

Executive Leadership Program 2015

Future Leaders leading innovation

An Executive Leadership Program for senior executives in the Travel and Hospitality Industry, from high performers to future leaders.



Executive Leadership Program 2015



Introduction



Dear potential participants of the Executive Leadership Program 2015,

It is with pride and pleasure that we present to you the third edition of our ELP program. This Executive Leadership program is an excellent opportunity for high-potential professionals in the travel and hospitality industry to polish their knowledge and skills within the broad discipline of management, in an inspiring environment with colleagues who are looking for a similar challenge. An opportunity you don't want to miss, if you want to move forward in your career. NHTV Breda University of Applied Sciences is organizing this course in close cooperation with its partner Penn State University in the USA. With professional speakers - mostly professors from our own education institutions as well as from other universities – tackling key issues on a range of interesting topics, you can be sure of a high-quality and thoughtfully customized program. We believe that the many positive experiences of the past few years justify our claim that the ELP course is a true enrichment, in terms of your personal development as well as your professional knowledge and network. You will benefit from the course on a daily basis, especially with the transition that the travel industry is currently going through.

The program takes place at top locations in the Netherlands and the USA in a pleasant, tranquil and very welcoming ambiance. The ideal setting to give your undivided attention to the course content and have a wonderful time together with the other participants. Moreover, the past has taught us that the intensive study week at a top university in the USA is an inspiring process for many participants. All in all, there are hardly any arguments to pass up this opportunity for a targeted investment in yourself, your network and your commercial success. On behalf of the organizers, we would already like to wish you an inspiring course.

Wicher Meijer MME
Head of the Strategy, Education and Research Office
NHTV Breda University of Applied Sciences, the Netherlands

Essentials: ‘From international presence to global effectiveness’

Program Netherlands
20 April- 24 April 2015
Groenendael Hotel & Conference Centre



Jan Vincent Meertens

Jan Vincent Meertens is a social entrepreneur, moderator, (personal) coach, and policy advisor intercultural affairs. He focuses on meeting bottom-line targets and achieving social impact. He graduated from the Nyenrode Business University in the Netherlands. He took his Masters at Thunderbird, School of Global Management in the United States. Jan Vincent has lived in Latin America and the United States and has worked on long term private-public projects in different countries. He founded Dutch based ICET, a Disaster Risk Reduction training, consultancy and project management company, that is now part of the Danish Falck Group. Today, Jan Vincent is a moderator, part-time lecturer and MBA student coach at Nyenrode Business University. Together with itim he provides personal coaching, training and workshops on intercultural management.

Turn cultural diversity into an asset

Global management is an art requiring the right feeling for intercultural sensitivities. Your foreign counterpart has his/her own habits, customs and culture. Understanding of your own cultural background against these diverse values will help you being better prepared and more effective in achieving your goals. It helps you meet your targets and manage building a mutual beneficial long-term intercultural relationship at the same time.

The master class uses cognitive learning of the extensive research of Prof. Dr. Hofstede to real-life case studies, action learning and simulation games. Opportunity will be created to exchange experience between participants.

This master class will help you:

- Review the Hofstede model to manage across cultures.
- Reflect on your own values and cultural mindset in the negotiation process.
- Identify specific cross-cultural challenges and their solutions.
- Apply the cultural awareness through case studies and role-play.
- Identify specific cross-cultural challenges and their solutions

08.00 – 08.30	Welcome & breakfast
08.30 – 09.00	Interactive introduction of participants
09.00 – 12.00	<ul style="list-style-type: none">• Introduction to the concept of culture• Reflecting on our own cultural background• Hofstede 4D Model
12.00 – 13.00	Lunch
13.00 – 16.00	Culture Clusters and Communication, Management and Marketing
16.00 – 18.00	Business Case by Jan Vincent Meertens
18.00 – 19.30	Dinner
19.30 – 21.00	Module 2 by Han Verheijden (see page 5)

Productivity concepts

In a period of economic growth, increases of operational costs can easily be covered by the strategy of economies of scale. Extra capacity compensates for lower margins. Economic growth however is no longer secured, the market is (certainly since 2008) more competitive than ever and the credit crunch makes the funding of investments harder. In order to maintain profitability companies in the travel and tourism sector are now more obliged to optimize the efficiency in the day-to-day operations.

Productivity-management focuses on improving the efficiency of operations. Nancy McKinstrey (CEO Kluwer) defines productivity as: “the way how you can achieve more production with less resources (people)”. In this course we will pay attention to the most relevant critical success factors for improving the company’s performance. Output-topics as well as input-factors will be discussed with special attention to the development of effective, coherent productivity-strategies in order to implement the critical success-factors.

Evening day 1	
19.30 - 21.00	Finance management and accounting principles Activity Based Costing (ABC) Revenues / margins
Day 2	
08.00 – 09.00	Breakfast
09.00 – 12.00	<ul style="list-style-type: none">• Efficiency concepts in day-to-day operations• Output – topics / input – factors• The development of coherent productivity strategies
12.00 – 13.00	Lunch
13.00 - 16.00	Business case: company example (Activity Based Costing)
16.00 - 17.00	Free time
17.00 – 18.00	Module 3 by Jan Willem Proper (see page 6)
18.00 – 19.30	Dinner
19.30 – 21.00	Module 3 by Jan Willem Proper (see page 6)

Han Verheijden studied at the ‘Hogere Burgerschool’ in Zwolle, after which he took up a course of study at NWIT, currently known as NHTV. Following graduation, he worked as a special tours manager for RQ Travel. After this job, he led a management business and a consulting agency for ten years up to 1995. Since 1996 he was CEO and owner of ZKA, which company he sold in 2010. Since then, next to consulting on behalf of Verheijden Concepten BV, he is an Associate Professor at NHTV. Han Verheijden also has several supervisory functions in the leisure and cultural sector.

Han Verheijden



Business Resilience planning

The role of organizations is to stimulate social, sustainable and economic developments. Resilience has been defined as the capacity of an organization to survive, adapt and grow in the face of turbulent change. The emerging discipline of resilience studies is multidimensional and multidisciplinary.

The session and discussions will focus on the guiding principles and the framework of resilience, the ability of organizations to embed this capability and the development of a unique classification of (i) the most fundamental vulnerability factors that make an organization susceptible to disruptions; and (ii) the capability factors as attributes required for sustained performance or accomplishment. All these findings are synthesised to establish the ability of organizations to implement a structured corporate resilience strategy.

Evening day 2

16.00 - 17.00	Free time
17.00 - 18.00	Guiding principles of resilience
18.00 - 19.30	Dinner
19.30 - 21.00	The ability of organizations to implement a structured corporate resilience strategy during disruptions, economic crises and changing competitive environments.

Dr. Ing. Jan Willem Proper



Dr. ing. Jan Willem Proper studied Traffic and Transport at the Traffic Academy in Tilburg, after which he took up economics at the Catholic University of Brabant. He started his career as a lecturer at the Traffic Academy and subsequently held positions such as deputy director, manager of the logistics department, and director with NHTV Breda University of Applied Sciences. At the moment, he is NHTV's Associate Professor in Transport and Logistics.

Managing Organisational Culture Change

Managing! Isn't that the 20th Century's dirty word? Isn't the 21st Century - and thus this program - about innovative Leaders visioning visionary visions?

Well, no. Managing is doing both the small, simple things, and also spending a few days away from work to think about the big picture. I will start the day with a presentation on Unpredictability, the Butterfly Effect, and what Chaos Theory tells us about understanding Change. I will introduce the Proteus Change Lens, where the contexts of Enhance, Perturb, Attract & Excite will be related to the phases of Control & Chaos, and to the Management styles of the Deal Maker, the Coach, the Mentor and the Top Client. After this, the "I" turns into the "We", as we explore our own strategic, tactical & operational behaviors using the Proteus Lens, and come up with concrete steps for action.

During the final hour we helicopter away from the big picture, and return safely to the micro-level of the "I", and ask "How do I deal with change?", or – more precisely – "How do I deal with the constant pressures of everyday management?". We will work with the latest findings on Self-management, inspired by Henry Mintzberg, and train some useful new habits.

08.00 – 09.00	Breakfast
09.00 – 12.00	"Organize WITH Chaos" presentation
12.00 – 13.00	Lunch
13.00 – 16.00	Managing Change within its Appropriate Context" workshop Nurturing yourself during Turbulent Times" training
16.00 – 18.00	Free time
18.00 – 19.30	Dinner
19.30 – 21.00	Free time

Dr. Joseph Roevens



Dr. Joseph Roevens is a tenured professor at NHTV Breda University in the Netherlands and a research associate of its Center for Cross-cultural Understanding. Joseph holds a B.A. from Cornell University, advanced degrees from IEP, Ecole Centrale, HEC, the School of Advanced International Relations (SAIS) of Johns Hopkins University, and a PhD from Tilburg University. He researches and lectures about participative forms of management and Change applying Chaos/ Complexity theory and Systemic thinking. His expertise covers all areas of management and sustainable Change, with a focus on entrepreneurial participation, corporate democracy, open book management and Chaos theory.

Changing enterprise logic

Value creation in society is changing fundamentally from being oriented towards exchange towards an orientation on value creation and value co-creation. Consumers become an interesting group of participants in value creating processes and those companies that don't open up for this changing enterprise logic take considerable risks as has been illustrated by DSB-bank and many other failure-cases in the world. Transforming the enterprise logic is said to be 'the key leadership task' in the knowledge economy of the 21st century. Transforming the enterprise logic is not an easy task to do as we all could see in the previous years in the Eastern-European countries and Russia.

Transforming the inner logic of an organization is a very fundamental change process that touches all departments of an organization. For this kind of problems our conventional business decision thinking falls short. Wicked, complex problems ask for a different approach: instead of being able to rely predominantly on 'decision thinking', using existing 'recipes' as presented in business books, these kind of problems ask for 'design thinking' and 'systems thinking' and for strategic business design.

Dr. Diane Nijs



Dr. Diane Nijs is the professor Imagineering at NHTV University of Applied Sciences in Breda/The Netherlands. She holds a PhD in Business Management from the University of Groningen, a MA in Human Kinesiology from the KU Louvain and a MA in Leisure Agogics from the Free University of Brussels. Her research interests are aligned with her practical involvement in the creative industries, focusing on the triptych of Design, Complexity and Management in organizational environments with an emphasis on the strategic and organizational implications of complexity. She designed and leads the teaching of complexity theory, design and management to MBI students at NHTV for several years now and regularly teaches and writes on designing for systemic innovation or else: Designing for Emergence. Nijs worked with companies such as ANWB, the City of Antwerp and recently also with Oad on trajectories of 'Reinventing your Organization in Hyper-Connected Times'.

08.00 – 09.00	Breakfast
09.00 – 12.00	Introduction on 'Reinventing your Organization in Hyper-Connected Times/ An assignment on the case of Oad.
12.00 – 13.00	Lunch
13.00 – 16.00	The design-methodology of Imagineering to reframe Business Logic. Phase 1: Inspiration: Discovering the generative core competency.
16.00 – 18.00	Free time
18.00 – 19.30	Dinner
19.30 – 21.00	Phase 2: Ideation: Strategic Business Design Developing the competency of Design Thinking and Business Modelling. Phase 3: Implementation: Managing the dynamics of emerging processes.

E-business / e-commerce concepts New media communication

Two decades ago, Marc Weiser characterized the future deployment of information technology as ubiquitous computing. That insight needs to be amended slightly: it would be more accurate to describe our future as one of ubiquitous media. We don't just want information everywhere; we want our media everywhere—media that accompany and shape our experiences at home, at work, and everywhere else that we go.

By constantly recycling itself, the two logics of the formal process of remediation (immediacy and hypermediacy) do not only express how digital media are capable of either showing or effacing its presence, it also includes a rather technological dimension. This technological aspect of remediation enables an increasingly refined exchange of media forms within the context of 'the' digital platform, and besides that, remediation also refers to a more technological refinement in which the platform creates more touch-points in real life. Both aspects (the exchange of media forms and the creation of new touch-points) are crucial in understanding what we call ubiquitous media. This seminar will demonstrate that even (or maybe especially) when we experience digital media as intuitive, and therefore as immediate, such a feeling can only be established when the machinery behind it becomes increasingly complex and hierarchically organised.

Dr. Hans Bouwknecht



Dr. Hans Bouwknecht studied film and television sciences at the University of Amsterdam. He sold multimedia concepts, founded a cross-media company and gained international experience as an editor, concept developer and creative director. Hans also worked with the University of Bayreuth. Since 2005, he has worked at NHTV, where he was appointed as Associate Professor in Digital Media Concepts at the Academy for Digital Entertainment in January 2007.

08.00 – 09.00	Breakfast
09.00 – 12.00	<u>E-business / e-commerce concepts</u> <ul style="list-style-type: none"> • What are the key drivers • E-business versus E-commerce • Technological factors, political, social and economic factors • The benefit of e-commerce to organizations, consumers and society • Limitations of e-commerce
12.00 – 13.00	Lunch
13.00 – 16.00	<u>New media communication</u> <ul style="list-style-type: none"> • Ubiquitous media • The digital platform • Intuitive digital media
16.00 – 18.00	Assignment PSU program by Herman Mensink.

Coaching & DISC

In the first session, participants become familiar with the various factors that influence behavior and assess their own behavioral preferences in the work environment. Participants will identify the characteristics of each of the four behavioral styles and recognize the impact of style differences in the workplace and the importance of meeting the needs of others in order to build more effective work relationships.

08.00 – 09.00	Breakfast
09.00 – 12.00	Factors that influence behaviour. Assess own behavioural preferences in the work environment. The characteristics of behavioural styles and the impact of style differences in the workplace.
12.00 – 13.00	Lunch
13.00 – 16.00	Apply fundamental concepts of DiSC to specific aspects of management Analyse the DiSC behavioural style composition of participant’s teams.
16.00 – 18.00	Free time
18.00 – 19.30	Dinner

Program USA
1 June - 5 June 2015
Penns Sate University (USA)

Accelerate your impact: Peer coaching and influence strategies

During the second session, the focus will be on DISC in work environment: How to deal with other types, conflict situations and under stress. Participants will learn how to use emotions more intelligently for greater influence, stronger relationships, and higher levels of productivity from their team. They will Improve their negotiation skills and understand how their communication style influences their leadership outcomes. They will learn how to better understand themselves, the impressions they make as a leader, and their next steps needed to have the strongest positive impact at work.

08.00 – 09.00	Breakfast
09.00 – 12.00	DISC in work environment: peer coaching and influence strategies by Maureen Dodson.
12.00 – 13.00	Lunch
13.00 – 16.00	see morning program
16.00 – 18.00	Free time
18.00 – 19.30	Dinner
19.30 - 21.00	Free time

Dr. Maureen Dodson



Dr. Maureen Dodson is the Director of Leadership Development for ParenteBeard, LLC, ranked as one of the top 25 accounting firms in the United States. In her role, Dr. Dodson provides customized training, coaching, and consulting services to improve the effectiveness of organizations and the capabilities of their leaders and individual team members. Dr. Dodson has over 30 years’ experience designing and delivering a wide range of training programs for a variety of audiences across many business and industry sectors. Her primary focus is in supervisory and leadership competencies with an emphasis on communication and behavioral styles in the workplace. Dr. Dodson has personally trained over 4,000 people on the applications of the DiSC® Behavioral Profile in the workplace

BIG digital marketing for hospitality executives

During this session, participants will be introduced to the new topic of BIG data in different business settings. The many possible components will be discussed and analytical tools will be introduced. They will use their new understanding through case study analysis to develop a strategy for successful usage within their operation.

08.00 – 09.00	Breakfast
09.00 – 12.00	What exactly is BIG data? Tools for demystifying BIG data: Google Analytics Social media management for ROI <ul style="list-style-type: none">• ROI's & KPS's• Tracking and optimizing Tricks of the trade: social media platforms and target markets <ul style="list-style-type: none">• Facebook, LinkedIn• Instagram, Tumblr /Vine/Twitter• Yelp and Trips Advisor Social media case study: converting likes and retweets to dollars Hospitality industry best practices.
12.00 – 13.00	Lunch
13.00 – 16.00	Don't be scammed What should I pay for: <ul style="list-style-type: none">• Cost/benefit• RFP's• Due diligence Digital advertising: claims vs. reality Reputation management: the good, the bad, the super ugly Legal pane: it's legal, but not good business <ul style="list-style-type: none">• Current US framework vs International• Privace issues
16.00 – 18.00	Free time
18.00 – 19.30	Dinner
19.30 - 21.00	Evening program by Tammy Smith: Module 14 (see page 13)

Brian Cliette



Brian Cliette is an Instructor of Hospitality Management at Penn State. He completed a Master's degree in Tourism Management and a Master of Science in International Real Estate from Florida International University. He also has participated in fellowships, supporting international businesses and hotel development projects. He has extensively traveled to over 40+ countries and has developed a thriving digital marketing consulting & publishing business focusing on social media and digital marketing consulting. His digital savvy had grown in proficiency incorporating pay-per-click, search engine optimization (SEO), web analytics and Digital Marketing trends. Over the past 10 years, his work has aligned him with major corporations and media agency giants. Over the past decade, as a Digital Media Publisher/Strategist, he has generated over \$3+ million in gross sales for his online Affiliate Partners via the Internet.

The global economics of disability

Given a global disability market the size of China, a burgeoning aging population, and 9 trillion plus dollars in discretionary spending power, it is in business' best interest to optimize their ability to engage, serve, and retain customers with a broad array of abilities. This includes people who have different types and severity of disability, customers with aging-related challenges, and a growing population of veterans with service-connected injuries and illnesses. Through this session, participants will be introduced to the current state of the global disability market; incentives for service inclusion and enhancement; the impact of service failures; and relevant business examples. The session will conclude with an introduction to developing a universal design service strategy based upon researched best service practices.

Dr. Smith is the Director of Program Development for the Service Excellence Institute. She is also a Learning Partner for Penn State's Center for Workplace Learning and Performance and has served as the Director of Outreach and Engagement for the Department of Recreation, Park and Tourism Management at Penn State. Dr. Smith is a highly respected educator and consultant, specializing in business economics of disability and organization development for improving service quality for customers with disabilities. Her experience extends from working with private, to government and non-profit entities to presenting, publishing and consulting on how to attract, serve and retain the disability and aging market to increase business revenue potential. In addition to her broad understanding of disability-related issues, Dr. Smith has particular expertise regarding veterans with service-connected injuries and illnesses. She holds a PhD from Penn State University in Workforce Education and Development and an M.S. and B.S. in the area of disability studies from the University of Maryland.

Dr. Tammy Smith



Evening day 3	
19.30 - 21.00	<ul style="list-style-type: none">• Current state of affairs• Business case for inclusion• Developing a universal design strategy

Leadership strategies

- External factor analysis and organizational impact
- Internal factor analysis and ability to adapt
- Strategy choice
- Ready, set, go! Define your leadership philosophy based on your values, expectations of your team, and your most critical leadership objectives.

Leadership cases

Book discusssion. “The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All.”

08.00 – 09.00	Breakfast
09.00 – 12.00	Leadership strategies
12.00 – 13.00	Lunch
13.00 – 16.00	Leadership cases
16.00 – 18.00	Free time
18.00 – 19.30	Dinner

Managing change reactions

Anticipating competitive opportunities and threats and then responding with planned, managed and sustainable change is one of the most strategic challenges facing leaders and managers today. The competitive marketplace forces require organizational resiliency. The willingness and ability to recognize and then respond to external threats and challenges and engage in new organizational behaviors or performance, determines the difference between success and failure. Personal leadership skills in both thinking strategically and leading others toward agreed upon goals is essential in fostering change effort

- Increase your understanding of both the external and internal forces/drivers of change
- Understand why most change efforts fail to ignite or be sustained
- Determine the dynamics of being change resilient or resistant as an organization
- Be able to align the key levers within your organization including leadership, talent and capability
- Enhance your individual and organizational performance.
- Study relevant cases to reinforce strong change management practices.
- Learn to apply best practices to your own organizational issues.
- Benchmark informally through group work and discussion

08.00 – 09.00	Breakfast
09.00 – 12.00	Managing change reactions
12.00 – 13.00	Lunch
13.00 – 16.00	Managing change reactions
16.00 – 18.00	Graduation ceremony
18.00 – 19.30	Dinner

John Park



John, a firm director, maintains a targeted consulting practice where he works with his clients on issues related to strategic planning, change management, enterprise risk management and leadership development. He has multiple publications including co-authorship of the book “Creating in House Sales Development Programs” and regularly speaks at regional and national conferences.

NHTV University of Applied Sciences

NHTV Breda is a university of applied sciences with a strong international focus. The institute caters for more than 7,000 students from over 60 countries. It is situated in the south of the Netherlands, in the city of Breda, only 100 km from both Amsterdam and Brussels.



Fields of knowledge

NHTV was founded in 1966 as an institute offering management programs in tourism and leisure and in this field it is the largest and leading educational institution in the world. All NHTV's study programs rank first in their categories in the national rankings. International accreditations from, for instance, the UN World Tourism Organization, underline the quality of education. Today NHTV offers professional and academic bachelor's and master's programs. With a focus on the development of academic knowledge and the promotion of sound professional practice, the specialist disciplines of NHTV are:

- Digital Entertainment
- Hospitality & Facility
- Leisure
- Tourism
- Urban Development, Logistics & Mobility



International setting

From the outset, NHTV has always had a strong international outlook. Most of the bachelor's programs and all master's programs are taught in English. Almost 50% of all students are attending these English-taught programs, the institute has an international teaching staff, and nearly 12% of the total student population are from abroad. NHTV set up the 'international classroom', a teaching method in which students from different cultures work together. Students are encouraged to do work placements abroad or at companies with a strong international focus. International business, cooperation and co-creation are key elements in NHTV's curriculum, both from a social and cultural perspective and from an economic point of view.

Penn State University

Penn State, founded in 1855 as an agricultural college, admitted its first class in 1859. The Pennsylvania legislature designated Penn State as the Commonwealth's sole land-grant institution in 1863, which eventually broadened the University's mission to include teaching, research, and public service in many academic disciplines. Today Penn State is one of four "state-related" universities (along with the University of Pittsburgh, Temple University, and Lincoln University), institutions that are not state-owned and -operated but that have the character of public universities and receive substantial state appropriations. Penn State is a multicampus public research university that educates students from Pennsylvania, the nation and the world, and improves the well being and health of individuals and communities through integrated programs of teaching, research, and service. Yearly, the university is listed among the top fifty universities in the world and was listed as # 47 in 2013.

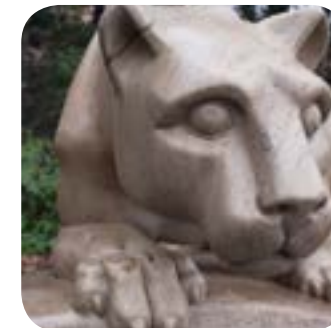


The School of Hospitality Management: Experience and Challenge Leading to a Great Career

The Penn State School of Hospitality Management is home of one of the most prestigious and well-respected programs of its kind in the nation. By combining a broad educational foundation with "real-world experiences" and other opportunities for students to hone their leadership, business, and communication skills, the School of Hospitality Management and its predecessor programs have equipped students and alumni with the skills they need to become the leaders of their chosen professions for nearly seventy years.

Mission

The School of Hospitality Management provides outstanding leadership for a global and dynamic hospitality industry. Its programs, research, and service to the profession are at the forefront of hospitality management education, and its faculty, staff, and students bring a new level of proficiency to the hospitality industry.



Groenendael

Groenendael castle dates back to the fourteenth century. It was destroyed during the Eighty Years' War and was later restored to its former glory. The castle has served a variety of purposes over the years, from private country mansion to a holiday resort for the employees of an insurance company.

Philips acquired Groenendael castle in 1956 and based its international Management Training Centre here for members of its middle and senior management around the world. Since the end of 2003 Groenendael has also been open to non-Philips-related organisations as an international conference centre.

The castle has a stylish boardroom for strategic sessions with up to 25 persons. In addition to the boardroom, there are 2 break-out rooms equipped with 50-inch Flat Screens. The castle also offers a choice of 20 suites, all of which enjoy a view of the wooded landscape. The catering service is provided in the private dining room. The open fireplace in the castle bar provides the ideal setting for an after-dinner discussion with a glass of good wine.

General information

Groenendael Hotel & Conference Centre
Groenendaal 1-4
5081 AM Hilvarenbeek
Tel.: +31 (0)13 505 7444



The Nittany Lion Inn

The Nittany is a hotel and meeting center on the campus of Pennstate University. They are proud to hold the prestigious AAA Four Diamond Rating, a tribute to their upscale accommodations and outstanding hospitality, service, and attention to detail. So you can expect nothing less than top-notch personalized service from our event coordinators. They'll help you with every aspect of planning your function—from airport transportation to special menu requests.

General information

The Nittany Lion Inn
200 West Park Avenue
State College, PA 16803
Tel.: +1 814-865-8500
NittanyLionInn@psu.edu



**For information about the Executive Leadership Program you
can contact:**

**Herman Mensink
Rianne Nelemans**

**E: mensink.h@nhtv.nl
E: nelemans.r@nhtv.nl
T: +31(0) 76 5332591**

**Address:
NHTV University of Applied Sciences
P.O. Box 3917
4800 DX Breda**