



# Career Compass Report

Koos van Deuren

March 17, 2025

Dear Koos,

We are pleased to present this report, created with a strong commitment to assist you in these dynamic times. We want to help you with practical guidance in your pursuit of new employment opportunities.

This document is the result of a team effort. This team consists of senior expertise from diverse backgrounds, including HR, science, data analytics and life-science recruitment.

We recognize that the task ahead is ultimately yours, and thus we sincerely wish you the best in your endeavor.

This document is structured as follows:

- 1. **Ambition Statement:** ★★★★★<sup>1</sup>  
Reflections on your ambition statement.
- 2. **Resume Scan:** ★★★★★  
An analysis and evaluation of your curriculum vitae.  
We assessed the effectiveness of your resume, and provided suggestions for further improvement.
- 3. **LinkedIn Profile Scan:** ★★★★★  
LinkedIn holds significant relevance in today's professional landscape. The Netherlands has the highest number of profiles per working population.  
We reviewed your LinkedIn profile, focusing on aspects such as style, keywords, skills, content, and summary.
- 4. **Labor Market Scan:** ★★★★★<sup>2</sup>  
A comprehensive assessment of the job market relevant to your field.  
We have determined the employment market outlook for your specific profile.
- 5. **Opportunity Scan:** ★★★★★<sup>3</sup>  
Identification of potential job opportunities that align with your skills and interests.
- 6. **Activity Suggestions:** ★★★★★<sup>4</sup>  
Recommended actions you can take to substantially increase your chances of securing a well-fit job within the Pharma and Life Sciences industry.

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<sup>1</sup>completeness  
<sup>2</sup>relative chances in the overall market  
<sup>3</sup>relative magnitude of opportunity waiting for you.  
<sup>4</sup>potential impact

# 1 Ambition Statement



We have reviewed your ambition statement. Please note that our suggestions are no judgment, but simply an effort to offer various perspectives for your consideration.

## 1. Clarify Target Industries

You state a preference for **Pharmaceutical**, **Biotech**, or **Med Tech** but also indicate openness to "**highly regulated and innovative sectors outside pharma**." That creates ambiguity.

➤ Refine this to be more precise. Are there specific industries outside pharma you actively seek?

## 2. Reinforce Leadership Strengths

You emphasize **transformational leadership**, **change management**, and **developing people**. These are strong points.

➤ Consider a direct sentence on **how** your leadership style has transformed teams or operations in previous roles. A concrete example strengthens credibility.

## 3. Enhance Measurable Impact

The statement is high on aspiration but lacks data. Executives appreciate numbers.

➤ Add a specific metric related to cost savings, efficiency increases, regulatory success, or team performance improvements.

## 4. Refocus Innovation Message

You mention **innovation** multiple times but don't link it to direct outcomes. How have you driven innovation in practice?

➤ Provide a real-world case of leading **innovation** to solve a major challenge.

## 5. Strengthen Alignment with Business Goals

You mention "**ensuring that teams and operations reach their full potential**." That's vague. What defines success?

➤ Rephrase this by tying operational growth to tangible business outcomes—profitability, compliance, patient impact.

## 6. Make the Call-to-Action Stronger

The current statement is informative but lacks a compelling conclusion.

➤ End with a definitive statement about what you are looking for and where you can add value. Example: "**I am ready to lead manufacturing operations that drive industry-leading efficiency, stringent compliance, and transformative growth.**"

## 7. Check for Overlap

Some terms— **innovation**, **transformation**, **change management**, and **leadership** —are repeated without clear distinctions.

➤ Streamline these by merging similar ideas and reducing redundancy.

This will make your ambition statement sharper, more actionable, and more compelling to hiring managers.

<sup>4</sup>Based on clarity, content, and conveyance of ambition, we would rate your ambition statement a 4 out of 5.



## 1.1 Ambition Alternatives

We see it as our job to also broaden your careerview a bit. Therefore we have looked at some alternative avenue's you might pursue:

- 1. Highly Regulated & Innovative Sectors Outside Pharma:** Considering your extensive experience in the pharmaceutical, biotech, and medtech industries, you could explore leadership roles in other highly regulated fields such as food production, specialty chemicals, or advanced materials manufacturing. These industries demand the same rigor in compliance, quality control, and operational excellence, making your skill set highly transferable.
- 2. Biomanufacturing & Advanced Therapies:** With your background in gene therapy and vaccine production, you could delve deeper into the emerging field of advanced therapies, such as cell and gene therapy CDMO operations, personalized medicine, and regenerative medicine, where manufacturing innovation is crucial.
- 3. Consulting in Pharma & Biotech Operations:** You would be well-positioned to advise companies on operational excellence, tech transfer, and GMP compliance as a consultant or interim manager. Many organizations seek industry veterans to optimize processes, drive efficiency, and implement transformational leadership strategies.
- 4. Leadership in Industrial Automation & Smart Manufacturing:** Given your foundation in industrial automation and experience in implementing Industry 4.0 solutions, you could explore opportunities in smart manufacturing or digital transformation consultancy, where you can lead the adoption of AI, robotics, and real-time data analytics in production environments.
- 5. Supply Chain & Operations Strategy:** Considering your expertise in production, engineering, and tech transfers, you could transition into a broader role overseeing supply chain strategy, procurement, and logistics optimization for global biotech or pharmaceutical enterprises.
- 6. Technology & Innovation Leadership in Manufacturing:** You could take on an innovation leadership role within an R&D-driven company, focusing on scaling up new production technologies, leading factory transformations, or integrating sustainable manufacturing solutions.
- 7. Startups & Scale-ups in Biotech and Healthcare:** You would thrive in a growing biotech or medical device startup that requires strong operational leaders to scale up production, establish GMP-compliant workflows, and navigate regulatory landscapes.
- 8. Academic or Industry Training Roles:** Considering your leadership in transformational change, you might explore opportunities in academia or corporate training by mentoring future operations leaders or developing executive programs for strategy and leadership in manufacturing.
- 9. Sustainability & Green Manufacturing Initiatives:** With many industries shifting toward sustainable production, you could leverage your experience to drive green manufacturing initiatives, such as process optimization to reduce waste, implementing renewable energy strategies, or leading carbon-neutral production programs.
- 10. Executive Roles in MedTech or Diagnostics Production:** You would be an excellent candidate for leading manufacturing in medical devices, diagnostic technologies, or precision medicine tools, where stringent regulatory adherence and high production quality align with your expertise.

## 1.2 Alignment of Strengths and Ambition

We have made an estimation of the relevant Clifton Strengths<sup>5</sup>, based on your experience, and your ambitions. This is an educated guess to provide a starting point for reflection.

CliftonStrengths implied on **experience**:

1. **Strategic** – With a strong track record in engineering, tech transfer, and operational leadership, you exhibit the ability to identify critical paths and navigate complex organizational challenges effectively.
2. **Achiever** – Your steady career growth and successful transformations (e.g., COVID-19 vaccine production) reflect a strong drive for results and continuous progress.
3. **Relator** – Your passion for finding talent and building high-performing teams suggests a strong ability to connect deeply with colleagues and collaborators.
4. **Arranger** – Managing tech transfers, setting up new organizations, and optimizing manufacturing operations highlights your ability to organize and orchestrate complex processes efficiently.
5. **Learner** – Your experience across various industries and roles, along with continuous development in leadership and innovation, showcases a mindset of growth and curiosity.

CliftonStrengths supporting **ambition**:

1. **Maximizer** – Your ambition to enhance operational efficiency and team performance aligns well with the ability to refine and elevate strengths within an organization.
2. **Command** – Leading transformational change and guiding teams through complex transitions requires decisiveness and the ability to make tough but necessary decisions.
3. **Developer** – Your focus on people development and fostering a culture of trust and collaboration supports your vision for leadership.
4. **Communication** – Successfully aligning teams with strategic goals and driving change depends on strong communication skills to inspire, influence, and engage stakeholders.
5. **Futuristic** – Your vision for manufacturing operations that contribute to healthcare advancements demonstrates a forward-thinking perspective focused on long-term improvement.

Your experience demonstrates a strong foundation in strategic execution, collaboration, and continuous improvement, while your ambition highlights a drive for excellence, transformational leadership, and innovation. A combination of operational expertise and people-oriented leadership will enable your success in future leadership roles.

<sup>5</sup>This estimation, while grounded in your experiences and ambitions, is primarily an educated guess for self-reflection. For a more detailed and accurate understanding, consider taking the official Clifton Strengths test.

The well-regarded and widely utilized Clifton Strengths framework, composed of 34 unique strengths across **Strategic Thinking**, **Relationship Building**, **Influencing**, and **Executing** domains, served as our primary reference for this exercise.

## 1.3 Ambition Statement Suggestions

### Clarity and Conciseness

1. Consider simplifying complex sentence structures to improve readability. For example, instead of saying, **"Highly regulated and innovative sectors outside pharma are also possible,"** rephrase as **"I am also open to leadership roles in other innovative and highly regulated industries."**
2. The phrase **"ensuring that teams and operations reach their full potential in an evolving business environment"** is somewhat generic. You could specify how you achieve this—through operational excellence, lean methodologies, or fostering high-performance teams.

### Impact and Engagement

1. The statement **"I thrive on change management, developing people and guiding organizations through complex transitions while maintaining operational excellence and compliance in highly regulated industries"** is strong but could be more impactful by specifying results or outcomes from past experiences.  
  
Example: **"With a track record of successfully leading organizations through transformational change, I have driven efficiency gains, improved compliance, and enhanced team performance in highly regulated industries."**
2. Ending with **"ultimately improve patient's lives"** is meaningful, but to strengthen it, consider specifying **how** your leadership directly influences patient outcomes.  
  
Example: **"My leadership contributes to delivering high-quality, safe, and innovative healthcare solutions that improve patients' lives."**

### Tone and Flow

1. The transition between **"I am committed to creating a culture of trust, collaboration, accountability, and performance..."** and **"where communication is the key..."** could flow more smoothly.

Consider: **"I foster a culture of trust, accountability, and high performance, ensuring clear communication aligns teams with strategic objectives."**

2. Instead of **"My ambition is to lead manufacturing operations that not only meet business objectives but also contribute to advancements in healthcare..."**, phrase it more compellingly:

**"I aim to lead manufacturing operations that drive innovation, exceed business objectives, and advance healthcare solutions."**

### Strengthening the Opening

The initial phrase **"As a highly motivated and results-driven professional..."** is somewhat generic. A more impactful start could highlight your experience or leadership philosophy. Example: **"With over 25 years of experience in manufacturing leadership, I bring a passion for driving operational excellence, growing high-performance teams, and fostering innovation in the pharmaceutical, biotech, and med-tech industries."**

By refining sentence structure, incorporating specific outcomes, and enhancing readability, the ambition statement will have greater clarity and impact.

## 2 Resume



We thank you for providing your current resume. Which is well organised and complete.

In our analysis we have considered the following aspects. note that these points are just possible improvements. We think your resume is perfectly usable and fit for success. Everything always can be better, our suggestions are merely meant to be supportive in maximizing your success.

### 1. First impression:



The first (visual) impression of a resume plays a crucial role in capturing the attention of hiring managers and setting the right tone for the rest of your application.

We identified areas that could be enhanced to make your CV more visually appealing and easier to read.

➤ See page 7 for our specific findings.

### 2. Content Quality:



This includes the relevance and substance of the information provided. It checks if the candidate has highlighted their skills, experiences, and accomplishments relevant to the job they're applying for.

➤ Please see page 10 for detailed insights and suggestions.

## 2.1 First impression



We will begin with the appearance of the provided resume. Hiring managers often glance at a resume for just a few seconds before deciding whether to read it in more detail. A clean, professional-looking resume can make a strong first impression and encourage them to read further.

### Koos van Deuren

Contact: [koosvandeuren@gmail.com](mailto:koosvandeuren@gmail.com) Phone: +31 6 185 12345

I am a versatile experienced Technology & Digitalization specialist that enjoys working in interdisciplinary teams as an intermediate between research and IT where I can apply my innovation and digitalization expertise in the context of R&D projects. This in combination with my strong communication and project management skills allows me to define and deliver business goals in a timely manner. I am an empathic team player and I have the skills and experience to enthusiastically lead others to execute and deliver our common business goals.

• Business Technology Expert • Analytical Thinker • Independent Self-starter • Proactive • Stakeholder Management

### Experience

#### Principal Data Scientist

May 2021 - Present

Some Pharma company, The Netherlands

- Lead cross-functional Viral Vaccines digitalization team
  - Setup of a compliant digitalization strategy for Viral Vaccine R&D business unit, including an entire dataflow from raw data to results reporting & visualization
    - Identification and prioritization of capabilities and use cases for digitization
    - Harmonization of data streams from different data sources (e.g., Bioregistry, Electronic Lab Notebook, Cloud-based platforms)
    - Implementation of a uniform way of working across departments
    - Introduction of analyses platforms & cloud solutions into the organization
  - Report and update progress to steering committee & key stakeholders
  - Lead the alignment of digitalization activities within Vaccines discovery & development, and IT teams
  - Lead and execute Proof-of-Concept (PoC) IT use cases
  - Leverage my company-wide network to align with additional business units on IT solutions
  - Member of Vaccines IT governance (e.g., budget management, roadmap creation/alignment)
  - Lead and execute change management to ensure buy-in from management and user adoption
- Lead Viral Vaccines 'omics unit to facilitate and support (multi-) 'omics analyses
  - Lead cross functional team of data scientists, statisticians, biomarker leads and pre-clinical scientists in the design and execution of clinical and pre-clinical 'Omics studies
  - Review of 'Omics study plans, lead-author of 'Omics Statistical Analysis Plan (OSAP), Subject Matter Expert on 'Omics analyses
  - Coordination, supervision, and execution of data analyses
  - Coordination of external collaboration and Contract Research Organization (CRO) activities

#### Principal Data Scientist

September 2019 – May 2021




Some Pharma company, World Without Disease Accelerator (WWDA), Data Sciences & Prevention Biomarkers (DSPB), Leiden, The Netherlands

- Data science lead for Type 1 Diabetes (T1D) venture
  - Setup of data science strategy to optimally support venture activities. Development of data analysis plans for biomarker strategies and identification of relevant cohorts and disease features for inclusion into prediction models


First impressions matter.

## 2.2 Resume Suggestions - visual



### 1. Profile Summary & Contact Details

- (a)  Improve the **profile summary**. While the current statement is present and structured, it can be strengthened by making it more impactful. Consider sharpening the wording to better highlight your value proposition.
- (b)  Consider adding a **professional photo**. Since your role represents leadership and entrepreneurship, a photo can add a personal touch and reinforce your professional presence.
- (c)  Include a **phone number** if possible. This can make reaching out easier, particularly for senior-level roles.



### 2. Skills Section

 Make the skills section more concise. Currently, it is too long. Narrow it down to a summarized format featuring your **top five competencies** and **top five skills** in a structured bullet-point format. This will improve readability and impact.




### 3. Education

-  Move the education section to the second page. Placing it later in the document keeps the focus on your professional experience.
-  List your highest degree next to your name. This creates an immediate association between your background and expertise.


### 4. Formatting & Readability

- (a)  Consider adopting the new CV format shared with you. A more reader-friendly layout allows key information to be seen quickly without requiring too much effort to find details.
- (b)  Optimize line spacing and structure to improve visual clarity. Adding more white space and breaking up information will enhance readability.


### 5. Experience Section

- (a)  Increase the text size for improved readability. The current formatting makes it harder to scan quickly.
- (b)  Strengthen descriptions with quantitative and qualitative data. Focus on specific project contributions, measurable impacts, and scope of responsibilities. Phrasing should be unique to your experience rather than general corporate language.
- (c)  Add project outcomes and key metrics. Data-driven achievements add credibility and show concrete results in each role. Highlight statistical outcomes, KPIs, and strategic contributions.

### 6. Hobbies & Additional Sections

- (a)  Keep hobbies and courses at the end. This structuring works well and keeps the focus on professional details first.

### 7. References

-  Add a "References Available Upon Request" section. While naming specific individuals is not necessary, noting that references can be provided gives credibility to your experience. Consider including references from J&J as well as external contacts if relevant.


By implementing these refinements, your resume will be more visually appealing, easier to read, and better highlight your unique strengths. Let me know if you need further guidance.

We took the liberty to apply some of these tips to your resume. We will also attach this as an editable word-document, to give you a headstart.

# KOOS VAN DEUREN

## Ph.D.

Professional Title



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Phone: +31 6 123123123

Email: koosvandeuren@gmail.com

### SKILLS

**Business Technologies Platforms**  
Amazon Web Services (AWS), Domino Open Data Science Lab, Posit Connect, JupyterLab

**Project management and communication**  
Management of several projects, budget management, chairing of progress meetings with steering committee. Skilled to communicate with people having different professional backgrounds

**Scripting/programming**  
R, Python, Unix/Linux Shell scripting, Perl, PHP, C, C++

**Bioinformatics tools**  
nf-core/rna-seq analysis pipeline, DNANexus, Bioconductor packages (e.g., LIMMA, EdgeR, DESeq2)

**Omics analyses**  
Bulk RNA-seq, proteomics, genetics (SNP analysis), GWAS, Polygenic Risk Score (PRS) calculation, pathway enrichment analysis, miRNA (HTG), metabolites (Metabolomics), single-cell analyses

**Data Science/Statistics**  
Application of statistics to identify signals/trends in big data. Machine learning, e.g., neural networks, linear anomaly detection

**OS**  
Linux, Unix, Windows, OS X

**Databases**  
Mysql, Oracle, Postgres

### PROFILE

I am a versatile experienced Technology & Digitalization specialist that enjoys working in Interdisciplinary teams as an intermediate between research and IT where I can apply my innovation and digitalization expertise in the context of R&D projects. This in combination with my strong communication and project management skills allows me to define and deliver business goals in a timely manner. I am an empathic team player and I have the skills and experience to enthusiastically lead others to execute and deliver our common business goals.

**Business Technology Expert | Analytical Thinker | Independent Self-starter | Proactive | Stakeholder Management**

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### WORK EXPERIENCE

**Principal Data Scientist**

- Lead cross-functional Viral Vaccines digitalization team
- Setup of a compliant digitalization strategy for Viral Vaccine R&D business unit, including an entire dataflow from raw data to results reporting & visualization
  - Identification and prioritization of capabilities and use cases for digitization
  - Harmonization of data streams from different data sources (e.g., Bioregistry, Electronic Lab Notebook, Cloud-based platforms)
  - Implementation of a uniform way of working across departments
  - Introduction of analyses platforms & cloud solutions into the organization
- Report and update progress to steering committee & key stakeholders
- Lead the alignment of digitalization activities within Vaccines discovery & development, and IT teams
- Lead and execute Proof-of-Concept (PoC) IT use cases
- Leverage my company-wide network to align with additional business units on IT solutions
- Member of Vaccines IT governance (e.g., budget management, roadmap creation/alignment)
- Lead and execute change management to ensure buy-in from management and user adoption

Lead Viral Vaccines 'omics unit to facilitate and support (multi-) 'omics analyses

- Lead cross functional team of data scientists, statisticians, biomarker leads and pre-clinical scientists in the design and execution of clinical and pre-clinical 'Omics studies
- Review of 'Omics study plans, lead-author of 'Omics Statistical Analysis Plan (OSAP), Subject Matter Expert on 'Omics analyses
- Coordination, supervision, and execution of data analyses
- Coordination of external collaboration and Contract Research Organization (CRO) activities

**Principal Data Scientist**

- Data science lead for Type 1 Diabetes (T1D) venture
  - Setup of data science strategy to optimally support venture activities. Development of data analysis plans for biomarker strategies and identification of relevant cohorts and disease features for inclusion into prediction models
  - Analysis of omics biomarker data by application of prediction models to identify disease relevant biomarkers
- Scientific committee member of the FinnGen genetic consortium
- Supervision and support of the data manager in daily activities
- Lead Data Science workgroup aimed at discussing data analysis approaches and techniques, such as machine learning

## 2.3 Content Quality



### Alignment

1. Your ambition centers on being a Plant Manager or Director of Manufacturing in pharmaceuticals, biotech, or med tech, with a strong focus on transformational leadership, change management, and operational excellence. However, your recent experience has shifted towards program management and large-scale facility setup (Gene Therapy Project), which leans more toward strategic program execution rather than direct plant operations.
2. While your role as Director of a vaccine facility involved managing production and tech transfers, it was heavily influenced by crisis-driven rapid scaling (COVID-19). There is less emphasis in your recent experience on long-term, steady-state plant operations with cost-efficiency, continuous improvement, and supply chain integration—all crucial for a traditional Site Head role outside of project-based, high-growth scenarios.

### Underemphasized Experiences

1. Your strongest recent achievements relate to project execution, facility transformation, and organizational ramp-ups, but an operational plant leadership role typically requires extensive experience managing steady-state operations, mature continuous improvement programs, and long-term cost optimization.
2. Experience in managing direct end-to-end site P&L responsibility may need further emphasis. In larger organizations, this responsibility may have been at higher levels above your role, but for an independent plant leadership role, direct financial ownership is critical.

### Improvements

1. Highlight direct business KPI impact—such as cost reductions, OEE improvements, yield enhancements, or budget efficiencies in past roles—to reinforce deep operational leadership. Currently, your resume leans toward project execution more than sustained operational excellence.
2. If you want to strengthen your case for traditional Plant Manager roles, ensure your messaging includes long-term operational leadership, not only transformation projects. This means emphasizing steady-state production, process optimization, and supply chain collaboration beyond project implementation.
3. If you are open to a broader role in large-scale technical operations (such as VP Manufacturing Strategy or Global Tech Transfer Lead), consider reframing ambitions toward broader organizational leadership rather than a single site. Your transformation expertise may fit better into a multi-site or enterprise technical operations role.
4. If Plant Manager remains the key goal, consider gaining or clearly articulating experience in direct budget responsibility, cost management strategies, and cross-functional P&L ownership. If this is missing, addressing it in interview discussions with a readiness to take on cost-focused operational roles would be beneficial.

By refining your presentation and emphasizing steady-state manufacturing leadership (beyond tech transfer and scale-up), you can align your experience more closely with your ambitions.

## 2.4 Overall impression

Based on the resume provided, you appear to be a **strategic and transformational leader** with a strong passion for **developing people and high-performing teams**. Your extensive experience across multiple industries suggests that you thrive in **complex and dynamic environments**, where you can apply your **analytical thinking and problem-solving skills** to drive innovation and operational excellence.

Your career trajectory from engineer to director highlights your **steadfast ambition and continuous self-improvement**, showing a natural ability to grow into leadership roles. The fact that you've successfully navigated multiple large-scale projects and organizational transformations suggests that you are **highly adaptable and forward-thinking**.

Your multilingual capabilities indicate that you are **globally minded and culturally adaptable**, likely comfortable working in diverse, multinational environments. Meanwhile, your passion for running marathons and collecting jazz vinyl records suggests a **disciplined yet creative nature**, balancing both structured problem-solving in your professional life with a love for artistry and endurance challenges in your personal life.

What's not explicitly stated but can be inferred is your **resilience and ability to handle high-pressure situations**. Given your responsibility for large-scale manufacturing operations and new technology introductions, you likely thrive in **high-stakes, mission-critical roles**. Additionally, your engagement with transformational leadership training suggests a strong commitment to **continuous learning and mentoring**.

In summary, you come across as a **visionary and people-focused leader** who excels in technical and operational excellence while staying deeply committed to team growth, innovation, and business impact.

## 2.5 Potential growth areas

To challenge you a bit, we assessed some possible friction points between experience and ambitions:

### 1. Current Role ⇔ Immediate Goal

- (a) Your current role as Program Director for Gene Therapy is focused on facility setup, tech transfer, and GMP readiness—more project and program management than direct manufacturing leadership.
- (b) If you aim for a Plant Manager or Director of Manufacturing position, the transition from a project-oriented role back to full-time operational leadership could raise questions.

▶ Clarify in your narrative how this role strengthens your readiness for plant leadership—highlight operational oversight, team management, and decision-making responsibilities.

### 2. Industry Exclusivity ⇔ Adaptability

- (a) Your experience is almost entirely in pharma/biotech, which is great for staying in this sector but could make transitions to other industries (e.g., Med Tech or broader regulated manufacturing) more difficult.
- (b) While highly regulated sectors share common principles, operational and regulatory nuances differ, and hiring managers may see this as a gap.

▶ When targeting non-pharma roles, tailor your messaging to highlight transferable skills, such as GMP compliance, quality systems, and lean manufacturing, rather than sector-specific knowledge.

### 3. Limited Direct P&L Ownership

- (a) Your experience includes budget management for capital projects and investments, but there's no explicit mention of full P&L ownership of a manufacturing site.
- (b) Some Plant Manager roles strongly emphasize financial accountability, which might be a weak spot in your perceived fit for such positions.

▶ Emphasize any cost control, operational efficiency, or financial decision-making responsibilities you've held. If lacking direct P&L experience, highlight indirect financial impact and a strong business-oriented mindset.

### 4. Project Focus ⇔ Leadership Impact

- (a) Recent roles have focused on setting up operations rather than running ongoing production, which may cause doubt about day-to-day plant leadership readiness.
- (b) Employers looking for someone to lead an established operation may question if your recent experience leans too far into transformation rather than steady-state execution.

▶ Highlight how your leadership in setup phases directly translates to stabilizing and optimizing manufacturing performance. Show evidence of driving execution, not just change.



## 5. Career Longevity in Roles

- (a) While you have solid tenure in many positions, some leadership roles (e.g., Program Director, Sr. Manager Engineering) lasted around four years or less.
  - (b) Some employers looking for long-term plant leadership may prefer candidates with extended stability in a single manufacturing leadership role.
- ▶ Address this by emphasizing the impact and completeness of each role rather than pure duration—show how you delivered results rather than just moved roles.

**Final Note:** Nothing in your resume is a dealbreaker, but positioning and emphasis are key. You have a strong background—just ensure your experience aligns directly with the job's operational and leadership demands.

## 2.6 Suggestions for improvement:

### 1. Clarify Leadership Achievements

- (a) Quantify impact. Instead of "Successful organizational transformation," state specifics like "% increase in efficiency" or "X% reduction in downtime."
- (b) Include leadership outcomes. Mention team size, retention rates, or leadership development contributions.

### 2. Highlight Specific Compliance Experience

- (a) Explicitly mention GMP, FDA, EMA compliance success stories. Example: "Led GMP compliance audit, resulting in zero critical findings."
- (b) Include regulatory-driven improvements. Example: "Implemented new validation protocols to align with updated EMA guidelines."

### 3. Demonstrate Transformation Leadership

- (a) Provide examples of major change initiatives. Example: "Led transition from traditional bioreactors to Single Use Bioreactor standard, improving agility and reducing contamination risk."
- (b) Show restructuring leadership. Example: "Re-designed manufacturing workflows, reducing batch cycle time by X%."

### 4. Strengthen Strategic Contributions

- (a) Link achievements to business objectives. Example: "Optimized vaccine production, accelerating time-to-market by X months for critical COVID-19 response."
- (b) Demonstrate cost-saving or revenue-generating initiatives. Example: "Implemented lean manufacturing techniques, reducing operational costs by X%."

### 5. Expand Cross-Functional Collaboration

- (a) Highlight international or cross-site coordination. Example: "Led tech transfer projects across multiple sites in the EU, ensuring seamless production scale-up."
- (b) Showcase stakeholder management. Example: "Engaged with regulatory authorities, supply chain, and R&D to align production capabilities with product roadmaps."

### 6. Refine Ambition Statement for Impact

- (a) Remove redundancy. Example: "I am seeking my next opportunity..." can be "Seeking next role as Plant Manager or Manufacturing Director."
- (b) Make leadership focus sharper. Example: "I bring transformational leadership skills..." → "I drive innovation, efficiency, and team growth in regulated manufacturing."

### 7. Strengthen Industry 4.0 Expertise

- (a) If applicable, showcase Industry 4.0 initiatives. Example: "Implemented predictive maintenance using IoT, reducing unplanned downtime by X%."
- (b) List relevant digital tools or processes you've introduced. Example: "Led automation upgrades, integrating MES for improved process control."

By applying these improvements, your resume will align better with your ambitions and make a stronger impact on hiring managers.

## 2.7 Resume Suggestions - content

### 1. Structure

- (a) The CV is well-organized but could benefit from a slight restructuring for better readability.
- (b) Move the **Profile Summary** below the contact details and modify it to include the candidate's future career goals more clearly.
- (c) Break long paragraphs into bullet points for better readability and easy scanning.
- (d) Highlight important skills and key achievements upfront using a dedicated **Key Competencies** section.
- (e) Ensure consistency in formatting, such as aligning job descriptions and reducing text-heavy sections.

### 2. Personal Introduction

- (a) The **Profile Summary** effectively highlights experience and leadership skills but lacks a clear statement about future career aspirations.
- (b) Modify the summary to explicitly mention the target role—whether it's Plan Manager, Director of Manufacturing, or an entrepreneurial venture.
- (c) Use keywords such as **operational excellence, innovation management, regulatory compliance, lean manufacturing, and strategic leadership** to improve visibility in ATS systems.

### 3. Education

- (a) The education section should be moved below the **Skills** section instead of taking up space on the first page.
- (b) Add relevant certifications acquired post-degree, particularly in leadership, management, or industry-specific compliance.

### 4. Work History

- (a) The work experience section is detailed and highlights career progression well, but it lacks quantifiable achievements.
- (b) Incorporate metrics such as cost savings achieved, productivity gains, process improvement results, and financial impacts of projects (e.g., "Reduced production costs by 15% through process optimization").
- (c) Create sub-sections for leadership impact, technical contributions, and project success under each role to provide more structured insights.
- (d) Highlight major projects separately—especially those relevant to manufacturing scale-up, operational improvement, and tech transfer—to showcase expertise in key technical areas.
- (e) Standardize role descriptions by ensuring that all job entries have similar formatting and level of detail. Some older roles (e.g., Fuji) are too brief compared to recent ones and should be brought to a more uniform standard.

This refined structure will significantly improve readability, emphasize the candidate's leadership impact, and position the CV for higher chances of success in executive or entrepreneurial roles.

## 2.8 Introduction suggestion:

Results-driven and transformational leader with over 25 years of experience in manufacturing, engineering, and operational excellence within the pharmaceutical, biotech, and med tech industries. Proven track record of leading high-performing teams, driving innovation, and managing complex tech transfers and large-scale production facilities. Passionate about fostering a culture of collaboration, accountability, and continuous improvement to ensure operational success in highly regulated environments. Seeking a leadership role as a **Plant Manager or Director of Manufacturing**, where I can leverage my expertise to optimize production, enhance efficiency, and contribute to advancements in healthcare.

## 2.9 Experience that supports your ambition

Suggestions to align your resume more with your ambition:

### Organizational Transformation

1. As **Director Vaccines Manufacturing**, highlight the **organizational transformation** you led, shifting the facility from a Phase 3/Launch operation to a **high-output commercial production site** for COVID-19 vaccines.

▶ Emphasize the **scale and impact** of this transformation (e.g., increase in production capacity, efficiency gains, regulatory success).

2. As **Program Director Gene Therapy**, your role in **setting up a new manufacturing & QC testing organization** aligns well with your ambition to lead operations in a highly regulated, innovative environment.

▶ Highlight specific **leadership challenges you've tackled so far**, such as team formation, compliance strategy, or cross-functional collaboration.

### Tech Transfer & Process Optimization

1. Multiple roles (Director, Project Manager) involved **successful technology transfers**, which are crucial in a regulated industry. ▶ Highlight where:

- (a) Led a **complex tech transfer** of a new product or scale-up process that significantly improved operational efficiency.
- (b) Ensured **on-time delivery** despite regulatory or technical challenges.

2. At **Pfizer**, where you led the tech transfer of a **syringe filling line**, ▶ emphasize:

- (a) The impact of your leadership on automation and optimization.
- (b) The role of process validation and compliance in a **highly regulated production environment**.

### Innovation & Industry 4.0

1. You completed "**Leading Factory of the Future (Industry 4.0)**".

▶ Highlight **how you applied this knowledge** in your leadership roles—for example:

- (a) Implementing **automation or digital solutions** to optimize operations.
  - (b) Using **data-driven decision-making** to improve efficiency or compliance in production processes.
2. Your experience at **Crucell** introducing **Single-Use Bioreactors** for a new production platform is a concrete innovation example.

▶ Expand on how this:

- (a) Drove agility in manufacturing.
- (b) Improved cost efficiency or scalability for future production.

### People & Change Management

1. Your passion for **developing high-performing teams** is clear, but reinforcing specific examples will strengthen your positioning as a transformational leader.

- (a) When leading the **Engineering, Maintenance & Validation team (Janssen, 2012-2016)**, how did you develop talent? Did you implement training programs, mentorship, or initiatives to improve team collaboration?

- (b) As Director at Janssen, did you **drive cultural change** within manufacturing teams? If so, what were the outcomes?

## Compliance & Regulatory Leadership

Given your ambition to continue in **pharma, biotech, or other highly regulated industries**, underscore:

1. Your expertise in **GMP, validation, regulatory compliance, and audits** in different organizations.
2. Compliance successes (e.g., successful **inspections, audits, or regulatory approvals** under your leadership).

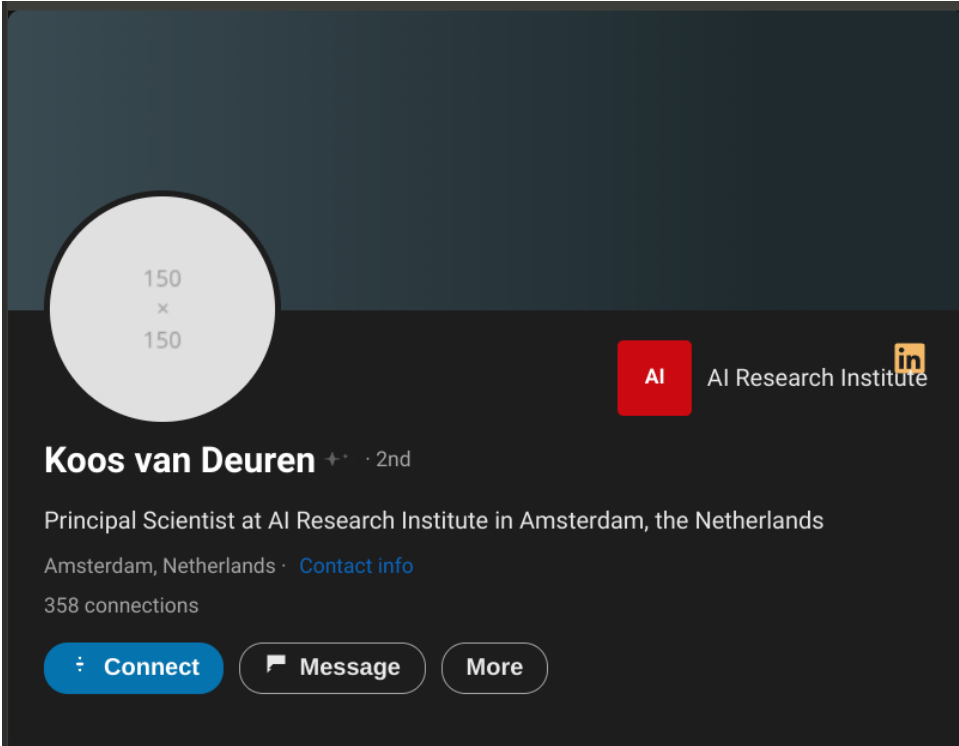
By reinforcing these areas with additional details on scale, impact, and leadership success, your resume will align more with your ambition to take on a **Plant Manager or Manufacturing Director** role in a regulated industry.

### 3 Your LinkedIn Profile



At 360Pharma, we see the significance of LinkedIn as a tool for career advancement. We have thus closely examined the LinkedIn profile you provided and we have derived a SWOT (Strengths, Weaknesses, Opportunities, and Threats) assessment.

This has allowed us to identify key aspects of your professional experience and skills, as well as potential areas for growth and improvement. The following report presents our findings and offers insights to enhance your LinkedIn presence and overall professional image.



A glimpse of your profile, visited from someone beyond your network (using dark-themed browser)

## 3.1 Resume and LinkedIn Profile Alignment

### Resume and LinkedIn Differences

1. ▶ Compare Experience Details: Your LinkedIn profile provides a more concise description of your roles, while your resume includes specific project highlights. Consider adding key achievements from your resume to LinkedIn, especially impactful statements like:
  - (a) "Successful organizational transformation from a Phase 3 & launch Facility for investigational vaccines for HIV and RSV to reliable high output production facility for COVID-19 vaccine."
  - (b) "Lead of on-time delivery of fully qualified syringe filling line including qualification & tech transfer."
2. ▶ Update Job Titles & Roles: Some entries in your resume are not explicitly mentioned in LinkedIn. Ensure all roles are reflected in LinkedIn:
  - (a) **Janssen Vaccines (2014 1. 2016):** "Senior Manager Engineering, Maintenance & Validation" is stated in the resume but appears as "Senior Manager Engineering & Maintenance" on LinkedIn. Consider updating for accuracy.
  - (b) **Janssen Vaccines (2012 1. 2014):** "Manager Engineering & Maintenance" exists in LinkedIn but not detailed in your resume separately—ensure consistency.

### Missing or Unclear Information on LinkedIn

1. ▶ Add Earlier Positions to LinkedIn: The following positions from your resume are missing in LinkedIn:
  - (a) **Project Manager New Platform Introduction** – Crucell (Oct 2009 – Apr 2012)
  - (b) **Project Manager Fill & Finish** – Pfizer, Puurs (May 2004 – Sep 2009)
  - (c) **Project Engineer Packaging** – Fuji Photo Film (Feb 2000 – Mar 2004)
  - (d) **Supervisor Maintenance** – Fuji Photo Film (Jan 1999 – Jan 2000)
  - (e) **Maintenance Engineer Material Handling** – Fuji Photo Film (Aug 1996 – Dec 1998)
2. ▶ Add Certifications: Your resume includes structured certification details (e.g., "Transformational Leadership (Insights), Leading Factory of the Future, Master in Leadership, Yellow, green & blackbelt courses"), while LinkedIn does not. Including these will enhance your profile's credibility.
3. ▶ Add Skills Summary: Your resume highlights strong skills (Analytical thinking, Team Leadership, Tech Transfer, Supply Chain & Production, Engineering), but your LinkedIn profile mainly emphasizes "Communication, Bestuur en organisatie, Culturele diversiteit." Consider expanding your LinkedIn skills list for better visibility.
4. ▶ Languages Section: The resume lists Dutch (native), English (C2), Italian (B2), German (A2). Adjust LinkedIn to reflect the resume's proficiency levels accurately.

By implementing these updates, your LinkedIn profile will more accurately reflect your resume, making it stronger and more comprehensive. Let me know if you need further refinements!

## 3.2 SWOT Strengths:

### 1. Extensive Leadership Experience:

- (a) Over 13 years at Johnson & Johnson, holding senior leadership roles, including Program Director, Director of Manufacturing, and Senior Manager Engineering & Maintenance.
- (b) Experience managing large teams (200+ FTE) and overseeing complex operations.

### 2. Expertise in Gene Therapy, Vaccines, and Biopharmaceutical Manufacturing:

- (a) Led the development of new multi-product gene therapy facilities.
- (b) Successfully scaled up and commercialized Janssen's COVID-19 vaccine production.

### 3. Engineering & Technical Background:

- (a) Bachelor's in Mechanical Engineering with expertise in industrial automation, manufacturing technologies, maintenance, and project management.
- (b) Hands-on experience in engineering, maintenance, and automation throughout career (Fuji, Pfizer, Crucell, J&J).

### 4. Track Record in Large-Scale Projects & Tech Transfer:

- (a) Experience delivering multi-million-dollar projects, particularly in GMP pharmaceutical environments.
- (b) Led complex tech transfers, facility setup, and strategic expansion projects at global organi-

zations.

### 5. Multilingual & International Experience:

- (a) Fluent in Dutch (Native), English (Full Professional), and German (Professional Working).
- (b) Experience working in the Netherlands, Belgium, and managing cross-functional global teams.

### 6. Mix of Strategic & Operational Skills:

- (a) Leadership in high-stakes, highly regulated industries (gene therapy, vaccines, pharmaceuticals).
- (b) Experience in operational readiness, engineering, maintenance, validation, and compliance to ensure companies meet regulatory and manufacturing standards.

### 7. Expertise in Manufacturing Automation & Process Improvement:

- (a) Extensive background in industrial automation, automation systems, and process development.
- (b) Track record of improving operational efficiency, compliance, and risk management.

### 8. Respected in the Pharma & Biotech Industry:

Worked in top multinational companies (Johnson & Johnson, Pfizer, Crucell, Fuji Photo Film); seen as a high-level biomanufacturing and pharma operations leader.

Your profile highlights **strong leadership, technical expertise, international experience, and a successful track record in pharmaceutical manufacturing.** These elements make you a **highly valuable industry leader.**

### 3.3 SWOT Weaknesses

#### 1. Industry Depth vs. Breadth

Your experience is strongly rooted in pharmaceuticals and manufacturing. While this provides deep expertise, expanding exposure to adjacent industries could open new opportunities.

► Explore leadership discussions in adjacent industries through professional networks or conferences. Engaging with experts in biotechnology, medical devices, or even sustainability in pharma can provide fresh strategic insights.

#### 2. Public & Online Presence

Your LinkedIn profile presents strong technical and leadership experience but could be more dynamic with thought leadership content. A stronger public presence can enhance credibility and attract new opportunities.

► Share insights from your experience—post articles on LinkedIn about operational excellence, tech transfer, or building resilient teams in regulated environments. Engaging with relevant discussions increases visibility.

#### 3. Cross-Functional Exposure

Your career has focused extensively on engineering, maintenance, and manufacturing. Expanding into commercial functions (e.g., business development, regulatory strategy) could enhance leadership versatility.

► Seek cross-functional projects involving commercial teams, supply chain, or regulatory affairs. This broadens strategic perspectives and prepares for broader leadership roles.

#### 4. Global Leadership Experience

Your experience is concentrated in the Netherlands and Belgium. While your role likely involves international collaboration, showcasing direct leadership across multiple global regions can strengthen your executive trajectory.

► Highlight cross-border initiatives in your profile. Consider roles or projects involving direct oversight in emerging markets or global supply chains to reinforce international leadership.

#### 5. Digital & Automation Leadership

Your experience in automation and validation is strong, but the digitalization of pharmaceutical manufacturing (e.g., AI, predictive maintenance, and IoT integration) is evolving rapidly.

► Stay engaged with Industry 4.0 trends. Participate in discussions, webinars, or certifications that emphasize AI-driven manufacturing efficiencies. Position yourself as a digital transformation leader in pharma.

#### 6. Board & Advisory Roles

Your profile reflects strong leadership in operational roles, but engaging in advisory or board positions outside of your current company can further establish strategic influence.

► Seek advisory roles in biotech startups, industry associations, or universities. This expands leadership footprint and fosters high-level strategic thinking.

By addressing these areas, you can enhance your career trajectory while reinforcing your strong foundation in pharma leadership and operations.

## 3.4 SWOT Opportunities

### 1. Leadership in Gene Therapy

**Opportunity:** The increasing importance of gene therapy in the medical sector presents a strong platform for leveraging your leadership skills in this field.

▶ Publish thought leadership articles on LinkedIn about challenges and advancements in gene therapy to position yourself as an industry expert.

### 2. Global Networking and Collaboration

**Opportunity:** Your experience in global pharmaceutical companies (Johnson & Johnson, Pfizer) provides an excellent foundation for expanding partnerships and cross-border collaborations.

▶ Actively engage in international conferences or forums focused on pharmaceuticals and biotechnology to enrich connections and seek strategic collaborations.

### 3. Mentoring and Coaching Future Leaders

**Opportunity:** With extensive industry experience, you have the chance to mentor upcoming professionals in pharmaceutical manufacturing and engineering.

▶ Offer mentorship programs within your organization or participate in industry-led mentorship initiatives to build a legacy and strengthen professional influence.

### 4. Multilingual Skills for International Roles

**Opportunity:** Your proficiency in multiple languages (Dutch, English, German, French, Italian) increases your potential for global leadership roles.

▶ Seek leadership forums where multilingual capabilities add value, and explore roles that require extensive international stakeholder management.

### 5. Personal Branding through Public Speaking

**Opportunity:** Your career trajectory makes you a compelling speaker for pharmaceutical, engineering, and leadership-related events.

▶ Proactively apply for speaking engagements in industry events and webinars to reinforce your expertise and expand visibility.

### 6. Board Membership or Advisory Roles

**Opportunity:** Your executive experience positions you well for advisory roles in biotech startups or pharmaceutical organizations.

▶ Reach out to biotech accelerators, venture capital firms, or industry boards to explore advisory board memberships.

### 7. Innovation in Manufacturing

**Opportunity:** Your background in engineering, maintenance, and operational readiness presents a path to drive automation and smart manufacturing innovations.

▶ Collaborate with R&D and digital transformation leaders to integrate emerging manufacturing technologies in pharmaceutical settings.

### 8. Academic and Industry Collaboration

**Opportunity:** Your technical expertise in vaccine production and facility development aligns well with research institutions and universities working on pharmaceutical advancements.

▶ Partner with universities for guest lecturing or research collaborations that bridge academic insights with industrial practices.

By actively pursuing these opportunities, you can maximize your potential impact in the industry while advancing your professional growth.

## 3.5 SWOT Threats

### 1. Limited External Industry Experience

Your ambition statement mentions openness to highly regulated and innovative sectors outside pharma. However, your experience is predominantly in pharmaceutical and biotech industries. This could limit your perceived adaptability to other regulated sectors such as MedTech, aerospace, or advanced manufacturing.

▶ Highlight transferable skills such as regulatory compliance, operational excellence, and leadership in large-scale manufacturing. Engage in networking outside of the pharmaceutical industry and demonstrate knowledge of other sectors in discussions or LinkedIn content.

### 2. Perception of Narrow Leadership Scope

While you have considerable leadership experience, much of it is in technical, operational, and engineering roles. Some companies may perceive this as a limited leadership scope compared to general management profiles with P&L responsibility.

▶ Emphasize strategic decision-making, budget ownership, and transformational leadership experiences in your LinkedIn profile. Use case studies or posts showcasing leadership in company-wide initiatives or strategic business transformations.

### 3. Dependence on Large Corporate Structures

Your career has been built within large organizations like Johnson & Johnson, Pfizer, and Fuji. Companies with a more entrepreneurial or fast-paced culture may hesitate to see if you can adapt quickly to flatter hierarchies.

▶ Showcase your experience in change management, cross-functional leadership, and adaptability to new environments. Use your LinkedIn profile to highlight times when you navigated shifting business priorities, scarce resources, or high uncertainty.

### 4. Limited Direct P&L Responsibility

Many Plant Manager or Director roles require strong financial stewardship, including direct responsibility for a business unit's profitability. While you manage large budgets, it may not be immediately clear how commercially responsible your roles have been.

▶ Reinforce financial leadership experience by detailing budget ownership, cost-saving strategies, and efficiency improvements in your profile. Add metrics wherever possible (e.g., percentage improvement in cost efficiency, savings from process optimizations).

### 5. Potential Over-Specialization in Emerging Therapies

While expertise in gene therapy and vaccines is valuable, companies outside of biotech may not immediately see its relevance to their manufacturing challenges. This could reduce opportunities in MedTech or other highly regulated industries.

▶ Frame your experience in broader manufacturing and operational excellence terms. Highlight scalable manufacturing expertise, process optimization, and compliance knowledge that applies to multiple industries. Consider adding a personal statement or project descriptions that emphasize adaptability.

By addressing these threats proactively, you can enhance your LinkedIn positioning and broaden your opportunities.

### 3.6 LinkedIn summary statement

Crafting a fitting summary statement on LinkedIn can be a challenge. It needs to be both professional and engaging, while succinctly capturing your personal brand.

#### Direct & Impactful:

Experienced leader in pharmaceutical and biotech manufacturing, specializing in operational excellence, transformational leadership, and change management. With a strong engineering foundation and a proven track record in overseeing large-scale production facilities, I excel in optimizing processes, scaling operations, and ensuring compliance in highly regulated environments.

My leadership is defined by fostering high-performing teams through trust, collaboration, and accountability. I am passionate about driving continuous improvement, guiding organizations through complex transitions, and unlocking the full potential of people and processes. My next ambition is to take on a Plant Manager or Director of Manufacturing role where I can apply my expertise in leading operations to deliver innovation, efficiency, and business growth.

#### Executive & Professional:

As a strategic and results-oriented leader in pharmaceutical and biotech manufacturing, I bring extensive expertise in operational leadership, manufacturing excellence, and transformational change. My career spans over two decades, leading high-performing teams and scaling operations to meet both clinical and commercial production demands. With deep experience in navigating complex regulatory requirements, implementing advanced manufacturing technologies, and driving operational efficiency, I am committed to fostering a culture of collaboration, innovation, and accountability.

I excel in guiding organizations through change, developing talent, and ensuring seamless execution of large-scale manufacturing strategies. My ambition is to leverage my leadership and technical expertise in a Plant Manager or Director of Manufacturing role, contributing to the advancement of healthcare by delivering high-quality, compliant, and efficient production operations.

"Your summary statement is more than just a summary it's your **personal brand story.**"

# 4 Your Skillset

| Vaardigheden (100)     | Professionals | % van totaal | Vacature: |
|------------------------|---------------|--------------|-----------|
| Biotechnologie         | 100           | 20%          | ·         |
| Farmaceutica           | 94            | 19%          | ·         |
| Levenswetenschappen    | 76            | 15%          | (         |
| Medicijnonderzoek      | 75            | 15%          | (         |
| Farmaceutische verkoop | 72            | 15%          | (         |
| Medicijnontwikkeling   | 69            | 14%          | ·         |
| Farmacie               | 68            | 14%          | (         |
| Gezondheidszorg        | 61            | 12%          | (         |
| Clinical Trials        | 57            | 12%          | ·         |
| Moleculaire biologie   | 56            | 11%          | (         |

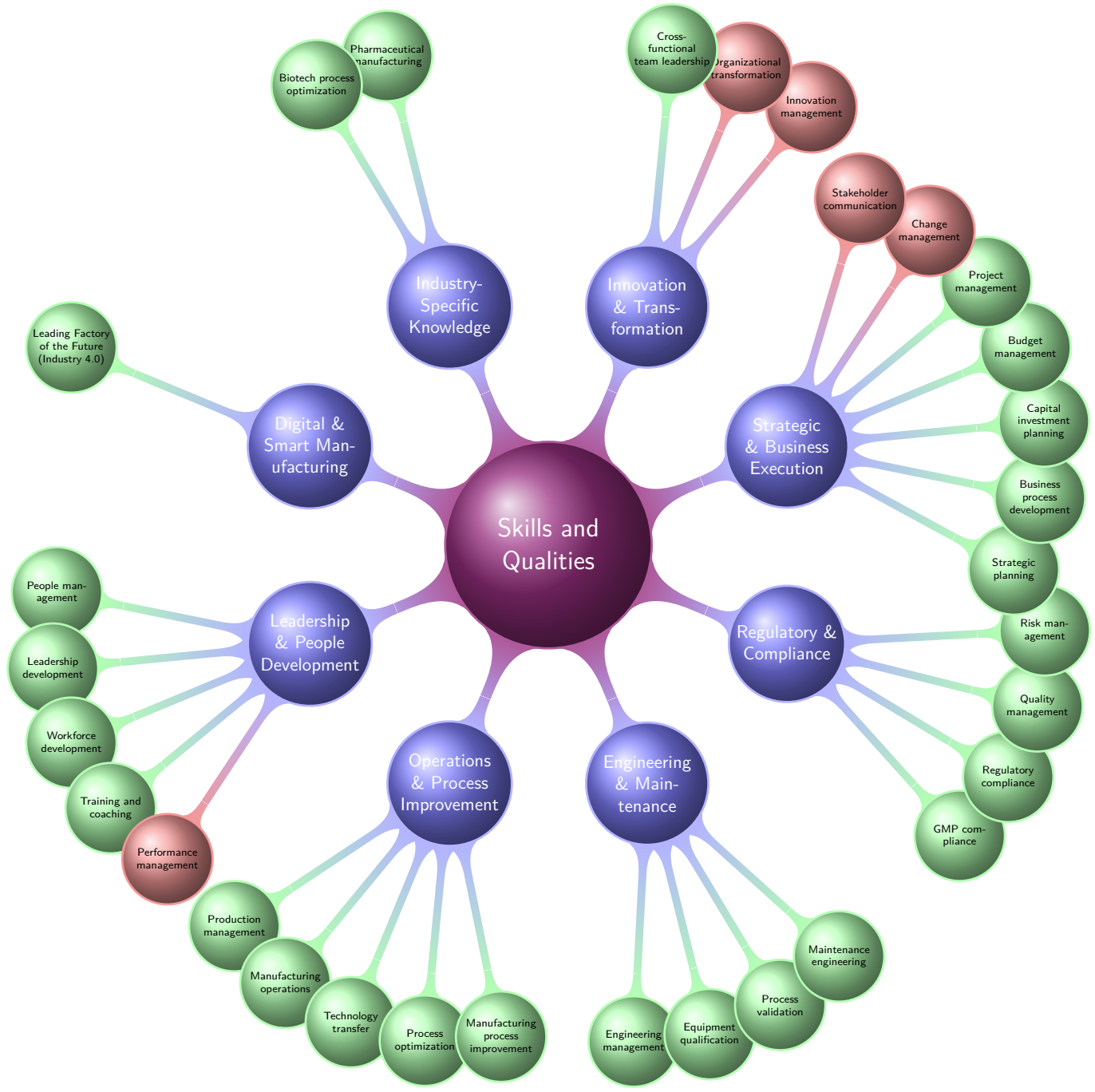
Figure 1: Skills of talents similar to you

Recruiters use these exact terms (defined by LinkedIn) to search for hires. Make sure to use these.

| Vaardigheden (100)          | Groei over 1 jaar | Professionals |
|-----------------------------|-------------------|---------------|
| Oncology Clinical Research  | --                | 35            |
| Immunisatie                 | --                | 38            |
| FDA GMP                     | --                | 35            |
| Environmental Biotechnology | --                | 33            |
| Tumorimmunologie            | --                | 31            |
| Analytical Biochemistry     | --                | 30            |
| cGMP practices              | --                | 30            |
| Klinische activiteiten      | --                | 29            |
| Celculturen (mammalia)      | --                | 27            |
| Biologische middelen        | ▲ 100%            | 24            |

Figure 2: Skill market demand

# 4.1 Skillmap



- Found in Resume and Ambition (enhance)
- Found in Ambition only (build)
- Found in Resume only (store)

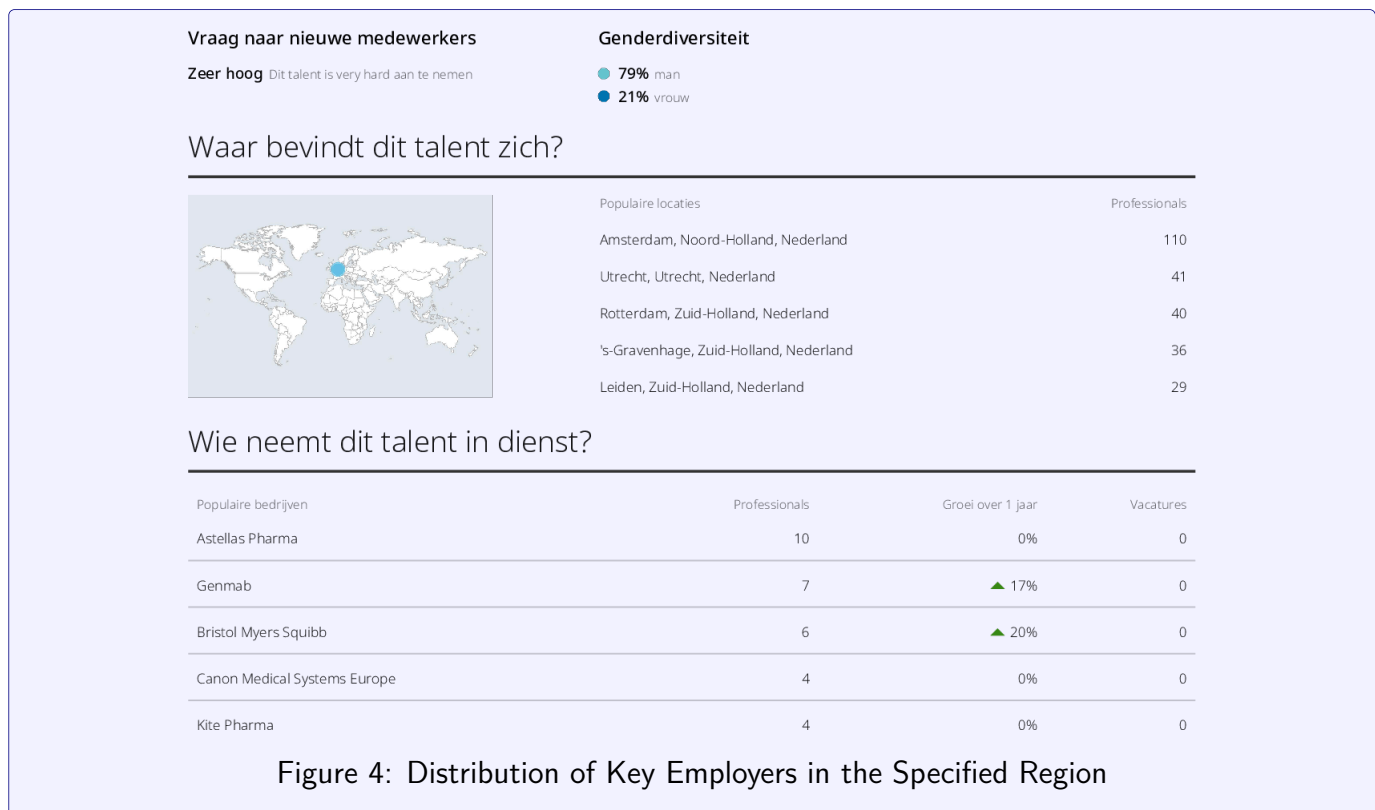
Note, this is not an exact science, this picture is meant to be an invitation to think about your (presented) skillset.

## 5 Market Scan



Through our systems, we have access to unique insights into the job market. We've employed these to your specific profile. This can be seen as creating a map of the job market landscape that you're about to navigate, a map that can guide your career trajectory.

Upon reviewing your profile, we find an encouraging outlook; it falls into the **'hard to hire'** category. This is a beneficial position, as it allows you to concentrate more on the career aspects that truly matter to you.



This data provides insights into the size of the competition pool, the hiring demand, and the localities. All of these factors appear favorable for your profile.

## Van welke onderwijsinstellingen komt dit talent?

| Populaire onderwijsinstellingen | Professionals | Populaire studierichtingen                 | Professionals |
|---------------------------------|---------------|--|---------------|
| Universiteit Leiden             | 31            | Farmacie                                   | 29            |
| Universiteit Utrecht            | 28            | Economie                                   | 28            |
| Rijksuniversiteit Groningen     | 24            | Bedrijfsbeheer en administratieve diensten | 22            |
| Universiteit van Amsterdam      | 23            | Biologie (Biology)                         | 21            |
| Erasmus Universiteit Rotterdam  | 20            | Biochemie                                  | 18            |

## Wat zijn gerelateerde vaardigheden en functies voor dit talent?

| Populaire vaardigheden | Professionals | Populaire titels             | Professionals |
|------------------------|---------------|------------------------------|---------------|
| Biotechnologie         | 100           | Directeur                    | 469           |
| Farmaceutica           | 94            | Manager fabricage            | 19            |
| Levenswetenschappen    | 76            | Senior Manufacturing Manager | 4             |
| Medicijnonderzoek      | 75            |                              |               |
| Farmaceutische verkoop | 72            |                              |               |

Figure 5: Educational facilities and Skills

This data can be used in various ways:

- **Improve Skills:** Identify and develop high-demand skills indicated by the competition and hiring data.
- **Apply Strategically:** Target job applications to localities with high hiring demand.
- **Network:** Connect with alumni from universities known for producing relevant talent.
- **Consider Further Education:** If certain universities stand out, consider courses or degrees from these institutions.
- **Use Professional Platforms:** Leverage platforms like LinkedIn for connections, job applications, and skills development.
- **Prepare for Interviews:** Use competition and demand data to understand employer expectations.



| Locatie (72)                           | Professionals | Groei over 1 jaar | Vacatures | Vraag naar nieuwe medewerkers | vrouw | man | Gendercap | Populairste werkgever |
|--|---------------|-------------------|-----------|-------------------------------|-------|-----|-----------|-----------------------|
| Amsterdam, Noord-Holland, Nederland    | 110           | ▲ 15%             | --        | Hoog                          | 20%   | 80% | 60%       | Q-Tec bv              |
| Utrecht, Utrecht, Nederland            | 41            | ▼ -9%             | --        | Zeer hoog                     | --    | --  | --        | Genmab                |
| Rotterdam, Zuid-Holland, Nederland     | 40            | ▼ -2%             | --        | Hoog                          | --    | --  | --        | Galaxy Seven          |
| 's-Gravenhage, Zuid-Holland, Nederland | 36            | 0%                | --        | Zeer hoog                     | --    | --  | --        | Bristol Myers Squibb  |
| Leiden, Zuid-Holland, Nederland        | 29            | ▼ -6%             | --        | Zeer hoog                     | --    | --  | --        | Astellas Pharma       |
| Hoofddorp, Noord-Holland, Nederland    | 16            | ▼ -6%             | 1         | Hoog                          | --    | --  | --        | Reckitt               |
| Delft, Zuid-Holland, Nederland         | 9             | 0%                | --        | --                            | --    | --  | --        | Oldelft Ultrasound    |
| Zeist, Utrecht, Nederland              | 9             | ▼ -               | --        | --                            | --    | --  | --        | Pfizer                |

Figure 6: Top locations

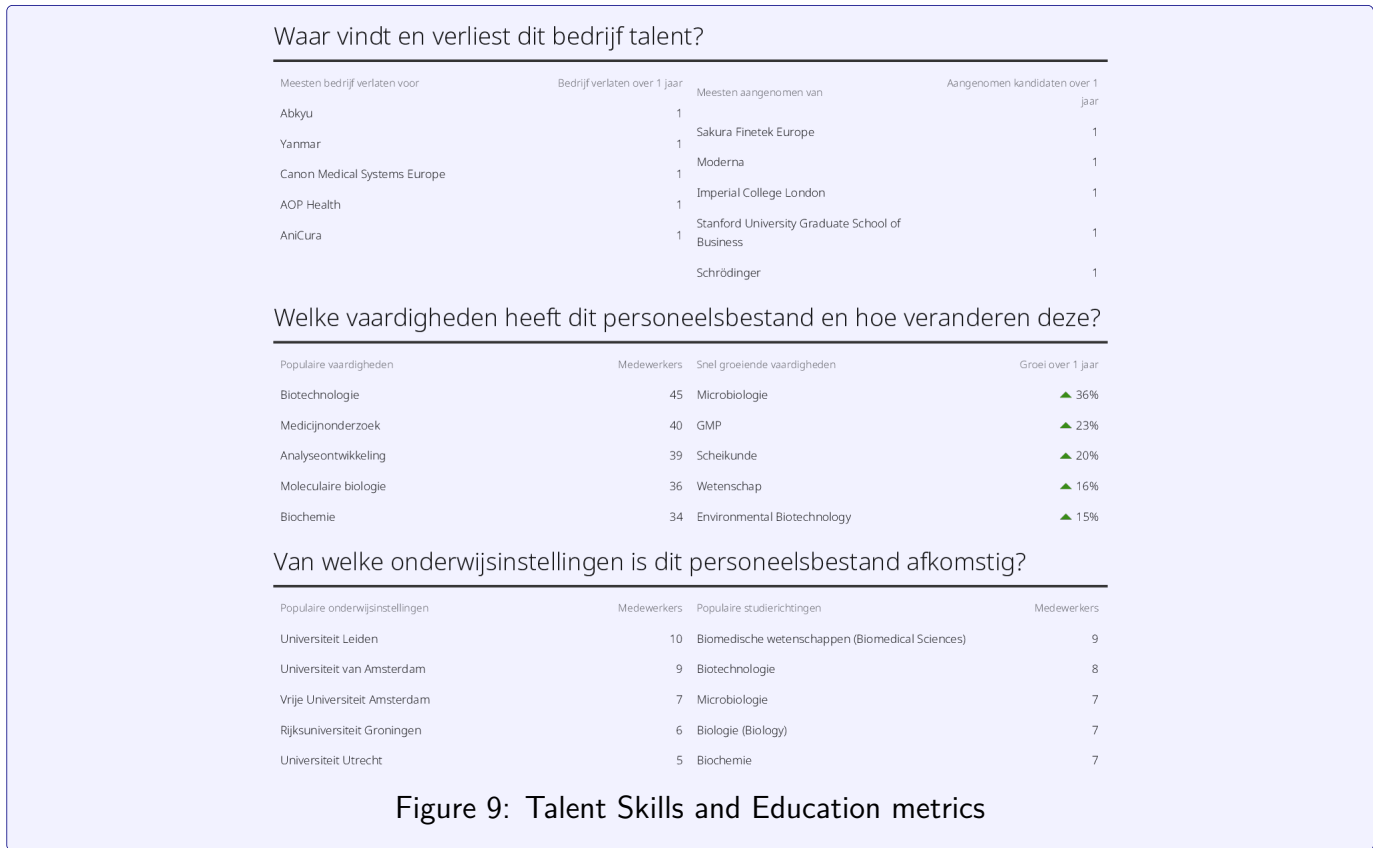
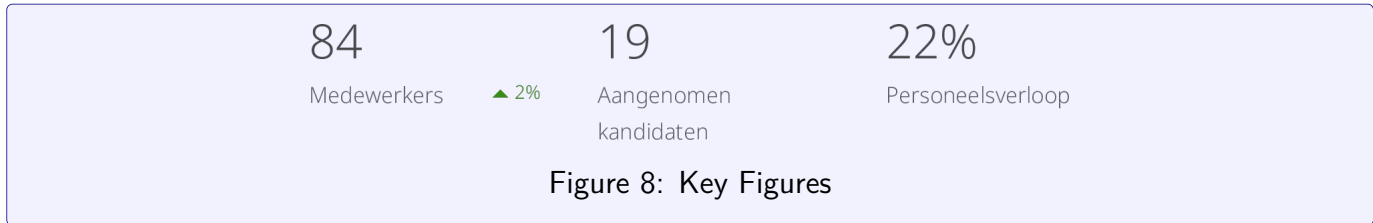
| Bedrijf (100)                | Professionals | Groei over 1 jaar | Vacatu |
|------------------------------|---------------|-------------------|--------|
| Astellas Pharma              | 10            | 0%                |        |
| Genmab                       | 7             | ▲ 17%             |        |
| Bristol Myers Squibb         | 6             | ▲ 20%             |        |
| Canon Medical Systems Europe | 4             | 0%                |        |
| Kite Pharma                  | 4             | 0%                |        |
| Fibriant BV                  | 3             | ▲ 50%             |        |
| Eigen                        | 3             | 0%                |        |
| Galapagos                    | 3             | 0%                |        |
| DSM                          | 2             | 0%                |        |
| SynCo pharma                 | 2             | 0%                |        |

Figure 7: Talent landing spots

This could be actionable data; (re-)connecting with these professionals would probably result in valuable information.

## 6 Company Spotlight - Leyden Labs

We have curated a detailed spotlight on Leyden Labs, a leading company in the EMEA region. This selection is data-driven, as the company has consistently demonstrated its capacity to attract and hire the most talent matching your professional profile. Through a deep dive into this system-generated data, we aim to provide a holistic viewpoint that will help foster a better understanding of the company.



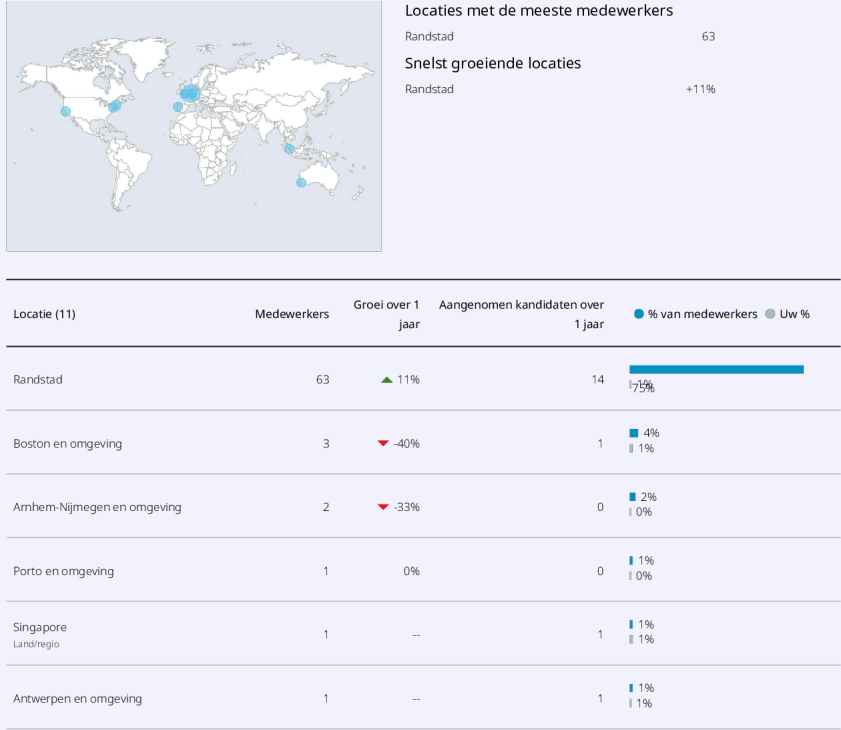


Figure 10: Geographical distribution of workforce

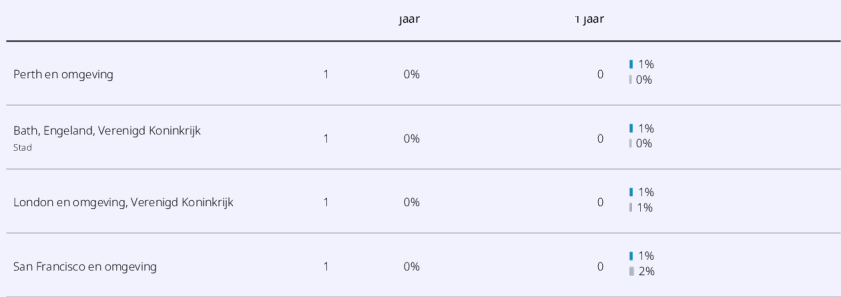
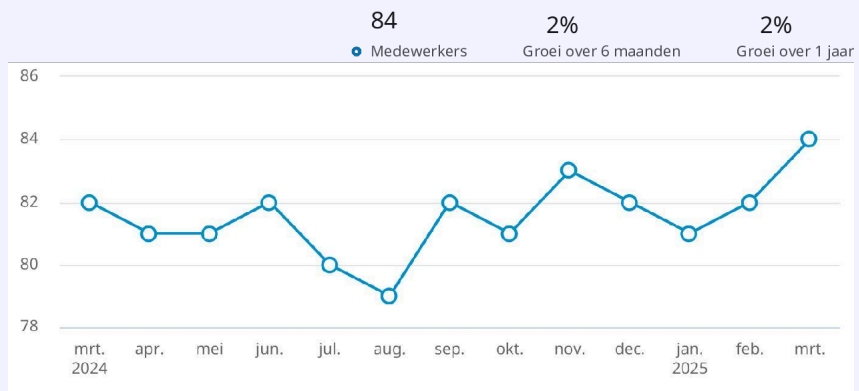
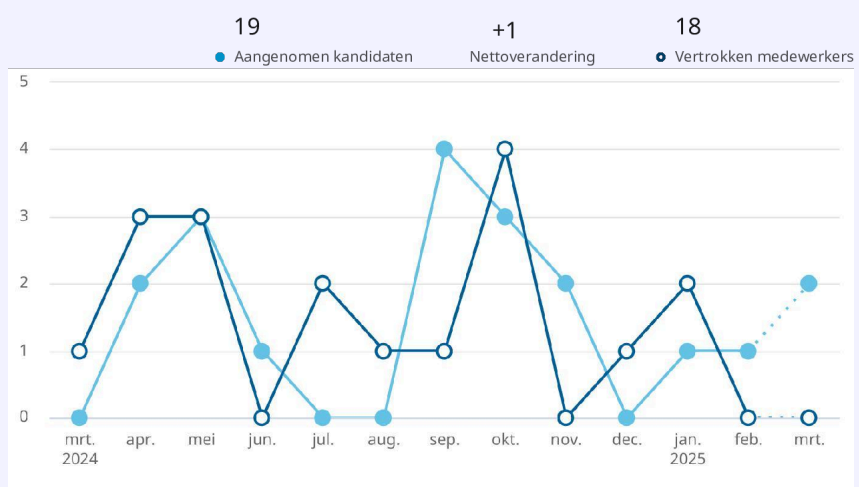


Figure 11: Workforce trends



|   |                                  |      |
|---|----------------------------------|------|
| <b>FUNCTIES MET DE MEESTE MEDEWERKERS</b> | <b>SNELST GROEIENDE FUNCTIES</b> |      |
| Onderzoek                                 | 29 Consultancy                   | 200% |
| Bedrijfsontwikkeling                      | 9 Financiële administratie       | 100% |
| Operationeel                              | 5 Inkoop                         | 50%  |

Figure 12: Hiring trends



|  |   |   |
|--|---|---|
| <b>BEDRIJVEN MET DE MEESTE AANGENOMEN KANDIDATEN</b> | <b>BEDRIJVEN MET DE MEESTE VERTROKKEN MEDEWERKERS</b> |   |
| Sakura Finetek Europe                                | 1 Abkyu   | 1 |
| Moderna  | 1 Yanmar  | 1 |
| Imperial College London                              | 1 Canon Medical Systems Europe                        | 1 |

Figure 13: Talent landing spots

| Bedrijf (24)                                    | Vertrokken medewerkers | Aangenomen kandidaten | Verhouding | Nettoverandering |
|---|------------------------|-----------------------|------------|------------------|
| ICON Strategic Solutions                        | 0                      | 1                     | +1         | +1               |
| CanSino Biologics Inc. 000000                   | 0                      | 1                     | +1         | +1               |
| McKinsey & Company                              | 0                      | 1                     | +1         | +1               |
| Stanford University Graduate School of Business | 0                      | 1                     | +1         | +1               |
| Moderna   | 0                      | 1                     | +1         | +1               |
| Sakura Finetek Europe                           | 0                      | 1                     | +1         | +1               |
| Imperial College London                         | 0                      | 1                     | +1         | +1               |
| Schrödinger                                     | 0                      | 1                     | +1         | +1               |
| GenomeScan                                      | 0                      | 1                     | +1         | +1               |
| Synvolux Products & Therapeutics B.V.           | 0                      | 1                     | +1         | +1               |

Figure 14: Talent competitors

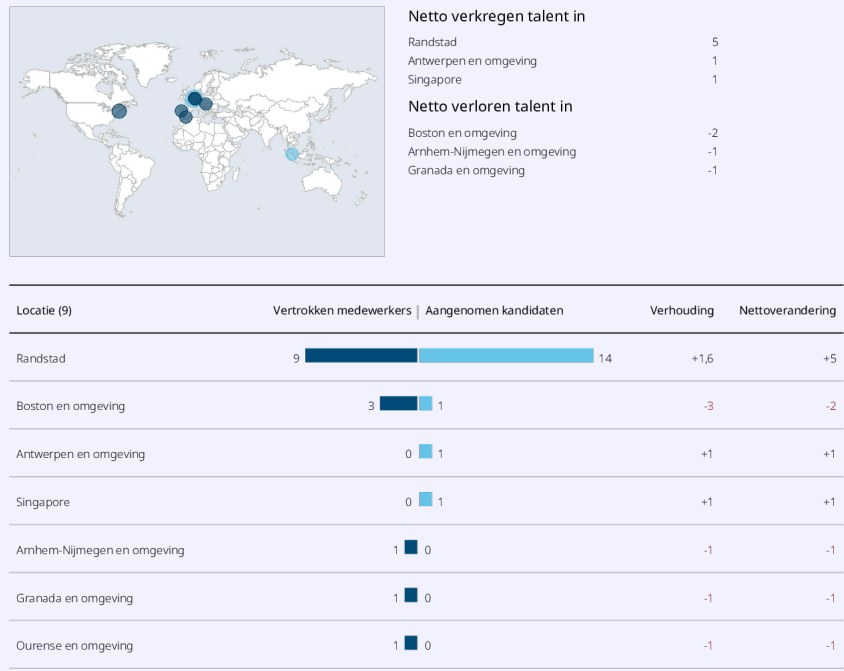


Figure 15: Geographical talent movement



## 7 Opportunity Scan

### 7.1 Tips from the Recruiter: Interview preparation

1. **Q: Describe your leadership style.**

**A:** My leadership style is a combination of servant and transformational leadership. I believe in empowering my team members by providing them with the resources and support needed to succeed. Clear communication is at the foundation of my approach, ensuring everyone understands the strategic objectives and their role in achieving them. Motivation comes through fostering a culture of trust, continuous learning, and recognizing achievements. In my previous roles, I've led organizational transformations by aligning team objectives with company ambitions, which greatly enhances engagement and performance.

▶ Avoid being too high-level or theoretical. Provide a concrete example, such as how you guided a team through change at Janssen Biologics during the shift to high-output COVID-19 vaccine production.

2. **Q: How do you handle resistance to change?**

**A:** Change management requires empathy, communication, and engagement. I involve key stakeholders early in the process, clearly explaining the "why" behind the change. I listen to concerns, address them transparently, and ensure people feel heard. At Janssen Vaccines, when we introduced a completely new disposable manufacturing platform, I worked closely with the team to gradually build confidence by piloting the technology first, gathering input, and refining the implementation strategy based on feedback. This approach reduced resistance and facilitated a smoother transition.

▶ Avoid generic answers. Be specific about how you made change more acceptable (e.g., training sessions, early adopters, structured feedback loops).

3. **Q: How do you balance innovation with strict regulatory requirements?**

**A:** Innovation and compliance should go hand in hand rather than being seen as opposing forces. I ensure that innovation initiatives are aligned with regulatory expectations from the start by involving Quality and Regulatory teams early in the process. For example, at Crucell, when introducing the Single Use Bioreactor standard, we collaborated with QA to design validation strategies that satisfied GMP requirements while allowing for flexibility in implementation. Adopting a risk-based approach also helps in prioritizing innovations that offer the highest impact with controlled compliance risk.

▶ Ensure you don't frame compliance as a barrier to innovation—show that you navigate both effectively.

4. **Q: What metrics do you use to evaluate manufacturing performance, and how do you act on underperformance?**

**A:** I focus on a balanced mix of compliance, efficiency, and business-driven KPIs. Key metrics include OEE (Overall Equipment Effectiveness), right-first-time rate, cycle time reduction, and cost per batch, along with compliance measures like deviation rates and audit readiness. If underperformance is detected, I follow a structured problem-solving approach—first analyzing root causes, then addressing both technical and operational contributors. At Pfizer, when syringe filling line efficiency declined, I led root cause analysis workshops, revised maintenance protocols, and introduced automation improvements that increased throughput by 15%.

▶ Don't just list metrics—show how you take action based on data.

5. **Q: Tell me about a difficult decision you had to make.**

**A:** One of the toughest decisions was during the scale-up of the COVID-19 vaccine production at Janssen Biologics. Due to supply chain constraints, we had to choose between prioritizing commercial batch production versus clinical batch production for new variants. I gathered input from cross-functional teams, assessed regulatory risks, and worked closely with senior leadership to develop a compromise—shifting resources temporarily but maintaining a backup plan for clinical production needs. The decision was not easy, but it ensured a continued commercial supply while mitigating long-term pipeline risks.

▶ Avoid being indecisive—highlight confidence and structured decision-making.

6. **Q: How do you approach risk management?**

**A:** Risk management starts with robust risk assessments integrated into daily operations. I use tools like FMEA (Failure Modes and Effects Analysis) and risk-based deviation management to proactively mitigate potential failures. At Fuji Photo Film, I implemented predictive maintenance strategies that reduced downtime by 20% while maintaining cost efficiency. My approach is always proactive rather than reactive—understanding failure patterns before they occur.

▶ Avoid being vague—mention specific tools and methodologies.

7. **Q: What is the most challenging feedback you've received?**

**A:** Early in my career, I received feedback that my technical focus sometimes overshadowed people dynamics. While I delivered strong results, I learned that not every challenge has a purely

technical solution—motivating and aligning people is just as critical. I actively sought mentorship, developed coaching skills, and adjusted my leadership approach to ensure I build teams that feel valued and empowered. I now see leadership as a balance between technical acumen and emotional intelligence.

▶ Be honest, but showcase how you used feedback to grow.

8. **Q: What motivates you in your career?**

**A:** I'm deeply motivated by leading organizations and people through transformational change, ensuring they reach their full potential while delivering high-quality products that impact patients' lives. The fast-paced and highly regulated nature of the pharmaceutical industry makes it especially rewarding, as I enjoy finding solutions that balance innovation, compliance, and business needs. Ultimately, knowing that the work I do contributes to better healthcare outcomes is my biggest driver.

▶ Align your answer with the company's mission—avoid sounding too self-focused.

9. **Q: How do you manage work-life balance in a high-pressure industry?**

**A:** I strongly believe in structured time management and setting clear priorities. Delegation and trust in my team are key elements—I ensure my team is empowered to make decisions and take ownership, preventing unnecessary bottlenecks. Outside of work, I prioritize activities that recharge me, such as running marathons and spending time with family. Maintaining this balance allows me to stay focused and perform at my best.

▶ Avoid suggesting that long hours are the only solution—emphasize efficiency and delegation.

We can't make these answers authentic for you, you'll have to do that, so tailor these responses to your experiences and style.

## 8 Finding Relevant Vacancies

In this chapter we will try to assist you in your quest for a new fitting position.

### 8.1 Fitting Job Titles and Roles

Based on your experience, skills, and background in manufacturing, engineering, and leadership, here are 15 job titles and roles that align well with your expertise:

1. **Senior Leadership & Executive Roles:**
  - (a) Vice President of Manufacturing
  - (b) Vice President of Operations
  - (c) Senior Director of Manufacturing
  - (d) Senior Director of Engineering & Innovation
  - (e) Site Director / General Manager (Pharmaceuticals / Biotech Manufacturing)
2. **Manufacturing & Operations Roles:**
  - (a) Director of Biopharmaceutical Manufacturing
  - (b) Director of Supply Chain Operations
  - (c) Director of GMP Manufacturing Operations
  - (d) Head of Production & Technical Operations
  - (e) Plant Manager (Biotech / Pharmaceuticals / Gene Therapy)
3. **Engineering, Technology Transfer & Validation Roles:**
  - (a) Director of Technical Operations & Engineering
  - (b) Head of Process Engineering & Innovation
  - (c) Director of Technology Transfer & Process Development
  - (d) Global Engineering Director – Biopharma / Vaccines
4. **Program & Project Leadership Roles:**
  - (a) Program Director – Advanced Therapies / Gene Therapy

These job titles fit your background in production, technology transfer, GMP operations, and leadership within the pharmaceutical/biotech industry.

### 8.2 Reverse searching


























Developing a reverse searching action plan involves a strategic approach to identify potential talent and opportunities. Here's a step-by-step action plan for reverse searching.

#### Plan:

1. Identify individuals with similar profiles in areas with limited vacancies.
2. Determine their current employers.
3. Visit the company career website to explore potential open positions.
4. Connect with these individuals for network conversations to uncover hidden opportunities.
5. Leverage this strategic approach to maximize job search prospects.

## 8.3 Best network connections

People listed below share a comparable background, ambition, and role.

- |   |   |
|---|---|
|  <p><b>Daniela Paulsen, PhD</b> · 2o Gesourced<br/>Director Manufacturing, Science &amp; Technology (MS&amp;T) at <b>Bilthoven Biologicals</b><br/>De Bilt, Utrecht, Nederland · Biotechnologisch onderzoek</p>  |  <p><b>Bertjan Ziere</b> · 2o Gesourced<br/>Principal Consultant at <b>Ziere Consultancy BV</b><br/>Randstad · Biotechnologisch onderzoek</p>  |
|  <p><b>Jaco Koiter</b> · 2o Gesourced<br/>Director Manufacturing Development at <b>Pharming</b><br/>Den Haag, Zuid-Holland, Nederland · Geneesmiddelenproductie</p>  |  <p><b>Patricia Seeboldt</b> · 2o Gesourced<br/>Operational Excellence   Leiderschap in Multidisciplinaire Teams   Supply Chain Mentorschap <br/>Amersfoort, Utrecht, Nederland · Biotechnologisch onderzoek</p> |
|  <p><b>Richard de Winter, MBA</b> · 2o Gesourced<br/>Available Jun 25   Interim laboratory &amp; quality management   Freelance consultant   QA/QC management   Strong and experienced leader   GMP, GDP, HACCP, ISO 9001, ISO 17025   Qualification &amp; Validation<br/>Haarlem, Noord-Holland, Nederland · Biotechnologisch onderzoek</p> |  <p><b>Hasan Okumus</b> · 2o Gesourced<br/>Director @ <b>Massui / Sr. Validation Engineer / GMP Project Manager / Prod</b><br/>Nederland · Biotechnologisch onderzoek</p>  |
|  <p><b>Simen-Jan Slagman</b> · 2o Gesourced<br/>Consultant &amp; manager in biotechnology   Lead improvement of processes, people, and organizations   Management   Lean   Tech Transfer, Scale up &amp; Validation of Bioprocesses  <br/>Nijmegen, Gelderland, Nederland · Biotechnologisch onderzoek</p>                                   |  <p><b>William van Dongen</b> · 2o Gesourced<br/>Director Research &amp; Development at <b>Pharming Group N.V.</b><br/>Bodegraven, Zuid-Holland, Nederland · Geneesmiddelenproductie</p>                         |
|  <p><b>Antonio Conde Nieto</b> · 2o Gesourced<br/>Senior Supervisor VBP Pandemic preparedness <b>Bilthoven Biologicals</b><br/>Hilversum, Noord-Holland, Nederland · Geneesmiddelenproductie</p>   |  <p><b>Ewald Van Kuppeveld</b> · 2o Gesourced<br/>cGMP / QP consultant at <b>Van Kuppeveld Farma Consultancy</b><br/>Groningen en omgeving · Geneesmiddelenproductie</p>  |
|  <p><b>Jurgen Kwik</b> · 1o Gesourced<br/>CEO at <b>Bilthoven Biologicals</b><br/>Nederland · Biotechnologisch onderzoek</p>  |  <p><b>Michel Klein</b> · 2o Gesourced<br/>Senior Consultant at <b>Biorisk Control (BiOx<sup>2</sup>)</b>   Biosafety Officer (BVF)   Safety<br/>Nederland · Biotechnologisch onderzoek</p>                    |
|  <p><b>Sanjay Kulkarni</b> · 2o Gesourced<br/>Director Manufacturing<br/>De Bilt, Utrecht, Nederland · Geneesmiddelenproductie</p>   |  <p><b>Maarten Manders</b> · 2o Gesourced<br/>Managing Director/ Country Manager <b>Benelux</b><br/>Eindhoven, Noord-Brabant, Nederland · Biotechnologisch onderzoek</p>                                       |
|  <p><b>Jeffrey Vos</b> · 2o Gesourced<br/>Laboratory Manager MasterLab<br/>Nederland · Biotechnologisch onderzoek</p>  |  <p><b>Sander Mathôt</b> · 2o Gesourced<br/>Consultant at <b>Mathôt Pharma Consultancy</b><br/>Randstad · Biotechnologisch onderzoek</p>   |
|  <p><b>Kevin Jack</b> · 2o Gesourced<br/>Vice President, Head of EU Manufacturing Operations at <b>Samsung Bioepis</b><br/>Delft, Zuid-Holland, Nederland · Geneesmiddelenproductie</p>  |  <p><b>Jeroen Elderhorst</b> · 2o Gesourced<br/>Visionary leader in Human Resources &amp; Development, who engages people<br/>Leiden, Zuid-Holland, Nederland · Biotechnologisch onderzoek</p>                 |
|  <p><b>Charles Frijters</b> · 2o Gesourced<br/>Life Sciences professional experienced in Interim Management, Consultancy &amp; Special Projects in Biotechnology/Biopharma.<br/>Nieuwegein, Utrecht, Nederland · Biotechnologisch onderzoek</p>  |  <p><b>Judith van Deutekom</b> · 2o Gesourced<br/>Consultant RNA based Drug Discovery &amp; Personalised Medicine<br/>Nederland · Biotechnologisch onderzoek</p>   |
|  <p><b>Miriam Asbach</b> · 1o Gesourced<br/>Project &amp; Operations Management   Pharma &amp; Biotech<br/>Nederland · Geneesmiddelenproductie</p>   |  <p><b>Frank Pieper</b> · 3o Gesourced<br/>Managing Director &amp; CSO at <b>Pharming Group NV</b><br/>Nederland · Biotechnologisch onderzoek</p>  |
|  <p><b>Ed Waalewijn</b> · 2o Gesourced<br/>Process/Project/CQV Engineer at <b>Wizerd Engineering BV</b><br/>Den Haag, Zuid-Holland, Nederland · Geneesmiddelenproductie</p>  |   |
|  <p><b>Peter Lakenman</b> · 2o Gesourced<br/>Ervaren Manager met een passie voor innovatie en transformatie door data en informatie<br/>Blaricum, Noord-Holland, Nederland · Geneesmiddelenproductie</p>   |   |
|  <p><b>Ruud Santing</b> · 2o Gesourced<br/>Q.P. for fun, not for free<br/>Edo, Gelderland, Nederland · Geneesmiddelenproductie</p>   |   |

## 8.4 Vacancies

We have identified the following list of vacancies that align well with your profile and ambitions.

- [Director, CDMO Business Development Peptides - Teva](#)
- [Senior Vice President, External Manufacturing & Supply Operations - Teva](#)
- [Role at IQVIA \(job link 1\)](#)
- [Role at IQVIA \(job link 2\)](#)
- [Role at Azul Biotech](#)
- [Directeur Role \(LinkedIn Job 1\)](#)
- [Directeur Role \(LinkedIn Job 2\)](#)
- [Project Role \(LinkedIn\)](#)
- [Director, Global MSAT Process Engineering - Galapagos](#)

## 8.5 Networking

➡ Join the "Janssen ID&V NL "Stay Connected" LinkedIn group.

- [Janssen ID&V NL "Stay Connected" LinkedIn Group](#)



## 9 Concluding remarks

In this Career Compass document, we have strived to provide guidance to aid you in your professional journey. We have thoroughly enjoyed crafting this analysis, and it has been our pleasure to contribute.

We genuinely hope for your abundant success.

### 9.1 Personal Strategy Focus

- 1. ....
- 2. ....
- 3. ....

### 9.2 Personal Action Plan

- 1.(a) Action: .....
- (b) Result: .....
- (c) Purpose: .....
  
- 2.(a) Action: .....
- (b) Result: .....
- (c) Purpose: .....
  
- 3.(a) Action: .....
- (b) Result: .....
- (c) Purpose: .....
  
- 4.(a) Action: .....
- (b) Result: .....
- (c) Purpose: .....
  
- 5.(a) Action: .....
- (b) Result: .....
- (c) Purpose: .....