

KennedyFitch

# PEOPLE & CULTURE STRATEGIES FOR STARTUP AND SCALE-UP

Solutions for the Life Sciences Industry



# YOUR GROWTH JOURNEY WITH KENNEDYFITCH

We are KennedyFitch, a partner-led Executive Search & Management Consulting company that touches the hearts and minds of leaders, teams, and organizations. Our expertise lies in Executive Search, People Advisory, and Leadership & Transformation. We've walked in your shoes. As practitioners with firsthand experience in life sciences, we understand the unique pressures startups and scale-ups face. From navigating talent shortages and building collaboration across specialized teams to scaling operations for clinical trials and commercialization, we know how critical it is to get your people strategy right from the start. Our approach is collaborative and personal, using your context and culture as our starting point. We are your partners in creating meaningful impact.

## OUR APPROACH: ANSWERING THE QUESTIONS THAT MATTER

- "How can I rapidly **scale our workforce** without overloading internal systems, ensuring investment dollars are optimized?" → • We have a structure in place to deliver on your hiring and talent needs.
- "How do I **align leadership capabilities with the strategic milestones** needed to maximize valuation and secure follow-on funding?" → • We help you build winning teams suited for today but also tomorrow.
- "What strategies can we implement to **retain key talent** critical to delivering value, despite budget constraints?" → • We help you build your Employee Value Proposition and create a tailored retention strategy.
- "How can I create incentive structures that **align executive and employee performance** with investor return expectations?" → • We help you develop a light weight yet impactful Performance Mgmt and compensation approach.
- "What steps can we take to ensure **compliance and reduce operational risks** that could jeopardize investment outcomes?" → • We help you tailor and build effective and compliant documents and policies.
- "How can we ensure our **people tech stack** evolves with our scaling company, keeping pace with growth while staying cost-effective?" → • We help you assess, optimize, and future-proof your HR technology ecosystem to support your business as it scales.
- "What impact can an independent **board member** have on our company's growth and decision-making?" → • We help you identify and bring in strategic board members who enhance governance, provide industry expertise, and drive long-term value creation.
- "How do we **build an HR framework** that aligns with our growth while enabling leadership to focus on execution?" → • We provide fractional and interim Chief People Officer support to shape HR strategy, empower leadership, and create scalable people solutions that fuel your success.

## A SELECTION OF OUR CLIENTS

We understand startups and scale-ups, and we know the life science industry inside out. Our team has partnered with innovative, R&D-driven, founder-led companies, while also supporting large multinationals worldwide.



# WHY INVESTORS AND FOUNDERS TRUST US

Here's why we're the partner of choice for transforming people and culture into measurable business success

## Partner-Led Expertise

With over two decades of experience, our partners work directly with your organization to deliver tailored solutions.

## Measurable ROI

Our people and culture interventions directly contribute to improved EBITDA, enhanced valuations, and reduced risks during due diligence.

## Scalable Solutions

From talent acquisition to performance management, our models adapt to your growth trajectory, ensuring efficiency and sustainability.

## Alignment with Investment Objectives

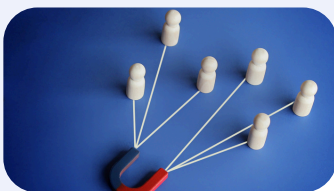
Our approach translates people and culture strategies into quantifiable investor outcomes, such as expedited funding rounds and optimized exit multiples.

## INDUSTRY EXPERTISE: WE UNDERSTAND YOUR CONTEXT

In life sciences, a company's ability to navigate complex regulatory landscapes, retain specialized talent, and foster a patient-centric approach defines its success. We understand that life sciences organizations must meet rigorous standards while driving rapid innovation, and our consulting approach is crafted to address these critical needs:



**Compliance as a Cultural Pillar and Priority:** Regulatory and quality standards in life sciences are non-negotiable. We help embed a culture of integrity and accountability, ensuring compliance not only with industry regulations but also with all people-related topics. This approach allows your organization to grow and scale confidently, minimizing risk and reinforcing trust while enhancing product quality and patient safety.



**Attracting and Developing Specialized Talent:** The high demand for expertise in life sciences means your team is as valuable as your technology. We support you in building teams with diverse skill sets—including scientific, technical, and regulatory expertise—that drive innovation and collaborative problem-solving. Our approach focuses on creating a purpose-driven culture with opportunities for growth, helping to retain this highly specialized, in-demand talent and reducing costly turnover that can disrupt progress.



**Agility and Resilience in a Rapidly Evolving Environment:** Life sciences organizations face constant shifts in technology and regulation. Our approach helps build resilient, adaptable teams capable of responding effectively to changes, ensuring your organization remains innovative and execution-focused.

With our industry insight, we help life sciences companies cultivate a people-first strategy that drives operational excellence and supports groundbreaking advancements in patient care.

# INVESTING IN YOUR PEOPLE STRATEGY

Startups face daunting odds, **with only 10% surviving**<sup>1</sup> – and life science startups encounter even steeper challenges due to high investment requirements, lengthy product development cycles, and stringent regulations. Despite people and leadership being at the heart of successful startups and scale-ups, **only 4 out of 10 startups view HR as a strategic partner.**<sup>2</sup>

This leaves critical areas like leadership, succession planning, retention, culture, and talent underdeveloped, further hindering growth and jeopardizing the ability to secure and sustain essential investments.

## MAXIMIZING GROWTH THROUGH STRATEGIC PEOPLE DECISIONS

### REVENUE & PROFIT

Impactful recruiting strategies increase

**3.5x**

revenue growth

**2.0x**

profit margins<sup>3</sup>

Effective leadership development increases

**2.1x**

revenue growth

**1.8x**

profit margins<sup>3</sup>

### ENGAGEMENT & RETENTION

**81%**

lower absenteeism among engaged employees<sup>4</sup>

In addition, engaged workers are more likely to stay with their employers<sup>4</sup>

### RISK OF FAILURE

**14%**

startups fail because they did not have the right team in place<sup>5</sup>

### SCALING SUCCESS

**~75%**

correlation between adopting core HR best practices and high-growth companies<sup>6</sup>

### INVESTOR INTEREST

**55%**

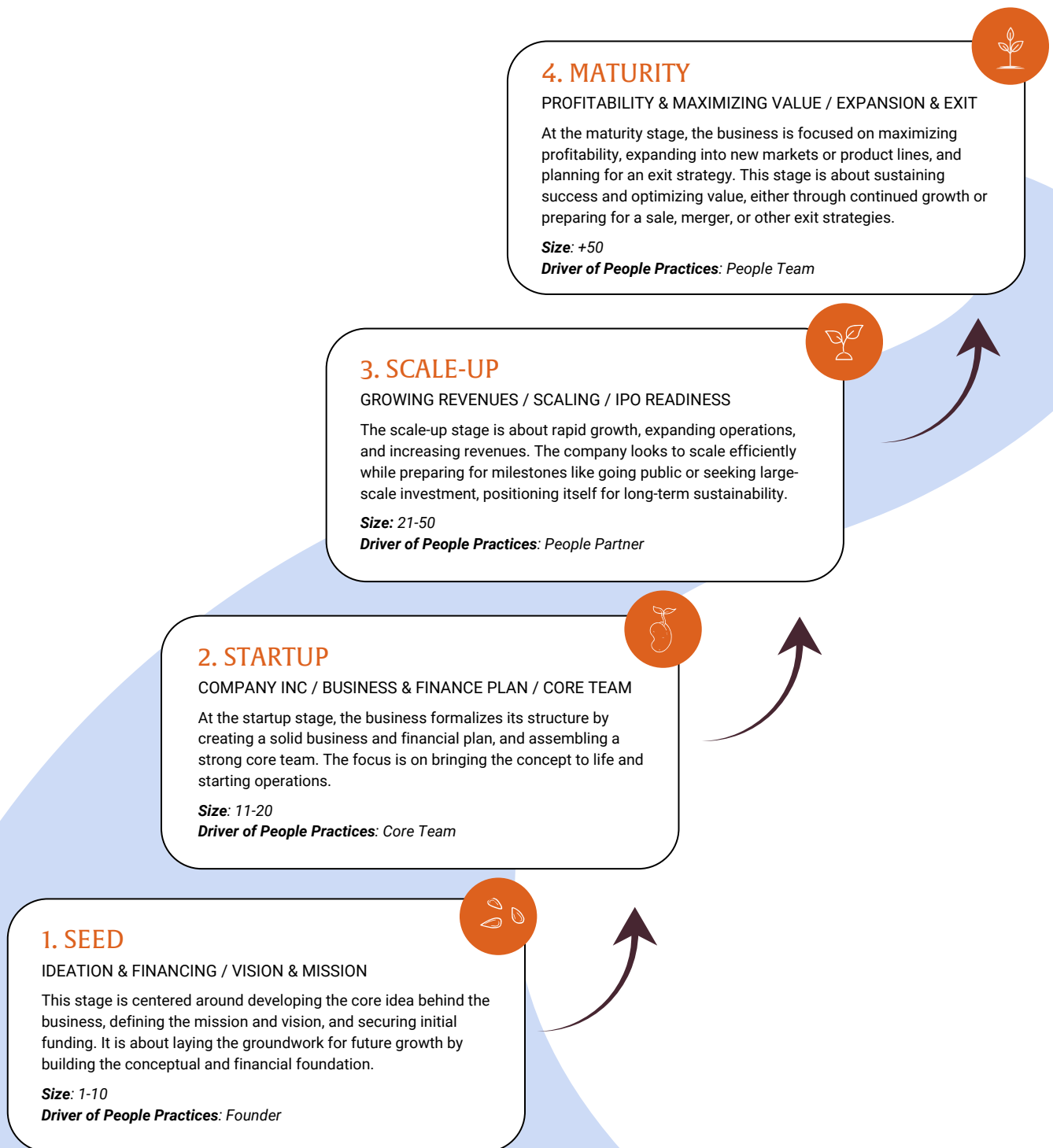
increase in importance put on the area of human capital during investor due diligence in 2023, showcasing the critical role of human capital in attracting and securing investments<sup>7</sup>

#### Sources:

1. AlixPartners Ninth Annual PE Leadership Survey 2024
2. Analysis from EBITDA Multiples by Industry & Company Size; FirstPageSage, 2021 and Enterprise Value Multiples by Sector, 2021
3. BCG, From Capability to Profitability, 2012
4. Gallup, Employee Engagement vs. Employee Satisfaction and Organizational Culture, 2022
5. CB Insights, The Top 12 Reasons Startups Fail, 2021
6. Forbes, The Fast Growth Companies Do HR Right, 2023
7. AlixPartners Eighth Annual PE Leadership Survey, 2023

# WE UNDERSTAND YOUR JOURNEY

With deep expertise in the unique dynamics of startups and scale-ups, we understand that each stage of your journey requires tailored strategies and support. Our scale-up model is designed to meet you where you are today, anticipating your next milestones and equipping you with the insights needed to navigate them confidently.



# STARTUP SCALE-UP VALUE DRIVERS

## OUR VALUE PROPOSITION

1.

### ACCELERATED GROWTH

Our expertise in leadership development, organizational design, and talent acquisition ensures you meet critical milestones faster, from securing funding to scaling operations.

2.

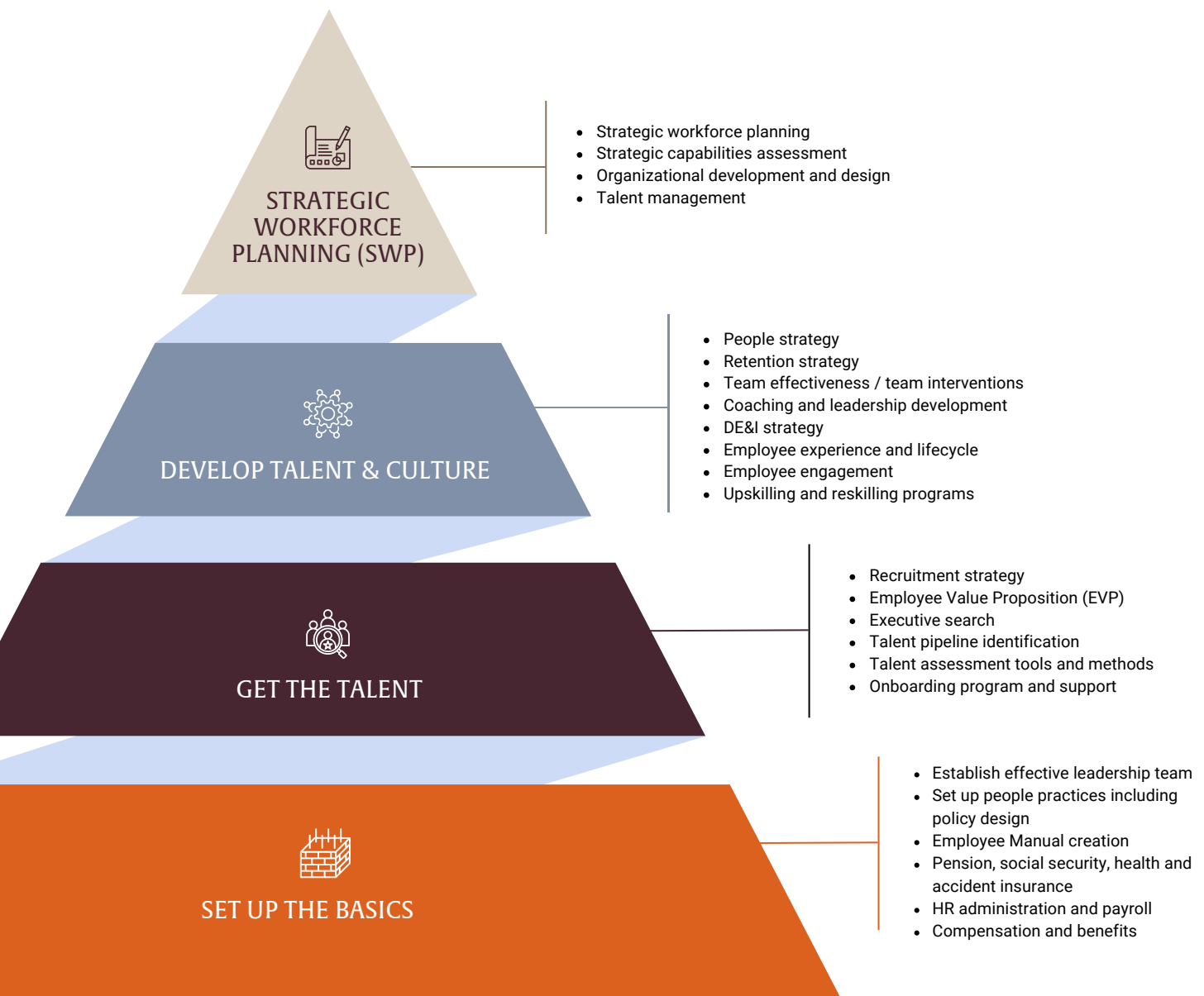
### RISK MITIGATION

By embedding scalable HR frameworks and robust compliance strategies, we minimize operational risks that can derail investments or growth initiatives.

3.

### ENHANCED VALUATIONS

With a focus on leadership stability, talent retention, and cultural alignment, we directly contribute to higher EBITDA multiples and successful exits.



# FLEXIBLE PRICING MODELS FOR EVERY STAGE

Whether you're in the seed, startup, scale-up, or maturity phase, we tailor our services to meet your unique needs. This allows us to provide the right level of support while delivering cost-effective solutions to help you grow sustainably.

## RETAINER

A fixed monthly fee for 20 to 60 hours of support, tailored to your needs. This fractional HR leadership model offers ongoing partnership and expertise as your needs evolve.

## HOURLY

This hourly model offers a more flexible option for companies that need ad hoc support on specific projects (e.g. designing job grading framework, employee onboarding, etc.).

## PROJECT-BASED

For clearly defined projects, we offer a project-based fee option. This straightforward approach provides clarity on costs upfront, ensuring you receive expert support for specific projects without any surprises.

# MEET OUR LIFE SCIENCE TEAM

Our experienced team of senior HR executives brings hands-on experience from the life science startup and scale-up space. With deep industry knowledge and multinational experience, they know what good looks like and understand what it takes to drive success at every stage of your journey.



**ANNETT ZIPPEL**

Partner

Over 20 years of HR experience across diverse industries, with a strong focus on life sciences, biotech, and pharma. Provided strategic HR leadership to a biotech startup, supporting its successful IPO and rapid expansion. Expertise includes search, talent management, strategic workforce planning, work technology, leadership development, org. effectiveness, and change management.



**THORSTEN EGER**

Partner

Diverse HR experience across startups, scale-ups, SMBs, and large life sciences companies. Specializes in fractional HR roles, team building, upskilling, transformations, and HR excellence with expertise spanning Generalist and Center of Expertise functions. Passionate about driving sustainable growth and impactful change.



**FRANK VAN DEN BRINK**

Managing Partner

A progressive HR career in Financial Services, culminating in a CHRO position. Co-founder of an independent, human-centric investment firm dedicated to Humanizing Growth. A pioneer in leveraging Employee Experience as the foundation for successful operating models. Expertise spans search, talent pipelines, work technology, and change management.



**WOUTER VAN HUNNIK**

Partner

Experience spanning strategy consulting in operational excellence and customer service, complemented by a progressive HR career in large multinationals across continents. Currently serving as a fractional CPO for an ambitious biotech startup. Expertise in strategic workforce management, org. effectiveness, and change management.



**KAITLYN WAMSTEEKER**

Consultant

Extensive experience in talent-focused roles across multinational and scale-up organizations in North America and Europe. Wide-ranging consulting expertise in search and leadership topics, spanning industries including life sciences.



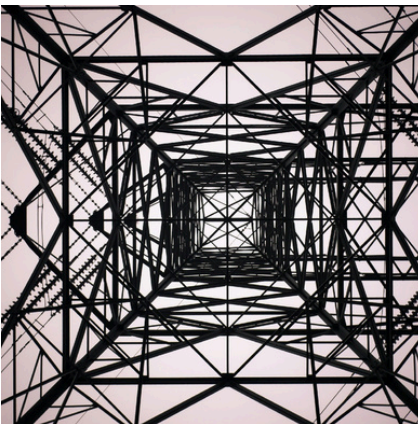
# WHAT WE DO



## EXECUTIVE SEARCH

We specialize in global executive search, helping organizations find senior executives who can drive growth and transformation. From C-suite leaders to functional heads, we connect you with the right talent to shape your organization's future. Beyond search, we offer assessments and build talent and succession pipelines to ensure long-term leadership success. With a tailored approach and our global network, we're committed to finding leaders who align with your culture and strategic goals.

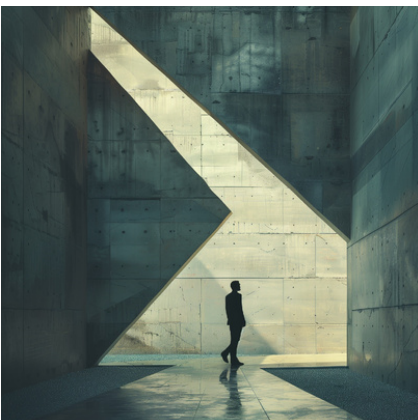
- Executive Search for HR
- Global Executive Search
- Talent Pipeline
- Talent Assessments



## PEOPLE ADVISORY

People practices are the foundation of sustainable growth. We take a holistic approach to HR—focusing on strategy, design, and implementation—to make sure your People function aligns with both business goals and employee well-being. By using data-driven insights and embracing creativity through design thinking, we help build a dynamic People function that not only supports today's workforce but also prepares you for the future.

- People Strategy
- Talent Management
- People Analytics
- Employee Experience
- Strategic Workforce Management
- Upskilling & Reskilling
- Work Technology



## LEADERSHIP & TRANSFORMATION

Building a thriving organization starts with empowered leaders, a strong culture, and a clear purpose. We help you cultivate a culture that inspires and guide change that truly sticks. Curious how we can transform your organization? Let's explore how our tailored solutions can drive meaningful growth and long-term success.

- Leadership Development
- Purpose & Culture
- Organizational Effectiveness
- Change Management

# KennedyFitch

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