

# Holland Sports & Industry

2019-2020 



CHAMPIONSHIPS / ANTWERP 2019



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# FOREWORD MINISTER BRUINS

As the Minister of Sports of the Netherlands, I look forward to 2020. Dutch Sports is flourishing. With the Olympic and Paralympic Games in Tokyo coming up, I cannot wait to see our athletes representing the Netherlands. These are the moments that we are all watching sports together, and share the highs and lows of our athletes. They inspire us with their stories and achievements.

In 2020, our athletes are not the only ones who will be in the spotlight. It will be shared with Dutch businesses. The innovative culture of Dutch business is an important motor for our success in sports, from professional sports to grassroots sports. I have equal pride for the athletes that will represent the Netherlands and the companies that represent the Netherlands, for example during the EXPO 2020 in Dubai and the Tokyo Expo in the Team NL Tokyo Centre, prior to the Olympic and Paralympic Games.

To foster these successes, companies, the sports sector and science know where and how to meet each other more and more. Technical improvements and smart innovations

developed through the cooperation of these sectors make it possible for us to stay in the lead. To me, it is important to enforce this positive movement and create international opportunities for these products.

That is why the National Sports Agreement has marked the arrival of an international sports platform. This platform is an initiative of the Ministry of Foreign Affairs and will be a linking pin in connecting businesses with the governmental and non-profit side of sports. I applaud that! This platform will stimulate public private partnership. By looking ahead together at possible opportunities, for example at international sports events and trade missions. This way we can strategically prepare and use the knowledge and expertise each sector or organization possesses. Making it easier to maximize these new opportunities.

The way that the Orange Sports Forum unites companies, organizations and institutes that are linked to the Dutch sports sector is of great value for the international sports platform. At the same time, the platform will try to make it

easier to expand networks and to connect new parties or networks from different and what might be unexpected corners.

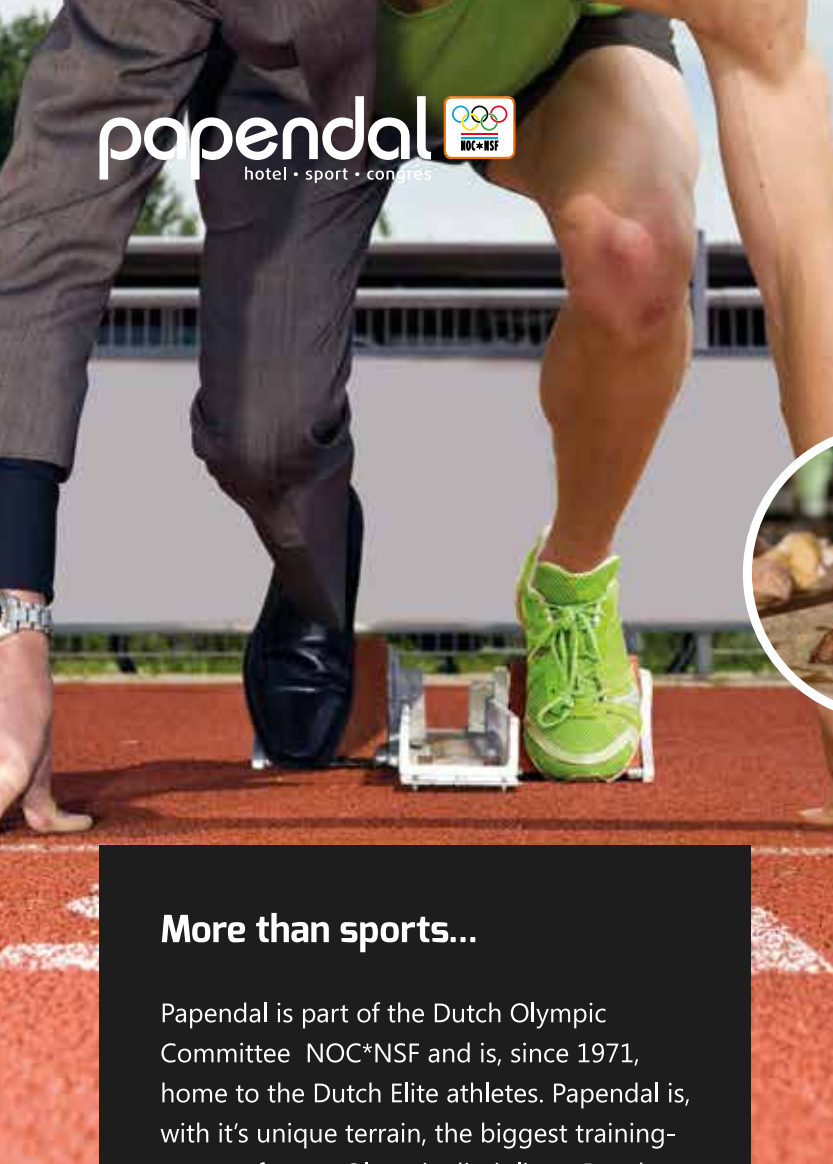
The entire Netherlands will profit from these networks. A healthy and entrepreneurial business life with internationally outstanding companies, working together with sports and sciences, will empower innovations from professional to grassroots sports. This contributes to our economy as well as it is an inspiration to both our athletes and you and me.

I am proud of the Dutch Sports and a private sector that fully supports sports. And that is the message that I would like to send during my international visits.

Keep up the good work!

photo: Arenda Oomen





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# FOREWORD

Dear Sports Friends,

We proudly present to you the 2019/2020 Holland Sports & Industry yearbook.

The yearbook has served as an important reference book for the Dutch sports industry for many years, and it provides an overview of the enormous diversity of Dutch companies, organisations and institutions associated with sport. The yearbook is therefore widely used by embassies, consulates, companies, sports associations and other relevant sports organisations and institutions.

In 2019, in the Netherlands, we experienced plenty of highlights in the field of sport, such as the European Hockey Championship in Antwerp, the achievements of Max Verstappen, cycling successes, the Dutch Lionesses and much more!

As far as the Orange Sports Forum is concerned, the network has once again welcomed some great companies who will complement existing participants. Multiple sports missions and trade fair participations have also been organised to China, Qatar, the United States, Spain and Scotland. Naturally, several network meetings took place too, including those at ABN AMRO World Tennis Tournament and Ziggo Sports in cooperation with Southfields. As an SIB coaching organisation, OSF has also once again provided guidance to several companies who are just starting out as exporters!

The year 2020 promises plenty of opportunities, especially via our PIB programmes ('Partners for International Business') in China and Qatar. For these initiatives, we work closely with the RVO ('The Netherlands Enterprise Agency') and the Dutch missions in Chongqing and Doha. The United States is also appearing more and more regularly on network participants' radars, so our focus will increasingly shift towards the American continent. It goes without saying that we will continue to support entrepreneurs starting their first activities abroad and that cooperation with the Sports & Technology and FGHS sports clusters will be further intensified. This will enable us to continue facilitating and representing our members in an effective and efficient way in 2020.

We wish you much reading pleasure and a healthy 2020!

With sporting greetings,

Orange Sports Forum Foundation

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





### Striving for a vital society

At the Knowledge Centre for Sport & Physical Activity Netherlands, we believe that our expertise can help improve the quality and effectiveness of sport and physical activity and therefore contribute to a more vital society. A society in which people are able to take part in sports and other physical activity in a proper, safe and enjoyable way.

### Applying knowledge every day

The Knowledge Centre for Sport & Physical Activity (Kenniscentrum Sport en Bewegen in Dutch) ensures that scientific, policy and practical expertise is made available for use by professionals in the field.

We support *community sports coaches* and other professionals in their efforts to ensure that the elderly, people with a disability and people from disadvantaged areas are also able to take part in society. We also support *general practitioners* and *nurse practitioners* who want to help their patients become more active. We advise *teachers* who want to motivate their pupils to take part in a sport or other physical activity. We help *policy advisers* to develop a future-proof policy for sports clubs, to expand their network, and to design the local environment in a way that encourages physical activity. We also support *sports administrators* in their ambition to create a safe sporting environment that is based on fair play and respect for all. *Top athletes* also profit from our work. By keeping *trainers* and *coaches* up-to-date with the latest scientific insights, they have the tools to take sporting performance to a higher level.

We are developing practical step-by-step plans, computer models, guidelines and methodologies in partnership with universities, knowledge centres, policymakers and professionals in the field. This helps professionals achieve objectives and provides them with the motivation to apply their knowledge in their day-to-day practice.

### Your independent gateway to sport in NL

The Knowledge Centre is an independent knowledge institute and is funded by the Ministry of Health, Welfare and Sports (VWS) in the Netherlands. We are a member of a number of international networks, such as Tafisa and HEPA. We participate in European Erasmus+ Sport projects such as Keep Youngsters Involved in Sport and InSport.

We can serve as your gateway to the Netherlands, in various ways:

- **Sportfolio** presents an overview of projects which are showcasing opportunities for other countries and companies to join forces.
- 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.kenniscentrumsportenbewegen.nl/en](http://www.kenniscentrumsportenbewegen.nl/en) to find out more about us.

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# COLOPHON

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

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(Hazenberg Hoefsloot)

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**Coverphoto** ANP

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A game-changing sports event that will surprise everyone

# THE FOOTBALL WORLD CUP IN QATAR

**Klaus Hoven**

*Klaus Hoven teaches Attractions and Theme Parks Management and is Business Developer Leisure & Events at Breda University of Applied Sciences. This article was previously published in Uncover as 'Leisure for a better world' (BUas domain Leisure & Events, September 2019).*

**In 2022, at the World Cup in Qatar, there is going to be a festival of football for the whole world to enjoy. It will enable the sport to build bridges with a totally new territory as fans from East and West meet in the Middle East for the first time. This much-anticipated football feast will have a distinctly Arabian flavour, and will generally enhance the image of the Gulf States. It will even surprise us in many ways. The biggest insight will be the realisation that Qatar is open, hospitable and willing to change – a message signalled by throwing a fantastic party for the world.**



Qatar is the smallest and richest of the Gulf states, mainly thanks to its oil and gas industry. In addition, Qatar is well on its way to becoming the main hub for international air traffic between Europe and Asia. In order to secure the 2022 FIFA World Cup, Qatar has promised FIFA a compact tournament in a compact city. Since the award of the tournament, the development and realisation of the largest sporting event in the world has been observed with great interest, but many questions have also been raised. After previous experiences in South Africa, Brazil and Russia, there are important conversations to be had about the sustainable construction of stadiums and the conditions for workers. There are also completely new issues and doubts that need to be discussed. Can this tournament take place without a clash of cultures? Will sports fans be allowed to have a beer during a football match? To what extent do the Qataris expect visitors to adapt to Arabian cultural rules? Will women be allowed to go and watch games and will they be able to walk the streets freely? These are frequently heard questions and observations, though often based on ignorance of Qatar as a country and of its efforts to make the 2022 World Cup a sustainable sporting event. In order to better understand these

efforts, and, more generally, to understand how sport can be a gamechanger for socio-economic development, it is important to look at Qatar's context, and in particular its capital, Doha.

### **The Qatar-bid**

The Qatar bid for the 2022 World Cup dealt with everything from green technologies to the construction of hotels and top-class sports infrastructure. In spite of the fact that there are 32 countries taking part, it will be a compact tournament, which will benefit fans, FIFA and the environment. All major facilities and cities where games are due to be played are located within a 60 km radius of the capital city Doha. There is no need to take flights, and a new public transport system can be used to travel between stadiums, the city and the airport.

### **Doha as the 'Sports Capital of the World'**

With its World Cup plan, Qatar is building and strengthening the national infrastructure. It's not just about building stadiums or luxury

hotels. Investments are being made into top-class sports infrastructure, focusing specifically on sports locations and facilities (Aspire Zone), talent development (Aspire Academy) and a sports medical university (Aspire Aspetar). In the run-up to the World Cup, many top teams, such as PSG, Bayern Munich, Ajax and PSV, will make use of these facilities during training camps in the winter months. Many top international athletes will also be recovering from injuries and rehabilitating at Aspire.

Facilities that will be serving the World Cup are also serving other events, and that is to be applauded. In the period leading up to the World Cup, 40 top-level international sports competitions and championships are taking place in Doha, including the 2016 Road Cycling World Championships, the 2018 Artistic Gymnastics World Championships and the 2019 World Championships for athletics. This is fully in line with Qatar's strategy to make Doha the world's most important 'sports capital'. The new infrastructure should, in fact, support a variety of sporting events over a longer period of time.



### Innovative and sustainable stadiums

Qatar has put forward 8 stadiums for the 2022 World Cup. It will develop and use eco-friendly technologies to cool them, and these technologies could later be used by other leisure facilities and even other countries. The innovative air conditioning system is already used in the shopping mall at Katara Cultural Village. After the Football World Cup, the stadiums will be reduced in size and used as permanent homes for regional clubs. Parts of the stadiums are actually detachable modules and could be reused by countries in Africa or Asia. The Ras Abu Aboud Stadium uses a particularly remarkable concept. It will be built as a temporary stadium from modified sea containers and taken down afterwards then reassembled for other (sports) events.

### Take the subway to the match and the city

Doha will have a metro system with four lines connecting the main city districts as well as stadiums. The infrastructural investments required are fully in line with the national development plan of Qatar. The 2022 World Cup is seen as an important milestone in a future strategy of economic and social transformation. The public transport system ensures that both Qatari and international expatriates can move around the city even more freely. The development of a sustainable environment and infrastructure is one of the pillars for building a better future for the generations to come, as stated in the 2030 Qatar National Vision.

### Innovations and knowledge acquisition

In their preparations, the Qataris are striving for the highest quality, best experience and most sustainable solution on every level. Innovations such as the air conditioning system are developed through private-public partnership, and there are a number of programmes and research projects at the Qatar University focusing on relevant topics. Qatar also seeks out international partners and suppliers in order to obtain the best of the best (see PIB box 'Sports, Innovation & Vitality').



### Sport as a 'gamechanger'

The greatest international concern in relation to the 2022 World Cup is the employment status and conditions of expatriates, and in particular workers in the construction and infrastructure sectors. Qatar has taken remarkable steps in this area over the past three years. New labour rights for expats, including the World Cup facility workers, have been formulated in collaboration with ILO and FIFA. Visible investments have been made in health and safety standards during the construction phase of the stadiums and infrastructure. New national legislation has also been adopted, which represents a shift away from 'sponsorship' construction. In addition, a minimum wage has been instituted and improved legal protection for foreign workers is guaranteed. This means that expatriates are now free to choose which company they want to work for and can decide for themselves when they want to travel and return to their country of origin.

### More cultural relaxation

But in addition to embracing sustainability, is Qatar also making a socio-cultural transition? There are some positive indications. Qatar is open to change. It wants to be a 'place to be' – somewhere that different cultures can meet. The country will accordingly present itself in a positive and modern way, and it is prepared to

seek compromises in this regard. Apparently, during the World Cup, alcoholic beverages will be allowed in fan zones and Western hotels. The question is, will Qatar will temporarily reduce the new 'sin tax' on alcohol during the tournament? Due to this policy, alcohol has been taxed at 100% since January 2019. As regards the national dress code, Qatar will reportedly be applying it in a lenient way. The World Cup should be a (family) celebration for everyone to enjoy – male and female, young and old, regardless of cultural background.

Qatar is on course, and it is perhaps surprising to see the extent to which sports and leisure are acting as important drivers for spatial, urban and even socio-cultural development. Notably, Qatar has been the first Gulf State to take important steps to improve the position of international workers. These are relatively small changes, but would probably not have taken place if it weren't for the World Cup. Qatar is happy to have the opportunity of sharing its culture with the world, and to achieve this they are prepared to be more open and free. Respect is an important value in football, so let's give that to Qatar.



Breda University of Applied Sciences – in the 2019-2022 period – is a partner of the PIB cluster 'Sports, Innovation & Vitality', which is commissioned by the Ministry of Foreign Affairs to bring knowledge, products and services in the fields of sports innovation and vitality to Qatar. The aim is to acquire € 175 million in exports and turnover in the run-up to major sporting events. The target group consists of policy makers and sports organisations in Qatar. Before 2023, the Netherlands must be known as an innovative and vital sports country by 75% of the sports stakeholders in Qatar. This will be achieved by exchanging knowledge in the fields of sport, innovation, vitality and education, among other things. BUAs experts from various knowledge infrastructures contribute to this objective.

# BUILDING A SPORTING FUTURE TOGETHER

**Fanny Blankers-Koen, Anton Geesink, Johan Cruyff, Marco van Basten, Pieter van den Hoogenband, Inge de Bruijn, Leontien van Moorsel...** These are just a few of the sporting icons which are a product of the wealth of sporting talent present in the Netherlands, people who practise their sports as members of the innumerable sports clubs that are spread throughout all corners of the country. The Netherlands is an innovative and vital sports country with a well-established sporting culture. Sports play an important role in Dutch society, whether it's football, field hockey, skating, tennis, or e-sport. They enjoy tremendous popularity but more important they are vehicles for transmitting such values as justice, fair play, and teamwork.



## **We understand the business of sport**

The Netherlands' expansive sporting talent, knowledge and expertise are in demand worldwide. The Netherlands is heavily engaged in scientific sports research and the construction of sports facilities both in the Netherlands and abroad. Dutch companies lead the world in the design of stadiums as multifunctional sports facilities, providing different user experiences that have a positive impact on the local communities, making stadiums more profitable.

A good example is the Shaded Dome, which can be installed close to stadiums or in public parks. This quickly-erected structure transforms any training complex into an environmentally-controlled microclimate so people can play, train and stay fit together year-round. Whatever the temperature, whatever the air quality, whatever the environment.

Dutch coaches are in demand worldwide. Not only at top clubs, but at every level. Why? Because they deliver quality all the way. The Dutch can adapt well. They are willing to learn the language, whether it is Spanish, German, Italian or Chinese. They are curious about the culture and history, the club and the country. The Dutch are flexible and open, but most important they want to collaborate with other people. Dutch coaches know all the technical aspects of the game, but also know how to enthuse players.

## **Netherlands Enterprise Agency**

The Netherlands Enterprise Agency (RVO.nl) is a government agency that has access to a global network of embassies, consulates and Netherlands Business Support Offices (NBSOs). Partners for International Business (PIB) is a programme that allows Dutch businesses to enter into a public-private partnership to realise their international ambitions. Joining forces with other businesses in your industry and with the Dutch government puts you in a better position.

Together with clusters of Dutch businesses and knowledge institutions, the Dutch government is developing a 2-year or 3-year action plan. This will provide a list of strategic activities that give the best possible platform abroad for a Dutch industry or sub-industry in general, and specific clusters like sports.



To promote the interests of the Dutch business sector and implement the PIB programme, the government relies on resources such as its foreign network. Currently the PIB programmes in the field of Sports & Vitality provide an impressive array of investments and projects that have been launched and continue to be initiated in Qatar and China.

By working together in an open, inventive and inclusive manner we hope to further our bonds in the spirit of bringing our two nations, athletes and fans closer together in sport. These clusters of innovative Dutch businesses contribute to the enduring global legacy of Qatar and China's sporting ambition.

### The Beautiful Game, football to Chongqing

Chinese people are introduced to 'the beautiful game' and discover a passion for playing football, and all the healthy benefits it brings, that will stay with them the rest of their lives.

Together with a consortium of Dutch companies, the Netherlands Enterprise Agency started a collaboration with Orange Sports Forum in the region of Chongqing in China. The consortium collaborates with the Dutch government during a three-year programme that focusses on football development. They want to build sustainable relationships to share their expertise related to football and to stimulate football development in China.

The PIB programme contains two main topics:

- Youth academy & talent development (support, training/coaching, food, data, scouting)
- Construction and renovation of sport facilities (Design, construction, innovation, exploitation, safety, sports ground, chairs)



### Qatar and the Netherlands: co-creating champions

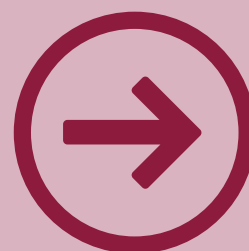
The Qatar Orange Sport cluster is a Dutch public-private partnership (PIB) that consists of a mix of organizations and companies that are changing the future of sports. The cluster wants to bring its knowledge, products and services in the field sports innovations and "Sport & Vitality" to Qatar over the next three years. The central geographic location and entrepreneurial spirit give Qatar a unique value proposition to develop as a leading global sports hub with the World with it's highlight during the 2022 FIFA World Cup.

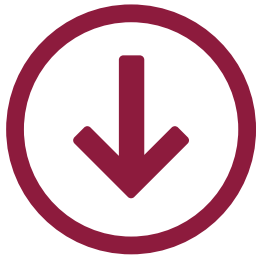
From the industry leaders of natural and synthetic grass to experts in event management, sports nutrition and immersive sports technology – we have developed state-of-the-art solutions that contribute to Qatar's ambitions to create the ultimate sport experience. The cluster sees opportunities mainly in football, athletics, equestrian and cricket.



A wide variety of products and services are offered:

- Interactive and immersive technologies The Netherlands international prestige in both sports and serious gaming makes us a natural partner to co-develop e-sport programmes and implement the latest tech for next level training for both professionals and amateurs.
- Competitive science-based nutrition Access the latest knowledge to develop custom health and wellness programmes that empower champions.
- Cutting-edge grass technology This cluster includes industry leaders for natural and synthetic grass production and maintenance for the highest quality surfaces.
- Transforming the stadium experience The Netherlands enjoys an international status when it comes to event management. Partner-up to create events that put Qatar on a global platform and grow recreational sports travel.





### The power to innovate together

We share the winner's mentality when it comes to both business and sport. Across the board, the Netherlands has proven itself as a global innovation leader. With strong trade roots, we now rank #2 on the Global Innovation Index and #5 on the IMD World Talent ranking. Both Qatar and China are valued partners for trade and knowledge transformation in collaboration with the Netherlands. Over the last years, relations between our countries have broadened more and more, and the Netherlands looks to broadening cooperation, in a range of areas, including sports.

By establishing and strengthening long-term partnerships we can leverage our joint ambitions and create the business opportunities that shape the future of sports. We don't talk sports, we do sports!

[www.rvo.nl/pib](http://www.rvo.nl/pib)





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**Serious games offer an essential contribution to a change in behavior.**

**This is based on the principle that playing is in the human DNA. To ride a bike cannot be learned from a book. You learned it by playing and doing. Even in the earliest stage of life, the capacity to speak is done in a playful manner: following the mimics of the parent, all of a sudden you produced a sound, like “mama” or “papa”. And the reward was a big smile on the face of your parent.**

This brings it to the golden rule in serious game design: the motivation, to make your parents laugh, is dissociated from the objective, to produce the first word. Can we draw a comparison with the Olympic Games? The motivation to become a member of an Olympic team is the driving force for most athletes to train very intensive. The ultimate goal (objective) is to win the gold medal, the dream of a true sportsman. So, we may conclude that the Olympic games were the first serious games ever.

In today's society welfare diseases drive governments crazy. Costs for healthcare are sky high. Not in the least because of obesity, causing diabetes, cardiovascular diseases and other life threatening complications. Society is drifting away from the Latin proverb “mens sana in corpore sano”, a healthy mind in a healthy body, creating all kind of other health problems, like stress and burn-outs. The proverb originates from the Roman poet Decimus Iunius Iuvenalis,

known as Juvenal, who lived around 100 year after Christ. So, it is likely to conclude that the old Romans suffered from the same problem, lack of enough daily sports activity. The question now is, can we influence human behavior in order to get them on the move again?

As mentioned above, serious games offer an essential contribution for a change in behavior. A recent example is Pokemon Go. People were motivated to catch little monsters, not realizing that the objective was to get them on the move. You may say they were fooled. But with success! Although this success was more or less temporarily, since less people are playing it today. Another temporarily effect to mention is the “national hero” effect. A rise in people starting with a sport and becoming member of a sports club as the result of the international successes of for example a national athlete, a tennis player, a soccer or hockey club. But again, this effect does not last forever. So, we have to look for more structural solutions.





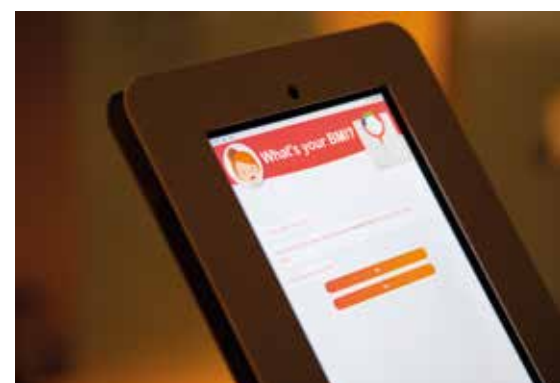
For this we have to look for a combination of serious games with other matters which are attractive and being used for a longer period. Take for example the game "The floor is lava". It was introduced late 2013. Now, about six years later it still is popular all over the world and played by children and adults. In the game players have to stay out of the artificial lava. Once they get in touch with the lava they may lose body parts or health. Regeneration of body parts or regaining health is possible by performing activities. In a special version, designed by Games for Health, these activities are a diversity of sports, like tennis, hockey, volleyball and others. Herewith the players get acquainted with all kinds of sports and they see the fun of playing such a sport. The association of fun and a popular game makes children, and hopefully also adults, curious about these sports. Then it is a little effort to bring them in contact with the local sports club and make them a member. It all is based on the mental effect, the combination of fun, the remembrance to the floor is lava and regaining health. Isn't it that simple.

In today's society, now talking about adults, making money, prestige, luxury are amongst the most relevant matters which concern people every day. As a result stress and burn out are major worries in healthcare and for employers. People are less concerned about their vitality, more about their daily concern. The Vitality application is based on shared value. By participation in the vitality program people receive awarding points, which represent real money. The money can be spent amongst others for luxury goods, like an Apple Watch, Fitbit or beauty products. There even is a cashback for the yearly healthcare insurance. This calls on that daily concern of making money, prestige or luxury. However, in order to receive points, so money, participants have to start regular, at best

daily sport activities, which contributes to more vitality. With the given fact that a better vitality results in less sickness, faster recovery and better mental health it is obvious that healthcare costs and sick leave will decrease on the long term. It is beneficial for employers and the society in general. All parties, participants included share the value. This is a structural solution, where the motivation is based on every day's concern of people, while the objective is to reduce costs for society. The Vitality program is a serious game in essence.

As a cherry on the pudding, participants on the Dutch Vitality program may choose to donate their money to Lymph&Co, the foundation initiated by His Highness Prince Bernhard van Oranje, after he was cured from lymph cancer. These donations will be used for another major serious game, a so called citizen science

game, which will accelerate research at the development of a vaccine to treat lymph cancer. So, here you see how one serious game can support another serious game. The loop is closed, all with the intention to improve health and wellbeing of the human race.

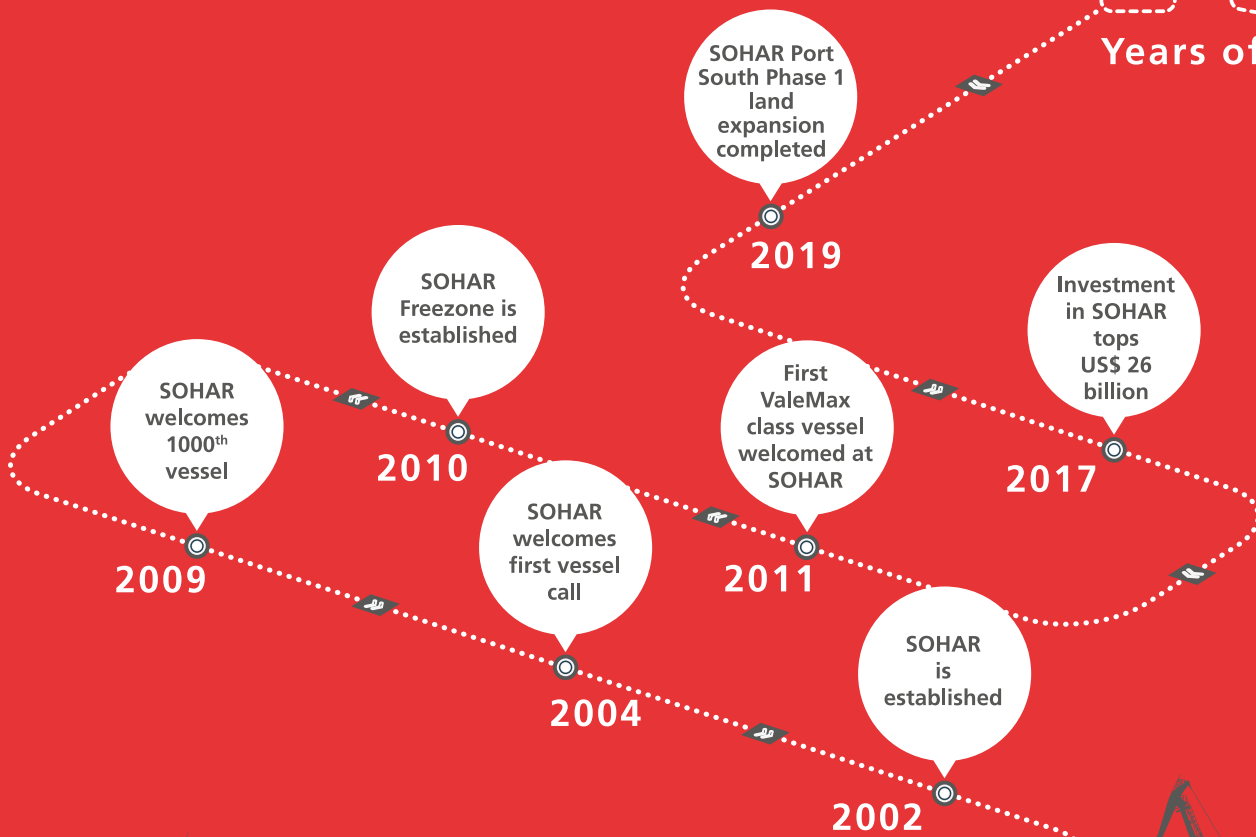


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# NBTC: “SPORTS EVENTS: AN OPPORTUNITY FOR REGIONAL DEVELOPMENT”

“Sports events can contribute to developing and promoting cities and regions,”  
says Jos Vranken, Managing Director of NBTC Holland Marketing.

NBTC Holland Marketing is dedicated to the development, branding and marketing of the Netherlands as a tourist destination. As the country’s most important destination management organization, NBTC Holland Marketing has made use of knowledge and insights to provide a national vision on tourism: ‘Perspective 2030’. “The growth of tourism in the Netherlands requires a different approach to tourism in this country. ‘Perspective 2030’ focuses on attracting other visitors to other locations at other times of the year. As part of this new approach, sports events could contribute substantially to achieving this goal. A sports event can add to the incentives to visit a certain city or region; in other words, it offers a good opportunity for regions to host sports events or to develop and program them independently.



#### **A new approach to tourism: Perspective 2030**

By 2030, the Netherlands expects a 50% growth in the number of foreign tourists. This would mean an expected increase from 18 million in 2017 to 29 million by 2030 and a 27% increase in the number of domestic tourists from 24 million in 2017 to almost 31 million by 2030 (NBTC Holland Marketing, 2018). If we want all Dutch residents, visitors and businesses to benefit from tourism, this requires a new approach. The first step - the perspective that was created with the

input of 120 experts in sectors including tourism, mobility, education and culture, as well as residents and administrators - marked a turning point. The next ten years will require an approach different than the one applied in the last ten years. “The anticipated growth offers major opportunities but will also involve challenges. Many places in the Netherlands are still not profiting enough from tourism while others are faced with problems due to so many tourists,”

*says Jos Vranken*

**The vision given in “Perspective 2030” lists five priorities:**

- **Tourism should provide more advantages than disadvantages**

At this time, a small but increasing number of places are experiencing more disadvantages from tourism than advantages. The most commonly mentioned example of this is the center of Amsterdam. But the increasing number of visitors to the Netherlands will mean more places where problems will result from an overabundance of tourists.

- **The Netherlands should be attractive everywhere;**  
*this will require promoting more cities and regions as attractive destinations*

Overtourism is typical of some places in the Netherlands while an increase in tourism would make an important contribution to enlivening the living environment of others.

- **Our cities and regions should be easily accessible**

To future-proof the Netherlands as a tourist destination, optimizing accessibility and mobility is essential.

- **Improving sustainability is a must;**  
*this will involve reducing waste and pollution in our living environment*

As of 2018, tourism was responsible for about 8% of the world’s carbon footprint. Air travel is playing a large part in this, but so are other forms of travel including cruises. To realize a healthy vital living environment, tourism has to accept its responsibility for improving sustainability and minimizing emissions and pollution.

- **The tourism sector should focus on promoting the Netherlands as a destination for its hospitality**

Hospitality is at the heart of what makes destinations attractive and contributes to a pleasant living environment. The perfect hospitality experience is the result of the right combination of excellent providers and service concepts as well as a personal approach.



▲ Walking in Limburg



▲ Nijmeegse 4-daagse



▲ Tour de France - Utrecht





**“How can events contribute to what ‘Perspective 2030’ wants to achieve: to have everyone in the Netherlands benefit from tourism?”**

“Focusing on events that reflect the DNA of a city or region reinforces the area’s profile. This applies especially to the priority of making the Netherlands attractive everywhere,” says Jos Vranken. NBTC Holland Marketing is aiming to put together events centered around a single theme in the form of a “theme year”. A theme year is developed by organizing several events that have a similar theme but that take place in various locations in the Netherlands. Examples include a focus on Van Gogh in 2015, ‘From Mondrian to Dutch Design’ in 2017, and ‘Rembrandt & the Golden Age’ in 2019. This concept stimulates the distribution of visitors throughout the country, just as it did in 2017 with the UEFA Women’s Championship.

Another inspiring example of an event that will distribute visitors throughout the country will be the Eurovision Song Festival in 2020. “Our advice was not to choose the capital city to host this event. Eurovision offers the Netherlands a unique opportunity to have a city other than Amsterdam attract international attention in order to contribute to a richer and more contemporary image of the Netherlands. We already know that Holding Eurovision in

other countries has had a huge effect on their tourism and image. And, since most Eurovision fans are already familiar with our capital city, this would be the perfect chance to have it promote another of our cities. We’re thus pleased that the city chosen was Rotterdam. It’s a good way to let everyone in the world know that there’s more to the Netherlands than its capital city.”





Sneekweek



### A country with short travel distances

In the context of Perspective 2030, the so-called HollandCity strategy aims to address the growing number of visitors by helping to distribute them over different periods of time and different locations. HollandCity informs visitors of the many interesting aspects of our country that can be experienced without travelling long distances. Although travel distances in the Netherlands are relatively short,

foreign visitors don't always realize how easy it is to visit various Dutch cities in a short length of time. But this is exactly what HollandCity wants to accomplish and, by doing so, to encourage foreign visitors to get off the beaten path and discover less familiar places. By having each city and region in the Netherlands make good use of its own qualities and tell its own story, we'll attract visitors to places throughout the country."



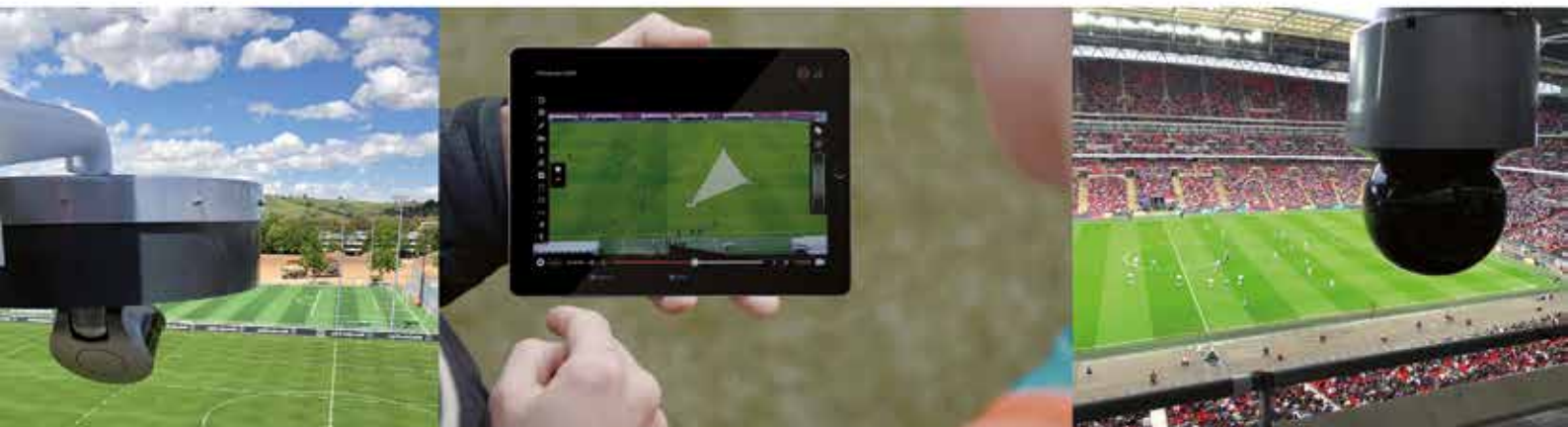
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# TEAM JUMBO-VISMA

*“Want to get better every day”*



A dream season. This is how Team Jumbo-Visma experienced the past cycling season. With 52 victories, the Dutch outfit was extremely successful. Primož Roglič finished as the number one in the world, Dylan Groenewegen crowned himself as the international king of victories and Steven Kruijswijk finished third on the podium in the Tour de France. Moreover, Roglič won the Vuelta a España with a fantastic performance. On top of that, the team took four stage wins in the Tour de France, including the prestigious team time trial in Brussels.

Team Jumbo-Visma wants to get better every day and employs the motto ‘winning together’. The ultimate goal is to structurally be the best team in the world. This becomes clear from the words of managing director Richard Plugge, commercial manager Sander Kruis, cyclist Robert Gesink and soigneur Gerard Spierings. They talk about the ins and outs of the successful team.

*“Also many opportunities abroad”*

When Richard Plugge took over the then Rabobank team at the end of 2012, he started a substantial reorganisation. It was a matter of survival in all areas. His Team Jumbo-Visma is now one of the best cycling teams in the world and he’s proud of it.

Formulating a vision for the future is what Plugge did first. *“What is our DNA, who do we want to be? Where do we want to go? I think it is very important that these matters are discussed with everyone in the team, that we include the staff in the plans. They are the ones who will actually implement these plans.”*

Due to the current successes, the brand recognition in the Netherlands has grown substantially. Team Jumbo-Visma also stands out abroad, says Plugge. *“There are many opportunities in the countries around us where cycling is also one of the biggest sports. The brand recognition is great and it is still growing. For our foreign sponsors it is good to see that we also come and visit their country of residence. The appeal is getting bigger and bigger.”*

The impact of the past dream season is enormous. *“There is a lot of demand for our team. It’s getting busier, more positive and*

*bigger. That’s nice and it is a good sign, but we’d like to keep doing what we’re doing. We want to be the best team in the world, in terms of organisation and sport. Everybody works very hard for this every day.”*

Team Jumbo-Visma is also active in the field of social engagement. *“With the establishment of the Team Jumbo-Visma Academy, we focus on stimulating young people to go cycling, in the context of encouraging them to exercise and do sports. The reach through school clinics, for example, is very large”,* the ambitious CEO concludes.

The man of the Dutch city of Leiden says that an open culture contributes to this. Currently, about 130 people work for Team Jumbo-Visma. *“Open and honest communication and wanting to improve every day are also very important. Everyone who joins the team is checked to see whether their DNA matches our core values. Whether it’s a rider or a mechanic, this applies to everyone.”*





# “The DNA of team and partner must always match”

About two years ago, 27-year-old Sander Kruijs was asked to become the new commercial manager of Team Jumbo-Visma. He took up this challenge with both hands; it was an opportunity not to be missed. Having started out as an intern, he is now an important link in the team.

In order to be in the forefront as a team, Kruijs is always on the go. *“Visiting congresses, attending relevant seminars, reading professional literature and following social media, for example, are all part of this. I also look at how other teams and other sports work. It is very interesting to follow the world in which you work outside your own organisation.”*

The popularity and great results of Team Jumbo-Visma also influence the commerce around the team. *“A few years ago, we had to make ourselves known. With the current successes, things have changed. Companies want to join us now. We want to continue to grow. The goal must always be to create added value. The team will continue to grow in the coming years, but of course commerce will have to remain at the same level. The trick is to be creative in this.”*

At Team Jumbo-Visma, ‘the best of the best’ is not good enough. *“We want to reach a higher level together. This certainly applies to partnerships as well. We want to continue to develop, continue to grow, we want to get better every day. These are our motives. Communicating well with each other, honouring agreements and always looking for solutions contribute to this. Being of service is also important. There is hardly any such thing as taking a ‘no’ for an answer. The basis for working together must always be in order”,* Kruijs continues.

According to the Dutchman, it is always about searching for a click, a match. *“The DNA of our team must match the intended partner. Together with the team, we enter into discussions and decide whether we want to continue with each other. It’s a matter of looking for the right match.”* Kruijs expects the team to enter into major partnerships in the coming years. *“The team will only become more expensive and bigger. This offers many opportunities for potential partners.”*



## “The bar keeps being raised”



A soigneur travels all over the world. The 59-year-old Gerard Spierings can confirm this. *“You travel all year round and you get in touch with many different cultures. That contributes to your development as a human being.”* It is clear that Spierings enjoys it. *“I’m blessed.”* His many years of experience as a soigneur is evidenced by the number of grand tours he did. *“Last season I did in the Giro d’Italia and the Tour de France. I’ve now done eight in total.”*

The 2019 season will go down in the books as a dream year. *“The victories are of course very special, but I see them more as an end product. I like the work: putting in the hours so that the riders can win.”* Spierings says that the scope of his work has grown ever larger. *“The bar keeps being raised. The details in the field of material and nutrition really count and can make a difference. In the past, it was guess-work sometimes, but that’s no longer the case. It’s working according to certain structures and that happens in great detail.”*

Spierings finds the best thing about his job to be the personal bond he builds with the riders. *“When you work closely with them, you really get to know them. You know how hard a rider has to work for his success. I love it when he manages to be successful. I talk a lot with riders about this when they are on my massage table. Moreover,*

*as a soigneur, your work is nicer when you know more about the rider. Then you know how to act at certain moments.”*

He is proud of his work at Team Jumbo-Visma. *“In the street, random people talk to me. They are talking about the great results of the team. That wasn’t the case a few years ago. At times like that, you feel very proud to be part of the current success story.”*





## “Team’s interest over my own”

33-year-old Robert Gesink is one of the most experienced riders of Team Jumbo-Visma. He has been with the team and its predecessors since 2006. He is proud to compete for the successful Team Jumbo-Visma.

*“I never really thought about joining another team”, Gesink says. “I’ve had good times for years, so you don’t just change teams. You must have the right mentality to be part of this team. Your character needs to match the team’s DNA. That is crucial.”*

The climber knows better than anyone that cycling is a real team sport. *“For years, I was allowed to go for my own chance as the leader in the big races. I have achieved good results and I am proud of that of course. At a certain point, you have to figure out whether you can commit to helping a real winner. I made that choice.*

*I think it’s wonderful to work hard for other riders. In the meantime, as an expert, I know exactly what they are experiencing.”*

The experience of cycling at Team Jumbo-Visma has changed, according to the man from the Dutch town of Varsseveld. *“We can now compete for the win in almost every race. With the best material, the best nutrition and the best facilities, we want to develop into the best team in the world. I am proud that I can contribute to that in my specific role.”*

Gesink concluded his season in the Japan Cup. *“In Asian countries, people are really fan of a team, not so much of cycling itself. Because we are advancing as a team, we get more and more attention. The team was very popular there. That was a great experience.”*



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‘By 2030 Fonds Gehandicaptensport\* is no longer necessary’

# FONDS GEHANDICAPTENSPOORT

**Fonds Gehandicaptensport’s managing director Nike Boor’s mission is simple and short: increasing the level of sports participation among handicapped people from 34 to 59 percent; identical to the level of non-handicapped people. “The Netherlands have 1.7 million handicapped inhabitants. One third of them practise sports once a week on average. One third doesn’t and will not do any sports, which is similar to the non-handicapped people. The last third would like to practise sports, but doesn’t do so yet. This last third is my primary target group – to activate these people to practise sports. We aim to achieve this by 2030. By then Fonds Gehandicaptensport should no longer be needed.”**

## Penetrating moment

‘In 1991 I joined the NIS - Nederlandse Invaliden Sportbond (Dutch Disabled Sports Association) as a finance expert. As a non-handicapped person, I used to play basketball and do cycling and was hardly occupied with handicapped sports, despite my job at the NIS. This changed completely when we were invited to play as a NIS-office team in a sitting volleyball tournament in Enschede. I entered the dressing room and suddenly faced all the prostheses. What an eye-opener that was. The next penetrating moment was at SailWise, an association organising water sports for the handicapped. I talked to a guy with a high paraplegia who was hoisted up in to the boat and sailed the boat together with his child. He explained he had had a motor accident and used to sail a lot in his early years. ‘This week here is the only time where I can be captain of my own life’ he said. He single handedly sailed the boat, be it with a small lifeboat nearby. At home, in his normal life, he needed help for every single thing he did. Through these encounters handicapped sports became much more important in my personal life.’

## Cast-iron concept

As managing director of Fonds Gehandicaptensport, Nike Boor is in charge of a 19 people strong organisation, divided in three departments: information, fundraising and grants. “Our annual budget is 5 million euros of which 1,5 million comes from the 1% FairShare® concept that we devised in 2008. We approached the hundred top sport sponsors in The Netherlands saying: ‘If you make just 1% more money available you can make handicapped sports available in The Netherlands’. In the meantime we have 33 partners, among them all big players like ABN AMRO, Rabobank, ING, Coca-Cola, Ziggo and KPN. We raise money with our own events like our annual golf tournament and the charity dinner as well as through private fundraising with clubs collecting money. On top of that we

receive funds through inheritances and from donors and organisations like Rotaryclubs.”

Twenty percent of the income is spent on office costs including personnel. The rest is paid out to sports organisations through grants. Boor: “That is our core activity: granting money. We judge grant applications, allocate subsidy or reject the application and justify our decisions. We support a few big events we support structurally, like Special Olympics Nederland and SailWise. Also the Mentelity Foundation and the Esther Vergeer Foundation are financially supported by us. Furthermore we initiate many projects together with the 1% FairShare® partners, like the ABN AMRO tennis tournament where wheelchair tennis is integrated, the FC Emmen

G-sports day together with the NAM and the KPN Schaatsvriendendag (Skating Friends Day).”

National visibility for handicapped sports is realised by the annual G-football day in August, organised by the Coaches Betaald Voetbal (CBV) and sponsored by ING, PwC, KNVB and Fonds Gehandicaptensport. Boor: “Building on the G-day we recently, on our own initiative, started a project together with ING and KNVB to stimulate local clubs to also offer G-football. Clubs can get a three year grant to get started with G-football. Moreover we have incentive subsidies, meant to improve quality within a club or organisation by management training or adapted materials, for example.”



### Charity dinner for the handicapped sports

Nike Boor's showpiece is the annual Benefietdiner, Charity Dinner for the Handicapped Sports, organised by Fonds Gehandicaptensport. An evening where 500 guests stand behind the handicapped sportspersons as one team. Recently, on the 29th of October, the thirteenth edition of the Benefietdiner yielded a net amount of € 439.000. Boor: "The Benefietdiner is one of our annual peak moments. Each year we provide a good and substantive programme. This time we had an interactive quiz and a lot of attention to the election of the Uniek Sporttalent (Unique Sporting Talent). Winners from three categories were honoured by the evening's host Humberto Tan and members of the jury Jetze Plat (Paralympic Triathlon champion) and Annelies Pleyte (Managing Director Sports – Ministry of Health, Welfare and Sport)."



### Uniek Sporten

Four years ago Boor experienced a career-dip and considered different fields of activity. The main reason being the abolition of the handicapped sports as a separate sports association in 2000. The integration had mainly advantages, but also one big drawback: associations and clubs were not allowed to register whether their members are handicapped; all members are equal. By this rule the disabled sportspeople were not only dispersed, but had technically become invisible. During that time Boor met Arjo Wijnhorst who had created a digital platform in the province of Gelderland, called Uniek Sporten. With the Uniek Sporten platform supply and demand of handicapped sports were brought together. "A brilliant idea. I asked Arjo to join Fonds Gehandicaptensport and roll out Uniek Sporten nationally." Uniek Sporten really hit the mark and gave a big boost to the handicapped sports. Boor: "Since the launch in September 2017 the platform (website and app) has been used by 800.000 unique visitors. We have almost national coverage, so almost 100% of all sports facilities can be found on Uniek Sporten. Imagine, this means 3.500 to 4.000 different initiatives, clubs, associations and others."

### ParaPaard

Fonds Gehandicaptensport is active in all types of sports, including equestrian sport. Boor: "At Fonds Gehandicaptensport you can set up your own Sportfonds op Naam (registered sports fund). As founder of a Sportfonds op Naam you determine where your money goes, provided this is consistent with the overall objectives of Fonds Gehandicaptensport. A successful example of such a Sportfonds op Naam is

ParaPaard. In 2013, Mariëlle Wiegman took the initiative to set up an organisation to offer financial and operational support to clubs and associations that provide activities with horses for handicapped people. It's magnificent to see the steps taken since the start of this Sportfonds op Naam."

Sportfonds ParaPaard is committed to structurally enable horse riding for handicapped people. In The Netherlands over 60 organisations offer such activities with horses, the majority of them riding schools. Often the extra costs of accessories for enabling handicapped people to start horse riding cannot be paid from the day to day operation. For this they can appeal to ParaPaard. Examples of important accessories are boarding platforms, hoists, adapted harnesses, ramps and pull-out beds.

ParaPaard completely depends on donations. An enthusiastic team of volunteers actively raises money for adapted equestrian sports all year round. The team also determines targeted spending to make the equestrian sport more accessible. ParaPaard is the charity of various equestrian events in The Netherlands. ParaPaard's figureheads are the mascots Karel'tje and Karolientje.

For more information on ParaPaard, please refer to [www.paraPaard.nl](http://www.paraPaard.nl).







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# 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 13 Dutch and Chinese multinationals. The NAHSS aims to strengthen the ties between the Netherlands and China, by yearly offering 100 excellent Dutch bachelor students the opportunity to experience China on an academic, business and cultural level.



## Our China-oriented ABC Programme

### Academic:

- Attending an international summer school at a prestigious university in Beijing, Chengdu, Hong Kong or Shenzhen

### 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 Culture week in Shanghai

### Culture:

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

## Who are our participants?

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



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amazing, global-minded group*

**- NAHSS participant 2019**

## The NAHSS in numbers:

- Top 100 Dutch bachelor students yearly selected by i.a. McKinsey & Company
- Over 700 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





# Community Building in the First WePark



*A consultancy project conducted for OSF by 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 (OSF), supervised by Rick Slegers (Project Manager at OSF). The team investigated the quality of the first ever built WePark in Chengdu and its life-style implications for the locals living nearby. It interacted with the local children, interviewed professionals about Chinese sport culture, and discussed ideas with the trainers in the park to create an overall image of the WePark potential.



Based on the results, it was concluded that there is large potential for the Chengdu WePark. The economy is expected to grow and the Chinese (local) government is investing in football to increase their performance, leading up to the Asian Cup being hosted in China in 2023. This event will hopefully create momentum for more WeParks to be built. We noticed that the locals enjoy the WePark very much and the daily trainings are positively received.

However, football itself might only be half of the fun as community building was one of the WePark's great externalities. Parents and grandparents come together at the WePark, and while the children are playing, they connect as they would not do so without the WePark. We foresee great potential for future WeParks to stimulate both leisure time and exercise as well as community building

## 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 so we, together with other NAHSS-participants in Chengdu, decided to play some football with local Chinese students. In the beginning, the contact was a bit hesitant from both sides, especially seeing a girl playing football, but after a while, everyone loved some friendly competition and we played for two hours straight. This taught us that culture and language barriers are so easy to surpass while playing sports together. Sport is a true way of uniting people, regardless of race, nationality or language."

-NAHSS participant 2019

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*NAHSS students are motivated, enthusiastic and well-educated students with a serious interest for the Chinese (business) culture.*

**- Rick Slegers**

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## 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. In a business meeting, you will only talk actual business when the "bigger party" initiates this, which could even be only the next day, after a meeting with just dinner and friendly conversation. Patience, trust and loyalty are key in Chinese business, which is good to keep in mind when negotiating with Chinese (potential) partners."

- NAHSS Participant 2019

# Become our Partner



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Honours Summer School

*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?

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- 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 i.a. 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 students and alumni

- Build strong and long-term relations with our 700 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 multinationals, universities, and Dutch Ministries

Contact us: [info@nahss.nl](mailto:info@nahss.nl)  
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# The best solution to your strategic issues



In sports, the strategic issues faced are multilayered and complex. The economic, political and social interests involved in such, require a clear-headed approach. A solution examined from a wide variety of angles. A solution demonstrably better than its available alternatives.

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# CONNECTING NETWORKS AND MAKING THE SPORTS LANDSCAPE MORE TRANSPARENT

The Netherlands have a unique federation structure, in which Dutch sports federations are connected to each other by means of the national sports umbrella organisation NOC\*NSF. In addition to the sports federations, there are many different organisations that deal with sports-related issues on a daily basis. Examples include companies (e.g. synthetic turf suppliers & sports marketing agencies), knowledge institutes (e.g. training courses for sports instructors & sports management) and authorities (e.g. ministries & municipalities). There are various organisations that represent a few of these stakeholders, but in order to achieve greater integration of the whole sports landscape while also making it more structured, OSF, Sports & Technology and the FGHS decided to work together.

OSF, Sports & Technology and the FGHS (an umbrella organisation for sports suppliers) signed a strategic partnership in 2018. As a result, their networks have merged and there is now a representative voice for the whole Dutch sports landscape, to the benefit of organisations in the field. Through their cooperation, the three participants will contribute to strengthening the sports sector at regional, national and international levels.

## Connecting Networks

The coming together of the OSF, Sports & Technology and FGHS networks created a combined network of more than 500 sports-related organisations and companies that can take advantage of each other's experience and exchange knowledge.

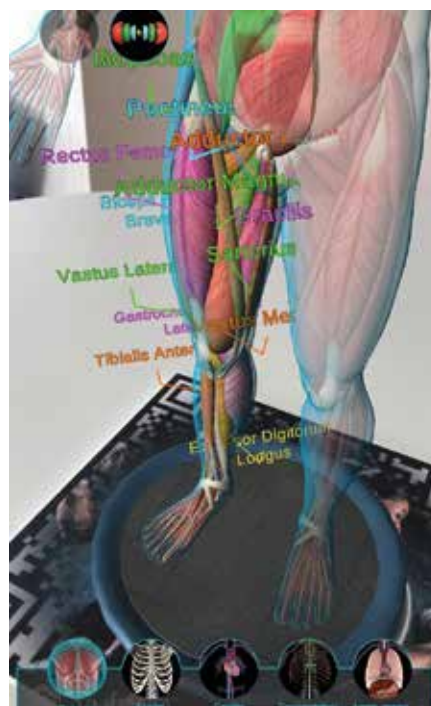
The OSF network focuses mainly on Dutch sports-related companies in the fields of hardware (stadium construction, artificial grass etc.) and software (marketing, training/coaching etc.). OSF has built up a network of over 300 companies, from multinationals to SMEs and startups.

The Sports & Technology cluster focuses on connecting companies, knowledge institutions, governments and FieldLabs in order to support and stimulate innovations in sport.

The FGHS network now consists of more than 140 sports suppliers, with a focus on sportswear, sports articles and other sports-related accessories. The network consists of

manufacturers, agents, importers, brands and wholesalers and ranges from companies like Nike and Adidas to local importers and agents. The FGHS represents a turnover of ± €2 billion in the sports sector.

Together, OSF, Sports & Technology and the FGHS form a large and complementary network within Dutch sport. This provides a powerful voice that can hold conversations with, for example, sports associations, governments and international parties, and can offer external organisations a simple point of contact for the whole Dutch sports landscape.



## About Sports & Technology

The Sports & Technology cluster is an open network that includes companies, knowledge institutes, sport FieldLabs and representatives of government. Participants from these four areas work together to build a vital sporting society and generate economic and social impact. They do this with technology and open innovation as the driving force, building on the strength of the Brainport region.

For more information, please see:  
<https://sportsandtechnology.com/>



## About Orange Sports Forum

Orange Sports Forum (OSF) is a platform for promotion of companies, organisations and institutes connected with Dutch sport. It incorporates both 'hardware' (infrastructure and premises) and 'software' (training, coaching, education and sports marketing). OSF maps out opportunities for Dutch companies and provides a platform that brings Dutch companies and institutions into contact with customers and potential partners from new markets. OSF now has a network of more than 300 companies and institutions.



For more information, please see:

<https://www.orangesportsforum.com/>



### A clear view of the whole sports landscape

In the context of incoming and outgoing sports missions, the fact that the whole Dutch sports landscape is represented through this cooperation has been well received by foreign delegations, but also by Dutch organisations. In addition, each of the cooperating parties has its own expertise:

- **OSF:** Encouraging business internationally
- **Sports & Technology:** Innovation and value creation for sports and vitality
- **FGHS:** Promoting the interests of the sports sector

This cooperation and division of roles makes the sports landscape a lot clearer for national and international stakeholders, as has been shown repeatedly.

### Origin of the cooperation

The cooperation arose out of joint activities undertaken by the participants, such as an incoming mission from ASTN (Australian Sports Tech Network) to the Netherlands, which included a visit to the Sports & Technology cluster. This visit was organised jointly by all three cooperating parties, creating a nice synergy and immediately giving rise to added value for the Australian delegation.

A similar approach was successful when a Chinese delegation visited the Netherlands on OSF's initiative. Here, too, OSF, S&T and the FGHS collaborated to put together a programme and present themselves powerfully to the Chinese



delegation. In the future, this will not only be the case for incoming missions, but also for outgoing missions and trade fair visits.

More recently, a visit to Barcelona took place. OSF organised a mission and visited the sports company cluster INDESCAT, one of its partners in the many sports innovation projects that it pursues at national and EU level.

During this visit, Dutch companies had the opportunity to introduce themselves at the Euro Hockey League in Barcelona and at the business programme organised by OSF. The latter involved engagements with FC Barcelona, the FC Barcelona Innovation Hub, INDESCAT and the Dutch business network in Barcelona called 'De Kring'. This programme offered Dutch companies an excellent opportunity to get in touch with local stakeholders in the field of

sport and to introduce themselves to potential customers or other relevant parties. During the mission, two partnerships were also concluded with the Euro Hockey League.

There is a need, both within the Netherlands and internationally, to further structure and organise the sporting landscape. Various steps have already been taken to this end, and, in the future, it will be pursued in greater depth with the aim of connecting more participants with each other.

## About FGHS

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

For more information, please see:

<https://fghs.nl/>



## SME cooperation projects – SMEs innovating for attractive market opportunities

In recent years, the Sports & Technology cluster has worked with more than 120 SMEs on innovations in sport and vitality. This colourful selection of companies is diverse and yet complementary in terms of focus and target group. What motivates them is the search for perfection, the desire to solve problems or overcome obstacles and the goal of putting new technological advances to use

(e.g. sensors, cameras, big data, the cloud). However, their innovations not only benefit top athletes but also spectators, amateurs, youth and the disabled. New alliances have emerged, and, as a result of active networking and the exchange of knowledge, many more cross-pollinations will take place. Some companies are in the product development phase, others are still being tested against the

market, and yet others have been brought to the market for real.

**YOU.FO** is an example of a young company in this category. They are bringing a new sport to the international market and, working with them, the Sports & Technology cluster has further developed Internet tools and game materials.

## VLL-project – Innovating for Sport and Vitality

Sport and exercise for vitality are becoming more and more important in a society where prosperity diseases such as type 2 diabetes and heart failure are on the increase. With the Vitality Living Lab project, 16 partners

(living labs, knowledge institutes, companies and government) in the Sports & Technology cluster are working together to promote a healthy, active lifestyle with innovative solutions and to strengthen our regional

innovation ecosystem. The central question motivating them is how smart technology can make sport and exercise easier or more fun. The approach is strongly practical: solutions that can be verified and used in practice are devised through the smart use of data and by focusing on real-life situations and people. This collaboration has also led to the development of various tools that can be used to devise solutions to vitality problems. For example, the cluster partners used a hackathon to encourage students to come up with answers to vitality-related challenges. They also organised an accelerator program to help companies that develop vitality products make progress in the market. In addition, they organised a workshop with companies, knowledge institutes and representatives of government that sought a solution to a vitality issue of importance for the public.



## Nano4Sport – Smart sensor technology for sport and virtuality

Technological innovations have a major impact on the way we enjoy sport and exercise. The Sports & Technology cluster operates from the Brainport region, and a key characteristic of that region is its attitude of open innovation. Where possible, the cluster also seeks cooperation across borders to achieve a level of excellence that delivers real economic and social impact. The Nano4Sports project is an example of just such an international cooperation, supported in this case by the Interreg programme Netherlands-Flanders. The project uses sensor technology to create smart, innovative solutions that enable us to exercise safely, better and for longer.



**Reliable, Sustainable and Innovative**

*Recreational Systems International packages innovative construction and maintenance solutions for sports fields and infrastructure into concepts. "There is much more to gain from an all-inclusive eco-friendly approach towards building, maintaining and removing sports surfaces and infrastructure than ruthlessly pursuing the financial bottom line," says Arnoud Fiolet.*

The final months of 2019 have made it clear that 2020 will be a watershed for venue owners and municipalities around the globe. "It has become evident that society no longer tolerates the abuse of nature and natural resources in a quest for profit," says the managing director of Recreational Systems International. He points to a moratorium on infrastructural projects in the Netherlands as an example. "In July this year the Dutch government issued a directive that has made it virtually become impossible to break ground for infrastructural projects where soil is replaced to construct a subbase. I wouldn't be surprised if other countries followed suit." As RSI has anticipated the new trend for sustainable sports infrastructure and maintenance methods, the catalogue is packed with innovations that have a common denominator: all-in-one concepts that deliver reliable and sustainable sports infrastructure.

**Stadium concept**

The RSI stadium concept focusses on delivering and maintaining a quality stadium field. "We offer everything needed to achieve the best possible natural or artificial turf surface in any venue. Our portfolio ranges from low energy pitch heating and cooling technologies to grass grow and sustainable maintenance equipment," says Fiolet. Cutting edge technologies like UV-C light, which has a 98% success rate in keeping grass surfaces free from algae, fungi and diseases, to LED grass grow technology dominate the RSI portfolio. "Our LED grass grow system is the only system that can be used for stimulating the rootzone as well as for leaf growth." It is an energy-conscious technology that delivers adequate support with pinpoint accuracy. Pinpoint accuracy also best describes water usage in the RSI Hydro Artificial Turf System (HATS). "This revolutionary concept uses mineral wool to manage water in the subbase of a field. It absorbs excess water and releases it into the top-layer when needed." Other ground-breaking technologies are the drainage systems, hybrid grass surfaces, turf covering technologies and turf protection systems. "The latter have even been used for the Olympics." However, it is the Base Panel that stands out of all products RSI offers. "This shock-absorbing layer, made of recycled plastic, enables us to install a quality pitch on any surface without disrupting the location," Fiolet explains. Where most artificial turf surfaces require the replacement of 50 centimeters of soil, the Base Panel only requires the top 10 centimeters to be worked.

**Multicourt concept**

The Base Panel is also a key element of the Multicourt concept. "It has enabled us constructing constructed playgrounds and mini-courts on rooftops and in parking lots," Fiolet continues. Perhaps the RSI Skills Parks and Athletic Skills Tracks are the biggest beneficiaries. "These small-sided fields have obstacle courses and

exercises tufted into the field. They have become a popular way for clubs to expand training capacity, improve players and offer something exciting to members." RSI installs these mini pitches with boarding and netting to protect spectators. "Tutorials on the boarding are self-explanatory. A modular concept is available for roadshows or marketing purposes." Based on the requirements, RSI can also recommend their Sports Panels. "These hardcourt titles provide flooring that can be used for hockey, tennis, basketball and many other sports. They have been finished with a special coating that makes them suitable for both outdoor and indoor usage."

**Airdome concept**

Clubs and municipalities often start with an RSI Multicourt concept before moving on to an RSI Airdome concept. "The temporary nature of Airdomes means that they don't require permits or permissions often associated with brick and mortar structures. Our Airdome concept delivers a fully kitted temporary indoor facility." The domes are made of high quality but translucent fabric. "They can be delivered with LED floodlighting and a heating system to improve the indoor climate and conditions." The concept also includes Sports Panels for clubs that don't have an adequate floor for indoor activities. Grouping items together into concepts makes sense, Fiolet says. "Investing in a surface or facility is only the first step. Your collective tools for operating and maintaining the surface will make a difference. Considering those upfront will save you resources and time."



*RSI installed total-concept at HOD Valkenswaard, which includes flooring and LED floodlights as well.*



*RSI double membrane installation: HOD Valkenswaard*



*RSI's fully automated LED grass grow system is currently being installed at Schalke FC in Germany.*



*RSI Skills Park concept to add training capacity and offer members something new and exciting.*



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The Feyenoord Academy is known worldwide as one of the best football development systems, having produced many talented players. Feyenoord International offers programs for ambitious players and coaches to experience youth football at the highest level. We do this by sharing and applying the methodology used within the Feyenoord Academy. The new Feyenoord Academy was officially opened in August 2019. This new accommodation contributes to the professional training environment that Feyenoord wants to offer its youth players.

# FEYENOORD INTERNATIONAL, HERE TO EMPOWER

Feyenoord International stands for a high-quality learning experience for participants in all our international programs. With these programs we aim to provide both coaches and youth players with unique opportunities.



Feyenoord offers them the opportunity to showcase their talent, to learn more about the beautiful game of football and to communicate with both their peers and our qualified International Development Coaches.

The main goal is to contribute to the development of global football. We do this by making our knowledge and experience available to our partners. Our international programs are designed to provide academy staff with the right tools to boost their personal development as well as the development of the academy curriculum and the development of their players.



Feyenoord is structurally active in China, Dubai, Egypt, Jordan, Poland, the United States, Canada, Lithuania, Latvia, Japan and Vietnam. In addition, Feyenoord Camps are organized annually in three different continents while we welcome teams, coaches as well as other delegations at our academy in Rotterdam.

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▲ Picture: Mihai Stecu/Red Bull Content Pool

Red Bull gives you Wings

**IN EVERY TASTE**

Red Bull can be found wherever top athletes are. Snowboarding, BMX, Soccer, Motocross, Hockey, Rowing, Formula 1 and Beachvolleyball are just a couple of examples of the range of top sports that Red Bull supports. It is not only the drink that gives wings to the top athletes, but also the countless possibilities that Red Bull offers them.



▼ Picture : Remko de Waal/ Red Bull Content Pool - Victory of Orange at the Motocross of Nations 2019





### World Title

Jeffrey Herlings and Glenn Coldenhoff, two highly admired athletes who are members of the Red Bull family. This year they won the Motocross of Nations in Assen for the Netherlands together with Calvin Vlaanderen. Also these athletes compete in the Red Bull Knock Out, an unique event happening every 3 years at Scheveningen beach.

During the sixth edition, Herlings had to take gas back after his big GP win, and Nathan Watson and Glenn Coldenhoff took the lead. Coldenhoff had finished 3rd in the previous edition, followed by Nathan Watson and winner Herlings.

By the way, Herlings won his first motocross world title during the Dutch MXGP round last year. World titles and championships: many of these facts make these men to look up to.

Last year the sixth edition Red Bull Knock Out took place in Scheveningen. The event department of Red Bull, in close collaboration with the The Hague municipality and local authorities transformed the Pier into an event area hosting 70.000 spectators. The beach was used and rebuild into the heaviest motoX beach race in the world, with a 1000 riders to compete. Afterwards the sustainability team of Red Bull made sure the beach was left in a cleaner then it was found.

### Amateurs en Pro's

Any motocross rider was allowed to participate; young, old, amateur or pro. This resulted in a magnificent view from the pier and according to many media "a wonderful chaos".

Aside from the fact that this is a unique opportunity to get your motorcycle off the beach at Scheveningen, you also get to face the real pros and motocross heroes on the track. Red Bull Knock Out is ten again the most difficult cross track in the world to compete against the big world top.



▲ Picture: Future7media/Red Bull Content Pool

Each edition, there are a thousand starting |places available for the Knock Out. In the last edition, all one thousand starting places were given within 39 minutes. The number of spectators has risen sharply, on eventday the #redbullknockout was trending on social media, and the event raised over 200 TV coverage items across the world (1. Netherlands, 2. United States, 3. France).



▲ Picture: Ydwer van der Heide/Red Bull Content Pool

### Breaking Boundaries

When the biggest storm of the year hits the Netherlands, then Red Bull organizes the most extreme kiteboarding event in the world. Flying sand and blistering wind. For many people those are two big reasons to avoid the beach, but for worlds best kitesurfers these are the perfect weather conditions. Red Bull creates, in these challenging weather conditions, an event that is a safe playground for the athletes. The event was paused two years in a row: the weather conditions were not good enough. From the 1st of April until 1st of November the best international kite surfers are eager to get a green light for Red Bull Megaloop. They finally got a green light last June. All 16 kite surfers rushed to the beach as quickly as possible.



▲ Picture: Jarno Schurgers/Red Bull Content Pool

During Megaloop, the kite surfers get the chance to perform - literally and figuratively - an intensely high level of tricks. The jury, sitting on a few layers of containers, assess the kites on their tricks, height, extremity and style. The kite surfers are, as it were, launched by the intense storm, and can reach as high as 25 meters and 100 meters.

Start of the Red Bull Knock Out 2018

▼ Picture: Future7media/Red Bull Content Pool



In the end, South African Ross Dillon Player could call himself this year's Megalooper, followed by Oswald Smit, Red Bull athlete Lasse Walker and Liam Whaley.

Red Bull Athlete Lasse Walker won the Red Bull Megaloop challenge in 2015 and that fact immediately started his career. *"It went very quickly from a hobby to a professional career,"* said Lasse Walker.

Lasse Walker has been Red Bull Athlete since 2015 and is currently one of the best kite surfers in the world. *"Red Bull has already meant a lot to me, but they also give me the little things. For example when I was in Cape Town I had a lot of problems with my back. I went to a lot of physios at the time, but I couldn't find anyone who could really help me. I then called the Athlete Manager of Red Bull and I was immediately sent to the Athletes Manager of South Africa. Here I received very good help and I could go straight to a good physio,"* says Lasse Walker.

**"When I was young I already saw that Red Bull sponsored the greatest Athletes. I found the whole world of Red Bull super inspiring and this certainly played a role in my motivation "**

What does Lasse dream of? *"I have always found content creation very cool. It seems super cool to make a kite production in the real extreme Red Bull way, but an informative one with a voice-over that everyone in the kite world will find bold."*



Picture: Sebastian Marko/Red Bull Content Pool

### Golden Combo

It is not only the 'extreme sports' that are given wings to. Beach Volleyball players Alexander Brouwer and Robert Meeuwssen have been a golden duo since 2011. Brouwer / Meeuwssen has since become one of the longest playing duos in the Beach Volleyball world. In 2011, the duo was not allowed to participate in the World Cup and did not make it to the Olympic Games, but in 2013 they became world champions. That last medal completed the contract with Red Bull. Shortly thereafter, the two men won several Grand Slam victories and then won the Olympic bronze in Rio de Janeiro in 2016. A nice portfolio.

*"Besides the help in the field of dieting, the contact with other Red Bull athletes and unique experiences such as piloting a helicopter, "being a Red Bull athlete" gives me wings. I think the quality and exclusivity that you radiate as a Red Bull athlete is fantastic "*, says Alexander Brouwer.

With beach volleyball you don't immediately think of an extreme sport that belongs to Red Bull. Yet Alexander Brouwer thinks so. *"Beach volleyball is a bit in between extreme and mainstream. My sport is fast, energetic and full of power. These are actually all elements that fit with Red Bull. It is an honor for me to be part of*

*a select group of elite athletes. I am grateful for the experiences I would not have experienced without Red Bull, and the support they give towards my ultimate goal: Olympic Gold. "*

Due to misperceptions, the Energydrinks products are sometimes frowned upon in newsmidia. *"People are becoming more aware of the functionality of the drink. You do not only drink a can when you jump out of a space capsule, but also just when you go for a run, or before that important meeting at the end of your day. What matters is planning your energy usage at the right time of the day when you need it. I think the media should focus on that"* says Brouwer.

Red Bull gives wings in different tastes. It's increasingly responding to innovative sports that are not "mainstream". For example, at the end of October 2019 the quite new event Red Bull Next Gen Open took place in Rotterdam. Red Bull Next Gen is a renewed tennis tournament with different rules than normally played: it is played in accelerated sets. *"In the future I would also like to organize a Beach Volleyball event with Red Bull. At a unique location in a unique format"* says Brouwer.



Picture: Mihai Stetcu/Red Bull Content Pool

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**Choices Programme**  
Postbus 10218, 2501 HE, Den Haag [www.choicesprogramme.org](http://www.choicesprogramme.org)

**Coaches Betaald Voetbal**  
Postbus 1, 8000 AA, Zwolle [www.coachesbv.nl](http://www.coachesbv.nl)

**Compra**  
Haagweg 4F10, 2311 AA, Leiden [www.compra.nl](http://www.compra.nl)

**Consulates of the Kingdom of the Netherlands**  
Bezuidenhoutseweg 67, 2594 AC, Den Haag [www.government.nl](http://www.government.nl)

**Content Stadium BV**  
Vlieguitstraat 28, 1059 CL Amsterdam [www.contentstadium.com](http://www.contentstadium.com)

**Corbel Partners B.V.**  
High Tech Campus 32, 5656 AE Eindhoven [www.corbelpartners.com](http://www.corbelpartners.com)

**Coresta Sports**  
Science Park Eindhoven 5008, 6592 EA, Son [www.coresta.nl](http://www.coresta.nl)

**Creazi sportivo**  
Sint Jacobstraat 19, 1811 BN, Alkmaar [www.creazi.nl](http://www.creazi.nl)

**Crown Licensing Holding B.V.**  
Postbus 75800, 1118 ZZ, Amsterdam-Schiphol [www.crownlicensing.com](http://www.crownlicensing.com)

**Cruyff Foundation**  
Olympisch Stadion 5, 1076 DE, Amsterdam [www.cruyff-foundation.org](http://www.cruyff-foundation.org)

**Cruyff Institute**  
Laan der Hesperiden 118, 1076 DX, Amsterdam [www.cruyffinstitute.nl](http://www.cruyffinstitute.nl)

**C Sharp Sports**  
Computerweg 39, 3821 AA, Amersfoort [www.csharpsports.com](http://www.csharpsports.com)

**Datawiresport**  
Randstad 2250, 1316 BZ Almere [www.datawiresport.nl](http://www.datawiresport.nl)

**DAV Products**  
Edelgasstraat 58, 2718 TH, Zoetermeer [www.dav-products.nl](http://www.dav-products.nl)

**DBT HOLLAND**  
Papehof 24, 1391 BG, Abcoude [www.dbt.nl](http://www.dbt.nl)

**De Boer Tenten**  
Laanenderweg 11, 1812 PW, Alkmaar [www.deboer.com](http://www.deboer.com)

**DLL**  
Vestdijk 51, 5611 CA Eindhoven [www.dllgroup.com](http://www.dllgroup.com)

**Descol sports surfaces**

Duurstedeweg 7, 7418 CK, Deventer [www.descol.nl](http://www.descol.nl)  
**Designgoed**  
Cornelis Kettelstraat 47, 2806 SL, Gouda [www.designgoed.com](http://www.designgoed.com)

**Desso Sports BV**  
Postbus 215, 5340 AE, Oss [www.dessosports.com](http://www.dessosports.com)

**Digifit BV**  
Achterburgwal 55-1, 1012 DB, Amsterdam [www.digifit.eu](http://www.digifit.eu)

**DoorZarabia**  
P.O. Box 282, 7770 AG Hardenberg [www.doorzarabia.nl](http://www.doorzarabia.nl)

**DRK Interim Management & Consultancy**  
Kroeskarperlaan 90, 2215 XR, Voorhout [www.drk-management.nl](http://www.drk-management.nl)

**Dutchblue World B.V.**  
Kattenburgerstraat 5, 1018 JA Amsterdam

**Dutch Cycling Embassy**  
Trans 3, 3512 JJ, Utrecht [www.dutchcycling.nl](http://www.dutchcycling.nl)

**DVC machinevision**  
Minervum 7069, 4817 ZK Breda [www.machinevision.nl](http://www.machinevision.nl)

**EA Media**  
Sint Willibrordusstraat 5-II, 1074 XH, Amsterdam [www.eamedia.nl](http://www.eamedia.nl)

**EEN**  
Prinses Beatrixlaan 2, 2509 AC Den Haag [www.enterpriseeuropenetwork.nl](http://www.enterpriseeuropenetwork.nl)

**Edel Grass B.V.**  
Fabrieksstraat 13, 8281 BW, Genemuiden [www.edelgrass.com](http://www.edelgrass.com)

**EGG International B.V.**  
Saturnusstraat 15, 2516 AH, Den Haag [www.egghelmets.com](http://www.egghelmets.com)

**Embassies of the Kingdom of the Netherlands**  
Bezuidenhoutseweg 67, 2594 AC Den Haag [www.government.nl](http://www.government.nl)

**Embedded Fitness**  
Kapelweg 11, 5756 AJ, Vliedren [www.embeddedfitness.nl](http://www.embeddedfitness.nl)

**Emergomed**  
G.D.Jordensplein 21, 7417 ZR, Deventer [www.emergomed.nl](http://www.emergomed.nl)

**Endemol Shine**  
MediArena 2, 1114 BC Amsterdam-Duivendrecht [www.endemol.nl](http://www.endemol.nl)

**E-Sites**  
Reditlaan 29, 4814 DC Breda [www.e-sites.nl](http://www.e-sites.nl)

**Equilog**  
Driesweg 10, 5455 RB Wilbertoord [www.equilog.nl](http://www.equilog.nl)

**Eurobrasil Ltda.** [www.eurobrasilcomercio.com.br](http://www.eurobrasilcomercio.com.br)

**Eurocollege**  
Westblaak 139, 3012 KJ Rotterdam [www.eurocollege.nl](http://www.eurocollege.nl)

**European Turf Group**  
Dragonder 13C, 5554 GM Valkenswaard [www.europeanturfgroup.com](http://www.europeanturfgroup.com)

**Exo Ligament B.V.**  
Molengraafsingel 12, 2629 JD, Delft [www.exoligament.com](http://www.exoligament.com)

**Faber Audiovisuals**  
Hemmemaaweg 22, 9076 PH Sint Annaparochie [www.faber-av.com](http://www.faber-av.com)

**Fagus Projectmanagement & Advies B.V.** [www.fpma.nl](http://www.fpma.nl)

**Fan Engagement** [www.fanengagement.nl](http://www.fanengagement.nl)

**Feyenoord Rotterdam**  
Van Zandvlietplein 3, 3077 AA, Rotterdam [www.feyenoord.nl](http://www.feyenoord.nl)

**FGHS**  
Plesmanstraat 1, 3833 LA Leusden [www.fghs.nl](http://www.fghs.nl)

**Flexbord**  
Humberto Delgadooplein 1, 1102 JL Amsterdam-Zuidoost [www.flexbord.com](http://www.flexbord.com)

**Flexotels BV**  
Zessprong 14, 5684 NV, Best [www.flexotels.com](http://www.flexotels.com)

**Fontys**  
De Lismortel 25, 2512 AR Eindhoven [www.fontys.nl](http://www.fontys.nl)

**FootGolf Holland**  
Het Jaagpad 16, 3461 HB, Linschoten [www.footgolfholland.com](http://www.footgolfholland.com)

**FreeSense Solutions**  
Meerenakkerplein 21, 5652 BJ Eindhoven [www.freesense-solutions.com](http://www.freesense-solutions.com)

**Game On Technologies**  
Stationsplein 27, 6221 BT Maastricht [www.game-on-technologies.com](http://www.game-on-technologies.com)

**Gemeente Amsterdam**  
Postbus 202, 1000 AE, Amsterdam [www.amsterdam.nl](http://www.amsterdam.nl)

**Gemeente Rotterdam Dienst Sport en Recreatie**  
Postbus 33100, 3005 EC, Rotterdam [www.rotterdam.nl/sportenrecreatie](http://www.rotterdam.nl/sportenrecreatie)

**Glevmo Mobility Management**  
Graf-Adolf-Platz 15, 40213, Düsseldorf (D) [www.levmo.com](http://www.levmo.com)

**G3 Presents**  
Sarphatistraat 706, 1018 AV, Amsterdam [www.g3presents.com](http://www.g3presents.com)

**Global Dressage Analytics**  
PO Box 86, 5490 AB, Sint-Oedenrode [www.globaldressageanalytics.com](http://www.globaldressageanalytics.com)

**GP Smart Stadium**  
De Scheper 312, 5688 HP, Oirschot [www.gpsmartstadium.com](http://www.gpsmartstadium.com)

**Gracenote Sports**  
Binnenwal 2, 3432 GH, Nieuwegein [www.gracenote.com/sports](http://www.gracenote.com/sports)

**Grass Valley**  
Bergschot 69, 4817 PA Breda [www.grassvalley.com](http://www.grassvalley.com)

**Greenfields BV**  
Nylonstraat 7, 8281 JX, Genemuiden [www.greenfields-kunstgras.nl](http://www.greenfields-kunstgras.nl)

**Grouve Sports Management Group**  
Postbus 40, 7468ZG, Enter [www.grouve-sport.com](http://www.grouve-sport.com)

**Grupo Eurobrasil / Hollabrazil Ltda.**  
Lauwers 3, 5032 ZD, Tilburg [www.hollabrazil.com.br](http://www.hollabrazil.com.br)

**Hafkon**  
Schimmink 18, 5301 KR, Zaltbommel [www.hafkon.nl](http://www.hafkon.nl)

**Han van den Wijngaard Motorsports Consultancy**  
Dokter Bauerstraat 5, Gorinchem [www.linkedin.com/in/hanvandenwijngaard](http://www.linkedin.com/in/hanvandenwijngaard)

**Happy Idiots**  
Keizersgracht 24, 5611 GD Eindhoven [www.happyidiots.nl](http://www.happyidiots.nl)

**Hazenberghoefsluot**  
Esschebaan 25, 5282 JK Boxtel [www.hazenberghoefsluot.nl](http://www.hazenberghoefsluot.nl)

**Henko A&T B.V.**  
Graafschap Hornelaan 184, 6004 HT, Weert [www.henko-at.nl](http://www.henko-at.nl)

**Herculan Sports Surfaces**  
Postbus 46, 4230 BA, Meerkerk [www.herculan.com](http://www.herculan.com)

**Heras**  
Hekdam 1 5688 JE Oirschot [www.heras.nl](http://www.heras.nl)

**Hof Hoorneman Bankiers**  
Verwersstraat 26, 5211 HW Den Bosch [www.hoffhoorneman.nl](http://www.hoffhoorneman.nl)

**Hogeschool van Amsterdam**  
Postbus 22575, 1100 DB, Amsterdam [www.hva.nl](http://www.hva.nl)

**Holland Brazil**  
Coolingel 104, 3011 AG Rotterdam [www.hollandbrazil.com](http://www.hollandbrazil.com)

**Holland Brazil Business Consulting Group**  
Strawinskylaan 3051, 1077 ZX, Amsterdam [www.hollandbrazil.com](http://www.hollandbrazil.com)

**Holland Football University**  
Colosseum 65, 7521 PP Enschede [www.hollandfootballuniversity.com](http://www.hollandfootballuniversity.com)

**Holland Sport Systems B.V.**  
Industrieweg Noord 6A, 3958 VT, Amerongen [www.hollandsportssystemen.nl](http://www.hollandsportssystemen.nl)

**Holland Sports & Industry** [www.hollandsportsindustry.com](http://www.hollandsportsindustry.com)

**Hope Sportsmanagement**  
Amsterdam | Maastricht [www.hopesportsmanagement.com](http://www.hopesportsmanagement.com)

**HUP Hotel**  
Arkweg 3-17, 5731 PD Mierlo [www.hup.eu](http://www.hup.eu)

**Hypercube Business Innovation**  
Kromme Nieuwegracht 11-A, 3512 HC Utrecht [www.hypercube.nl](http://www.hypercube.nl)

**Ice-World International**  
Weteringpad 7, 3762 EN Soest [www.ice-world.com](http://www.ice-world.com)

**Impeco Sport & Events Logistics B.V.**  
Ratio 24, 6921 RW, Duiven [www.impeco.nl](http://www.impeco.nl)

**INCONTROL Simulation Solutions**  
Papendorpseweg 77, 3528 BJ, Utrecht [www.incontrolsim.com](http://www.incontrolsim.com)

**Indoor Golf Arena**  
Pedro de Medinalaan 7, 1086 XK, Amsterdam [www.indoorgolfarena.eu](http://www.indoorgolfarena.eu)

**Indu-Con BV**  
Jister 11 9001 XX Grou [www.indu-con.com](http://www.indu-con.com)

**ING Wholesale Banking**  
Postbus 1800, 1000 BV, Amsterdam Zuid-oost [www.ingwb.com](http://www.ingwb.com)

**Inmotio Object Tracking**  
Hettenheuveweg 8, 1101 BN, Amsterdam Zuid-oost [www.inmotio.eu](http://www.inmotio.eu)

**Invest Korea**

**iVentions Event Architects**  
Paseo de Gracia, 8-10, 1-1, Barcelona [www.iventions.com](http://www.iventions.com)

**Janssen - Fritsen**  
Berkveld 1, 5709AE Helmond [www.janssen-fritsen.nl](http://www.janssen-fritsen.nl)

**JB Promotions**  
Linnaeusstraat 2C, 1092 CK Amsterdam [www.jb-online-advertising-and-social-media.com](http://www.jb-online-advertising-and-social-media.com)

**Kaal Masten BV**  
Gasstraat Oost 7, 5349 AH, Oss [www.kaal.nl](http://www.kaal.nl)

**Kanjam Europe B.V.**  
Hessen-Allee 20, 7381 CA Klarenbeek [www.kanjam.eu](http://www.kanjam.eu)

**Kenniscentrum Sport**  
Horapark 4, 6171 LZ Ede [www.kenniscentrumsport.nl](http://www.kenniscentrumsport.nl)

**Kienbaum**  
Kingsfordweg 151, 1043 GR Amsterdam [www.kienbaum.nl](http://www.kienbaum.nl)

**KIIP Körössi Import Innovative Products**  
Dorpsstraat 33, 1657 AA, Abbekerk [www.eccotemp.nl](http://www.eccotemp.nl)

**King Of The Rivers**  
Postbus 1020, 6501 BA, Nijmegen [www.stichtingaquarius.nl](http://www.stichtingaquarius.nl)

**KNBLO Wandel sportorganisatie Nederland**  
Postbus 1020, 6501 BA, Nijmegen [www.knblo.nl](http://www.knblo.nl)

**Koninklijke Nederlandse Zwembond (KNZB)**  
Wattbaan 31, 3430 JE, Nieuwegein [www.knzb.nl](http://www.knzb.nl)

**KPMG Staffing & Facility Services BV**  
Postbus 75597, 1070 AN, Amsterdam [www.kpmg.nl](http://www.kpmg.nl)

**Kupan b.v.**  
Dames Jolinkweg 46, 7051 DL, Varsseveld [www.kupan.com](http://www.kupan.com)

<b>KVLO</b> Postbus 398, 3700 AJ, Zeist <a href="http://www.kvlo.nl">www.kvlo.nl</a>
<b>La Gro Geelkerken</b> Prinses Beatrixlaan 582, 2595 AM Den Haag <a href="http://www.lagrogeelkerken.nl">www.lagrogeelkerken.nl</a>
<b>Leerkotte BV</b> Asveldweg 4-6, 7556 BP Hengelo <a href="http://www.leerkotte.nl">www.leerkotte.nl</a>
<b>Lerenhardlopen.nl</b> Korenveld 9, 5236 WL, 's-Hertogenbosch <a href="http://www.lerenhardlopen.nl">www.lerenhardlopen.nl</a>
<b>Lifestylesoft BV</b> Schimmink 1, 5301 KR, Zaltbommel <a href="http://www.biofit.nl">www.biofit.nl</a>
<b>Loontjens Biljarts</b> Dam 21, 4331 GE, Middelburg <a href="http://www.loontjens.com">www.loontjens.com</a>
<b>Maastricht School of Management</b> Endepolsdomein 150, 6229 EP, Maastricht <a href="http://www.msm.nl">www.msm.nl</a>
<b>Markteffect</b> Schimmelt 46, 5611 ZX Eindhoven <a href="http://www.markteffect.nl">www.markteffect.nl</a>
<b>Marree &amp; Dijkhoorn advocaten (attorneys)</b> Zonnehof 31-35, 3811 ND, Amersfoort <a href="http://www.mend.nl">www.mend.nl</a>
<b>Marvin and Miles</b> Westerdoksdijk 40, 1013 AE, Amsterdam <a href="http://www.marvinandmiles.com">www.marvinandmiles.com</a>
<b>Match Sport Media Solutions</b> Veldzicht 3, 3454 PW, De Meern <a href="http://www.match-sms.nl">www.match-sms.nl</a>
<b>MB Promotions</b> Ekkersrijt 7316, 5692 HH Son <a href="http://www.mbpromotion.com">www.mbpromotion.com</a>
<b>MBI Beton BV</b> Taylorweg 10, 5466 AE, Veghel <a href="http://www.mbi.nl">www.mbi.nl</a>
<b>Meijer Equestrian Surfaces</b> Industrieweg 18, 7844 NV, Veenoord <a href="http://www.meijerspb.nl">www.meijerspb.nl</a>
<b>Merford Noise Control bv</b> Franklinweg 8, 4207 HZ, Gorinchem <a href="http://www.merford.com">www.merford.com</a>
<b>Middenduin Corporate Finance</b> Langestraat 37, 3861 BM Nijkerk <a href="http://www.middenduin.nl">www.middenduin.nl</a>
<b>Ministry of Foreign Affairs</b> Bezuidenhoutseweg 67, 2594 AC, Den Haag <a href="http://www.rijksoverheid.nl/ministeries/bz">www.rijksoverheid.nl/ministeries/bz</a>
<b>Ministry of Health, Welfare and Sport</b> Rijnstraat 50, 2515 XP, Den Haag <a href="http://www.rijksoverheid.nl/ministeries/vws">www.rijksoverheid.nl/ministeries/vws</a>
<b>Ministry of Infrastructure and the Environment</b> Plesmanweg 1-6, 2597 JG Den Haag <a href="http://www.rijksoverheid.nl/ministeries/ienm">www.rijksoverheid.nl/ministeries/ienm</a>
<b>MoederscheimMoonen Architecten</b> Weena-Zuid 132, 3012 NC, Rotterdam <a href="http://www.moederscheimmoonen.nl">www.moederscheimmoonen.nl</a>
<b>MOOVZ</b> Zamenhofstraat 116K unit 3.03, 1022 AG Amsterdam <a href="http://www.moovz.nl">www.moovz.nl</a>
<b>Movico</b> Daalder 9, 5753 SZ, Deurne <a href="http://www.movico.nl">www.movico.nl</a>
<b>Municipality Haarlemmermeer</b> Raadhuisplein 1, 2132 TZ Hoofddorp <a href="http://www.haarlemmermeer.nl">www.haarlemmermeer.nl</a>
<b>MTD International B.V.</b> Clara Zetkinweg 4, 5032 ML Tilburg <a href="http://www.mtd.net">www.mtd.net</a>
<b>Nedap Security Management</b> Parallelweg 2, 7174 DC, Groenlo <a href="http://www.nedapsecurity.com/nl">www.nedapsecurity.com/nl</a>
<b>Nationaal Sportscentrum Papendal</b> Papendallaan 9, 6816 VD, Arnhem <a href="https://papendal.nl">https://papendal.nl</a>
<b>Netherlands Business Support Offices</b> Bezuidenhoutseweg 67, 2594 AC Den Haag <a href="http://www.government.nl">www.government.nl</a>
<b>NEK Logistics bv</b> Prestwickweg 26, 1118 LB, Schiphol-Amsterdam <a href="http://www.nekgroup.com">www.nekgroup.com</a>
<b>Nielsens Sports</b> Overschiestraat 182, 1062 XK Amsterdam <a href="http://www.nielsensports.com">www.nielsensports.com</a>
<b>Nijha BV</b> Postbus 3, 7240 AA, Lochem <a href="http://www.nijha.nl">www.nijha.nl</a>
<b>NLcoach</b> Wattbaan 31-49, 3439 ML, Nieuwegein <a href="http://www.nlcoach.nl">www.nlcoach.nl</a>
<b>NLinBusiness</b> Bezuidenhoutseweg 12, 2594 AV Den Haag <a href="http://www.nlinbusiness.com">www.nlinbusiness.com</a>
<b>NL Kansspel</b> IJBurglaan 634-K, 1087 CE, Amsterdam <a href="http://www.nlkansspel.nl">www.nlkansspel.nl</a>
<b>NOC*NSF</b> Papendallaan 60, 6816 VD, Arnhem <a href="http://www.nocnsf.nl">www.nocnsf.nl</a>
<b>Noldus Information Technology</b> Nieuwe Kanaal 5, 6709 PA Wageningen <a href="http://www.noldus.com">www.noldus.com</a>
<b>Octane Fitness International</b> Rivium Westlaan 15, 2909 LD, Capelle a/d IJssel <a href="http://www.octanefitness.com">www.octanefitness.com</a>
<b>Octatube</b> Rotterdamseweg 200, 2628 AS, Delft <a href="http://www.octatube.nl">www.octatube.nl</a>
<b>Ockyz</b> Rivium Boulevard 21-27, 2909 LK Capelle aan den IJssel <a href="http://www.ockyz.com">www.ockyz.com</a>
<b>One Million Hockey Legs</b> Koningin Astridboulevard 23, 2202 BJ, Noordwijk aan Zee <a href="http://www.onemillionhockeylegs.com">www.onemillionhockeylegs.com</a>
<b>Online Golf Systems</b> Oranjeboomstraat 9, 4812 EJ, Breda <a href="http://www.onlinegolfsystems.nl">www.onlinegolfsystems.nl</a>
<b>Orange Sports Forum</b> Torenallee 3, 5617 BA, Eindhoven <a href="http://www.angesportsforum.com">www.angesportsforum.com</a>

<b>Ortec</b> Postbus 490, 2800 AL, Gouda <a href="http://www.ortec.nl">www.ortec.nl</a>
<b>Pam</b> Zonneheuvelweg 8, 6861 AE Oosterbeek <a href="http://www.pamcoach.com">www.pamcoach.com</a>
<b>Paliwigo</b> Hazeleger 74, 5431 HL, Cuijk <a href="http://www.paliwigo.com">www.paliwigo.com</a>
<b>Philips</b> Ekkersrijt 4303 Build HSB, 5692 DJ, Son en Breugel <a href="http://www.lighting.philips.nl">www.lighting.philips.nl</a>
<b>Pluijms</b> <b>Polsar Klimelementen BV</b> Bieskemaar 3, 9735 AE, Groningen <a href="http://www.polsar.nl">www.polsar.nl</a>
<b>Prestum.nl</b> Postjeskade 57-3, 1058 DH Amsterdam <a href="http://www.prestum.nl">www.prestum.nl</a>
<b>PostNL</b> Prinses Beatrixlaan 23, 2595 AK, Den Haag <a href="http://www.postnl.nl">www.postnl.nl</a>
<b>Pozyx</b> Vrijdagmarkt 10/201, B-9000 Gent <a href="http://www.pozyx.io">www.pozyx.io</a>
<b>Profitz</b> Torenallee 3, 5617 BA Eindhoven <a href="http://www.pro-fitz.biz">www.pro-fitz.biz</a>
<b>Prolyte Group</b> Industriepark 9, 9351 PA, Leek <a href="http://www.prolyte.com">www.prolyte.com</a>
<b>PSV</b> Postbus 886, 5600 AW, Eindhoven <a href="http://www.psv.nl">www.psv.nl</a>
<b>RAI Amsterdam</b> Europaplein 24, 1078 GZ, Amsterdam <a href="http://www.rai.nl">www.rai.nl</a>
<b>Randstad Holding</b> Postbus 12600, 1100 AP, Amsterdam <a href="http://www.randstad.nl">www.randstad.nl</a>
<b>Red Bull</b> NDSM-Plein 26, 1033 WB Amsterdam <a href="http://www.redbull.nl">www.redbull.nl</a>
<b>Remiqz</b> Willem Fenengastraat 4c, 1096 BN Amsterdam <a href="http://www.remiqz.com">www.remiqz.com</a>
<b>Rio de Janeiro football</b> <a href="http://www.riofootballtour.com">www.riofootballtour.com</a>
<b>Rijksdienst voor Ondernemend Nederland</b> Prinses Beatrixlaan 2, 2595 AL Den Haag <a href="http://www.rvo.nl">www.rvo.nl</a>
<b>Rosmark</b> Edeseweg 13, 6733 AA Wekerom <a href="http://www.rosmark.nl">www.rosmark.nl</a>
<b>Royal HaskoningDHV</b> Laan 1914, no 35, 3818 EX Amersfoort <a href="http://www.royalhaskoningdhv.com">www.royalhaskoningdhv.com</a>
<b>Royal Ten Cate</b> G. van der Muelenweg 2, 7443 RE Nijverdal <a href="http://www.tencategrass.com">www.tencategrass.com</a>
<b>S&amp;L Job Solutions</b> Tobias Asserlaan 7, 2662 SB Bergschenhoek <a href="http://www.sljobsolutions.nl">www.sljobsolutions.nl</a>
<b>SABA Dinxperlo</b> Industriestraat 3, 7091 DC Dinxperlo <a href="http://www.saba.nl">www.saba.nl</a>
<b>Schmitz Foam Products</b> Produktieweg 6, 6045 JC Roermond <a href="http://www.schmitzfoam.com">www.schmitzfoam.com</a>
<b>Sersol</b> Schipperstraat 154, 4871 KK Etten-Leur <a href="http://www.sersol.nl">www.sersol.nl</a>
<b>SGL</b> Abr. Kroesweg 44, 2742 KX, Waddinxveen <a href="http://sglssystem.com">http://sglssystem.com</a>
<b>Share Logistics</b> Waalhaven Zuidzijde, 3089 JH Rotterdam <a href="http://www.sharelogistics.com">www.sharelogistics.com</a>
<b>Sidijk BV</b> Pluto 1, 8448 CM Heerenvveen <a href="http://www.sidijk.com">www.sidijk.com</a>
<b>Slangen + Koenis Architects</b> Swammerdamweg 11, 3401 MP, IJsselstein <a href="http://www.slangenkoenis.nl">www.slangenkoenis.nl</a>
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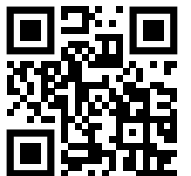
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# VDL Seating Systems



## 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.

### VDL Seating Systems

Magnesiumstraat 55 • 6031 RV Nederweert • The Netherlands

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# Paliwigo GOLF & WINE

## matchmaking golf(courses) & wine(ries)

**Golf & Wine**, two times four letters: details, locations and experiences. Ask a random person and they will tell you the combination between Golf & Wine will be interpreted as "valuable". The extraordinary thing is that my knowledge and craftsmanship in combination with (inter)national experiences was found on that unique basis. That is where Paliwigo = (Passion, Lifestyle, Wine and Golf) differentiates from other businesses. Two worlds become personally and business bound.

**G.O.L.F.** "Get through, Own circumstances, Lifetime, Forward progress". to control all these factors a fine eye for detail is needed.

**W.I.N.E** "Worthfull, Interaction, Nature, Established. the choices and applications that correlate directly to what you will experience in flavours and fragrances are enormous. "Sake" adds another dimension of flavours and fragrances to that as well. As one of few people, I have obtained a WSET level 3 Sake expertise. Golf & Sake are huge in Japan and is very diverse within it.



**Golf** is "outdoor" with many skill levels and aspects, for instance weather & playing circumstances, technique, the lay out of the golf course, physique and psychology. Etiquette and the rules should also always be taken into account. You play golf by your lonesome or with a group, a flight as it is called. Do you know of another sport that combines so many elements? Social and business opportunities are combined with and within lifestyle & business.

**Wine(s) ... wine(s) ... wine(s)...** a lovely tasteful setting. Enjoying wondrous moments with pleasant company. Do you have an idea of which wines or sake to drink or recommend to your guests? Or which choices to combine with gastronomy? Such a huge diversity in solutions are available.

**Wine(ries)**, wines and wine houses, a unique grape, many opportunities in combining a grape with positioning on the market. Are you aware of all those opportunities? The wine/ sake business should inform and connect more to a consumer. Golf offers opportunity to position better. How? Ask me.

**Golf & Wine / Sake:** elements, locations, environments, choices, expertise will offer a new depth to "real" valuable experiences. You can experience these yourself and make sure that your business associates can get these as well. The challenge is to control these experiences or to simply let go at the right times so the experience can flourish on its own. Do you want to be successful in your personal life or business life? Start right now! Do you have no idea where to head off? We are here to guide you and relieve you of the stress.

A nice round of golf on a fantastic golf course conjoined with pleasant company and afterwards enjoying a wonderful glass of wine. Did you create the picture in your mind already? Where you there to experience it all? One of these great moments in life. Enjoy and experience, through golf and wine, and with the right matchmaking a wondrous result can be achieved for you, or as a golf course/ winery.

On your path to achieving these wondrous, new experiences are many challenges, but through combining the right business position of golf courses and wineries these experiences can be achieved. We will be there to accompany you on that journey. What are you waiting for?

Paliwigo Peter Klerkx (Bsc.)

Ceo, managing & creative director

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The Netherlands

# ROTTERDAM AHOY

Rotterdam Ahoy is a top location for small and large events, but also one of a kind experiences that inspire, move and enrich people's lives. With our people and our venue, we quite literally bring worlds together. As residents of Rotterdam, we are grounded in the 'now' but also have a unique outlook on the requirements for the future in the events industry and the conference market. We work tirelessly centre-stage and behind-the-scenes, on creating the best of memories.



Ahoy is a unique venue in The Netherlands, due to its combination of an indoor arena, exhibition and event halls and a convention centre. The arena is mainly used for big concerts, conferences and sporting tournaments. We have no home playing team, so we can be flexible in our programming. The exhibition and event halls, varying from 3,000 to 30,000 m2 welcome trade fairs in a single large hall to a series of exhibits in different halls, receptions to post-event drinks. Ahoy isn't merely a venue, it also produces and promotes its own events: trade fairs, sports and some music events.





### Rotterdam Ahoy is expanding!

Rotterdam is a city of pioneers, a bustling city of hardworking citizens. Ahoy is inseparably linked to its home town. Since 1971 Ahoy has developed itself time after time. I have been part of the great expansion and renovation of the Ahoy Arena 2009/2011 and the renovation of the Exhibition & Event halls in 2016/2018. In 2021, the year Ahoy celebrates its 50th anniversary, **the doors of the brand new Rotterdam Ahoy Convention Centre and the large music hall RTM Stage will be officially opened (pre-opening in September 2020).** Please visit: [www.ahoy.nl/new](http://www.ahoy.nl/new)

### Sporting events in Rotterdam

Rotterdam is a city of sports at heart. Rotterdam and its population love sports more than anyone. In Rotterdam, sports parties and other partners are able to find and inspire each other, share knowledge and organize wonderful sports initiatives. It makes sense to opt for Rotterdam as the location for large international events.

Rotterdam has a huge impressive track record in special, large-scale international sports events. A couple of these sports events are organized in our venue each year, like the **ABN AMRO World Tennis Tournament**, the six-day indoor cycling event, Premier League Darts and the National Championships Gymnastics.

Also in other parts of the city of Rotterdam large-scale sports events are organized, such as the NN Marathon Rotterdam or CHIO international equestrian event. Rotterdam provides the perfect infrastructure for international events in many sports.

In addition to annual events, Rotterdam provides the stage for many European and world championships for sports including football, judo, baseball, BMX, gymnastics, squash and volleyball. Many of these top class events take place in Ahoy.

### Concerts



The Netherlands, and especially Rotterdam, has always been a gateway to Europe, so we see a lot of concert tours passing through. The Dutch are known for their positivity and their engagement with events. We also have a strong festival and event market. People have money to spend on events, which makes the Netherlands – a relatively small country with 17 million people – a good stop for tours.



### European Arena Association

Rotterdam Ahoy is a member of the European Arenas Association, an association counting 35 members in 22 European countries. The EAA is privileged to represent members that operate some of the world's most cutting edge venues, and which host many events. Our goals are to share information and learn from each other and it's very important for us to get relevant content. We're always looking for commercial possibilities, to organize and facilitate more events. The e-Sports market is an example and you see new kinds of sports and music events coming up as well. We want to be inclusive to all kinds of events. Other hot topics on EAA's agenda include security, sustainability and ticketing. We're constantly evolving as an association.

### Rotterdam Ahoy proud host of Eurovision Song Contest 2020!

The 65th edition of the Eurovision Song Contest will be taking place in Rotterdam in 2020. The shows will be organised in Rotterdam Ahoy. This was announced by the Eurovision Song Contest 2020 project organisation, consisting of NPO / AVROTROS / NOS and EBU (European Broadcasting Union). Two weeks in May, the city will be in the thrall of the biggest music event in the world.

The big TV shows for the Eurovision Song Contest will take place in Ahoy, one of the most multi-faceted event venues in the Netherlands.



Besides the two semi-finals (12 and 14 May) and the closing finale (16 May), there will also be various rehearsal shows here which fans can attend. Furthermore, the event attracts many (international) journalists. Jolanda Jansen, Managing Director of Ahoy:

**"It's absolutely fantastic that the Eurovision Song Contest is coming**

**to Rotterdam and that we can host this tremendous event! Ahoy was built for live entertainment and I'm convinced this will be a spectacular and memorable edition that will make the region, province and the entire Netherlands proud."**

The Eurovision Song Contest 2020 in Rotterdam is a partnership between the project organisation consisting of NPO / AVROTROS / NOS and EBU (European Broadcasting Union) and the city of Rotterdam. Various other partners are also involved, including: Rotterdam Partners, Rotterdam Festivals, Ahoy, associated partners with Rotterdam Make it Happen and the Province of South-Holland.





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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.







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# MTD PURE WATER

**It is an often-overlooked fact, but water is a basic necessity at every event and at every location. MTD provides temporary drinking water and waste water infrastructures for national and international projects, such as Tomorrowland, the Volvo Ocean Race and the Olympic Games. MTD provides the entire supply chain from water buffering to drinking and waste water treatment for reuse on site.**



## **Safe drinking water everywhere**

Whether it is a local sport event or the Olympic Games, any local, national or international event needs clean drinking water and a proper waste water infrastructure. Being a pioneer in this business, MTD brings more than thirty years of experience and is now active in three different business segments: Events, Expo and Industry. From its head office in Tilburg, The Netherlands, MTD offers solutions on a global scale and is supported by local offices in the UK, Germany, France, Brazil, Korea, the United States and Japan.

Today, MTD is the global market leader in temporary water infrastructure and, each year, builds more than 1500 temporary water installations in dozens of countries.

**“Water quality is of vital importance: you can’t take risks with it.”**

## **From Liempde to Tokyo**

In the eighties MTD started their operations in Liempde and grows step-by-step with new events. The second project is the foodfestival “Bourgondisch Brabant” in 1987 in Den Bosch, which can be seen as the real start of MTD. The actual owner Hans Verhoeven took over MTD on January 1st 2006. A new company is built leading the market in the Netherlands and also new countries and events are approached. Recently a brand new office was opened in Tokyo preparing the Olympic Games in 2020.



# AGES: a global network for event suppliers

MTD's Managing Director Hans Verhoeven is the founder of the Association of Global Event Suppliers (AGES). This global network consists of the most important suppliers for major events, including providers of temporary accommodation and electricity supplies. Its purpose is to raise awareness of sector-specific aspects and to promote and defend the interests of its members in the international event market. AGES has the ambition to further professionalize the industry by mapping support activities for major events.

The network strives to implement standards for the materials used, including rules on health and

safety. Currently, these standards can vary from country to country and from event to event, resulting in costly adjustments for all involved. Clear regulations are important because a sustainable way of working is becoming increasingly important. Materials must be flexible and usable for multiple events. AGES is seeking collaborations with government agencies and key stakeholders, in order to develop a road map of new or improved procedures, standards and other tools. This will better facilitate interaction and business with event suppliers and thereby help ease the burden on future organizers.

▼ Picture MTD: World Cup Rugby 2019 in Japan.



## The key to success

MTD has not become the company it is today by just supplying pumps and pipes. Its success comes from the guarantees it can always make regarding:

1. Delivery of safe drinking water.
2. Supplying on time and within budget.
3. Contingency planning by having last minute solutions available in case of problems.
4. Measuring real-time water quality and water management information.
5. Adding value by design and engineering.
6. Pumping and water recycling for re-use.

## Water and Quality

The core activity of MTD's Water and Quality Manager is to guarantee processes that provide safe drinking water. Temporary water installations must meet many quality requirements and to provide this guarantee, MTD uses a number of checks and monitoring points. Before the temporary installation is released for use, it is disinfected and thoroughly cleaned to ensure that there are no contaminants in the system. Water quality is closely monitored during the event. Before the event starts, a locally independent laboratory takes samples of the drinking water at both the start and end points in the system. The result is extra certainty for the customer and good control for MTD even, for example, to the extent of ensuring that the supplied drinking water from a city network also meets the standards. These checks are not a luxury but a necessity.

If something goes wrong with the water supply at an event, this can seriously damage the reputation of the event itself and the organizers. Those attending often have little or no idea of the extensive infrastructure required to service the event. Nevertheless, they still expect to be assured of safe drinking water. Currently, these infrastructures are manually checked on a daily basis, but MTD is currently developing real-time monitoring stations in order to even better control quality of its temporary drinking water infrastructures.

**“The drive to deliver pure water is embedded in our company DNA”**

▼ Picture MTD: Paris Air Show



## Quality Mark: Safe Drinking Water Venue

An increasing number of festivals and events wish to offer visitors tap water on location, through drinking taps, in sanitary facilities and in hospitality. The 'Safe Drinking Water Venue' quality mark, issued by MTD and Kiwa (an international testing body based in the Netherlands), ensures that this temporary water infrastructure is thoroughly assessed and that visitors also can be sure that the water is safe.

This quality mark guarantee can be made following checks of both the work processes of the installer and the installed water infrastructure at all relevant points. These include: sufficient water supply, deployment of demonstrably skilled employees, and installation and operation in the correct manner (including cleaning and flushing of pipes, taking water quality samples and the correct management of the installation during use). In this way everyone can enjoy safe drinking water on location.



### The way of water

There are many situations where water pollution can occur. The risks involved are enormous. While drinking water companies strive to ensure clean and safe drinking water in their pipeline network, it is crucial that water is also safe right to the end of the line where it is consumed. In order to guarantee this in the middle of a festival site, it is vital that there are excellent drinking water installations.

Where non-drinking water certified materials are used or sections allow water to stand still for long periods, there is the risk of contamination. The working methods of a certified water installer can reduce this risk to a minimum.



▲ Picture MTD: Buffer bags for (drinking)water



▲ Picture MTD: KLM Open



▲ Picture MTD: Volvo Ocean Race

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# GRASSMASTER

By Tarkett Sports

**30**  
YEARS

Marijke Fleuren speaks

# EURO HOCKEY LEAGUE

**Let me start by stating this: the Euro Hockey League (EHL) has met the expectations we had in our wildest dreams. The first ever was played at HGC in October 2007. Now, 12 years later the competition is more exciting than ever and a source of hockey playing fun and true adrenaline for all competing European Top Clubs and the hockey family. It is visible in the games, you can read it in players quotes and hear it from the stands. From 2020 onwards the woman as well, to my great personal pleasure.**



Speaking is Marijke Fleuren, the president of the European Hockey Federation (EHF). She has been involved with the organisation of the EHL since 2009 and looks back on the beginning of the tournament. Leandro Negre, president of the EHF, thought the European Cup Tournament needed an update. In a brainstorm group, with

among others Maurits Hendriks, Jons Hensel and Bert Spaak, they saw the possibility to create Hockey's own Champions League. Innovative, with space for new hockey rules, great covering and huge media attention. It could be an exciting step but turned out to be a giant step into the future of the game. There

are 3 major stakeholders in the EHL. The EHF delivers the competition, Southfields, a leading Dutch TV producer, delivers the content to all platforms and Mediapro, an established Spanish audiovisuals provider and broker of media rights in sports and entertainment makes sure there is huge international coverage of all games.

▼ Picture: Worldsportpics Rotterdam H1- Mannheimer H1





## EuroHockey Championships 2019, Antwerp

The Dutch Consulate General in Antwerp, the Orange Sport Forum (OSF) and Agoria Sports & Entertainment Technology Club used the tournament to share knowledge and inspiration about sport innovations and to stimulate interaction between various international parties, such as companies and hockey associations.

Prior to the match the Netherlands vs. Belgium, we organised a Netherlands-Belgium Sports Seminar. This offered a great opportunity for companies to show their latest innovations in field hockey. Thanks to the matchmaking, the participants were able to share knowledge and new concepts with each other and they could also get in touch with relevant stakeholders, like European hockey associations.



What is so innovative about the EHL? Not only the continuous attention for new rules, for example the self – pass, the video referral and shootouts, but also within the official staff where teams are gender balanced. In 2018, the first ever mixed referee teams led the EHL games, completely in line with the EHF Equally Amazing strategy. The same opportunities for men and woman all over the sport, on and off the Pitch. EHL's slogan says it all: The best way hockey has ever been presented! The only steady factor are the commentators; Nick Irvine (the voice of hockey), Howard Bentham and Simon Mason. Their enthusiasm and excellent knowledge of the game reached millions of people.





▲ Picture by Ruud Stork

The International federation (FIH) is greatly interested in the EHL developments. Many EHL pilots led to international changes in the rules and regulations of the game. The FIH does not have any club competitions, that is the reason the EHF has the freedom to try new rules and ideas. The EHF makes sure that every hockey level gets their own tournament with competitors of alike strength.

As EHL we want to develop and innovate continuously. This year's novelty is the introduction of the EHL for women and, imposed by the FIH and the hockey calendar, we changed the format of the EHL, from 3 to 2 events per year. Now a competition with 20 of the best clubs in Europe instead of 24 and every game is a knock out game. Of course, the EHL is looking on how to improve the content and information of the game. We have started the EHL innovation hub in cooperation with the Orange Sports Forum.

Hans Erik Tuijt, the EHL president and Angus Kirkland, the CEO announced that the very first EHL final 8 men and woman will take place in 2020. We are looking forward to his happening which will include the EHL Under 14 for boys and girls, a ParaHockey tournament, and various clinics all hosted and organised on behalf of our main presenting partner ABN Amro. They were our partner since the very beginning. Beautiful and inclusive hockey for all!

As the president of the EHF, I am very proud of what we achieved with the help of many, professionals and volunteers. Always with a positive vibe, which is hockey's signature to me. Of course there are hurdles to be taken, we talk and find a solution. My thing is listening to all and to enjoy hockey to the max.

Marijke Fleuren

Picture: Worldsportpics ▼



▲ Picture by Ruud Stork



▲ Picture by Ruud Stork

# Infosys Entertainment Experience Platform [IEEP]

**IEEP comprises of a suite of superior services that empower stadiums / venues to easily embrace the digital shift towards smart connected venues. The solution enriches user engagement by providing digital integration and connected facilities.**

Thanks to the integration between the physical and digital worlds, IEEP provides personalized, scenario-specific content to its users. This platform makes it possible for you to enhance the end-user experience by providing contextual content, be it a sports event, a large industrial event, or a conference in a convention center.

In addition, IEEP also offers online navigation via apps, scenario-specific service management, live video broadcasting, and social media integration. It is highly scalable, and provides real-time and offline analytics creating new business opportunities, while allowing end users to enjoy a brand-new experience.



## Infosys Tennis Platform

The digital brain of the ATP technology experience is an open-source polycloud platform architected to be plug-and-play. Harnessing every data source, aggregating multiple applications and serving any tournament need, this is the future of convergent and unified sporting experiences.

## ATP Tour Fan App

Want to stay connected to the game like never before? There's an app for that, designed Infosys. Available for iOS and Android devices, the app delivers official live scores, stats, news and video with a personalised feed featuring fans' favourite players and tournaments. It's all on tap in an intuitive interface that's high on design and performance.

## MatchBeats & Stats+



Providing a way for fans to track ebbs and flows of the game, this is a data binge with a healthy dose of analytics. Fans can filter key match moments to see performance by winners, errors, aces and more. MatchBeats++ is data nirvana, with advanced filters like rally length for any point in any set. The stats can be decoded. Stats+ enables fans, players, coaches and media to know exactly which areas of play changed the outcome of a match.

## CourtVision

It's the best of insight and visualization: 3D match analysis. CourtVision provides multiple viewing angles for instant dissection of where the shots landed.



A data overlay for each shot makes for easy comparison of the same parameter for both players, like winning on second serves. And the comparison doesn't stop there: there's insight on the player's performance from speed to serve points won, weighed against his career average.

## Augmented reality

Infosys has created an augmented reality HoloLens experience showcasing a tennis retail store of the future. This interactive 3D space provides virtual dashboards with holographic displays. You can try different products without really trying them on – like picking a tennis shoe, changing its colours, increasing its size, and even getting access to the entire store inventory – all with just voice and gestures.

## Virtual reality

We have pioneered a world- first virtual reality tennis experience delivered on PlayStation® VR, transporting fans into a live stadium environment from wherever they are. In addition to creating 360 degree views of matches from different viewing angles, we also integrate tennis statistics into the screens, so fans can truly understand the science behind all the action.



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# FOOTBALL COMMUNITY WEPARK

**In 2017, OSF started a PIB (Partners for International Business) programme for the Chongqing, Chengdu and Xi'an region in Western China, working in collaboration with a consortium of Dutch companies. Through this 3-year programme, OSF has been stimulating football development in the region, with the various partners contributing expertise. The programme is run in close cooperation with the Dutch government (Dutch Ministry of Economic Affairs) and the Dutch Consulate General in Chongqing.**

Between 2017 and 2019, OSF organised various activities that bring Dutch companies into contact with relevant Chinese stakeholders at the right level, promoting the Netherlands as a football country in China and supporting companies who are doing business in the country. These activities were organised in collaboration with a consortium of Dutch companies, the Dutch government and local partners in China. Meanwhile, several Dutch companies have already got off to a flying start in China thanks to this approach, some even entering into partnerships with Chinese organisations on the strength of the contacts and experience they have gained! It's a concrete example of how the 'Football Community WeParks' work in China.

## WeParks

In 2017, OSF and the Dutch consortium came into contact with DAO Pureland, a Chinese organisation that has been successful in promoting sport and exercise 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 around sport. After earlier introductions and visits during trade missions to China, DAO Pureland planned a visit to the Netherlands for June 2018, during which it visited various Dutch sports-related companies. DAO Pureland was apparently very impressed by Dutch knowledge, products and



services around sport, and, thanks to the its cooperation with OSF, it was able to develop a new concept called WeParks.

WeParks are public sports fields where various Dutch sports innovations and services are integrated. They are aimed at children aged from 2 to 12 years and are designed to let them participate in sport in a fun way, using interactive play equipment. As a result, physical activity and fun are combined, and the children are introduced to football too! The whole concept fits seamlessly with the Chinese government

policy of encouraging a healthy lifestyle for the Chinese population.

As part of this relationship, at the invitation of DAO Pureland, OSF participated in a number of trade fairs in China. They attracted interest and engaged in discussions with various potential partners who might be able to assist in implementing the concept in the right way. The fairs and missions offered OSF, DAO Pureland and the PIB participants an excellent opportunity to bring WeParks to the attention of the public.





## OSF & the NAHSS Partnership

OSF has been working with the 'Netherlands Asia Honours Summer School' (NAHSS) for two years. The NAHSS is an initiative that prepares Dutch talent for the international labour market. Because of the increasing demand for knowledge in Chinese culture, it is important that Dutch talent is given the opportunity to experience China. The NAHSS makes this possible for 100 excellent undergraduate students every year. Those participating in the NAHSS attend various Dutch universities and come from economic, technical and cultural disciplines, amongst others. This means that a complementary group of students is created, which can approach a research question from different angles. OSF is a partner of the NAHSS and, through this collaboration, ten excellent students conduct research in Chengdu every year. Over the past two years, the NAHSS – in collaboration with OSF and DAO Pureland – has been carrying out a study for WeParks. Next year, they will be carrying out a research project, also focusing on WeParks. These activities provide relevant input for OSF, enabling them to tailor the WeParks to the wishes and needs of the local population even more.



Two Football Community WeParks were opened in China, one in Chengdu and one in Wuhan! This is a great result for the current cooperation, and it is expected that many more WeParks will be opened in China!

Seven Dutch companies are directly involved in the WeParks, and there are also several suppliers in the Netherlands who benefit via one or another of these seven companies. For example, various Yalp products have been incorporated, the lighting is from Signify, AkzoNobel provided coatings and training is delivered using Smartgoals. And there are a number of other

Dutch organisations who helped to make the set-up of the WeParks possible or made corporate contributions of various kinds.

The first WePark was opened in May 2019 in the Qingyang District of Chengdu. The opening took place during an OSF trade mission involving 12 Dutch companies. Part of a day was dedicated to this festive occasion, with various dignitaries attending. A Sino-Dutch Sports Seminar also took place, which included presentations by OSF, Yalp, Feyenoord Rotterdam, Vekoma, Signify, AkzoNobel and the Dutch embassy in Beijing. The WePark in Chengdu is located in a

busy location between several metro stations, and ±20,000 people live within a radius of 500 metres. The WePark also provides up to 50 jobs for the local population.

Meanwhile, in November 2019, the second WePark was opened – this time in Wuhan. It is larger than the one in Chengdu, and, once again, several Dutch companies contributed. In 2020, DAO Pureland expects to open multiple new WeParks. It is a very pleasing development that will really put the Netherlands on the map as an innovative football country!





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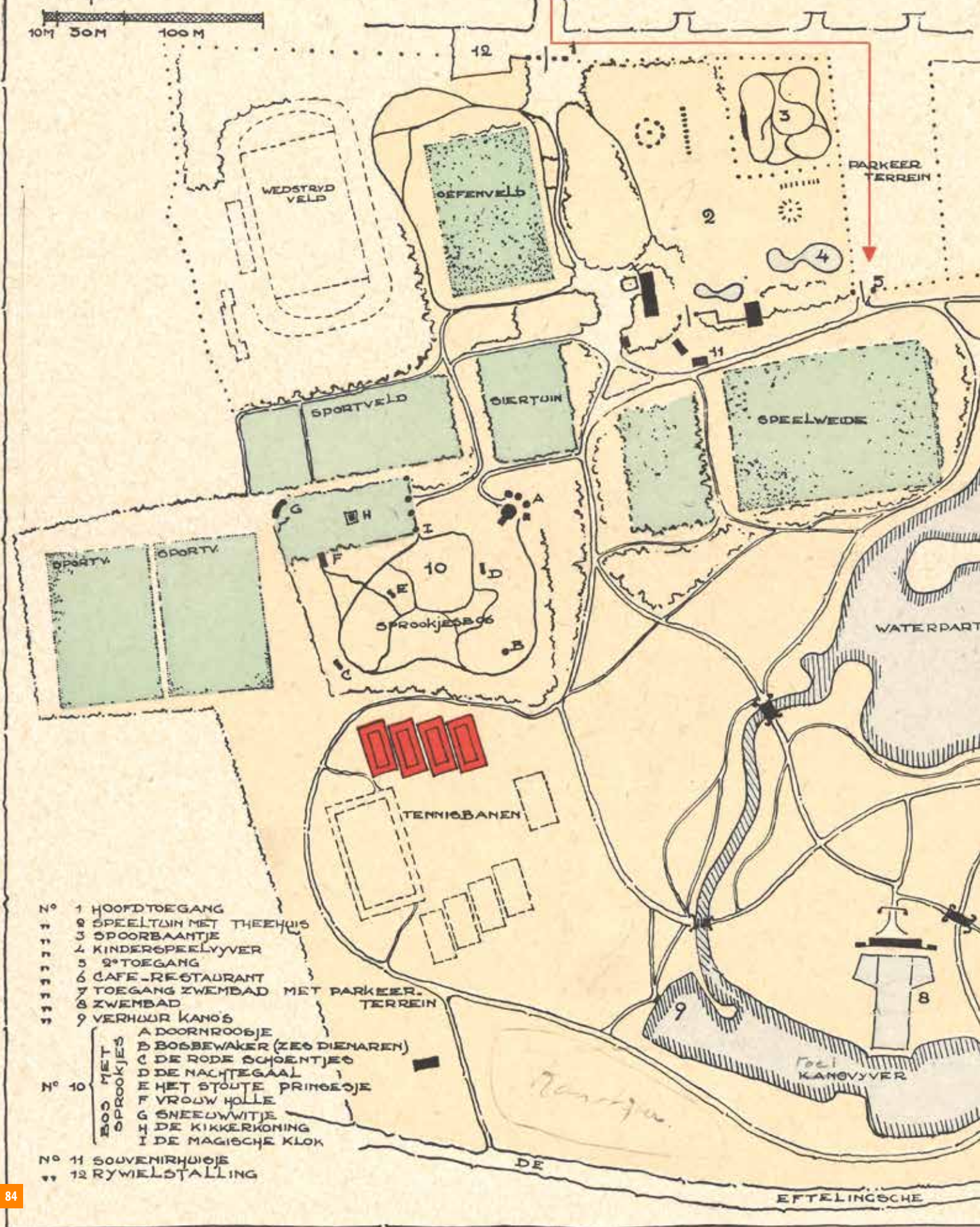
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 NATUURPARK "DE EFTELING"  
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- Nº 1 HOOFDTOEGANG
- Nº 2 SPEELTUIN MET THEEHUIS
- Nº 3 SPOORBAANTJE
- Nº 4 KINDERSPEELVYVER
- Nº 5 2º TOEGANG
- Nº 6 CAFE-RESTAURANT
- Nº 7 TOEGANG ZWEMBAD MET PARKEER-TERREIN
- Nº 8 ZWEMBAD
- Nº 9 VERHUUR KANOS
- Nº 10 BOOS MET SPROOKJES
  - A DOORNROOSJE
  - B BOOSBEWAKER (ZES DIENAREN)
  - C DE RODE SCHOENTJES
  - D DE NACHTEGAAL
  - E HET STOUTE PRINDESOE
  - F VROUW HOLLE
  - G SNEEUWITJE
  - H DE KIKKERKONING
  - I DE MAGISCHE KLOK
- Nº 11 SOUVENIRHUISJE
- Nº 12 RYWIELSTALLING

## The history of Efteling

# FROM SPORTS PARK TO FAIRY TALE PARK

**Where the golden ball now glistens on the Frog Fountain and dragon slayers compete on Joris en de Draak, during the mid-1930s, it was a completely different story. At that time, competitive football matches were played on this patch of ground, which is now part of Efteling.**

Starting in 1935, a main pitch, two training pitches and a playing field together form the Roman Catholic Sports and Recreation Park. The parishes of St. John and St. Joseph own some dune and woodland to the south of Kaatsheuvel. When chaplain Rietra, Father De Klijn and Jac. Smit, a shoe manufacturer and chairman of the football club D.E.S.K., take a stroll over this patch of land, it is obvious to them what it should be: a sports field, giving hard-working Catholics in and around Loon op Zand the opportunity to actively let off some steam.

There is no mention of fairytales, as yet, but expansion soon takes place. Just a year after its opening, a playground appears near the playing fields, with a slide, a zip wire and a merry-go-round. After the Second World War, it is time to take things one step further. Within the province of Brabant, Kaatsheuvel forms part of De Langstraat; a district in which the shoe industry is flourishing at the time. More than one-fifth of all Dutch footwear is manufactured

there and the manufacturers want to highlight this fact. In July 1949, an industry and trade exhibition, called The Shoe, is held at the sports park, with more than eighty companies showcasing their craftsmanship. The Shoe exhibition puts the sports park firmly on the map with more and more people finding their way to the playground behind the newly built entrance gate. The term 'sports park' seems less and less appropriate for everything on offer and, in 1950, the name is changed to Efteling Nature Park, after the location's original name. The enthusiastic Mayor Van der Heijden becomes the energetic chairman presiding over a new foundation. At a time in which recreation and leisure activities are new concepts, the mayor's vision and dynamism are groundbreaking.





At the beginning of the 1950s, the early Efteling expands to include walking paths, a large pond, a new playground and a teahouse, although this still doesn't produce the desired success. But then Philips celebrates its 60th anniversary in Eindhoven's City Park. To mark the occasion, a fairytale garden is built there. Along with music, singing, dance and sweets, around twenty lifelike fairytales are depicted, all bathed in Philips lighting, creating a fairytale atmosphere for the 1951 Whitsun holidays.



▲ Mayor Van der Heijden

Inventor and filmmaker Peter Reijnders, the brother-in-law of Mayor Van der Heijden, is involved in the realisation of the fairytale spectacle. When the two of them bump into each other at a family occasion, Van der Heijden proposes placing a permanent exhibit of well-known fairytales at Efteling. Tangible and lifelike, with light, sound, movement and surprises

In Kaatsheuvel, the concept of fairytales as an amusement would take on a deeper dimension. Flat boards would make way for three-dimensional figures made from durable materials. Real stone, roof tiles and wood are

◀ Inventor and filmmaker Peter Reijnders  
Anton Pieck, romantic illustrator ▶

introduced. Peter Reijnders is the man with the plans, special effects and movements. He aims to astound children with his inventions and happily signs up as the technical innovator. He has someone else in mind as the fairytales' artistic designer: Anton Pieck, the romantic illustrator of Grimm's fairytales and the Tales of One Thousand and One Nights, also famous for his atmospheric calendar illustrations. Pieck is a hard worker who loves to sit at home and draw, when he's not teaching. He politely declines Reijnders' first telephone call on the subject of a fairytale and play garden, due to too much work and a busy schedule. But Reijnders persists and once Pieck is convinced that his designs will be realised according to his wishes and ideas, he accepts the challenge. In Kaatsheuvel, the seeds are sown for a future that will last for decades. And football is still being played there. A football team of Efteling employees regularly plays against teams from European fellow parks.



# Logistics was always in our veins



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# OSF, EXPORTCOACH FOR DUTCH

## “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 Ligtvoet, Remiqz

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# Attractive subsidy for

# Entrepreneurs with export plans

**Entrepreneurs who have a good plan to start exporting or who want to invest abroad can receive an attractive subsidy from RVO as financial support. The subsidy is for entrepreneurs who want to export a product or service abroad. The subsidy amounts can be as high as € 200,000.**

## Three types of export subsidies from RVO

RVO has three types of subsidies to stimulate the export of Dutch companies. The subsidy reimburses the costs incurred by an entrepreneur, such as the hours of employees, travel expenses, airline tickets and the hiring of consultants. Holland Partners helps entrepreneurs with maximum subsidy and minimum time effort for the entrepreneur.

### 1. Demonstration project

A demonstration project demonstrates that a product or service is effective and profitable abroad. The product or service must be innovative for the country for which the export plans are. In addition, there should be reasons why the product or service should be demonstrated in the exporting country concerned. For example, because local conditions demand it, because there is a lack of local knowledge or because there are legal and political barriers to an exporting country.



### 2. Feasibility study

If a potential customer wants to invest abroad in a product, technology or service of a Dutch company, a subsidy can be obtained to convince the potential customer of the technical and financial feasibility by means of a feasibility study. The feasibility study examines whether the project can be financed and whether the customer can recoup the investment within the desired time frame. In addition, it can be mapped out which specifications and design the intended project must meet.



### 3. Investment Preparation Study

For entrepreneurs who want to invest abroad themselves, for example by setting up a foreign production facility or establishment, a subsidy can be obtained for carrying out an investment preparation study. Such a study provides a business plan in which all the details of the proposed investment abroad are worked out and helps with the investment decision in a specific country. Following on from this subsidy, there are interesting financing possibilities from the Dutch government.



## More information

Applications for export subsidies can be made all year round. Members of OSF can make use of the cooperation with Holland Partners. Holland Partners specialises in this export subsidy. All activities relating to the application for a subsidy can be carried out entirely by Holland Partners on the basis of a no cure no pay fee. If you have any questions or are interested, please contact OSF, the Holland Partners team or visit [hollandpartners.nl](http://hollandpartners.nl).



subsidies en ondernemen

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Emirates Golf Dubai

# 2020 NATIONAL SPORTS FORUM

Sports & Society

29 January 2020

Grand Hotel Huis ter Duin, Noordwijk aan Zee

The 2020 National Sports Forum: an initiative of the National Sports Forum Foundation



**Sport provides connection, friendship and a vibrant society. The role of sport is changing – not only socially, but also economically.**

Are you a professional, administrator or volunteer involved in sport? Do you have a lively interest in the future of sport in society and in your organisation?

Do you believe that cooperation between members of the public, local authorities, schools, welfare organisations and associations could be improved?

If so, the National Sports Forum will inspire you in identifying new directions for the future.

***'Sports have the power to change the world'***

***– Nelson Mandela***

The challenges ahead of us are numerous and complex. The National Sports Forum brings together Dutch administrators from government, sports organisations and business. Insights from various disciplines, combined with panel discussions, will expand your view and help you develop balanced responses to issues around the economic and social function of sport.

## For whom

- Municipal government aldermen and policy staff from the sport and/or social domain
- Directors of sports federations, organisations, umbrella organisations and associations
- Sports formateurs
- Local sports coaches
- School board members and teachers connected with sport
- Senior management of sport-related companies
- Academic professionals, universities and students in sport-related sciences
- Developers of sustainable and future-oriented sports premises

## The themes

- Where are we in implementing the National Sports Agreement?
- The social benefits of sport
- Sport for everyone: managing inclusiveness as a sports organisation/association
- Developments in sustainable sports infrastructure
- Value propositions for sports organisations and associations





## Location & participation

The National Sports Forum offers a programme in Dutch and will take place on 29 January 2020 at Grand Hotel Huis ter Duin in Noordwijk aan Zee.



- 09:30** Doors open, coffee
- 10:00** Start of plenary programme
  - Where are we in implementing the National Sports Agreement?
  - The social benefits of sport
  - Developments in sustainable sports infrastructure
- 12:30** Lunch & theme square climate neutral sports
- 14:00** Plenary programme continued
  - Value propositions for sports organisations and associations
  - Sport for everyone: managing inclusiveness as a sports organisation/association
- 17:00** Conclusion followed by drinks for extended networking
- 19:00** Speakers dinner in Restaurant Latour

## Speakers & panel members

- Tom van 't Hek – Chairman
- André de Jeu – Sports & Municipalities Association
- Rita van Driel – Sports and Exercise for Everyone alliance
- Karin van der Maat – Knowledge Centre Sport
- Prof. Dr. Dewanand Mahadew – International Sports Management Academy
- Ingrid Vogels – Green2Live
- Rob van Nes – International Sports Management Academy
- Radmilo Soda – Soda Bodyfit
- Dennis Gebbink – Only Friends Amsterdam
- Gerben van Duin – Sports formateur, former alderman with a sport focus
- Niels Hermens – Verwey-Jonker Institute
- Floris Jan Bovelanders – Bovelanders Foundation
- Pieter Vink – International Football Referee
- Nassar Chakir – Sports company Tilburg municipality
- Athanasios Karagrounas – Global Active Cities
- Johan Koning – National Sports Forum Foundation

Information about the speakers can be found at [www.ism.ac/team](http://www.ism.ac/team)



## Early-Bird discount

For rates and details of the early-bird discount, see [www.nationaalsportforum.nl](http://www.nationaalsportforum.nl)

A generous lunch, drinks and garage parking at Grand Hotel Huis ter Duin are included.

## Speakers dinner

After the sports forum, a speakers dinner will take place in Restaurant Latour, the excellent restaurant of Grand Hotel Huis ter Duin. The number of seats available is limited. Information can be found on the website.

## Informatie & Aanmelden

You can easily register for the National Sports Forum via our website: [www.nationaalsportforum.nl](http://www.nationaalsportforum.nl). The programme is only available in Dutch.

# OVERVIEW OSF EVENTS

**1** Official presentation yearbook Holland Sports & Industry at the Knowledge Centre for Sport and Physical Activity in the Netherlands



● December 2018

## Orange Sports Forum<sup>®</sup>

**2** OSF Meeting at the ABN AMRO WTT



● February 2019

**3** OSF meeting The Netherlands & Austria, doing business in Brainport!



● February 2019

**4** Sports Business Mission to Doha, Qatar



● March 2019

**5** Sports Business Mission to China and the Soccerex China



● May 2019

**6** OSF meeting in cooperation with Southfields & Ziggo Sport



● March 2019



# OVERVIEW OSF EVENTS

**7** Meet and Match between France and the Netherlands in cooperation with Business France and the FGHS during the Grand Départ in Brussels.



● July 2019



**8** OSF / Agoria meeting at the Residence of the Dutch Consul General Bert van der Lingen in Antwerp



● August 2019



**9** Incoming sports business delegation from Qatar



● September 2019



**10** Business program during the Euro Hockey League in Barcelona



● October 2019

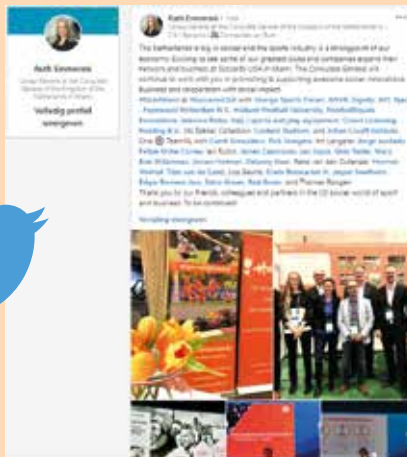


**11** OSF meeting at the "National Sport Exhibition"



● November 2019

**12** Soccer & Innovation Partners from the Netherlands at the Soccerex USA in Miami



● November 2019



**13** Dutch Delegation at Host City 2019 in Glasgow!



● November 2019



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Anne van Dam (24), professional golfer

# 'HOF HOORNEMAN BANKIERS AND I SHARE THE SAME GOAL: BEING SUCCESSFUL'

**Young, talented, motivated, nice, ambitious and goal oriented. These terms typify Anne van Dam, the best Dutch golf professional. Hof Hoorneman Bankiers has been sponsoring Anne since 2018. Hof Hoorneman and Anne have in common a passion to be the best.**



## Anne's CV

**Name:** Anne van Dam

**Date of birth:** 2 October 1995

**Place of residence:** Orlando (United States)

**Regular course:** Mainly on Lake Nona in Orlando

Anne van Dam is only 24 years old but already has an entire life of golfing behind her. Her CV in a nutshell is as follows. At the age of 6, during a vacation, she got her hands on a golf club for the first time. She soon proved to be very talented and, as a 9-year-old, became part of the national youth team, then, at 14, the Dutch Junior Team.

The move to the Dutch Junior Team meant that Anne could fully focus on golf. *'Maybe I was naive, but, at that time, I didn't realise that I was really talented. I found out a few years later, when I participated in the Ladies European Tour as a 17-year-old. Then, I became aware that I was very good at certain aspects of the sport – drives and power – so the step up to the top level in European was not so very big anymore.'*

## Getting used to status

In 2015, Anne swapped the Dutch Junior Team for the national team and became a professional. Since then, she has been travelling around the world. It's a beautiful life for a person her age, but there is also a downside to it. *'You don't see family and friends often, you miss parties and you are frequently by yourself'*, she says. *'The first year, I ended up at number 72 in the ranking of the European Tour for ladies. Only the first eighty players keep their cards. So, I barely made it!'*

It was a very different story in 2019. Anne explains. *'At tournaments, I no longer look at who is participating. Since winning the Xiamen International Ladies Open in China, I know I'm talented, and I'm seen by others as a player that shouldn't be underestimated.'* She also surprised herself by winning the Estrella Damm Ladies

Open in Sitges. *'I had been on form for a while, but the competition was fierce. That makes it even more beautiful to end a tournament like this as a winner.'* Anne also won the Canberra Classic, a tournament from the European Women's Tour, and made her debut in the Solheim Cup, the biennial match between the best golfers in Europe and the United States. And what a debut it was: as part of the European golf team, she won back the Solheim Cup.

## Growing

Anne talks passionately about her sport. *'I am very happy doing what I do. I only have one drive: to improve. Not because of anyone else – just for myself. That means you always have to look at your own situation in a critical way. Am I still surrounding myself with the right people?'*



*Do I use good materials? Is the technological support still up to date? You grow by being and remaining critical. That is also the reason why, for example, I appointed a different putting coach a while back; I needed new input.'*

In the course of time, Anne has assembled a very professional team around her. In addition to swing, putting and psychology coaches, her team also includes a physiotherapist, a physical trainer, a manager and the national coach, Maarten Lafeber (who is also sponsored by Hof Hoorneman Bankiers). *'Maarten and I call each other regularly,'* says Anne, *'and we train together about five to ten days a year. I really like having him as a training buddy; I can learn a lot from him.'*

### Sponsorship and entrepreneurship at Hof Hoorneman Bankiers

Sponsorship by Hof Hoorneman goes beyond the financial. Their personalised help is the best a player can get. Anne explains: *'They invest in me and really help me improve.'* In exchange for the financial support she receives from Hof Hoorneman Bankiers, Anne attends their golf events. She has a lot of fun with it and learns from it. *'During the golf days days, I get to know Hof Hoorneman's employees and customers very well. And I see the great common denominator again and again: the entrepreneurial character of both the customers and the Hof Hoorneman people, plus their desire to achieve results. That's the stuff I'm made of as well.'*

### Future

Looking to the future, Anne has only one goal: reaching the summit of world golf. The three things at the top of her wish list are as follows: winning a major (a grand slam tournament in golf), reaching the number-one position in the order of merit and winning a medal at the Olympic Games. Unattainable? No. An easy task? Of course not. But Anne is undaunted. *'I strive for the highest level of achievement. Every day. Just like Hof Hoorneman. That desire for success is what binds us, and I like that.'*



### Hof Hoorneman Bankiers

We specialise in value investing. In a nutshell, that means we are always looking for undervalued investments with the aim of selling them later at a higher price. It makes perfect sense, but hardly anyone does things that way. Because we analyse and select all the investments ourselves, we can always explain why we included a specific share or bond in your portfolio or why a position was sold.

Interested in Hof Hoorneman Bankiers?  
Contact us.

**Frans Schalk**

Vestigingsdirecteur 's-Hertogenbosch

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Our solutions in fencing, entrance control and detection offer safety and security in all areas of sport. Sport fields, stadiums and playgrounds have one thing in common: feeling free and safe in play.

Take the Stade Vélodrome in Marseille, our fences and 150 gates separate players from spectators and keep supporters safer than ever. The Olympic games 2016 in Rio had 50 kilometers of Heras temporary fence, supporting 1.17 million visitors and thousands of participants.

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**Whether it's for brand engagement, seasonal ticket sales, access control or a seamless experience all round. The possibilities that mobile offers for better marketing, better sales and better support during your events are endless. CM.com has shown at many events how to use mobile in a smart and convenient way.**



Conversational Commerce platform CM.com connects companies to the mobile phones of billions of consumers worldwide and the sports sector is one of many sectors in which they specialise. The company offers messaging channels such as SMS, RCS, WhatsApp Business and Apple Business Chat in combination with a Customer Data platform. CM.com is also one of the world's first CPaaS platforms with integrated payment functionality. Nearly ten thousand customers rely on CM.com's products, including many big and small players in the sports industry.

Brands in the sporting sector will already be familiar with CM.com as the former head sponsor of NAC Breda. To this end, CM.com has developed several sports-specific mobile solutions, such as the Guest Manager and the easy access control in the stadium. But also sports marketing agencies and national associations such as NEVOBO (volleyball), NHV (handball) and KNKV (korfbal) rely on CM.com. And as a sponsor of the Formula 1 Heineken Dutch Grand Prix, CM.com will introduce the most innovative combination of mobile technologies for the sports sector in 2020.

Before we go into some fine examples of mobile applications within the sports sector, let's answer the question: why mobile?

### Smart technology

Technology is becoming increasingly accessible and user-friendly. The mobile phone establishes the connection between company and consumer. And that goes even further than mobile, with wearables for instance. CM.com wants to provide people with smart solutions that

enable them to communicate, interact and make payments worldwide using mobile technology. Through any channel or device. Why? To make the global customer journey more modern and easier, and ultimately to make people's lives easier and safer, that's what it's all about. Both companies and their customers are increasingly looking for more efficient and customer-friendly ways to communicate with each other via mobile channels.

With Conversational Commerce, you are exactly where your customer is. This means communicating with your customer via all popular messaging apps, combined with data tooling and payment solutions for the best customer experience. The foundation of Conversational Commerce offers consumers the opportunity to contact companies and complete the process of purchasing within the same favourite messaging channel. Both consumers and technology are ready for it. But how do you use all these mobile technologies as a company? We demonstrate this best with a few examples from the world of sports.







### **The KLM Open: selling 50,000 tickets within 30 seconds**

*The 100th edition of the KLM Open golf tournament, also known as the Dutch Open took place from 12 to 15 September 2019. With 45,000 expected visitors, ticket sales and entrance control had to run as smoothly as possible. Sports marketing agency TIG Sports has been organising the KLM Open for 16 years. With their innovative approach, nothing should stand in the way of a successful golf event, especially now that CM.com's mobile capabilities have been added.*

### **Remove the threshold**

TIG Sports wanted to speed up the process and increase conversion. If it's easier to buy your ticket, more people will continue to do so. The login caused a lot of people to exit so that step has been removed. Remembering a password for an account that you use once a year is not exactly easy. Instead, TIG Sports sends everyone who visited the KLM Open last year an invitation to revisit the event. Through a personal URL, interested parties enter the ticketshop where all known information is filled in beforehand. This includes, for example, name and e-mail address. The number of tickets ordered last year is also pre-populated. The customer can check their details, change them and buy new tickets.

In a confirmation email from CM.com's Email Campaigns tool, the buyer receives his or her ticket(s), with the role that mobile plays for the consumer taken into account. When customers open their tickets on their phone, they open as mobile tickets. If he or she opens the mail via Desktop, it will be shown as a printable PDF. In

this way, TIG Sports responds intelligently to the wishes of the modern consumer.

### **No more waiting at access control**

On the day of the event, entrance control will also be facilitated by CM.com's software. With so many visitors, this must be implemented seamlessly, especially during peak times. TIG Sports uses CM.com's scanning software for access control. By downloading the app on their mobile phones, the hostesses can scan and check the mobile entry tickets and give a person the correct access.

### **Enrich the experience with mobile**

Because the mobile number is also requested during the purchase process, TIG Sports has the possibility to approach visitors in the run-up to and during the event by mobile phone with updates and important information. This keeps the organization in contact with the visitor between the time of purchase and the event itself.





### Mobile technology partner Dutch Grand Prix

*As an event supporter of the Formula 1 Heineken Dutch Grand Prix, CM.com had the opportunity to introduce a whole new method of Ticketing, Mobile Messaging and Payments. First, let's discuss the ticket sales.*

With a huge interest in the 100.000+ available tickets, the Dutch Grand Prix is now working with pre-registration: from day tickets for the first edition in 2020, to 3-day pass-partouts for 3 editions. With a greater demand than supply, a drawing was introduced using specific algorithms.

### Supply and demand

On the 14th of May 2019, The Formula 1 Dutch Grand Prix announced that it will return to the Netherlands. Interested parties could register their interest for tickets via the special pre-registration page on CM.com. This first phase ran until June 17 and yielded no less than 250,000 applications, which was good for 1 million tickets.

By means of the registration form, interested parties provided their name, e-mail address, telephone number and place of residence. This information was important in order to prevent black market trading by fraudulent accounts. The data was filtered by CM Data with a number of authentication steps. For example, only one registration could be made per e-mail address. The registration also required a unique OTP via SMS code which was sent to the mobile number and could be used only once. We do this not only to filter out fraudulent sales, but also to give everyone an equal chance on tickets.

### Cascading

The validated numbers were asked what type of ticket they wanted. In order to ensure that as many fans as possible get the chance to attend this long-awaited sporting event, they were also asked for a possible second choice. Both the primary and any second choice were saved.

CM.com has developed a new module within its existing ticketing system for awarding tickets to applicants. At the end of the application period, all applicants were given a unique lot number. These have been assigned "at random" in order to rule out any form of priority. Based on the available capacity of tickets, the applications were allocated to the applicants with the highest lot number. If someone is caught behind the net for his or her first choice, he or she will again participate in the draw of his second choice.

### There's more to come!

Leading up to the event in 2020, a number of joint campaigns are planned in which the Dutch Grand Prix will use CM.com's technology for 1-on-1 interaction with the fans. Jeroen van Glabbeek, CEO of CM.com: "With our technology we ensure that the visitor experience, from the application process up to and including the event, is taken care of down to the last detail!"

Keep an eye on CM.com to see how mobile will further contribute to this!

*Curious about what is possible for your sports organization?*

*Contact us! You can find us at [www.CM.com](http://www.CM.com) or scan this QR Code*





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