



MID-LEVEL EXECUTIVE SEARCH

Introduction to the Top of Minds methodology for the 80-300k salary segment





WE ARE MARKET LEADER IN THE MID-LEVEL EXECUTIVE SEGMENT

thanks to our hybrid on & off-line approach, which fits well with the modern professional in the 80-300k salary segment

DIGITAL MARKETING

through hyper-targeted **on-line engagement**, we connect with thousands of professionals every day.

PERSONAL ACTIVATION

We invest in building relationships of trust.
Our personal follow-up yields a
very high conversion to application.



CANDIDATE PACKS DRIVE ENGAGEMENT

our story-telling focuses on career benefits



atida

CANDIDATE PACK

GM Atida Pure

1 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA

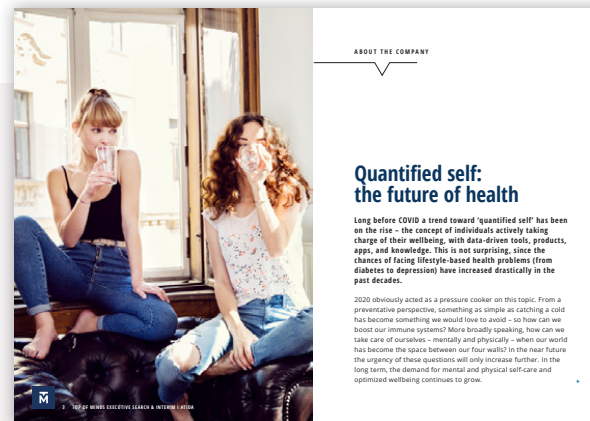
For whom?

- Experienced leader with a background in e-Commerce, Scale-ups, Digital native environments, and/or Strategy Consulting
- With a passion for health
- With strong strategic, people leadership, and operational capabilities
- At (country- / BU-) executive level



Atida is one of the largest online pharmacies in Europe, with a unique mission when it comes to optimizing health. The company firmly believes in a future where the journey towards good health becomes a trusted and truly personal experience. They recently launched Atida Pure: A new, personalized vitamin and supplement programme. Initially set up as a vehicle for proof of concept, the ambition for Atida Pure is to quickly become a successful business in its own right. Atida is looking for a General Manager to make this happen.

2 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA



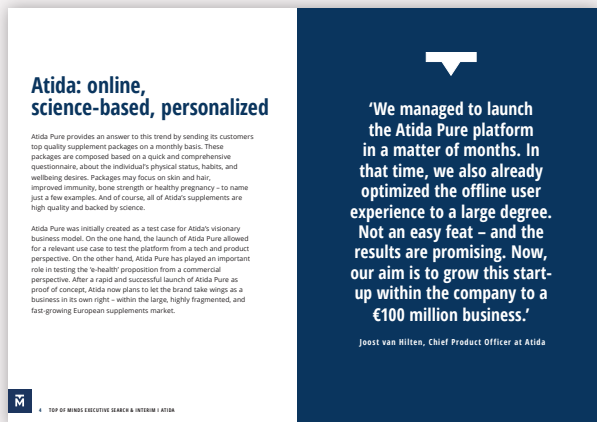
ABOUT THE COMPANY

Quantified self: the future of health

Long before COVID a trend toward 'quantified self' has been on the rise – the concept of individuals actively taking charge of their wellbeing, with data-driven tools, products, apps, and knowledge. This is not surprising, since the chances of facing lifestyle-based health problems (from diabetes to depression) have increased drastically in the past decades.

2020 obviously acted as a pressure cooker on this topic. From a preventative perspective, something as simple as catching a cold has become something we would love to avoid – so how can we boost our immune system? More broadly speaking, how can we take care of ourselves – mentally and physically – when our world has become the space between our four walls? In the near future the urgency of these questions will only increase further. In the long term, the demand for mental and physical self-care and optimized wellbeing continues to grow.

3 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA



Atida: online, science-based, personalized

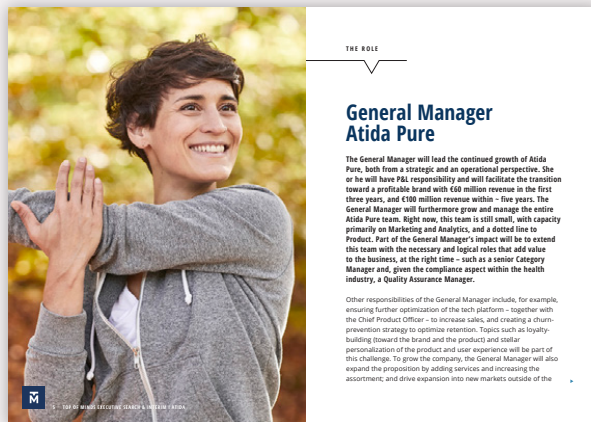
Atida Pure provides an answer to this trend by sending its customers top quality supplement packages on a monthly basis. These packages are composed based on a quick and comprehensive questionnaire, about the individual's physical status, habits, and wellbeing desires. Packages may focus on skin and hair, improved immunity, bone strength or healthy pregnancy – to name just a few examples. And of course, all of Atida's supplements are high quality and backed by science.

Atida Pure was initially created as a test case for Atida's visionary business model. On the one hand, the launch of Atida Pure allowed for a relevant use case to test the platform from a tech and product perspective. On the other hand, Atida Pure has played an important role in testing the 'health' proposition from a commercial perspective. After a rapid and successful launch of Atida Pure as proof of concept, Atida now plans to let the brand take wings as a business in its own right – within the large, highly fragmented, and fast-growing European supplements market.

'We managed to launch the Atida Pure platform in a matter of months. In that time, we also already optimized the offline user experience to a large degree. Not an easy feat – and the results are promising. Now, our aim is to grow this start-up within the company to a €100 million business.'

Joost van Milten, Chief Product Officer at Atida

4 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA



THE ROLE

General Manager Atida Pure

The General Manager will lead the continued growth of Atida Pure, both from a strategic and an operational perspective. She or he will have P&L responsibility and will facilitate the transition toward a profitable brand with €60 million revenue in the first three years, and €100 million revenue within five years. The General Manager will furthermore grow and manage the entire Atida Pure team. Right now, this team is still small, with capacity primarily on Marketing and Analytics, and a dedicated line to Product. Part of the General Manager's impact will be to extend this team with the necessary and logical roles that add value to the business, at the right time – such as a senior Category Manager and, given the compliance aspect within the health industry, a Quality Assurance Manager.

Other responsibilities of the General Manager include, for example, ensuring further optimization of the tech platform – together with the Chief Product Officer – to increase sales, and creating a churn-prevention strategy to optimize retention. Topics such as loyalty-building toward the brand and the product(s) and retailer personalization of the product and user experience will be part of this challenge. To grow the company, the General Manager will also expand the proposition by adding services and increasing the assortment, and drive expansion into new markets outside of the

5 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA



current scope of the Netherlands and Germany.

Entrepreneurial talent

Atida Pure is a start-up within a scale-up. The role of the General Manager therefore has a highly entrepreneurial component. The candidate ideally has experience in a Digital Native environment or as an E-commerce pure player. Additionally, given the relatively complex P&L structure of the subscription model, an MBA and experience with subscription businesses are a plus. Important, furthermore, is the candidate's intrinsic affinity with the topic and product. Expertise with health, pharma, or supplements is not necessary, but a true interest in learning about the product, and a strong belief in the mission of Atida, are crucial.

This role is an exciting next step for a successful leader who has proven their worth in a strategic, commercial and/or digital environment. Atida Pure's potential for growth makes this opportunity highly exciting for candidates with entrepreneurial ambitions. The role of General Manager at Atida Pure provides the right candidate the chance to prove their worth in building a disruptive and successful business from the ground up.

Interested?

Atida works with Top of Minds to fill this vacancy. Contact Marlies Houtgast: Marlieshoutgast@topofminds.com

6 TOP OF MINDS EXECUTIVE SEARCH & INTERIM | ATIDA



OUR EXECUTIVE SEARCH PROCESS IS AGILE

with 3 sprints of two weeks

	START		SEARCH & SELECTION			CLOSING	
WHEN	1 WEEK		3 SPRINTS OF 2 WEEKS			1 WEEK	
WHAT	Scoping Sessions	Candidate Pack Creation	Marketing and Search	Interviews	GO!	Negotiations	GO! Offer acceptance
WHO	ToM + Client	ToM, with feedback from Client	We use our warm network, research team and extensive reach of our individually targeted online marketing	1st round ToM, with Client present in first 2 interviews (for feedback) 2nd round Client, facilitated by ToM		Client, facilitated by ToM	
DELIVERABLE	Solid grasp of the role + context Defining diversity priorities if relevant	Candidate Pack Interview Scorecard	Sprint 1: a quick yield from our network of active candidates Sprint 2: candidates from our the marketing campaigns Sprint 3: the results from traditional headhunting	Offer to preferred candidate or a revised scorecard		Finalized job offer	Hire and Starting date

¹ Depending on level and complexity of the role ² Depending on market and role



OUR REPORTING IS WELL-STRUCTURED

establishing a high-quality recruitment process

TOP 5 CANDIDATES

EXAMPLE

John Smith
The Fast Company

Somewhat sales-oriented appearance, with honesty and integrity below the surface. Outspoken can-do attitude, result-oriented approach. Seen many HR organizations, but always as a consultant.

Paula Smith
The Smart Company

The most logical candidate on paper. All-round profile with experience in introducing an agile way of working at The Allround Company



Anthony Smith
The Best Company

No HR experience, but makes a conscious choice to end his management career towards GM for this. Combines consulting with line management in a consumer goods environment.

Femke Smith
The Flex Company

Some of the candidates are on the heavy side. Femke is the lighter version. All-round HR profile, but managerially less experienced. However, passed cognitive tests with flying colors and thus qualified as a strong talent.

Michael Smith
The Global Company

Mindful, deliberate, constructive. Strong systems thinker. Position at The Bright Company very similar to HQ with highly qualified personnel. Manages a team of 20 HRBP. Interesting crossover with IT.

PREFERRED CANDIDATE



Paula Smith
Head of HR, Leadership & Talent services
the smart company

EXAMPLE

CRITERIUM		0	1	2	3	4
Impact	Makes a powerful impression. Know how to influence effectively					●
Education	University work & thinking level					●
Quality work experience	Worked in different roles & organizations. The diversity of work experience makes him / her versatile					●
Progression	Career progression shows quality and the different steps make profile all-round					●
Pragmatics	MacGyver: Comes with practical and relevant suggestions					●
Abstraction level	Shows understanding quickly. Will be able to follow the team leader easily. Makes decisions based on facts					●
No-ego	Is genuinely willing to accept a non-executive role					●
Drive	Still has youthful enthusiasm. Shows passion					●
Leadership experience	Is used to control larger teams 20+ with layering. Provides good examples of effective leadership					●
Understanding of e-tail	Shows relevant insight into the business model and strategy of the team					●
Love for team proposition	Sincerely believes that the team makes the world a better place					●
Click	Someone that a team member will easily click with				●	
Authenticity	Is open and transparent					●
Involvement	Style of communication is warm, sensitive and personally interested					●

Elements of a Top of Minds assessment:

- ✓ Motivation
- ✓ Talents
- ✓ Personality
- ✓ Proven success
- ✓ Culture fit
- ✓ Salary expectations
- ✓ Cognitive testing



OUR ASSESSMENT METHODOLOGY

consists of four elements

1. DRIVE

Drive is a key factor for success. To identify drive at its core we peel of many layers in our conversation with professionals.

Why? Why? No, really - why?

Matched on
drive

2. STRENGTHS

Strengths are a positive display of competencies. They define when a professional will excel over others. For deep-dive analyses we use the [Topgrading Methodology](#).

Matched on
competencies

3. ANALYTICS

80% of professionals claim they are in the top-20% when ranked on analytical skills. We prefer to rely on [objective cognitive testing](#) when analytical rigor is key to success.

Objectively tested
intelligence

4. REFERENCES

We operate on a network of trust and like to work with professionals who come highly recommended. To validate the trust we have in them we use reference checks.

Validated by trusted
recommendations



OUR PRICING IS TRANSPARENT

and geared towards success

MEDIA BUDGET

For maximum visibility of your vacancy, we use a mix of on-line media for hypertargeted campaigning within our network.

We charge a media budget of € 2.500 for out-of-pocket costs on advertising.

RETAINER

Our search work is exclusive and dedicated. To cover the costs of our dedicated efforts, we charge part of our fee upfront.

We charge an up-front retainer of € 5.000 to 15.000, depending on the complexity of the search.

SUCCESS FEE

Our success fee depends on the complexity of the search. The retainer that was paid earlier is deducted from the success fee.

We charge a success fee of 25 to 30% of the first annual salary. The retainer will be deducted

WARRANTY

Should your new hire leave your business for reasons other than downsizing or reorganization, we'll offer a replacement free of charge.

Should your new hire leave within the first 3 months of employment, we'll replace them for free.



WE HAVE A SPECIALIST IN EVERY FIELD

and they're all digital natives



Auke Bijnsdorp
Functional expertise
Strategy

Sector spike
Tech



Janko Klaijsen
Functional expertise
General Management

Sector spike
Consumer Goods



Roland Vetten
Functional expertise
Strategy

Sector spike
Financial Services



Marlies Hoogvliet
Functional expertise
Tech

Sector spike
B2B



Ian Dove
Functional expertise
Interim Management

Sector spike
e-Commerce



Imke Peters
Functional expertise
Business Development

Sector spike
B2B



Wiebe Smit
Functional expertise
Sales

Sector spike
Consumer Goods



Max Tasseron
Functional expertise
Marketing

Sector spike
Consumer Goods



Vivian Linker
Functional expertise
General Management
HR

Sector spike
B2B scale-ups



Annelijn Nijhuis
Functional expertise
Finance

Sector spike
B2C scale-ups



Daan Bouman
Functional expertise
Interim Finance

Sector spike
Industry



Vivian den Dekker
Functional expertise
Consulting

Sector spike
Professional Services



Catherine Visch
Functional expertise
Consulting

Sector spike
Professional Services



Jessica Lim
Functional expertise
IT

Sector spike
e-Commerce



Hayke Tjemmes
Functional expertise
IT

Sector spike
Scale-ups



Martine Francken
Functional expertise
Consulting Exit

Sector spike
Professional Services



Emily Olij
Functional expertise
Marketing

Sector spike
Consumer Goods



Gijs Millaard
Functional expertise
Commercial

Sector spike
Tech



Florentine van de Loo
Functional expertise
Commercial & Digital

Sector spike
B2B & Consumer Goods



Dox Wijers
Functional expertise
Online Marketing

Sector spike
B2C Scale-ups



Lidewij Kusters
Functional expertise
IT

Sector spike
B2B



Ole Cohen
Functional expertise
Commercial & Digital

Sector spike
e-Commerce



OUR RESEARCH TEAM

can find anyone, anywhere



**Anne-Louise Smit
Sibbinga**
Research Assistant



Annelotte Boot
Research Assistant



Floor Lowie
Research Assistant



Julie de Jong
Research Assistant



Ruben Vanghillewe
Research Assistant



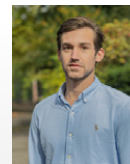
Laurence van 't Hoff
Research Assistant



Jelle Houben
Research Assistant



Wouter van Zeijl
Research Assistant



Floris van Es
Research Assistant



Maurits de Wit
Research Assistant



Emma de Wit
Research Assistant



Noa Anzion
Research Assistant



OUR MARKETING & TECHNOLOGY TEAM

will market your story like no one else can



Lubbe Bekkering
CFO & COO



Deborah Klaassen
Creative Director



Else Schaapman
Art Director



Femke Kraakman
Marketing Manager



Martijn van Wingen
Marketing Assistant



Georgie Westertep
Duurzaamheidsmanager



Susan van Witmarschen
Finance



Melvin Bertelkamp
Graphic Designer



Sophie van Balen
Online Marketeer



Anna Eiff
Online Marketeer



Romee Berg
Marketing Assistant



Philip Lankhorst
Finance Assistant



Carmella Bierma
Finance Assistant



Laurens Harms
Finance Assistant



Tony van de Polder
Graphic Designer



Laura Kits
*Strategy Writer
(ex-McKinsey)*



Jaap Hoekstra
*Strategy Writer
(ex-BCG)*



TRACK RECORD

Some of our recent placements, organized by function and by sector

Most of our work has been in the 80-300k salary bandwidth





ANALYTICS

Recent placements



**Consultant
Data & Analytics**



Manager Insights



Lead Partner Acceptation



**Platform
Excellence Associate**

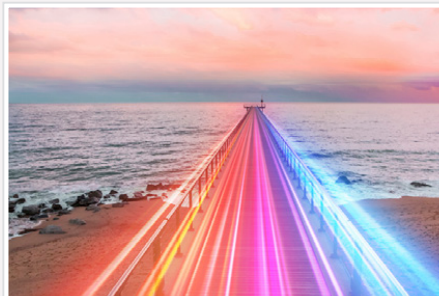
CONSULTING EXIT

Recent placements



atida

Chief of Staff



BROAD HORIZON

Head of Integration Office



adyen

Commercial
Analytics Manager



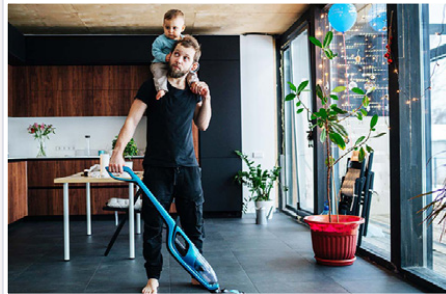
MEATABLE

Strategy Manager



E-COMMERCE

Recent placements



bol.com

Commercieel Manager



Adevinta

Global Director Customer Experience



ALPINE
HEARING PROTECTION

E-commerce Director



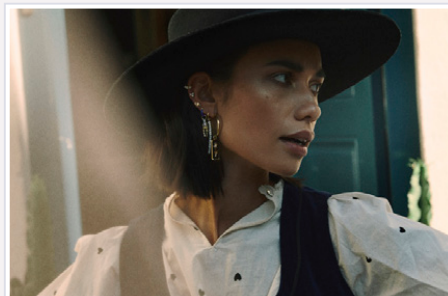
KRAMP

Director E-commerce



FINANCE

Recent placements



anna+nina

Head of Finance



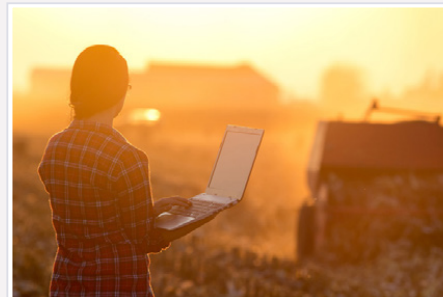
zuiver^o

CFO



atida

Business Finance Manager

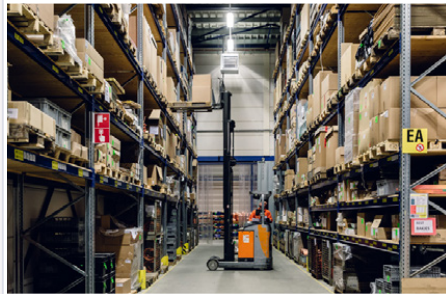


Finance & Control



GENERAL MANAGEMENT

Recent placements



CEO



Managing Director



General Manager



CEO



HR

Recent placements



 **KRAMP**

CHRO




Refresco

HR Manager



 **recharge.com**

Head of HR



**McKinsey
& Company**

HR Manager

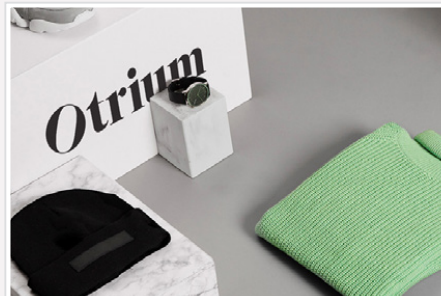


INTERIM

Recent placements



Interim Head of Marketing



Otrium

Interim Head of Supply Chain



bol.com 

Commercieel Manager



Lightyear 

Interim PR & Communications Manager



IT

Recent placements



UX/UI-Designer



Digital Technology
Operations Coordinator



Head of Product
E-Commerce



Senior Java Engineer



MARKETING

Recent placements



SWISS•SENSE®

Commercieel Directeur



**Director of Marketing
Communication**



**International Marketing
Director**



Commercieel Manager



OPERATIONS

Recent placements



Operations Director



Manager E-fulfilment & Thuisbezorging



Director Customer Service



 **Smurfit Kappa**

Operations Manager



SALES

Recent placements



Sales Director



Chief Commercial Officer



Sales Manager



Manager Sales Excellence



SCALE-UPS

Recent placements



MR MARVIS
AMSTERDAM

COO



 envision

Chief Marketing Officer



Flink

Head of Expansion



FÉST

Supply Chain Manager



STRATEGY

Recent placements



ASML

Director Corporate Strategy



**Director Strategy &
Business Development**



**Director Strategy &
Transformation**



Strategy Officer



CONSULTING

Recent placements



BAIN & COMPANY 

Consultant



SIMON • KUCHER & PARTNERS
Strategy & Marketing Consultants

Director




EY Building a better
working world

Senior Consultant
Manufacturing Excellence



BCG BOSTON
CONSULTING
GROUP

Consultant



CONSUMER

Recent placements



Director Strategy



Head of Digital Commerce



Digital & Media Manager



E-commerce
Marketing Manager



ENERGY

Recent placements



essent

Marketing Director



Head of Business Control & Accounting



**Shell
TapUp**

Commercieel Manager



Strategy Manager



FINANCIAL SERVICES

Recent placements



Managing Principal



**Propositiemanager Beyond
Banking Partnerships**



**Vice President - Corporate
Strategy**



fourthline

Chief of Staff



FINTECH

Recent placements



HR Team Lead



fourthline

Account Executive



**Business Development
Manager**



CEO



HEALTH

Recent placements



Business Controller



Product Owner



Strategisch Zorgverkoper



**Senior Adviseur
Strategie & Innovatie**



LEISURE

Recent placements



**Head of E-Commerce Eliza
was here**



THE STUDENT HOTEL

HR Business Partner



Technical Product Owner



SPORTCITY.

Chief Product officer



LOGISTICS

Recent placements



Head of Sales



Manager
Logistieke Strategie



Senior Manager
Operations Strategy



Sales Manager



PRIVATE EQUITY

Recent placements



ecorus
harvesting nature's energy

Investment Manager



rubio
impact ventures

**Financial &
Impact Controller**



**Investment
Partners**

**Associate
Digital Director**



HAL Investments

**Leadership
Development Program**



SUSTAINABILITY

Recent placements



Otrium

Interim Head of
Supply Chain



Recycling Strategy
Manager



Head of Business Control &
Accounting



GreenV

HR Director



TECHNOLOGY

Recent placements



ASML

(Senior) Manager Corporate Strategy



PHILIPS

Senior Online Sales Strategist



 **Samotics**

Proposition Manager




VanderSat

Sr. Business Developer