

**WORKING AT VINTURA**



**ARE YOU READY TO CREATE  
MEANINGFUL IMPACT?**



# Creating meaningful impact in healthcare together

**T**here's nothing quite like a career in consultancy: a field which combines research, analysis, a methodical approach, finding correlations, and solving dilemmas. Here at Vintura, we like to take this one step further: we work together with our clients to find solutions that we're certain will really work in practice. These are solutions to complex issues, which affect large segments of the population because they are related to health and healthcare. Our motto is: 'Creating meaningful impact in healthcare together'.

The healthcare sector is an exciting and dynamic field in which much can be achieved. It is also a complex field, which is why we set such high standards for our consultants. Since consultancy requires strong people skills, we would like to introduce you in this magazine to the people of Vintura and the challenging projects they take on for Dutch and European clients operating in healthcare and life sciences.

If all this sounds appealing to you, I would like to invite you to come over to our office for a chat any time!

Bas Amesz  
Partner

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# WHO WE ARE

AND WHY WE DO THE WORK WE DO

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**Vintura is of a team of 25 passionate consultants with a common ambition: making an impact in the healthcare and life sciences sectors. We believe the best healthcare must be available to all patients, but this is not the case currently.**

Today's lack of transparency regarding the quality of care has created discrepancies in quality and costs, with patients being unclear as to who provides the highest quality care. All too often, the focus is on quantity rather than on improving patient outcomes. Unless some fundamental changes are made across the sector, healthcare is bound to become unaffordable, with no real incentive for innovation.

## VALUE-BASED HEALTHCARE

Vintura supports hospitals in the Netherlands and pharmaceutical companies across Europe in optimising the healthcare they provide to patients. Our approach is based on the Value-Based Healthcare (VBHC) concept: a framework for restructuring healthcare systems with the overarching goal of value for patients – a value which must be improved on an ongoing basis. VBHC puts into practice our mission of 'Creating meaningful impact in healthcare together'. Indeed, we are deeply committed to promoting VBHC and to implementing it industry-wide, both in the Netherlands and elsewhere.

## CONNECTING AND IMPROVING

The Vintura approach is based on combining our know-how and experience with that of our clients: a process we refer to as 'connecting and improving'. This strategy delivers added value for all parties involved: we and our clients learn valuable lessons, and the solutions generated through co-creation are both widely supported and sustainable. Vintura's company motto also happens to be 'Connecting and Improving'. We maintain an open and transparent culture, we work (and have fun) together and we all share the drive to continue growing and developing. We consider personal development to be every bit as important as professional development.

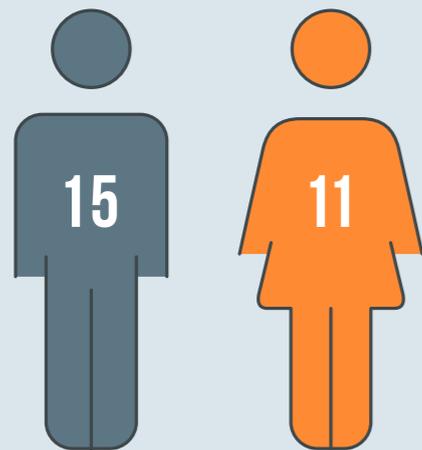
## COMPLEX GAME

Vintura has nearly two decades of experience in all areas of the healthcare sector. We are familiar with the major challenges and struggles faced by academic medical centres and other hospitals. We support leading international pharmaceutical companies, biotechnology companies and suppliers of medical tools and devices by providing strategic advice and improving organisational efficiency. The work we do as healthcare consultants is challenging and makes a real impact. We work on solving hugely complex dilemmas. Doing so together and improving healthcare in the long term in a variety of areas is what drives us!

# ABOUT US

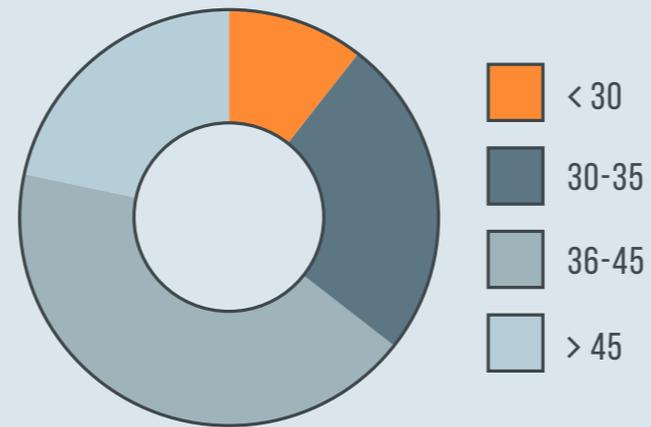
## MALE-FEMALE RATIO

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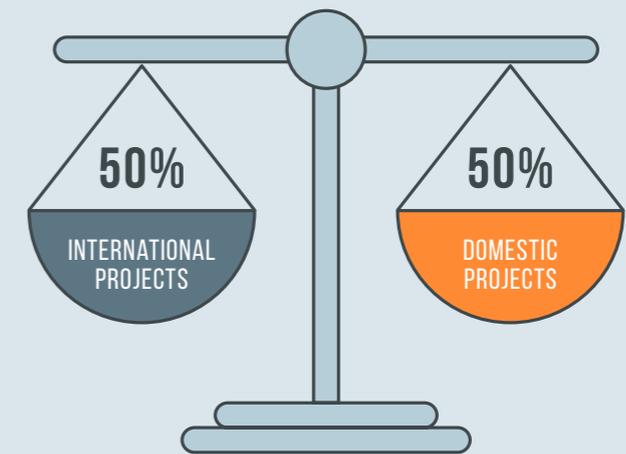
## AGE STRUCTURE

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## BREAKDOWN OF REVENUE

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# WHO WE ARE



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**‘We work on  
solving complex  
dilemmas’**



NATALIA EITEL

## ‘Here I can accomplish true changes in healthcare’

**T**he way Vintura recruits is really different. I got two full days to meet the team, to get to know each other and find out if our values and mission are similar. There is an openness that allows you to be your true self, which is very important to me. Be brave, don't be afraid to ask questions or make mistakes. Vintura looks beyond your skills and experience. They are interested in who you are, as a person.

### True changes

Here I can accomplish true changes in healthcare. That's why I chose Vintura out of five offers and decided to move to another country again. The Netherlands is my fourth home country, but the first whose language I don't speak. I am still learning; twice a week I go to a language school and my new colleagues are really helpful.

### That's how we grow

The whole team is very welcoming. It's a fun environment to work in. We make jokes, have time for each other and receive feedback on the spot, at a daily basis. They encourage us to ask questions, to be ourselves and not to underestimate ourselves. That's how we grow, that's the way to learn and improve on a professional and personal level.

A healthy work-life balance is truly important to Vintura and working hours are flexible. I am a morning person and prefer to start early. So I can leave early as well, I'm at home before 18h.00. That way it's easier to get to know my neighbors, meet new people in daily life and make new friends.

### A city that makes you feel alive

Amsterdam is a very international city, I really feel at home already. Everybody speaks English and it is super green with all those trees in the streets. I love the architecture and the canals. It's a city that makes you feel alive. A few months after I moved to the Jordaan, my parents came to visit and my mom prepared a Brazilian diner for my colleagues and me. We often organize things together too.

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**‘There is an openness  
that allows you  
to be your true self’**

### Get people engaged to change

I'm dedicated to get people engaged to change. The project I work on is about how to talk about the value of a medicine, understanding the benefits for the patient and develop a more value-based, global vision. There's more to it than the price and data. To see how they accept and appreciate your ideas makes me happy.'



# HELPING MEDICAL AFFAIRS MAKING THE SHIFT TOWARDS VALUE-BASED DISCUSSIONS

**Natalia's first project: Medical Affairs Transformation in a highly innovative, groundbreaking therapy in a major therapeutic area; focusing on patient outcomes, a correct patient pathway and health-economic data instead of focusing on science alone.**

Medical Affairs of a global biopharmaceutical company experienced difficulties dealing with questions about the price of a drug in Europe. How to explain the value? How to have more value-based discussions with stakeholders?

The client identified the need to integrate value into discussions with external stakeholders. They came to us, because we have the know-how to talk about value in healthcare with a different mindset. The goal was to transform these discussions from purely science-based to value-based, with a focus on improved patient outcomes and a correct patient pathway, addressing value in every step.”

## **WE BUILT A REAL RELATIONSHIP. AND A STRONG ONE.**

We work together with the client, leveraging their related ongoing internal initiatives and programs. We are always in contact with the client and have regular F2F meetings to exchange knowledge. A distinctive approach: Vintura regards the client as the expert, we always work together to find the best solutions. That way, we build a real relationship. And a strong one. We just finished the first phase of co-creating the main deliverables

necessary to develop a value message that focuses on patient outcomes and includes health-economic data. Workshops with European affiliates, in collaboration with Prof. Lieven Annemans\* enable the client to make the transformation.

It's satisfying to see they start making a shift: Medical Affairs being able to have more value-based discussions; working cross-functionally to be more effective in exchanging knowledge. Now, we start the implementation of the updated value message, which includes a more punctual collaboration between the European affiliates.”

At the end, we will be able to make Medical Science Liaisons (MSLs) feel more comfortable in doing their jobs, they will be able to discuss topics beyond science and help specialists decide on the correct treatment for their patients. And the highest impact is for the patient: respecting the correct pathway will avoid more severe and costly events!

\*) Lieven Annemans is professor in health economics at the Ghent University and expert on health economics at Vintura.

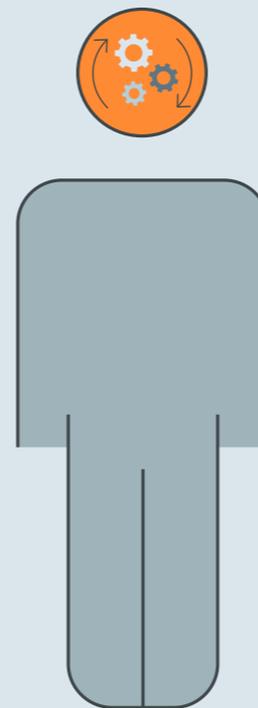
# HELPING MEDICAL AFFAIRS TOGETHER WITH THE CLIENT MAKING A DIFFERENCE INTO PATIENTS LIVES

## THE PROBLEM



MSAs were facing objections from stakeholders that they couldn't handle.

## THE SOLUTION



Shift the conversation from purely medical-science based to value-based.

## THE IMPACT

- 1 Correct patient pathway is respected.
- 2 Patients are treated according to the latest scientific evidence.
- 3 Avoidance of more costly and severe events.



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**‘If you’re looking for a consultancy firm where you can use both your head and your heart, there’s no better fit than Vintura’**

### **NATALIA BARBOSA EITEL (30)**

- Is a bioprocess engineer and holds a MSc. in chemical and biochemical process technologies
- Born and raised in Rio de Janeiro (Brazil), as a daughter of a German dad and Brazilian mom
- Natalia loves to travel and visited almost 30 countries
- Food is also one of her personal drivers

### **WHY VINTURA?**

‘Having an impact on our society as a whole, meeting the needs of all the stakeholders and making a difference. That’s important to me. My drive and values turned out to match perfectly with Vintura.’





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## ‘Improving healthcare is a team effort’

**I**n Vintura’s mission, ‘Creating meaningful impact in healthcare together’, the last word – ‘together’ – is key. That’s because improving healthcare and achieving sustainable results is a team effort, for which we need to collaborate closely with our clients and colleagues in driven teams where everyone’s know-how and experience contributes to making genuine improvements. Mark and Lidewey tell us more about ‘co-creation, Vintura-style’.

MARK: ‘We work together in teams on all our projects. Most of these teams include two or three consultants and several people appointed by the client. Our clients are part of the team from day one, as we firmly believe that the process of implementing changes starts as soon as the project kicks off.’

LIDEWEY: ‘No matter how good we might be as consultants, when it comes to the complex world of, say, a hospital or pharmaceutical company, it’s the client that ultimately has the most expertise. If we don’t involve them, we might come up with a solution that makes perfect sense theoretically, but that turns out to be impossible to implement. Teaming up together is a way of preventing that from happening. This involves exchanging knowledge, coming up with ideas, having discussions, making adjustments where necessary, and investigating the impact together. That way, you can be certain that you will have reached a solution by the end of the project that benefits all parties involved and that really improves patient care. A report is never our end product: our job is only done when we’ve truly made an impact for our client.’

### Asking the right questions

MARK: ‘We always bring experienced consultants whenever we visit clients: people with a clear vision who really bring something to the table. We communicate easily with doctors and pharmaceutical companies, but that’s not a requisite when you first join our company. If you can think logically and analytically, have empathy and are able to connect with others, you can make a difference as a consultant. You’ll soon learn the ins and outs of the industry, and by asking the right questions you can improve the quality of the collaboration.’

### Equality among colleagues

LIDEWEY: ‘The fact that we work in teams is nothing special – in fact, it’s common in the consultancy business. What does make us different, however, is how we define collaboration; the fact that we involve clients so closely, as well as the equality that exists between team members. Based on our own take on the problem, we brainstorm on how we are going to solve things, and challenge each other to consider things from different perspectives.’

**‘It doesn’t matter whether you have 5 or 20 years of experience in this business: we all have something unique to contribute to any project’**

MARK: ‘It doesn’t matter whether you have 5 or 20 years of experience in this business: we all have something unique to contribute to a project. At the start of each project, we always discuss each other’s “DNA”. What do you have to contribute to your colleagues and clients, what areas would you like to develop, what makes you happy, and what do you dislike? If you discuss these topics beforehand, you know exactly what to expect from each other and what you’d like to learn from the project.’

## Learning from each other

LIDEWEY: 'Mark has taught me so much about how to connect with clients: he can make you feel that he understands you from the start. He's extremely driven and always focused on what it takes to make the client happy. I'd also like to develop my skills in this area, so he's been a very good example in that regard.'

MARK: 'Isn't the fact that you can learn from each other and challenge one another what makes collaboration so great? I continue to learn from colleagues such as Lidewey every day about how a hospital is really run. I've also learned a lot, by observing her, how to structure information or come up with new ways to streamline processes. She's a sharp observer and conceptual thinker, and I learn something new from her with each project.'



# FROM INITIAL PLAN TO STRONG RESULTS

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**One of our clients, an academic hospital, wanted to improve healthcare for patients with diabetes, who were admitted to hospital for other medical reasons. A plan had already been drafted, but the hospital was unable to implement it. An ideal opportunity for Vintura to provide assistance!**

We found that diabetes patients have more trouble keeping their blood glucose levels under control in the hospital than at home. Once hospitalised, their daily routines change, their diet changes, and they inevitably get less exercise, and on top of that some people are simply too ill to manage their diabetes when they're in hospital. Unless diabetes is incorporated into the treatment of, say, heart problems or COPD, this can have all kinds of negative effects. The number of symptoms in patients increase and they tend to spend more time in hospital. Of course, this also affects the healthcare system as a whole, as every extra treatment and extra day spent in hospital costs money.

## **SUPERVISION BY A 'D-TEAM'**

We worked with the project team to modify the plan slightly and further developed the idea of setting up a Diabetes Team, which we call the 'D-Team'. A D-Team includes diabetes nurses, endocrinologists and a fellow , who can check the monitoring system to see when a patient with diabetes is admitted to the hospital. Using the hospital information system, the team can then see if a diabetes patient exhibits a blood sugar imbalance. Depending on the severity of the case, there are various types of alerts which may then be issued, which determine

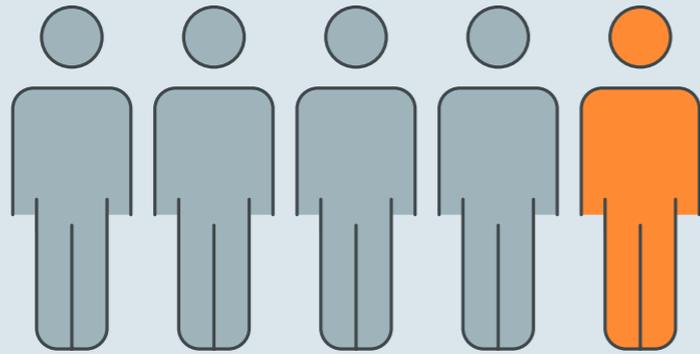
what action needs to be taken next. In some cases, the nurses must be informed, while in others the endocrinologist needs to advise the attending doctor or the endocrinologist needs to see the patient personally.

As preparation for our pilot project, we held a number of work sessions with all parties involved, so that we could assess the plans each time. During this time, Lidewey also liaised closely with physicians, nurses and IT staff, in order to assess all the requirements for the monitoring tool, discuss the threshold values, and determine what type of action needed to be taken for which type of alert.

## **OUTSTANDING RESULTS**

The results of the pilot project conducted in one department of the hospital were extremely positive. Nurses and doctors are glad to have the D-Team right there to supervise the diabetes patients, and the patients are happy that their diabetes is being adequately monitored. In fact, the results have been so good that the system will be implemented across the entire hospital. These are amazing results that allow us to achieve significant cost savings and – most importantly – enable us to make a difference together with our clients for patients and healthcare providers.

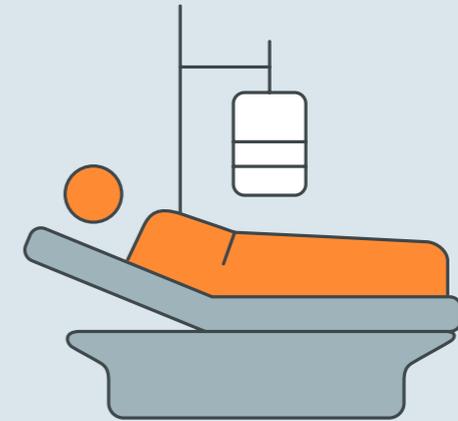
## IMPACT OF THE D-TEAM PROACTIVELY MANAGING DIABETES DURING HOSPITAL STAYS



One in five patients in hospital are diabetic in addition to suffering from the condition for which they are hospitalised.



A proactive diabetes management policy results in a reduction of one hospital day in approximately 5% of all hospitalisations.



Representing savings of four beds a year.

## MARK TOLBOOM (46)

- Lives in Amersfoort with his partner, Jolanda, and their two daughters
- Joined Vintura in 2011; promoted to director in 2013
- Previously worked for KPMG Consulting for many years
- Coaches his oldest daughter's field hockey team and is a loyal supporter of his younger daughter's football team; sometimes likes to get on his racing bike to re-energise himself
- Has a single focus at Vintura: making clients happy by providing high-impact solutions

## WHY VINTURA?

'I get a real charge out of working with my colleagues and clients by using our experience, creativity and know-how to achieve health-care solutions that really work.'

## LIDEWEY VERBAAS (30)

- Lives together with her partner, Wout, and son, Jules
- Joined Vintura as a consultant in 2015
- Previously worked on strategic real-estate projects in healthcare
- While not a world-class field hockey player, she loves being a member of the Zwaluwen Ladies 8 team
- Made the switch to Vintura because she wants to work with clients to make an impact in healthcare

## WHY VINTURA?

'Your work as a consultant does not end once the final report has been published and delivered. You always see the results of your efforts: improved healthcare.'





TIM WIDDERSHOVEN

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## ‘I’ve learned to admit that you can’t do everything yourself’

**F**rom my very first day at Vintura, I’ve felt supported by the other members of my team. Soon after I joined, I was put in charge of a highly complex project. On the day of a crucial meeting with all the stakeholders, I was in the south of the country and had a phone conversation in the morning with Remco, one of Vintura’s partners. When I confessed to him I was really dreading that meeting, he said he’d come over to help me out right away. He simply cleared his entire diary for the day and got into his car. We discussed the project together and divided all the work that still needed to be done in preparation for the meeting. To my great relief, the crisis was solved! The client’s meeting ended up being a success, and I’d learned what to do if a similar situation were to arise again in the future. If I hadn’t told Remco what was going on, I wouldn’t have learned anything and the client might very well have suffered as a result. Showing vulnerability and admitting that you can’t do everything yourself: that’s one thing I’ve really learned since joining Vintura.’

## Conflicts of interest

‘Since I have a background in healthcare, I still really enjoy working in and with hospitals. Everyone who works there is driven by the intrinsic desire to help others get better. At the same time, we find that many of the staff have become part of an entrenched system that often doesn’t function optimally, and on top of that they have to deal with all kinds of conflicts of interest within the organisation. The financing structure of the healthcare system is complex. On a political level too you are kind of in a fish bowl in the sense that everyone has an opinion about how things should be run. That makes our work very complex, but it also happens to be one of my favourite things about it. It gives me great satisfaction to help make a meaningful impact.’

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**‘Based on our genuine  
commitment, we tend  
to achieve better results  
than the big players’**

## A small company with a large impact

‘If you’re a consultancy with a team of just 25 people and are working for all the leading hospitals and academic medical centres in the country, you can legitimately say you’re a small company with a large impact, both in the Netherlands and far beyond. Based on our genuine commitment, we tend to achieve better results than the big players, but we do not boast about it. Perhaps now’s the time to start tooting our own horn a little.’



# WORKING TOGETHER TO IMPROVE BREAST CANCER CARE

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**One of the first projects managed by Tim at Vintura was the establishment of a Centre of Excellence for breast cancer care in the south of the Netherlands. Three regional health institutions were looking to join forces in order to organise care for women with breast cancer (or likely to be diagnosed with breast cancer) as efficiently and effectively as possible.**

‘One evening in May, our consultants met with a group of 15 healthcare professionals, who were looking at us impatiently. Having developed a solid plan for patients, we felt there would be nothing standing in the way of implementing the best possible care. But when it came to the question of what constitutes the “best healthcare”, how they defined this and how it was explained, they turned out to have no clear answer. Breast cancer care is complex and multidisciplinary in nature and can be managed in many different ways. We compare the current care cycles of the three institutions, find out the various ins and outs, and discuss each other’s strong suits.’

The list of opportunities for improvement grows as the project wears on, but there tend to be different ideas about how these should be handled. By putting patients’ interests first, learning from national and international best practices, and involving third parties, we can overcome the differences and make fundamental decisions.’

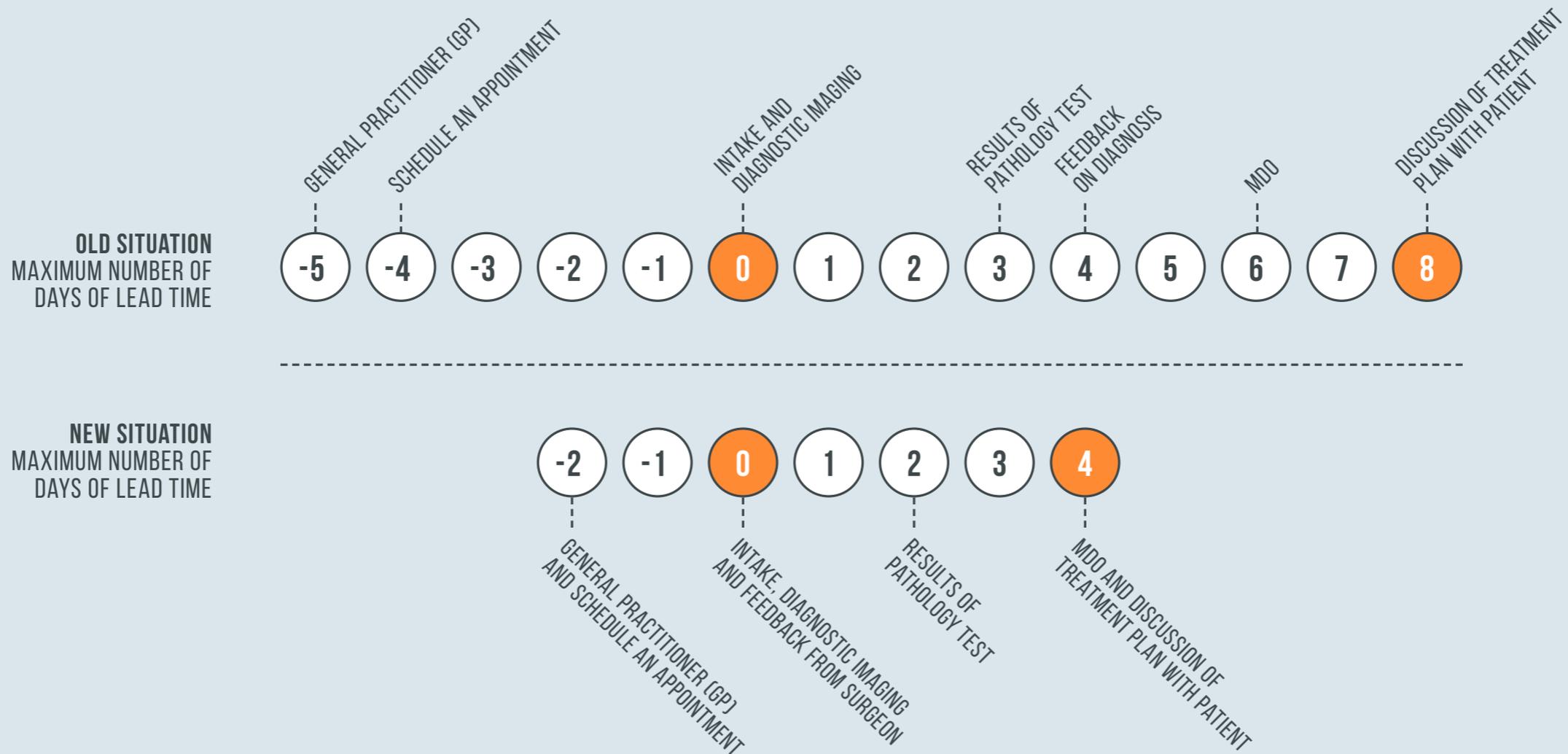
## CHANGES IN BREAST CANCER CARE

‘This highly complex process will ultimately result in a plan supported by everyone involved. This has to be a practical plan that honours the commitment of the professionals involved, who have devoted a great deal of their free time to it. And what’s even more important: the plan has to truly improve the quality of breast cancer care for women and retain this quality in the region in the long term.’

It was a great challenge for me to work with so many different stakeholders on creating a plan that could be successfully implemented. The partner organisations can now offer an appealing proposition for patients, their loved ones, and general practitioners. The care cycle has become more patient-friendly and efficient and is part of an effective healthcare process. Thanks to the breast cancer centre, more than 400 new patients on an annual basis are diagnosed more quickly, receive better treatment, and see their quality of life improve in the long term.’

# NEW PROPOSITION

## RESULTS IN A MORE PATIENT-FRIENDLY AND EFFICIENT CARE CYCLE



# ‘We are a lot more than just colleagues’

## TIM WIDDERSHOVEN (33)

- Lives in Utrecht with his partner, Cindy
- Cycles to Baarn on his racing bike (weather permitting)
- Joined Vintura in 2015
- Before joining the company, he studied Medicine, Healthcare Policy, Innovation & Management and worked as a consultant at &Samhoud
- Curious and eager to learn; can be a know-it-all at times, and is a voracious reader of any and all professional journals
- Has been known to work overtime, but his weekends are sacred

## WHY VINTURA?

‘We’re a lot more than just colleagues over here. Vintura is a small and egalitarian firm where people take a genuine interest in each other, also when it comes to our personal lives. If that appeals to you and you also happen to be passionate about healthcare, there’s no better place to work.’





FIONA SUWANDY

## ‘You don’t stop after the strategy phase here’

**V**intura came into my life at a moment when I definitely wasn’t looking out for a new job. I was a strategy consultant at A.T. Kearney, and couldn’t imagine that there might be a better place for me somewhere... A couple of weeks later, I’d signed the contract with Vintura, and couldn’t wait to get started!

### Personal affinity

‘Right from that very first introductory coffee in Baarn, my interest as a doctor was piqued. At Vintura, I could combine my great love of the consultancy profession with my other passion: healthcare. I could work on projects that touched me personally. Collaborate with sincere people who, just like me, get enthusiastic about strategic and conceptual thinking, and who are only satisfied when they see the solution they’ve devised put into practice.’

## Healthy mindset

‘When I started here, I really had to get used to the typical Vintura mindset of ‘we work hard and with great dedication, but we also believe other things are important.’ I now know that this is a very healthy attitude, and I enjoy having time and space for my other passions. It’s good to note that this doesn’t come at the expense of the quality of your work. On the contrary!’

## ‘Here you can see what actually happens with your recommendations in practice’

### Impact in practice

‘As a former management trainee in an academic hospital and an experienced strategy consultant, I could immediately put my skills to good use at Vintura. Many of our projects start out with creating analyses and concepts, which will later be translated into concrete recommendations. At this point, the work of a strategy consultant is usually done.’

‘What I find really valuable and satisfying about my work at Vintura is that you don’t stop after that strategy phase here. You often also supervise the implementation process, and you can see what actually happens with your recommendations in practice. This does mean that when you work here as a consultant, not only do you have to have the strategic side, you also have to be strong on the human aspect of change. As I’m a ‘people-person’, that suits me down to the ground. Because even if you come up with brilliant recommendations, if you don’t know your client’s culture well and you haven’t involved the people in the process enough, it won’t work.’

‘Consultants who only get their satisfaction from solving complex puzzles won’t be as at home here, I think. If you really want to make an impact, feel that it’s important to be close to your client and to initiate change among people yourself, then Vintura is the place for you.’





**‘At Vintura, I could combine my great love of the consultancy profession with my other passion: healthcare’**

### **FIONA SUWANDY (30)**

- Loves living in Utrecht
- Joined Vintura in November 2017
- Prior to that: medicine, AMC management traineeship, strategy consultant at A.T. Kearney
- Goes on an annual yoga retreat to unwind
- Cooking and eating with friends has always been an essential part of Fiona’s life

### **WHY VINTURA?**

‘At Vintura, you’re more than just a consultant. I can be myself here, and live my life to the fullest. In addition, for me Vintura is the golden combination of the wonderful consultancy profession and my love of medicine.’

# IMPROVING COLLABORATION BETWEEN A PHARMACEUTICAL COMPANY AND HOSPITALS

**Fiona and her team helped their client (a pharmaceutical company operating at the Benelux level) to develop a clear vision and structure, so that the company would be in an even better position to organise optimal healthcare for patients, together with hospitals.**

‘The changing healthcare market requires different interactions between the pharmaceutical industry and hospitals. In recent years, our client has already been collaborating with hospitals in new and valuable ways, but there was still room for improvement. Vintura’s most important assignment was to create more vision and structure. In retrospect, this project was an intensive process in which we guided the client through the different phases: the design phase (in which we set out the framework), the elaboration of all the details, the communication about the change, and finally, the implementation. Our recommendations were actually put into practice, and I was there from start to finish.’

## ALL OF OUR CONSULTANCY SKILLS

‘This project called on all of our consultancy skills: strategic thinking, analysis and structuring of information, supervising the rational and emotional aspects of change, and managing a substantial project. We were able to translate the input gathered from different perspectives into a clear, concrete proposal. We also brought the leadership team closer together and facilitated their discussions. Finally, we helped the team to communicate the ‘change message’ to the rest of the organisation.’

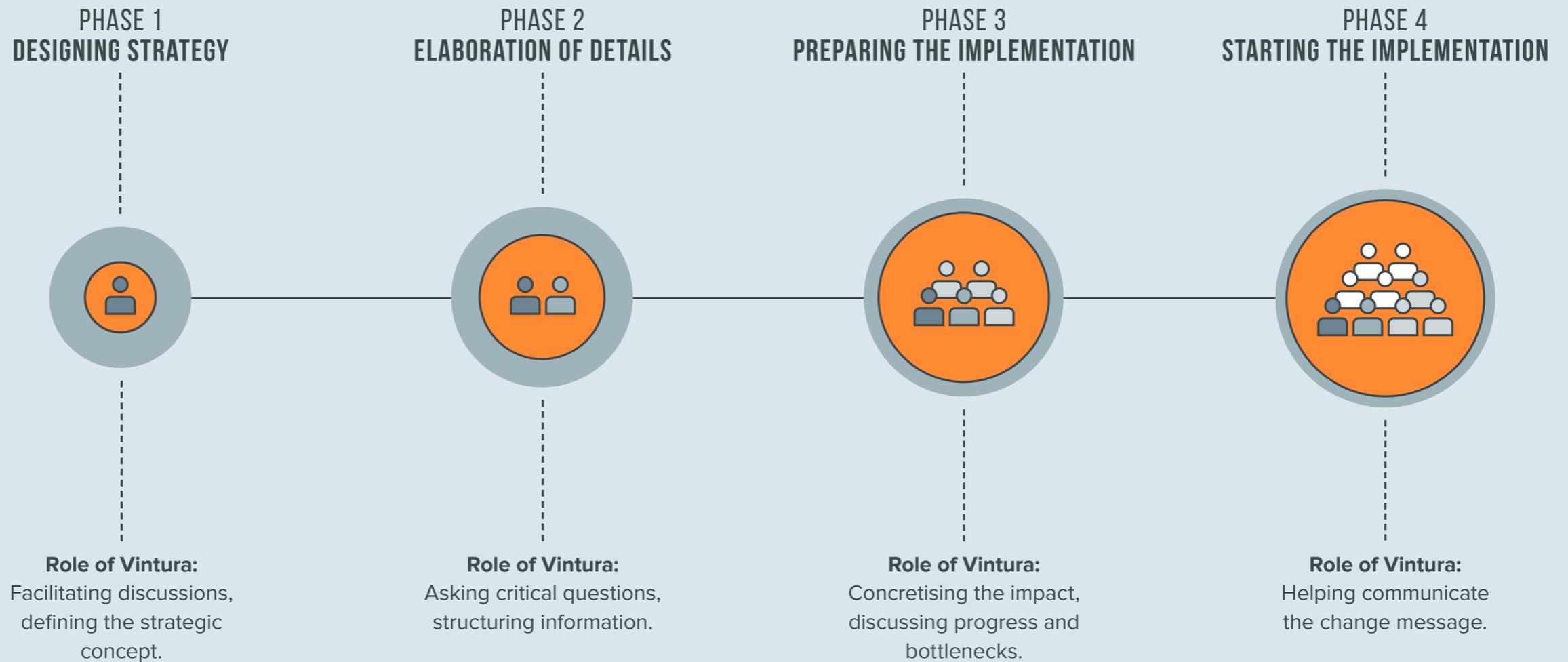
## INTENSIVE JOURNEY

‘Vintura was close to the client throughout the entire process. By this, I mean that we devised the solution together with the client, based on a series of work sessions and almost daily personal contact. Because we’ve known this client for years, we know how best to challenge them. This approach ensured supported solutions. It didn’t feel to me like making a recommendation for the client; rather, it felt as if we’d experienced an intensive journey together in order to bring about sustainable change.’

‘The impact for the client of our recommendation is greater focus and clarity for the organisation. For example, employees know now better what their roles and responsibilities are. This means they’re more capable of working together with hospitals as a single team, with the ultimate aim of delivering the right healthcare to the right place.’

# JOURNEY TO A STRONGER ORGANISATION

## HOW CAN WE DEVELOP A CLEAR VISION AND STRUCTURE TO CREATE MORE IMPACT?





BART-JAN VAN HASSELT

## ‘Healthy work-life balance: not just a corporate buzz phrase’

**W**hen I came home after my first job interview with Vintura, my wife asked me: “*What happened to you? You’re literally glowing!*” The combination of the people, the open and transparent culture, the focus on personal development and working with international pharmaceutical companies made me feel immediately at home there.

### Work-life balance

‘Before joining Vintura, I had a hard time achieving a healthy work-life balance: I would routinely work too hard and was always trying to prove myself. It was soon clear to me that things would be different here at Vintura. During my very first week here, partner Bas Amesz and I had been invited for an introductory meeting with a client. That morning, Bas texted me to say he wouldn’t be able to make it that afternoon, as he had to pick up his kids from school. I actually had to read his message three times... Did this really mean that family comes before the client? I was kind of shocked, but the client was a good sport about it and had no problem with it at all. I knew there and then that a good work-life balance really means something here and that they’re not just paying lip service.’

### 'Soft' side

'I would consider myself pretty ambitious. That doesn't mean I want to work for larger consultancy firms, but it does mean that I want to keep making progress: every day and in every way I can. I get really restless when I feel I'm not really achieving anything. So I was pretty thrilled to be invited to participate in the Leadership Development Program, which is designed for Vintura consultants with above-average consultancy skills who still need to work on their "soft" skills: that is to say, communication and interaction, personal effectiveness, and leadership. I particularly want to develop my leadership skills, so I can use my personal leadership to improve other people's lives. I think you need to learn that first before you can call yourself an effective leader.'

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**'I get really restless  
when I'm not growing  
and improving'**

### Solution-oriented approach

'These types of skills are required for a project I recently managed. We were running a Talent Development Program for a number of international teams on behalf of a large pharmaceutical company. The project combined aspects of problem analysis, teambuilding, brainstorming, storytelling and leadership development. You end up having discussions on important topics with people from completely different cultures. It has certainly been an enlightening experience for me, and I've found that I can really contribute by sharing my own experience in conceptual and solution-oriented thinking.'



# PORTFOLIO ANALYSIS IS ALSO ABOUT PEOPLE

**When Bart-Jan and his team members completed a portfolio analysis earlier this year, he described it as a “pretty cool consulting process.” An international pharmaceutical group enlisted Vintura to assist with the analysis of the overall European portfolio, so as to explore in what areas it might be possible to deliver added value.**

‘We worked with the client to investigate the types of medications they were marketing, what other products the group was developing, and what the implications would be of the launch of a large number of new medications. What might be interesting product-market combinations, what is worth investing in, and where might investment funds be reallocated? While this type of analysis might seem to be all about the bottom line, we’re obviously dealing with people as well. You might have to tell a product manager, for example, that there are sufficient alternatives to their product and that we are going to discontinue it. The reactions you get from people can be very emotional, so that’s something else a consultant needs to deal with sometimes.’

## **SOLUTIONS CREATED TOGETHER**

‘As part of another project, we worked together with the client’s Benelux management team to make an analysis of their global multi-year launch programme and its impact on their Benelux organisation. We brought together people from different levels of the organisation, which taught us a great deal about the various interdependencies

involved. It gradually became clear what impact the large number of new product launches had on the organisation and its direct stakeholders. The new partnership led to a new drive to implement the solutions we designed together. The upshot is that the client is now extremely well prepared for the new product launches, and the good news for patients is that newly developed medications now become available without any delays.’

## **VALUE-BASED HEALTHCARE**

‘In projects such as this one in the pharmaceutical industry, it might appear, on the face of it, to be all about money. But what it’s essentially all about here – as is the case with projects carried out for hospitals – is creating added value for patients and society at large. It’s good to see that these two sectors are increasingly teaming up together, including as part of Value-Based Healthcare, for example by exploring together how they can improve the care cycle for patients. It’s a thrill for us as consultants to play a connecting role in that process.’

# PORTFOLIO ANALYSIS

## OVERALL EUROPEAN PORTFOLIO REVEALS EXTRA REVENUE POTENTIAL

UK & IRELAND 70 MLN



ITALY 75 MLN



GSA (GERMANY, SWITZERLAND AND AUSTRIA) 97 MLN



NORDICS 5.5 MLN



BENELUX 8 MLN



CENTRAL AND EASTERN EUROPE 13 MLN



IBERIA (SPAIN AND PORTUGAL) 25 MLN



FRANCE 70 MLN



365.5 MILLIONS OF EUROS



## BART-JAN VAN HASSELT (39)

- Lives in Amsterdam with his partner, Emilie, and their two boys
- Joined Vintura in October 2012, currently working as a Principal Consultant
- Previously acquired around 10 years of experience at Monitor and A.T. Kearney
- Leaves the house at 6:30 a.m. for a run or to go to the gym. Loves spending time with his family on their sailboat, preferably every weekend, during the summer months

## WHY VINTURA?

‘The work we do has real impact: together with a great team and terrific clients, we get to contribute to patients’ health and quality of life. If that appeals to you, you should definitely come work for us.’

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**‘The work we do has real impact’, as we get to contribute to patients’ health and quality of life’**

# WHAT WE'RE LOOKING FOR

AND HOW WE CHALLENGE YOU!

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**We're looking to improve all the time: we feel Vintura should be better today than it was yesterday. We set a high bar for our consultants: you should be sharp and analytical and able to think creatively and conceptually. You have excellent communication and interpersonal skills and the ability to connect and motivate people. You love what you do, are experienced, and excel at your job.**

## INTERNATIONAL EXPANSION

We have a growing number of clients throughout Europe. Since our approach is based on co-creation and connecting with our clients, a good fit with the client is crucial: both at the personal and substantive level, but certainly also on a cultural level. We are therefore actively looking for international consultants who feel passionate about their work and the healthcare and life sciences sectors.

## STOP PROVING, START IMPROVING

Once you're part of our team, we'll expect you to continue working on your personal development: not so you can be better than your colleagues, but to be better than you were yesterday. Having ambition does not mean you can never make any mistakes, or can't rely on your colleagues to help you out if you ever get stuck. Vintura's culture is focused on personal development, and you can't develop without trying, learning and being unafraid to show your vulnerable side. It's about showing that there are areas you haven't quite got the hang of yet. If you don't signal this to others, you're not going to improve but will start falling behind. And that's something we want to avoid no matter what.

## MAKING A REAL IMPACT

In addition to the desire to keep improving, we also feel it's important that you have a desire to do *meaningful* work: that you want to make a difference and be proud of your contribution to better healthcare. What matters to you is not to deliver an impeccable report, but rather to support clients by providing solutions that truly make a difference and ensuring together with the client that those solutions are truly implemented.

## A PASSION FOR LIFE

Our approach appeals to leading hospitals, healthcare institutions and some of the world's largest pharmaceutical companies in the Netherlands and beyond. They value our work with an average client satisfaction score of 8.5. We're always there for our clients. But you're never 'just' a consultant at Vintura: we're aware that you're also a dad, mum, partner, football coach, home chef or sailing fan. While you are passionate about your work, you know how to maintain a healthy balance between your job and your personal life.

# ‘My personal goal is to hire people who are better than I am’

BAS AMESZ, PARTNER

## WHO WE'RE LOOKING FOR...

We are primarily interested in university graduates from within the European Union. At least three years of consultancy experience with a leading firm is required, and experience in the life sciences and/or pharmaceutical industry is strongly preferred. We also expect you to be experienced in client management and business development, and have an excellent command of English and a good command of at least one of the following languages: German, Spanish or French. We will expect you to regularly be present at our Dutch office, which is located just 30 minutes from Amsterdam's city centre, in the town of Baarn. Vintura can provide support to consultants looking to relocate to the Netherlands.

## APPLICATION PROCESS\*

### Preliminary interview

Personal introduction, in which we find out more about you and you learn more about Vintura.

Are we a good fit for each other?

At the end of the interview, you will be requested to take a personality test.

### Interviews

We will schedule two back-to-back interviews. The purpose of the first one is to discuss your personality and to assess whether you and Vintura are a good fit. This will be followed by a case-based interview to test your analytical and conceptual thinking skills.

### Case study

The final stage of the application process is a one-day case study, to be conducted at our offices in Baarn. After giving you time to prepare in the morning, we'll break for lunch in the afternoon, after which you will present your solution to your future colleagues.

\*) Note: this standard process may vary depending on candidates' background and experience. You also have the option to complete part of the application process online.

## Meet Vintura

**V**intura is always looking for experienced consultants. Our ideal candidates are university graduates with at least three years of experience in the consultancy profession and in the health-care or life sciences sectors. We would like to meet you if you're interested in 'improving and connecting', are open to a fresh new approach to consultancy, and would like to create an impact in healthcare together with a team of some of the best and brightest consultants around.

You will find a detailed profile on our website, [vintura.com](http://vintura.com). You can also read more information there about our company, our team and our projects. Please send your cover letter to [careers@vintura.com](mailto:careers@vintura.com) or phone Bas Amesz on +31 6 51 08 09 35.

### VINTURA

Julianalaan 8  
3743 JG Baarn  
The Netherlands  
+31 35 54 33 540  
[vintura.com](http://vintura.com)  
[careers@vintura.com](mailto:careers@vintura.com)

### BOOK TIP:

Here at Vintura, we're big fans of the book *Getting Naked* by Patrick Lencioni. We are firm believers in the 'naked' approach discussed in this book. Do you think this approach would suit you?