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THE NETHERLANDS

*The Top Sector policy stimulates
the Dutch knowledge economy*



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Water IS IN THE DUTCH DNA

“WE HAVE TO work together to keep our feet dry,” says Eric Bakermans, Director Marketing Meetings & Conventions at NBTC Holland Marketing, when we meet in Muiderberg outside Amsterdam. We have met to talk about the upcoming interviews for this *Business Intelligence Report*. His quote is worth highlighting because it summarises our entire experience of working on this report on the Netherlands. During the meetings, we realised that the Dutch we talked to want to contribute to society with their knowledge and intentions also from a broader perspective. We also discovered that the people we met are talking about the importance of long-time relations, trust and cooperation.

The Netherlands was first in the world to have a strategy for developing water management, only because they had to. The Dutch are well known for their water management skills. For example, the windmills once used to pump out excess water, dykes and levees form a powerful international image. From the early Middle Ages onwards, the Dutch have reclaimed and defended the land from the sea. A skill that goes hand in

hand with water management, spatial planning, water supply and water quality. The first official regional water authority in The Netherlands was founded in 1255.

Another key concept is trust. Trust creates long-term relationships in a world where we have gone from triple to penta helix, to multi helix. The triple helix model of innovation refers to a set of interactions between academia, industry and governments, to foster economic and social development in the knowledge society. Multi helix is an extended arena for multifunctional collaboration with participants from academia, industry, business, politics/public sector, health care, patient organisations, funding systems, civil community, non-governmental organisations and consumers.

In any case, our report shows that the Netherlands has a collaborative model and mindset. We have interviewed many of the leading players in the country’s nine top sectors showing us this mindset within peace and justice, security, agriculture and food, economics, the management of innovation, water management, life

science and health, high tech systems and materials, commons, cooperation and social development, and social and behavioral science.

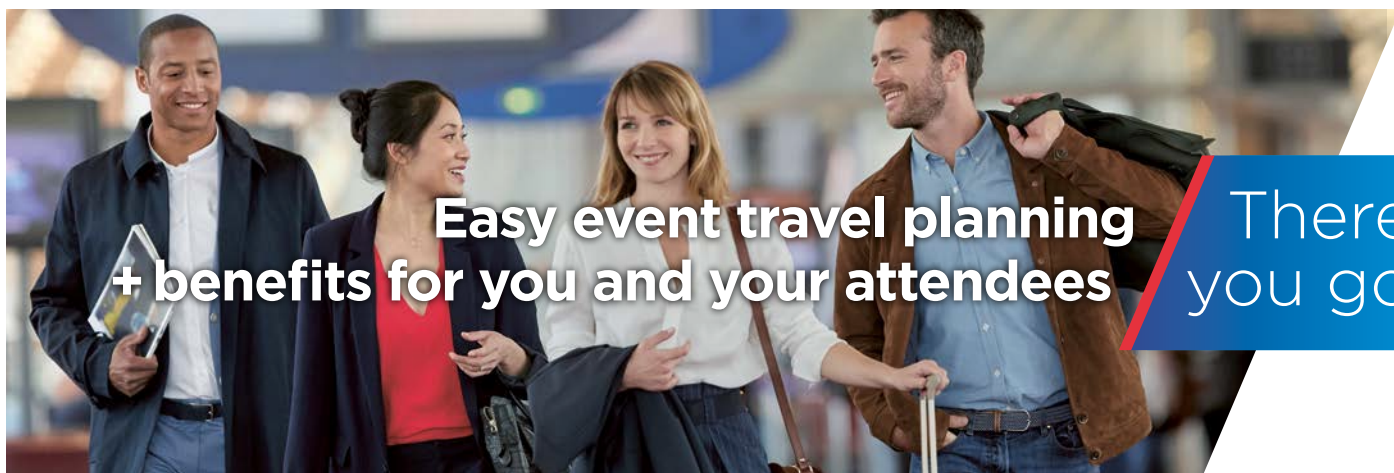
We have sought broad, deep, complex and innovative ideas that continue to develop the world, and thus create many important new business events not only for the Netherlands but also other places in the world. We can once again observe how meetings, conferences and congresses are an essential driver for the development of the world. During our stay in the Netherlands, we have learned the importance of associations and their significant work in developing their organisations, members, cities, universities and very often the whole of society.

As Eric Bakermans also says: “My core business is knowledge.” This business report is all about knowledge and sharing the knowledge all interviewees contributed. Everyone we talked to wanted to share their expertise but also to highlight the power of collaboration.



Swedish-Indonesian **ATTI SOENARSO** has worked as a journalist for close to 40 years. She has worked for Scandinavia’s largest daily newspaper, was TV4’s first travel editor, has written for many Swedish travel magazines and has had several international clients. She has travelled the length and breadth of the world and written about destinations, people and meetings.

PHOTO Magnus Malmberg



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Don't React to the Past, **BUILD FOR THE FUTURE**

HENK OVINK holds the position of Special Envoy for International Water Affairs in the Netherlands and is also Sherpa to the United Nations and World Bank High-Level Panel on Water. He works together with the international water community and the Dutch water sector to improve water safety and security across the globe. He was a senior advisor to the US government and the Hurricane Sandy Rebuilding Task Force initiated by President Obama. For the reconstruction of the New York and New Jersey region, he developed and led the Rebuild by Design contest, which CNN designated as one of the most innovative ideas of 2013.

Henk Ovink has a long record of service in the business community, education and government in the fields of spatial planning, water management and culture. As well as having served as curator of the Fifth International Architecture Biennale Rotterdam, he teaches at Harvard Graduate School of Design, the University of Groningen and the London School of Economics, and he advises the Rockefeller Foundation on its approach to resilience and water safety.

The three main tasks of the water envoy are: raising water awareness through advocacy, research and

political coalition building; helping communities post-disaster to rebuild in better ways and helping places at risk to prepare, and building coalitions and devising innovative approaches to transformative climate action. As the Dutch Ambassador for water, Henk Ovink is responsible for maintaining and strengthening good relations with foreign governments, multilateral organisations, knowledge institutions, umbrella organisations, coordinating and representative bodies, the financial sector, the business community and civil society organisations on all issues relating to water.

“As water envoy, I work together with the international water community and the Dutch water sector to help improve water safety and security across the globe,” says Henk Ovink. “In this way, we can inspire the world to take water action, inspired by water stories, with results and through strong coalitions. Only by collaborating across sectors, scales and cultures can we achieve the results that are so much needed to tackle water challenges. No one alone has all the answers, no foreign approach can solve local challenges, but our collective capacity can strengthen water security for all. The Netherlands’ water knowledge and governance are inspiring and in

itself is based on coalitions between government agencies, private companies, NGOs and knowledge institutions with outstanding expertise in water management; not only relating to excessive water but also on water shortages and dirty and clean water. With excellent capacities in financing, governance and awareness, in regional and cross-sectoral programming, innovative projects and climate adaptation.”

“In my role, I have three objectives. The first is to raise water awareness both by increasing our understanding of the water challenges in the world with research and campaigns, and by working with children, policymakers, presidents and prime ministers on helping them to understand the complexity of the global water challenges and, armed with this understanding, to identify opportunities for the sorely needed action and change.”

“My second objective often involves working in the aftermath of disasters, responding by rebuilding better with future resilience in mind, and not only rebuilding what was lost. Of course, it’s much better to help prepare communities, governments and business around the world for that uncertain future with all our increasing challenges. Disasters

happen all the time, droughts, floods, pollution, and demand immediate but also future-oriented responses. At the same time, these disasters can and must be opportunities for change. They are like x-rays, revealing vulnerabilities and interdependencies but also opportunities for change, resilience and sustainability. But this requires a careful approach since disasters are always terrible with real

thousands of years ago and even before that. We live in a delta, and this means that water brings both challenges and opportunities for our country. We recognised the opportunity that our rich soil represents for crops and cattle and the richness of water quality for human health and life. This includes rivers and the sea since the oceans also are an economic asset for fisheries and trading goods.

inspiring water authorities remain our fourth layer of government to this very day.”

“This came about through the understanding that it is only through collaboration, not engineering and design alone, that we can increase our future resilience. That culture of governance through collaboration and deliberation on the scale of water as a whole is ingrained in Dutch society. In the 12th century, we were not yet a country or a Kingdom, but water determined our land and the way we organised water determined our governance. Safety and quality were the guiding principles for maintaining our livelihoods and preventing disasters from happening, or in the aftermath not responding to past disasters but preparing for the future. Water is life and has always been life for the Dutch: good and available drinking water to prevent disease, improve our health, ensure equality for all and safeguard a sustainable environment. And safety through collaborative governance, long-term plans and innovative projects to protect our cities, communities and economy from flooding. Water is our culture, from our constitution and governance system to the infrastructure in which we invest and the cities we have built.”

“The Netherlands has a constant focus on water safety. This instinct is crucial. Living with water is cultural for us and entails working on water challenges continuously. On our coast, in and along our rivers, with and through our industry and agriculture and in our cities. A collective and innovative approach connected to our landscape, our delta, with planning and design safeguarding the quality of place and people. Out of this culture stem inspiring approaches like Room for the River, safeguarding our riverine system from floods by giving our

“The climate crisis is a water crisis and Dutch culture is defined by water”

losses; humanitarian, environmental and financial.”

“My third task stems from my conviction that past solutions will not bring us salvation, nor build resiliency and sustainability for our planet and people. Even worse, past solutions are increasingly becoming the problem, adding to our challenges and vulnerability. We have to reinvent and constantly innovate, test, experiment, scale up and replicate transformative solutions to create a ripple effect of climate action. And for that, we need to build strong coalitions across all stakeholders and partners. From inception to implementation, operation and maintenance, these coalitions must keep strengthening the impact of interventions and create ownership of the ideas and results. These are my three roles in representing the Netherlands on the issue of international water affairs.”

Henk Ovink has just released his new book: *Too Big: Rebuild by Design's Transformative Response to Climate Change*.

“Water is culture in the Netherlands, and that culture started

We are a trading country, and we use water to navigate the world and Europe. You can still see the influence of water in Dutch society today. Dutch culture is defined by water. We are small and efficient and understand how to take care of our natural resources effectively and efficiently, addressing all water's values; economic, social, environmental and cultural. We manage our water to achieve the best water quality, running chlorine-free from our taps, guaranteed, every day. At the same time, we value our economic assets, our nature, our environment, our people and protect them comprehensively against the increasing impacts of climate change. And we manage this collaboratively, inclusive, with all partners at the same table, our polder table. This is something we have learned from the past. Not in recent decades but as far back as the 12th century, when we started to organise the way we lived, worked and built through water-governance. Our water democracy started in the 12th century on a regional scale with regional water authorities. These unique and



rivers back their capacity to meander, grow and shrink as they need and adding quality for the ecology, the water quality and the environment while opening up opportunities for urban and economic development, tourism and trade. Grounded in the rigorous analysis of our riverine delta and landscape, from our belief that water is key to safeguarding our future and embracing the need for

around the table. Collaboration and innovation are key assets in our water democracy.”

Henk Ovink speaks at dozens of conferences, high-level events and in backrooms of schools, businesses and communities. How important to his work is his participation in international congresses, meetings, conventions and events?

“My priority in my role as water

pbl.nl/future-water-challenges). It helps politicians and policymakers, businesses and NGOs, academics and citizens to understand the water challenges better and it presents pathways forward on what to do and how to act. At present, it only provides a glimpse of these pathways, but we are working hard on concretising them from four perspectives in which all water challenges and opportunities come together: Drylands, Cities, Coastal Deltas and Transboundary River-basins.”

“So, I am helping to raise awareness and at the same time opening up discussions with policymakers, politicians, investors, young professionals and other interested parties on what type of approaches and solutions could work for the world. This is very much part of my second role in helping to rebuild after disasters and preferably helping regions to prepare for future potential disasters so that they can be more resilient in a sustainable way.”

“We can learn a lot from the work we in the Netherlands have done and the projects we have realised, and we can pass on some of that knowledge to the world. But we can learn as much from others, and we need to bring the full story of this global water capacity to the forefront. This is for everyone by everyone. And of course, to inspire people, I tell them the story of the Netherlands and how important water is to us. I then tell them how important water is for the world and that there are lessons we all can learn by collaborating across all our interests, across cultures, continents and backgrounds. The Netherlands learned to manage water by default. Our governance and trading culture, our innovative capacity and stubbornness, the way we planned long term and built water cities, designed a nation, built a welfare state based on

“Commitments on paper alone will not change the world”

quality and safety, these 34 projects were implemented in 15 years. Every one of them different, with their process of stakeholder inclusion, quality management and project implementation. With programmatic oversight, a law to safeguard all assets and set the bar high with a national budget. The result is inspiring; the process is always challenging and learning from that approach a need to take forward. Necessary projects with inspiration, an inclusive approach and a win-win for people, planet and value.”

“And on our coast, we don’t act differently with our weak-link programme. And with our Delta Program and the developed adaptive delta-management, we progressed and institutionalised this capacity further. Looking more than 100 years ahead, planning for the next 35, budgeting for 15 and implementation, maintenance and operations every day, with all layers of government, in collaboration with the communities, the businesses, NGOs and academia. The collaborative culture of our governance, our ‘polder model’, helps every day to bring all stakeholders

envoy is raising water awareness by creating a better understanding of the complexity of water challenges, advocating for actions and building coalitions across all layers and sectors of society. Raising awareness is part research, part collaboration and part advocacy. Advocacy for action and help in building capacity. Not telling the world what to do but talking about the challenges, their complexity and their importance for all of us, and how these interlinkages can be opportunities for change. Empowering to educate and helping to increase global understanding of water complexity. To this end, right after my appointment I initiated new research to layer all of these social, environmental, cultural and economic water challenges and identify hotspots, where it all comes together, places to intervene and act, to make a difference. Together with the Dutch Environmental Assessment Agency, we presented the research last year: The Geography of Future Water Challenges (www.pbl.nl/en/publications/the-geography-of-future-water-challenges and *themasites*.

“Our water democracy started in the 12th century on a regional scale with regional water authorities”

water and the way we learned to live with water. We are no saints, and we do not claim to have found the Holy Grail, but water is part of our culture to such a great extent. We understand it, and to live with it, we have to learn and innovate every day. Innovation and implementation that add value can only come about through collaboration, and that collaboration does not stop at our border. Around the world, we partner for water security for all, a sustainable future for our planet and inspiration for the Netherlands and all our challenges.”

What will be the most crucial water issue in the next decade?

“I’m not telling you anything new when I say that we will face more disastrous years, which will be more costly and with more deaths and despair: more droughts, floods, refugees, conflicts and inequality. In 2015, we drew up a climate agreement and endorsed the United Nations Sustainable Development Goals (SDG’s). But commitments on paper alone will not change the world. Across the globe, we are still repairing the damage caused by natural disasters, rather than committing to their prevention and increasing our resilience to this uncertain future. The Netherlands has been engaged in the latter for

more than a thousand years. Ever since the institution of our first regional water authorities, water has become our culture, embedded in our landscape, in our way of life, in legislation and government, business and academia. Like in the Netherlands, the majority of the world’s population lives in cities along rivers and coasts. These are prosperous locations, but they are becoming increasingly vulnerable as a result of climate change and face more frequent and stronger storms. According to the UN, the number of extreme weather-related disasters has tripled annually since 1980, with more rain, simply because warmer air can retain more water.”

“The climate crisis is a water crisis. Nine in ten natural disasters are water-related. Between 1995 and 2015, wind and water caused 1,700 billion dollars’ worth of damage worldwide, according to UN estimates. Without water, we have no energy and no food, while too much water produces ‘extremes’ at the other end of the scale; periods of drought or flooding align with flows of refugees and conflicts. While we are depleting our natural water supplies at a ruinous rate with land subsidence and sinking cities as results, the rise in sea level is jeopardising these cities

and deltas. Without access to water, women and children have to walk to the wells. But with enough water instead of carrying water, women can take their communities towards more prosperity while their kids go to school and progress even further. So, the choice between prevention and repair is false. Both are essential. We need to start at the source by reducing greenhouse gas emissions and making efficient and careful use of our planet and all its resources. At the same time, we need to prepare boldly, comprehensively and inclusively for tomorrow’s extremes. Tomorrow’s extremes that more and more become a today’s new normal.”

“There is an expression that says you should ‘never waste a good crisis’ and, of course, catastrophes do open up opportunities but only if we think big and, at the same time, take care of and include the victims and those left vulnerable after a disaster. Someone who has lost their home, business or loved ones only wants to turn back the clock. In such cases, a disaster is not an opportunity but a reason to turn away from the future with despair and distrust feeding denial. After Hurricane Sandy (2012), I joined President Obama’s task force to work on the recovery of the New

**“It is only through collaboration,
not engineering and design alone, that we can
increase our future resilience”**

York region. On a wall in New Jersey someone had painted: We All Hate You, Sandy. It fed my conviction that by involving everyone in the recovery of their city, and not just building a dyke, but tackling the entire urban development, including the separation of rich and poor neighbourhoods, we could give them a new perspective. And that meant investing in the future of people, rather than investing only in infrastructure.”

Henk Ovink is not saying that he has the solution to the world's problems, far from it. Water challenges exist all around the world.

“The great thing is that cities are the global hotspots; collective places, collaborative places where everything and everyone comes together and where we can tackle our challenges comprehensively, inclusively and sustainably. We know that everything is connected: economic, social, environmental and cultural. Only through a comprehensive approach can we mitigate the risks and adapt for the future. This is exactly what we need to do, connect the dots. Not only in our cities where these connections are most apparent but everywhere, in our watersheds, our environmentally challenged nature and landscapes, in our oceans and along our coasts,

across borders and in the aridest places of the world. We have the opportunity to connect these dots, together, in all these places where we live, where we build communities and where we try to prosper, a place-based approach connecting all challenges for better opportunities. The Netherlands is just such an urbanised delta where everything comes together. And everywhere water is the main driver for making these connections. Water is, by all means, our best opportunity, the real leverage for sustainable change.”

“Of course, I am always wary of simplifying my answers. This is a very complex subject, and there is no silver bullet to solve these wicked issues. I am a strong believer that this very complexity is our best opportunity for lasting change. The understanding and exploitation of this complexity must be our way forward. Embrace it for the inspiring and transformative capacity it has. You cannot fix climate change. Forget it. But we can all work on it, now, with impact, everywhere.”

“One more and very critical thing is the funding. Not only the billions, or better the trillions that will be spent on infrastructure around the world, but the millions needed to spend these billions wisely. We need

millions to spend our billions sustainably, resilient, equitable and inclusive. The process, the research, the collaboration, the building of capacity, the assessments, programmes, design, research, planning, etcetera all take time and investments. We need holistic, long-term plans, comprehensive assessments and at the same time empowerment, education and capacity building. We need innovative, better we need transformative projects and an inclusive approach; transparent, accountable and with the best mechanism to ascertain how our costs can become investments and how to capture the multitude of returns across all the Sustainable Development Goals. We need to include all, leaving no one behind, ever. Raising awareness and understanding, empowering the young while bridging the gender gap and building capacity with and for all. It's not a lot these millions compared to funding infrastructure but critically important millions to deliver on our promise and invest those billions best.”

“I just launched, in collaboration with a multitude of partners, a new challenge in Asia called Water as Leverage for Resilient Cities Asia, which takes on this inclusive, collaborative

“Disasters can and must be opportunities for change”

and comprehensive approach to arrive at really transformative climate adaptation projects in three cities in Asia. It is Chennai in India, Khulna in Bangladesh and Semarang in Indonesia. Interventions that can make a difference and will lift a community, a city perhaps even a region, so we can replicate and scale them up for the maximum impact, a rippling effect.”

“We have to come up with new solutions to tackle our future challenges, the challenges that come with climate change impacts and the full SDG agenda since the solutions of the past will make the world a worse place tomorrow. By being proactive, we can understand that future and build resiliently. We know that our current evaluation standards of our financial partners are not fit for that future. And our policies are based on the understanding of yesterday and not on the understanding of tomorrow. Innovation also involves the task of helping to change our policies and practices and helping our partners to bypass this lock-in in our systems in such a way as to create room for innovation. And for that we need a new approach; one that is rigorously inclusive, innovative and comprehensive with everything and everyone

working together from beginning to end. So, the ambition of the start drives forward the implementation at the end, while the realism that comes with building infrastructure is as much part of the ambition as the interests and needs of all involved. A mechanism through which future understanding becomes an inspiration and drives innovation forward, and which includes everyone in the process; bankers and investors are as much a part of this as policymakers and politicians, as community leaders, NGOs, academics and the innovators, designers and businesses that develop these solutions. Because with a better collective understanding of the future we can gain a better idea of how to fund innovations arising from that understanding. These are the millions we need to invest in the process to secure the billions for the projects that will make a difference and prepare our society and planet for our challenging future.”

“There is no time to waste: the hurricane Harveys of this world will not stop. On the contrary, they are the new norm and becoming more extreme year by year. Climate change used to be dubbed as a slow process, ‘even slower than Congress’, we used to joke in the White House, but with

the current speed of failure, we have no time to waste. With a next term always ahead the need for fast results is an opportunity. Short term results coming from this longer term holistic approach are a necessity. The short term political need is ideal for setting up a good business case combined with political action. Long enough for the SDG agenda and short enough for the political reality of a single term. Ambitious enough to be politically attractive and urgent enough for targeted actions. The short term results give us hope. It can be done. It is within reach. We can and must act, now.”



The Netherlands' Innovative Top Sectors ARE AMONG THE WORLD'S BEST

REMKO DE HAAN is deputy director of the Top Sectors and Industrial Policy department, which is part of the Directorate-General for Enterprise and Innovation. The responsibility of this department within the Ministry of Economic Affairs and Climate Policy is to effectuate economic earning power, a competitive business climate and the sustainability of the industry. Remko De Haan, among other things, is responsible for the hospitality economy (visitor economy), which in part consists of congresses and the meeting sector. He is committed to further strengthening the position of the Netherlands as an attractive location for international conventions, meetings, and congresses. Remko De Haan studied Economics at VU University in Amsterdam.

The business events sector is a high-value, fast-growing component of the visitor economy in many places in the world. According to international surveys one in five dollars spent by international visitors is paid by a foreign visitor attending some form of business event. How do you look upon the possibilities this brings for your country?

"The Netherlands has been a trading nation for centuries. As a result of that, we have been open to doing business with and understanding other cultures. Therefore, it is of great

economic and cultural importance to cherish the current position of the Netherlands as an attractive destination for business events. Further development of these opportunities offers tremendous possibilities for our economy and our ecosystem.

"In a way, being attractive for foreign business events is a logical extension of having a favourable business climate. That is one of the commitments of the Ministry of Economic Affairs and Climate Policy: to ensure that the Netherlands offers an attractive business climate now and also in the future. A good business climate consists of various elements: a well-educated English-speaking workforce, and a good, digital infrastructure. Furthermore, the Netherlands can offer good quality of life with the provision of good housing, comprehensive care system and international schools. To improve and sustain this climate our central government made investments in education and infrastructure."

The International Congress & Convention Association (ICCA) publishes a yearly report on academic meetings, and in 2017 the Netherlands placed 10th among all countries, with 307 conventions. Amsterdam hosted 112 of these meetings and came in 16th among all cities worldwide. Rotterdam had 35, The Hague 24, Utrecht 23,

Leiden 17, Maastricht 16, Eindhoven 15, Groningen 13 and Nijmegen 9, with another 43 meetings in other Dutch cities. Is there any chance for the Netherlands to advance further in the ICCA statistics? What can the Ministry of Economic Affairs and Climate Policy do to attract more international conventions, congresses, meetings and corporate events?

"We would rather focus on the sustainable growth of business visitors instead of climbing the rankings just for the sake of it. Although the ICCA ranking is an important indicator, it represents a minor portion of the total business events market. We look at international congresses as an enabler to help the Netherlands grow as a business and as a knowledge hub especially in the fields of our nine Top Sectors. Rankings are a useful indicator, but the ultimate goal should be sustainable growth which benefits all inhabitants of the Netherlands."

On average international business events delegates spend 20–25 per cent more than other foreign visitors. The delegates have also grown at twice the pace of overall visitation over the last four years, while their expenditure has increased nearly five times faster. The business events sector on a whole also claims economic activity well beyond directly measurable metrics, underpinning knowledge

**“Rankings are a useful indicator,
but the ultimate goal should be
sustainable growth”**

creation and exchange, innovation, and investment, among other positive impacts – economic value referred to as *beyond tourism benefits*. International business events also bring international expertise to the Netherlands. **How important are international business events and tourism in general for your country?**

“With 18 million international and 24 million national visitors who spent more than 82 billion euros in 2017, tourism as such is of great importance to the Dutch economy. That is why the Ministry of Economic Affairs and Climate Policy invests through the Netherlands Board of Tourism & Conventions (NBTC) to further develop this sector. Next, to further develop this sector by driving business, it is important to consider spreading the numbers of international arrivals in time and place. NBTC’s strategy ‘Holland City’ is just about all that. They look at the total picture of international arrivals, including those with a business-driven reason to visit the Netherlands. It is clear to say that we recognise the importance of this specific sector as well as the economic added value of it.”

The Netherlands has nine Top Sectors: Agri and Food, Chemistry, the Creative Industry, Energy, High Tech Systems and Materials, Life Sciences and Health, Logistics, Water and Horticulture and Starting Materials.

“The Dutch Top Sector policy is a modern industrial strategy that stimulates the Dutch knowledge economy. The Netherlands’ innovative Top Sectors are among the world’s best and the government wants to strengthen their international position further.

“The policy encourages public-private partnerships on research and innovation, on increasing exports and issues related to Human Capital. It aims to focus the strategic mission-oriented R&D agendas to contributing solutions towards grand societal challenges in line with the Sustainable Development Goals.

“NBTC, through the Ministry of Economic Affairs and Climate Policy, has developed acquisition and marketing strategies which target meetings and congresses that match the scope of any of the nine Top Sectors and the Sustainable Development Goals.”

How important is the work that NBTC is doing with conventions, congresses, conferences for the economy of the Netherlands? What can the Ministry of Economics and Climate Policy do to help them become even better?

“NBTC plays an important role in increasing the number of business visitors, 4.6 million in 2017, and their spending in the Netherlands. NBTC’s network makes it possible to anticipate business opportunities adequately. The fact that the Ministry of Economic Affairs and Climate Policy, together with other stakeholders, funds NBTC to improve incoming business events underlines their importance. If we look at improving the significance of this industry, we could create a better understanding and alignment with our Top Sector policy, to attract and sustain high-level business events such as congresses and meetings to our destination.”

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The guarantee scheme helps limit the risk attached to the costs of hosting a conference by offering a financial guarantee. Capped at €90,000 the fund will finance any loss on your conference budget due to attendance falling short of expectations.

Feel free to contact us and find out whether your international conference in Holland meets the criteria of the Pre-Financing & Guarantee Fund.

More information

More information on the possibilities and terms & conditions of the Pre-Financing & Guarantee Fund plus an online application form can be found at: www.vgfholland.nl.

The VGF co-operates closely with the Netherlands Board of Tourism & Conventions. Tel: +31 (0)70 370 57 05 or e-mail: info@vgfholland.nl.



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Striving for a World WITHOUT AIDS

LOUISE VAN DETH is the executive director of Aidsfonds – Soa Aids Nederland since 2016, after being director of the organisation Stop Aids Now for more than seven years. In her role within the organisation, she played a leading part in setting up the groundbreaking Maximizing Art for Better Health and Zero New HIV infections (Max Art) programme in Swaziland. In the past few years, the country has achieved near-nationwide access to antiretroviral therapy, reducing new HIV infections by over 40 per cent.

“My work is about people and making the world a better place. I do this with conviction and with a business attitude, always trying to find common ground on the way towards tangible goals,” says Louise van Deth.

Louise van Deth is a member of the board of Funders Concerned about AIDS (FCCA) and chair of the audit committee of FNV. Before that she was director of Stichting Natuur

en Milieu for five years and assistant director of the Centraal Bureau Fondsenwerving for seven years. She started her career as an investment banker with Pierson, Heldring & Pierson. She made a deliberate switch to the NGO sector and has served on the board of a variety of charitable organisations. For 15 years she acted as treasurer of Mama Cash and until 2008 she was chair of the climate project HIER, a coalition of 40 beneficiaries of the Dutch Postcode Lottery.

“We are striving for a world without AIDS. We also work in the Netherlands on sexually transmitted infections, STIs, and a large reduction in the biggest STIs, that’s our vision. Whether we will achieve that is a question of both political will and money,” says Louise van Deth.

According to Louise van Deth, there are currently significant achievements in the world of AIDS internationally. Sixty per cent of the

“Activism has always been such an important part of the AIDS response”

people who live with HIV are now on treatment, but 40 per cent are not. Those 40 per cent are often people who live in circumstances where they are excluded from treatment and care because of who they are, who they choose to be or their profession. For instance, in Russia there is an increasing epidemic. They are drug users who will not get the prevention and the care they need. In Africa, there are, for example, LGBT-people who are not allowed to be who they are.

“We are living in a world where people more often talk about universal health coverage, and countries to take care of their health coverage. Usually, all those groups are excluded. It also pertains to women and girls who in many societies have no equal say in what happens to themselves and their bodies.”

The political will and money are two challenges. Louise van Deth says that if we are to solve this problem, part of the solution must come from the communities themselves. The communities of people who know best what they need – thus they need to be included. The funding of these communities is going down because these groups are often not included in the policies that are being made.

The third challenge is that these communities need to be involved in a meaningful way.

“The community is very broad. It’s the people in the village, but it’s also the LGBT community or the community of, for example, sex workers.”

Networking is an essential part of Aidsfonds and the work of Louise van Deth. She says it is extremely important locally and globally, but Aidsfonds is not a networking organisation.

“Everything we do nationally and internationally, we do with and through partners. It is never just us. We operate on the highest level of policy-making here in the Netherlands and the government, but also policy-making in the UN and the level of regional networks and a local level and everything in between. Networking and partners are always crucial, creating liaisons and coalitions.”

Last year, the 22nd International AIDS Conference (AIDS 2018) was held in Amsterdam. It’s the largest conference on any global health issue in the world and provides a unique forum for the intersection of science, advocacy, and human rights. The organiser is the International AIDS Society, IAS, and they have a long procedure manual to do that. Aidsfonds

contributed with a significant part by putting together the official programme of the conference and all the extracurricular activities around it.

“For me, and us as an organisation, the most important message of AIDS 2018 that we wanted to get through to the general public here in the Netherlands was, and still is, AIDS is not over. People think so much has been accomplished that we can turn our attention to other subjects. Once people and the Governments start thinking in that direction, there will not be any more money. There will not be any political attention. Then things will get really out of hand. That is what I described in terms of the political will.”

Louise van Deth describes how Aidsfonds was involved in the preparations of the AIDS conference. The Amsterdam Planning Group, a multiparty initiative to stop HIV/AIDS, started their preparations in 2015, three years before the meeting. Members of the group were, among others, the Ministry of Foreign Affairs, the Ministry of Health, the city of Amsterdam and the network of people living with HIV in the Netherlands.

AIDS 2018 had political backup. The Minister of Development

“Networking and partners are always crucial, creating liaisons and coalitions”

Cooperation spoke at the opening session, and there was a high-level ministerial pre-conference of ministers of health from Eastern European countries. Louise van Deth says the political commitment was quite successful and the ministers also met with people from civil society afterwards. Princess Mabel of Orange-Nassau was one of the speakers, and she also attended a protest march, the Towards Zero Together-walk.

“She was working all week and appeared in the media on the prime-time talk show. There was a lot of media attention, and it worked out very well. But you know, it did not happen by accident, that happened by design.”

When it comes to meetings, Louise van Deth has a strategic plan. The international AIDS conferences that are held every two years are important in different aspects. One is to showcase the work of Aidsfonds. But it is always dependent on whether the abstracts that submitted are accepted or not. The second reason to go to the conference is for networking. Everybody who does something with HIV and AIDS comes to the meetings.

“It is a strategic plan. The last conferences I have been to, I barely went to any session. The way the

conferences are set up with the plenary in the morning, and no other sessions at that moment, then I go to the plenary and nothing else because I have meetings with, for example, our partners all day. I also do media and participate in panels, but I never get to do any of the rest of the programme. In Amsterdam last year we did plan that we wanted as much media attention as we could get, and all our plans worked out.”

The AIDS conference in Amsterdam consisted of the official part with all the sessions, and then there was the Global Village. The latter is a part of the meeting that is open to everybody, and you do not need a badge to get in. In the Global Village, all sorts of smaller and bigger organisations have meetings, and Aidsfonds has a networking zone. It is a very lively part of the conference, and it is not scientific at all. Furthermore, there is always a youth pavilion as the organisers want to attract new and younger people to the conference.

“It’s lively, vibrant and easy to access for everybody who is part of the conference. It’s a place where scientists, governments, NGO activists, everybody meets. Activism is a part of the DNA of these kinds of conferences. The last day former President Clinton

spoke, and his speech was interrupted by a demonstration in the room, and that is okay because he knew beforehand. It happens quite often that a demonstration will disrupt the official talk. That is the DNA of the conference and that should be possible. Not too long, but people should be able to say what they want. Activism has always been such an important part of the AIDS response.”

“This is my perspective. A scientist would tell you something different like this is one of the most important places for new, interesting and important science to be presented. I am much more at the community perspective. The programme is huge and very important.”



We Must Work Together TO KEEP OUR FEET DRY

THE NETHERLANDS Board of Tourism & Conventions (NBTC) is the premier organisation responsible for promoting the Netherlands nationally and internationally. It's their work to put the country on the map as an attractive destination using their registered brand "Holland." They focus on the markets for business meetings, conventions and holidays. NBTC receives government funding from the Ministry of Economic Affairs and Climate Policy and cooperates closely with partners within the tourism industry.

Eric Bakermans is the Director of Marketing Meetings & Conventions at NBTC. One of the significant issues for Eric Bakermans and his team is to work together with associations. The department actively seeks contact with Dutch associations and supports them in their bids to host, for example, congresses. The result is a strong bid made by joint forces thus increasing their chances of winning the bid and bringing the conference to the Netherlands.

Eric Bakermans says that NBTC should be the link between the

government on one side and commercial partners on the other side, like private venues.

"As a national convention bureau, we are in between. We are here to market the Netherlands as an international meeting and conference destination in which the national part plays the most important role. That's the reason why we have contributions from the Dutch government. Besides that, we need partners and do things that are important to them, and which also serves the interest of the Netherlands as a conference destination."

"We represent the country, and not only the capital or any larger conference cities. We have access to the government with politicians directly – to either get them involved or to support what we do. And this is something which only we can do. We have direct contact with the Dutch embassies around the world, and can, for example, have smaller events at the residence of Dutch ambassadors."

The Netherlands has nine top sectors: Agri and Food, Chemistry, the Creative Industry, Energy, High Tech

Systems and Materials, Life Sciences and Health, Logistics, Water and Horticulture and Starting Materials. The Dutch Top Sector policy is a modern industrial strategy that stimulates the Dutch knowledge economy. The innovative top sectors are among the world's best and the government wants to strengthen their international position further. NBTC, through the Ministry of Economic Affairs

what NBTC is a specialist in. We can help each other, and there is no financial interest."

"I am only interested in one thing, and that's winning the conference, and serving the interests of the association. I know the association is there not for my benefit, but the other way around. We are there for them, and we will help them in the best way possible, in any way possible. It dif-

with the right person as well. Not only with the professional congress organiser, but with the government, if needed. Trust is also of high importance when it comes to long-term relationships."

The Department of Economic Affairs and Climate Policy supports NBTC in everything they do.

"They are quite aware of what we do and the importance of it in general, as well as meetings and conventions. That is not always the case with other departments."

An essential part of Eric Bakermans' job is to get through to the right person, and to have that person's knowledge to get the convention bureau further down the lane to either the state secretary or the minister. Sometimes the convention bureau easily gets a letter of support, or the officials sign a bill.

"We too are part of the Dutch policy, and they might think: 'Okay, we could support not by giving money but by other means.' So, proving our business case is challenging. However, that's something we do not keep on knocking. I don't think that's anything different than from other destinations. I hope I will get some more time – also via changes within my organisation called NBTC Next – to make our organisation more agile and being able to respond to market changes more quickly."

Another challenge is to educate the Dutch, in this case, private entities. Eric Bakermans explains that if you are interested or willing to enter the market of international meetings then you should have a financial horizon of at least three to five years. Do not expect any success before that. It's an investment, and then you will see a return on it, in any way possible.

"We are about knowledge, and not so much about logistics. We have received countless of emails from

"Why do we have this meeting here? Because we needed to meet each other in person"

and Climate Policy, has developed acquisition and marketing strategies which target meetings and congresses that match the scope of any of the Top Sectors and the Sustainable Development Goals.

"If we rely upon the top Dutch sectors, we can build further on the Dutch policy. Exporting knowledge is also related to meetings and conferences – because I can also see a conference or a congress as a way of exporting Dutch knowledge on a specific topic, although the event is taking place inside our country. I think it's a beautiful showroom to do so."

Being a national convention bureau NBTC also builds trust with their initiative takers, namely those people who are willing to take the risk of organising an international congress. That is a certain risk and will involve time.

"The people working for an association are well-educated, but they have not learned about marketing a destination to get the best out. That's

what per association, of course, without having a hidden or commercial agenda."

"It's all about the people who make a difference in that destination and who are in a position to attract a meeting or a congress to that destination. These people are the starting engines for hosting congresses and meetings – it's not just because we have the infrastructure. We need to put these people first. All the hygiene factors and accessibility are important, but these are bare essentials, so we need people to take the step."

Eric Bakermans says that they work a lot on trust. It's critical that the convention bureau work with the right, trusted partners. That's one of the reasons why he is not eager to give away their brand to any private partner. They might use it like a seal of approval, which it is not.

"The professors and the board of the association need to be completely assured that they can trust the convention bureau. And getting in touch

“These people are the starting engines for hosting meetings”

venues or hotels which are totally in no way capable of hosting a meeting, and they don't know what it involves. This is also a part of our job, and I think that's something which is open for improvement from our side too, to educate our industry.”

“Yet another challenge is funding, but that's an open door. It makes you more creative if resources are limited. Sustainability and travelling are a challenge as our industry by definition is a polluting industry. Without saying give up travel, because in the end, why do we have this meeting here? Because we needed to meet each other in person. I know that the phone doesn't record my facial expressions or that you are nodding. It's within people's nature, and this has been happening since humanity was born.”

To cooperate is a part of Dutch culture, and Eric Bakermans explains why. Suitable land to grow crops is scarce in the Netherlands. There is also water almost everywhere, and a large part of the area is below sea level.

“We must work together to keep our feet dry. Do you know the word ‘polder’? It is formally wetland that may dry. There is now a word ‘poldering’ which is a way of explaining why

the Dutch have to talk all time, or at least be in contact with each other. Otherwise, someone on the other side of the polder thinks: ‘Oh, I can open the logs’, and then the other side will be flooded. Also, one of the main reasons is because we all need to work together. We need to compromise a lot, and we call it the lack of land.”

At the moment NBTC is working on a 2030 perspective. Mona Keijzer, state secretary for Economic Affairs and Climate Policy, has given the national convention bureau the assignment to come up with an outlook for 2030, on the Netherlands as a destination in the broadest sense of the word. It's not just about tourism, or meetings and conventions, but in general. It also includes the issues NBTC need to cope with, including spreading arrivals in time and place, over tourism, etcetera.

“It is not necessarily NBTC's vision, but it is a 2030 perspective which is also valid to our work.”

In the shorter term, there is a Holland Congress Alliance, which is a sustainable collective of four cities, convention centres, Schiphol Airport, KLM Royal Dutch Airlines, as well as a major hotel chain.

“We have worked together for the last five years with investment from

all sides towards the international association market. For that, we also have a mission and a vision.”



Economic Success AND SOCIAL IMPACT GO HAND IN HAND

THE HAGUE Humanity Hub in The Hague is a unique platform where a diverse community of organisations and people in the fields of peace, justice, development and humanitarian action meet and share best practices to co-create innovative projects. It's an ecosystem which includes NGOs, academia, commercial enterprises and intragovernmental bodies. Today the hub has 69 member organisations.

Members include the Ministry of Foreign Affairs of the Netherlands and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). The Centre for Humanitarian Data is focused on increasing the use and impact of data in the humanitarian sector, and Youth Peace Initiative includes youth from conflict areas in peace processes to give them a voice in their shared future.

Crime Stoppers International mobilises to provide information on reporting a crime anonymously. INSO, the International NGO Safety Organisation, supports the safety of aid workers in high-risk contexts, and World Resources Institute, alleviates

suffering, poverty and oppression by helping people build secure, productive and just communities.

Some of the other members are UN Women, an association dedicated to gender equality and the empowerment of women. City of Hague, City of Peace and Justice. Peace Innovation Institute coordinates the Peace Innovation Lab at Stanford and the City Lab network around the world. Their mission is to increase positive peace via digital and real-world urban-scale innovations.

Sawa World aims to create a world where one billion people will lift themselves out of extreme poverty by having access to locally produced and practical solutions within their communities. The Halo Trust is the largest humanitarian landmine clearance NGO in the world. They are creating safe and secure communities in over 20 countries and territories. Finally, the International Justice Tribune is a source for independent journalism on justice issues around the world.

"The Hague became the City of Peace and Justice, and the city competes with other cities. They want to

be a good City of Peace and Justice and continue to have that role. And also, to expand that role as a host city to organisations that are working towards making the world a better place," says Jill Wilkinson, CEO of The Humanity Hub.

A couple of years ago, and as a part of the city's strategy, the city asked their hosted organisations: "What else could we do to be a better host city for you?" The answer was: "You could help us to meet each other more often. And you could help us to be more innovative."

"The city told them that is not usually our job as a city to do that. And how do we do it? They were inspired partly by the impact hubs. It's a worldwide network of co-working spaces for social entrepreneurs," says Jill Wilkinson. "They were inspired and said: 'How can we apply that to these organisations? We have these people to meet and innovate, and do we organise a specific conference for them, shall we set up a network for them, what do we do?'"

Jill Wilkinson says that they had a private network meeting, but it was

“We can be the ‘doing good and doing business’ capital of the world”

not very helpful. These organisations meet each other in other cities, in Nairobi or New York, but they do not meet in The Hague even if they are neighbours down the street. Over 200 associations work in the area, in the city alone.

“There are big organisations like the Permanent Court of Arbitration, the International Court of Justice and Europol. But also, the smaller ones, or the satellites of other ones.”

The idea was – inspired by the impact hubs and the whole idea of co-working spaces as a new real estate concept – to create an area where the people can get together. And they worked with the organisations: “If we created a space for you, would you use it? How would you use it?” And the answer was: “Well, yes, we would probably put a few people to work in that space, but it has got to have excellent coffee!”

They started the project and were able to get five organisations to commit in the early stages to a long-term commitment, two of them being the United Nations Centre for Humanitarian Data, and the World Resources Institute. The five organisations were willing to rent the offices, and once they were five, they said they could

commit to renting for a longer time. That was the beginning.

“We opened in January 2018 with four office renters, and one year later we have 69 organisations who are members. So, it has this ‘natural’ attraction. We need to be able to meet, and what you find, if you look at the thing behind all of this, is that the organisations are working in peace and justice. All of them are working on the same kind of challenges.”

Jill Wilkinson says they do different specific things but have challenges like, “What are we going to do with ‘big’ data?”, “What are we going to do with less sustainable funding models?”

For geopolitical reasons, local, national and international funding is changing.

“I just learned that it used to be that even the UN was funding projects for up to ten years, but now they fund the money yearly which makes everybody’s future quite unstable and uncertain. On top of that, you have the Internet and big data which is disrupting every industry. It does not matter whether you are not for profit or profit. It is also disrupting your industry.”

The issue of Internet data and new technologies, the question of

changing business and funding models, and also political changes, affect almost all the organisations that are working in peace and justice. They have to re-examine: Where are we going? What do we do?

Jill Wilkinson shares one example of the biggest disruptions taking place at the moment. It used to be that emergency aid associations in humanitarian aid were providing shelter, clothing, blankets and food. What is happening now, because of data and technology, is that it’s easier, cheaper and more effective to give people cash.

“You can give them a Cash Card. You don’t have to give them money. The money doesn’t get lost to corruption anymore. You give it directly to the recipients. With a Cash Card, you can buy whatever you need, and the market can respond faster than any other organisation. If you’re in the business of providing shelter, blankets, clothing and food to organisations, cash assistance is the new normal. Your entire business is disrupted.”

Another example is the ability to reach very remote populations because of cellphones. Even if people have terrible cellphone reach, or even if they don’t have smartphone

“The Hague wants to be a city where innovations for a better world take place”

Internet reach, it's still easier to get information about what populations need. All that is required is access to an old text phone. Some technologies are still using text phones to collect data, so they know what they need.

“They are even using that to collect information about conflicts so it's easier to figure out where the heat maps are, because local populations can anonymously provide data to organisations that are collecting it. It's changing everything! All of these abilities.”

“The typical NGO-population comes from a humanities background. The biggest changes are changing the financing model and how to deal with data, and you can imagine that they do not necessarily have the skills to do that very well.”

Jill Wilkinson explains that if you want to innovate and sustain your services or provide better services, then you need to connect to others to bring in expertise to do that kind of innovation.

“That is what this is all about. This is connecting actors from different perspectives so you can look at: What do we do to make this place a better world? How do we create a better world in the future bringing all of this expertise together? And knowing that

in your little silo, with your background and expertise, if you continue to look at it that way and don't collaborate with other people because you are threatened, then you are probably not going to be around for very long.”

“That's the whole background behind why this place started. It's an ambitious experiment of the city, and there is certainly a city marketing background to it. To be an attractive place for these kinds of organisations and businesses who want to contribute to being in a better world as well.”

According to Jill Wilkinson, The Hague is a super soft environment to land in and to promote your business. One example is that the city is the first Impact City in the world. It is the startup and scale-up community that helps innovative entrepreneurs to start successfully and to grow their business. Impact City believes that economic success and social impact go hand in hand.

“The Hague wants to be a city where innovations for a better world take place. Not just from the point of view of peace and justice, but humanitarian action. It is an attractive place, and the city is very supportive of social enterprises that are doing good things for the world.”

“We are not going to be the fashion capital in the world, it doesn't make sense, but we can be the ‘doing good and doing business’ capital of the world. It fits with the DNA of the city. We are connected to this entire network, and we are working on networking all these kinds of organisations so they can help each other. We're always working on connecting the various actors whether they are members here or part of the broader community.”



Build Strong Bridges BETWEEN ACADEMIA AND INDUSTRY

MARIEN DE JONGE studied Biology at Vrije Universiteit in Amsterdam and specialised in molecular microbiology. He did his PhD at the medical faculty of the University of Amsterdam. As a PhD student, he worked at the National Institute of Public Health on a family of virulence proteins of *Neisseria meningitidis*, one of the most important causative agents of meningitis and sepsis, involved in the interaction with epithelial cells.

Also, as a PhD student, he took part in the Eijkman-Winkler graduate school at the University of Utrecht. After he obtained his PhD degree, he got a position as a postdoctoral fellow at Institut Pasteur in Paris, where he worked for two and a half years on *Mycobacterium tuberculosis* and the improvement of the BCG vaccine. Then Marien de Jonge left academia and started to work in the R&D department of a company, where he focused on *Chlamydia trachomatis* vaccine development. The company, called Nobilon International, was the

first part of Akzo Nobel but was later acquired by Schering-Plough, which was then acquired by MSD. After nearly five years, MSD decided to close down the site where he was working. Although he was asked to stay with the company, he decided to go back to academia as he was asked to come and work for Radboud University Medical Center, Radboudumc, as a senior scientist.

After one and a half years Marien de Jonge became head of the Laboratory of Pediatric infectious diseases, at that time part of the department of paediatrics. More than five years later he became head of the section, Pediatric Infectious Diseases, part of the Laboratory of Medical Immunology, and associate professor. Apart from fundamental research on host-pathogen interactions of respiratory tract pathogens and the interaction between mucosal and systemic immunity, their group also focuses on applied research towards the development of an intranasal

pneumococcal vaccine and the development of novel diagnostic methods and point-of-care devices. In this new position, he directly contributes to the improvement of clinical, immunological diagnostics.

Where did his interest and engagement for understanding host-pathogen interactions and mucosal immune responses and improving the prevention, diagnosis and treatment

technological and scientific developments in the field to be at the forefront and to be able to contribute to revealing new and supporting technological innovations.”

With nearly 10,000 employees and 3,500 students, Radboudumc combines patient care, research, and scientific training. Marien de Jonge’s mission is to have a significant impact on healthcare. Conferences, conven-

interactions are precious as collaboration can only work when there is also social understanding and cohesion. The latter very much determines the success of collaborative interaction. Besides, I always find it great to meet people from other cultures. I don’t count how many meetings I have attended in my life, but I estimate that I attend around ten meetings a year. Both national and international.”

Marien de Jonge defines his research field as ‘pediatric infectious diseases’ and says that there are multiple good groups in the Netherlands. Especially the pediatric infectious diseases group of the Sophia’s Children’s Hospital Erasmus University Medical Centre. Other outstanding European groups where clinical care is combined with excellent research are at Imperial College London, University of Turku, and the University of Basel Children’s Hospital. Outside Europe, there are leading institutes in the US, such as Cincinnati Children’s Hospital and St. Jude’s Children’s Hospital, but also in South Africa, University of Witwatersrand, and China, Shenzhen Children’s hospital, to mention a few. He considers the level of his field of science, pediatric infectious diseases, of a very high standard in the Netherlands – even leading, at least in Western Europe.

Regarding the most important medical questions for his research in the coming five to ten years, Marien de Jonge says that for infectious disease diagnostics, innovations will focus on the combination of the detection of the pathogen in combination with immunological biomarkers. Furthermore, measurements will increasingly be done close to patients, and there will be a shift from testing in centralised laboratories to point-of-care.

“I find it very rewarding to contribute to the improvement of healthcare”

of viral and bacterial respiratory tract infections in children come from?

“On the one hand I have a strong and fundamental interest in understanding biological mechanisms. To systematically study a certain research question, to develop models and hypotheses and above all the ‘Eureka’ feeling, rare but great to experience. On the other hand, I find it very rewarding to contribute to the improvement of healthcare, in particular, to support our clinicians with the diagnosis of difficult cases, for example, children with unexplained immunodeficiencies, which are often very difficult puzzles to solve,” says Marien de Jonge.

Marien de Jonge says that he wants to develop himself as a strong research leader and build bridges between basic scientists from different disciplines.

“I collaborate a lot with our colleagues from the science faculty, biology and bio-organic chemistry, between basic scientists and medical doctors and between academia and industry. As a scientist, you need to be informed about the latest

tions, congresses and business events are important for sharing knowledge.

“The Radboudumc is part of one of the youngest universities in the Netherlands, established in 1923, but the largest teaching hospital and tertiary care centre in the eastern part of the Netherlands. Many medical and biomedical conferences are organised at the Radboudumc because of certain expertise and to attract visiting scientists and students. And also, for the branding of our institute, which is particularly important as we are a relatively young institute. Nijmegen is a relatively small city and not yet a very well-known place.”

Marien de Jonge’s first global meeting was the International Pathogenic Neisseria Conference in 2000 in Galveston, Texas, USA. He says that attending national and international meetings is very important for exchanging the latest developments with his peers through presentations and posters, but also to have personal meetings to discuss new ideas and hypotheses.

“It is not only the content that is important, but also the social

“It is not only the content that is important, but also the social interactions”

“Concerning the prevention of infections, vaccines are by far the most successful medical intervention. However, for a long time, we thought that once a vaccine is developed, it can be used for ages. That does not seem to be the case, and the best example is the BCG vaccine developed around 1925, which gives variable but low protection against pulmonary tuberculosis. Another example is the resurgence of pertussis in recent years. I predict that more vaccines are going to fail, which demands more efforts to anticipate an improvement of vaccines and support from the European Medicines Agency, EMA, and the United States’ Food and Drug Administration, FDA, to help introduce these.”

“Concerning developments in the treatment of infectious diseases, more discoveries will be made in the field of host-directed immunomodulation and those findings will soon be applied in the clinic. For antibiotics, we will see that pathogen-specific compounds will be used to avoid collateral damage to the microbiome.”

Marien de Jonge has created and arranged numerous conferences, seminars and symposiums in the Netherlands – all focused on his field. He is also the co-organiser of

the coming International Union for Microbiological Societies conference in RAI Amsterdam in 2023.

The IUMS Congress in Amsterdam 2023 is a significant conference. The conference will be about microbiology, from general microbiology to medical microbiology. Marien de Jonge will support the team responsible for the scientific programme. At the moment, he is recruiting key scientists and members of the two societies to form this team.

“I was approached by Kenes as to whether I was interested. They also contacted the Society for medical microbiology, NVMM. The two societies, KNVM and NVMM, immediately agreed that this is an extraordinary opportunity for Dutch microbiologists to organise this important conference.”

Like many other scientists, Marien de Jonge has a strategic plan for participating in meetings.

“I like us to be represented on the national microbiological, immunological and infectious diseases meetings. Internationally we have to make choices, that depends on the topics. When it is related to any of the pathogens we are working on, *Streptococcus pneumoniae*, *Bordetella pertussis*, *Haemophilus influenza*

and RSV, I send a representative from my group. I am not able to attend all those meetings, I am very selective, but my group is large enough to have sufficient representatives.”



Patterns OF SOCIAL STRUCTURE

EVA JASPERS is Assistant Professor of Sociology and Director of the Academic Master Program *Current Societal Problems*, and member of the Research School (ICS) of Utrecht University. Her research interests are around gender and ethnic attitudes and inequality, at home, in schools and the labour market. She is also involved in research on political sociology and social networks. Furthermore, she manages the Dutch part of the large-scale, international, survey of Youth in Europe (YES!).

In the beginning, Eva Jaspers didn't know what to study at university. Instead, she did all kinds of things that were related to student life, but not necessarily studying. She organised, for example, different festivals.

"I'm interested in people but did not want to study psychology. That's why I picked sociology, and when I had my first lecture, I knew this was for me. And that feeling has never left me."

Eva Jaspers spent a lot of time at different universities – for example, the University of Cape Town and Oxford – before she was invited to Utrecht University in 2010.

"The sociology community here is very vibrant. There are lots of people doing very different things, because sociology is involved with anything,

any topic. I have colleagues who were trained as mathematicians, or as historians and engineers. Sociology is all over, but we all study some aspect of society."

Eva Jaspers first international meeting was a terrible pick. She did not know where to go or what sessions to attend, and she picked one that was not suited for her. It was in Galway, Ireland, and she presented a paper. But no one understood what she meant or wanted to do with it. And she did not understand what they were doing, and they disagreed about how to approach topics.

"Although, since then I have been going to meetings a lot because I enjoy conferences. If you have a good conference, there will be three or four papers presented that are interesting to you personally. What I most enjoy about conferences is not something I do on purpose of networking, but just meeting people with similar interests across the world."

"I met my colleague from Stockholm at a meeting in Oxford. It ended with me now working with her in Stockholm. That's why it is essential. Sometimes, there are people in different parts of the world doing things that are very much related to what you are doing. That's the main reason I enjoy conferences, to meet people with similar interests. And to

start collaborations. Sometimes you invite a person as a speaker, and that's it. Sometimes, it is much more than that. It is also essential, especially for my more junior colleagues or my PhD students to show themselves, show what they have to offer for their careers."

Usually, Eva Jaspers attends two international meetings per year and some national conferences as well. Some years ago, she had the idea of organising a yearly meeting in her hometown. It would give her the chance to see her kids and her partner still. And she started by working on the Sunbelt Conference in 2018. Utrecht was competing with Paris.

"First, I had to convince some of my colleagues that this was a good idea. That needed some convincing. Then we made a bid book for the conference which we presented at the Sunbelt in Brighton in 2015, and there it was decided that the conference in 2018 was going to be held in Utrecht."

The International Sunbelt Social Network Conference is the official annual conference of the International Network for Social Analysis (INSNA). Currently, the network has over 1,000 members, and according to Eva Jaspers, more people than ever are interested in attending and presenting their work at the Sunbelt

“I ended up becoming an ambassador for my country”

Conferences. The largest group at Sunbelt 2018 in Utrecht were Americans, and overall 60 nations were represented.

Social network analysis is focused on uncovering the patterning of people's interaction, Eva Jaspers explains. Network analysis is based on the intuitive notion that the patterns of social structure are essential features of the lives of the individuals who display them. Network analysts believe that how an individual lives depends in large part on how that individual is tied to the larger web of social connections. Many believe, moreover, that the success or failure of societies and organisations often depends on the patterning of their internal structure.

Social network analysis has found essential applications in organisational behaviour, inter-organisational relations, the spread of contagious diseases, mental health, social support, the diffusion of information and animal social organisation. Today, it has become an international effort with professional organisations, textbooks, journals, research centres, training centres and computer programmes designed specifically to facilitate the analysis of structural data.

Eva Jaspers explains that whenever there are more than two people involved, it is a network.

“We study all types of networks, and it is about trying to find what is common to all these networks. Your family is a network. We are all part of a family network, but networks can be found in school classes, or within organisations or neighbourhoods. We study them because many behaviours or attitudes spread through networks. We also study them because the exact position that you occupy in a network can have consequences.”

“We study criminal networks because they sometimes have very different structures from all other networks. Many networks are about efficiency and how to communicate effectively. But the criminal networks want to prevent detection, so they communicate as little as possible. Sometimes you see different structures emerge in criminal networks, so the police would want to know how we best can disrupt a criminal network.”

All kinds of networks offer support, but not everyone has the same quality.

“That is something we try to explain. And then, even if you have the same quality, not everyone

benefits in the same way from the networks. We study that as well.”

The Sunbelt conference is an interdisciplinary meeting for social scientists, mathematicians, computer scientists, ethnologists, epidemiologists, organisational theorists, public health experts and others who can present current work in the area of social networks. Sunbelt covers many thematic areas, for example, social network analysis and network statistics, online social networks, social media, inter- and intra-organisational networks, networks and health, learning in networks, cooperation in networks, negative relations, social support, network visualisation and many other social themes for which networks are essential.

During the work ahead of the international meeting Eva Jaspers and her team had the great support of Monique André De La Porte, Account Manager, at the Utrecht Convention Bureau. She helped the team to write the bid book.

“I think that's why we won the bid over Paris. Utrecht can't beat Paris, but we just had a very professional bid. The conference was great, and I had so much fun working on it – especially in our line of work. Most of the time you are alone behind the desk

“The exact position that you occupy in a network can have consequences”

or teaching students. It's not often you have this sort of collective event that you work towards, that's so rare. Another aspect is that many people in the network community, the Sunbelt is about networks, now know me whereas they did not before.”

“Even if working with the conference gives no incentives in Holland, it is entirely voluntary, and you are supposed to do it next to all your other work, it still merits on your cv. I also got to work with some colleagues at different universities, people that I knew but never had worked with. So, with one of them, I might be starting a small project now.”

“That's all external or indirect benefits that you would not expect when you start with something like this. In the end, over 1,000 delegates came to Utrecht. What is nice about Sunbelt is that it is truly interdisciplinary. It's anyone who is involved with analysing networks which is very much a sociological concept, the networks and embeddedness and things like that. But we have had people from archaeology, biology, epidemiology, physics, history, and everyone is there who is involved in studying the networks.”

Before Eva Jaspers had only organised meetings with up to 50

people. She is part of some groups, and when they arrange a meeting, they always meet the same people.

“That is great, too. But you don't get unexpected scholars that you have never heard of come and present something that's interesting. That's a very different kind of meeting that we don't have.”

Eva Jaspers is not only an ambassador for sociology, but she is also an ambassador for the university and the country.

“I ended up becoming an ambassador for my country because the convention bureau also made a promotion film of me. It is about organising conferences in the Netherlands. It is aimed at my fellow scientists, trying to convince them to organise congresses. I am not sure if I am ever going to organise a conference again. And, I would advise everyone to think a bit before you raise your hand. But, do it! It is a lot of work, but we are used to that, and it is just amazing. And hire professional help, do not try to do it on your own.”

If the first challenge was to win the bid with the help of Utrecht Convention Bureau, the second challenge was getting the right people involved. Instead of organising everything by themselves, the next step was to hire

a Professional Congress Organiser (PCO).

“The PCO was always three steps ahead of us and took the stress out of organising the meeting. Often, me and my co-organisers, were like, ‘okay, we do not have to do anything, no we don't’. The work we had to do was pretty much before that. It was difficult sometimes. People were unhappy that their proposal was rejected, or that we gave them a wrong time slot. There were only two of us here in Utrecht who organised it, me and my colleague Vincent Buskens, and totally another five persons, we made a great team.”

The Sunbelt has the tradition of an open bar every night, and Eva Jaspers spent about an hour drafting beers while networking.

“That was for fun, but another good thing was that we made a profit. We get to keep it and can use it for research.”



Bringing PEOPLE TOGETHER

ON AUGUST 6th 1991 the Internet became publicly available through the World Wide Web. A new technology which would fundamentally change the world as we then knew it. Today we see over 3.8 billion users or just over 50 per cent of the world's population; a number which is growing every day.

Societies and individuals can benefit in all manner of ways through access to knowledge, people and organisations on a local and global level. More than that, digital has become a must-have, for people, society and the economy. Indeed, digital technology fosters innovation. Online platforms, e-commerce, social media, artificial intelligence, data analytics, robotics and the Internet-of-Things (IoT) are further expediting this process by hyper-connecting individuals, organisations, communities, societies and data, with tens of billions of objects and entities.

Frits Bussemaker has been working in the International ICT industry since the 1980s. He focuses on linking information technology, innovation and impact. Today, he is the chair of the Institute for Accountability

in the Digital Age. From 2010 to 2018 he was the Secretary-General International Relations of CIONET, a network of over 7,000 digital leaders cross-industry and across Europe and South America. He has been responsible for the relationship with international institutes like the European Commission. Furthermore, he is the initiator of the Global Digital Leader Alliance linking over 20,000 digital leaders from China, Europe, India, Japan, Russia, South America and the US.

Frits Bussemaker participated in global workgroups of the European Commission developing eSkills and eLeadership. He sits on the advisory board of a number of international organisations including the Association for Computer Machinery (ACM), the Global Industry Council of the International Federation for Information Processing (IFIP), an UNESCO based organisation, Digital Africa, the WCIT2010 (Amsterdam), WCC2012 (Amsterdam), WCF2104 (Xian) and the Banking Policy Institute's Fin-Tech Ideas Festival (San Francisco). He has helped organise numerous international IT-related conferences

including ITU's *AI for Good Global Summit* and the WCIT2010 where he was the programme director.

He is a regular speaker and chair at international IT events and has spoken in Australia, China, Europe, New Zealand, South Korea and the United States. He has an MSc from Delft University.

Frits Bussemaker's interest in international meetings started at

relevant it was to get people together and have a common ground."

Later, Frits Bussemaker moved to the company Staffware, where he discovered that the company was considered to be one of the leaders in Gartner's Magic Quadrants.

"Being recognised as one of the top players in the world, I realised we were already giving the right answer, but we weren't asking the right ques-

the answers. You're almost pushing forward the process without you seeking it."

Frits Bussemaker talks about getting people to collaborate on a non-hierarchical level. Why don't you set up a cup of coffee to see what you have in common? What happens if people are looking predominantly at their differences which sets them apart rather than what they would have in common? Why don't we discuss how to organise a community?

He realised that managing a community is implementing a business process. It's not only about setting up communities linking people together continuously.

"Sometimes you also need to organise events. The event is not a purpose and goal, but just a means to do something else."

Frits Bussemaker discusses the 4th industrial wave, and the way technology changes the way we organise the world. It's a shift from what he calls the "Command and Control" to the "Connect and Collaborate" society. In 1991, Ronald Coase got a Nobel Prize in Economics for his work on transaction cost. It is cheaper inside the organisation than outside. That is the reason the organisation exists.

"In the 1990s was the emergence of the Internet. All of a sudden it is cheaper to do something outside rather than inside. That's the fundamental reason why I think these siloed organisations are moving to network organisations. It is completely changing this business process. It's disrupting. Why are so many people I talk to so concerned? Because in general, I think one understands the rationale of the shift to this 'connect and collaborate' society, but we have emotionally grown up in this baby-boomer world, where you have to be 'king of your empire' and have to have 'unique selling points'. That's

"Managing a community is implementing a business process"

high school, when it held a European school basketball tournament. He was one of the students asked to be the host of the Danish girls' basketball team. Later, he attended the technical university of Delft and eventually started to work for a startup IT company. The first thing he needed to do was to help organise a conference in Amsterdam.

"I went into the office on a Friday morning and didn't leave until Sunday morning. That was my first experience working with a conference – and I loved it."

And always, as an extracurricular activity, Frits Bussemaker was involved in bringing people together. The very first was chairing a computer user group of the Society of Petroleum Engineers. And then he was the only alliance manager at a company called Cambridge Technology Partners and realised that he didn't have anybody to talk to.

"I reached out to other alliance managers, initially just getting together over a cup of coffee and talking 'shop'. It made me realise how

tions yet. But nobody was asking the questions on our product so rather than competing with my direct competitor I realised we competed with a different philosophy. Then I took the initiative to set up a Business Process Management forum because that was the methodology we were trying to sell."

They started the BPM-Forum, and Frits Bussemaker immediately went to his biggest competitor and said: "Why don't we start this together?" But the man was concerned about why his competitor was making this suggestion. Frits Bussemaker told him that they were probably facing the same thing.

"Nobody knows what we have to offer, so why don't we raise a question first? Until this time we've realised the feedback from the market, it was obvious that thought leaders who work in these organisations would facilitate such a forum to be set up. And then immediately it hit me: Getting people together, raising a special question, actually helps you. Once you raise your question, you also get rewarded for helping to provide

“That’s the fundamental reason why I think these siloed organisations are moving to network organisations”

how we define success – and not what you would have in common, how can we complement each other? All of a sudden the whole shift of how you change organisation structure ties into community building spirit.”

“Over and over again, I have experienced that when you talk to people, one of the key questions is: What do we have in common? That’s also a question when you organise something, and you ask people at a great conference, what was the most valuable thing? And they answer: ‘It was the break. I met somebody at the break.’ Good, let’s organise a break!”

“From all different sides, it’s coming together. It’s all about these shifts, where I see the way we get people to collaborate, and I would say that’s the architectural bind that’s becoming more and more important to make it happen. That’s what I’m doing.”

Frits Bussemaker is breaking down silos, getting people to collaborate on a non-hierarchical level. That is how he sees the future developing. On the question of what it means for us as individuals, he answers: “I have to be king of my empire. We have to re-define success from having USPs to what we have in common.”

The mission behind Frits Bussemaker building communities is

getting people to realise that this is the shift, a mental model. He believes that you have to think about how you do that. His passion is to connect with different people.

“The best meetings I have is where I get two people, where I feel they could have some connection, and realise they just hit it off, and can’t stop talking. This happens so often. It’s universal.”

Frits Bussemaker is a big fan of the TEDx style of organising knowledge, getting people to have a discussion based on a short but well-thought out presentation. He says there needs to be some leadership, some idea why one should talk about this topic. But it should be sweet and short, to the point, focused, and much more based on story-telling than defined by PowerPoint – because you need to address peoples’ emotions. He looks forward to shifting to this method in conferences.

“Many of us have been participating in the traditional way of organising a conference, where a keynote would walk in from the backstage, give the presentation in 45 minutes, which is a nice monologue. Then there is one obligatory question with an answer, and then the speaker

would walk off again. There is no dialogue at all.”

Frits Bussemaker has experienced both sides of organising and speaking at conferences. When he invites people to a conference, he asks: Why do you want to talk at this meeting? Is this your ego? Do you want to be paid something? What do you get out of it?

“I always try to force people. For example, if you come to this event, I will work in most cases and especially with TEDx conferences, you will not get paid for anything. But we will offer you an environment where you can meet like-minded people. I also make certain that we offer something in return that’s in many cases intangible. That’s making certain that people get connected. And that’s why I sometimes feel these big meetings make sense. There is still a market out there. It is maybe not for pure knowledge but for the emotional, human aspect of what you cannot put in an online presentation yet.”

“Always make certain you put your community in context with what is happening outside, and you can become a spokesperson. But you also need to make people aware of how you are part of the bigger value chain.”



Management of Innovation

IS ALL ABOUT UNCERTAINTY

JAN VAN DEN ENDE is a professor of management of innovation at Rotterdam School of Management, Erasmus University (RSM). He is also a professor of horticulture innovation and visiting professor at LUISS Università Guido Carli, Rome, Italy. His field of expertise is the development process of new products and services in firms. His current research interests include firm-internal and -external idea management, control of new product development (NPD) projects, design management and sustainable innovation.

Jan van den Ende has published in numerous journals including *Journal of Management Studies*, *Organisation Studies*, *Harvard Business Review*, *Journal of Product Innovation Management*, *Research Policy*, *IEEE Transactions on Engineering Management*, and *Group and Organization Management*. He teaches in MBA and Executive Education for firms such as ASML, Friesland Campina, IFF and MAN. Jan van den Ende holds a PhD from the Delft University of Technology.

What are the questions that are closest to Jan van den Ende's heart and what is he working with? And what will happen in his field in the next five to ten years?

"Firstly, how do you manage innovation processes in companies? It's an exciting field because it's all about uncertainty, and how to deal with uncertainty. It is challenging how to deal with activities when you don't know the outcome, nor sometimes the process."

Jan van den Ende says that there are trends in his industry, such as disruptive innovation; how to manage disruptive innovation – because that's what firms find incredibly tricky; and business model innovation. Today, it's not just about products and services and more, but it's about business models, 'open' innovation, collaborating with others instead of doing everything yourself. And the most recent trend is 'lean' innovation, which means you try to get, as soon as possible, information about whether a market exists for what you're doing.

"Yes, these are the trends, to innovate in a different way than you did before. In the past you started with research, R&D, you developed new knowledge, then you thought about a new product, then developed your product, you brought it to the market, and you hoped that it would sell. Today, it's completely different. You think about what kind of organisation do I need to do this? Maybe I'll have

to create a separate unit. You think about business models. So maybe I shouldn't sell a product, but I should create a website for people to purchase it instead of going to a shop.

Or should I create a service that makes customers happy, not selling the product but selling the full service. For instance, sharing cars – I don't sell you a car, but I provide you with the service of moving from A to B. You can take a car, bring it back, or you leave it somewhere else, that's a 'service model'."

Jan van den Ende talks about different business models, and working with others so that you don't have to do everything yourself.

"Why wouldn't I use or buy the idea from somebody else? It might cost me, but it may be much quicker, and I want to know as quickly as possible if customers would like this. So, I bring an elementary version of my product on the market, and I see what happens. You can do that for instance with an app. You can design a straightforward version, maybe even within a few days, put it on the App Store or send it to a bunch of friends and see what happens. Do they use this or don't they? And then, based on what you get back, you develop a real product. Of course, you can't do that

“Innovation success needs nurturing, a culture of collaboration”

with every product – for instance, you can’t with an aeroplane, because it has to be fully operational and with full quality compliance. But with many products you can do so. You then decrease uncertainty in an early phase.”

“I expect that the implementation process of innovation becomes more important in the near future. It may sound a bit traditional, since popular discussions on innovation are a lot about creativity. And indeed, some companies have problems with creativity, for instance because many employees already have a long tenure with the company and creativity has diminished. But I expect that in the years to come we will think more about the whole process of implementing the innovations. It’s more often that companies have a problem with the execution. So, there may be a lot of creativity around in those companies, but then bringing the ideas to market effectively before competitors do, is often the most difficult.”

What are Jan van den Ende’s main challenges at the moment?

“The main challenge, on which we do a lot of research, is how to improve the success rate of innovations. Failing is an essential element of innovation, but you don’t want to have too

many failures. So, what can you do to improve the success rate? One element is to make the right choices somewhere in the process. That’s a topic that I think is important. How can we make better choices in the process of selecting innovations as a company? Are there better available? Who are the right people who make those choices – apart from top management, of course – that are involved? What other people should you have? Those are important challenges.”

“Another challenge is to be cost-effective. That sounds a bit boring, but in the end, it’s important because large companies spend considerable resources on innovation. So it makes a difference for them if they can decrease the cost of those activities. And if you can innovate cost effectively, the threshold for companies to innovate diminishes since they do not have to spend enormous resources to get innovation.”

How important is networking in Jan van den Ende’s work?

“Today, I’m more focused on creating networks with industry. I have my academic network, but I’m putting more emphasis on industry networks. I manage a so-called ‘roundtable’ of new business

developers of large corporates, such as Philips, Akzo Nobel, Google, IBM, KPN and ING. There’s a group of about twelve companies that share their experiences. Experienced business developers share their experiences in innovation management twice a year for a full day. I put a lot of effort in that roundtable for several reasons: It’s a contribution to their work but we as an academic group also learn a lot ourselves about what is currently key in industry.”

“I also work with the industry on a trend called ‘Industry 4.0’. That’s the idea that you can connect much more information to products, to share information between different actors in the supply chain, but also to share more information with your customer. You do so by applying ‘Internet of Things’ technology. I expect that this becomes a key trend in different business sectors in the coming times.”

“You can imagine that you can have a QR code on a product and you can see who has produced it, the entrepreneur, you can see how it has been transported, where it’s from, etcetera. Then the producer could also get far more information about the consumer in turn. It’s easy to connect a small chip or a QR Code to

“That’s the idea that you can connect much more information to products”

every product. You can use different database technologies, for instance block chain, to store information on products and share information between different parties. That is a significant trend that I expect in the coming years.”

“I’m just starting at the moment to develop a specialisation for the horticultural sector. The horticultural sector is a clear top sector in the Netherlands, and the sector wants to professionalise its innovation management. A few decades ago, horticultural companies were all small companies. Although it was a big market, the supply side was very fragmented in the sense that companies were relatively small producers. They brought their products to the famous Dutch Auction, and then they were sold on a rather anonymous market. But in the past decades, horticultural companies have grown tremendously, and quite a few of them are now over 100 million Euro companies. So, they operate in a completely different, far more industrialised fashion. Company owners and managers have started wondering – how do we innovate effectively to keep the Dutch horticultural sector in a leading position in the world? A beautiful example of the innovative

power of the sector: 20 years ago, there were hardly any orchids grown in the Netherlands. Then the Dutch started growing orchids, improving the breeding of the plants and the production. And now the Netherlands is leading in the world in orchid production, and also in the development of new types of orchids.”

“That’s an enormous accomplishment. How did they do so? There are many factors. We did a small study on these success factors. It appeared a kind of combination of strong logistics, exchange of knowledge, and an innovative mindset. The horticulture sector remains to be able to take such leading positions in the world, but that’s not a given for the future, of course, because many others can do similar things.”

“Innovation success needs nurturing, a culture of collaboration, because it is not obvious anymore that parties work with each other, since larger companies behave more strategically. That’s a natural given, between larger competitors. But the challenge is to develop new models of competition and collaboration at the same time. One of the solutions is to collaborate in a pre-competitive stage and then at some point in time to start competing based on the results.

Developing these kinds of approaches forms one of the reasons why we create this specialisation on horticultural innovation.”



New National Initiative FOR CYBER SECURITY FOR INTERNET-OF-THINGS

TEXT

Harold Weffers

THE EINDHOVEN University of Technology, Delft University of Technology, Radboud University Nijmegen, Free University Amsterdam, and the University of Twente have started a new national initiative towards an eight-year programme for R&D and (technological) innovation for cyber security for the (Industrial) Internet-of-Things.

In the context of the open NWO NWA-ORC call, we are working on a compelling bid to establish a public-private partnership bringing together all relevant actors (academia,

industry, government, society at large) advancing cyber security towards a truly transdisciplinary science (working in an open science setting). Developing a responsive cyber security for Internet-of-Things R&D Agenda, developing new cyber security stock of knowledge, accelerating the translation of the knowledge to new cyber security (technological) innovations (working in an open innovation setting), developing new cyber security capabilities, developing new cyber security capacity (researchers, practitioners, leaders),

creating spill-over effects to classified application domains, etcetera.

Why? In the context of the Dutch National Science Agenda, which is spanned by a set of NWA Routes, its R&D portfolio and its implementation agenda, one of the most crucial cross-cutting concerns is cyber security.

It basically is a condition sine qua non for a significant number of these NWA Routes, in particular for Sustainable production of safe and healthy food; Energy transition; Health care research, sickness prevention and

treatment; Logistics and transport in an energetic, innovative and sustainable society; Towards resilient societies; Smart Industry; Smart, Liveable Cities, and Creating value through responsible access to and use of big data. It is also crucial for a number of the national economic Top Sectors such as High-Tech Systems & Materials (for example, Roadmap Security, Roadmap Smart Industry), Life Sci-

evolve from a network of interconnected computers to a network of interconnected objects, from books to cars, from electrical appliances to food, and thus create an 'Internet-of-Things' that represents the next major economic and societal innovation wave.

The envisaged growth of the Internet-of-Things concerning devices and connections is astounding.

and connections, to the heterogeneity of networks, access technologies, operating systems, etcetera, and to the specific characteristics of the devices. Rapid growth in the Internet-of-Things is changing the game. Cyber security is more relevant and challenging than ever, and companies need to build capabilities in this area – quickly. With the Internet-of-Things becoming ubiquitous, and consumers demanding products with an emphasis on security and privacy, organisations are revamping their security policies. The digital resilience in the Netherlands is lagging behind the ever-increasing threat. According to a recent survey, at least 80 per cent of European companies have experienced at least one cyber security incident over the last year, and the number of security incidents across all industries worldwide rose by 38 per cent in 2015. Cyber security has never been more essential, as companies have more digital valuable assets than ever before.

The Dutch government acknowledges that an ambitious National Digital Agenda also requires an ambitious National Cyber Security Research Agenda and a Roadmap to secure systems and software components. Excellent cyber security for the Internet-of-Things is crucial, and it is urgent.

“The Netherlands is one of the world's most connected countries”

ences and Health, and Energy.

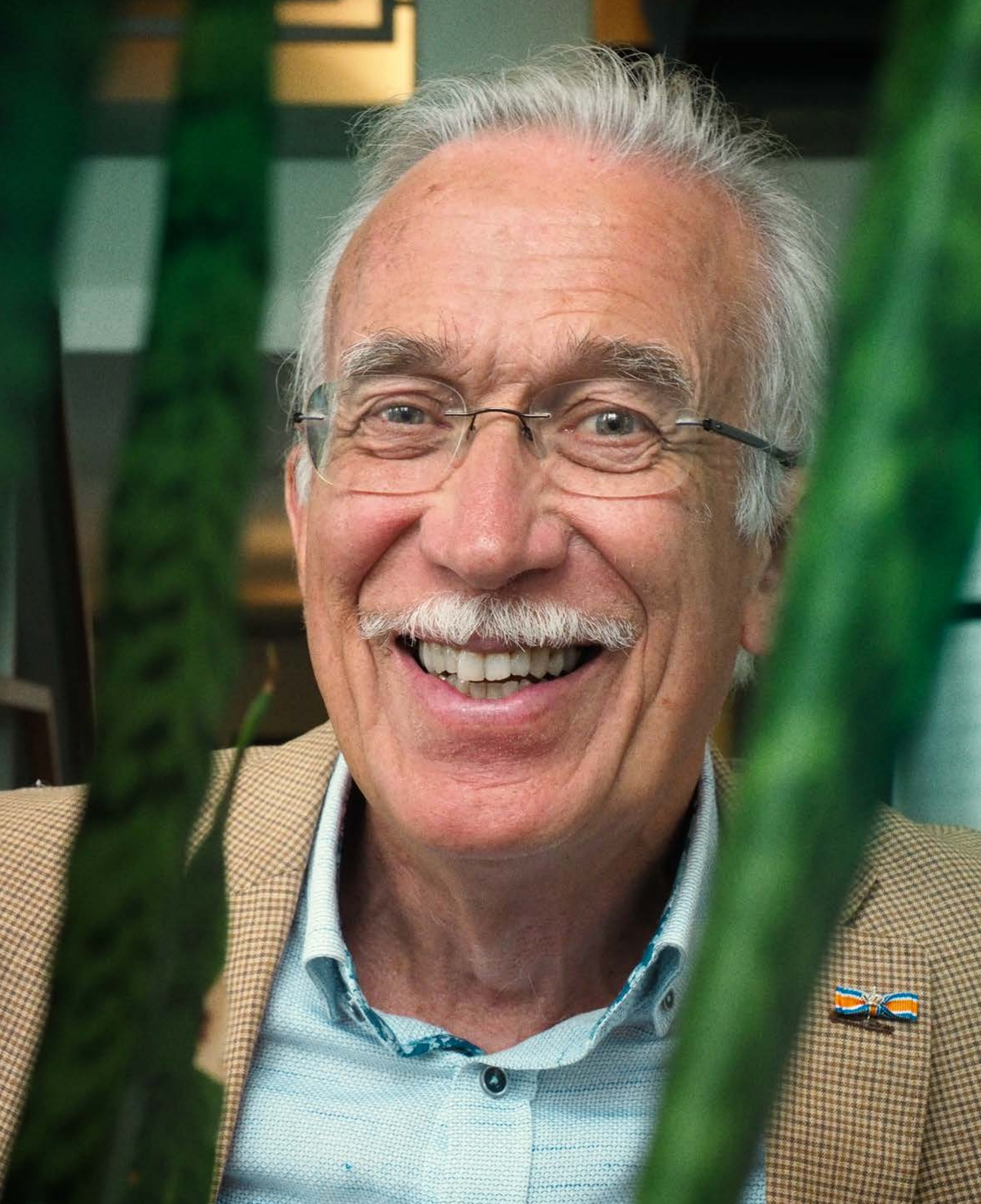
The Netherlands is one of the world's most connected countries, one of the most competitive, most innovative states and conditions for further transformative development of our digital society and digital economy are considered to be more than excellent. It wants to be a front-runner regarding digitalisation, and the Dutch Government has recently released a very ambitious National Digital Agenda.

Digital technology alone has upended multiple industries in recent years, and its impact is only beginning to be felt in others. Digitalisation is rapidly transforming our economy and society, and it is our primary source of growth, innovation and new business. The growth of the Internet is an ongoing process: only twenty-five years ago it was connecting about a thousand hosts and has grown ever since to link billions of people through computers and mobile devices. One major next step in this development is to progressively

ing. Some estimates predict that in 2018 we could already expect 31 billion devices, that in 2025 we should expect 75 billion devices, and that by 2030 we should expect 500 billion devices. A device may contain various sensors, and some estimates anticipate that by 2022, 1 trillion networked sensors will be embedded in the world around us. Some estimates also anticipate that the number of Internet connections may grow to nearly a trillion by 2035 with up to 45 trillion in 20 years. Billions of devices are being brought online as the Internet-of-Things develops, creating new vulnerabilities. Billions of devices will soon be vulnerable to cyberattack.

Through edge devices, communications channels, and complex interconnections, adversaries have access to numerous new injection points.

Cyber security is very hard and already needs more professionals than are available. Protection for the Internet-of-Things is even harder due to the extreme numbers of devices



Building Networks HAS BEEN ESSENTIAL

DR JAN WILLEM van der Kamp, Senior Officer, International Projects at TNO (Netherlands Organisation for Applied Scientific Research) in the Netherlands, has over 35 years' experience in cereal and food research, biotechnology, research management and communication. He has managed and participated in a wide range of national and EU projects, and also led the technology transfer and communication activities in Healthgrain (2005–2010). As coordinator of the HealthBread project (2012–2014), he was elected by the *Bakery & Snacks Journal* as the worldwide Bakery Personality of the Year 2014.

Due to the success of this project: Bakeries in Germany, Austria and Italy launched attractive clean-label bread products tasting like white bread and with nutrition and health benefits superior to wholemeal

bread – because of increased bioavailability of minerals and anti-oxidants.

“I am already retired, but both TNO and Wageningen wanted to keep me as an adviser. My history is that after my studies in chemistry, I joined Unilever and I worked both in research and in an operating company, so I have seen both sides. It taught me a lot about optimising relationships between applied research and its customers.”

After 12 years, Jan Willem van der Kamp left Unilever for TNO and became the Director of Cereal and Animal Nutrition Research based in Wageningen, close to the University. He appreciated Unilever but wanted to do something more related to public interests and interactions with a wide range of clients. After his position in Wageningen, he coordinated the TNO biotech programme for

“It is expected that you show your relevance, also by researching with industries”

a couple of years and acted as Chief Account Manager for major companies like Unilever and Mondelez.

During all those years, Jan Willem van der Kamp kept his international ties with the cereal and grains community and its two leading international associations, amongst others as President of ICC, the International Association for Cereal Science and Technology with HQ in Vienna and as International Director of AACCI, the USA-based Association of Cereal Chemists. Currently, he is chairing the international working group for developing globally agreed definitions for whole grain and whole grain based products.

“ICC was created in 1955, established in Vienna and very eager to keep contact with the East and the West. It was also the international organisation that had the first global conference in South Africa after the end of the Apartheid regime. It was forbidden at the time, but as always with ICC they have had the policy that they are not doing politics but science, and it worked. The conference was opened by FW de Klerk, in the last months of his Presidency before handing over to Nelson Mandela.”

“My current position is Advisor of International Projects, for example,

I’ve managed to get TNO into several European projects. One of the effects was that I was involved in a range of conferences, and, for instance, also in the series of Dietary Fibre conferences.”

The International Dietary Fibre conferences started in 2000 in Dublin. Since then, they are held every three years in a capital or major city in Europe. It’s managed by ICC and is then organised with a scientific organisation in the hosting country. Jan Willem van der Kamp has been involved in all those conferences in some way, and always as a member of the scientific committee. He has been a speaker at international meetings many times. He has been to conferences for over thirty years and attends at least one conference a year. Mostly as a speaker, but often as the chair of a session or for providing an overall summary.

In 2002, he was involved in an international conference organised by ICC, sponsored by the European Union, about important future topics for research. One of the recommendations during that conference was to start a big European fundamental food-nutrition-health project. This was Healthgrain, a project that ran from 2005 to 2010, and his role was

leading the part of dissemination and transfer of technology.

After that came a call from the European Union to try and apply the findings from this project, and that was the Health Bread project – which Jan Willem van der Kamp was asked to coordinate. This project was kind of a ‘practical follow-up’ in the bread area from the comprehensive research effort.

“The building of my network has been essential both in establishing contact with important academic groups and major companies. I think in an organisation like TNO and also the part of Wageningen for applied research, it is expected that you show your relevance, also by researching with industries. An organisation like TNO gets far less than half of its money automatically, other parts of governmental related money are only given if there is cooperation by industry co-funding or in an EU project. So, it is important to have these relations too. My role was then also often to take the first contacts and then establish the links between the specialists and the people of interested parties.”

Last year, the 7th International Dietary Fibre Conference 2018 (DF18) was held in Rotterdam. Jan Willem

“Establish the links between the specialists and the people of interested parties”

van der Kamp was chair of the scientific committee and shaped the scientific programme together with two of his colleagues from Wageningen. DF18 had 270 delegates, 14 exhibitors/sponsors from North America, Japan, Europe and also the Netherlands. In addition to TNO and Wageningen, there were also two Dutch food research umbrella organisations: The Top Institute Food and Nutrition, and the Carbohydrate Competence Center.

“These are two competence centres that run strategic projects with often mostly a lot of PhD students, funded by industry consortia and the Dutch government.”

Of the participants, 30 per cent came from outside of Europe: mainly North America, Australia, East Asia, Japan and China, 70 per cent from Europe and 30 per cent from the Netherlands itself, one small half industry and another half non-industry. Convincing ICC and key scientists around the globe to have DF18 in the Netherlands was easy, due to the achievements of TNO and Wageningen University and Research in the multi-disciplinary dietary fibre area, including Wageningen’s work on creating insights for how to formulate attractive bakery and other products

with high levels of fibre and reduced levels of sugars and saturated fats, and TNO’s expertise in the current hot topic of fibre research: its major impact on the gut microbiome, the billions of bacteria in our gut. The composition of our gut microbiome can have a major impact on our health and physical and mental well-being.

“The reason why I convinced TNO and Wageningen to do this in the Netherlands was that in 2015 there were plans to restructure the food and nutrition research in the Netherlands: creating one large food and nutrition research institute by integrating the activities of TNO and Wageningen University and Research in this field. In the end, it went differently. The food technology of TNO moved to Wageningen, and the health part of TNO is moving together with other health groups to a location close to Leiden University.”

Jan Willem van der Kamp sees a trend of clustering in university-linked locations.

“Royal Friesland-Campina, the leading Dutch international dairy company, moved their research to the Wageningen campus. Unilever is moving its food research from other countries in Europe to Wageningen as well. You have Danone, who have

moved their research for clinical nutrition to Utrecht.”

“You can see that Wageningen, especially for agriculture and food research but also the universities of Utrecht and Leiden for the health and pharma-related institutes and industries, are attracting major industrial and non-industrial research units in these areas. Thereby contributing to the success of the Dutch Innovative Top Sectors Agriculture and food, and Life sciences and health.”



A Duty to ORGANISE A CONFERENCE

TINE DE MOOR is Professor at Institutions for Collective Action in Historical Perspective at the Department of History and Art History of Utrecht University. She leads the Institutions for Collective Action research team and is affiliated with Utrecht University's Strategic Theme "Institutions."

Her research focuses on the emergence, the functioning, and the development of institutions for collective action over time, with a special focus on the early modern period in Europe.

Tine De Moor's work involves research on a wide range of such institutions that combine economic and social goals, for example, common land, guilds, cooperatives. She was President for the International Association for the Study of the Commons (IASC) 2015–2017 and chair of IASC2017, the largest conference on the commons ever.

In July 2017, Tine De Moor organised the above-mentioned

conference, *Practising the Commons*, which had over 800 participants from 72 nationalities. The programme held over 120 academic sessions, 14 practitioners' labs, five roundtables, and three clinics, all taking place around the Dom Square in Utrecht at Utrecht University and the Utrecht Center for the Arts.

The conference aimed to consolidate and expand the important work of the IASC on the study of the commons, both in academia as well as in the field.

In her welcome to the conference Tine De Moor writes: "The commons are important worldwide, both in the present as well as in the past. Especially in Europe, due to the increased privatization of public goods and the impact of the economic crisis over the past few years, commons and other forms of institutions for collective action have received increasing attention from both academia and from society itself; Europe even seems to

experience a new 'wave of collective action' in virtually every sector of society: new forms of institutions for collective action pop up in energy, care, infrastructure and food."

Tine De Moor explains how it works when people work as a collectivity of citizens. For example, they own and manage resources together and not individually. They own the resources collectively, such

special thing is that it is multidisciplinary. I'm a historian, but I think most of the people I work with in the IAC don't know I am a historian."

"Another very special thing is that the association seeks to form a combination of science and practitioners. One of the founders of the association was the late Elinor Ostrom who got the Nobel Prize for Economics in 2009 – the first and only woman so

others and say it's not going to work, but they will give it a go. They *believe* it is not going to work.

"The step towards making it work is often huge mentally but also organisationally. What I have seen over the past few years in the Netherlands, also in Germany and other European countries like Sweden, as well as Belgium, are strong welfare states, which also keeps people from seeking alternatives. In the Netherlands, for example, care has been privatised, leading to situations for people to seek alternatives. If you are an elderly woman who needs some care you get five to six people every day at your door, and one cleans, one cooks, and one helps you with the medical stuff. A lot of people are fed up and want another system, so they start care-co-operations. This has boomed over the past few years, leading to a situation where we have nearly 500 care-co-operations in the Netherlands and 300 energy-co-operations."

Tine De Moor talks a bit more about the immense task of organising the successful 2017 *Practising the Commons* conference.

"I'm happy that I've done that duty now. Usually, people take a bit longer into their careers to do something big like that, because it's a hell of a job. I dare say it took at least two years of my career as a researcher. It's a lot of work, but it's a service to the community of research and in this case broader than that."

"I saw it as a service to the Dutch community and European communities. What I had to do to attract people from developing countries was to pay for their fees and their travelling and their stay. We sponsored quite a lot of people to come over, especially young people. But we couldn't sponsor everyone even if the demands were great. To cover that, we had to attract a lot of funding,

"A lot of people are fed up and want another system"

as people setting up an energy co-operation, whereby they build, for example, a windmill park and manage it together. Then the collective set up an institution to manage that, and decide on rules, norms and values.

"What are we going to do to be sure everybody gets enough energy from the windmill, but also contributes and get enough so that the total resource is not overburdened?"

"I was elected president, and I thought it was my duty to organise this conference for the wider academic community of commons researchers across the world."

"It is special for several reasons. One of them is that it's very international and by that, I do not mean white Western men, but a lot of people from developing countries. And that puts a financial strain on the conference because you cannot ask those people to contribute a lot financially, quite the contrary, they ask you to contribute to their trip. That's one of the things, and another

far, and one of the non-economists to get that prize."

"She looked at the commons and she described how they functioned, and she taught us, basically, what are the key features of the good functioning commons. She pressed this combination of practitioner and scientist analyses, and that is also what we took as a starting point of the conference here, calling it 'Practising the Commons'."

The topic of the commons has become extremely popular in the last 10–15 years. When Tine De Moor did her PhD, nobody knew what she was talking about, not even her colleagues. Today, people ask her all the time: What are the commons? It's a trendy thing, she thinks, because people are looking for information on a new way of solidarity. People are looking for a more qualitative community build, dealing with daily problems from energy care to transport and more. Tine De Moor knows many people who start working with

“The topic of the commons has become extremely popular”

something the university wasn't very helpful with. I had an advisory board of people high up in Dutch society. They were in favour of the project, and I still have good contact with them. They advised me on how to approach some of the sponsors. We also got support from The Hague Convention Bureau and the Utrecht Convention Bureau. They did a great job.”

Tine De Moor laughs when questioned on which PCO they used for the conference.

“We did everything ourselves! Just because we knew we could and would make it good. Remember it was over 800 delegates. And do you know why I didn't have an external company doing this? You don't want to hear this, but they cost a lot of money, and it's not value for money. What we did internally, my team and I, was more efficient. I don't want a standard mainstream conference, and it wasn't a mainstream conference.”

Tine De Moor shares one example of an unconventional thing they did. As they are working in a young, booming field of science, they had a lot of young people coming over. Some of them are parents, so the team organised a parallel kid conference together with an arts organisation.

They had 12 kids from all over the world doing a mini-conference.

“I didn't care if it's never been done before and as far as I know it hasn't. And I have never before been at a conference where people have been offered child-care. We didn't just provide child-care, we offered high-quality amusement play for kids. We were building wooden chairs. Screwdrivers were being used by 3–4-year-olds, building chairs in wood as a sort of art project. They also performed in a church just before the keynote. Those things made it different. I had this crazy idea, and my team knows that when I have a crazy idea, it will be done. So, we did it.”

“My research team did a great job. What I missed was the support in house. What a university should do is not hire all these massive conference organisations all the time, but make sure you can do it with less means. I would have loved to get some extra secretarial support. I paid for some of it with my research money, which I shouldn't have done but did anyway. I'm 100 per cent proud of that conference! I don't think anything went wrong, or at least I didn't realise anything went wrong at that time. My team of 12 persons, some temporary, were so kind not to tell me. They

solved the problems. They're a great team.”

Tine De Moor thinks that it was perhaps a bit early in her career to organise the conference, but her network was already more or less there before she started getting the money. And she had to expand her network extremely fast to make sure she gained access to funding before the conference began.

“It was extremely intensive. The good side of it is that now I have a network that I can pull up and say, ‘I need you’. That's nice. I probably, if you look at the network I have now, in all modesty, it's much more significant than my more senior colleagues. It's an advantage and opens up your network, but I could have done it slower. The truth is I needed that network because I'm a content-driven decision maker. I didn't go to just any sponsor. I only went to sponsors who had a clear, content relationship with what we were doing. I went to co-operations, to organisations that support sustainable initiatives that are practising the commons. I only went to those organisations that I thought: I can put your name without any shame on my website, and we managed to do that.”



Securing the Future TOGETHER

SECURITY is a societal issue with many challenges in today's complex world. Knowledge sharing and collaboration are crucial for the realisation of necessary and viable innovations in the field of security. To enhance the security domain in the Netherlands, The Hague Security Delta (HSD) was established in 2013.

The security cluster is a network of businesses, government and knowledge institutions that work together on knowledge development and innovation in security. In this network, security issues are discussed, and knowledge is shared on cybersecurity, national and urban security, protection of critical infrastructures, and forensics. The cluster has a common goal: a more secure world, more business activity and more jobs.

The security cluster is supported by the HSD Office and provides HSD Partners with access to a market, innovation, knowledge, capital and talent. By doing so, the office together with the partners bring talent, investors, conferences and foreign organisations to the Netherlands.

Joris den Bruinen is the general director of the Office which operates out of the HSD Campus, the national innovation centre for security in The Hague. His working fields include strategy, public-private partnerships, cybersecurity, innovation, economic development, management and talent development, policy and public affairs, and change management.

He was previously the adviser to the Mayor of The Hague and held positions in strategy and consulting both in the public and private sector. The recruiter of the municipality of the city was looking for someone who had national government experience and who understands how it works. They needed a person who gets things done in the name of the Mayor, a person with political sensitivity.

Joris den Bruinen was inspired by the Mayor's broad network, his way of speaking and thought he had an interesting way of getting things done for the city.

"The Mayor said, 'This is my city, and I want to do this, it's an honour.' He was an influencer, making things possible. To support the Mayor in his role and task was therefore also an honour for me. Besides the traditional task in public order, the Mayor also plays a role in economic development."

The Hague has been the international city of peace and justice for decades, and many global institutes brought many jobs to town. Not only jobs for within these institutions but also jobs outside – for example, the bakeries, the kindergarten teachers, restaurants and taxi drivers. According to Joris den Bruinen, it's a perfect example of economic development at a city level.

"It fits the DNA of the city, being the second UN city and being a host for the Peace Palace and many

conferences in the field of peace and justice. It's logical, it fits. The Mayor, among other people, thought that peace and justice combined with security are preconditions to peace. From an economic point of view, security is interesting."

Five years ago, jobs in The Hague became fewer, so the city looked for something new. The destination already hosts many associations working on different aspects of security, for example, Europol, the Ministry of Justice and Security, the Ministry of Defense, Nato Communications and Information Agency, National Cyber Security Center, National Police, and Fox-IT, a company working on cybersecurity.

Joris den Bruinen explains that traditionally the city has hosted three sectors. The city had the oil sector, being host to the global oil and gas company Shell and many other organisations, several telecom businesses, pension funds, and insurance companies. All of these sectors are changing rapidly. Oil is not something for the future – that is new energy. Shell is slowly evolving. Some time ago they decided to set up a new energy campus in The Hague which will provide about 200 new jobs.

"Oil is still out there, it's an economic factor and provides jobs in the city, but it's not the future. Telecom is not a sector anymore. It's the cable or the content, and it's IT. It's mobile, it's the entertainment, it's security, so it's

“The cluster has a common goal: a more secure world, more business activity and more jobs”

not the future as a traditional sector. For the future, when it comes to pensions and insurance, it will be entirely different because of digitalisation. It used to be jobs performed by people doing paperwork, but it is all becoming ICT and data work.”

Eight kilometres away from The Hague is the Delft University of Technology. The majority of its research projects are clustered in energy, climate, mobility, ICT, water, and cyber.

That there are many security and safety-related companies, organisations and IT data-related businesses in the city does not necessarily mean that they are working together. Joris den Bruinen says they all know of each other's existence, but are not collaborating naturally and closely.

“The societal challenges in the field of security are so complicated nowadays. As we need each other to protect the Netherlands against the water, we also have to collaborate when it comes to protecting ourselves from digital risks. You know that the jobs in security will continue growing, and digitalisation will not stop. But there are also risks related to it. But all together this means an economic opportunity for the city.”

In the past, there were many conferences in the city on peace and

justice, but according to Joris den Bruinen from last year there has been an increase in meetings on security. In 2014, the Nuclear Security Summit was held here, and the year after the city hosted the fourth Global Conference on Cyberspace.

Last year, the Cyber Security Week Congress & Expo was arranged in The Hague for the third time. Several independently initiated and organised events guaranteed that the week was all about cybersecurity in its most varied aspects and offered opportunities for the delegates to meet key players, discuss the latest developments, share knowledge and pitch for funding.

“We did this with about 100 partners and organised about 60 content-driven meetings, but also offered matchmaking and networking opportunities.”

The strategy for the coming years, Joris den Bruinen claims, is about joining forces. He says that there will be new challenges and new opportunities because the digitalisation continues, and new techniques like AI and Quantum are here to stay.

“We can make a significant contribution to a more secure world and, besides, increase economic activity and also create more jobs

in the Netherlands and The Hague. Together we secure the future. For the HSD Office, and me personally, we need to deliver concrete results so that the story we have been telling for the last five years will become true, and where the numbers and figures show the success. This is not only my vision; it's also the vision of many people. I'm just a part of the radar system.”

“Years ago, I had my internship at the government, and we were doing work that ended in a cupboard and was thrown away. I put time and effort in my job, but in the end, it did not make any difference to the subject and society. It was a waste of my time. I want to make a positive difference, that's my passion. Contrary to many people in the field of cyber security, I am not bringing fear. I am protecting hope, working on trust and preaching business.”



PHOTO Sara Appelgren

ROGER KELLERMAN *Publisher, business intelligence analyst, trend creator, educator and networker. Has over 30 years' experience of the global meeting industry. Founder of Mötesindustriveckan. twitter.com/thekellerman*

Call **THE DUTCH!**

WE MADE SEVERAL editorial trips to the Netherlands to write this report. We visited, among other cities, Amsterdam, Rotterdam, The Hague, Utrecht and Nijmegen. We met exciting people who informed us about new research and knowledge, innovation, education, and skills development. We visited universities, knowledge institutes, hospitals, meeting organisations, and learned more about water management, economics, security, sociology, medicine, health, agro-food, innovations, entrepreneurship, design strategy, transport, sustainability, IT, digital economy, human creativity and the meaning of professional networking.

The Netherlands inspires with leadership in product and process development, and project management. Challenging projects ensure clients and the experts are focused. The customers include leading multinational companies, small and medium enterprises and start-ups. In many ways, the Dutch seem to have a desire to do things differently and in a better way. And it all started with water management back in the 11th century. Since then the Netherlands is the leading water management country in the world. And the idea of working together has spread to the rest of the developing, innovative industry in the country.

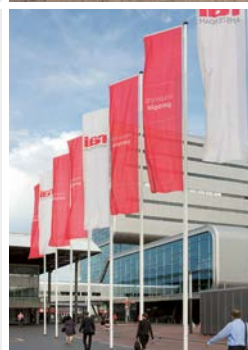
Over the decades, the Dutch have mastered the art of flood protection and water supply and treatment. As maritime engineers, they are also masters of shipbuilding, from super yachts to utility vessels. Dutch maritime expertise is in demand worldwide. Furthermore, the country is a significant supplier of sustainable systems for the production and supply of water and the collection, treatment and partial reintroduction of used water into the system.

Rewilding Europe is an independent foundation registered in the Netherlands. One of its rewilding projects is the Marker Wadden Restoration Project in the province of Flevoland. The waters of this lake were polluted after decades of dyke construction, and leftovers made the water dark and cloudy, damaging the environment and causing the fish population to plummet. Now five new islands have been built using the silt that created the original damage. Over 30,000 birds have returned to the islands, plants have flourished, and there has been an explosion of plankton in the water. The project is aiming to restore an area of up to 100 square kilometres.

As well as a threat, water is also essential to life in the delta. So, perhaps more than any other sector we have learned that water is

fundamental to the Dutch culture and character. The water sector has three primary focus areas: water technology, maritime technology and delta technology. And these are concerned with protecting the land, generating energy, smart technologies for water recycling, and also safe and efficient ships.

One thing we have learned while working on this *Business Intelligence Report* is that when you have issues with mastering water – call the Dutch! Their water expertise is amongst the best in the world.



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