bilateral relations between the Netherlands and China

Why become a partner?

A promising basis for future relations

- ✓ Familiarize exceptional students with your company, at an early stage of their career
- ✓ Become acquainted with the newest generation of bachelor students

Invest in the Netherlands and China

- ✓ Contribute to a stronger bilateral relationship between the Netherlands and China on a political, economic and social level

Support the Dutch talent

- ✓ Enrich highly ambitious students with a China-oriented mindset
- ✓ Prepare students for their international career



What makes us unique?

Dynamic talent pool

- ✓ Consisting of highly talented, multidisciplinary and global-minded young professionals

Exclusive selection process

- ✓ Participants are carefully selected by McKinsey & Company

Our Triple Helix network

- ✓ Become part of this joint effort to help students seize the opportunities that China offers

Strong partnerships

- ✓ Partners host inspiring events in both China and the Netherlands



What is in it for you?

Recruitment of excellent alumni

- ✓ Build strong and long-term relations with our 600 alumni
- ✓ Connect with our alumni and participants through recruitment events

Surprising perspectives and insights

- ✓ Gain insight into current trends in China from a multidisciplinary student team, by means of a consultancy project

Our Triple Helix network

- ✓ Obtain access to our private-public network consisting of Dutch and Chinese partners



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Tennis

CONNECTING NETWORKS AND

MAKING THE SPORTS

LANDSCAPE MORE TRANSPARENT

The Netherlands has a unique union structure, in which sports associations are connected by the national sports umbrella organisation NOC * NSF. In addition to the associations, there are many different cluster organizations that deal with sports-related issues on a daily basis. That includes companies (e.g. synthetic-grass suppliers and sports-marketing agencies), knowledge institutions (e.g. education for sports teachers & sports management) and governments (e.g. ministries & councils). There are various organizations that represent some of these stakeholders, but to make the sports landscape even more transparent and structured, OSF, Sports & Technology and the FGHS have decided to work together and connect the networks.

OSF, Sports & Technology and the FGHS (trade associations for sports suppliers) signed a strategic partnership in 2018. By joining forces, they will connect their respective networks with each other and, as a result, make the Dutch sporting landscape much more navigable. The cooperation will ultimately strengthen the sports sector at a regional, national and international level.

Connecting networks

Connecting the OSF, Sports & Technology and FGHS networks has created a joint network of more than 500 sports-related organizations and companies that are able to draw on each other's experience and knowledge.

The OSF network mainly focuses on Dutch sports-related companies in the field of 'hardware' (stadium construction, artificial grass, etc.) and 'software' (marketing, training / coaching, etc.). It consists of more than 300 organizations, from multinationals to SMEs and start-ups.

The Sports & Technology network cluster on companies, knowledge institutions, government bodies and fields labs. Its purpose is to support and stimulate innovations within sport.

The FGHS network now consists of more than 140 sports suppliers, with a focus on sportswear, sports equipment and other sports materials. That includes manufacturers, agents, importers, brands and wholesalers. Famous names such as Nike and Adidas belong to the network, as do many local importers and agents. In total, the FGHS represents a turnover of ± €2 billion.

OSF, Sports & Technology and the FGHS are mutually complementary and together have created a large and beneficial network within Dutch sport. This makes a powerful discussion partner for governments and international parties, for example, and offers external organizations a simple counter at which they can deal with the Dutch sports sector.

Clear sports landscape

The fact that there are representative clusters and joint cooperation on incoming and outgoing missions is received positively by foreign delegations, but also by Dutch organizations. The parties each have their own expertise:

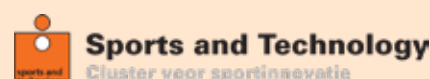
- OSF: Promote international business
- Sports & Technology: Promote innovations
- FGHS: Interests of the sports industry

This cooperation and division of roles makes the sports landscape a lot clearer for national and international stakeholders, a fact that has been experienced and tested several times in the past.

About Sports & Technology

Rising from foundations in the Brainport region, the Sports & Technology cluster is an open network that includes businesses, knowledge institutions, sports field labs and authorities. Organizations from these four areas are together building an important sporting community with real economic and social impact. In this endeavour, technology and open innovation are their engine.

For more information:
<https://sportsandtechnology.com/>





OSF is also joining forces with NLinBusiness

Besides a cooperation between the Dutch sports clusters, OSF also signed a cooperation to join forces with NLinBusiness. The platform of NLinBusiness offers a large (inter) national network and expertise and helps to identify opportunities abroad. Together, both organisations have a strong international network and platform to help Dutch sport related companies achieve both national and international successes. NLinBusiness and OSF will also work together on big trading missions around international (sport) events, such as World Cups, the World Exhibition 2020 in Dubai and the Olympic Games.

About NLinBusiness

NLinBusiness bundles all available platforms and contacts on one well-organized platform. These contacts and opportunities come from all kind of business communities, interest groups and governments. NLinBusiness was founded in 2017 at the initiative of 'MKB-Nederland' and VNO-NCW and is based in The Hague.

More information:
<https://nlinbusiness.com/>



Origin of the collaboration

The collaboration is the result of a number of recent activities by the networks concerned.

Firstly, there was a mission to the Netherlands by the ASTN (Australian Sports Tech Network). This was a direct result of a collaboration between the ASTN and S & T in the past, but it was jointly organised by all the networks, and gave rise to some excellent synergy and cooperation that immediately added value for the Australians. The visiting delegation consisted of 15 Australian companies presenting various sports innovations. OSF, S & T and the FGHS jointly presented themselves to the Australian companies and guided them through various locations and companies in the Eindhoven region. The Australian delegation were very impressed by the joined-up approach, and a strategic partnership resulted. The same approach proved successful when a

Chinese delegation visited the Netherlands on the initiative of OSF. Once again, OSF, S & T and the FGHS teamed up to put together a program and to present themselves persuasively to the Chinese delegation.

There will be more such activities in the future, bundling expertise and benefiting from cooperation. It will also become the model for outgoing missions and trade fair visits.

From the Dutch and international perspectives, further structuring and organisation of the sports landscape in the Netherlands is needed. While several positive steps have been taken, these should be added to in order to connect more organizations.

About FGHS

The FGHS is the umbrella organization of and for manufacturers, wholesalers, subsidiaries (of major foreign sports companies), importers and agents in sports equipment, sports shoes, sportswear, camping equipment and recreational products. The FGHS has more than 140 members, which together account for the majority of the annual turnover in the sports sector.

For more information:
<https://fghs.nl/>





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from LEDs. You will see that, despite the complete absence of natural light for many weeks, the grass looks very green, strong and healthy. Supply partners

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Get in touch!

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“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does.”
Nelson Mandela

Sport has the power to change the world, as it inspires, motivates and unites. We fully appreciate this fact here in Brabant. In Brabant, unlike many other provinces, politicians have therefore consciously opted for sport. We are convinced that sport makes a significant contribution to both an economically strong Brabant and a favourable living environment. A place where talent is given the scope to develop, while companies are pleased to set up business, as we are a national - and in certain cases, even global - trendsetter. We therefore make Brabant stronger through sport, in both social and economic terms.

About BrabantSport

Brabant. Nowhere else in the Netherlands do people feel as connected to one another as in our province. The sense of togetherness is quite considerable. This is hardly surprising, because we in Brabant prefer to do things together rather than individually. We also do things for each other, rather than just for ourselves. We are ambitious. The people of Brabant rarely settle for 'alright'. We invariably endeavour to make things even better. And we are justifiably proud of our joint achievements. BrabantSport was established with these very principles in mind. A combination of forces in the field of sports in Brabant. Sports across the entire board, and everything associated with them. BrabantSport is an organisation in which the Province of Noord-Brabant, CTO Zuid, Sports & Technology, Team BrabantSport, Brabant's business community, educational and knowledge institutes and government bodies join forces to make Brabant better through sport. We do so on the basis of the following pillars:

- Talent development
- Technology and Innovation
- Unique sports
- Events
- Urban Sports&Culture
- Team Brabant Sport

BrabantSport makes connections and collaborates with companies and organizations that want to be part of something big. Together we realise our ambition: to make Brabant stronger through sport.

And with success: nowadays, Brabant's major cities closely collaborate in the field of Urban Sports&Culture, talent development, and in jointly hosting events in particular. Furthermore,

re, BrabantSport currently has forty affiliated companies, which play a leading role in promoting our ambitions. These parties jointly invest in sport with us, because they are convinced that investing in sport not only promotes people's vitality, but also that the social and financial benefits it yields far outweigh the costs.

The pillars

Events

Top sporting events play an important part in our ambitions. Not only for top sport itself, but also for unique and regular sports. BrabantSport brings (international) events to Brabant, thereby ensuring that the province achieves its social and economic objectives. Top-class athletes from Brabant have the opportunity to realize their ambitions on the highest stage, while residents can enjoy these sports performances live, as well as being encouraged to get involved themselves and being put in touch with the top athletes through our side events.



BrabantSport and Orange Sports Forum

A prime example of attracting a top international event is the Champions Trophy, which was staged in Breda from 23 June to 1 July 2018. The competing line-up for this year's edition of this highly renowned event included countries with which both the Netherlands and Brabant have close ties, such as India, China, Japan, Spain and Belgium.

The Champions Trophy proved not only a highly sportive event, but also a very interesting commercial networking opportunity for Brabant-based companies that operate on the international markets, or have plans to do so. BrabantSport joined forces with Orange Sports Forum to invite a network of relevant companies. The days spent at the Champions Trophy were therefore very much focused on welcoming and connecting. For example, in addition to numerous companies, we played host to

ambassadors from Japan, India and Argentina. A tremendous calling card for the international knowledge and innovation region that is Brabant.



Talent development

Brabant is simply brimming with talent. The regional authorities continually endeavour to ensure that talented young people are given the scope to achieve further personal development. Within BrabantSport, the Centre for Top-level Sports and Education (CTO Zuid) is the driving force in the field of talent development and top-level sport. Together with CTO Zuid, we have on numerous occasions provided the basis for Brabant's outstanding sporting achievements. We do this by supporting talented athletes in their sporting and social careers, in providing optimum conditions for aspects including dual careers, housing, medical matters, strength & conditioning, top-level sports lifestyle, performance, sports nutrition, innovation and doping.



Technology and Innovation

Whether it concerns the numerous high-tech companies in our region, its creative sector or social innovation: innovation is in Brabant's DNA. That is why we utilise technological innovation to make Brabant stronger in the field of sport. These innovations include the development of playground equipment to give children more fun when taking exercise, and technology that helps top-level athletes to become just that 0.01 second faster.

Within BrabantSport, Sports & Technology serves as the driving force in the field of technology and innovation. Within the cluster, sports institutes, companies, knowledge centres and government bodies cooperate in devising innovations in the field of sport and vitality.



Unique sporting opportunities

Everyone in Brabant has to be given the opportunity to participate, including opportunities in the field of sports. Sport also offers benefits for people with disabilities in terms of health, self-confidence, social cohesion and pleasure. Unique athletes also have ambitions in the field of sports. We in Brabant pay extra attention to these ambitions, be they big or modest. That is why BrabantSport supports the efforts of the Province of Noord-Brabant to involve a further 50,000 people with a disability in sports by 2020. We cooperate with sports offices, municipalities, sports associations, care institutions, public interest groups, central government, SSNB, Zet and Zorgbelang under the banner of the body known as *Uniek Sporten Brabant*.



Urban Sports & Culture

Brabant is leading in the field of urban sports. We have four skate parks, a covered BMX hall, training facilities for park and street skateboarding, BMX freestyle, freerunning, 3x3 basketball, and above all a large number of talented urban sports enthusiasts.

Together with the Province of Noord-Brabant, SSNB and the B5 cities (Breda, Tilburg, 's-Hertogenbosch, Eindhoven and Helmond) we look to achieve the further professionalization of our existing urban quality.



Team Brabant Sport

Brabant has been the national purveyor of top athletes for many years. And we are proud of that in Brabant. Team Brabant Sport has united a large number of champions from Brabant. Together, they lend a human face to sport in Brabant. They share their knowledge and experience of the value of sport, and are keen to inspire everyone to take more exercise. They are also committed to assisting talented athletes towards greater achievements, thus establishing a new generation of champions. Not only does Team Brabant Sport connect top-class sport with recreational sport, but also with talent development.



Our partners

As previously mentioned, as we cannot use sport to make Brabant stronger all by ourselves, we do so together with our partners. One of these partners is More2Win: a social enterprise with the mission to change the world of sporting events, so that more people benefit from them.

Tim van Dooren, social entrepreneur behind More2Win, explains about the power of Brabant and sport:

BrabantSport's mission to make Brabant stronger through sport merges seamlessly with the ambition of More2Win. More2Win believes that sporting events can be much more than just a few days of top-class sports. Together with BrabantSport, we therefore develop programmes that emphasize the social impact for all Brabant's inhabitants, before, during and long after an event.

So, what sort of things do we actually do?

Since 2016, we have been actively involved in setting up side events at events in the Netherlands.

In cooperation with BrabantSport, we have been running several programs in recent years, two of which really stand out.

Refugee Team Tilburg

We noticed that many of the refugees entering the Netherlands were unable to find jobs on their own merits. 90% of them remain unemployed after 5 years in the Netherlands. On the other hand, we heard from many sporting events that they had a great shortage of enthusiastic volunteers. We put these two things together, and started a Refugee Team in collaboration with BrabantSport and de Warandeloop. The refugees participate as volunteers in sports events, where they learn the language better, get in touch with fellow city dwellers and become acquainted with the Dutch working mentality. On the basis of their commitment to the event, we then guide the team members to a suitable next stage (a job, internship or training). To complete the circle, we first approach the sponsors and suppliers of the event, who already have a close relationship with the team.

The whole of Brabant swims

When Eindhoven hosted the Swimming World Cup, we saw opportunities to improve the swimming skills of Brabant's youth. Each year, 10 to 15 thousand children leave primary school without a swimming certificate, in many cases due financial reasons or cultural differences. Commissioned by BrabantSport and the municipalities of Eindhoven and 's-Hertogenbosch, we therefore set up a programme around the World Cup, which invites children without a swimming certificate to the event. This year, they were given their first swimming lesson under the watchful eyes of tournament director Pieter van den Hoogenband and Olympic swimmer Maud van der Meer.

After this lesson, they were immediately signed up to one of the local associations for the follow-up lessons. This is a striking example of using a sporting event to achieve broader social aims.



BrabantSport has committed to use sport to make Brabant stronger, in social, economic and sporting terms. Why don't you join us?

www.brabantsport.nl

More and more professional clubs choose LED lighting

FC Utrecht, AZ Alkmaar, RKC Waalwijk en Almere City switch to AAA-LUX from the Netherlands

There is an interesting development going on at professional football clubs: they opt for LED lighting. Not only the large arena's, but also small stadiums and training complexes embrace LED sports field lighting.

Why do more and more professional clubs make this choice?

AAA-LUX introduces a new range of luminaires:

Gen6

A robust and innovative design



LED lighting enables optimal TV registration in HD quality. In stadiums but also in training complexes.

Fox Sports Live want football clubs to light their field to such an extent that an optimal TV recording in HD quality is possible. As a result, the football clubs of the Keuken Kampioen Divisie feel the need to innovate in their lighting system.

Various youth teams from the Dutch premier league clubs are also active in the Keuken Kampioen Division (AZ Alkmaar, FC Utrecht). They do not always play their matches in the stadium, but also on their training complex. So these fields must also meet the lighting requirements of Fox Sports. An additional advantage: the players can always train under the best light.

Re-use masts makes investing in LED lighting attractive

More and more international professional football clubs consciously choose for LED lighting. SPAL in the Italian Serie A, Schalke'04 and Hoffenheim in the German Bundesliga, Huddersfield Town in the Premier League and the Czech Football Association have already switched. The World Cup in 2020 in Qatar has embraced LED lighting. Professional sports clubs choose AAA-LUX because the existing masts can be re-used. The re-use of healthy masts is also crucial for amateur clubs because this reduces the investment threshold considerably, making LED lighting accessible to more clubs. This becomes even more attractive with the new GEN6 luminaire.

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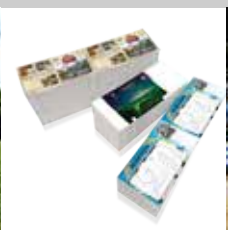
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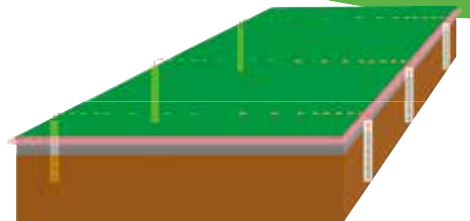
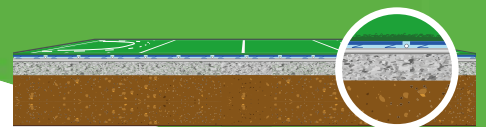
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VDL Seating Systems



VDL MANUFACTURER OF THE BOX SEAT

Within the VDL Seating Systems sales cluster, VDL Lasindustrie, VDL Kunststoffen and VDL Services join forces, combining their strengths in the design, production, sales and installation of bucket, tip-up and VIP seats. VDL Seating Systems has worked with The Product People International since late 2015. Products developed by the company include a collection of innovative stadium seats called The BOX Seat. This collection, which consists of eight different models of stadium seats, has been produced by VDL since December 2015.

THE PRODUCT PEOPLE INTERNATIONAL

VDL Seating Systems' product range consists of bucket, tip-up and VIP seats. After some time they were looking for ways to expand their range. During a market analysis, VDL Seating Systems came into contact with leading player The Product People International, a London-based firm in which husband-and-wife team Sheldon King and Anke Gruetjen design stadium seats. Sheldon and Anke have been active in the market for 20 years and have various collections. Seats from their collections have been placed in many major stadiums and at different events, such as Arsenal's Emirates Stadium and various Olympic Games. During the 2016 European Championships in France, The Product People International's seats could be seen in Bordeaux's new stadium. They installed over 40,000 seats there in 2015. The seats in the new rugby stadium in Lyon have also been installed in the past year.

PRODUCTIE

The Product People International used to outsource production of the seats to various production companies. VDL Seating Systems saw a great opportunity here. The The BOX Seat seat collection fits perfectly with VDL Seating Systems' mission and vision and provides good opportunities in the market. After having sat down together on several occasions, it was agreed that VDL Kunststoffen would become the new manufacturer of this collection. Since then, VDL Kunststoffen has produced seats from this collection for projects in, for example, Australia, Japan, France, the US and Scandinavia. In addition, VDL Seating Systems has now sold and installed The BOX Seat seats in, for instance, PSV's Philips Stadium, Ajax's De Toekomst training accommodation, FC Eindhoven's Jan Louwers Stadium, Sparta Rotterdam's Het Kasteel and now also the grandstand and executive boxes in FC Groningen's Noordlease Stadium.

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Until recently, unaffordable and therefore unattainable for a non-professional football club: professionally recorded matches of teams and stream live in high quality to whoever wants to see it on a smartphone, tablet or computer. Thanks to an advanced and affordable technology that TNO has developed, fans and coaches can now follow their favorite team on every chosen screen real-time

Meanwhile there is also large demand and interest from clubs, leagues and fans of other team sports like hockey, basketball and baseball. That make sense, because broadcasting live matches and events are not only nice for relatives and or acquaintances of soccer players. Trainers and coaches want to use the produced content also to analyze matches with their players and therefore bringing both individual players and teams to a higher level. So the technology from TNO enhances also the performance and wellbeing of every player in a team sport, and it contributes in that way to a better life.

Detect movements of players

“As TNO we are always focused on developing new technologies. We do this not only to help innovating our high-tech business community, but also bringing “need-to-have” applications into the living room and to coaches improving the performance of players”, says Paul Valk of TNO. Another example of a leading innovation in the digital world, is the entering of the superfast mobile network 5G. TNO is leading the international standardization (3GPP) and making important contributions developing use cases with partners. Vendors, telecom operators, Sport & Media organizations and the Johan Cruyff ArenA joined forces to research and develop more use cases. For example, it will soon be possible to watch a football match from the middle spot or from a different angle as if you were watching the goalkeeper or trainer field. Or at home on the couch to virtually visit your family on the other side of the world. 5G makes it possible to give every individual spectator a unique personalized and real-time experience.

The basis of Sport Studio Automated from TNO is

combining expertise in video analytics, data science and media distribution. TNO has accumulated a lot of knowledge about pattern recognition. This concerns the ability to detect people and their movements on video images. This is important for Defense, police and security services, for example to quickly detect suspicious behavior of people or undesirable situations. Combining this knowledge with wireless technologies such as GPS, RFID, Bluetooth and portable devices such as smartwatches, we create completely new applications for both consumers and coaches.

Filter for specific game situations

According to TNO, the future of sport and media is linked to data from sensors in wearables with video. Everyone can start their own video channel with images of very high quality with a relatively small budget. Not by using a camera along the line, but using Sport Studio Automated: a fixed camera and software for image and pattern recognition with algorithms developed by TNO and partners

For an amateur club it is an affordable investment. The system is fairly easy to operate and, despite the very heavy application, runs on a low-cost PC. The camera automatically moves along with the game and films the entire field, follows a player, registers goals and in the near future combining wearable sensors to follow a individual player with real-time stats.

Interesting for local sponsors

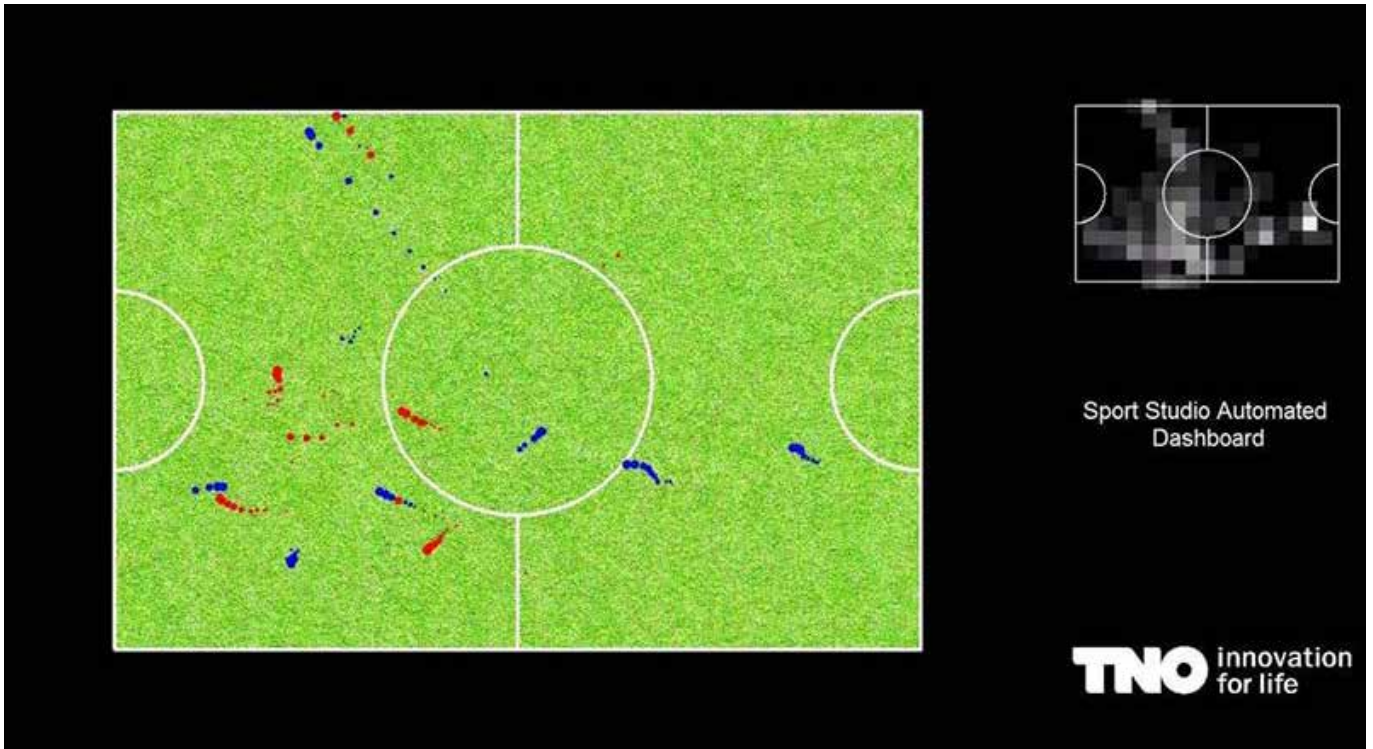
Kevin Vink, after a career as a professional soccer player, trainer and physical education teacher, has been CEO of the company Uscoutfor for four years. Already more than twenty football clubs make use of the company's video service that is

fully based on the TNO patented goal-detection technology and TNO's Virtual Director software.

“We were already working with movies from parents of children playing soccer, that they share with each other. Then we came into contact with TNO and understood that TNO had developed something called the ‘goal-detector’. It is an application to recognize persons, objects like a ball and game situations in the picture and to do nice things with them. More and more football clubs are becoming interested and we are now testing with handball, hockey and basketball clubs. It is very interesting for local sponsors having their advertising on the field. Now they can display games in a shop or at the office on a screen and also have their name mentioned in the video



Paul Valk



stream. This is an additional source of income for the club. Match fragments can also be offered via social media such as Facebook or Twitter. “No we offer summaries of competitions in the Rotterdam region via the AD website (a leading news & media company in the Netherlands)”.

Create an automatic summary

Under the hood are the algorithms, artificial intelligence and self-learning technologies that make the system unique. Face recognition is no longer a special technology in itself. Numerous companies at home and abroad offer equipment and services in this area. But on a field with about twenty fast moving players permanently follow

and recognize everything real-time, is a different ball-game. Data from sensors that are inside players’ shirts, shoes, the ball other wearables are calculated per millisecond and fully automatically translated into the desired images to be used following a specific player real-time with the specific stats from that player real-time (passing options, heart-rate, acceleration, etc.). Also, with the TNO software, it is possible to filter any desired game situation and automatically create summaries with highlights.

Through artificial intelligence and machine learning, the system will be more and efficient. It works as an automatic cameraman that recognizes

game situations and people with very high accuracy. Although the broadcasts are of HD quality, they can be streamed via existing fixed and mobile networks to PCs, tablets and smartphones. Together with national and international start-ups, media companies and other research institutions, TNO contributes to the fact that more and more people can enjoy live sport events remotely. The technology is also well applicable in other domains such as corporate TV, security or logistics. The Swedish company Livearena delivers the TNO technology to companies and organizations for the production and streaming of live events.





***WE CRAFT DIGITAL
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Foto: Bram Berkien

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EXCELS IN SPORTS INFRASTRUCTURE



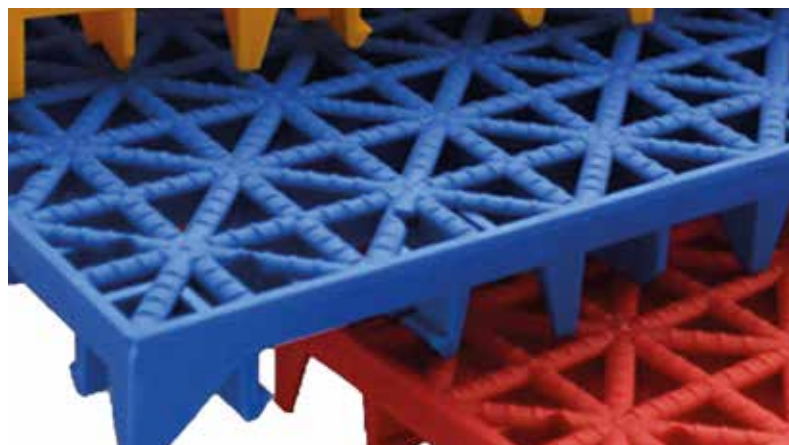
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Innovation for Performance & Vitality



Innovation for Sports & Vitality

Based in the top technology region of Brainport Eindhoven, the Cluster Sports & Technology is the open innovation ecosystem in which more than 100 companies, knowledge institutions, sportfield labs and governmental partners collaborate successfully on innovations for sports, exercise and vitality with the aim to generate sport, economical and societal revenue.

Nine FieldLabs are active within the cluster. The labs are the hot spots where new technologies are co-created and tested in real life settings ranging from daily life of citizens to the athletes. The FieldLab on Sport & Physical activity @public spaces co-creates and evaluates new products and services that encourage young and old to sports and exercise. The FieldLab on Sport and

physical activity @school focuses on improving (learning) performance and movement of young people.

The FieldLab on swimming co-creates and stimulate innovations in close collaboration with Dutch top swimmers and coaches, such as this 3D video analysis system. Based on these analysis the swimmer can improve his/her performance, increasing the chances for medals.

More information or contact:

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WEISSENSEE

THE ALTERNATIVE “ELFSTEDENTOCHT”

Aart Koopmans (1946-2007) is the founder of the Alternative “Elfstedentocht”. He organized the event as an “alternative” to the Tour of Tours, because natural ice is no longer self-evident in The Netherlands.

In 1974 Aart Koopmans organized the very first ‘Alternative Elfstedentocht’ in the Norwegian city of Lillehammer. A year later, the ice was far from reliable and he landed in Lahti, Finland. There the race was held at several lakes for several years in a row. After wandering through Vermont (USA), Ottawa (Canada) and Poland, Aart was looking for a new place to organize his event.

Via one of his many contacts he ran into the Tourism Director of the Weissensee, Christoph Gruber. He said that the Weissensee was ice-reliable. And so in 1987 a secret site visit

convinced the Dutch organizers. After seeing *The Living Daylight*, James Bond, recorded on the Weissensee they decided to go to Weissensee. On February 11, 1989 Dries van Wijhe and Alida Pasveer won the first Alternatieve Elfstedentocht, distance 200 km on the Weissensee.

Since then, the event has become a 11-day event, steady on the Dutch skating calendar. Besides many thousands (4,200 in 2018) tour skaters, the Dutch organization is responsible for 4 races for licensees, including the Dutch Championship and of course the Alternatieve Elfstedentocht

Weissensee. National and international press pays extensive attention to this. The organization consists of Dutch volunteers who, working together with Austrian partners, ensure the unique Dutch ambience on the mountain lake in Carinthia. The municipality of Weissensee and the Bundesland Carinthia see the economic importance and of course support the organization.







Since 2018, a winter triathlon is part of the event. Running (5 km), skating (12 km) and cross-country skiing (8 km) on and near the Weissensee.

Interested in our organization, the event or the opportunities for business participation?

Alternatieve Elfstedentocht Weissensee,
info@weissensee.nl
or contact Toine Doreleijers, chairman,
toine@weissensee.nl



GOLF IS..... "MORE"!

Golf is much more than a sport, "experience", a way of living! Outside, nature/natural, enjoyment and athletic atmosphere. From a historic perspective, the Netherlands has a long tradition of playing golf as a sport. But the Scottish have appropriated the name "The Home of Golf", which is extremely smart from a marketing point of view!

Golf in the Netherlands is a sport that is now accessible to everybody.



In 1914, the Dutch Golf committee was founded to further the interests of golf. Nowadays, there are 276 golf courses in the Netherlands. Golfers are members of the Dutch Golf Federation, the NVG Dutch Organisation of Golf course accommodations, Organisations with golfers without a home course and another large group of (white and) free golfers who have not yet registered. This brings the total to 380,000 golfers, "practitioners".

Golf courses are created and fitted into the landscape. Dunes and the higher sandy grounds are a perfect place to play golf, where the grass grows and the accessibility is good. Now they are created at places in our very diverse landscapes: The Southern hills, in polders, in the river area, on agricultural land and in the heaths and forests. In comparison, there are a lot of golf courses in the varied country of the Netherlands. From the capital of Amsterdam, it is possible to reach all

corners of the country within 2 ½ hours. Almost all golf courses can be played and enjoyed. A number of golf courses don't allow greenfee players because of policy and exclusivity.

"Unique", with enormous variation, (inter)nationally, our tiny country has already been put on the athletic golf map with some 5 golf courses that are even in the Top 10 of the high ranking of the Top 100 golf courses in Europe. There are many golf courses in a radius of 50 kilometres around Amsterdam and also High Ranked International Golf Courses. You can also visit "Burgundian Maastricht", with more than 15 golf courses in close proximity! The Netherlands is a very attractive destination for tourists who want to play golf during their stay. Apart from sports, there are many other possibilities to enjoy: remarkable cities, art and exhibitions, the coast, stunning nature in the national parks and estates, special elements like the "Keukenhof", the Delta Works, the "Afluitdijk" with an extra special experience of playing golf on the Frisian Islands.

Globally, the variation of golf (courses) is even larger with real 'wow effects', special terrains when it comes to sight and landscape, in large cities and with special "Lifetime experiences".

In the Netherlands, golf talents are trained in a broad and varied programme. Selections of Seniors, Oranje, Jong Oranje, Oranje B and Oranje C are trained individually and as a team. A specialised professional team with at least a swing and mental coach and a physical trainer works with programmes in order to improve technique and technical aspects of the game. The goal is to win national and international competitions, as individuals and as a team! Unique within the golf sport is the difference between the amateur and professional status. There is a large difference with regard to the applicable rules and the financial merits. The amateur plays golf for different values, relatively little prize money and "honour" while professionals (male and female) sometimes play for millions of euros in prize money.



During Rio 2016, golf will return to the Olympic podium. This doesn't revolve around the "big bucks", but the honour of becoming "Olympic champion"! Let's see if we can win a medal on the newly created golf course! It will be an inspiration for the young golfers to score in Tokyo 2020.

Golf is also called the "Fairest" sport. You make your own score, every shot counts and there is no jury. Golf is a "cool" sport, where you can "play", "practice" and "experience" with others. Everybody plays at their own level and it's accessible to "young and old alike". Go play sports and have fun!

Peter Klerkx (Bsc.) Managing & Creative director + 31 6 203 71 373

info@paliwigo.com

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fotos en tekst: Peter Klerkx, Paliwigo (Passions Lifestyle Wine Golf), www.paliwigo.com



sport networking
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Text: Carl Mureau

“THE DIESEL FROM LEIMUIDEN”

BOB DE JONG

IS COACH OF CHINA

AND IS ON COURSE FOR BEIJING ‘22

At the Olympic Oval in Calgary in 1996, a very young skater, Bob de Jong, became junior world champion. Wearing the Dutch national strip – at that time still red, white and blue – he received laurels. More than two decades later, in the fall of 2018, he is back on the ice in Calgary at the age of 40. His tracksuit is bright red – as red as the Chinese flag. From his pocket, he reveals a business card. It is red with five yellow stars and says ‘Bob de Jong, National Team Coach, China Skating Association.’



He is proud of that job. As an assistant to head coach Xiuli Wang, De Jong is on the ice every day with China's national skating squad. "We work with a big group: 26 skaters. I provide most of the training, I have a lot of responsibility," says the Olympic champion, who, after a colourful career as a skater, has emerged as the ideal assistant coach. "With Xiuli, I have someone above me who has the supervision. That is something I like."

Dutch trainers are in demand abroad. That is not only true in football. It certainly also applies to skating. "If you look at the success that the Netherlands has achieved in the last three Olympic Games, that is not surprising," says Bob. "There is a lot of interest directed at the Netherlands from China and many other countries because apparently we are doing something good."

Bob-Anders

Bob de Jong is a special person, as evidenced by his biography, *Bob-Anders*, which came out in 2016 at the time of his farewell as a professional ice skater. His passion for skating is unprecedented. That love started when he visited his grandparents at the natural ice of the Nieuwkoopse Plassen – a toddler in red wellingtons not yet using strap on blades. He bent his knees and folded his arms behind his back, pretending to be Ard Schenk. Later, Bob was to become a skating legend in his own right.

After an active career, he initially focused on his

other great love: construction. But the global skating family, in which he had felt at home for more than twenty years, continued to exert a pull. Just when he was looking to make a return in spring 2017, the South Korean federation got in touch. Time was running out and the Koreans were looking for expert help to create long-distance skaters capable of winning medals at their home Olympics, Pyeongchang 2018.

Bob jumped at the chance, became assistant coach and, in the course of those winter games, grew into a kind of national hero of Korea, like a Guus Hiddink of skating. The Korean skaters won no fewer than seven Olympic medals – a record, with the highlight being Seung-hoon Lee's gold for the mass start. After that race, Bob de Jong literally jumped for joy.

"I had such a wonderful time in Korea," he

reminisces. "The language barrier was sometimes difficult, but, in a short time, I was able to teach them a lot in the fields of technique, event preparation and tactics. With Min-seok Kim, for example, I was able to improve his approach to curves step by step. At the games, he had a great race in the 1,500 meters, which won him a bronze."

As a skater himself, Bob always had a piece of paper on race days with the exact schedule for his warm-up, his warm-up on the ice, the start time etcetera. He often saw the Korean skaters go to the ice rink from their hotel early in the morning to do their warm-up. "After that, they often hung around for hours before their event actually started. Hanging around and stretching is not very useful. I've changed that so they can rest sufficiently and appear in an optimal condition at the start."



SPORT STORIES

Sport Stories is the management agency that, among other things, assists Bob de Jong in the many opportunities he encounters as a well-known Dutchman and former professional athlete. Sport Stories is a **proactive and dynamic sports marketing agency**. Sport is emotion, and it is our mission to tell these strong and powerful stories that will add value to the athlete and companies in the long term. The core task is to guide sports talents and create an optimal environment in which they can realise their ambitions. We always strive for a collaboration so that both parties / companies reinforce each other.





Adjusting

The success of the skaters is capturing the imaginations of fans in Gangneung. These days, Bob can't walk without being cornered by screaming girls who want to take a picture with him. The Korean skaters are also keen on "Mister Bab." At the end of the games, they were pleading with him: "Please stay!"

What makes a Dutch coach so successful in a country like South Korea?

Bob: "I think the most important thing is to adapt to the culture of the country. I took my time and had a look around, finding out what's going on. I also asked Guus Hiddink for advice. He told me that it's important to respect Korean ways. The Dutch tend to voice their opinions loudly. That does not work at all – certainly not for me."

"In Korea, you follow the instructions of your superior. You remain loyal to the company and work for them your whole life. When skaters aren't doing well, they fear a lecture from their coach. But as a skater, I learned most from my bad races. So, as a coach, I just approached

the skaters and put an arm around them and discussed what could be improved. If it went well, I gave a pat on the back. They were not used to that at all. As a coach, I have tried to show warmth and build confidence. That was picked up as something 'different.' The press also noticed it, and that's why they started to see me as a hero."

China

After Olympic success, and with new-won fame, it was obvious that Bob would extend his contract in Korea. But, sometimes, it was incredibly difficult and lonely during that Olympic winter – especially when all the Olympic athletes, apart from the long-distance skaters, swapped the training complex in Seoul for the beautiful new Korean Papendal centre in Jincheon. "In the summer, it was an ideal place. But in the snow, with temperatures below zero, without anyone around you, it was awful."

Even worse was the fact that the Korean skating union seemed to be in no hurry over its plans for the post-Olympic season. In the run-up to Pyeongchang 2018, everything was possible, but what would the next four years bring? Even during the games, the Chinese skating club were approaching Bob. Xiuli Wang, who had worked for the Canadians in Calgary for twenty years before becoming China's coach, wanted him to be an assistant. Their home base would not be Beijing or Harbin, but Calgary, the city where Bob de Jong has felt most at home since 1996. He chose China, said goodbye to Korea and signed a four-year contract running

up to and including the Beijing winter games of 2022.

For many years, he was known as Diesel van Leimuiden; the skater whose legs never quit; a flag bearer of the Orange skating team. Now, he is a member of the Dutch trainers' guild and earns his living overseas. The income is good, he explains, "but you also leave a lot behind. There are times when you just want to go home. However, that is not always possible. It's only right that you receive financial compensation for that. But the most important thing for me is that I get satisfaction from my work."

Nothing changes Bob. During his skating career, the fun was paramount, but he's also happy working for the Chinese. Although far away from home much of the time, he is returning to the Netherlands in December with some of his Asian pupils. He is going to introduce them to a traditional Dutch skating event: the marathon. In the Beloftencompetitie, competitors engage in 100-lap races every week.

"They'll gain experience for the mass start. It's also excellent fitness training," says Bob, who started a new phase of his own skating life through the marathon in his thirties. The Chinese are hungry for knowledge and experience as they plan for Olympic success in 2022, he explains. "The road to Beijing is still a long way, but of course we want to win medals there."





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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.



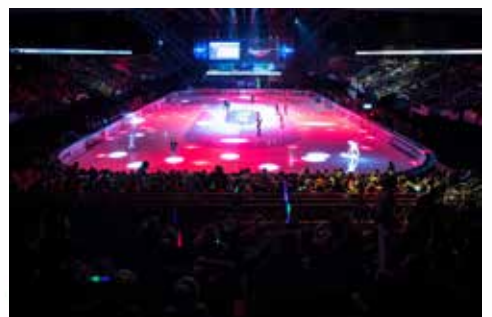
Covered speed skating ice rink in Rotterdam

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.

Ice-World produced the first mobile official short track rink for the Short Track World Championships 2017.

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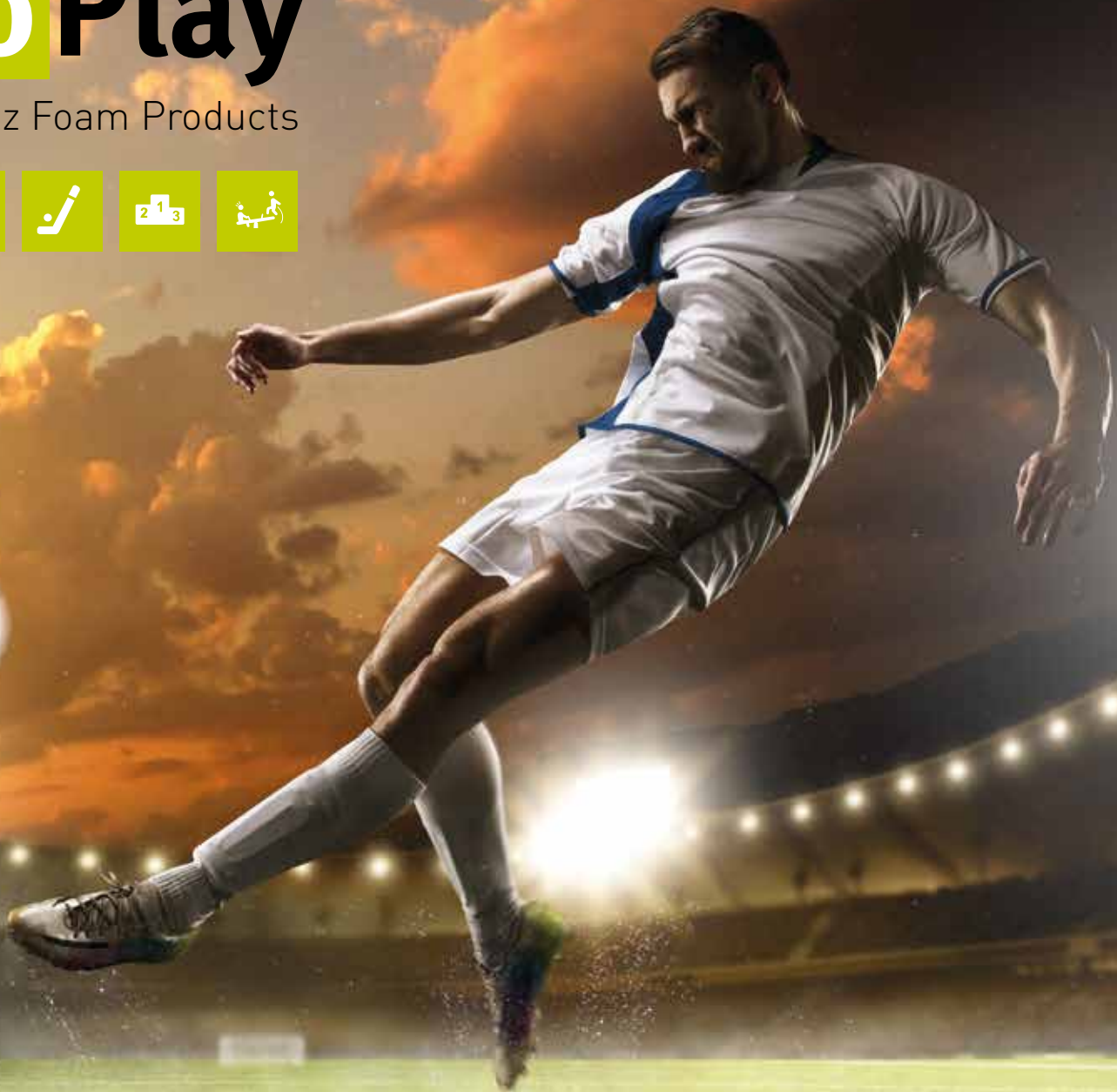
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ADECCO'S WIN4YOUTH

Playing sport to collect money for a good cause is the idea behind Adecco's Win4Youth. Since 2010 the kilometres covered by the recruitment agency's employees have been many and, now, more than 2 million euros have been collected for various international good causes. Jolanda Muilenburg is the sports coordinator: "This would not have been possible without an exceptional effort by our colleagues, workers and clients who have given up time to do sport."

Promoting our values

Every year Win4Youth Adecco Group brings together colleagues, workers and clients in order to share their passion for sport and exercise and, in the process, have a positive impact on young people throughout the world. The Adecco Group aims to empower people, give the economy a boost and assist communities by offering opportunities on the employment market.

As Jolanda Muilenburg explains, "The Win4Youth programme is a way of bringing together our employees, workers and clients who then register kilometres and time for the good cause that we support, namely Plan International. Our aim is to improve the lives of young

people across the globe in terms of education, development and opportunities on the employment market."

Participants in the Win4Youth programme can work on their fitness and health and help reinforce our corporate values, which are: Team Spirit, Customer Focus, Entrepreneurship, Responsibility and Passion.

Large-scale event

Every year a group of 70 international and carefully selected Win4Youth ambassadors come together for what is, for many of them, the biggest sporting challenge of their lives.





This year three extra ambassador places had been allocated to Adecco workers. After all, they are an important element of the Adecco family. They are now preparing for the Win4Youth Ocean Lava Triathlon in Lanzarote in October.

In previous years the Win4Youth Ambassadors took part in the New York Marathon, the Athens Marathon, the Tourmalet challenge and the Gavà Triathlon in Spain.

Adecco Group Nederland

Adecco Group Nederland is a vibrant organisation. The people within this organisation are happy, feel good about themselves and work on their physical and mental condition not only with regards to sport, but also in terms of investing in themselves. They want to continue innovating, progress, be curious and learn all the time and are always looking to find the best version of themselves. Sport and exercise are in our dna. Sport unites people. Sport is at the heart of our society and of Adecco Group Nederland as well.

"We encourage our employees, workers and clients to join in with the Win4Youth programme, to register their kilometres and time for the good cause and to organise fun sporting events", says Jolanda Muilenburg. "In 2018, for example, we participated in the Zandvoort 24 hour race, the Ouderkerkerplas Triathlon, the Almere Triathlon, a beach volleyball tournament and we finished by participating in the Amsterdam Marathon, over various distances. Once a year we also organise our Sports & Inclusion day which is dedicated entirely to inclusiveness, vitality, health and sport. Throughout this day we focus on inspiring and motivating organisations to become energised."

Own events

The plans for 2019 are aimed more at organising our own events instead of participating in existing ones. "For example we are organising something that we are calling a 'Tour de Branch' which will involve as many colleagues, workers and clients as possible going on a cycling tour around the Netherlands, with the route being based on the Adecco network of branches."

If you would like to join in with Win4Youth or receive more information on the subject, the Adecco Group Nederland sports coordinator, Jolanda Muilenburg, would be only too pleased to tell you more. win4youth@adecco.nl





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

WITH THE GROWTH OF THE SPORTS INDUSTRY AS A WHOLE, THE ECONOMIC IMPACT OF SPORTS IS ALSO GROWING. WITHIN THE FACULTY OF BUSINESS AND ECONOMICS OF THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES, THE BACHELOR SPORTS MARKETING HAS A CONTINUES ATTRACTIVENESS FOR STUDENTS WHO WISH TO PURSUE A CAREER IN THE BUSINESS OF SPORTS.



SPORT MARKETING

As a derivative from Marketing Sales & Trade within the Faculty Economics and Business the bachelor Sport Marketing (SPM) has a strong curriculum to offer to those students seeking career opportunities in the area of sport business, sport marketing, commercial sports and other related business.

JOHAN CRUYFF ACADEMY AMSTERDAM

Elite athletes are offered the opportunity to combine their sport ambitions with their educational goals. Within the Johan Cruyff Academy (JCA) we turn our students' innate passion for sport into professional career opportunities by providing education Sports Marketing.

MINOR MARKETING AND MANAGEMENT FOR ORGANIZED SPORTS BY JCA

The Dutch sports sector is supported by 75 national federations, 26.000 different sport clubs and over 1 million volunteers. Social trends, changing sports and advancing technologies influence the sport structure. A unique structure worldwide. But can this structure adapt to

the current changes of society? This and other relevant issues are topics within the Minor Marketing and Management for organized sports (MMGS).

MINOR THE BUSINESS OF SPORT AND ENTERTAINMENT

With a unique combination of positioning students as Jr. Consultants working for real-life clients and a strong up-to-date curriculum with expert lecturers, the Minor the Business of Sport and Entertainment (BSE) has attracted many students from all over the world. This minor gives students and advanced insight in the business of sports and entertainment with a focus on sport events and music events.

THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES

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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Achter HazenbergHoefsloot schuilt een enthousiast, gepassioneerd team, allemaal met een eigen expertise. "Wij zijn een zeer ervaren grafisch productie bureau. Ons bedrijf is gevestigd in Boxtel, een mooi, pittoresk dorp in Noord-Brabant. Vanuit hier staan wij met een enthousiast team voor u klaar om u te helpen bij het verwezenlijken van uw behoeften op het gebied van ontwerp, dtp en productie van uw grafische producten."

Ons doel is op een vriendelijke maar zeer professionele werkwijze onze relaties te ontzorgen. Niets is ons te gek, van bedrijfskleding, CMR documenten, huisstijlen, websites, binnensigning, relatiegeschenken, tot het complete ontwerp van dit prachtige magazine. (kortom; eigenlijk alles waar een logo op kan!) Wij staan open voor alle uitdagingen! Kom maar op, verras ons!

Daadkracht in creatieve reclame oplossingen!



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Share Logistics is an international logistics service provider. It has been providing logistics solutions for the complex and time-critical live-event industry since 1990. In particular, sports tournaments, the music and tour industry and international multi-location events make use of their expertise. Project coordination for the events industry takes place from the head office in Rotterdam (the Netherlands) and from the office in Carteret, New Jersey (United States). From these two sites, communication reaches out to 25 offices at strategic locations worldwide.

Jan Crezee, CEO Share Logistics:

As an independent company of medium-to-large size, Share can make quick decisions. This gives us the necessary flexibility to quickly respond to the changing priorities of our customers in the events industry. Our great strength is the professional and yet personal way in which we take on logistical challenges. For each event, the client is assigned a logistics specialist, who puts their experience and knowledge at the service of the project 24/7.

Our primary focus is on delivering the best possible service – on site if necessary.

A few years ago, driven by an increase in the number of tournaments and events requiring logistical guidance, the need arose to gain more control over quality of service at important hubs. This led us to open offices at important locations in Europe and North and South America. More than 250 logistics specialists now work for us worldwide.



To ensure that each logistical problem is solved in an optimal way, we cultivate in-depth knowledge of (im)possibilities, rules and circumstances at local level. Our strength lies in solving complex and extraordinary logistical challenges.

Since its inception, in 1990, the company has completed a huge variety of projects in Europe, USA, Asia, South America, Australia and Africa. We are more than capable of dealing with less accessible locations and difficult conditions. The following case study provides an example:

Situation

During the tour of a world-famous band, stage and production materials traveling from Australia had arrived in South Africa while the local dock workers were on strike and refusing to load or unload container ships. For such tours, the planning is always very tight. In this case, the materials had to be sent directly to Chile and Brazil after 2 shows in South Africa. There were shows scheduled for the next 3 weeks.

Solution

Because there was no possibility of loading the containers onto the booked ship within the required timeframe, our local staff had to look for alternatives to get the cargo to Chile and Brazil on schedule. We managed to find a smaller port in the north of the country that had escaped the attention of the strikers and we chartered a container ship. Immediately after the shows in South Africa, all containers were taken to the port in the north by truck and loaded onto the ship before the strikers noticed.

Result

The containers arrived in Santiago de Chile exactly on time. Our customer did not need to make any adjustments to their tour, and more than 77,000 fans enjoyed the concert at Estadio Nacional de Chile, as planned.



Jan Crezee says:

In this industry, there is no time for mistakes or delays, and we act accordingly! That is why organizers of events trust us with their valuable and irreplaceable production equipment. We prevent import and export problems at customs and ensure that everything is in the right place at the right time. Our resourceful local employees have proven themselves to be invaluable on numerous occasions. In fact, all our people take to logistical challenges like ducks to water.



S+K Architects is specialised in the design and engineering of public buildings, swimming and sports accommodations in particular. Over the past three decades our team has built up considerable knowledge and broad experience in facilities such as swimming pools, sports halls and multifunctional centres.

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architecten

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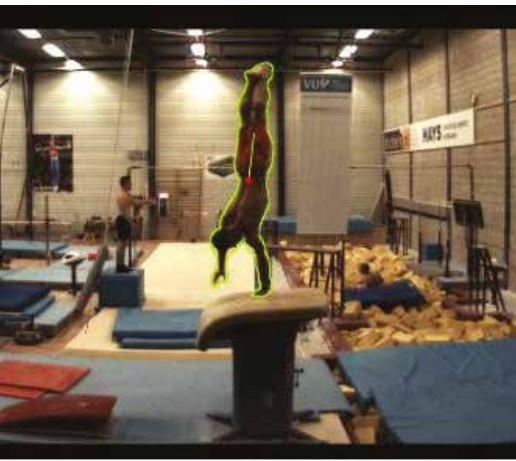
Improve individual sports performances using camera systems

DVC's cameras are used in various top sports applications: swimming, gymnastics, Dressage, bowling, ice skating, mountain biking, tennis and more.

In the past, the role of the coach was to be 'the eyes' of the athlete. The athlete could

only listen. Nowadays, cameras and software can record all actions and movements of top athletes. And every athlete can look back the last exercise immediately.

It has been proven that this factor increases the individual learning curve enormously and has even led to olympic gold a few times.



VOLVO OCEAN RACE: TEAM BRUNEL'S STORY

The Volvo Ocean Race is among the world's toughest sporting events. A legendary competition within which teamwork, perseverance and engineering define the difference between eternal glory and forever wondering what if. For the fourth time, Team Brunel took part in this nautical marathon. Driven by results and with the highest ambitions for our people and ourselves, we are engineered to move faster. Across oceans but also in business and in the careers of our people.

Volvo Ocean Race - Origin

The Whitbread Company founded what is now known as the Volvo Ocean Race in 1972. Back then, the race carried a different name: the Whitbread Round the World Yacht Race. Devised during a meeting in a Portsmouth pub between the Royal Naval Sailing Association and Sam Whitbread, owner of some of Britain's largest breweries, the idea for the first fully crewed race around the world saw its inception.

The first race featured 17 boats and set out from Portsmouth in September 1973, only to return more than 152 days and thousands of nautical miles later. The toll of this first race was high. Only 14 yachts went the total distance and three sailors were lost at sea.

In 1977 and 1981 Dutch Skipper Conny van Rietschoten won the race, making him the only skipper to win the race twice. The Netherlands is also the only country to hold three titles. Over the next few decades the race – which is held every four years – evolved and grew. The boats became more advanced using the cutting-edge

technologies, the crews were better trained and global awareness for the event reached new heights.

In 2001, Volvo took over the race, renaming it to the Volvo Ocean Race. The race is still considered one of the toughest sailing competitions in the world. Staffed with just a crew of 9, no fresh food, temperatures varying from -5 to +40 C and just one change of clothes, the sailors race day and night for up to 20 days at a time.

Team Brunel

The Netherlands had two participants in the 2017-2018 race: Team AkzoNobel and Team Brunel. Brunel's first involvement in the race dates back to 1997 with the Brunel Sunergy Yacht. The global provider of flexible workforce solutions and expertise re-joined the race in 2014 as the main sponsor of Team Brunel. Team Brunel finished second in the 2014-15 Volvo Ocean Race. Brunel is also the main sponsor of Team Brunel in the 2017-2018 Volvo Ocean Race and finished third.

Team Brunel competed with a mixed team of two women and seven men. Skipped by Bouwe Bekking, the team showed strong collaboration and dedication through some of the toughest circumstances the sea has to offer.

Team Brunel consisted of:

- Bouwe Bekking (NL)
- Carlo Huisman (NL)
- Abby Ehler (UK)
- Alberto Bolzan (IT)
- Andrew Cape (AU)
- Annie Lush (UK)
- Juanpa Marcos (AR)
- Kyle Langford (AU)
- Maciel Cicchetti (AR)
- Peter Burling (NZ)





VOLVO
OCEAN
RACE
ROUND THE WORLD

NED 8

Brunel
engineers today

Brunel



The 13th edition of the race departed from Alicante in October 2017 and made port in Lisbon, Cape Town, Melbourne, Hong Kong, Guangzhou, Auckland, Itajai, Newport, Cardiff, Gothenburg and finished in The Hague on the 30th of June 2018. Team Brunel delivered a great performance and won three of the in-port races and three of the legs (between different ports). After nearly nine months in the race and almost 45,000 nautical miles in all weather conditions, the team arrived in The Hague at the end of June. With the finish in the 'homeland' of Team Brunel, there was a grand festival in and around the harbour of Scheveningen. There were spectacular performances by Dutch music artists, the racing boats could be admired up close and there was a fair with food and drink stands, experiences and water sports. The perfect ending to an exciting race!

Life on board

Few competitions in the world require the level of dedication and immersion the Volvo Ocean Race demands. Not only due to the physical exertion of operating a sailing yacht in rough open seas, but also due to the mental toll it takes to power through months of living on-board a confined space. Unlike with many other sports, our crew competed 24/7 for 10 months with little rest. The moments not spent on deck pulling at the rigging, the crew member is either sleeping in a small cot or eating freeze-dried food. Showers or clean clothes are luxuries left behind on land and the sailors are lucky if they get a fresh change of clothes once a week and a fresh rain shower on deck. Life on board for a Volvo Ocean Racer is tough. The sea is a cruel mistress and there are days,

weeks even, within which the crew is subject to violent conditions. Waves constantly crash and bash into the boat, which groans and moans under every wave or gust of wind. Everything from brushing your teeth to filling your water bottle is a full-contact sport. There's no room for error and everything needs to be thought through; from where and how you sleep, to where the ballasts are located, to how the sails are trimmed and the chosen route. Time not spent in short periods of eating or sleeping are spent discussing the best ways to optimise the boat and its performance.

In reality, everything the crew does for almost a year revolves around only one thing: the race. Lives left behind on shore continue with little contact. Yes, even close family and friends rarely hear from their relative on-board. Communications are limited and the race controllers screen all emails sent.

"This one was hard. There was so much breeze in all the legs, and we got physically hammered. I think the way in which we performed as a team, with everybody, that's something you can only be super proud of. In the end, we got a place on the podium and that's an amazing feat."

– Bouwe Bekking, Skipper of the Team Brunel boat

Sponsoring Benefits

Sponsoring sports teams can be a powerful branding tool for any organisation, especially if the brands involved are kindred spirits, as is the case with Brunel and the Volvo Ocean Race. Aside from Brunel's strong connection to the sea, due to its offshore services, Brunel also shares a lot of values with the Volvo Ocean Race. Both revolve around building high-performance, professional teams that are always looking for new opportunities to achieve the best result. Both operate within a high-energy working environment, pursuing top-notch results around the world.

The previous edition in 2014-2015 resulted in 2.218 applications. Considering the job orientation process takes place online, reaching our set target of generating 20,000 new applications meant expanding our online



efforts. Just telling the Team Brunel story would not cut it; we sought ways to leverage the story to activate jobseekers to apply at Brunel.

"We researched participation in the Volvo Ocean Race extensively before making a decision," says Steven Biester, Global Marketing Manager at Brunel. "You don't want to make decisions like this purely based on gut feeling. We were convinced the race matches the interests and profile of our target group, making it a viable tool to reach our goals. We look back at a very successful campaign. We achieved our goal and created a return on investment that sets the bar for future sponsorships."

The target of 20,000 applications was ambitious and proved challenging in the first months of the race, but like Team Brunel, the project team persevered. The comeback in the second part of the race and the win of leg 7,9 and 10 gripped fans, employees and clients from around the globe and set us up for an exhilarating finish in The Hague. This boost in attention led to a higher reach and engagement for content and advertisements. This was immediately converted to more applications and compensated for the slow start of the campaign. In the end, we reached 22.261 applications, 11% above target, and fulfilled our ambitions of increasing involvement and company pride for all employees and building stronger relationships with existing clients of Brunel.

Sailing is in Brunel's blood. The Volvo Ocean Race and Brunel have a lot in common. We share fundamental values of teamwork and professionalism. Individual skills meet excellent leadership and team synergy - in our day-to-day business as well as on board. Fundamentally, this race is not about the boats, it's about the people that race them! And that's Brunel! As a world leader in staffing and recruitment, people are at the heart of everything we do. Their combined mentality and effort will ultimately make the difference.



Steven Biester



Brunel International N.V. is a global provider of flexible workforce solutions and expertise. We deliver tailor made solutions like Recruitment, Global Mobility, Project Management, Secondment, Consultancy and Scope of Work for our clients, both on a global scale and on a local level. Our ability to help our clients beyond their expectations is a testament to our people and their entrepreneurial spirit, knowledge and results-driven approach. Our people are at the heart of everything we do.

We connect the most talented professionals with leading clients in Oil & Gas, Global Offshore, Renewable Energy, Automotive, Mining and Infrastructure.

Incorporated in 1975, Brunel has since become a global company with over 12,000 employees and annual revenue of EUR 0.8 billion (2017). The company is listed at Euronext Amsterdam N.V. For more information on Brunel International N.V. visit our website www.brunelinternational.net.



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WFD



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The **Shaded Dome**, an **innovative** concept designed by **Shaded Dome Technologies** founded by ZJA Zwarts & Jansma Architects, Royal HaskoningDHV and Poly-Ned.

The Shaded Dome is a **sustainable** dome in which an **optimal climate** is created, even in extreme weather conditions. The Shaded Dome provides **protection from** often **demanding climatological conditions** such as solar radiation, wind, high air temperature, humidity and precipitation.

For example, the Shaded Dome can be used for **exhibitions, sports, concerts, or venues with demanding indoor climates.**



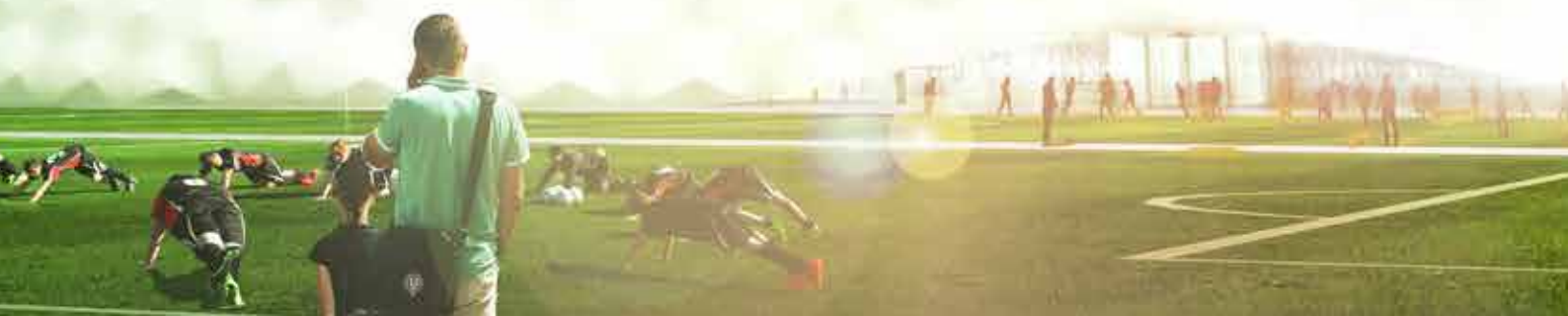


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PIONEERS OF HYBRID GRASS SINCE 1989



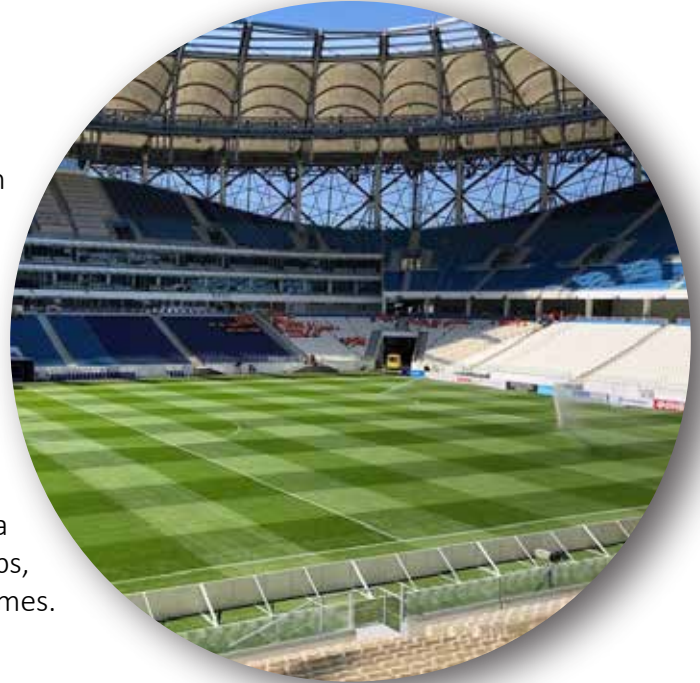
GRASSMASTER

By Tarkett Sports

CHAMPIONS BY NATURE

GrassMaster is a 100 % natural grass pitch which is reinforced by 20 million polypropylene fibres. Tarkett Sports' stitched hybrid technology was developed to reinforce the durability and lifespan of natural grass pitches for sports such as football and rugby. Over time, GrassMaster has become the world's leading innovative hybrid grass technology with more than 700 pitches installed worldwide. The pioneering system has proven itself at renowned events such as the FIFA World Cups (South Africa 2010, Brazil 2014 & Russia 2018), Rugby World Cups, UEFA European Championships and the Olympic Games.

durable solution • vertical reinforcement
stitched technology • long lifespan



Volgograd Arena, Russia



PLAYMASTER

By Tarkett Sports

LAY IT, PLAY IT

PlayMaster, launched in 2016 by Tarkett Sports, is a new lay and play hybrid grass technology that offers an optimal balance between natural and artificial grass. The system has been developed to meet the needs of a fast installation and an instant operational availability by selecting the most qualitative components. PlayMaster offers a high return on investment as it can be used for multipurpose venues with a busy calendar.

instant solution • horizontal reinforcement
carpet-based system • flexible



Fifth Third Bank Stadium, US

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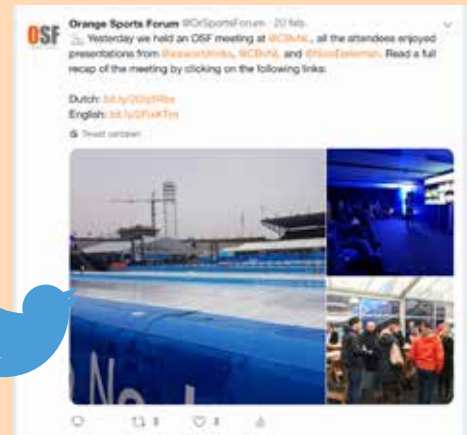


OVERVIEW OSF EVENTS

1. PRESENTATION YEARBOOK HOLLAND SPORTS & INDUSTRY, (DECEMBER 2017)



2. OSF MEETING AT THE 'COOLSTE BAAN VAN NEDERLAND' (ICE SPEED SKATING AT THE NATIONAL OLYMPIC STADIUM IN AMSTERDAM) (FEBRUARY 2018)



3. TRADE MISSION WITH 15 DUTCH SPORTS RELATED COMPANIES TO THE SOCCEREX IN ZHUHAI AND CHENGDU (APRIL 2018)



4. TRADE MISSION WITH 7 DUTCH SPORTS RELATED COMPANIES AND START-UPS TO ABU DHABI (UAE) (APRIL 2018)



5. INCOMING TRADE MISSION FROM AUSTRALIA (ASTN), HOSTED BY DUTCH SPORTS CLUSTERS SPORTS & TECHNOLOGY, OSF AND FGHS (MAY 2018)



6. OSF EVENT IN COOPERATION WITH BRABANTSPORT FOR A BUSINESS SIDE EVENT DURING THE CHAMPIONS TROPHY IN BREDA (MAY 2018)



7. INCOMING TRADE MISSION FROM OUR CHINESE PARTNER DAO PURELAND (JUNE 2018)



OVERVIEW OSF EVENTS

8. OSF MEETING AT THE VOLVO OCEAN RACE FINISH IN THE HAGUE IN COOPERATION WITH RED BULL, (JUNE 2018)



9. OSF ATTENDED THE SMART CHINA EXPO IN CHONGQING WITH A SINO-DUTCH SPORTS INNOVATION PAVILION WITH DAO PURELAND (AUGUST 2018)



(OCTOBER 2018)



10. OSF MEETING TOGETHER WITH THE DUTCH EMBASSY IN DOHA, QATAR ABOUT THE MARKET OPPORTUNITIES RELATED TO SPORTS (SEPTEMBER 2018)



11. KICK-OFF MEETING OF THE FONTYS UNIVERSITY OF APPLIED SCIENCES FOR THEIR INTERNATIONAL BUSINESS PROGRAM (SEPTEMBER 2018)



12. CLOSING CEREMONY OF THE NAHSS AT THE MINISTRY OF FOREIGN AFFAIRS IN THE HAGUE (SEPTEMBER 2018)



13. CHINA NETHERLANDS BUSINESS FORUM WITH THE PRIME MINISTER FROM CHINA AND THE NETHERLANDS (OCTOBER 2018)

Orange Sports Forum®

WHO IS SBJ?

Service Bureau Jansen, or SBJ for short, has traditionally been known as a mail and fulfillment specialist. SBJ was set up in Eindhoven in 1953 with the support of Philips Nederland. Philips supplied some of the earliest television sets, and SBJ handled the shipping of television guides. A long-term relationship developed from this first collaboration. SBJ is still a preferred supplier for various links in the marketing and (after)sales strategy of Philips Personal Health, while also serving about 80 other diverse companies.



More than 60 years of experience

The family-owned company is now run by the third generation of Jansens, and the customer base has been expanded to include Signify, TP Vision, Whirlpool, Q-Park, Kinderpostzegels, BMW, Fluke, Valeo Services, Staples and Aon. All these customers benefit from the knowledge and expertise that SBJ has built up over more than 60 years. The company is focused on helping entrepreneurs and organisations achieve their goals. So, whether you are a freelance trader or a multinational, SBJ is equally committed to your success. Customer and consumer care are everything!

Developments at SBJ

SBJ has developed in leaps and bounds as it responds to questions posed by the market and its customers. The family business has now become a full-service marketing and (after)sales agency with a very high degree of automation.

On-demand printing of catalogues, dealing with excess stock, handling an entire web shop, product recall and reverse logistics (across borders), packing and sending special mail deliveries, taking care of exhibition and stand materials; SBJ provides all this and more, while always looking for a more efficient approach.

SBJ innovates

With 60 years of experience, SBJ knows the market better than anybody else, and is able to think one step ahead. That's why we developed our own warehouse management system (WMS) and response management system (RMS) that give you real-time insight into the status of your stock or campaign.

These systems allow users to make direct contact via a chat function, to view the status of special dealer actions (RMS), to quickly arrange appointments for delivery to the door

and to reverse a delivery if necessary (WMS). Moreover, our 'e-logics web services' ensure that the RMS and / or WMS connect seamlessly with your own systems. The whole environment is designed to allow easy switching between the many functions.

Full management data and reports will be available to you. If you wish, SBJ's IT department can even set up special (GDPR proof) action sites for you. They show all the data you need to complete a specific task and to measure the result. For example, you may wish to know what effect your marketing activities had on sales – whether the budget was well targeted or whether it would be better spent elsewhere.

SBJ offers the following services

- Print on demand & direct mail
- Warehousing, (reverse) logistics & (e-)fulfilment
- (Online) actiemarketing & response management
- Promotional concepts & visual branding



All these components are connected with each other, which is why SBJ calls them 'links'. They developed in response to growing requests for services other than (direct) mail. SBJ responded to the demand from its customers but also looked ahead, developing additional support offerings in-house.

Today, you can be confident that our link services will provide a solution to your marketing, (after)sales and fulfilment challenges. But, more than that, you can expect SBJ to support your changing needs, linking you with new possibilities.

DUTCH CONSORTIUM'S MULTI-YEAR COOPERATION FOR FOOTBALL DEVELOPMENT IN CHINA

In 2017, OSF started a PIB (Partners for International Business) program for the Chongqing, Chengdu and Xi'an region in Western China, in collaboration with a consortium of Dutch companies. During this 3-year program, OSF will be stimulating football development in the region, with each partner contributing their own expertise. The program is being run in close cooperation with the Dutch government (Ministry of Economic Affairs / Netherlands Enterprise Agency) and the Dutch Consulate General in Chongqing.





China and football

In recent years, China has dominated the headlines of international football during the 'transfer windows'. Players and trainers leave Europe for China, earning immense amounts in a short space of time. For example, in 2016, China spent €331 million on transfer fees for foreign players! For comparison, that is only €60 million less than the five largest European competitions spent in the same period. Many European countries' football unions and clubs see a formidable competitor in China and, in the future, perhaps even a threat to European competitions. However, there has been a change in this policy over the last year. Chinese clubs can have a maximum of three foreign players in their pick for a match, and, for each player purchased, a percentage is charged on top of the transfer fee, which goes into a national fund. This fund is then used to develop Chinese talent.

This new strategy to make football in China better and more popular is coming from President Xi Jinping. He believes that China must become a major football power before 2050. This is not just about top-class sport. Huge amounts are also being invested in recreational sport. For example, China wants to

integrate football into education, so that children come into contact with football at a young age and can be scouted early. Football is even becoming a compulsory part of Chinese education. By 2020, China wants to have 20,000 football schools throughout the country. This means there are likely to be 50 million Chinese footballers by the same year. In addition, star football players from all over the world are being lured to China by means of generous salaries, further professionalising the game.

In 2020, China wants to have 70,000 football pitches, with the figure rising to more than 140,000 by 2050. That is one per 10,000 residents. However, football pitches and venues are not enough. Tens of thousands of Chinese trainers and coaches are needed to train all those Chinese footballers, both on an amateur and a professional level. The quality of the trainers is currently far behind European trainers, but China wants to change that too. In terms of talent development, the Netherlands still has an excellent reputation in China, which means there are many business opportunities for the country to help China as it races to catch up in the world of football.

OSF took the initiative in 2016 by forming a consortium to respond to these opportunities. It works through a PIB program to enable a joint approach to China. Since 2017, there have been several successful missions, both incoming and outgoing.





A Consortium of Dutch companies

In the field of football, the youth academies of the Netherlands are still very highly regarded, partly because talent development has been an important factor in Dutch football for many years. The Netherlands has a large number of certified (youth) trainers and officials, excellent (artificial grass) fields and good venues. In addition, the Dutch competition is organised in such a way that the strongest youth teams compete against each other in the top competition, making the competition much tougher.

Because the Dutch approach stands out on the global stage, people in other countries are very interested in our knowledge of football. That includes China. As a collaboration of 15 Dutch companies, each bringing their own expertise, the consortium wants to pass on the Dutch educational philosophy to Chinese trainers, coaches, clubs and football schools. Players like Rijkaard, Gullit and van Basten are still immensely popular in China thanks to the European Championships '88. Guus Hiddink was recently appointed as coach to the Chinese Olympic team. By using this in a well-thought-out way, the potential in China is massive. Dutch companies can also help with the construction of innovative and sustainable sports facilities in China.

Focus on the west of China: Chongqing, Chengdu and Xi'an

Because China is such an enormous country, the consortium will initially focus on western China. With cities like Chongqing, Chengdu and Xi'an, this region has ± 250 million inhabitants and massive potential.

Chongqing is still relatively unknown compared to Beijing and Shanghai, and yet it is a major city in one of the fastest growing regions of China and has a direct train connection with Rotterdam. Chongqing's sports participation rate of 44% also makes it one of the most sporting cities in China. It has a club in the Chinese Premier League – Chongqing Dangdai Lifa – and, since the summer of 2018, the club's head coach has been Jordi Crujff.

Xi'an will be hosting the China National Games in 2021. Sixty-four sports venues are required for this major sporting event, of which 12 will be newly built, 23 completely renovated and the others adjusted in smaller ways. The city, which is well known for its pandas, has very ambitious plans to grow into the business centre of Western China in the coming years.

There are big plans for the development of offices, housing and sports facilities throughout China, and various Dutch sports-related companies, such as Yalp, have already made good in-roads into this market. OSF recently signed a collaboration with DAO Pureland on behalf of the consortium. They will be creating a number of WeParks in China, which will incorporate various Dutch sports

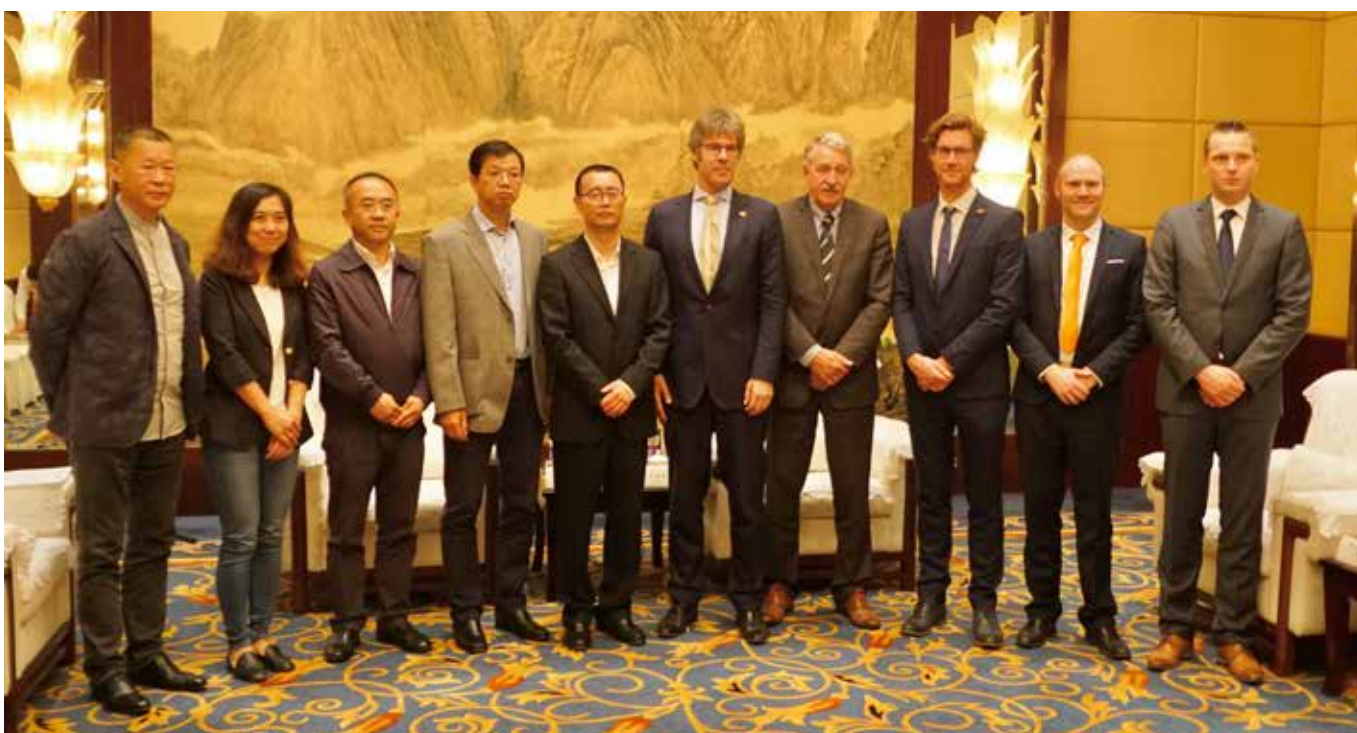
WeParks

Through Yalp, the consortium came into contact



with DAO Pureland, a Chinese company that successfully managed the Yalp business in China for several years. DAO Pureland is part of a listed company, and they are very interested in Dutch sports innovations, but also in the knowledge and services that the Netherlands offer in connection with sport. After an initial introduction and various visits to trade missions in China, DAO Pureland planned a visit to the Netherlands in June 2018, during which it visited various Dutch sports-related companies. On behalf of the PIB program, OSF invited DAO Pureland to visit companies in the Netherlands. They were very impressed by the sports knowledge, products and services they encountered, and, as a direct result of OSF's work, developed a new concept called WeParks.

WeParks are public sports grounds where Dutch sports innovations and services are incorporated. DAO Pureland expects to complete the first WePark in 2019, and 5 to 10 Dutch companies are expected to be involved in each one, depending on the size and local needs. The whole concept fits seamlessly with the Chinese government policy of encouraging a healthy lifestyle for the Chinese population.



OSF was invited to participate in several trade fairs in China in connection with WeParks, including the Smart China Expo (22 – 25 August 2018) and the Macau International Trade Investment Fair (18 – 23 October 2018). Several PIB participants were also present. These events offered OSF, DAO Pureland and the PIB participants an excellent opportunity to bring WeParks to a broader audience.

Smart China Expo 2018 attracted 436 exhibitors and 700,000 visitors, giving OSF a big opportunity to raise the profile of Dutch sports innovations. With the theme “Smart Technology: Empowering Economy and Enriching Life” the expo included a packed schedule of meetings and media events. Participants from Alibaba, Tencent and Huawei, among others, discussed topics such as big data, 5G and artificial intelligence. The Sino-Dutch Sports Innovation Pavilion on the DAO Pureland stand, created in collaboration with by OSF, attracted plenty of media attention. SmartGoals and interactive playground equipment from Yalp ensured there was plenty of activity on the stand every day. Visits from various well-known figures from sport and business, as well as from Mr. Koen Sizoo, the consul general for the Netherlands in

Chongqing, more than justified the decision to exhibit.

A similar approach was taken at the Macau International Trade Investment Fair, where the ‘Sino-Dutch Sports Innovation Pavilion’, covering 400 m², attracted many visitors, with various Chinese stakeholders showing interest in the concept. The Dutch consul general in Hong Kong, Mrs Annemieke Ruigrok, as well as a number of influential figures from Macau were present at the official opening of the pavilion.

In 2019, the consortium’s program of activities continues with various trade missions and trade fair visits designed to raise its profile in China. An incoming mission from the province of Hubei (capital city: Wuhan) is scheduled for the beginning of 2019. They have expressed a keen interest in the concept of WeParks and want to use the visit specifically to follow this up. In addition, an outbound mission will take place in China in the course of 2019. This mission will include the 15 PIB participants, but it is also possible that the delegation will bring on board other Dutch companies that are interested in the Chinese market.

The recent visits to China by various Dutch ministers and the Dutch Royal Family, as well as the incoming delegation of 150 Chinese companies led by the Chinese Prime Minister, show that the relationship between the two countries is very good and important for both economies. The experiences of the PIB program also show that there are plenty of opportunities for Dutch and Chinese organisations to collaborate on wonderful sports projects. It is clear that sport is of great economic value and can serve as a catalyst for various other sectors.



Trade mission April 2018 (Zhuhai & Chengdu)

From the 15th of April to the 21st of April, a trade mission to Soccerex in Zhuhai and Chengdu took place under the auspices of the PIB. Fifteen Dutch sports-related companies and organisations took part in the mission, as well as representatives from the Dutch embassy in Beijing, the consulate general in Guangzhou and the consulate general in Chongqing.

Soccerex is considered one of the biggest football fairs in the world and has taken place in various countries over the past 22 years. The Dutch PIB delegation was represented by 15 Dutch companies and had a striking, well-attended stand. More than 1,000 (mostly Chinese) guests visited.

There was an excellent program, with speakers such as FIFA secretary general Fatma Samoura, Nasser Al-Khelaifi (president of Paris Saint-Germain F.C.), Corné Groenendijk (AFC Ajax) and Ed Engelkes (Guangzhou R & F F.C.). In addition, various top European clubs and competitions were represented. But the fair also included plenty of time and space to meet directly with interested parties. The Dutch delegation drew attention at the highest levels of Chinese and international football.

After Zhuhai, there was also a meeting with China Resources in Shenzhen, following up on an earlier contact at mission in October 2017. China Resources is responsible for all 64 stadiums being used during the National Games of China in Xi’an 2021 and is the largest investor and manager of sports facilities in China.

The trade mission continued to Chengdu, where, among other things, it visited the city’s biggest football club, Chengdu Annapurna United. This ambitious club is very interested in Dutch expertise – not only in relation to football but also the development and exploitation of sports facilities.

There was also a seminar at which Dutch and Chinese organisations had the opportunity to present themselves to more than 75 Chinese guests. This Sino-Dutch Sports Forum was organized by the Dutch consulate general in Chongqing and the sports bureau of Chengdu. The many presentations provided a wealth of insights into the many possibilities for cooperation between Dutch companies and organisations in Chengdu.

Finally, there was a visit to the Chengdu Sports University. The only sports university in Sichuan province, it has more than 10,000 students. In the coming years, the university will receive a new campus incorporating sports facilities. They have expressed strong interest in working with Dutch companies on this. In addition, the Chengdu Sports University is very interested in Dutch sporting ‘software’ – in other words, our knowledge in the field of sport, including training and coaching expertise as well as sports management and sports marketing programs.

The mission to China once again yielded plenty of leads for Dutch companies, with the delegation being well received wherever they went.

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