

CONFERENCE DAY 2024 BOOK OF ABSTRACTS



SUMMITS OF SUCCESS
RISING TO PEAK PERFORMANCE



CONFERENCE

COLOPHON

EDITOR

INGE TOREN

CONTENT

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AGENDA CONFERENCE DAY 2024

TIMESLOT	ACTIVITY	LOCATION
8:45 - 9:15	Reception	Theatre Foyer
9:30 - 9:45	Grand Opening: <i>Paula Ooms</i>	Theatre
9:45 - 10:00	Opening: <i>Lennart Booij & Emmelie Zipson</i>	Theatre
10:00 - 10:35	Keynote 1: <i>Paul Polman</i>	Theatre
10:35 - 11:10	Keynote 2: <i>Erik-Jan Mares</i>	Theatre
11:10 - 11:30	Break	Theatre Foyer
11:30 - 12:40	Executive Talks: <i>Jos Baeten & Maarten Edixhoven</i>	Theatre
12:40 - 13:50	(Recruitment) lunch	Theatre Foyer / Restaurant
13:50 - 15:50	Masterclasses & Workshops	Springer Hall Workshop Rooms
15:50 - 16:10	Break	Theatre Foyer
16:10 - 16:35	Entrepreneurship Q&A: BOZU	Theatre
16:35 - 17:05	Motivational Speaker: <i>Irene Schouten</i>	Theatre
17:05 - 17:15	Closing Remarks	Theatre
17:15 - 18:10	Network Social	Theatre Foyer
18:30 - 21:45	(Recruitment) Dinner	Martinikerk
22:00 - ...	Afterparty	't Golden Fust

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PAULA OOMS

CHAIRMAN EBF CONFERENCE 2024

Success is not a final destination but a continuous journey. This year's EBF Conference theme, "Summits of Success: Rising to Peak Performance," explores this topic. Reflecting Winston Churchill's words, "Success is not final, failure is not fatal: It is the courage to continue that counts," we recognize that business success, much like mountain climbing, demands perseverance, determination, and the willingness to face challenges along the way.

Every leader guides their company on a unique path toward peak performance. What sets a true leader apart is the ability to overcome obstacles and the courage to keep moving forward. Each route to the summit offers its own set of opportunities and challenges, demanding constant growth and adaptation. Leaders must continually evolve, gaining insights that help them choose that path that aligns best with their future goals.

In today's world, achieving peak performance requires recognizing and incorporating a variety of factors influenced by our constantly evolving environment. Innovation and sustainability have become crucial elements in decision-making, and successfully navigating this rapidly developing world demands adaptation to new cultures, markets, and global dynamics. To reach a company's full potential, it is essential to understand all these influences and to integrate them into the chosen strategy.

At the EBF Conference, successful business leaders will share their knowledge and experiences through engaging talks. They will discuss their journeys to success, addressing how they navigated opportunities and obstacles. The conference will feature a diverse range of topics covered in talks, Q&A sessions and workshops.

On behalf of the EBF Conference board and Day Organization committee, we hope you have an inspiring and enjoyable time at the 16th edition of the EBF Conference! May the day bring you motivation and valuable insights to support you on your own journey to the summit.

Paula Ooms
Chairman EBF Conference 2024





PROF. JACQUELIËN SCHERPEN

RECTOR MAGNIFICUS OF
THE UNIVERSITY OF GRONINGEN

I am flattered and honoured to have the opportunity to write a contribution for the Book of Abstracts supporting the EBF Conference 2024, which is after all the largest two-day student conference in the Netherlands. The corresponding theme is ‘Summits of Success: Rising to Peak Performance’ and this is what this text will be about.

I read a passage on the website of the Conference that struck a chord with me: ‘There is not just one right answer, there is an abundance of paths that all lead us to the summits of success. The importance lies in choosing the path that is best suited to the company taking it.’ My personal leadership experience includes serving as Director of the Groningen Engineering Centre and as Rector Magnificus of the University of Groningen. All of this is within academia, a realm quite different from the more corporate outside world and which may even be called a ‘bubble’ by some. Nevertheless – mutatis mutandis, of course – parallels can be drawn, making it possible to learn from each other. The conditions for a university to be successful are, in my view, closely related to fostering collaboration and instilling freedom and trust. The valuable feature of a general university such as the UG is that you can find so many diverse disciplines with the most diverse researchers. If you get them to work together, there is much to be learned from and about each other.

In this way, everyone can take new steps on their own paths, but also fantastic synergies and joint initiatives can be created. I am convinced that a university such as ours can contribute in this way to all the major societal transitions that are so much needed today, including in the fields of energy, healthcare, and digitization.

Apart from that, I am an avid supporter of giving people the space to develop their talents in a safe environment. I prefer seeing good ideas being given a chance rather than getting bogged down in hierarchical red tape.

That is why I keenly encourage people to be the ones to seize the opportunities that arise. In this context, it is important that we foster diversity and inclusion, two core values of the University. Anyone who has refreshing and valuable suggestions should be able to share them, regardless of their position.

I wish everyone that this conference may serve as an inspiring milestone on the way to their own individual summits of success.

Prof. Jacqueliën Scherpen
Rector Magnificus of the University of Groningen



PROF. DR. PETER VERHOEF

DEAN FACULTY OF ECONOMICS AND
BUSINESS

This year we had the Olympic Games in Paris. Many sportsmen and women participated, but only a few won a medal. To achieve top performance, we read stories from athletes, that next to extreme talent it requires a strong focus, a great ambition and perseverance. For example, the very successful Dutch race biker Harry Lavreysen had to live like a kind of monk to in the last years with a strong focus on training, healthy food and rest, to win three golden medals in Paris. However, Ellen van Dijk broke her ankle a few weeks before the games due to an accident. Despite a great perseverance to achieve a timely recovery, she was not able to achieve her top performance during the biking time trial. And we all remember the three medals of top athlete Sifan Hassan on three running distances, with the absolute top performance on the marathon. She heavily trained to achieve this, and even was over trained just before the games. Mentally, it was also very tough road to go. But if the performance is achieved the grapes are sweet.

In sum achieving top performance is not as easy as being said. Moreover, a very strong focus on top performance, also has negative side effects. We have read stories in different sports, such as gymnastics, triathlon and hockey, of an unsafe and not healthy sport climate. Athletes also tried to cheat and used dope to improve their performance with Lance Armstrong as the most well-known example.

Achieving top performance in business and economics, but also in academic research also has negative side effects. Academic departments with a strong focus on top research, has been blamed for problems on social safety and too much working pressure. Businesses can focus so strongly on economic performance measures, that they ignore the negative side effects internally and externally. Successful companies like Amazon, also have a bad reputation for their treatment of employees in their warehouses. The Diesel Gate at Volkswagen is still well-known, showing how a successful German car manufacturer displayed fraudulent behavior with their testing to achieve good environmental scores on their cars.

If an economy and society aim to flourish in the long run, there should be a good balance in performance (ambitions) and the effects on different stakeholders. This could be achieved by re-defining performance. By only focusing on economic measures, and specifically shareholder value, this balance will be difficult to achieve. To achieve these negative externalities should be included in economic performance measures and be included in pricing and additional metrics should be developed. Another or an additional way is to reconsider the performance narrative.

Being confronted with the negative side effects of a strong top performance culture, the Dutch National Olympic Committee and specifically the new Chef the Mission Pieter van den Hoogenband, aimed to focus much more on the stories of athletes and teams to achieve a good performance and to abandon punishing bad performance. The famous example was the loser flight from Rio de Janeiro to Amsterdam for athletes not performing for the Olympic games in 2016. In the same way, our society and business should reconsider what we define as good performance. We could for example value much more the process in how we come to performance, than only the outcome. Becoming more open about the struggles, but also the negative performances, will help us. Not achieving a top performance is also good, as we can learn from mistakes. The performance and stories of all Dutch athletes was very impressive in Paris.

Finally, we should not underestimate the role of (bad) luck. What would have happened with Ellen van Dijk (or Jonas Vingegaard in the Tour the France 2024), if she (he) would not have had an accident?

I hope this year's EBF conference will provide you with inspiration on how to achieve a good performance in a healthy and sustainable way.



SUMMITS OF SUCCESS

RISING TO PEAK PERFORMANCE

*“Success is not final, failure is not fatal:
It is the courage to continue that counts.” - Winston Churchill.*

This quote also applies to the rise of a business leader to the peak of their performance. Business success is comparable to climbing a mountain. Each leader guides their company through its own unique ascent to the top of success. During this journey failure is imminent, but finding the courage to keep going is what separates the winners from the losers. Each path has its own benefits to reaching the top, while they contrarily also have their own obstacles that pose problems to your climb. There is not just one right answer, there is an abundance of paths that all lead us to the summits of success. The importance lies in choosing the path that is best suited to the company taking it. Leaders of companies face distinct challenges, and individually gain all kinds of different insights.

The paths they choose are as diverse as the tools they employ, the people they enlist to go with them, and the message they aim to convey by raising their flag after reaching the summit. The goals leaders aim to achieve, though varied in approach, ultimately are based upon a shared aspiration: the pursuit of lasting success and the realization of their full potential leading their company the way. The options to choose for your own journey now lie at your feet, and the summits of success are right in front of you. Which path will you take? What tools will you use? Which people will you bring, and what flag will you raise? The answers to these questions will ensure leaders a seamless rise to peak performance.

SUBTHEME I

TRANSFORMING WASTE OF MATERIALS INTO MOUNTAINS OF WEALTH

We are starting to realize that a global change has to be made to preserve our planet. Instead of seeing this required change as a setback, we should realize the huge potential that it comes with. Like climbers deploying creative solutions to have enough energy and supplies for the ascent, businesses can transform material waste into wealth by adopting sustainable practices and maximizing resource efficiency. With corporate social responsibility already being an important part of business practices for the past decades, the sustainability of business practices now moves even further into the spotlight.

Efficient waste management, and the creation of value from waste not only contributes to the wealth of businesses individually. The welfare of our current, and future society can be significantly affected by the decisions we make right now. How can businesses utilize the potential of materials that are currently considered waste, to instead create value, drive innovation, and contribute to a more sustainable future economy? What are examples of creative solutions that create value from materials that would previously be considered waste? Groundbreaking strategies that not only minimize material waste but also generate new value are at our feet, and ready to be explored.

SUBTHEME II

TAKING TECHNOLOGICAL SHORTCUTS TO NEW HEIGHTS OF INVESTING

In today's fast-paced world, technological automation is revolutionizing investment practices. By leveraging innovations, technology can offer businesses shortcuts to the summits of success by improving our investment strategies. An example of this is artificial intelligence, which is becoming increasingly close to outperforming the financial markets. The automation of investment processes not only has the potential to save human resources, but it also has huge potential in increasing business profitability, and efficiently managing risk of investments. By leveraging algorithms, machine learning, and artificial intelligence, businesses can optimize their investment decisions by navigating complex financial markets, enhancing efficiency, and capitalizing on market opportunities with greater efficiency.

However, the increasing reliance on technology in the financial sector does not come without its risks. As Yuval Noah Harari, a renowned scientist and author warns, such reliance could potentially lead to a "catastrophic financial crisis." While innovations such as AI could fill voids in our workforce, it's important to consider the potential risks and implications of relying heavily on technology in investment practices. How can businesses mitigate these risks while still leveraging technology to their advantage? Can investment strategies be completely taken over by technology, or will computers always need the help of humans?

SUBTHEME III

HARMONIZING PERSPECTIVES TO ACHIEVE UNITY IN DIVERSITY

*“Diversity: the art of thinking independently together.”
Malcolm Forbes.*

Creating a culturally inclusive environment is something that should not be seen as an obstacle, but should be used as a strategic opportunity. We live in a globalized world where diversity plays a significant role in business success. Even though people have different viewpoints and perspectives, we share unified goals that we can achieve by working together. The creation of a unified team of diverse cultures, genders, and backgrounds provides us with valuable guides during the climb to success. Just as climbers rely on varied perspectives to navigate challenging terrain, companies can thrive by using the differences of their employees to their advantage and creating new, and diverse solutions.

Fostering an inclusive, and diverse business environment not only fuels innovation and resilience, but also enriches the journey to the summit. How can businesses leverage cultural diversity to their advantage? What strategies can be employed to ensure the retention of a diverse workforce? In what ways can diverse hiring practices improve your business outcomes? Delve deeply into the different dimensions of diversity within the business landscape, offering a wealth of insights and perspectives.

SUBTHEME IV

AVOIDING AVALANCHES OF EXTERNAL SUPPLY CHAIN FACTORS

With rising global tensions, companies face an immense number of external supply chain factors that can disrupt operations and pose obstacles to their path to success. From global physical conflicts to pandemics, natural disasters, trade tensions, and regulatory changes, supply chains are flooded with uncertainties. These supply chain disruptions can bury companies underneath, like the snow from an avalanche. Just as climbers anticipate and overcome avalanches, companies employ strategic planning and adaptive measures to overcome, or even completely avoid unforeseen challenges in dynamic supply chains.

How do companies deal with logistic issues, such as trading routes in the ocean being disrupted? In which situations do the benefits of taking certain trade routes outweigh the risks of failing the shipment? Additionally, we live in a time where many companies are affected by geopolitical tensions. Should businesses keep operating in countries that are more prone to negative external factors? Unlock the secrets of global supply chain management by learning from experts who have navigated the hurdles and mastered the art of overcoming challenges.

MODERATORS

CONFERENCE



CHAIR OF THE DAY
LENNART BOOIJ
EXPERIENCED MODERATOR

Lennart Booij is an experienced moderator specializing in societal challenges and transformation processes. He is the co-founder of the campaign agency BKB and has worked as a strategic advisor, radio and television presenter, and art intermediary. Additionally, Lennart holds a PhD in art history, is a curator, and recently became a co-owner of Public Relevance, a startup focused on adding public value and human attention through a creative and proactive interpretation of new ESG regulations.

www.publicrelevance.nl



CO-CHAIR OF THE DAY

EMMELIE ZIPSON

Moderator & Presenter

Emmelie is a Dutch-English (native speaker) experienced host and moderator, from intimate live streams to large-scale events. Energetic, colorful and an authority on stage; a few characteristics clients use when describing her. After a career in theatre and television, moderating was a logical step; Her enthusiasm is contagious and her mainspring is to connect people with each other. She literally brings a room alive.

With natural interaction and a talent for engaging participants, she leads discussions, poses sharp questions to CEO's, and keeps participants actively engaged, both offline and online. Her broad experience in various sectors makes her versatile and adaptable. She assists in program development and can also serve as a session leader or panel discussion moderator. Her passion for connection and her commitment to themes such as human rights, our climate and leadership make her a valuable asset to any event.

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Van Lanschot Kempfen is an independent, specialised wealth manager, active in private banking, investment banking and investment management. Founded in 1737, we are the oldest independent financial institution in the Netherlands. Every day, we work to preserve and build wealth in a sustainable way, both for our clients and for the society we are part of.

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During the conference, our CEO Maarten Edixhoven will talk about the Diversity & Inclusion Policy of our firm and how it helps us forward. During the day members of our recruitment team will be there to discuss your will be there to discuss your career opportunities at our firm.

See you all on October 4th.

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KEYNOTE I

ERIK-JAN MARES

CEO ZEEMAN

Erik-Jan Mares was appointed CEO at Zeeman in October 2017. He has years of experience within retail. Before Zeeman Erik-Jan worked at a.o. Ahold, C1000 and Nutricia. Next to his Supervisory Board role at Goossens Wonen & Slapen, he is also involved with Heemskerk Fresh & Easy as advisor. In 2022 he was elected Retail Executive of the Year.

Erik-Jan is very involved in the field of sustainability. He believes that companies can only continue to exist sustainably if they take their social responsibility based on a solid financial basis. This means: taking care of everyone in the chain who is dependent on the company, and being 'zuinig' for the planet.

Erik-Jan grew up in Raalte, Overijssel. Studied Business Administration at the Rijksuniversiteit Groningen. He lives in Zeist and has a blended family with four children. In his spare time he likes to run, play padel, enjoy nature and do lot of reading.

Zeeman is the champion in basics and 'zuinig' from the heart. Zeeman has over 1,350 stores in Europe and 9,000 employees. Zeeman is there for people who have less to spend, but also increasingly for people who consciously choose not to pay too much.



KEYNOTE II: INTERVIEW

PAUL POLMAN

Business leader, campaigner,
co-author of *Net Positive*

Paul Polman works to accelerate action by business to tackle climate change and inequality. He believes, above all, that humanity will only overcome our greatest shared challenges through far-reaching systems change and bold new partnerships to deliver the UN Sustainable Development Goals, which he helped develop.

As CEO of Unilever (2009-2019), Paul demonstrated that business can profit through purpose, marrying a long-term, multi-stakeholder model with excellent financial performance. During Paul's tenure, shareholders saw their returns increase by 290% while the company consistently ranked 1st in the world for sustainability and as one of best places to work.

Today Paul works across a range of organisations and initiatives to help speed the global action needed to regenerate our planet, renew our economies and unite our societies. He helps business move further and faster on these ambitions, including through his work with [Systemiq](#) and through mobilizing private equity.

He helps drive bold new coalitions within industries such as [fashion](#) and food, as well as between the private sector, government and civil society, including through his work leading the [UN Global Compact](#) and as an Ambassador for the [Race to Zero](#) and Race to Resilience.

Paul is also passionate about developing our next generation of leaders, which he does as chair of the Oxford University [Saïd Business School](#), and through his work with [IN-SEAD](#), [IESE](#) and the Boards of [PRME](#) and [One Young World](#).

In 2021, Paul's published his [critically-acclaimed book](#) with sustainability expert Andrew Winston, "[Net Positive](#)", which sets out how to build companies which succeed by fixing the world's problems, rather than creating them. He has been recognized as #3 in Thinkers50. He actively campaigns on a range of human rights issues, including promoting disability inclusion through the [Valuable 500](#) and the [Kilimanjaro Blind Trust](#), which he set up with his wife Kim. Follow him on [Twitter](#) and [LinkedIn](#) and sign up to receive his newsletter [here](#). More on [www.paulpolman.com](#).



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During the EBF Conference, you can get your **CV and LinkedIn checked** by one of our experienced student team members. You can find our stand on the first floor on 3&4 October.

Also, make use of the opportunity to get your **LinkedIn photo taken**. Visit the photography stand on 4 October during the morning and lunch break in the Foyer.

Apart from LinkedIn, another way to start networking is our **FEB Alumni Network**. This platform allows you to connect with alumni who can guide you in exploring, defining, and pursuing your career goals. Sign up at [www.febalumninetwork.com](#) and start networking.





EXECUTIVE TALK I

MAARTEN EDIXHOVEN

CEO VAN LANSCHOT KEMPEN

Maarten Edixhoven is Chair of the Management Board of Van Lanschot Kempen, a Dutch wealth manager which offers its clients as their trusted advisor a combination of private banking, investment management and investment banking services. With a history dating back to 1737, it's the oldest independent financial institution of the Netherlands, active in Western Europe with offices in the Benelux, Switzerland, UK and USA.

Maarten has almost three decades of experience in the financial services industry, working both in the Netherlands and abroad. Prior to joining Van Lanschot Kempen in 2021, Maarten was a member of the management board of Aegon and CEO of Aegon Netherlands. He was CEO of Dutch Pension company Zwitserleven from 2010 to 2014. From 1996 to 2010 he held several roles at ING Group in the Netherlands and Czech Republic.

He is also a member of the advisory board to UMC Alzheimer Research Center and member of the Supervisory Board of the Rijksmuseum in Amsterdam. He is a strong advocate of inclusion and diversity and is also a member of the Advisory Board of Women in Financial Services. He is an investor in a tech start up and an ambassador of an international social enterprise, Buzz Women.

Maarten was born in 1971. He graduated from VU University Amsterdam with a master's degree in Economics and completed courses at TIAS Business School and Stanford University. He lives with his wife Simone and three children in Amsterdam. Next to work Maarten is a fanatic sportsman. He plays tennis, padel and also enjoys swimming in the waters in and around Amsterdam.



EXECUTIVE TALK II

JOS BAETEN

CEO A.S.R.

Jos Baeten (Dutch, 1958) is the Chairman of the Executive Board and Management Board of a.s.r. His areas of responsibility are Corporate Communications, Legal & Company Secretary, Services and Audit.

Jos Baeten studied law at Erasmus University Rotterdam and started his career in 1980 when he joined Stad Rotterdam Verzekeringen N.V., one of a.s.r.'s main predecessors. He joined the Executive Board of Stad Rotterdam Verzekeringen N.V. in 1997 and was appointed CEO of this company in 1999. He then joined the Management Board of Fortis ASR Verzekeringsgroep N.V., becoming Chairman of the Board of De Amersfoortse Verzekeringen in June 2003. In 2005, Jos Baeten was appointed Chairman of the Board of Directors of Fortis ASR Verzekeringsgroep.

Jos Baeten was appointed CEO and Chairman of the Executive Board of a.s.r. on 26 January 2009. Current term of office: 2023 - AGM 2026.

Additional positions

Currently, Jos Baeten is a member of the Executive Board of the Dutch Association of Insurers (Verbond van Verzekeraars) and a member of the Supervisory Board of the Efteling B.V. Since 1 February 2021, Jos Baeten is a member of the Advisory Board of the Nyenrode Executive Insurance Program and since 21 March 2023 he is a member of the Supervisory Board of DAF Trucks N.V.



MASTERCLASS I

DICK RICHELLE

CEO VOPAK

Dick Richelle was appointed Chairman of the Executive Board & CEO of Royal Vopak in Rotterdam, The Netherlands in January 2022. He has over 25 years of experience and in-depth knowledge of the industry. Dick started his career with Royal Vopak in 1995 and served in a variety of management and leadership roles across all continents.

In the 12 years before his appointment as Chairman of the Executive Board, Dick was successively President of the divisions Americas, Asia & Middle East and Global Commercial and Business Development. In these capacities, Dick was a member of the Strategic Committee of Royal Vopak since 2009.

Dick holds a Master's degree in Business Economics from the Erasmus Unive sity in Rotterdam, The Netherlands. He is a member of the International Business Leaders' Advisory Council (IBLAC) to the Mayor of Shanghai; and a member of the World Economic Forum (WEF)

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MASTERCLASS II

ESTER BARENDREGT

CHIEF ECONOMIST AND HEAD NETHERLANDS,
ECONOMICS & SUSTAINABILITY AT RABORESEARCH

Ester Barendregt leads the Netherlands, Economy, and Sustainability department at RaboResearch. As the chief economist, she, along with her team, shapes and communicates RaboResearch's vision on the Dutch economy.

Ester has twenty years of experience in the financial sector and with the government. She started at Rabobank as an economist in 2015. Previously, she held positions at the Ministry of Finance and the International Monetary Fund (IMF) in Washington. She completed a master's degree in international economics at Maastricht University and also studied for a year at the Institute of Political Studies in Paris.



MASTERCLASS III

JASPER VAN DEN DRIEST

CEO VANDEBRON

Jasper van den Driest has been CEO of Vandebtron since 2023. His, and Vandebtrons, mission is clear: 100% renewable energy in the Netherlands, ASAP. Under his leadership Vandebtron is rapidly growing its customer base and enhancing its impact by expanding access to 100% green energy in the Netherlands.

Jasper believes that the energy transition is the challenge of our time and that we need to rapidly make renewable energy more affordable and efficient. His extensive experience in start-ups and scale-ups drives his vision of optimizing energy use to reduce costs and CO2 emissions.

It is his personal ambition to create a more sustainable energy market, supporting local producers and encouraging consumers to make environmentally responsible choices. Reinforcing Vandebtron's role as a leader in the transition to a sustainable future.



MOTIVATIONAL SPEAKER

IRENE SCHOUTEN

OLYMPIC SPEEDSKATER

Irene Schouten is a Dutch speed skater known for her impressive performances on the ice. Over the years, Irene has established herself as one of the most versatile and successful athletes in Dutch sports history.

Irene began her career as an inline skater before transitioning to long track speed skating. Her breakthrough came, however, when she focused on marathon skating, where she quickly excelled. She won several national and international marathon titles. Her perseverance and determination on the ice soon made her a formidable competitor for her opponents.

In addition to her success in marathon skating, Irene has also made an impact in long track speed skating. She has won multiple gold medals at Dutch, European, and World Championships, establishing herself as one of the best all-around skaters in the world.

What makes Irene so admirable is her dedication to her sport and her ability to continue performing at the highest level, regardless of the circumstances. Her determination and perseverance have helped her overcome setbacks and achieve her goals, and her success has rightly earned her a place as one of the most successful athletes in the Netherlands, with no less than three gold medals at the Beijing Olympics.

With her impressive list of achievements and her continuous pursuit of excellence, Irene Schouten is a true inspiration for both young athletes and fans around the world. During her presentation, she takes you through her journey of development and improvement, culminating in gold!

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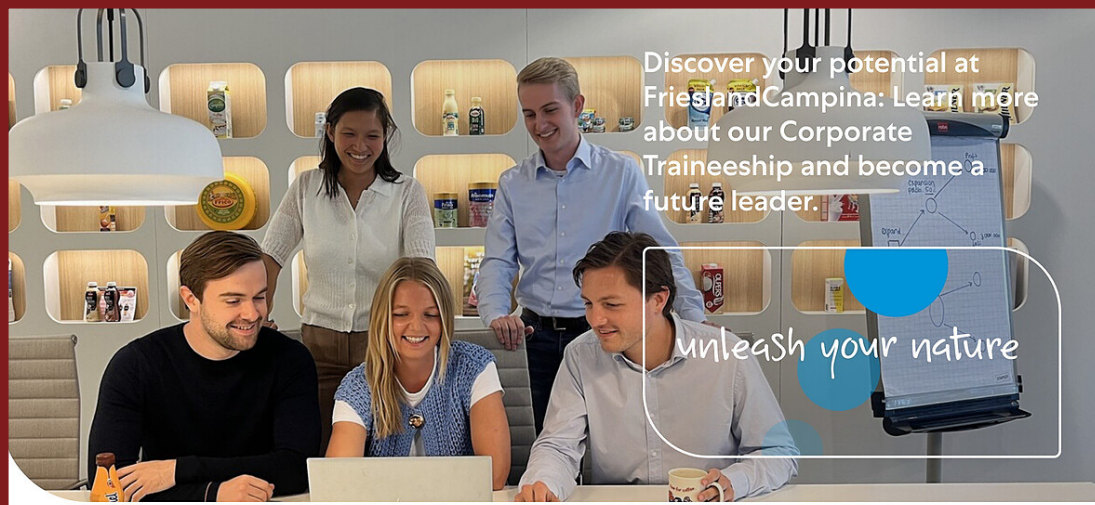
About FrieslandCampina

At FrieslandCampina, our passion to get more out of milk and help consumers grow and develop is shared by our 21,000 employees. Every day we reach millions of people in over a hundred countries worldwide with more than 30 iconic brands.

FrieslandCampina is a unique FMCG and B2B multinational. We are unique because our suppliers, our member dairy farmers, are also our owners. FrieslandCampina is one of the world's largest dairy companies. FrieslandCampina is a purpose driven company focused on winning in the global market for dairy based products. At FrieslandCampina, we want to be profitable, so we can make a positive, lasting impact. Our long-term vision is focused on generating profits in order to create extra value for our member dairy farmers. FrieslandCampina produces and sells consumer products such as dairy-based beverages, infant nutrition, cheese and desserts in countries around the world. FrieslandCampina does not only have iconic B2C brands, a big part of our business is in the B2B market, where we sell ingredients and semi-finished products to manufacturers, the food industry and the pharmaceutical sector globally.

About our Corporate Traineeship

FrieslandCampina's Corporate Traineeship is a two-year traineeship, starting March and September. As a trainee you are ambitious, think and act beyond boundaries and strive to develop yourself. With two challenging assignments, both one year, you can make a difference in your job and really contribute to the company and a better world. Our 'fast track' program for future leaders stimulates personal and professional development with lots of potential to grow in short time, with our training & development program. You're in charge of your future career, we facilitate where we can. We have a trainee program for the following different disciplines: Finance, Supply Chain, Technology, IT & Commerce.



Visit our website for more information on our Traineeship and for internship opportunities:





Ministerie van Financiën

Samenwerken aan een financieel gezond Nederland

Het werk van het ministerie van Financiën gaat over meer dan alleen cijfers en geld.

Het gaat over mensen zoals jij en ik. Mensen met verwachtingen, zorgen, vragen en dromen. We rekenen bijvoorbeeld allemaal op financiering voor goede zorg en goed onderwijs. Op duidelijkheid over belastingtarieven en op betrouwbare banken en verzekeraars. Dat geldt voor Nederland en daarbuiten.

Samen werken aan een financieel gezond Nederland. Dat is waar we bij het ministerie van Financiën voor staan.

Dit doen we vanuit verschillende perspectieven, achtergronden en inzichten, omdat we zo onze denkkraft vergroten. Met jouw unieke bijdrage spelen we beter in op wat past bij Nederland.

OOK BIJDRAGEN AAN EEN FINANCIËEL GEZOND NEDERLAND?

Solliciteer op een van onze stages, traineeships of startervacatures via WerkenvoorNederland.nl of neem contact op met onze recruiters.



MINISTRY OF FINANCE | ROOM 2

The work of the Ministry of Finance is about more than just money and numbers. It's about people like you and me. People with expectations, concerns, questions, and dreams. For example, we all rely on funding for good healthcare and education, clarity about tax rates, and reliable banks and insurance companies. This applies to the Netherlands and beyond.

Working together for a financially healthy Netherlands—that's what we stand for at the Ministry of Finance. We do this from various perspectives, backgrounds, and insights, as this enhances our thinking power. With your unique contribution, we can better respond to what fits the Netherlands.

At the Central Government Audit Service (Auditdienst Rijk), we work on behalf of all ministries, conducting research on financial, organizational, and IT matters, as well as managing European financial flows. We audit the revenues and expenditures of ministries, examine whether their organizations are efficiently structured, and ensure all data is securely stored. In this way, the Auditdienst Rijk builds a solid foundation for an efficient, service-oriented, and cost-conscious central government in an informal business environment. No day is the same here, and the work is always of societal importance.

Want to contribute to a financially healthy Netherlands?

Apply for one of our internships, traineeships, or entry-level vacancies via WerkenvoorNederland.nl or get in touch with our recruiters.

One of these traineeships is the Financial Traineeship. As a financial trainee, you help determine the financial standards of the Netherlands, explore the (im)possibilities of budgetary limits, and act as one of the treasurers of the national government. With three different positions over two years, you'll discover what truly suits you as a financial trainee.

Workshop "The Triangle"

During our workshop "The Triangle," you will experience the power dynamics between various government organizations during budget negotiations. This game also illustrates how an unexpected news report can alter the relationships between them.

randstad groep nederland

the traineeship for unique leadership

Randstad Groep Nederland is the world's largest HR service provider. For over 60 years, we have been connecting people and work. With our brands Randstad, Yacht, Tempo-Team, and BMC, we are collaborating to shape the future of work in the Netherlands.



Becoming your best self and helping others do the same. That's the foundation of a traineeship at Randstad Group Netherlands. We empower talented newcomers, guiding them to evolve into unique leaders of the future. Unique because diversity matters. And unique because everyone works, communicates, and leads in their own distinctive way.

Through a challenging program featuring intensive guidance and a weekly "denktank", we work together to ensure that you, as an ambitious starter, develop to your fullest potential within 2.5 years. At Randstad Groep Nederland there is a lot of focus on your personal development and empowering your talents. This way, you work towards your professional growth and goals.



Visit www.werkenbijrandstad.nl/traineeships for more information, and who knows, we might welcome you as our new colleague soon.



RANDSTAD | ROOM 3

Partner for talent

We are the partner for talent in finding work and help talent secure meaningful roles and develop relevant skills. We are everyone's guide on the job market. In the sometimes complicated world of work, we're happy to show you the way. Whether you are an employer or looking for work, we help you make your dreams come true.

For 60 years, Randstad has actively played a leading role in the labor market. We help people find jobs and shape their careers. We assist companies to achieve their goals by working with the best people and the most innovative customized solutions.

Randstad is a pioneer in hr services. Since our founding in 1960, we have grown to become the largest hr service provider in the world. Our mission is to develop the world of work. We do this for everyone involved in work: our clients, candidates, employees and society as a whole. Throughout the world, and certainly in our home market of the Netherlands.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2023, we supported 2 million talent to find work and generated a revenue of €25.4 billion.



Whatever dreams you have, we support you.

With a presence in 11 countries, NN offers internships and a two-year traineeship programme in Finance & Risk, Tech, and Business & Transformation. Gain hands-on experience in the financial services industry and contribute to a company that values diversity and unique perspectives. Start your career at NN!



NN-GROUP | ROOM 4

Who are we?

NN Group is an international financial services company, active in 11 countries, with a strong presence in a number of European countries and Japan. With all its employees, the Group provides retirement services, pensions, insurance and banking to approximately 18 million customers. NN Group's main brands are Nationale-Nederlanden, ABN AMRO Insurance, OHRA, Movir, AZL, BeFrank, Zicht and Woonnu. We believe that differences are what make us better and that by bringing a set of unique talents and perspectives to the table, you contribute to what really matters.

Internships

An internship is the perfect way to discover what's really important for you in your future career and where you want to develop yourself. Are you looking for a challenging internship in a multifaceted organisation where people are the most important part? At NN, you'll have the opportunity to be a full-fledged member of the team.

Traineeship

If you are a talented graduate and looking for a place to develop and challenge yourself, the two-year traineeship programme at NN Group is the perfect start of your career. The programme offers roles in one of the following areas: Finance & Risk, Tech and Business & Transformation with multiple rotations, an extensive personal development programme and the possibility to work abroad at one of our 11 offices around the world. The Sustainability Risk Management Game

As a listed insurance company, NN Group strives to strike a balance between financial returns and its impact on society and the environment. Following the double-materiality approach, we also find it important to consider how our business is (or may be) impacted by sustainability issues.

By playing the Sustainability Risk Management Game, you will take on the role of a sustainability risk manager within NN. Your responsibilities include being on top of the current sustainability regulatory landscape, as well as performing stress tests to verify that NN's balance sheet is able to cope with possible sustainability-related impacts. During the game, you will be tested (in small groups) on these two competencies, giving you the opportunity to showcase your knowledge, and perhaps even learn something new.



**DARE
TO MAKE
AN IMPACT?**



YOU CAN BE A GAME CHANGER

At Henkel, you can be a game changer and craft your career. Unleash your entrepreneurial spirit by bringing your ideas to life within a global team. Our leading brands and technologies, along with our high-performing businesses will provide you with countless opportunities to develop your skills and explore new paths.

Your career at Henkel will contribute to a more sustainable future, while you grow within our vibrant, diverse culture of trust and belonging. If you're up for challenging the status quo, join our team of pioneers and make your mark on the future with us.

Apply now:
henkel.com/careers



HENKEL | ROOM 5

Company Profile:

“Henkel operates worldwide with leading innovations, brands and technologies in two business areas: Adhesive Technologies and Consumer Brands.

Founded in 1876, Henkel looks back on more than 145 years of success. The company holds leading positions with its two business units in both industrial and consumer businesses thanks to strong brands, innovations and technologies such as Persil, Schwarzkopf and Loctite. Henkel, headquartered in Düsseldorf / Germany, counts among the most internationally aligned German-based companies in the global marketplace.

Our company purpose expresses what unites us all at Henkel: Pioneers at heart for the good of generations. We are a diverse team of around 48,000 colleagues worldwide, striving to enrich and improve life every day through our products, services, and solutions. Our Purpose is built from our roots and carries a long-standing legacy of innovation, responsibility, and sustainability into the future. Our shared values and Leadership Commitments guide our decisions and actions every day.”

Our Workshop: The Hidden Cost of a Top Performer Mindset: How Competition is Killing Productivity.

Workshop description:

“What does being a top performer mean, and how does success resonate with you? In this interactive workshop, you will challenge your perceptions of competition and explore how striving to be the best can influence your behavior in the workplace. Through hands-on activities and engaging discussions, you'll gain fresh insights into goal setting, team dynamics, and innovation, and learn how Henkel promotes entrepreneurship. By the end, you will create a personalized action plan to navigate competition effectively in professional settings. Get ready to rethink your top performer mentality!”



**Looking for internships, traineeships,
or working-student opportunities?**

How about entry-level opportunities?

Dare to jump, join us!

Scan the QR code and fill out the form. Tell us what you want to do and where you want to go. We will make it happen. Fast!



Shape the evolution.



WORLDLINE | ROOM 6

Worldline is a global leader in payments technology, helping businesses accelerate their growth journey. Quickly, simply, and securely. We are the largest PSP in Europe and #4 worldwide. With advanced technology, local expertise and solutions customised for hundreds of markets and industries, we power the growth of millions of businesses around the world. We are active in 170 countries, and cover the entire payments value chain.

Our products help businesses attract more customers, streamline payments processes, enter new markets, stay compliant, and grow more revenue. With global scale and a wide range of innovative solutions, we support our customers at every step of their journey. From starting their business to leading their industry.

Our purpose

Worldline's purpose is to design and operate leading digital payment and transactional solutions that enable sustainable economic growth and reinforce trust and security in our societies. Worldline makes them environmentally friendly, widely accessible, and supports social transformation.

At Worldline, you will help us shape new ways of paying, living, and doing business. In doing so, not only do you provide growth, trust and security to clients and consumers around the globe - you also open your future to a world of collaboration, innovation, and inspiring challenges. In our friendly and diverse culture, you will always be empowered to grow your career while making a tangible impact on the world.

Learn more about Worldline at the workshop: *Future of Payments*



TATA STEEL



MAAK WERK VAN DE TOEKOMST

Een toonaangevend en duurzaam staalbedrijf zijn, waar iedereen trots op is. Dat is onze ambitie. Wij staan voor de grootste omslag ooit: staal maken op basis van waterstof.

Om dit te laten slagen hebben we jou nodig! Talenten zoals jij die juist nú het lef hebben om te kiezen voor Tata Steel. Jij hebt de unieke mogelijkheid om direct impact te maken. En om voorop te lopen bij de ontwikkeling van groen staal in de toekomst. Je krijgt bij Tata Steel vanaf dag één veel uitdagingen en verantwoordelijkheid. Wij vinden jouw persoonlijke en professionele ontwikkeling belangrijk en faciliteren jou hierbij graag.

Ben je net (of bijna) klaar met jouw studie? Ontdek de ruime keuze uit verschillende traineeships en young professional rollen om in te starten.



Maak werk van de toekomst

TATA STEEL | ROOM 10A

Tata Steel Netherlands is unquestionably one of the most challenging industrial employers in Europe. Our ambition is to be a leading and sustainable steel company that everyone can take pride in. That's why Tata Steel has embarked on the largest transformation in its history; we are transitioning to steel production based on hydrogen. Working alongside 9,000 colleagues, we are continually focused on improvement. Each year, we invest hundreds of millions of euros in enhancing the sustainability and innovation of our processes and high-value-added products, thus increasing our efficiency, and reducing costs. We are also committed to producing responsible steel, which can only be achieved by maintaining a healthy balance between the interests of people, the environment, and the company.

Tata Steel challenges you to push boundaries!

The development and production of high-strength steel is a complex endeavor. There is hardly any sector where you can experience business processes on such an immense scale. At Tata Steel, you are in control of your own career path. Your personal and professional development are of utmost importance to us, and we are committed to supporting you in this journey. From day one, you will be entrusted with significant responsibilities. Whether you are seeking an intriguing job vacancy, an exciting internship, or a challenging graduation assignment, please visit our website at www.tatasteeljobs.nl or get in touch with one of our campus recruiters at 0251-494000

Student / starter profile

To realize our ambition, we require talented individuals in the fields of technology, IT, production, and logistics. We're seeking proactive individuals like yourself who have the courage to choose Tata Steel. Furthermore, it's essential that our production continues smoothly, and we aim to consistently deliver high-quality steel. This is why we are seeking interns, graduates, and young professionals who are eager to take on this challenge with us. Will you join us in shaping the future?



Strategy, process, technology and change

Making sure companies are in their best possible shape, fit for the future; that is the core of what we do. We identify opportunities and make them work. Thorough. Fast. Together. From strategy to implementation. From boardroom to shop floor. In short, we are a no-nonsense consulting firm. We're pragmatists. How we deliver is as important as what we deliver. We'll help you get the right results in the right way: by keeping complicated things simple; by being flexible when you want us to be, but honest when we need to be; by being fast, but not so fast that we cut corners or leave you with changes that aren't sustainable.

Are you almost graduated or are you currently looking for a job? Your next challenge could be at Valcon. Personal development, responsibility and a fantastic working environment is at our core. If this is as important to you as it is to us, then join our team.
recruitmentevents.nl@valcon.com

valcon.com

with
valcon

VALCON | ROOM 10B

Valcon is a full-service provider that works at the intersection between consultancy, technology, data, advanced analytics and strategy. Situated in The Netherlands, The United Kingdom, Denmark, Sweden and Germany, Valcon forms a North-West European community helping clients across national borders. With over 1000 colleagues, we focus on end-to-end transformations in which we create long-lasting and sustainable value together with a human approach.

We know that every link matters in improving a company's value chain. We support our clients in pursuing the right change in people, system, and process. Our involvement is based on deep knowledge and experience, working shoulder to shoulder with many different organisations. We do not blindly follow a methodology; we follow through on getting things done.

No matter where you are on your path into the future, we hope that our paths could join. We are passionate about bringing our clients into the future, but pragmatic when it comes to methodologies. How we deliver is as important as what we deliver. We are doers who think.

Are you also passionate about making a difference, pragmatic when needs to be and just overall a great human being? Then we would love to hear from you.

Are you up for a challenge? Subscribe for our case and experience our work as consultant!

A large national grid operator (Energy4You, or E4Y) faces an operational problem of reducing power outages, which affects a large part of the organisation. E4Y is unable to independently tackle this problem. The organisation asks you to analyse the problem and advise them.

First, a thorough analysis is required of the current business process. You will get access to truth-based datasets. By analysing these datasets you get insights into possible causes of the problems of E4Y. By combining knowledge of the process and data, it is your job to come to a tailored solution. The best solution wins the challenge.

FROM
GRONINGEN

MAKE A
NAME IN
EUROPE

werkenbij**belsimpel.nl**

FULL-TIME | PART-TIME | TRAINEESHIPS | INTERNSHIPS

BELSIMPEL | ROOM 11A

Gomibo Group is the umbrella name for the brands Belsimpel, Gomibo, Verifai, Tulip Assist, and Gomibo SaaS (Software as a Service). Together, they have one mission: to improve accessibility to the digital world for everyone.

Belsimpel was established in 2006 by Jeroen Doorenbos & Jeroen Elkhuisen, who were students at the Rijksuniversiteit of Groningen at the time. The telecom market was a chaotic industry, with a focus on targets instead of the customer. Jeroen and Jeroen decided to change the mobile world by putting the customer first with a platform where you can easily find what suits you best: Belsimpel. Now, they are operating internationally in 30 European countries under the name Gomibo.

By constantly wanting to improve every aspect, they continually raised the bar in the competitive market. To this day, our innovative drive has not changed. By always thinking about how something can be improved or simplified, we keep evolving and our organisation grows every day. Today, with more than seven hundred colleagues, we work hard every day to provide easy access to the digital world. All the different Gomibo Group brands were also created with this goal in mind.

Do you want to celebrate successes together and grow as fast as the company? Then take a quick look at <http://www.werkenbijbelsimpel.nl/>. From flexible to study-related part-time jobs, internships, traineeships, and challenging starter positions within virtually any field: you'll find it right in the heart of Groningen's Grote Markt

Strategy determination: what to do when you become your own competitor?

The telecommunication market has been shrinking for some years now. To continue growing, Belsimpel has decided to walk two different roads.. Expanding the reseller-business into Europe as Gomibo, as well as bringing our own software to the market as a SaaS-platform for other telecommunication companies. This helped us to keep growing the last couple of years. Now, we find ourselves in an interesting situation. Gomibo is now directly competing with a brand new company in Germany. This other company is using our software platform which means we also benefit by them generating more traffic and sales. However, this might mean that Gomibo will not grow as much as we would like to. In this case it is up to you to tackle this situation: what is the strategy that you would pick and what company would you focus on?

GUPTA STRATEGISTS | ROOM 11B

Workshop:

A health insurance company approaches you with the following problem: despite a rising number of insured patients, the insurance company has made a loss this year. What caused this? What actions should they take to improve their position?

Would you like to experience what it is like to work as a Strategy Consultant in health care? Come and visit the case-workshop at Gupta Strategists!

About Gupta Strategists:

Gupta Strategists is a leading strategy consultancy firm for organizations in health care. Our clients are e.g. hospitals, health insurance companies or the government.

We develop practical solutions and innovative ideas for complex problems. Working at Gupta means that you will be trained to become an all-round Strategy Consultant. You will work in small teams, on big projects, and you will be continuously challenging yourself to become a strategic expert within health care!



**GUPTA
STRATEGISTS**
Strategy consulting
in healthcare

Do you have what it takes to become a strategy consultant? Do you want to work for an acclaimed consultancy firm? And do your analytical thinking skills set you apart from the rest?
Contact us – we're always looking for new talent.

**GUPTA
STRATEGISTS**

Want to know more?
www.gupta-strategists.nl/carriere



Get your picture taken and start networking with alumni



Did you know that networking is one of the most important aspects of finding a job as a graduate?

To help you take the first step towards networking, FEB Career Services has a wide range of workshops, webinars and events that will help you gain valuable professional skills, such as networking.

One of the ways to start networking is by getting in touch with a FEB alumnus, who can help you explore, define, and pursue your career interests. But how to get in touch? Sign up to the FEB Alumni Network platform and start connecting.

Up until now, you can find more than 4.000 alumni on the platform. When building your profile, don't forget to upload a professional profile picture.

Make use of the opportunity to get your professional photo taken here at the EBF conference. Visit the photography stand during the morning and lunch break, which is powered by FEB Career Services and the FEB Alumni Network.

Go to www.febalumninetwork.nl and get started. For more information about the labour market and career preparation check out www.rug.nl/sp/careerfeb.

MASTERCLASS FOR FEB ALUMNI | ROOM 12A



JOERI SCHASFOORT FOUNDER OF MONEY & MACRO MEDIA

RUG alumnus Joeri Schasfoort is the founder of Money & Macro Media, a digital media company that strives to make information about the global economy accessible for a global audience.

Money & Macro videos are available on platforms ranging from Spotify to streaming service Nebula, but most popular on YouTube (377k subscribers). Joeri has a master in Finance and a PhD in Economics from the University of Groningen. Before starting his channel he was a post-doc at the University of Cape town and lecturer in Amsterdam and Groningen. His thesis "Agent-Based Simulations of Monetary Policy and Financial Markets" dealt with the variety of monetary policy transmission channels in an agent-based macroeconomic model. He co-authored several other papers.

Joeri discusses the key economic trends in the world economy during the first half of the masterclass. In the second half, Joeri, as the moderator, will address a number of statements with the panel and actively engage the attending alumni in the discussion by integrating their questions and comments.





ENTREPRENEURSHIP Q&A



ENTREPRENEURS GIANLUCA DE LEO & BREND KOOLHOF FOUNDERS BOZU



At 33 years old, Brend Koolhof (COO) is one of BOZU's founders and has a knack for innovating and reinventing the world around him. After Industrial Engineering and a Strategic Innovation Management masters in Groningen, he launched his professional career at a tech startup within a shipping company. At 34 years old, Gianluca De Leo (CCO) is one of BOZU's founders with a broad interest in a wide range of topics, from entrepreneurship to music, to food & beverage. After an Industrial Engineering studies in Groningen, he kicked off his career as an account manager for a secondment agency.

Together, they became aware of a rapidly emerging beverage trend in Northern America; Hard Seltzers. After crude market research, the duo found that the Dutch would be ready for similar low-calorie drinks as well. This ignited the launch of Bozu Beverages mid 2019.

These days, BOZU Beverages has emerged as a serious FMCG brand into retail and wholesale outlets throughout the Netherlands. Known and beloved for their very easy-going alcoholic Iced Teas, the brand has proven to be innovative at heart, time and time again. BOZU's goal is to accommodate a 'better-for-you' lifestyle for those that enjoy their alcoholic beverages, by keeping sugars and carbs at zero, and providing best-in-class tasting drinks.

We look forward to your participation in the Q&A session with Brend Koolhof and Gianluca De Leo, where they will share their journey, insights, and experiences from BOZU Beverages.



NETWORK SOCIAL



During the social, you can relax after a long day of inspiring speakers, interesting- parallels, workshops, and masterclasses. With a drink accompanied by snacks, you can socialize with fellow participants or take a photo in our photobooth!

Apart from this, you also have more recruitment opportunities. During the social, you can continue your conversation from the workshop or speak with different recruiters from different companies. The EBF Conference organisation added new touches to this 16th edition of the EBF Conference which you will certainly enjoy. We hope to see you there!

After this, the dinner will take place in the Martinikerk. Here, the first 100 sign-ups are invited to, as well as the personal invitees of the EBF Conference Team, and some speakers. Next to this, the recruitment dinner also takes place here!

At the end of the Conference Day we ask you to fill in our survey. By doing this you are participating in the giveaway of a JBL box. So make sure you fill it in.

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JORDY ZUIDAM

VICE CHAIRMAN EBF CONFERENCE 2024

Have you ever wondered what it's like to organize an event for 600 people? Or wanted the opportunity to connect with inspiring speakers and interesting companies? If you're looking to meet new people, boost your CV, and create unforgettable memories, then the EBF Conference Board is the perfect fit for you!

Being a part of the EBF Conference Board 2023/2024 was an incredible experience. Alongside my fellow board members and the Day Organization team, we began our preparations a year in advance for the 2024 conference. This journey was packed with brainstorming sessions, numerous meetings, office hours, and a good balance of social activities like weekly dinners, daily lunches, EBF Socials, and various other events.

While the work was demanding and required a high level of professionalism, the experience was invaluable and filled with special memories. Planning for a two-day conference might seem like a long process, but the scale of the event necessitated extensive preparation.

As the largest two-day student conference in the Netherlands, we aimed high and embraced creativity. The opportunity to shape an event of this size was truly unique. We were involved in every aspect, from designing themes and subthemes, staying in touch with companies and engaging speakers, setting up the program, to planning the promotion. Each task brought its own set of challenges and learning experiences.

These responsibilities were both educational and enjoyable. Throughout the year, I learned a lot about myself and experienced significant growth, both professionally and personally.

I highly encourage everyone to consider joining next year's EBF Conference Board and becoming a part of the EBF Conference tradition. It's a fantastic opportunity to develop your skills, gain valuable experiences, and create lasting memories. Our team is extremely proud of this year's conference, and I hope this testimonial sparks your interest to try and join the board as well!

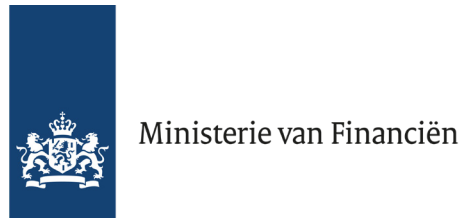
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