

Holland Sports & Industry

2017-2018 



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PREFACE

Dear Reader,

As you may know, I have always been very interested in motorsport. I have been 'nuts about cars' since childhood, and, in this respect, not much has changed over the years. I consider it to be a fantastic sport to both practise and watch. Furthermore, it is one of the few sports in which success can only be achieved if there is a perfect collaboration between the sportsperson and the business world.

It goes without saying that, these days, many sports involve complicated technology and require a lot of money as a result. But motorsport is the exception, because, in order to get to the top, commercial and technical factors must be in perfect harmony. This unique phenomenon gives rise to tremendous mutual benefit. Specifically, race teams develop techniques and gain specific knowledge, which companies, in turn, are able to apply. Working in close-knit teams, they create innovative solutions, and do so with a passion and technical knowledge that is of the highest order.

Once the perfect blend has been achieved, the reward will be international success. A good example of this is Formula One. We can all see how Max Verstappen is putting the Netherlands back on the map of the racing world, giving everyone else a tremendous push in the right direction as he does so. Why? Because sport and business are both fields in which the Netherlands excel.

Moreover, sport has become an important export product. By competing in the international sporting arena, we make our national ambitions known to the rest of the world. When we realise our ambitions, the success immediately invokes the spirit of commerce. In this way, a country such as the Netherlands can be internationally prominent. The people and businesses that you will read about in the Yearbook strive for this each and every day.

Fortunately, nobody has to do this alone in the Netherlands. In our country, the strong connection between sport, the business world and government is something to be proud of. So, next year, we will continue striving on behalf of Dutch sporting knowledge, promoting and selling this wonderful export product around the world. I wish all parties involved every success in achieving this.

Prince Bernhard van Oranje





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PREFACE

Dear Sports Friends,

It is with great pride that we present the Holland Sports & Industry 2017/2018 yearbook.

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

The Netherlands experienced many highlights in the field of sport in 2017, one of which was the Women's EURO 2017, which the country hosted. And let's not forget the victories of Tom Dumoulin and Anna van der Breggen in the Giro d'Italia, or the EuroHockey Championship held in Amstelveen.

With regard to the Orange Sports Forum, the network has continued to attract dynamic businesses, boosting numbers and increasing its scope. Sports missions to China, the United Arab Emirates and Oman were organised, and a number of other important occasions were attended by forum representatives.

The year 2018 will bring many more opportunities for TeamNL, especially in connection with the Winter Olympics in South Korea with our Dutch contenders in speed skating and short track. OSF will continue to support and facilitate the 300 members through both network meetings in the Netherlands and by mapping the opportunities for Dutch companies abroad. But this is just one of the many ways that we will be representing the interests of our members throughout 2018.

On behalf of the Orange Sports Forum Foundation we wish you happy reading and a healthy 2018!

Yours in the spirit of sport,

Orange Sports Forum Foundation

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





A sporting nation

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

Making sport more impactful

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

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

Your independent gateway to sport in NL

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

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

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

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

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FOREWORD

Dear reader,

The Netherlands is truly a sporting nation. If there were any doubt, you need only consider the Olympic Games and how often our national flag has flown high. But the Olympic Games is just one sporting stage. There are many other settings in which the country has played a dominant role, both on and off the sports field. Recently, we have enjoyed many Dutch sporting successes. The male and female hockey players became European champions at home. Tom Dumoulin celebrated a win in the prestigious Giro d'Italia. The daring skating performances of Max Verstappen turned the Spa circuit orange. Dafne Schippers seized gold in the 200 metres in the World Athletics Championship. The female football players added the Women's EURO 2017 to their trophy cabinet. Annemiek van Vleuten took the rainbow jersey at the Road World Championships, as did Tom Dumoulin for the men. Ferry Weertman won gold in the 10k open water event at the Aquatics World Championships in Budapest after a thrilling finish. And top performances are not restricted to the world of top-class sport. Numerous amateur athletes also gave their all to win glory.

These successes are down to more than just the talent and commitment of the sportsmen and sports-women involved. A top performance is seldom achieved without the help of others. Athletes are usually surrounded by an extensive team, dedicated to bringing out the best in them - people such as coaches, trainers, physical therapists, sports doctors, logistics people, sponsors, club staff and so on. These skilled professionals enable exceptional sportsmen and sportswomen to focus solely on their performances.

At Athlon, we see ourselves in the same light. Sport is about perfect of movement, efficiency of action and connection with others – three qualities that have formed part of our DNA since the very beginning. Our customers are always looking to achieve mobility without friction, and our commitment to excellence helps them achieve just that. We constantly strive to become more efficient by adopting new technologies and honing the details of our performance. But the key to our success is connection. Over the years, we have developed an instinctive understanding of our customers, responding to their needs without even having to be asked.

Having so much in common with the world of sport, it is natural for Athlon to sponsor sports clubs and major sporting projects, including the Holland Sport Yearbook.

We hope you enjoy using this great publication.

Folkert Ruiter,
VP Strategic Marketing
Athlon International



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

Publisher Orange Sports Forum
(Hazenberg Hoefsloot)

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Coverphoto KNVB & ING

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TABLE OF CONTENTS

| | | |
|-----|--|------------|
| 1. | Preface Prince Bernhard van Oranje | 3 |
| 2. | Preface Orange Sports Forum | 5 |
| 3. | Preface Athlon | 7 |
| 4. | Thrilling Women's EURO 2017 | 12 |
| 5. | Dutch Women's Handball | 16 |
| 6. | OSF Innovation Cluster | 20 |
| 7. | Circuit Zandvoort | 22 |
| 8. | Athlon: Stability in a mobile world | 32 |
| 9. | National Sports Exhibition | 38 |
| 10. | Vifit, sports nutrition | 46 |
| 11. | Boels-Dolmans Cycling Team | 50 |
| 12. | Orange Pages | 52 |
| 13. | Red Bull gives you wings | 56 |
| 14. | StadiaPitch | 60 |
| 15. | Feyenoord | 67 |
| 16. | PIB program for Football Development China | 68 |
| 17. | Paliwigo | 72 |
| 18. | Janneke Schopman, Dutch Field Hockey in the USA | 74 |
| 19. | Trade Mission OSF to the United Arab Emirates and Oman | 79 |
| 20. | Friendship Sports Centre in Amsterdam | 81 |
| 21. | Van Lanschot | 84 |
| 22. | AAA-LUX | 88 |
| 23. | Lieke Martens, The Best FIFA Women's Player | 92 |
| 24. | Spring, Global Delivery Solutions | 96 |
| 25. | Jeroen Bijl, preparing for the Winter Olympics 2018 | 105 |




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

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

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WEURO 2017

THRILLING

EK WOMEN 2017

Who could possibly forget the Women's EURO 2017 tournament? Held in Utrecht, Deventer, Rotterdam, Breda, Tilburg, Doetinchem and Enschede between 16 July and 6 August, it was three amazing weeks when barriers were broken down and hearts won. Millions of people, not just in the Netherlands, but around the world, were gripped from the first game to the last.

Thrilling would be the best word to describe the final between the Netherlands and Denmark. It was a game that fizzed and crackled throughout, and the victory of the Dutch women's team, coached by Sarina Wiegman, made it all the sweeter.

The tournament

After several months of preparations, the tournament finally kicked off in Utrecht on Sunday 16 July. It was well worth waiting for. The opening duel between the Netherlands and Norway was a stunning display of football, and the standard remained at that high level for the rest of the competition. In the group phase, the Orange Lionesses proved too strong for Norway, Denmark and Belgium.

In the quarter-finals, the Dutch team were up against the Swedes. A free kick by Lieke Martens before half-time took the score to 1-0 and, in the second half, the score was doubled by Vivianne Miedema. Although Sweden came back strongly towards the end, the Dutch women were saved by goalie, Sari van Veenendaal, and secured a place in the semi-finals.

On Thursday 3 August, the atmosphere at the Grolsch Veste in Enschede was heavy with anticipation. This time, the Orange women took to the field against England, and it became a contest never to be forgotten. With goals by Miedema and Daniëlle van de Donk, among others, the Orange Lionesses triumphed convincingly.

In the final, the Dutch once again faced Denmark, who they had beaten 1-0 at the group stage. The two teams were well matched, as before, and it turned out to be a thrilling match with first one team then the other in command. Tens of thousands of supporters at the Grolsch Veste, and millions of television viewers around the world, were on the edge of their seats as the final whistle approached. A goal from Miedema brought the score to 4-2 and then the game was over. The Dutch women's team were crowned European Champions for the first time ever!

Going from strength to strength

One month before the start of Women's EURO 2017, the majority of people in the Netherlands would not have been aware that a major tournament

was about to take place in their own country. However, the event turned out to be a much bigger success than anyone had anticipated. To some extent, people may have been reacting to the recent poor record of the Dutch men's team, but there's certainly more to it than that.

Women's football has never really received the attention it deserves in the Netherlands. But during Women's EURO 2017 the attractiveness of the matches overcame any reservations people may have had about the pace and skill of women's football compared to the men's game. The matches were genuinely exciting, with some beautiful goals.

A successful tournament, broadcast live and viewed by millions of people was definitely a breakthrough, but it's now up to the women involved in the game to continue the good work. Women's football may never become as popular as the male sport, but we're sure to see more and more interest in large international competitions for women's teams. Things are already going from strength to strength.

A proud main sponsor

ING is proud to be the main sponsor of Dutch football. The bank is helping the whole of the Dutch game move onwards and upwards, but getting young women involved is a particular priority. Currently, there are approximately 153,000 women and girls in the Netherlands playing football, but the country can do better still. In fact, that's why ING chose to become the proud National Partner of Women's EURO 2017. Along with many other organisations and individuals, they made a big contribution to the organisation of a fantastic tournament.

Among other things, ING joined forces with KNVB (the Royal Dutch Football Federation) and De SportMaatschappij Foundation to make sure the Orange Lionesses remained focused on their performance. The aim was to help them with worries related to other areas of their lives, especially questions about their future after retirement from the sport. The sacrifices sports people have to make in order to achieve success can sometimes have a negative effect on their long-term security. ING is in a good position to encourage and support the Dutch women's team, in collaboration with the KNVB.







8

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DUTCH FEMALE HANDBALL PLAYERS IN THE LIMELIGHT

Did you enjoy watching the Dutch women's handball team at the Olympic Games in Rio? We certainly did. Participating in the Olympic Games for the first time was an experience in its own right, but securing fourth place was truly something to be proud of. But, on top of that, the women's team subsequently won a silver medal at the European Championships in Sweden – a great addition to their silver at the World Championships in Denmark the year before.

During the Olympic Games, the sport of handball received unprecedented levels of attention in the Netherlands. No fewer than 2.9 million Dutch viewers watched the semi-final against France, which was broadcast by NOS. It's an amazing achievement for the Dutch Handball Federation (NHV). They may be one of the oldest sporting associations in the Netherlands, but the country has never had a professional handball scene, so a high-profile success of this kind is really something to be proud of.

The fact is that all the players on the Dutch women's handball team play abroad in countries where the sport is professionalised. That kind of regular participation in first-class competition is indispensable if you want to be up there with the best. And our female handball team really can claim to be among the best in the world now. So, how was this sporting miracle achieved? It's a question that's often asked, particularly by countries who would like to emulate our success. In a sense, the answer is simple.

We dared to dream

But, as everyone knows, dreaming is easy. Having the courage to share your dream with others and create a well-thought-out plan is quite another thing. In the world of sport, especially, you have to be prepared for a rough ride and be willing to sacrifice everything if you want to be the best in the world.

Between 1997 and 2000 we created, and rigorously applied, a plan to make the Netherlands an international force on the handball scene. But in the years that followed, there was an unfortunate lack of vision and coordination. As a result, the crop of players that had been cultivated up to that point all went abroad to play, and Dutch handball retreated to a pre-1997 situation. New

talent could only expect between five and ten hours of practice per week, whereas players elsewhere were getting at least twenty hours of play weekly.

Then, to our surprise, the Dutch women's handball team secured fifth place at the World Championships in Russia in 2005! The team included a number of players from the 1997-2000 generation, but was complemented by young talent. Compared to tenth place at the 1999 World Championships in Norway, it felt like a huge step forward.

The dream had been rekindled

Now, the Dutch national coaches, the NHV's management and directors and the NOC*NSF all threw their weight behind the dream. A fifth place was good, but it wasn't a spot on the podium. To achieve that, we had to take things to a new level.

But there was a problem. Although the Dutch excel at sport, being a full-time sportsperson is not exactly in our DNA. Playing sport professionally was – and still is – considered 'not normal'.

Going full time

Nevertheless, since 2006 the most promising Dutch talent has been training full time at the Handball Academy, hosted by the Papendal Sports Centre. While doing so, they pursue their studies in the Arnhem region. Estavana Polman (Team Esbjerg, Denmark) and Tess Wester (SG BBM Bietigheim, Germany) are just two examples of women who have become top players on the international scene by pursuing this training programme. The talented individuals who attend the Handball Academy full time often choose to live in Papendal, as the commuting could be quite a chore with two training sessions a day. Pursuing a dream is never easy!

A Dutch style of handball

Trying to replicate the way others play is for amateurs. So, in 2001/2002 four (ex) national coaches set about creating a distinctively Dutch style of handball. After all, we like to do things our own way here in the Netherlands! Intense discussions produced a 67-page document in which we described why things should be done differently and what the new style should look like.

The Dutch handball vision (NHV)

Fast, dynamic, surprising and effective are all words that could be used to describe our approach to the game. But surprising is by far the most important. As a nation, the Dutch are highly creative and love to innovate. They want, above all else, to surprise. So, it seemed only appropriate that we should surprise our opponents with a fast and dynamic game whenever possible. It's an approach that helps to minimise the physical advantage enjoyed by nations with bigger and stronger players.

The cornerstones

There are a number of key areas in which we strive for excellence. These cornerstones of Dutch handball are, broadly speaking, technological, tactical, physical, mental and social. The first four are obvious. But, for us, the fifth cornerstone is just as important. Handball is a social sport, and our teams consist of individuals who instinctively work together as a unit. To achieve that, our trainers and coaches tend to ask questions rather than hand out instructions. Telling people exactly what to do makes them into followers. We want our players to think and act for themselves.

The future

Meanwhile, more and more children are taking up handball. Last year, the sport grew by 4% in the Netherlands. Handball is a fun sport. Why? Because throwing and catching a ball is a very natural thing to do. The team element is also important, especially for children. It encourages cooperation and a sense of belonging. But it's not our aim to compete with the big team sports. What we're trying to do is simply to put handball on people's radar.

Handball in the Netherlands has come a long way. It's taken twenty years, but we've finally begun to see some success. And, from where we're standing, the future looks bright. With such solid foundations to build on, we're convinced that we can achieve even great things.





Estavana Polman started playing handball at AAC 1899 in Arnhem at an early age. After completing her training at the Handball Academy, Papendal, in 2010, she joined VOC Amsterdam, but was quickly snapped up by SønderjyskE Håndbold, who play in the top Danish league. For the last four years, she has been playing for Team Esbjerg in Denmark, and her international experience in handball is now considerable.

The Dutch Handball Federation indicated in the article that they had come a 'long way'. To what extent are you aware of recent developments at the NHV?

It's not possible to be a professional handball player in the Netherlands. You're either paid very little or nothing at all. That's why the NHV set up the Handball Academy ten years ago. Here at Papendal, in Arnhem, young, talented female players can follow an internal training programme – and study – from Monday through to Friday. The focus for the NHV is on the development of talent. In addition to that, many players play in top foreign competitions, such as those in Denmark, Hungary, France and Germany. The training programme at Papendal has increased the quality of the players, and that ultimately put the Dutch among the top teams in the world. The sport of handball has come a long way and is currently more popular than ever before. It's great to see

that a new crop, so to speak, has contributed to that increase in popularity.

What is the current status of Dutch handball at club level?

There are not enough strong teams to make for an exciting Dutch competition. There are two top teams – Dalfsen and VOC Amsterdam – and they're at a similar level, followed by Quintus, the club that's been the best of the rest for many years now. And then there's a huge gap, which is unfortunate. That's why many young girls go abroad, and I don't expect that to change in the coming years, unless handball is recognised as a professional sport in the Netherlands.

Why did you opt for Denmark and how does the Danish competition compare to the Dutch one?

To play professionally, I had to move abroad at a young age, and Denmark was at the top of my list as they have a competition that's highly-developed technically. That's the way I want to play my handball.

For young players in particular, the Netherlands will always be home when it comes to their development. In my opinion, there's another very talented generation on its way, and hopefully they'll enable us – the Dutch national team – to continue playing at the top level for many years to come.

Handball is very popular in the Netherlands, but that's mostly due to the national team. The top games in the Dutch league are well attended, so in that respect, we're heading in the right direction. It'll also help players move up to the Dutch national team. Thanks to our performance record – 2nd at the WC in 2015, 2nd at the EC in 2016 and 4th at the Olympic Games in Rio – we can definitely consider ourselves among the world's top teams, which is a trend we hope to keep up.

What steps have the NHV taken in recent years to improve this situation, and what steps are being taken now, with the championships in mind?

There has been a change of trainer, and most of our players are among the best in the world. We want the team to grow stronger as a unit, and, of course, we'll need a bit of luck on our side, because the difference between champions and runners up is not that big. There was a good example at the Olympic Games, when a ball hitting a pole in the very last minute made the difference between winning and losing. We've had some tough breaks in that respect, so, hopefully, we'll have more luck in the future and become champions. The public considers us the real champions, of course, even though we came second, which is fantastic.

What's your impression of the increased popularity of Dutch handball?

The games we play are usually completely sold out within a couple of hours, and the atmosphere in the stands is fantastic. You can follow our games live via Ziggo and the viewer rating is high. The media attention has also increased substantially, which is a great experience.

What is your ultimate goal in handball?

To win big competitions and become one of the best players in the world.



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Look around the world today and we see entire industries whose business models have gone belly up. (Think about the music industry, insurance industry or the travel industry for example). Ask yourself: is our organization already committing enough energy to innovation and strategic renewal? Will we be overtaken by what's next or will we create it?

Strategy is about being different. In our modern complex world, it is important to have a vision linked to a strategy and then be able to implement this.

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INNOVATION CLUSTER

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



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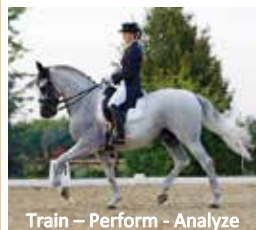
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THE HOME OF DUTCH

MOTORSPORT ENTERTAINMENT

Over the past year, Circuit Zandvoort has not taken its foot of the accelerator once! And, amidst all the action, Director Roland Kleve managed to add a host of new features that took the 4,300-metre circuit to a new level. It was an important development, given the rising popularity of motorsport.

The calendar for 2017 was released in February, to great excitement. It announced a spectacular programme that was designed to appeal to the whole family. Among other things, it included the British Race Festival, the Historic Grand Prix and the popular Jumbo Family Race Days, featuring Max Verstappen. When they were last held, these race days drew more than 100,000 spectators, and Verstappen broke the lap record for Circuit Zandvoort. The previous record of 1.19,88, set in 2001, was held by former Formula One racing driver Luca Badoer. Max managed to beat the Italian's record by crossing the finish line in 1.19,511.

Improved facilities

In addition to the fantastic calendar of events, 2017 brought some exciting upgrades to the circuit's facilities. As 'The Home of Dutch Motorsport Entertainment' it's important that Circuit Zandvoort continues to provide a great experience in every way. Thanks to a sponsorship agreement with Heineken, the impressive Heineken VIP Boxes were constructed above the pits. The circuit also opened a new restaurant, called Bernie's Bar & Kitchen, with the help of Heineken and the Vermaat Group, the developer behind hospitality concepts such as the RIJKS in Amsterdam. Like the VIP boxes, it's located above the pit lane, overlooking the famous 'Tarzan Corner'. It's open 7 days a week and now has a sister restaurant on the beach at Zandvoort, called Bernie's Beach Club.

70 years old and going strong

The coming year, 2018, will also bring great things, as Circuit Zandvoort celebrates its seventieth anniversary. It may officially be seventy years old, but, in fact, it has a rich history dating back even further than 1948. The first plans to hold a car race in Zandvoort were hatched in the 1930s. The first race actually took place in 1939, and followed a route through the streets of Zandvoort itself. This event drew so many spectators that the then mayor, Henri van Alphen, decided to build

a permanent circuit where motorsport events could be organised more frequently. Eventually, the dunes north of Zandvoort were selected as the best site. But before the plan could go ahead, WWII broke out, and the track wasn't completed until 1948. The first Zandvoort Grand Prix took place on 7th August in that year. Many legendary races followed. Thirty-four Formula One Grand Prix events took place there between 1948 and 1985. Well-known racing drivers and champions, including Jos Verstappen, Lewis Hamilton, Jim Clark, Niki Lauda and Jackie Stewart, took the checkered flag at the Zandvoort track. Although Formula One races were no longer hosted there after 1985, the circuit continued to organise numerous spectacular events – in fact, something for every type of motorsport fan.

Opportunities

The management of Circuit Zandvoort knows what a gem it has. That's why it always strives to retain the circuit's reputation as 'The Home of Dutch Motorsport Entertainment'. In 2017, a number of exciting possibilities presented themselves thanks to the increased popularity of motorsport in the Netherlands. Among other things, it was speculated that Formula One Grand Prix could return to Zandvoort. It goes without saying, it would be fantastic to see our own Max Verstappen racing at the circuit, which has welcomed so many great drivers of the past. To create something of the Formula One atmosphere, Circuit Zandvoort hosts two very special events: the Historic Grand Prix and the Max Verstappen Days.

Both have been hugely successful. Although the return of Formula One would be quite something, let's not forget that there's much more to the world of motorsport. The circuit offers a huge range of races and competitions, and it's important to continue building on that. At Circuit Zandvoort, the priority now is to ensure that every event is the experience of a lifetime – for every member of the family.

2017 Programme Highlights

Circuit Zandvoort organised a varied and exciting annual programme in 2017.

The highlights were:

- the second 'Jumbo Family Race Days' event, with Dutch F1 talent Max Verstappen in top action;
- the Deutsche Tourenwagen Meisterschaft weekend;
- the Historic Grand Prix;
- the ADAC GT Masters Weekend, with more than 30 GT3 race cars;
- Italia a Zandvoort; and
- the British Race Festival

More information about Circuit Zandvoort :

www.circuit-zandvoort.nl







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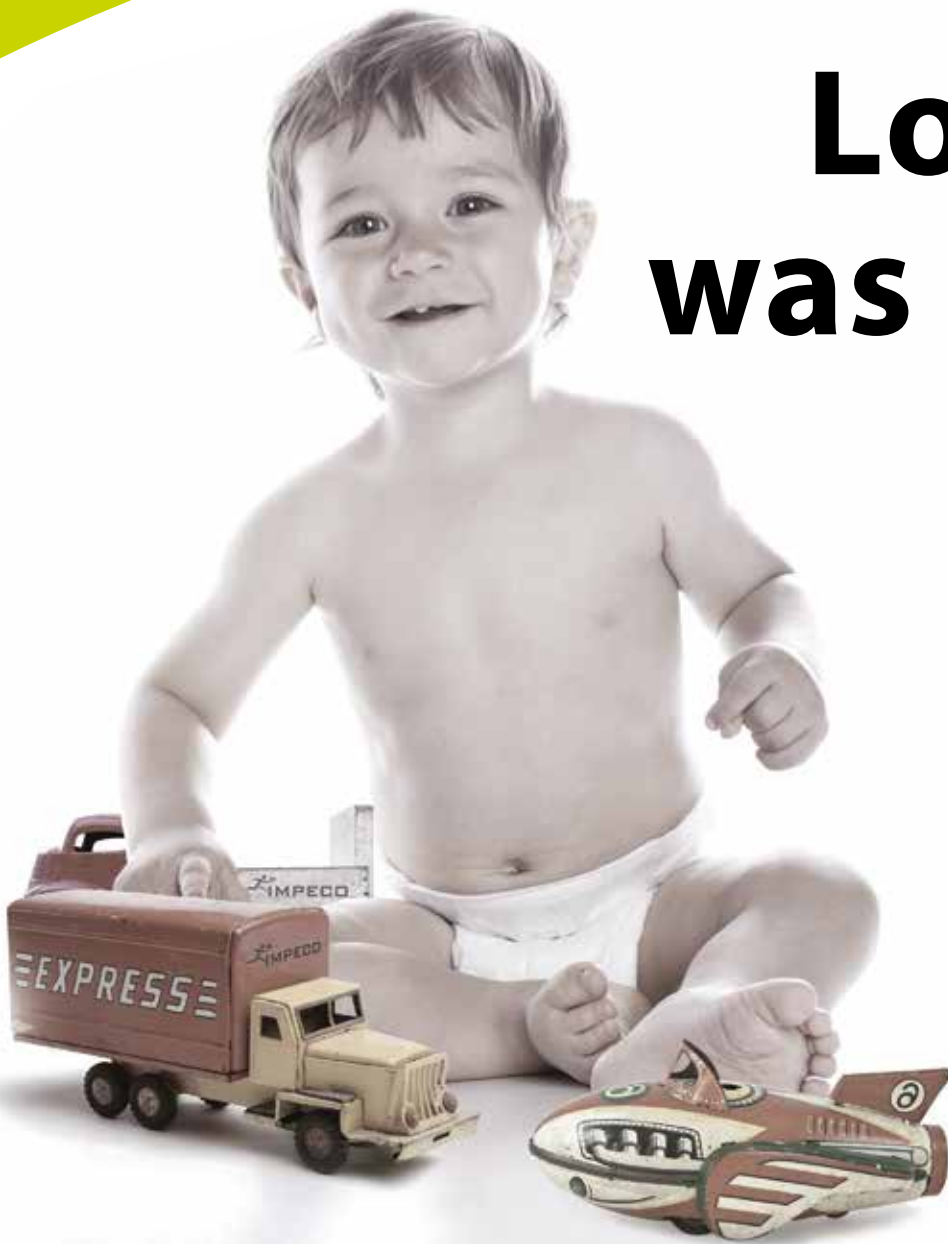


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Athlon:

STABILITY IN A MOBILE WORLD

We live in a world that is subject to continuous change. But Athlon, under the flag of Daimler Financial Services, remains calm amid the storm. As one of the world's biggest providers of vehicle leasing and mobility solutions, we provide a stable platform for creative thinking about the future.

No one can predict how we will be getting from A to B in 30 years' time, but whatever happens, you can be sure that Athlon will remain ahead of the curve. Whether it's self-driving cars, vehicle-sharing, urban-car-usage restrictions or environmental measures that shape our world, our organisation has the knowledge and experience to develop imaginative responses.

Key player

As an acknowledged thought leader, Athlon goes to great lengths to analyse social and business trends, translating them into services and concepts with clear customer value. Our international branches, and strategic partnerships with AutoPartners, Donlen, Lex Autolease, Interleasing and FleetCorp, give us an enviable global footprint. It means we have a major advantage when

it comes to spotting world-wide trends at an early stage.

Long-term thinking and deep industry knowledge are at the core of Athlon's evolution from a leasing company into a mobility provider. We want to be the best choice for services encompass a broad spectrum of mobility types, including bicycles, public transportation, taxis, and our fleet management solutions of course. And they can all be included in customized packages, tailored to a company's specific needs.

Looking ahead

Athlon is always trying to look as far ahead as possible. We are excited to learn what the future will bring. Changing markets and developing social trends, such as climate change and digitisation,

are opportunities to innovate. We embrace the need to remain at the global cutting edge of mobility. Thanks to this visionary spirit, we will continue to provide high-quality products that satisfy customer needs, even in challenging conditions.

For more information about the solutions of Athlon you go to www.athlon.com

Mobility Management Service:

ATHLON MAKES MOBILITY COSTS TRANSPARENT

Fleet and mobility can be a significant expense for your business – if not now, then at some point in the future. And if you represent a large enterprise, the complexity of your fleet and mobility demands is almost certainly a challenge. The Athlon Mobility Management Service was designed to tackle these twin challenges. It supports managers by making mobility costs more transparent and enabling proactive decision making.

These days, company mobility can mean far more than just 'company cars'. Recent social and business trends have given us a far more varied landscape. A modern understanding of mobility could encompass, for example, bicycle transport, trains, taxis, parking costs and the lease of extra

cars for projects and peak times. And in this expanding landscape, Athlon can actually reduce the complexity of managing mobility.

Much-needed

Mobility is often associated with increasing costs, a multiple suppliers and friction between internal stakeholders. The Athlon Mobility Management Service sweeps all that away. It has three main objectives: cost savings, sustainability and offering all types of mobility solutions, these also make you an attractive employer.

Absolute clarity

Athlon helps manage the mobility of an organisation, its departments, and its individual employees. In one easy-to-use web application, the customer receives a comprehensive overview of mobility within the company. In one convenient setting, you find all the tools you need for managing costs and workflow. Financial audits are sim-

plified, and users have a clear insight into the effect of each service on mobility budgets – even down to employee level.

The Athlon Mobility Management Service is currently being used by more than 40 customers with over 40,000 mobility contracts. ●●●



SMARTER MOBILITY WITH ATHLON

Athlon wants a cleaner world. We are constantly looking at smart ways of reducing traffic congestion and CO2 emissions – innovations that will also have the effect of bringing down costs. We make this a priority because we know our customers expect it.

We call this Smarter Mobility, using resources more effectively to achieve optimum mobility. As an approach, it makes sense, given that the world of travel is subject to continuous change, and innovative, sustainable and efficient solutions are constantly coming on stream.

A win for the environment

Athlon goes to great lengths to keep the fleet as lean and mean as possible, doing its bit to reduce traffic congestion and CO2 emissions. We understand that the car is not always the most ideal type of mobility. A good example would be an employee who has to attend a meeting at a customer location in the same town. In that case, an (electric) bicycle or e-scooter could prove to be more effective than a car. If the employee had

to travel to another town, public transport could be the best solution, possibly complemented by a shared bicycle or taxi. The costs saved on fuel, maintenance and parking fees more than justify these diverse forms of transport.

And it is also a win for the environment. ●●●

Five questions

In order to bring Smarter Mobility to the attention of our customers, we have compiled a Sustainable Mobility Plan. And, since actions speak louder than words, the plan is reflected in the company's daily practices. The following questions form the backbone of our approach:

1. Do your employees really have to travel, or can they do their work in a different way?
2. What mode of transportation suits that occasion for travel best?
3. Is a low emission car an option?
4. Are you familiar with eco-driving?
5. Did you know that it is possible to compensate your CO2 emissions?

These simple questions will give an organization powerful insights into its mobility needs, encouraging it to prioritise CSR at all times. The result can be cost savings and higher levels of employee efficiency.



THE PERFECTION OF MOBILITY



Athlon's core values are those of sportsmen and sportswomen everywhere – namely, connection with the team and commitment to success. As an organisation, it rigorously applies these values to the world of mobility.

Transportation is where the Athlon world and the world of sports meet. Although it may not make the headlines, no sporting victory would happen without transportation planning of some kind. Just getting the competitors to an event comfortably and with everything they need can be a major challenge. Enabling tens of thousands of spectators to travel to and from the same location is an even bigger challenge. This is why Athlon has been the mobility partner of football club PSV Eindhoven for many years, and why we collabo-

rate with the Dutch Premier League. Our services are also used by a number of smaller clubs.

Quick, safe, efficient

Athlon has been providing quick, safe and efficient transport of people since its foundation in 1916. Whether the destination is work, a customer site or the venue of a sporting event, we apply a smart approach, selecting the optimum means of transportation. The most appropriate solution could be a car, but it could equally be a bicycle, public transportation or a taxi. The environment is a major factor in our decision making, so electric cars are also part of our repertoire of solutions. As a key member of your team, our aim is to keep your people mobile in the most efficient way possible.

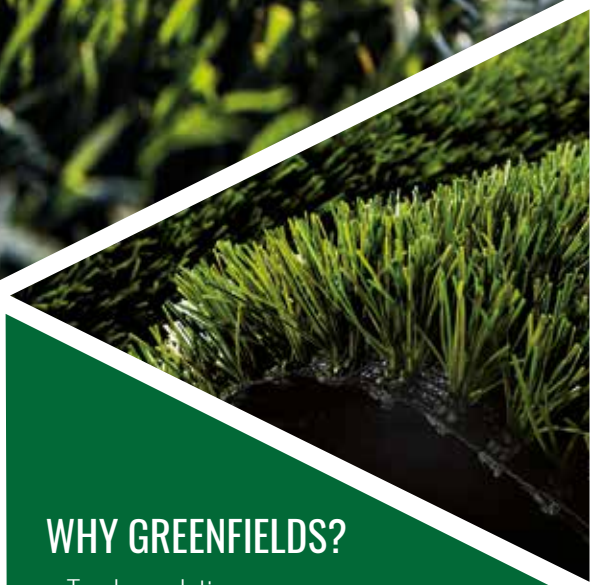
If you would like to know how Athlon can help your sports club or organisation, please contact us

Athlon has been a sponsor of PSV Eindhoven since 2010, in addition to looking after their fleet in collaboration with Mercedes-Benz. Athlon continually strives to enhance the services it provides to the team. Recently, it became possible for PSV fans to drive a 'Club Car', for example. Participants can choose between a Smart Forfour and a Mercedes-Benz A or C class.

You can read more about Athlon's attractive private-lease scheme on the website ;

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NATIONAL SPORTS EXHIBITION

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

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



NATIONAL SPORTS EXHIBITION

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

First the exhibition was only intended for soccer associations.



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

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

WEBSITE

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



DATE AND ADDRESS

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



ZPRESS MEDIA GROUP

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

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



FUTURE PLANS

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



NATIONALE SPORT VAKBEURS

You are invited to attend National Sports Exhibition 2018, either as an exhibitor or as visitor. The event is to be held on November 14th and 15th.

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

ZPRESS SPORT / NATIONAL SPORTS EXHIBITION

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SPORT MARKETING

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

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

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

MINOR THE BUSINESS OF SPORT AND ENTERTAINMENT

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

THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES

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

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Sports and Technology

Cluster for sports innovation



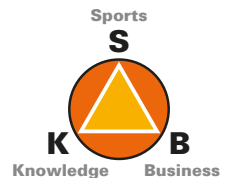
Located in the Brainport region of the Netherlands, the Sports and Technology cluster is an open network of businesses, knowledge institutions, SportFieldLabs, and public organisations (the Q-helix) for sport innovation.



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

CREATING VALUE THROUGH SMART CONNECTIONS

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



SPORTS

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



KNOWLEDGE

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



BUSINESS

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



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Tennis



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VIFIT SPORT IS BRINGING SPORTS NUTRITION INTO THE MAINSTREAM

In May 2017, the dairy organisation FrieslandCampina introduced its high-protein sports-nutrition line, Vifit Sport, to the Netherlands. It was subsequently launched in the UK, with other European countries expected to follow soon. The introduction of Vifit Sport is a response to growing public enthusiasm for healthy living and participation in sport.

More about Vifit Sport

Vifit Sport products are aimed at anyone who is a keen participant in sporting activities. Designed to be taken after any period of intense activity, they provide high levels of protein for muscle recovery. Although about 40% of Europeans engage in sport 2 to 3 times a week, many of those active individuals are not currently using any sports nutrition. That's often down to a common misconception: the idea that sports nutrition is only for bodybuilders. Unfamiliarity is also a factor. It was this huge group of sport-minded people that inspired FrieslandCampina to create Vifit Sport.

The range consists of recovery drinks, bars and shakes in 3 different flavours. Their nutritional composition has been carefully determined. Each product contains 20 grams of protein, plus important vitamins (including vitamin D) and minerals such as potassium and magnesium. Only natural flavourings have been used, and no preservatives or artificial colourings. In other words, Vifit Sport products are exactly what a sports person needs to help with muscle recovery after an intense performance or training session.

What happens during recovery?

Nutrition plays a huge role in recovery after intense sporting activity. Rehydrating and taking on carbohydrates aren't the only things you need to consider. Intake of sufficient proteins is also important, since muscle fibres consist mainly of protein. During a hard workout, small tears appear in the fibres. So, it's important to rest and take good care of your muscles afterwards, so that the damage gets repaired. The recovery phase is an important aspect of training, as it allows for muscle growth. Research has shown that your muscles are most amenable to recovery in the first two hours after a training session – in the first 30 minutes particularly. So, it's advisable to eat or a drink Vifit Sport product in that precious first half hour. One portion is enough, as it contains exact-

ly the amount of protein you need.

Vifit Sport: Your partner in progress

Vifit Sport aims to get its message across by helping high-profile sports teams achieve their goals. To that end, they've entered into various partnerships. Firstly, they have a relationship with Runner's World in the Netherlands. This has given rise to a number of initiatives, including the training of 10 runners for the TCS New York City Marathon on 5 November 2017, under the supervision of Susan Krumins and Robert Lathouwers.

This summer, it was announced that Vifit Sport will also become the new partner of Cycling Team LottoNL-Jumbo. FrieslandCampina and the team have signed a collaboration agreement for the next three years. According to Richard Plugge, manager of Cycling Team LottoNL-Jumbo, the collaboration is based on shared values and the vision of inspiring young talent, helping them to improve their skills day by day. Plugge: "It's fantastic news that a Dutch multinational chose to get involved with the world of cycling. This sponsorship is an important addition to our existing arrangements with Lotto, Jumbo, BrandLoyalty and Bianchi. What also appeals to me about it is the 'content-driven' nature of the sponsorship. Together with Vifit Sport, we're going to build an online community with whom we can share our passion for sport and the development of great competitors."

It was also recently announced that Vifit Sport will become a name partner of the Pro Triathlon Team. The title 'BMC Vifit Sport Pro Triathlon Team' will come into effect at the beginning of 2018. The partnership was agreed for a period of three years, with the aim of securing victory in Ironman, but also developing a group of promising athletes into regular winners of Ironman the Olympic triathlon and other events worldwide. The members of the BMC Vifit Sport Pro Triathlon Team will train for up to forty hours a week to compete at the highest level. As a brand that strives to deliver optimum nutritional effect for better recovery, Vifit Sport is proud to be associated with them.

As you can see, Vifit Sport is well on its way to becoming a global sports-nutrition brand, trusted by sportspeople around the world. For more information, go to www.vifitsport.com



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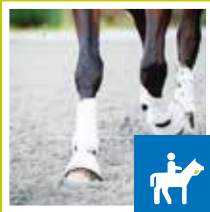
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A women's team reaps success after years of sowing

THE RISE OF THE BOELS-DOLMANS CYCLING TEAM





Women's cycling has become increasingly popular. And as the top women in the sport start to receive more attention, the Boels-Dolmans Cycling Team has become a force to be reckoned with. Over the past three seasons, they have produced no fewer than three world road champions, in the persons of Lizzie Deignan, Amalie Dideriksen and Chantal Blaak. As a team, they have triumphed twice in UCI Women's World Tour, an event that has been called the Champions League of cycling. In addition, both Megan Guarnier and Olympic champion Anna van der Breggen have taken the individual title. It really is a golden harvest after many years of sowing.

Let's be honest, for many years, female cyclists were somewhat overshadowed by their male colleagues. News of an incidental victory or an exceptionally successful sportswoman did manage to reach sports fans, but, in general, the women's sport received little attention. However, thanks to the professionalisation of women's teams, increasing interest from sponsors and the presence of some high-achieving sportswomen, organisers are beginning to add a women's competition to tour and classic events. The Tour of Flanders and the Waalse Pijl were the first. But, more recently, the Tour de France, the Vuelta a España (one-day events), Liège-Bastogne-Liège and our own Amstel Gold Race have followed suit. The result is that TV viewers can now also see the stars of women's cycling in action, and the press will pay more attention to female cyclists. But this is just the beginning. The Netherlands and the world at large will have more and more opportunities to enjoy women's cycling, which will be characterised by shorter races, more selective finals and some fantastic athletes.

The Boels-Dolmans

It's the Boels-Dolmans Cycling Team that fans will increasingly see at the forefront of races. The Ardennes classics in spring were a sign of things to come. Anna van der Breggen won all three hilly races: the Amstel Gold Race, the Waalse Pijl and Liège-Bastogne-Liège. This star of women's cycling, who hails from Overijssel originally, also won the Giro d'Italia for women this summer. But

the team has strength in depth too. The successes of Lizzie Deignan (Tour de Yorkshire and GP Plouay), Amalie Dideriksen (Tour of Drenthe) and Chantal Blaak (national and world road cycling title holder) are proof of that. With every Boels-Dolmans cyclist achieving major victories in a single year, the team is clearly doing something very right. A major factor is the professionalisation of the Boels-Dolmans Cycling team. But, in addition, the main sponsors, Boels Rental and Dolmans Landscaping Group, together with Team Manager Danny Stam, have seized on any opportunity to add value. For example, injury treatment and prevention is provided in collaboration with the very best supplier of medical materials, Specialized. The hiring of expert personnel also contributed hugely to the successes of the team.

In professional racing, you sometimes have to sacrifice your own chances for someone else's. In addition to being an incredible competitor, Lizzie Deignan is also a star when it comes to selfless teamwork. The British woman fulfilled the role of lead cyclist for many kilometres during the Boels Ladies Tour in 2016, wearing her world-champion's rainbow jersey all the while. She also proved the perfect team mate for Van der Breggen during the Ardennes classics. The two Boels-Dolmans cyclists expertly out-manoeuvred the competition in the finals.

The wind at your back

It's hard to believe that this amazing group of

women was originally launched as a training outfit called the Dolmans Landscaping Team. They took their first step towards greatness when they received an injection of capital and support from Boels Rental, and that has enabled them to ride with the wind at their back ever since. The sponsor's business instincts told them that there was a great future in store for women's cycling, and they were correct. That impeccable piece of judgement gave them a head start on the rest of the market, ensuring that the team's riders and support staff continually set new standards in the women's sport. It's fair to say that Boels-Dolmans are considered the team to beat. They may not always win but they have a stellar record. At the 2016 world team time trials in Qatar, a textbook display of teamwork delivered individual success. Six very strong cyclists pushed one another to new heights and they were rewarded with gold. Competitors should take note, because Boels-Dolmans are looking to duplicate that success in 2018. ●●●

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Van den Wall Bake Consult bv
Postbus 643, 1200 AP, Hilversum www.vdwconsult.nl

VDL Groep
Wekkerstraat 1, 5652 AN Eindhoven www.vdlgroep.nl

Vekoma
Schaapweg 18, 6063 BA, Vlodorp www.vekoma.com

Volans Rowing
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Winning Mood
Waterwolf 1, 6681 TH, Bommel www.winningmood.com

Wittelijn.nl
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World Tang Soo Do Association
2436 Hanford Road, NC 27215, Burlington www.worldtangsoodo.com

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You.FO
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ZOPFI BV sustainable business development
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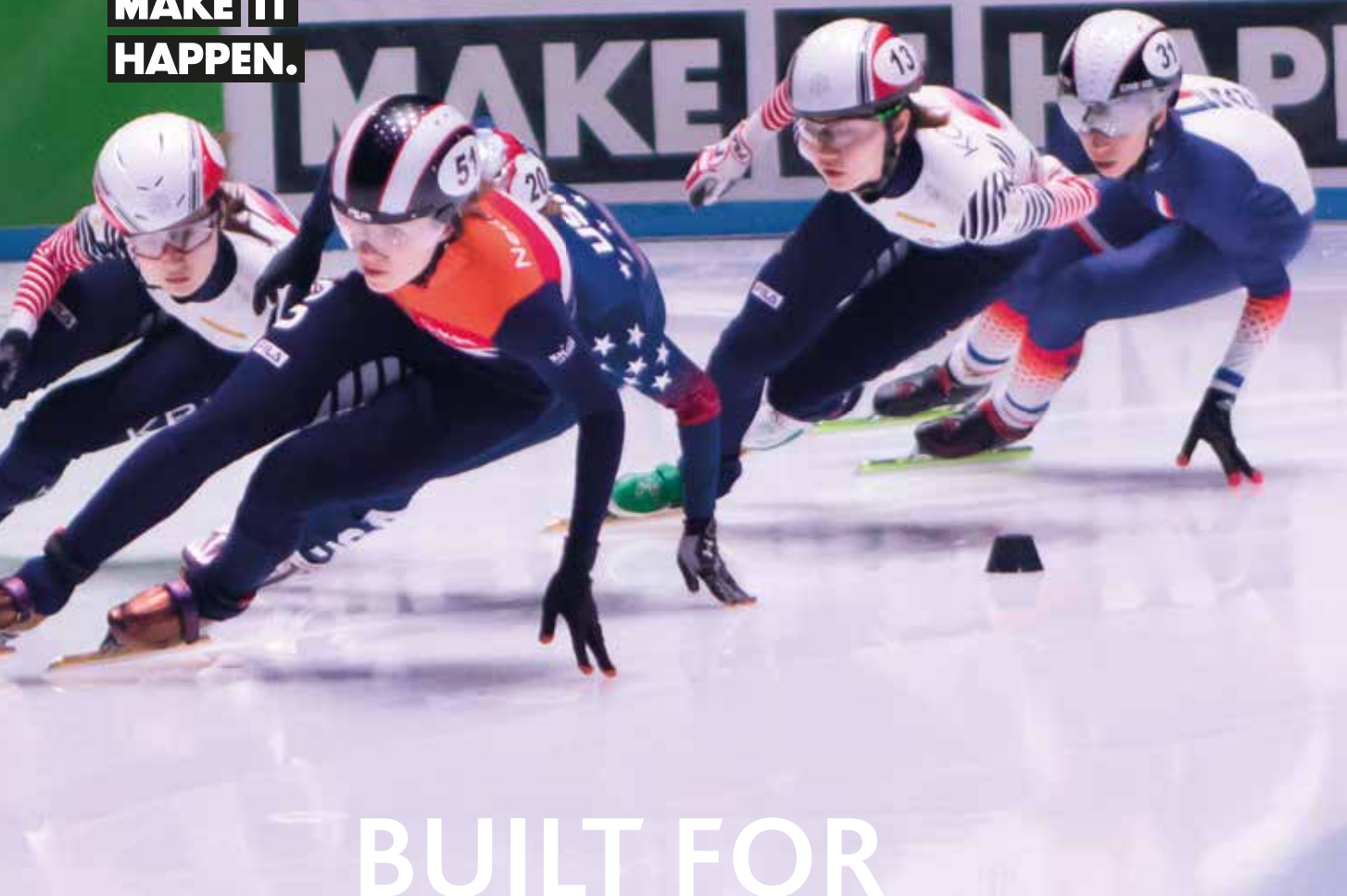
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Red Bull gives you wings

MORE THAN A SLOGAN

Red Bull gives you wings. As a slogan, these words fit right into the ‘Just do it’ category: invoking similar, direct brand recognition. But it’s more than just words. It’s a philosophy. For the energy boost the canned drinks give, and for the way Red Bull supports its athletes and brands itself in the world of sports.

“I really want to thank Red Bull for the faith they have in me”, Max Verstappen stated when Red Bull announced, halfway through 2014, the teenager would make his Formula 1 debut for Toro Rosso in 2015 at a mere seventeen years of age. He repeated these words when he was promoted from the Toro Rosso ‘proving ground’ to the big Red Bull Racing team early 2016 – immediately winning his first race for the team, becoming the youngest winner in Formula 1 history.

Verstappen is probably the most famous Red Bull athlete in the Netherlands, but by no means the only one. In the Netherlands alone, Red Bull has a portfolio of over fifteen athletes; worldwide the number approaches eight hundred. From football legend Neymar to skier Lindsey Vonn, from motorcycle racer Marc Márquez to base jumper Felix Baumgartner. For the latter, wings are literally welcome. For the rest, they’re symbolic. Just look at Dutch Moto3 racer Bo Bendsneyder, the 2015 winner of the Red Bull Rookies Cup, a youth motor racing series. “Winning put me in touch with Red Bull and I’ve since joined their Moto3 team as a Red Bull athlete.”

Visible & credible

Verstappen and Bendsneyder compete for Red Bull teams, in Red Bull colours, but there’s plenty of sports where it doesn’t own a team or championship. The search for talent goes beyond speed demons and eye-catching extreme sports. How many people think ‘Red Bull’ when thinking of chess, speed skating or field hockey? Robbert

Kemperman, field hockey player for the Dutch national team, does, since he’s become a Red Bull athlete.

What’s important is that these relationships work for both sides. Whereas Red Bull wants to play a credible role in field hockey, it simultaneously helps Kemperman in terms of publicity. “They gave me a GoPro to film training sessions and trips and there’s a whole team producing these videos to make sure it’s quality content.” They’re shared on social media, of course, where Red Bull sometimes ‘pushes’ the content. It’s helped Kemperman’s online profile surge, with Bendsneyder noticing a similar effect in his case: “In terms of publicity, the Red Bull link definitely helps. It’s a big, strong brand, popular among all ages.”

Inspiring

The iconic blue and silver cans you find in Dutch super markets don’t feature Bendsneyder, however, but a stylized print of Verstappen. It’s part of the ‘Fit with Max’ campaign in which he answers fan questions and shows his life as a pro athlete. It’s just one example of the content Red Bull produces as ‘an inspiring company bursting with creativity’, as Kemperman calls it. From unique stunts like Baumgartner’s edge of the atmosphere jump to events for regular athletes: whatever Red Bull does, it does well.

It’s regular athletes and exercise fans that Red Bull kicks into gear with events like the Wings for Life World Run for charity, Red Bull ‘Kop over Kop’

cycling competition and Red Bull Forwards – a five-on-five field hockey tournament for women. They’re unique twists on known sports. “It’s good to see Red Bull support grassroots sports as well”, says Kemperman.

Performance

From recreational sports to base jumping or field hockey, there’s one more thing Red Bull helps with: performing. Ultimately, it’s a functional beverage. Prior to becoming a Red Bull athlete, Kemperman’s pre-game routine included caffeine pills and isotonic drinks. “Which is what Red Bull effectively is, just all rolled into one. It’s simply a great sports drink and does wonders for your focus levels. I mix it with water so I can find the right dosage to benefit me throughout a game.” Because that is, in the end, what matters to Kelderman: to be his best during those seventy minutes he’s on the pitch. The same is true for Verstappen, who’s gotta excell during the fifty, sixty laps he races on a sunday afternoon. Success, and helping people exceed their potential and expectations – that’s the best advertisement Red Bull can get. When it comes to giving wings, it’s show, don’t tell.



Photography left: Getty Images / Red Bull Content Pool
Photography right: GEPA pictures/Red Bull Content Pool

Learning to fly

Having wings is one thing, learning to fly is something else. It's why Red Bull runs talent programmes. In the world of motorsports there's the Red Bull Junior Team that brought Verstappen and team-mate Daniel Ricciardo to the top of Formula 1. Both had their careers in the junior series guided by Red Bull, stepped up to Formula 1 (spending time at junior team Toro Rosso) and continued on to top team Red Bull Racing. In motorcycle racing, there's the Red Bull Rookies Cup for thirteen to seventeen year olds – a rung on the ladder to the prestigious MotoGP. Bendysnyder won the Rookies Cup in 2015, joining the Red Bull programme and their Moto3 team, and is now set for a Moto2 ride in 2018. A similar situation exists in sailing, where Red Bull Foiling Generation and the Red Bull Youth America's Cup lead to the America's Cup. The New York Red Bulls, Red Bull Salzburg and RB Leipzig football teams, meanwhile, have their own football academies and youth squads.



Media House

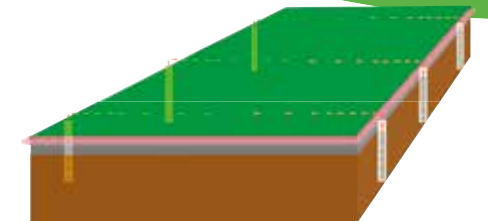
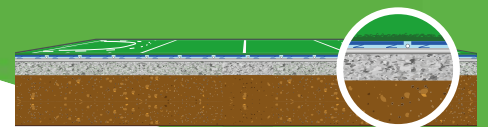
In addition to supporting athletes, Red Bull through the Red Bull Media House produces cross-media content. It doesn't just cover Red Bull events and athletes, but lifestyle and culture as well. The content is shown on social media, Red Bull websites, print media, apps and Red Bull TV. The Red Bull Media House also serves as distributor to established media organizations. An example thereof is its role as global promoter of the World Rally Championship, while another is it providing content of the Beach Volleyball World Series to Dutch broadcasters NOS and Ziggo Sport.

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



Covered speed skating ice rink in Rotterdam

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

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VDL Seating Systems



VDL PRODUCER OF THE BOX SEAT

Within the VDL Seating Systems sales cluster, VDL Lasindustrie, VDL Kunststoffen and VDL Services join forces, combining their strengths in design, production, sales and installation of shell, 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. Starting in December of last year, this collection, which consists of eight different models of stadium seats, has been produced by VDL.

THE PRODUCT PEOPLE INTERNATIONAL

The VDL Seating Systems' product range consists of shell, tip up and VIP seats. After some time they were looking for ways to expand their offerings. During a market analysis, VDL Seating Systems came in contact with the leading player, The Product People International, a company from London where husband-and-wife team Sheldon King and Anke Gruetjen design stadium seats themselves. 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 the Arsenal Emirates Stadium and various Olympic Games. During the most recent European Championships in France, seats from The Product People International could be seen in the New Bordeaux Stadium. They installed over 40,000 seats there last year. The seats are also placed at the new rugby stadium in Lyon last year.

PRODUCTION

The Product People International outsourced production of the seats to various production companies. VDL Seating Systems saw a great opportunity here. The seats in this collection fit perfectly with the mission and vision of VDL Seating Systems and provide good opportunities in the market. After having sat down together several times, we reached an agreement through which VDL Kunststoffen became the new manufacturer of their The BOX Seat collection. Since then, VDL Kunststoffen has produced seats from the collection for projects in Australia, Japan, France, the Netherlands, the US and Scandinavia. In connection with the new partnership, Sheldon, Anke and their children have now moved to the Netherlands to facilitate the intensive contact and simplify other matters.

PSV STADIUM

During the renovation of the PSV Philips Stadium, VDL Seating Systems is installing 23.000 new seats, after they already placed 3.200 new seats in 2016. In addition to installation of The BOX Seat models in the Ere Zuid section, VDL Seating Systems also provided the 'safe standing seats' for the East section. These seats allow the loyal core of PSV supporters to sit when they want to, yet it is now also easier and safer to stand. Previously, many supporters in the East section stood on the shell seats. This led to many unsafe situations. The safe standing seat includes a rail mounted at a height of 90 cm that holds the supporters when they lean forward or are cheering with abandon.

VDL Seating Systems

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

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AND KEEPS WORKING ON
AN OPTIMAL SPORTS CLIMATE.**

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MAKE IT
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In the Netherlands, Feyenoord is known as the club of the people. Our youth development program, the Feyenoord Academy, is one of the finest football academies in the world having produced more players than any other club for the 2014 FIFA World Cup.

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

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

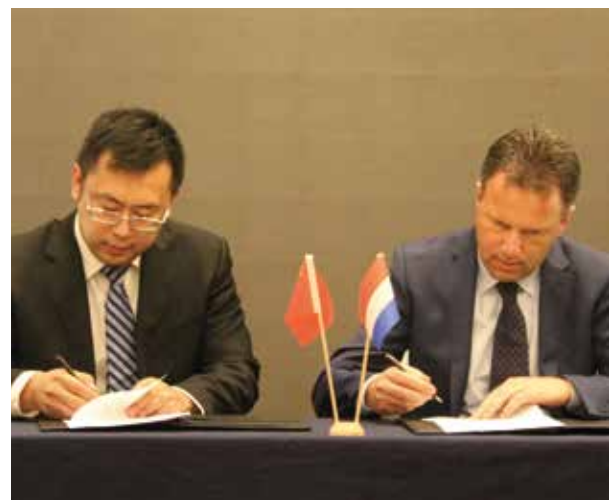
What Feyenoord is able to offer:

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- Economic model in order to capitalize on youth player development
- Player development programs
- Coaching development programs

- Training camps for elite teams
- Scouting events
- Clinics and soccer schools
- Summer Camps



PIB Programme for development of football in China



PIB PROGRAMME FOR DEVELOPMENT OF FOOTBALL IN CHINA

Transfer-window news from China has figured prominently in the international football headlines over the last two years. A host of players and trainers have left Europe, attracted by the possibility of becoming very wealthy very quickly. In 2016, China spent €331 million on transfer fees for foreign players! That is only €60 million less than the five biggest European leagues spent over the same period of time. As a result, many European countries, federations and clubs regard China as a formidable competitor, and a potential threat in future competitions. So, where has this sudden football madness come from, and how can the Netherlands benefit from it?

Objectives stated in government policy

The current developments in China haven't just come out of thin air. Chinese president, Xi Jinping, indicated several years ago that China must become a true football superpower – preferably before 2050. The immense transfer fees and salaries being paid to foreigners are one aspect of that policy. Attracting stars from all over the world is intended to boost the standard of the Chinese league and increase its popularity.

Great efforts are also being made to integrate football into education. It will become mandatory from an early age, and scouts will be on the lookout for talent. In addition, there will be 20,000 football schools throughout the country by 2020, which should produce about 50 million Chinese football players. And since all those footballers need somewhere to play, China wants to have 70,000 football pitches by 2020 – a figure that should increase to more than 140,000 by 2050. In other words, there will be one pitch per 10,000 residents.

However, to be successful, you need more than football pitches and facilities. Tens of thousands of Chinese trainers and coaches will be needed, both at an amateur and professional level. Currently, the quality is way below that of European trainers, but change is coming, and that could mean huge opportunities for Dutch businesses. With an excellent reputation for talent development, the Netherlands is well placed to benefit from Chinese football madness.

Business opportunities for the Netherlands

In China, footballing greats like Rijkaard, Gullit and van Basten are still incredibly popular, but the image of Dutch football goes way beyond that. Our training and development of talented young

football players is well known, not just in China but throughout the world. And that reputation is justified. The country boasts a large number of certified trainers and officials, first-class facilities and excellent pitches, including many with artificial surfaces. In addition, the Dutch youth league is organised in such a way that the strongest teams compete against one another, which means that the standard of play is high. That is not yet the case in China.

There are several ongoing initiatives intended to match Dutch businesses with opportunities in China. Together, they represent a broad range of expertise, particularly in the field of innovative and sustainable sports facilities. They also have a huge amount of know-how to pass on regarding the Dutch approach to training. The consortium set up by Orange Sports Forum is no exception. It brings together Feyenoord, Royal Haskoning, DHV, VDL seating Systems, TenCate Grass, Crown Licensing, GP Smart Stadiums, Sport Networking BV, Corbel Partners, Vekoma Rides, Share Logistics and Ahoy Rotterdam. Their aim is to address opportunities in the Chongqing region.

To that end, an initial mission to Chongqing and Xi'an took place in October 2017. Chongqing is a relatively unknown city compared to Beijing and Shanghai, although it is one of the fastest growing Chinese regions. It is also one of the most sporty cities of China, with a sports participation rate of 44%. Another advantage is the fact that it recently became possible to move people and goods between the Netherlands and Chongqing entirely by rail. Xi'an is equally interesting, not least because it will be organising the Chinese National Games in 2021. This immense event will require 64 sports facilities, of which 12 will be newly built, 23 renovated and the remainder modified in smaller ways.



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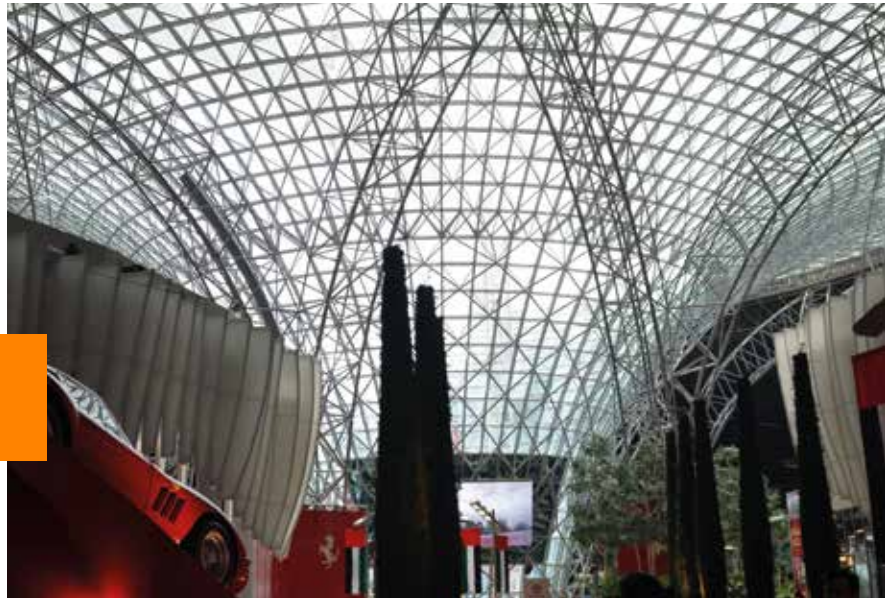
Are you joining me? Get on the plane, the car or catch the train and see how fast you can stand on a unique track. Golfing on the coast through the dunes or in a wooded area. The Netherlands has enormous diversity, competitive in quality with European and worldly top golf courses, Dutch older golf courses and new special golf projects. Check: golf clubs, travel documents and camera. I will capture unique moments and experiences on screen. There is nothing missing in capturing details and moments with impressions, for inspiration for customers, golf courses, publications and events.

The experience is not only golf, unique products, or special moments and places. I immerse myself in what I see and record this with my camera and / or on video, in connection with people, products and services. Many special moments and spe-

cial places experienced in the world, like: Japan, Australia, New Zealand, Tasmania, Portugal, Italy, France and Scotland. Yes, Paliwigo has been here several times and has experienced it, in world-class museums, the architecture and tastings of the gastronomy. Our choice of fine wines, whiskey's, gin's, grappas and liqueurs with gastronomy are also world's top. To reinforce and support commitments, Paliwigo facilitates this with special compositions and unique gift boxes. Paliwigo takes care of your event (s) with golf, coaching, travel and marketing, on our unique and detailed high services. Experience It! Visit www.paliwigo.com or contact Peter Klerkx

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"The Drive with Golf" is filled with personal and or commitment in small groups. With your flight and the guidance of Paliwigo this creates a better and more personal connection so that you really know what your joint drive is and whether your drive is optimized.

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Unique impressions

Standing out is a very important issue for every entrepreneur. In all sorts of ways this is making itself visible to the public and the business world. Social media certainly makes a very big contribution to visibility here, but how much time does it take to avoid unnecessarily many texts that often do not reflect what needs to be propagated?

Paliwigo ensures that due to it's honest, pure and unprocessed impressions, the message is clearly clear to the target group. Impressions - photos taken from a different angle instead of the standard and giving a clear picture of the product to be sold. "What you see is what you get" and there are no superfluous words and endless texts for that required. Unique publications, flyers, websites and even menus, the first impression is the most

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Peter Klerkx (Bsc.)
Managing & Creative director
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ENLARGING THE FOUNDATION FOR FIELD HOCKEY IN AMERICA

After a successful career in women's field hockey in the Netherlands, culminating in a Gold Medal with the Netherlands National Team at the 2006 Women's Hockey World Cup and again at the 2008 Summer Olympics in Beijing (beating China in the final 2-0), Janneke Schopman was hired as the Assistant Coach to the U.S. Women's National Team. Considered "one of the top up and coming coaches in women's international hockey" by Simon Hoskins, USA Field Hockey's Executive Director, Janneke has now lived and worked in Lancaster, Pennsylvania for more than three years. In January 2017, Janneke was promoted to the position of Head Coach of the U.S. Women's International Team. We met her in Lancaster to learn more about her experience as a Dutch field hockey champion in America.

Janneke, how did you get the opportunity to be hired by Team USA?

One of my friends mentioned to me that Team USA was looking for an Assistant Coach so I sent a very brief email to Head Coach Craig Parnham asking him if I had a chance to be considered for the job. At that time, they were already in the final stages of selecting candidates. I was offered the position within a few weeks and was able to move to the U.S. right after the end of my coaching 2014 season with SCHC..

How big of a change was that for you?

Well, I basically moved from a "big sport in a small country" to a "small sport in a big country". But, in spite of the fact that field hockey is not one of the most popular sports in America, what really strikes me here is how much Americans have a real appreciation and respect for performance and results in any sport. I often get introduced here, even by friends, as the "Olympic gold medalist" or "world champion" which I have a hard time getting used to!

How did you end up in Lancaster, Pennsylvania, a relatively small town?

Lancaster is the official home of the U.S. Women's Field Hockey Team. We are based at the largest indoor sports complex in the country, Spooky Nook Sports, which happens to be in Lancaster. It is actually pretty well located at a reasonable driving distance from Philadelphia, New York, and Washington, DC.

What are some differences between Women's Field Hockey in the Netherlands and the USA?

I don't have access to a very broad talent pool

here, compared to the Netherlands. If the team loses a few players, we can be in real trouble. Also, there appears to be a larger focus on physical condition here than on technical skills, so we need to put a lot of emphasis on that during training. One other thing I have noticed that players tend to speak more in terms of "we think" even if they actually mean "I think", this goes hand in hand for some players with the fear to make a mistake.

Is your personal coaching style something the players have had to get used to?

To some extent, yes. I am extremely direct with the players which may be considered a Dutch trait by some. At the same time, I allow them to make decisions as a team, rather than forcing them to do certain things my way – including things like deciding who gets to shoot a penalty corner. And I give them a little more freedom than they may be used to, including in the areas of food and alcohol. If they want to eat a donut or have a beer from time to time, I have no problem with that. I see no point in building up a culture of guilt and stress which will only negatively affect performance. My aim is to make all players understand what is required to play hockey at the highest level and have them make their decisions accordingly..

What are your goals for the team looking forward?

We are working towards a successful world cup in England in 2018. But, frankly speaking, we still have some work to do to make it to the top 3 in women's field hockey. We are definitely in the top 6 or 8 of the world but I want to aim higher. In

2017, our greatest achievement was our Gold Medal at the FIH Hockey World League in South Africa, where we beat Germany in the finals – I have never seen the team so happy!!

Are you thinking about your next career move yet?

Right now, I have the incredible opportunity and challenge to further build on the growth and success of the U.S. Women's Field Hockey Team. I think I have built a great personal connection with the players and I have always believed that the team is more important than the coach. I want to motivate them to always play to the best of their potential, and if they do, what more could I ask? We will see what the future brings but I am not ready to give up my Dutch citizenship.

Do you think there is a role for Orange Sports Forum in the USA?

When people have an open mind, they can learn a lot from other countries and cultures. This is true in sports as much as it is in business or education. I like to learn from coaches in other sports here in the USA, which I had the opportunity to do during a recent conference in California. There are new technologies and products developed in the Netherlands that can be successful in the USA, and vice versa. In terms of corporate support for field hockey, we can learn a lot from the Netherlands! ●●●



About New Orange Sports Forum USA

Orange Sports Forum recently decided to partner with Muskens Global USA, Ltd. - a Dutch-American business consulting firm based in Lancaster, Pennsylvania, to strengthen connections and create new opportunities between the Netherlands and the USA in the areas of sports business and education. Branded in the USA as New Orange Sports Forum USA, the organization is the official partner organization for OSF and will actively support its efforts to promote Dutch sports business and stimulate collaboration in all areas of sports business, including education and technology. The firm was founded by Wilfred Muskens, a native of Utrecht who has lived and worked in the USA since 1999, and his wife Emilie, an American national who studied Dutch at the Boswell Institute of Utrecht University. They live in Lancaster, Pennsylvania – home of the U.S. Women's Field Hockey Team and the largest indoor sports complex in the USA, Spooky Nook Sports, and centrally located within a three-hour drive from 24 professional sport teams (baseball, basketball, hockey, soccer, football...).

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More information:

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Orange Sports Forum and NEC (Dutch Export Combination)

TRADE MISSION OSF TO THE UNITED ARAB EMIRATES AND OMAN

Commissioned by the RVO, the Orange Sports Forum and the NEC (Dutch Export Combination) organised a successful women's sport mission to the United Arab Emirates and Oman from 2nd to 8th November. During the fact-finding mission, a delegation of 12 Dutch businesses visited various sport-related businesses, authoritative bodies and organisations, which resulted in a number of meetings to discuss the options for possible collaboration.

The Fatima Bint Mubarak Academy (FBMA) was an important theme during this mission. Within this context, the delegation visited the FBMA Ladies Open in Abu Dhabi, where world-class female golfers, including Anne van Dam, participated in the Ladies European Tour. The fantastic event offered the delegation an excellent opportunity to network at the appropriate level. Also linked to this event was the FBMA International Conference on Sport for Women 2017. This event was a programme of speeches, presentations and discussions by influential persons from the UAE and the world of sport, including Sheikh Nahyan Bin Mubarak Al Nahyan (Minister of State for Tolerance) and Maria Teixidor Jafresa (vice-secretary to the board of directors at FC Barcelona). World-wide women's sport was well represented during this congress. Apart from providing very interesting insights into the status of women's sport in the Middle East and the rest of the world, it was also a great opportunity to get in touch with stakeholders and decision-makers in this regard.

In addition to the two successful days at FBMA, the visit also included an extensive programme at Al Jazira FC, the football club where six Dutch sportsmen, including Henk ten Cate, Jan Versleijen and Mohammed Hamdi, are currently active. The delegation was invited to attend a prestigious match between Al Jazira FC and Shabab Al Ahli from Dubai on the first day of the mission, which

made for an excellent start. Several days later, the delegation was again the guest of Al Jazira FC, participating in a programme that included several presentations, discussions and, of course, a tour. Al Jazira FC could be an excellent hub for Dutch companies who want to do business in the gulf region. The fact that the owner of Al Jazira FC, Sheikh Mansour, also owns the City Football Group (Manchester City, New York City, Melbourne City, etc.), makes the Al Jazira FC network of great interest to businesses. This is why the OSF is proud to report that, during a networking reception at the Dutch Embassy in the presence of Ambassador Frank Mollen, they concluded an MOU with Al Jazira FC to intensify the collaboration still further!

The visit to Abu Dhabi was concluded with an interesting visit to Kizad (the port of Abu Dhabi) where Edwin Lammers, a Dutch national, fulfils the role of commercial director. This was also extremely encouraging, as it revealed even more opportunities to the delegation. Apart from port-related matters, Kizad plans to use sport for promotional purposes and for CSR projects.

Finally, the delegation visited Oman, where the agenda included several appointments with Khimji Ramdas. This Oman conglomerate is one of the biggest employers in Oman, and has ongoing collaborations with many European and

Dutch businesses. During the visit, several businesses were given the opportunity to present themselves, and several individual meetings took place with representatives of the various businesses of Khimji Ramdas. Afterwards, at the invitation of Pim Verbeek, the delegation attended a training session of the Oman national football team in the presence of several representatives of the football federation. Ultimately, the delegation was invited to a networking reception at the residence of the Dutch Ambassador in Oman, Mrs Laetitia van Asch-Pieters, to conclude this successful visit.

The mission as a whole was very successful, and the first indications of positive results can already be seen. There will be a follow-up to the mission in the near future, and any information relating to it will be made known in due course. ●●●



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FRIENDSHIP SPORTS CENTRE IN AMSTERDAM

Every child should be able to participate in sport. Sport is not only fun, it also strengthens and builds confidence. Sport connects, and this connection is essential for a child's development. Children with challenges need this most of all, but they might well find themselves marginalised in a regular sports club. So, is there a place where kids like these can participate in sport?

Thankfully, there is: the Friendship Sports Centre, run by the Only Friends sports club. It's the only sports centre in Europe that's fully equipped for children and young people with challenges. There are two football pitches, a dirt track, a long jump sand pit, a heated swimming pool, an adapted fitness area, a gym and a dojo. In short, it's a first-class sports environment with more facilities than you could possibly wish for – the perfect environment for participating, moving freely, falling over and picking yourself up again.

Playing a sport is something you do together – with others, against others, for others. The centre has provided that valuable experience to more than 600 children and young people with challenges. With a choice of 25 different sports, all taught by specialist trainers, there's something for every youngster. Encouraged by the spirit of camaraderie, they learn that challenges are there to be overcome.

Money shouldn't be a reason for denying young people with challenges the chance to participate in sport. You can't put a price on the carefree enjoyment, new friendships and sense of inclusion that young people experience when they come to the centre. Nevertheless, money is required in order to keep this special place running. Fortunately, it has some generous sponsors. Inspired by the centre's vision of friendship and inclusion, they ensure that youngsters continue to rise above their challenges.

But, there are also vulnerable adults who need a nurturing environment in which to enjoy sport. They can benefit just as much from a place that lets them overcome obstacles, find companions and share positive experiences. The Friendship Sports Centre collaborates with various organisations to provide activities for adults with challenges and elderly people dealing with loneliness. These activities range from swimming to cycling, and from football to sitting volleyball. But social contact is just as important as physical activity, so every event is followed by a delicious lunch or dinner.

A work and learn company

But sport is just the beginning of the Friendship Sports Centre's activities. It also creates a bridge

to work and learning. For most young people, progressing to the world of work is quite normal. First you go to school, then you get a job. But it doesn't quite work that way for people with challenges. In most cases, they do go to school, but getting a job can be tough, even though they are often willing and able to work. For such youngsters, the Friendship Sports Centre set up a programme called Friends at Work, which covers common activities in the hospitality and ancillary work sectors. That includes bar, restaurant and kitchen work as well as cleaning and maintenance tasks.

Individual goals

In addition to opening up the world of work, the Friends at Work programme also provides access to other activities – creative pursuits in particular. This year, the candidates created paintings that were auctioned during our annual Benefit Night, which is a gala evening with an auction and raffle. Common school subjects, such as arithmetic and language are also handled. But the focus is always on personal goals and the things that interest each individual. We try to understand those goals and interests as best we can during an intake interview, and then create an appropriate programme.

For example, Jadey (23) really enjoys working behind the bar, and would love to learn more about it. So, she spends more time there than Sarah (20), who likes to give people guided tours of the centre. She's an excellent hostess and very good at describing everything that's going on there. Friends at Work gave Djurney (22) a chance to fulfil a long-cherished wish: with the help of Dutch volunteer and specialist Nora Roozmond, she is learning to read and write. That's something she never got around to at school because of the need to attend therapy sessions. 'Djurney

was very sad that she never learned how to read. So, when she read her very first words here at the centre, we couldn't hold back a few tears!' said Djurney's mother, Linda. 'An entirely new world opens up when you can read.'

Social contacts

In addition to working on personal learning goals, the young people are encouraged to develop social contacts. Social isolation is a real problem for people with challenges. Friends at Work is a friendly environment that brings together all sorts of people, and this can help to instil positivity. 'I don't have a handicap, I'm just different,' says Rens (19). Friends at Work gives participants the feeling that they are taken seriously. They work closely with colleagues, gaining experience of helping others and learning from them. That provides a great foundation for personal growth. Standing up for yourself, knowing your boundaries and communicating them, showing yourself to best advantage and becoming more self-reliant all naturally follow.

Sport

If you're following a programme in a centre equipped with first-class sporting facilities, it would be a shame not to participate in a sport! So, exercise is an important part of Friends at Work. It's not just intended to promote fitness and help with physical challenges. It's also about encouraging camaraderie, confidence and a sense of wellbeing. The entire group engages in fitness training once a week and goes swimming once a month. They do this under the supervision of trainees from ROC Amsterdam. Most programme participants also take advantage of other sports opportunities at the centre. As Jadey put it, 'This place is kind of a sports sweetshop. There are 25 different sports and you can try them all!'

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Van Lanschot actually employs a few top sporting personalities, as their mindset is a great match for the way we do business. Rower and silver Olympic medallist Elien Meijer, for instance, is one of our mortgage specialists. And we also act as sponsors, of course: Evi van Lanschot is the proud sponsor of beach volleyball players Madelein Meppelink and Sophie van Gestel, who are limbering up for the Tokyo Olympics in 2020.

We're on home ground when it comes to serving top sportsmen and women. In fact, we have a team of specialist bankers in place who don't just speak their language but who know exactly what

they're going through – and who can act swiftly, effectively and at just the right moment. Wendy Rommedahl is one of them.

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"My footballer husband Dennis and I have often had to make choices, both in this country and abroad, quite a few of them financial. My background and expertise in banking were a great asset. I know the financial choices people at the top of their game have to make. Top players like Dennis need to create enough wealth while still playing to be able to achieve their personal goals and dreams when their footballing days are over."

With Wendy's help, Van Lanschot has tailored a private banking approach to top sportsmen and women, whether they need financial assistance during their sporting careers, are looking for access to a network in the stage that follows, or even help with identifying a role in society and/or passing on the baton to the next generation.

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Today's millionaire: looking beyond wealth

For the fifth consecutive year, Van Lanschot teamed up with Statistics Netherlands to survey millionaires in the Netherlands, with the results captured in our Dutch Wealth Report. Mark Buitenhuis, responsible for our service offering to entrepreneurs, highlights some fascinating trends in the choices and motivations of millionaire entrepreneurs:

"They take a much broader view of the future than ever before; they want to make broader choices than merely preserving and creating wealth. And they expect us to provide focused support. They may be running a successful company, for example, but want to take it to the next stage – a stage at which their personal future and that of their loved ones plays a bigger part.

"And that's exactly when we play to our real strength: we're right beside them as they embark on the thinking process that leads them to choices matching their wishes, as we help them turn their wealth from an end into a means.

"Preserving their current lifestyles and pensions were cited as the most important considerations by the majority of the millionaires interviewed, followed by gifting to their families. The older generation is typically more interested in charitable causes and gifting, while younger millionaires are more focused on ways to retire early, invest in their businesses, pay for their children's education and repay their mortgages.

"We increasingly see millionaires looking to arrange healthcare to cope with the infirmities of old age. Sitting down with our advisers, they're able to discuss their options and we can help them make the necessary choices."

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Concentrating the company's knowledge and capabilities resulted in a number of new breakthroughs

AAA-LUX LED LIGHTING

TOPS THE LOT

AAA-LUX specialises in high-mast LED lighting. Their technology is used for the illumination of parking areas, port terminals, sports fields, training complexes and indoor and outdoor stadiums. AAA-LUX was the first to illuminate a sports field with LED floodlights in 2009, and they are still the trendsetters of the industry.

Since 2 January 2017, all AAA-LUX departments have been located at a single location. It was a logical step, according to AAA-LUX director and founder Erik Swennen. 'LED floodlights are very complicated things, and their production requires a high level of accuracy. Compared to metal halide floodlights, the manufacturing of LED floodlights is quite a specialist undertaking that requires a hi-tech environment. In order to ensure the quality of our LED floodlights on an ongoing basis, it became necessary to take this step,' he says. 'Now it's easier to control processes and quality levels.' As Swennen goes on to explain, AAA-LUX works to the highest possible standards. 'Even before the first half of the year was out, the international Standards Organisation (ISO) confirmed the high standard of our quality management system and all the various other factors that influence quality and service, we can now state that our products are ISO 9001:2015 certified.'

Higher quality

Concentrating the company's knowledge and capabilities resulted in a number of new breakthroughs in the field of high-capacity LED lighting. 'By putting our R&D in the same place as our Sales and Production departments, we managed to shorten the lines of communication and increase knowledge transfer. This contributed to developments that allow our LED floodlights to produce more than 200,000 lumens. We've also managed to create LED floodlights that can withstand extreme climates,' says Swennen. As an example, he cites some LED floodlights that have recently been supplied to the Middle East. 'These floodlights will continue to function well, even when the temperature rises to around 50 degrees Celsius.' The characteristic shape of AAA-LUX LED floodlights plays an important role in this respect. 'As soon as we started developing high-capacity LED floodlights in 2005, we became aware of the importance of cooling. Although, generally

speaking, the technology operates at a much lower temperature than conventional floodlights, it's still very sensitive to high temperatures. So, it's important to cool the floodlight in a natural way. That's why we opted, early on, for a floodlight consisting of multiple light sources. It allows for maximum cooling without increasing the weight or running the risk of adverse effects from wind. Over the years, we've further refined and improved our technology, and that's why our LED floodlights can now function well in warm weather.'

A world-wide success

The company's technology is now in use all over the world. 'AAA-LUX LED technology illuminates





more than 1,000 sites in nearly 40 countries,' says Swennen. 'You can find our technology on every continent, in places such as hockey fields, tennis courts and football pitches, as well as parking areas, airfield aprons and port terminals.' Many of those installations mentioned by Swennen were only possible because AAA-LUX floodlights can be added directly to existing infrastructure. 'Our floodlights have almost the same weight and wind effect characteristics as conventional floodlights. In addition, thanks to the wireless operation, there's no need for extra cables. That means there's no additional infrastructural work to be done and no additional costs incurred when investing in AAA-LUX LED floodlights.'

Swennen points out that the number of large and established organisations embracing AAA-LUX LED technology is continually increasing. 'Our projects have included illumination for a football stadium in Italy's Serie A, for the training facility of the Bundesliga club 1899 Hoffenheim, Schalke04 and for the Dutch Premier League club AZ. This shows, conclusively, that AAA-LUX LED technology is recognised at the highest level. I could also add that we provided illumination for the European Hockey Championships in 2013. In fact, it was the first international sports event ever to be illuminated using LED. Since then, we've added the World Hockey League and the World Hockey Championships.' Two more projects underline the success of AAA-LUX among International associations: a partnership with the Swiss Tennis Federation and the illumination of a Czech Football association training grounds.

In addition to sport, there are other sectors in

which AAA-LUX assists clients at the highest level. Swennen elaborates: 'Our floodlights are critical infrastructure at airports such as Schiphol, Jersey and Kigali in Rwanda. Shunting yards throughout Europe are also illuminated by AAA-LUX LED floodlights, including the Rotterdam port area and locations in the Czech Republic and Slovakia. The same is true of terminals in the ports of Amsterdam, IJmuiden, London and Southampton. You could almost say that the European economy would come to a standstill without AAA-LUX LED lighting.' The company's LED floodlights are also used at many economically important locations outside of Europe, including ports in New Zealand, Aruba, Solomon Islands and Mozambique.

A strong network

Swennen states that the growth of AAA-LUX can be attributed to more than just the quality of their floodlights. 'We currently have a network of partners that enables us to provide LED illumination for sites all over the world.' The use of the term partner is significant. 'Our partners do more than just sell. They form an integral part of our drive to offer and guarantee quality.' Another factor underlying the quality of the AAA-LUX floodlights is the establishment of the new unified premises. It has greatly facilitated knowledge exchange. 'Combining our departments in Eindhoven has not only contributed to quicker, better and more efficient development of saleable LED floodlights, but also enabled us to apply feedback from the field more effectively,' says Swennen. He goes on to mention a third factor contributing to product quality: an improved after-sales strategy. 'In order to adequately support our partners, we

have established AAA-Service. As a producer, we accept full responsibility, even after our floodlights have been sold.'

AAA-LUX has by no means reached the limit of its potential. 'On the contrary. We've only just started,' says Swennen. 'In 2017, we laid the foundations for an acceleration in our growth. We now have the capacity to consider further developments. This will enable AAA-LUX to provide LED floodlights and other solutions even more quickly. In addition, the market can rely on us to continue taking the technology to higher levels in terms of quality.'



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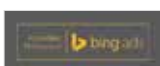
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Lieke Martens

SPANISH WITH A LIMBURG ACCENT

Although she's only 24 years old, Lieke Martens has experienced a lot in her life. The last few months have been like a dream. She has signed a lucrative contract with FC Barcelona, received one award after another, flown in a private jet to Monaco with Lionel Messi and hung out with Cristiano Ronaldo. But this lively young woman has had to overcome plenty of obstacles to get where she is today. Telesport paid a visit to the new star of Dutch women's football in Barcelona. It was the day before FC Barcelona Femeni were due to play against Real Zaragoza in the first match of the season.

We met her on the holy ground that is the FC Barcelona training complex. She had a sports bag in club colours over one shoulder, a fashionable bag over the other and a smile on her face – entirely understandable, given that she is now the best-paid female footballer in Catalonia, sharing a club with Lionel Messi and Andrés Iniesta and fellow-countryman Jasper Cillessen.

'It's lovely here, isn't it?' she said, beaming broadly. 'It still blows me away, every day. On the one hand I want to enjoy it as much as possible, but on the other hand I do eventually have to get my head out of that fluffy pink cloud. Life moves on. The first match of the competition is almost here and I need to be focused.'

The sports-cars lifestyle

High ticket sports cars belonging to the male stars of FC Barcelona were parked just a stone's throw away. But Martens explained that she gets around in a very different way: she takes the tram from her temporary hotel accommodation to the sports complex. 'I'll probably buy a car soon,' she said. 'It may sound a bit extravagant, but it would really be nice to have one. Having a little house here is also important to me. I enjoy having a place that's familiar – somewhere I feel at home. I'm already on the lookout for one.'

Martens achieved an excellent command of Ger-

man while she was playing for FCR Duisburg, and started to get to grips with Swedish during her time at Göteborg FC and FC Rosengård. Now that she's playing for FC Barcelona, she also wants to master Spanish as quickly as possible. 'I've already learned some Spanish words using an app, and I'll start taking lessons once the friendly international against Denmark on 15 September is out of the way. Fran Sánchez, my trainer, speaks English very well, but communication with my team mates is a bit of a struggle since the majority only speak Spanish.'

She burst out laughing: 'Once I do speak the language, it'll probably be with a Limburg accent. I just can't get rid of it.'

In a private jet with Messi

Her parents had just returned to the Netherlands after an unforgettable week. They joined her in Barcelona, then travelled with her, and boyfriend Kevin, to Monaco for the UEFA player awards. They got on a private jet with Messi as if it were an everyday thing, and later saw their daughter standing on the same stage as Cristiano Ronaldo to be named Woman Player of the Year. 'My dad and boyfriend are big football fans,' says Martens. 'So, it was incredibly cool to be with Ronaldo and Messi. They were very nice to us. To start with, Dad was a bit reluctant to ask Messi for a photograph, but after a while, he took the bull by the

horns. Now he shows that photograph to everyone. And very proud he is too.'

Martens explained that she sometimes becomes quite emotional about the amazing things she's experiencing, all the more so because her grandmother died four months ago at the age of 80. Sadly, she did not live to see her granddaughter sign a contract with FC Barcelona, triumph at Women's EURO 2017 or be named the tournament's best player and Woman Player of the Year. 'She was my everything - my best friend. I told her things I wouldn't share with anybody else.' Martens dug out her phone and showed me a photo of her grandmother. It was set as the background. 'She died quite suddenly. She wasn't ill. Her heart just gave up. She was rushed to the hospital but it was all over quite quickly. I just happened to be in the Netherlands with the Dutch women's team – almost as if it were meant to be. So, I was able to see her just before she slipped away.'

History being written

A few months after that sad time, Martens made history with the Dutch women's team and received one award after another. She looked emotional as she spoke about it. 'I sometimes think she has everything under control up there – like







it's her who's pointing me in the right direction. I would have loved to share all this with her. I'm certain that she's with me though, and that she sees everything. It's a really good feeling.'

That wasn't the first time Martens had received tragic news during training. Four years previously, she had been in Cyprus when a phone call came. 'It was about my mother. She was 56 at the time and had just suffered a heart attack. I was obviously incredibly shocked. It had happened in the evening, at home, just like that. Thank God my father was there and managed to resuscitate her. He's a hero for saving her.'

After a brief moment of silence, she continued: 'The team was due to fly back to the Netherlands the following day. It really helps at times like that to have such great friends among my team mates. They were there for me and that felt great. Terrible experiences of this kind remind you that life can come to an end, very suddenly and unexpectedly. It has made me very conscious of my health, and when I go for physicals I always ask them to take a good look at my heart. Not that it guarantees anything. Just look at Abdelhak Nouri from Ajax. What a terrible thing to happen. He was still so young.'

Visiting the site of a tragedy

The interview had moved to a small coffee shop near Gaudi's Sagrada Familia Church. It was her first visit to the world-renowned building. By contrast, she had already made two visits to the Ramblas – the street where, three days before her arrival, a van had been used in a deadly terror attack. 'It made me quite nervous about boarding the plane. The news hit me hard, but I discussed it with my parents and decided to visit the site of the tragedy straight after my arrival in Spain. It

had a huge impact on me, but it was also quite special. The feeling of solidarity, the flowers, the cards, the mutual grieving process. It's great that lots of people have come back to the Ramblas. Although it was a terrible thing for the victims, life does go on and living in fear is never good. Thankfully, I don't feel unsafe here. I try not to let the actions of cowards affect my life.'

Martens' boyfriend, Kevin, had spent the last few weeks with her. He has given up his job as a social counsellor and they will be moving in together for the first time, in Barcelona. Her parents, two brothers, sister and friends visit them as often as possible. It's something she values greatly. 'I'm very grateful that I'm surrounded by so much warmth. My boyfriend and I have been together for seven years, and I've had the same group of female friends since the beginning of high school. The bond with my parents, brothers and sister is incredibly strong. They accept me for who I am and understand the sacrifices I've had to make in order to get to where I am now. They remember how I played in boys' teams for years and had to put up with being told before each game that girls couldn't play football. They know how lonely I felt when I moved to Heerenveen at the age of 16 to work on my dream – how I missed out on parties and holidays. And they saw how I seized every opportunity to better myself, simply because I wanted to become the best.'

Recently, all that hard work has been paying off in the form of prizes, publicity and recognition. 'I can do better,' she said. 'But I'll have to work very hard for that. One lesson I've learned is that success doesn't come easily. Of course, you also have to make space in your life for fun, and enjoy it to the max. That's very important too.'

She looked at her watch. The three and a half hours she had set aside for the interview had flown by and it was now later than expected. After a friendly and polite goodbye, she jumped into a taxi – off to view an apartment with Kevin. Another day, another first for this incredibly talented young woman. ●●●

Source: Nick Tol, *Telegraaf*



SPRING: WORLDWIDE

DELIVERY MADE EASY

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

1. Know the game

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

2. Play the game

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

3. Stay ahead of the game

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



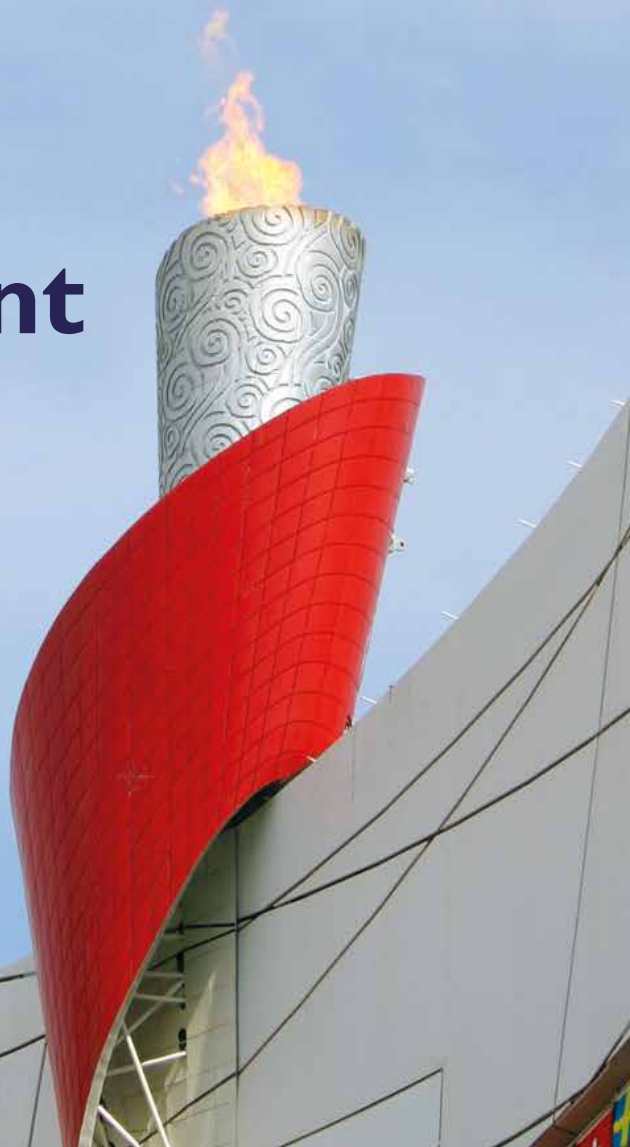
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The **Shaded Dome™**, an **innovative** concept designed by Royal HaskoningDHV, ZJA Swartz & Jansma Architects and Poly-Ned, has been granted a **European patent**.

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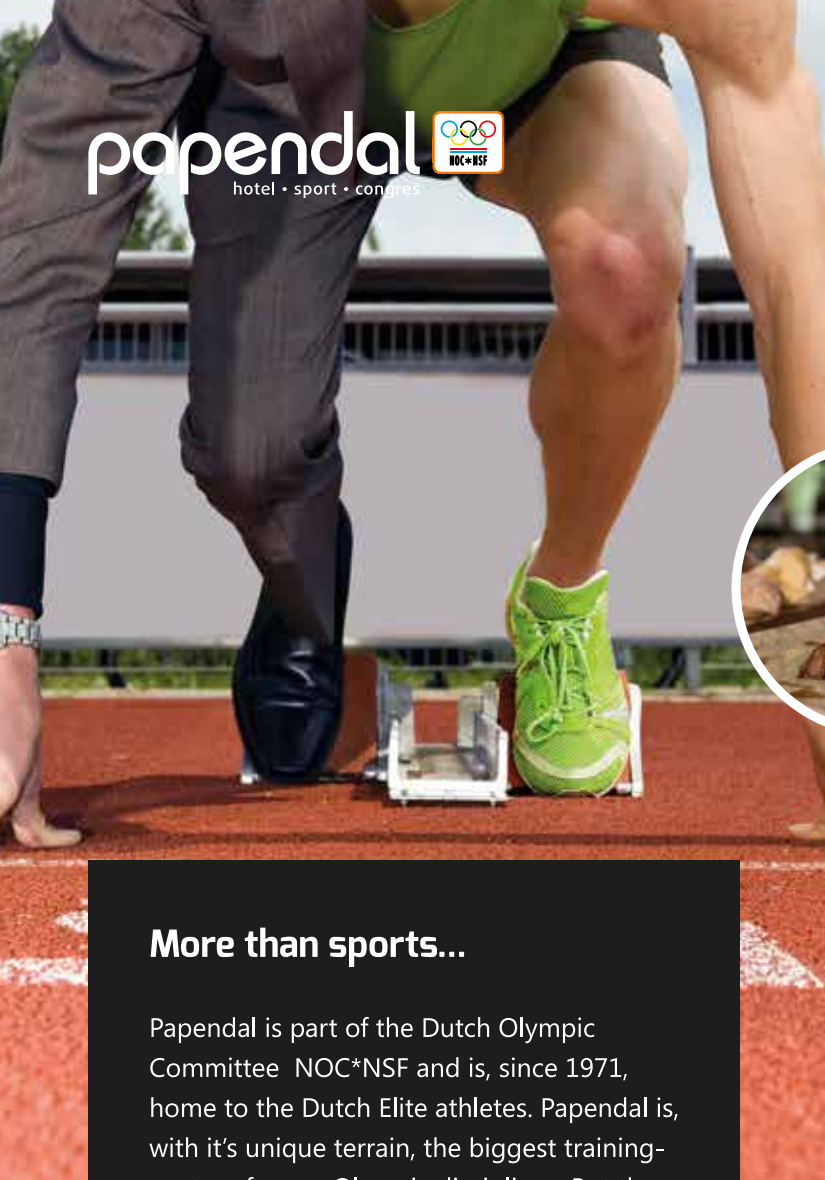


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Director Jochem Schellens about Papendal:

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Jeroen Bijl



PREPARATIONS FOR THE 2018

WINTER GAMES IN PYEONGCHANG

This year, the Dutch Olympic Team's 'Chef de Mission', Jeroen Bijl, will be very much focused on the forthcoming Winter Games, which are taking place in PyeongChang. Even before the highly successful Sochi games of 2014, Dutch preparations for PyeongChang 2018 were under way. So, what exactly has been happening over the last four years, and what can we expect in South Korea?

The PyeongChang Winter Games will be the Dutch Olympic team's first outing with Jeroen Bijl as 'Chef de Mission'. Before joining NOC*NSF in 2005 as Manager of Elite Sport, Bijl enjoyed an elite sporting career of his own. 'For ten years, I played volleyball at the highest level in the Netherlands, including the Dutch national team,' says Bijl. 'Subsequently, I became coach at Piet Zoomers Dynamo in Apeldoorn. During that time, I learned a lot about elite sport and what it entails. It still helps me in my current activities as 'Chef de Mission'. I understand the needs of Olympic sportspeople better than just about anyone. The needs of coaches and trainers too.'

During his time as an elite player, Bijl took part in various training courses provided by organisations such as the Sports Academy, and completed studies in public and social administration at Amsterdam University. Later, he became General Manager of PEC Zwolle, where he remained for nine years. After a two-year spell as coach at Piet Zoomers Dynamo, he started working for the sports umbrella organisation, NOC*NCF.

NOC*NSF preparations for PyeongChang 2018 were already well underway at the time of the 2014 Winter Games in Sochi. 'The road to the

Games is a long one. It begins with an invitation from the IOC and the viewing of locations, facilities, etc. During this orientation stage, you're not involved with the Games full time. But that changes quickly. Very soon, your entire focus is on the Games, and things become incredibly intense. In the early stages, it's most important to get good overview of the locations, distances, facilities, hotels, etc. In short, it all starts with operational matters. Getting that in place means you can fill in the logistics, including transport, at a later date.' Bijl explains that the technical requirements of sportspeople and their teams also quickly became a factor. Many elite performers live in an Olympic cycle of four years, so they turned their attention to PyeongChang immediately after Sochi. Around that time, Bijl was in close communication with federations, coaches and sportspeople, capturing any requirements that had to be built into the team's preparations. In time-honoured fashion, the qualification process was also discussed, including the standards required for participation. Although only around thirty-five athletes from the Netherlands take part in the Winter Olympics – a small number compared to the 240 or so who participate in the summer games – it can be a challenge to cover off all the technical requirements.

It is also important to engage with the sponsors during preparations. Bijl elaborates: 'We tried to involve sponsors in the preparations as early as possible, discussing everything from logistical issues to the look of the Holland Heineken House. We also work closely with the Dutch Embassy in South Korea, because they can facilitate and organise a lot of things for us, and are very happy to do so. In addition, they keep us informed about developments in the region, including the tense situation with North Korea.'

Collaboration between the various Dutch partners has been exemplary, according to Bijl. Likewise, his South Korean contacts have been a pleasure to work with. In spite of huge cultural and linguistic differences, everything is apparently running very smoothly. 'My experience with South Korea is that the people are, in general, fairly quiet but very willing to share,' says Bijl. 'They're very well organised, adhere to agreements and remain open to input from our side. Technology is also very important for South Korea. It's something they're incredibly proud of. For example, all the accommodation will have excellent Wi-Fi installed by the time the first athletes arrive. So yes, we're really looking forward to these Games!'





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