

THE CHALLENGE OF CHANGE

HOW TO DEAL WITH THE INCREASING SPEED OF CHANGE



CONFERENCE DAY 2020
BOOK OF ABSTRACTS



FrieslandCampina 
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LAURI VELTKAMP

CHAIRMAN EBF CONFERENCE 2020

On behalf of Team Conference 2019-2020, it is with great honour that I welcome you to the 12th edition of the EBF Conference! The past year, we have worked very hard to make this year's conference an unforgettable and inspiring experience. The theme of this year is "The Challenge of Change: How to deal with the increasing speed of change?", which is more important than ever in this rapidly changing dynamic society where we should be flexible and anticipate on the challenges we face. Today, we hope to give you valuable insights into the challenges that today's society encounters and the opportunities that are brought by them.

"Every success story is a tale of constant adaption, revision and change."
Richard Branson

The world has been faced with numerous changes over the past few years. There has been an increasing use of (new) technologies that have enabled digitalisation, personalisation and globalisation. This has caused significant difficulties for the world, but has also opened up new pathways for innovations to diffuse faster into our economy. In order for companies to become successful, continuous adaption and openness to change are key factors to hold. Not having these important capabilities can lead to tremendous difficulties.

Little did we know that this year's theme would become so relevant. 2020 has been marked by COVID-19 and its measures taken accordingly with major impact on the world. Such an unforeseen, yet highly impactful event forced countries, governments, companies and citizens to adapt in a way that they were likely unprepared for, and unexperienced with. The world is currently truly experiencing *The Challenge of Change*.

Next and complementary to our main theme, we have two subthemes, which will both be addressed today: “Going Cashless” and “The Big Data Paradox: Privacy vs. Personalisation”. How does the transformation of the digital infrastructure evolve and in what ways does it impact our society? What are the opportunities of the increasing amount of data available for companies and institutions to address customers, taking into account their personal preferences? With inspiring speakers who will talk about these themes and questions, we hope to incentivise you to think further, question how things are done in our current world and how challenges can create space for positive changes.

We hope that the EBF Conference 2020 will bring you new perspectives and bring you closer to realising your full potential. The past year has been a unique chance for us to develop ourselves personally, but also as a team to become able to contribute to the changes that we would like to see in the world. With that note, we sincerely hope that you enjoy our conference and that it will encourage you to challenge yourself and others, as you are the future leaders of change.

Lauri Veltkamp
Chairman EBF Conference 2020





PROF. CISCA WIJMENGA

RECTOR MAGNIFICUS OF THE UNIVERSITY OF GRONINGEN

As a member of the Advisory Board of the EBF Conference, I am honoured to write the preface for the Book of Abstracts. After all, the EBF Conference is the largest two-day student conference in the Netherlands, organized by students of the Faculty of Economics and Business of the University of Groningen.

The theme ‘The Challenge of Change’ is especially fitting now that we are confronted with a pandemic. We should not be resigned and passive to the outcomes of changes, or let ourselves be at the mercy of or a victim to them. Rather, we should view changes as a challenge. This implies that you choose to be part of a process, in which you claim an active role for yourself. The results of the process are not fixed – otherwise, it would not be a real challenge. You can lose a lot, or perhaps even everything. But you can also win a lot, or perhaps everything.

Changes can be for better or for worse, but they are a fact of life. The way that you deal with them is what counts. This also applies to the University. The current coronavirus pandemic is, for example, in many ways transformative, and will catalyse changes in many different areas. For universities, it offers an opportunity to transform our educational system by taking advantage of how broad our University is, the current technological possibilities, and our local infrastructure. As Winston Churchill once said: ‘Never let a good crisis go to waste.’

The nicely alliterating words ‘challenge’ and ‘change’ have mostly positive connotations in the end: of excitement, games, sports, adventure, thrills and renewal. I am convinced that the participants of the EBF Conference are completely ready for that, or, if they are not yet ready, they surely will be during and after the event.

I wish you a useful, enlightening and very enjoyable meeting.

Prof. Cisca Wijmenga
Rector Magnificus of the University of Groningen



THE CHALLENGE OF CHANGE

HOW TO DEAL WITH THE INCREASING SPEED OF CHANGE

Our world is constantly changing, but the pace of change has increased exponentially over the years. It took the telephone 50 years to be in the homes of the first 50 million customers. Decades later, it took the Internet only 7 years to obtain their first 50 million users. The world is moving faster and entering a new era comes with new business challenges. Changing trends will exert pressure on firms operating in the current economy. The volume, velocity and variety of data are continuously increasing and cash is leaving our wallets. These trends force companies to reconsider their strategies and business models. New developments introduce great conveniences and benefits, but they also present new threats, not experienced before. For companies to survive in our competitive economy, a new approach to business strategies might be unavoidable. This will not only impact companies but also individuals and society as a whole. How will change affect our lives and how do we deal with it? And how can we unlock the potential that these changes offer?

THE BIG DATA PARADOX: PERSONALISATION VS. PRIVACY

In today's society, everyone cares about data privacy. Regulators are actively formulating significant laws to ensure that businesses pay close attention to the issue — be it in North America, Europe or elsewhere. While privacy is partly a data protection issue, it is also a marketing matter. Therefore, business leaders should continuously think about their actions, keeping all factors in mind. The trade-off between personalisation and privacy is more relevant than ever before. The more data a company can collect, the more they are able to effectively personalise a product or service. This means an improved level of customer intelligence, allowing businesses to grow. But this ever-better personalisation comes at a cost of privacy. The nature of targeted advertising and recommendations means that businesses know who their customers are and what they are interested in, while much of this information is being gathered with little consent from the consumer. But how far can businesses go in this search for consumer data? Finally, how do businesses achieve a balance between the degree of personalisation and the guarantee of privacy?





GOING CASHLESS

The current strong digital infrastructure enables a cashless transition in today's economy. Transferring money from one account to another only takes a few seconds due to technological advancements. Advantages of a cashless environment include convenience and cost savings. It allows for more economic activity as sending and receiving money is easier and less time-consuming. Through innovations in the banking system and the use of electronic devices worldwide, financial inclusion is enhanced. However, a cashless future might exclude some groups that do not have access to the digital infrastructure. Furthermore, the increased use of cashless payments create concerns with regards to digital privacy, cyberattacks and personal information leakage. In this digital ecosystem, cross-border personal data is transmitted continuously. This creates new possibilities, but what are the risks that come with this transformation and how do firms deal with these? Central banks are more and more likely to start using digital currencies to expand financial inclusion, decrease banking costs and control monetary policy more effectively. Will this enhance the financial stability of our economy? How will the road to a cashless economy evolve and in what ways will it have an impact on our society?



MODERATOR

EBF





CHAIRMAN OF THE DAY **JUDITH DE BRUIJN**

Our host today has been a professional conference moderator for 25 years. Originally an educational scientist, she became a presenter for Dutch national television in the nineties. Now she works within her own company as a facilitator and host in topics around the large societal transitions (energy, agriculture, water, nature, mobility, circular economy).

Judith wrote 'Hooggeerd Publiek', a book on audience oriented public speaking. She designs speeches for her clients and is a successful senior coach for ambitious speakers. She is also the owner of the classical klipper 'Nova Cura'. The ship anchors in Groningen during the winter as a B&B and Judith sails with groups during summer on the Waddenzee.

A black and white photograph of a theater audience. The audience is seated in rows, viewed from behind, looking towards a stage. Two large, bright spotlights illuminate the stage area, creating strong beams of light that cut through the dark theater. The word "SPEAKERS" is overlaid in large, bold, blue capital letters across the center of the image.

SPEAKERS



KEYNOTE I

SVEN SAUV 

CEO RTL Netherlands

Sven is 46 years old and living in Amsterdam. After a Master's degree in Business Administration at the Erasmus University Rotterdam, Sven ventures into media. A deliberate choice driven by his passion for the creative industry.

Before Sven started his career at the RTL Group, he was employed at Endemol and Eyeworks, which are both media companies from the Netherlands. Since 2007, he is employed at RTL, which is a leader across broadcast, content and digital, with interests in 68 television channels, eight streaming platforms and 31 radio stations. Sven worked as Business Director first and five years later as Chief Operational Officer. In 2017, he took over as Chief Executive Officer and launched the Fancentric strategy the following year, a pivotal moment for RTL. Under his supervision the company has accelerated its transformation to a competitive local media company on tv and in the digital domain.

Sven is an expert in management and entrepreneurship. Besides his successful career, he is an admirer and collector of photographic art and loves fine dining and travelling.



KEYNOTE 2

WIM DESTOOP

VP General Manager

Wim Destoop is the Vice President & General Manager of PepsiCo North West Europe (NWE), leading eight markets, aiming to create more smiles with every bite and every sip of their brands. PepsiCo NWE serves 56 million consumers and realises a revenue of \$750 million through a portfolio of brands in snacks, beverages, juices and cereals. PepsiCo operates five plants in the Benelux, works with franchise and distributors across multiple markets. In total they have 1.200 motivated employees working for PepsiCo across North West Europe.

Wim has had a long-term career in multiple sides in the Food & Beverage Industry. He worked on both retail, at Carrefour, and supplier side, Danone and PepsiCo, which led to a unique skillset and extensive expertise in the industry. Specifically, Wim has expended his expertise in multiple fields such as General & Revenue Management, Transformation & Change Projects, (International) Sales & Customer Management, Brand Management, Category Development, Joint Business Planning and Franchise/Distribution Management.

Strong personal characteristics of Wim are his drive for good results and growth. Moreover, he feels comfortable in leading and taking accountability for performance and resolving challenges. When doing business, Wim is passionate about winning in the market place while reaching the company's challenging sustainability goals.

Wim holds a Master of Business Administration of the University of Antwerp.



TOPIC TALK: SUSTAINABILITY

VIRGINIA YANQUILEVICH

CEO Dopper

Virginia Yanquilevich is the CEO of Dopper, a social enterprise with a clear mission: to achieve a world in which people are conscious of the environment we live in, where the amount of single-use plastic is reduced and where everyone, near and far, has access to safe drinking water.

Virginia's roots lie in Argentina, but she has been living in the Netherlands for almost 20 years.

With a background as a journalist and marketing and commercial management roles in consumer electronics, at Dopper she wants to create social impact through business together with the team of change makers located in Haarlem.



TOPIC TALK: BIG DATA

Tor Bøe-Lillegraven

Chief Data Officer at Royal Schiphol Group

As Chief Data Officer for the Royal Schiphol Group, Dr. Bøe-Lillegraven is responsible for the strategic use of Artificial Intelligence, Big data and applied data science across the Royal Schiphol Group.

The Royal Schiphol Group has a proud history of being aviation innovators. Their ambition is to connect your world and create the world's most sustainable and high-quality airports.

As Europe's leading digital airport, Royal Schiphol Group is a company with data at its core, feeding an airport ecosystem of apps, empowering their employees and partners. Because of the data intelligence they develop, they can scale beyond the physical constraints, and continuously improve the quality of our network, life and services.

Dr. Boe-Lillegraven has a PhD in Strategic Leadership; dual Master Degrees in Innovation and Management, and a BA in Communication.

Previous roles include Global Head of Big Data at eBay; CTO and IT-Strategist at the Schibsted Media Group, and VP of Business Consulting at Stibo DX, a world-leading technology provider of data platforms and advertising solutions.



MOTIVATIONAL SPEAKER **BEN TIGGELAAR** Best-selling author, international speaker and behavioral scientist

Dr. Ben Tiggelaar is an independent writer, speaker and behavioral scientist. He has been studying leadership and change for over 30 years. His goal: help individuals and organizations achieve their dreamsturn into action. In a positive and effective way.

Ben provides a large number of in-company lectures and seminars every year, often with large groups (sometimes more than 3,000 participants). During these sessions, students learn, laugh and work hard. Ben's open seminars are popular. His MBA seminar in one day withdrew in 16 years even more than 22,000 participants (the most visited Dutch seminar ever!).

Ben is a guest lecturer in the field of leadership and change at IE Business School in Madrid. One of the top institutes of Europe, according to The Economist, Financial Times, Forbes and Business Week. Ben also gave guest lectures at Harvard University, Nijenrode Business University, Rotterdam School of Management and Vlerick Business School.

Ben studied communication science at the University of Amsterdam. He obtained his PhD at the Faculty of Business and Economics of the VU University with a study of behavioural change in organizations. He also studied at Harvard and University College London.

Photo by Elisabeth Ismail



MASTERCLASSES



MASTERCLASS I

Marguerite Soeteman

**Chairman Aon Holdings, Global CMO
Aon Inpoint & Chair Topvrouwen.nl**

Marguerite Soeteman-Reijnen is Chairman of the Executive Board of Aon Holdings and other Holding entities in the Netherlands and Global Chief Marketing Officer of Aon Inpoint. Aon Holdings is the statutory shareholder/parent company of over 400 Aon companies - engaged in international insurance and reinsurance brokerage, pensions and employee consulting as well as risk management advice and services in the field of insurances- in EMEA, APAC, Canada and Latin America. Aon Inpoint is the management consultancy arm of Aon, deriving insights from data and analytics. Marguerite has been with Aon and its predecessors for over 30 years and her prior roles include a.o. Chief Broking Officer EMEA and Managing Director Capital Markets EMEA.

In addition, Marguerite holds various non-executive roles, such as vice chairman of the Supervisory Board of NautaDutilh (an international law firm with offices a.o. in London, New York, Amsterdam) and member of the Supervisory boards of Stichting Koninklijke Defensiemusea (Royal Military Museums) and the American Chamber of Commerce in the Netherlands.

Since January 2020, she is the Chair of the Board of Topvrouwen.nl (the Dutch nationwide diversity C-suite female executives initiative). As per July of this year she is appointed to the Alumni Board of Harvard Business School, Cambridge, Massachusetts, USA. She is also active in various Advisory Councils including the 2020 Enactus World Cup. Prior roles include Chairman Supervisory Board Stichting ALS, Supervisory Boards at Madurodam and Gelre Hospitals.

In 2010 she was awarded “Women to Watch” by Business Insurance Magazine, USA. Marguerite received a Master degree in Law from Erasmus University Rotterdam and is an alumna of INSEAD and Harvard Business School.



MASTERCLASS 2

GIJS BOUDEWIJN

Chair Payment Systems
Committee at the European
Banking Federation

As of 1 February 2014, Gijs Boudewijn (The Netherlands, 1958) holds the position of Deputy General Manager at the Dutch Payments Association. Before that he was responsible for payments and security at the Dutch Banking Association. He has extensive experience in domestic as well as international payment related issues, including governance, regulation and innovation, competition law and fraud prevention.

He started his career as an in-house lawyer at a large Dutch savings bank, and later became Head of Legal Affairs at the former central Dutch clearing house, Bankgirocentrale, the predecessor of Interpay, later equensWorldline. Already during that period he represented the Dutch payment sector in various fora in Brussels, for instance in the context of eurocheque International (later Europay/Mastercard Europe).

In 1998, Mr Boudewijn joined the Dutch Banking Association as Head of Payments and Security Affairs, and was appointed Deputy General Manager of the Dutch Payments Association in 2014. Currently Mr Boudewijn is Chair of the Legal Support Group of the European Payments Council (where he is also a member of the Board) and Chair of the Payment Systems Committee of the European Banking Federation. Over the past years he was in that capacity closely involved with matters relating to PSD, the various Regulatory Technical Standards of the European Banking Authority and the ERPB SEPA API Access Scheme Working Group.

Mr Boudewijn is a regular speaker at national and international conferences on strategic payments related issues, new technologies and open banking.



MASTERCLASS 3 **EDITH BOSCH** Olympic Athlete

Edith is a former athlete in judo. She participated in four Olympic Games and won three Olympic Medals. Always striving to be the best in everything and perform 100% all the time. Which at one point forced her to stop and take a closer look at life... She found out that there can be a big difference between behaviour (what we do) and who we are (our essence is the way we look at and think about ourselves which determines a big part of our behaviour).

Using her expertise as a former top athlete and her interest in behavioural science, Edith is co-owner of a company called AYWE which provides a diversity of services as leadership programs, coaching, education for people who want to be a coach, and companies who need help in changing processes. AYWE is doing its best to make the world a better place for everybody by providing its services.

Looking at this year's theme, The Challenge of Change, Edith invites you to look differently at things. In her ten years of experience, she notices that most people are working hard to be happy, finding a solution or a tool to "fix" challenges. In every experience lies a potential to grow when you are willing to give it attention. The solution is already there within you waiting for you to become aware of it. Do you have an open mind? Are you willing to challenge yourself in everything that you think is true? Because if you do... This can be a moment when you take a big step towards your goals and dreams. Challenge yourself to change. See you there!



INTERVIEWS

SVEN SAUVÉ CEO RTL Netherlands

WHAT IS THE BIGGEST CHALLENGE YOU HAVE FACED IN YOUR CAREER?

With the help of the great RTL team, we have overcome many challenges. The biggest challenge is that our competition has changed from the traditional local players to big international giants like Amazon, Netflix and Disney. Personally I'm always prepared that the biggest challenge is always the one yet to come.

WHAT MAKES YOU EXCITED ABOUT MONDAYS?

We always start the week with my executive team meeting. This is probably one of the most important meetings I have during the week. During this meeting we keep track of our strategic priorities, discuss the most important operational issues and make decisions to keep the organization aligned with our strategic direction.

WHAT DO YOU DO WHEN YOU ARE NOT AT WORK?

I love to travel and dine out with friends. Besides that I am photography aficionado and always on the lookout for a new piece of photo art to decorate my house with.

WHAT HAVE YOU LEARNED THIS YEAR SO FAR THAT WILL BE GAME CHANGING IN NEXT YEAR?

Change is a given. Expect the unexpected. And always be ready to let go of what you know and be open to new possibilities and perspectives.

IF YOU COULD DRINK A CUP OF COFFEE WITH A HISTORICAL PERSON, WHO WOULD IT BE AND WHY?

Walt Disney. He is one of the founders of the modern entertainment industry and has set the standard for storytelling.

INTERVIEWS



WIM DESTOOP

VP General Manager Pepsico North West Europe

IF YOU COULD DRINK A CUP OF COFFEE WITH A HISTORICAL PERSON, WHO WOULD IT BE AND WHY?

Johan Cruyff, I love soccer and he was one of the best ever. I have a lot of respect for historical people that made a difference, but I always love to look forward.

WHAT MAKES YOU EXCITED ABOUT MONDAYS?

The start of each new week is another chance to impact the future.

WHAT HAVE YOU LEARNED THIS YEAR SO FAR THAT WILL BE GAME CHANGING IN NEXT YEAR?

COVID-19 leading to a new normal, rebound, and next year will be all about starting to re-imagine the future.

BEN TIGGELAAR

Best-selling author, international speaker and behavioral scientist

IF YOU COULD DRINK A CUP OF COFFEE WITH A HISTORICAL PERSON, WHO WOULD IT BE AND WHY?

Many people come to mind. Let me think... I would pick Dietrich Bonhoeffer I think. A German pastor who spoke out against Hitler very early on and took part in the resistance during the Second World War. In the end, it cost him his life.

WHAT HAVE YOU LEARNED THIS YEAR SO FAR THAT WILL BE GAME CHANGING IN NEXT YEAR?

Before Covid19 I did a webinar once in a while, but from March onwards I have done a lot of them and also have learned a lot. The skills in that area are important now, but I think they will only become more important.

IF YOU HAD TO PICK ANOTHER CAREER, WHAT WOULD IT BE AND WHY?

Comic book artist. Or primary school teacher. Or a combination of these two.

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THE WORLD



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PEPSICO

PHILIPS

START-UP PITCH



TURFF

Do you know the struggle of paper tally lists? We do too.

Cost management in informal groups like student associations and households often comes down to pen and paper. Manual cost management results in frequent mistakes and deprives you from transparent cost splitting and a clear financial overview.

Turff solves this problem with a digital platform for informal accounting in organized groups. A dedicated tablet is used to manage consumables in student homes, associations and canteens. The entire system is provided for free, as ads are shown as screensavers. Therefore we have simultaneously created the very first digital-in-home advertising platform.

With already 450 Turff-tablets installed in student homes and organizations around The Netherlands – and with many more tablets to come - we strive to eliminate the need for paper lists and to provide full financial insight and transparency. For everyone. For free.

GAIAFOOD

The world's population will reach 10.000.000 in 2050. To feed these people, our food production would need to increase by about 50%. Our current food systems are already taxing our planet beyond its capabilities and can't grow to fulfill this demand.

How do we solve this?

Well, it turns out sometimes big problems can have tiny solutions: insects!

Insects can be harvested in an incredibly sustainable way; they require less land, less water and produce 100x less greenhouse gases than livestock like cows and pigs. And not only that, but you get an amazingly nutritious product in return: full of protein, vitamins, minerals and good fats.

GaiaFood makes food that you love, using insects as the main ingredient. We currently sell a unique insect protein powder and have short term plans to expand the product line with insect-based energy bars, protein bars, pasta, meat- replacements and many more.

Small food. Big impact.

DE BOETEPOT

All sport teams, students and companies know it, a Boetepot. Did you forget your shoes or didn't you do the dishes? That would be 10 euro for the Boetepot please! Groups create their own fines and prices which will be saved in the Boetepot. In the end, the money in this pot will be used to do something fun together. While these pots are already used for years, there is an app available now! No more hours of administration, discussions and no more outstanding debt. Some features which are built in the app are: together with your team, you choose which fines will be used; send fines easily to your groupmates; always a clear overview in a nice ranking; all team members will be able to pay easily with the app.

De Boetepot has already 40.000 users since its launch a month ago.

Do you also want to know who the 'FineKing' of your team, house, student association or company is? Download the app now!



turff



GaiaFood

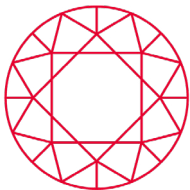


De Boetepot

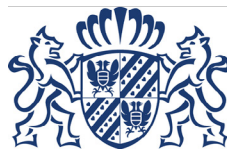


• Stimuleert • Faciliteert • Verbindt

Founded in Groningen^G



RUG
Ventures



provincie
groningen



WORKSHOPS

At FrieslandCampina we share the passion to get more out of milk together with 24,000 employees. Our shareholders, 19,000 farmers in the Netherlands, Belgium and Germany, supply more than 10 billion kilograms of milk per year to FrieslandCampina. The products of FrieslandCampina are part of more than 30 iconic brands in more than 100 countries worldwide. Every day we reach millions of people. With sales of 12.1 billion euros, we belong to one of the largest dairy companies in the world.

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. In addition, products are supplied to professional customers. 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 of nutrition, the food industry and the pharmaceutical sector globally.

Information about our Corporate Traineeship

FrieslandCampina's Corporate Traineeship is a two-year traineeship, starting every March and September. As a trainee you are ambitious, think and act beyond boundaries and strive to develop yourself within your discipline or even broader. 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, for example with our training & development program and personal training budget. You're in charge of your future career, we facilitate where we can. We have a trainee program for the following different disciplines:

Finance

Commercial

IT

Supply Chain & Operations

Technology

FrieslandCampina's Corporate Traineeship: our fast track program for trainees.

As management trainee you are ambitious, think and act beyond boundaries and strive to develop yourself within your discipline or even broader. 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, for

example with our training & development program and personal training budget. 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 & Operations, Commercial, Technology and Business & IT. Check our website for up to date information.



Facts about FrieslandCampina



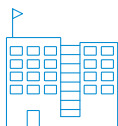
Since **1871**



Over **24,000**
employees



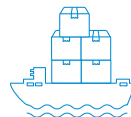
Offices in
34 countries



Global Central Office
in Amersfoort,
The Netherlands



We are owned by
a collective of over
19,000 dairy farmers



Our product
are sold in over
100 countries



university of
 groningen

faculty of economics
 and business



connect



FEB Alumni Network

Expand your
professional
network

Connect to the FEB Alumni Network! All over the world, FEB graduates contribute to companies and society in many forms and functions; in multinationals, as entrepreneurs, or in the public sector for example. In turn, our alumni form a wealth of information for you, a current FEB-student, as career mentors, to offer internships and to help you to successfully make your first steps on the labor market.

Register now at www.febalumninetwork.com and grasp all the benefits of the FEB Alumni Network!

Since you are wearing your favorite business formal outfit to the EBF Conference today, you can take a LinkedIn photo in the Foyer between 12.55 and 16.20. This photo-stand is provided by the FEB Alumni Network.



www.febalumninetwork.com



HTG

Do you want to get an inside look at one of the main partners from EBF? Come and meet us at our workshop or during the lunch!

HTG is a leading international distributor in liquors and health & beauty products to retailers (B2B) and local distributors and wholesalers. We supply our customers with a broad assortment of premium brands and private labels. As an international distributor of Liquors and Health and beauty, we know better than anyone how to deal with the challenge of change in the world. For example shifting markets, sustainability and digitalization are concepts that we deal with every day. That is why it is important in every department to be innovative, flexible and solution-oriented.

KEY POINTS of our WORKSHOP

About HTG

Who are we? We will give you a quick introduction of the company.

BIG Data

Data has become a big part of our business. We look at the past and the present and from there make the translation into the future. With this knowledge we always try to be a few steps ahead of the market.

Privacy

What do you think is going on right now in terms of privacy? With your input we want to make the translation to HTG.

Going Cashless

Within our Finance department this is definitely a hot topic, but what does it mean for a company to go cashless?

Shifting Economic Powers

Shifting economic powers is something we see daily. We are an international company and it's not only the Dutch market that is important to us, but the global market as well. How these shifts work and which markets we see shifting will be the dealt with during the workshop.

Sustainability

Sustainability is one of our key focus points. We want to share with you our projects pertaining to sustainability and we like to hear your thoughts on these projects.

About HTG

HTG is a leading international distributor in liquors and health & beauty products to retailers (B2B) and local distributors and wholesalers. We supply our customers with a broad assortment of premium brands and private labels. Our passion for international distribution and our innovative capacity form the core of our organizational culture: unique, successful and personal. HTG is part of the B&S Group, which has been publicly listed at Euronext Amsterdam since March 2018.

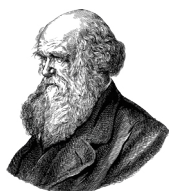
Do you like a challenge and do you want to keep on developing yourself? We offer both internships as job vacancies for Young Professionals within our Sales Departments.

For more information and job vacancies please visit www.werkenbijbs-htg.nl .

About CAPE Groep

We deliver digital transformation to our customers, to enable them to survive in the new reality we live in.

We do this by building 100% fit software, with model driven tools.



'Change is the only constant'

*"It's not the strongest who survive, nor the most intelligent, but the ones most adaptable to **change**."*

- Charles Darwin

Within CAPE Groep and our projects, change is the only constant. Anything else is subject to change. We think that in the world we live in, organisations must evolve to move forward. The environment of our customers and ours is volatile, uncertain, complex and ambiguous.

Change is not something new, but the digital world increases the speed of it. It's everyday's business to be(come) resilient to change. We help organisations to adapt to their environment and to be viable for and in the future, by realizing digital transformation. We build low-code applications and integrations, so IT can be easily changed along the way, depending on the customer's need.

Part-time job

Gain knowledge and experience next to your studies. You will add value to our current projects by learning on the job how to combine business and IT.

Internship / thesis assignment

Define your own bachelor or master internship or thesis assignment to develop yourself in your own field of interest.

Traineeship

Work in teams on development of low-code applications and integrations. Add value with your own expertise and improve this with 500+ training hours, to eventually become business consultant.

Make the future happen at CAPE Groep

At CAPE Groep we realize digital innovation and transformation, mainly in logistics and supply chain branches. Digital transformation is a strategic instrument to realize business goals and deliver custom, low-code applications and integrations.

In the past years we have grown from 20 to about 90 employees, and counting. We make the future happen from our office in Enschede, but our clients (PostNL, BAM, Plegt-Vos and many more) are located all over the Netherlands, and even abroad. As a trainee or consultant you spend most of your time at the customer's office. The remaining days our office in Enschede is your safe haven. On Friday everyone is back at the office and we celebrate that in the afternoon, by sharing our experiences while enjoying a drink.

Our (part-time) jobs, traineeships and graduation assignments are suitable for both Business students and IT students, because we build applications and integrations based on low-code technology. Most of our applications and integrations are built by consultants with a background in business. Many students preceded you, which makes our organization young, ambitious and enthusiastic. To maintain this vibe we organize lots of fun activities and events!

When you work at CAPE Groep, your development is a number one priority. During a traineeship, for example, on-the-job experience and 500+ hours of training will be combined to give you the skills and knowledge for a bright future. Every employee within our organization gets the opportunity to develop, learn and grow.

You match with CAPE Groep if you are up for a challenge and want to reach new heights in business & IT, are forever curious and continuously eager to learn new things, think in terms of solutions, contribute with a fresh way of thinking and feel at home in an informal, professional and knowledge-driven atmosphere.

Do you want to learn more? Visit www.capegroep.nl and get in touch!

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Dutch Only

De grootste telecomaandbieder van Nederland - in Groningen.

Met Groningse nuchterheid voorop en meer dan 350 miljoen omzet in 2019, is Belsimpel het snelstgroeiende telecombedrijf in Nederland. Een team van 500 hoogopgeleide en fanatieke collega's gaat 7 dagen per week tot het uiterste, om daarmee de Mobiele Wereld te veroveren. We zijn fanatiek Onze manier om die Mobiele Wereld te veroveren? De Belsimpel Methode! De startupmentaliteit is nog te voelen tijdens vele borrels en uitjes, maar in tien jaar is Belsimpel uitgegroeid tot een groot en professioneel bedrijf. Wij doen het anders: we helpen onze klanten om te vinden wat écht bij ze past op de meest efficiënte manier. Bij ons vind je de oplossing voor je telecomvraag en wij krijgen er een kick van om de moeilijke puzzel voor je op te lossen. En als werkgever gaan we alleen voor de meest slimme en fanatieke mensen. Om altijd met de beste oplossing voor zowel de klant als je collega's te kunnen komen, doen we alles zelf: het bouwen van de website, onze marketing en ook de inkoop van meer dan 850.000 smartphones per jaar.

Op de Grote Markt in hartje Groningen vind je het kantoor waar – buiten de 7 winkels – zich alles afspeelt. Alle disciplines zijn hier te vinden, van Marketing tot Finance, Development tot Operations: niet alleen de klantenservice maar zelfs het magazijn. Alles onder één dak om zo een platte, maar enorm efficiënte organisatie te runnen. Door alles slimmer te doen worden we elke dag een beetje beter. Met een drive om onszelf elke dag weer te verslaan, hebben we een cultuur waarin we altijd willen winnen!

Belsimpel: Going International!

Als Gronings bedrijf is Belsimpel inmiddels een nationaal gevestigde naam in de telecombranche. Dat is natuurlijk niet voldoende: we willen de Mobiele Wereld veroveren! Wat betekent dat? We gaan internationaal! Maar als je dat wil doen, moet je het natuurlijk ook goed doen. Wat komt daar eigenlijk allemaal bij kijken?

Voor alle verschillende vakgebieden die onder de faculteit voor Economie en Bedrijfskunde vallen levert dit een leuk vraagstuk op. Denk alleen al aan de Marketing: hoe breng je je merk op de markt of hoe draag je je merk uit? Doe je dat op dezelfde manier als je nu gewend bent of anders? Kies je een andere naam? Daarbij krijg je misschien ook te maken met andere partners, zoals marketingkanalen, maar ook providers en fabrikanten. Daarnaast zijn er ook andere afdelingen bezig met de internationalisering. Business Development verdiept zich in de verandering van platformen en de processen: hoe gaan we bijvoorbeeld in het buitenland zo snel mogelijk leveren? Ook Finance moet hier eerst veel uitzoekwerk voor verrichten.

Hoe zit het met de financiële organisatie en belastingen in het targetland? Als student krijg je de opdracht om een plan te maken voor de internationalisering van Belsimpel. Durf jij het aan? Kom jij écht met ons de mobiele wereld veroveren?

Kijk voor zowel fulltime als parttime kansen op: www.werkenbijbelsimpel.nl

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Are you ready to start your career with us?

Dutch only

Openbaar vervoer waar je op kunt vertrouwen, dat is waar wij ons hard voor maken. Of je nou met de trein of bus gaat: wij zorgen voor een goede reis. Wat we daar onder verstaan, 'een goede reis'? Allereerst natuurlijk dat de reis zoals gepland gaat. En als dat dan een keertje niet zo is, dat heldere informatie meteen duidelijkheid geeft. Een goede reis betekent ook dat het onderweg zo comfortabel mogelijk is. Of het nou de vriendelijke buschauffeur is of altijd wifi in de trein: wie met Arriva reist, merkt het verschil.

Je komt ons tegen in de provincies Drenthe, Flevoland, Fryslân, Gelderland, Groningen, Limburg, Noord-Brabant, Overijssel, Zuid-Holland en in de gemeente Lelystad.

Motto:

Als je iets doet, moet je het wel goed doen. Dat is het motto binnen heel Arriva: van controleur tot directeur. Kan het beter? Dan zijn we er snel bij om een innovatie door te voeren. Niet om de eerste, maar wel om de beste te zijn. Dit doen wij onder andere door ons landelijk technisch beheer en onderhoud.

Arriva Nederland is onderdeel van de Arriva Group. Arriva Group is het eigendom van Deutsche Bahn. Die internationale connectie maakt dat we veel kennis in huis hebben en snel kunnen schakelen om nieuwe ontwikkelingen toe te passen waar dat nuttig is. Het resultaat: zo min mogelijk lege bussen en treinen, goed aansluitende dienstregelingen en rijden met duurzaam elektrisch materieel. Daarnaast vind je onze verkeersleiding door heel Nederland.

Workshop Arriva: Mobility Provider of the Future!

Tijdens de workshop gaan we ons richten op het toekomstscenario waarin Arriva verandert in een full mobility provider. We dagen je uit om aan de hand van concrete casuïstiek mee te denken over vernieuwende mobiliteitsconcepten. Het rendabel maken van openbaar vervoer buiten de spits is één van de grootste challenges van Arriva als regionale vervoerder. Kun jij een creatieve en innovatieve oplossing bedenken om de inwoners van Waterstad in de rustige avonden te laten reizen waarbij de belangen van zowel Arriva als de Gemeente Waterstad behartigd worden?" Met jouw groepje ga je aan de slag met dit complexe vraagstuk dat je uiteindelijk aan ons presenteert.



professionals
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Communication with Impact

The way you **behave** and
communicate, increases the chance
of **success**.

Fit Professionals of Finance is een jonge onderneming ontstaan vanuit de behoefte om detachering binnen de financiële sector naar een nieuw niveau te tillen. Na jarenlang zelf als gedetacheerd financieel expert te hebben gewerkt, ontwikkelden wij het gedachtegoed dat nu Fit Professionals heet. Wij hechten veel waarde aan het uitdagen, investeren, trainen en opleiden van financiële toppers zoals jij!

Fit Professionals is altijd op zoek naar nieuwe talenten, zowel startende als financiële professionals met werkervaring. Voor startende talenten bieden wij een uitdagend Traineeship aan zodat je een vliegende start kan maken met jouw carrière in de financiële sector. Tijdens het Traineeship bij Fit Professionals of Finance word je begeleid door een betrokken team van financiële professionals. Je volgt ons zelf ontwikkelde trainingsprogramma: de Fit Course. De Fit Course is gericht op jouw persoonlijke- en vakinhoudelijke ontwikkeling. Denk hierbij aan zaken als communicatie, leiderschap, het aannemen van een adviseursrol en adviesvaardigheden. Daarnaast word je op basis van detachering ingezet bij onze opdrachtgevers en neem je zo een kijkje in de keuken bij verschillende organisaties. Op deze manier leer je wat echt bij jou past en waar jouw kwaliteiten liggen. Dit allemaal volgens de kernwaarden van Fit Professionals of Finance: Deskundig, Betrokkenen Vitaal!

Nieuwsgierig naar onze organisatie?

Bezoek dan onze website www.fit-professionals.nl voor meer informatie of neem contact op met onze Recruitment Consultant Loes via 0625253081.

Workshop – Fit Professionals

Communication with Impact - The way you behave and communicate increases the chance of success.

Hierbij willen we studenten een stap verder helpen in hun carrière door verder te kijken dan de functie inhoudelijk taken die je uitvoert, maar kijken naar hoe je echt een meerwaarde creëert voor een bedrijf. Dit geldt niet alleen voor finance professionals, maar is van waarde voor al (young) professionals.

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SOCIAL



After an inspiring day, it is time for some relaxation. With champagne and other drinks accompanied by snacks, you can socialize with fellow participants. In addition, you also have the opportunity to catch up with partners and other businesses. Again, bare in mind to follow the rules regarding covid-19 such as keeping 1.5-meter distance, stay seated (as much as possible), and follow the indicated paths when walking. The EBF organisation added new touches to this 12th edition of the EBF Conference which you will certainly enjoy. We hope to see you there!

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EBF CONFERENCE DAY ORGANISATION 2020



TOM OLDEMAN

**Coordinator
Start-up Pitch**



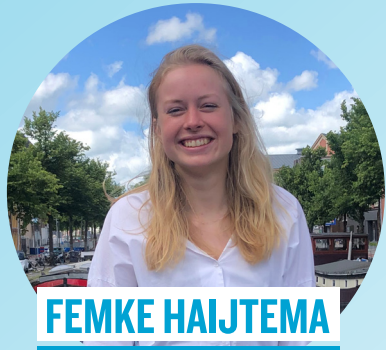
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TESTIMONIAL LAURI VELTKAMP

In October 2019, we started with the preparations of the EBF Conference 2020. Together with five others students, we started off with brainstorming sessions about the theme and interesting speakers. Next to this, we were also looking for partnerships with companies. During the past year, we continuously stayed in touch with potential speakers and companies, which is a great experience. As the EBF Conference Executive Board, you are able to shape the conference to your preferences as you can create your own theme, invite speakers and companies you find interesting and try out new things that would be a valuable addition to the conference.

From March onwards, the Day Organisation joined our team and they started with the preparations of the start-up pitch. Besides this, they helped us with organising the conference day. Due to COVID-19, our yearly planning deviated a lot from other year's conference. However, we have worked very hard, together as a team, to make the best out of this year's edition. With 10 people who are committed, enthusiastic and motivated to set up an unforgettable conference, it was a unique but definitely an amazing experience to organise this event in these times.





Organising the largest two-day student conference comes with great responsibilities, challenges, but also opportunities. Opportunities to develop yourself, help others with their progress and learn who you are when working in a team.

Next to all the organisational matters, we had a great time with each other during activities such as our board vacation to Lisbon, supping and having drinks on team day and our weekly board evenings. We also had mixes with other committees and boards to make our evenings even crazier!

I would highly recommend joining the EBF Conference, since it offers you a unique opportunity to develop yourself on a professional and personal level, expand your network and gain practical skills that will definitely help you in your future career. All in all, being part of the EBF Conference was one of the best experiences of my student time!

Lauri Veltkamp – EBF Conference 2020





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Facts about FrieslandCampina



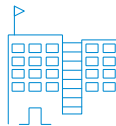
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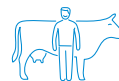
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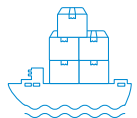
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AGENDA CONFERENCE DAY 2020

08:45-09:30	WALK-IN	MARTINIPLAZA
09:30-09:45	GRAND OPENING	THEATRE
09:45-09:55	OPENING CHAIRMAN OF THE DAY	THEATRE
09:55-10:25	KEYNOTE 1: SVEN SAUVÉ	THEATRE
10:25-10:55	KEYNOTE 2: WIM DESTOOP	THEATRE
11:05-11:20	BREAK	THEATRE FOYER
11:30-11:55	TOPIC TALK - SUSTAINABILITY: VIRGINIA YANQUILEVICH	THEATRE
11:55-12:20	TOPIC TALK - BIG DATA: TOR BØE-LILLEGRAVEN	THEATRE
12:20-12:55	MOTIVATIONAL SPEAKER: BEN TIGGELAAR	THEATRE
13:05-14:00	LUNCH RECRUITMENT LUNCH	THEATRE FOYER RESTAURANT
14:10-16:10	WORKSHOPS	WORKSHOP ROOMS
14:10-15:40	MASTERCLASSES	THEATRE
15:50-16:05	BREAK FOR MASTERCLASS ATTENDANTS	THEATRE FOYER
16:20-16:40	START-UP PITCH	THEATRE
16:40-17:00	CLOSING REMARKS	THEATRE
17:05-18:30	NETWORKING SOCIAL	THEATRE FOYER
19:00-22:00	RECRUITMENT DINNER	DE OUDE KIJK