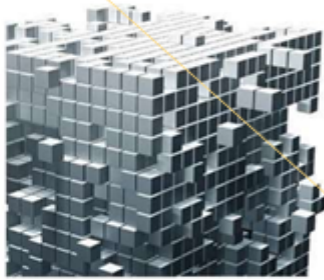


## Vital Core Business



## **SBP Advisory Report 2018-19**

**UNIVERSITY OF  
GRONINGEN**

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## Preface

*The advisory report was made during my Internship at Vital Core Business. The thesis has been written to fulfil the graduation requirements of the Science + Business and policy (SBP) track.*

*It has been a long journey with ups and downs. I want to express my gratitude to all of the respondents who cooperated with me in building the analysis during the research.*

*I also wish to thank my SBP and Beta supervisors drs. Albert-Jan Abma and Prof. Anton Scheurink for their guidance. Mirjam Veltman and Jacco Hiemstra guided me for 6 months and has allowed me full freedom which has been a great learning experience for me in the project. I want to thank all the supervisors for their support and cooperation.*

*I hope you enjoy your reading*

*Tamanash Ghosh*

*22/08/2018, Groningen.*

## Framework of the Internship

The advisory report is written as a part of the Master Education Program Science + Business and Policy. In this master program the last six months were devoted to an Internship. In the Internship a student applies beta knowledge with economic and managerial concepts to solve a case of a company.

My background lies in Molecular biology and Biotechnology. My onsite supervisors Jacco Hiemstra and Mirjam Veltman are the founders of the company and were my daily supervisors for the last six months. Besides daily supervision, my overall supervisor for the Internship was drs. Albert-Jan- Abma and Beta supervisor was Prof. Anton Scheurink.

## Executive Summary

Vital Core Business (VCB) is a start-up organization in the health care sector in Drachten. The idea of the company is to provide services which leads to the well-being of a person as a whole. The strategic planning of providing the service is divided in 3 levels which makes the product unique but ambitious as well. VCB will provide services in (individual, team and organization) levels which leads to the wellness of a person. The product of VCB describes healing of an entire human being and not by parts, which we often notice in conventional care.

The idea and vision of the company is precise but the business as a whole lack many features and needs to improve a lot to survive in the market. VCB has the network to start the business now, but soon it needs to pivot the product strategically to survive in the market for long-term. The company lacks long-term vision with an ambitious product concept. The finished product demands scientific backing and the key information in building trust among the clients. With coaches as partners from different fields it will bring innovation in one hand but might create disharmony among the partners on the other. The company's structure lack as a strong pluggable synergic unit at this moment. The business as a whole is missing in many directions, for e.g. financial assets, network of investors and marketing strategies. Due to lack of many aspects needed to fulfil before launching the product a chaos in the company was observed. For the survivability in the market knowing the mistakes that the start-ups have made previously, will be effective for VCB.

To analyse the start-up as a whole where VCB currently stands in the market with its product the research took a definite direction. As a scientific advisor I researched on the business as well as on the scientific part of the product. The business part was researched with analysing the internal and external aspects of VCB. The scientific part was researched with the new approaches in health care. The learning goals for the company was given so that VCB does not repeat the same mistakes as the start-ups have made previously. Common reasons for a start-ups failure were analysed. The reasons regarding VCB were taken into consideration.

The methodology used in the research was mostly based on literature study, books, reviews on previous similar works done by others, interviews of the coaches, doctors, and University students of Groningen, SBP tools during the courses of the program and an extracurricular course on Entrepreneurship, networking with the established entrepreneurs and investors in Groningen.

The main aim of the Internship was to give advices on the product development and solutions to the possible reasons for its failure. The advises are based on solving the issues which are potential danger for VCB's survival. Strategic timeframe planning was done to identify the goals on the basis of priorities for VCB. Issues are discussed regarding VCB and possible solutions are advised to resolve the issues. The advices will lead to the product development and VCB will have greater chances to survive in the competitive market. VCB is a company which is dependent on partners and advices on keeping healthy partnership that has been inferred as major conclusions.



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## Part 1. Introduction

***“People have been living on earth for about 250,000 years. For the past 5,000 healers have been trying to heal the sick. For all but the past 200, they haven’t been very good at it”.***

**– Dr. Paul Offit**

Hundreds and thousands of years ago, when the ancient cultures discovered the interrelations between body, mind, spirit and oriented their medicine accordingly. It is a shame that nowadays a strict dividing line has been drawn between so called “orthodox” care and holistic or complete care. It is surprising to see that despite mostly choosing clinical treatment in their initial phases, the patient continues to report bodily discomfort. Complete care is described as a behavior which recognizes a person as a whole and acknowledges the interdependence among one’s psychological, biological, social and spiritual aspects (25).

Part 1 of the report is divided into five chapters. The first chapter will inform the reader about the birth of an “idea” to form Vital Core Business (VCB). The second and third chapter will explain briefly about the description of the company and its product. In the fourth chapter the Vital level will be discussed. The research questions of the Internship will be considered in the fifth chapter. This section overall will help the reader to get a brief knowledge about the company and its product.

## 1.1. From an “idea” to Form a Start-up

Mirjam Veltman is a professional Nutritionist and she has been providing services since 2009 in Drachten. For years, she has been receiving continuous complains about pains and disorders from her patients. The struggles and barriers for well-being was observed by her and she was in search for a remedy. While believing in complete care of a human being she realized that alone she could not solve this gigantic problem. To cover all the various aspects of complete care and collaborate with professional coaches of different fields into a synergic unit popped up in her mind. She discussed with Jacco Hiemstra, and soon the idea took a definite direction in starting a new venture in the name of Vital Core Business. During my Internship, I asked her about the reason to form VCB when already there are existing companies providing holistic/complete care. She told me “ the idea to form VCB also came from frustration, when I see companies providing services which fail to cover all the aspects of complete care leading to well-being of a person”.

There are certain reasons why complete care is required in the society. Clinical treatments are only able to deal with the effects of the problem but failed to identify the sources. Complete care not only helps to solve an issue but identifies the root cause in making a person healthy. It also develops a good relationship between the service providers and the patients which leads to much more effective healing. All types of people with different concerns can be helped through numerous therapies (2).

So, Mirjam Veltman and Jacco Hiemstra became partners (CEO's) of VCB and started a marathon journey in launching the product. Soon other professionals like Raymond Dörfel and Peter Rhebergen became partners of VCB. The services of VCB in future will cover various aspects of a person in their thoughts, cultures, emotions, opinions and attitudes. It would contribute to recovery, happiness and satisfaction among patients. Along with it, VCB believes in respecting human dignity where the relationship between the coaches and the patients is based on respect, relative openness, equality and mutuality. This will give opportunity for a patient to participate in the decision making of their treatment. Not only the care would solve issues like depression, financial stability, obesity, nutrition loss, etc. but it will educate patients about self-care and helping them to perform in their daily activities independently (1).

## 1.2. Organization

Vital Core Business(VCB) is a start-up health care organization in Drachten with the vision of providing complete care of a human being. VCB is a company which wants to bring different coaches as a synergic unit and providing services covering all the different features of complete care. The goal of the company is to integrate the experts from different fields which will cover different portions of complete care. The philosophy behind complete care is based on the idea of holism which signifies care as a whole than sum of its parts, where mind and spirit affects the body of a human being (82). The idea to cover various aspects of complete care leading to wellness is depicted in the figure below:



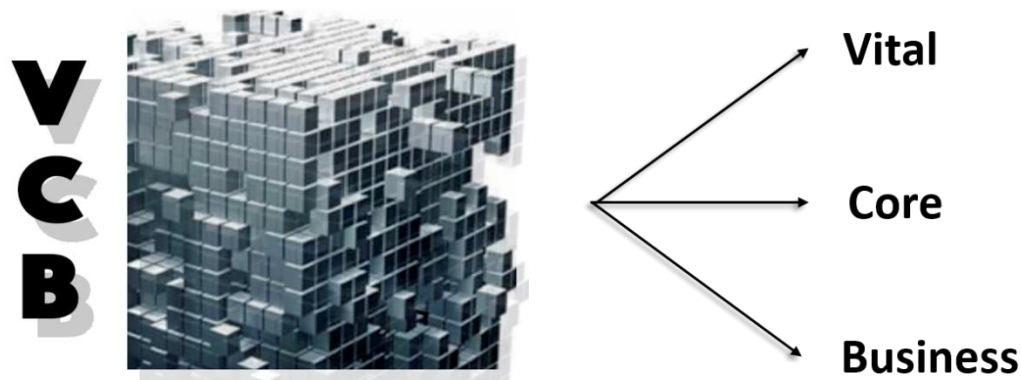
Figure:1 - A holistic model of wellness (26).

The six dimensions shown in the model (Figure 1) have significant impacts on the overall health and well-being. So, from an idea to implementation it requires strategic planning and effective decisions.

Mirjam Veltman and Jacco Hiemstra strategically planned to divide the product into 3 different levels. The main direction of VCB in giving care is to improve the health and vitality in three different levels. The three different levels for providing complete care are given below:

- Vital- Care will be given in an individual level.
- Core- Treatment will be given to improve the team as a whole.
- Business- Services will be provided to the organization or individual covering various aspects like: financial, legal aspects, management and coaching.

The strategic decision to divide the service in parts is shown in the figure below:



*Figure:2 – Product divided into 3 levels of VCB.*

### 1.3. Product Concept

The overall service VCB willing to provide is certainly not rocket science. The care providers understand the human aspect of a treatment which the doctors often call it as “placebo effect”. Although, the results of the holistic care in the society have certainly brought satisfaction among the people.

The idea of the final product Jacco Hiemstra and Mirjam Veltman have in their minds is to provide services in individual, team and organizational levels. Each level has different fields which are explained specifically later in the report. The idea of the product is to cover the parts of complete care with various fields distributed in each level. The main thinking behind the design of the product is to provide services in team and organizational levels which are often neglected by companies providing holistic care in the society.

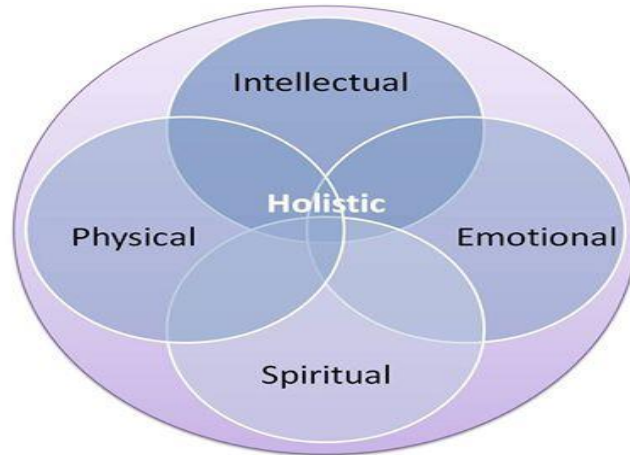
### 1.4. Background and Strategic Planning

Vital Core Business (VCB) is a start-up organization with the vision of providing services that will treat patients as a whole rather than by parts. It is a company which aims on the collaboration of individual experts that will be providing care in specific fields in the pathway to wellness of a person. The purpose of the company is to unify all the parts of holistic or complete care. The strategic plan of VCB is to improve the health and vitality in three different levels covering various aspects of the care. Currently, VCB is ready with the Vital level but the Core and Business levels are not yet developed. The description of the Vital level is given as follows:

### 1.4.1. Vital

The idea of VCB is to provide services in all the fields at an individual level. The purpose of this level is to improve the health of an individual by spiritually, intellectually, physically and mentally, which VCB would cover. The 8 fields in this level are given as follows:

- Food
- Movement
- Relaxation
- Purpose and leadership
- Talents
- Knowledge
- Craftsmanship
- Passion



*Figure: 3 - Holistic care in individual level (56).*

The purpose of this level is to improve the diet of an individual according to its deficiency by providing correct nutrition. Also, fighting against obesity while helping an individual with its exercise sessions to make the person healthy and fit. Along with it, this level will also provide sessions on personal development, knowledge and how to implement it practically with passion. Whereas, an individual might look physically fit but from inside might not be entirely therefore, VCB would also provide relaxation therapies. This will make a human being better and happy. There are lot of issues where a person really misses it's actual meaning of life, so experts in VCB would work for the solution with different fields in this level to make an individual healthy, satisfied and happy.

Overall, the idea to provide services covering the parts in 3 levels of VCB is a nice approach for the well-being of a human being. With an ambitious product to fulfil the needs of the society, Jacco Hiemstra and Mirjam Veltman along with their partners have a mountain to climb in front of them. The reader by now will have a brief overview of the company and its vision. In the next chapter the research questions will be discussed in details.

## 1.5. Research Questions

The main research questions are divided into sub-parts in business and scientific questions. The broad research questions are divided into sub-questions for critical analysis of the company and its product. Each research question is taken into consideration and the possible solutions are given as advises in the final advice section later in the report.

The main research questions are given below:

### **Research questions**

- **Where does VCB stand at this moment with its product, will it survive in the market?**
- **Will the clients have trust in accepting the product?**
- **What approach should VCB implement in future?**

*Figure:4 - Main research question of the Internship.*

The main research questions are divided into sub- questions given below:

<b><u>BUSINESS QUESTIONS</u></b>	<b><u>SCIENTIFIC QUESTIONS</u></b>
<ul style="list-style-type: none"><li>• What is the best way to keep the partnership among the partners healthy in VCB?</li><li>• Can there be disharmony on the interest of the partners? And, is it possible to solve at this moment?</li><li>• Is there possibility of VCB to survive in the market with an unfinished structure and incomplete product?</li><li>• What is the best strategy for VCB with its product concept? Will VCB's strategy for its product is mistimed in the market?</li><li>• How can VCB integrate the different approaches of the three levels among different participants into one platform by making a pluggable system?</li><li>• Does VCB has a right team to provide services in all the 3 levels?</li><li>• Is there a need for money to survive in the market for long-term?</li><li>• Will VCB be able to reach all the potential customers?</li><li>• What are steps needed to launch a complete product?</li></ul>	<ul style="list-style-type: none"><li>• What are the possible scientific concepts that can make the product robust?</li><li>• Is it necessary to have the product scientific to build trust among the clients?</li><li>• What are the scientific evidences that supports the product?</li><li>• Is it necessary to have scientific contribution in the tools VCB will be using?</li></ul>

*Figure: 5 -Sub- question of the main research questions.*

This part of the report draws serious attention to Jacco Hiemstra and Mirjam Veltman. The problems have led to questions discussed previously. This gave me interest to do research on the business and scientific aspects of the product to come up with feasible advices for the company.

It is clear by now about the general description of VCB with its product concept. From a robust idea to implementation is a long process and we notice the strategic planning is incomplete. Apart from the Vital level, rest of the two levels are incomplete and have no definite fields to cover the levels. The product as a whole certainly looks incomplete. The idea and strategic planning to divide the product into three levels provides uniqueness of the product. But, due to the lack of definite structure the launching product would be incomplete. However, the company is in its initial phases and other possible reasons might lead to VCB's failure. The overview of the whole Internship will be discussed in the next part.



## Part 2. Overview of the Internship

This part of the report will give an overview about the whole internship. The section is divided into three parts. The first part will give details about the reasons for the research. The second part of the section will let the reader know about the methods used in the research. And finally, the last part will end with the results conducted from the research.

### 2.1. Research

The preliminary part of the research was dedicated in knowing the company and its vision. The first phase of the research was focussed on the current situation of the company and analysing its product in business and scientific aspects. The second phase of the research was focussed on comparing VCB's current and future situation with the reasons for failures among start-ups. It will let the organization know about its strengths and weaknesses. The last part of the research was conducted to come out with the best possible advices for VCB.

VCB at present lack in many sections to sustain in the market. To satisfy the needs of the customers the value proposition of the product currently is weak to survive for a long-term in the market. The longevity of the organization will depend on the differentiation of the product, strategic business planning and implementation, mutual relation among the partners, scientific contribution of the final product, recognition of effective clients which will lead sustainability of the organization as a whole. There is a strong desire among the partners of VCB to start the business at this moment, although it might lack certain objectives that leads to wellness of the patients.

### 2.2. Methodology

The methods used in the research are mostly based on literature study, books, reviews on previous similar works done by others, interviews of the coaches, doctors, general public, University students of Groningen, SBP tools during previous courses, networking with the established entrepreneurs and investors in Groningen, which helped me to conduct the research and write an advisory report to VCB and the University of Groningen.

### 2.3. Results

The results obtained from the research are discussed in the Final Advice section (Part 7) of the report. The answers to the research questions are given as advices. Current and possible scenarios are considered regarding VCB, and the advices as solutions are based according to it.

## Part 3. Business Research

In this section the research is divided into two chapters. To analyse the present situation of the company with its product the research was done in (Part 3) and to know the integral elements of VCB. The first chapter will give information on the external elements playing crucial roles surrounding VCB. The second chapter will give a detailed information on the internal elements of VCB. The reader by the end of this section will be able to identify loop holes of the company and the environment surrounding VCB. This part of the report will end with the conclusion of (Part 3), which will give an overview to the reader of the business research.

### 3.1. External Analysis of VCB

In this chapter the external elements surrounding VCB will be discussed. The chapter is divided into four sub-chapters with elements like: society trends, location, competitors and customers. Each element has been specifically analysed to understand the scenario VCB will encounter, if it launches the product now.

#### 3.1.1. Trends in the Society

We are all experiencing an ageing society in which more people are confronted with chronic diseases. It is estimated in the Netherlands that seven million people will be chronically ill by 2030. Not only this, there is a bigger problem to face which we are already experiencing. There is already a global shortage of health workers among nurses and physicians. In the Netherlands it is estimated to be 450,000 workers' shortage by 2025 (6).

Although the Dutch health care system is renowned for its excellent standards. The Netherlands has been ranked in the top 3 of the Euro Health Consumer Index (EHCI). The government has spent around 74.6 billion euros which is approximately 10% of GDP in 2016 (6). So, for the Dutch Ministry of Health Welfare and Sports, one of the priorities would be to reduce the cost of healthcare.

Being one of the best health care systems in the world still the people of Netherlands are facing health problems. Burnout rates of the employees are shown by sectors in the figure below:

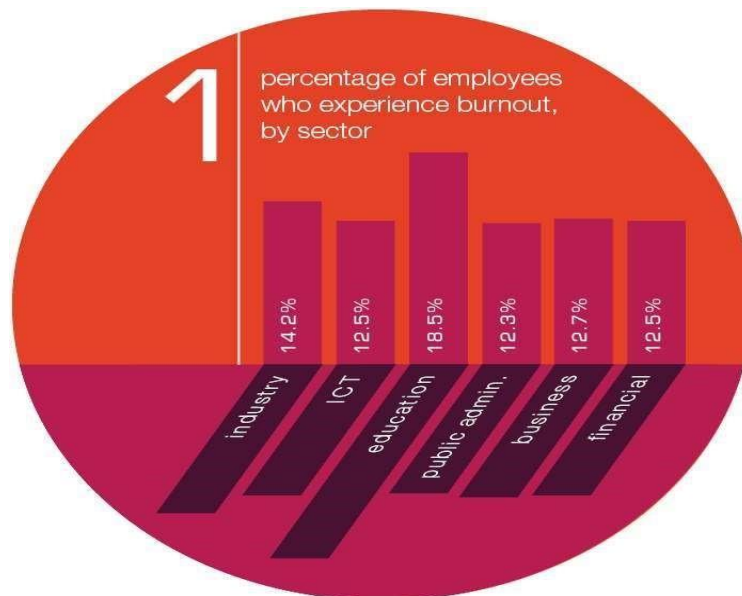


Figure:6 -Burnout percentage of employees by sector (73).

From the graph above there is a concern in most of the sectors in the Netherlands where employees are experiencing burnouts. In (Figure 6) it also shows that the highest percentage of burnouts among the employees are in the Education sector.

Another study analyses the percentage of employees absent due to sickness by sectors in the Netherlands. The figure is given below:

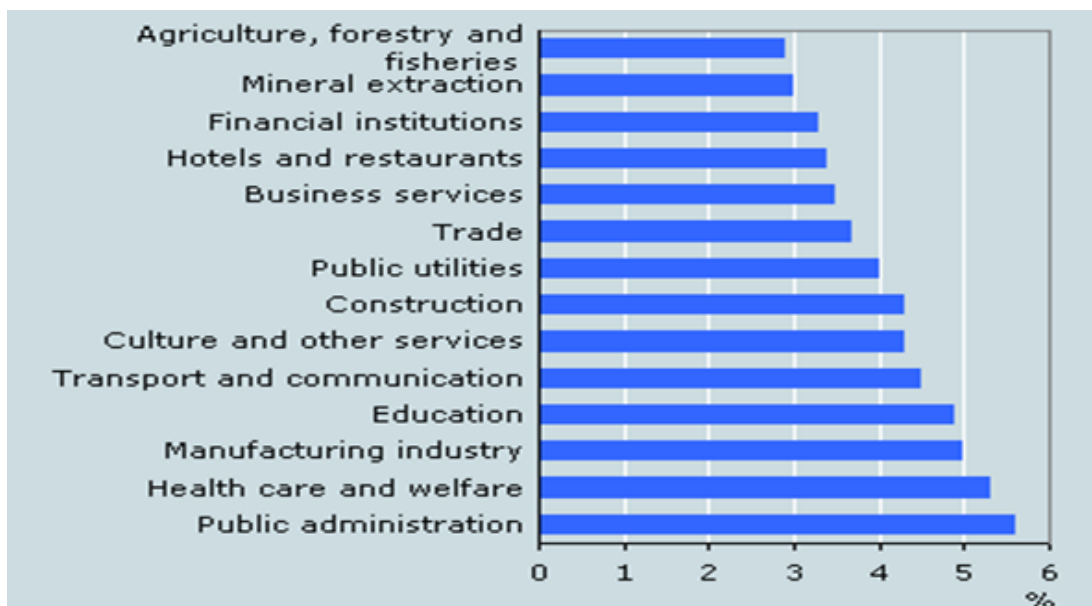


Figure: 7 -Percentage of employees absent due to sickness in different sectors in the Netherlands (63).

The figure above shows that employees are absent in various sectors due to sickness in the Netherlands. It is also interesting to notice that the Health care and welfare sector shows the second highest percentage of employees absent. Whereas, the sector strives in making patients healthy but we see the care givers themselves are unhealthy.

The problem does not end over here, around 90% residents in the Netherlands are registered with a GP and from a survey report in the Northern Netherlands, we notice around 51% of the population are not satisfied with their doctors (5). It is depicted in the figure below:

**I trust that my doctor knows the best treatments or tests for me, and I feel confident in his/her care.**

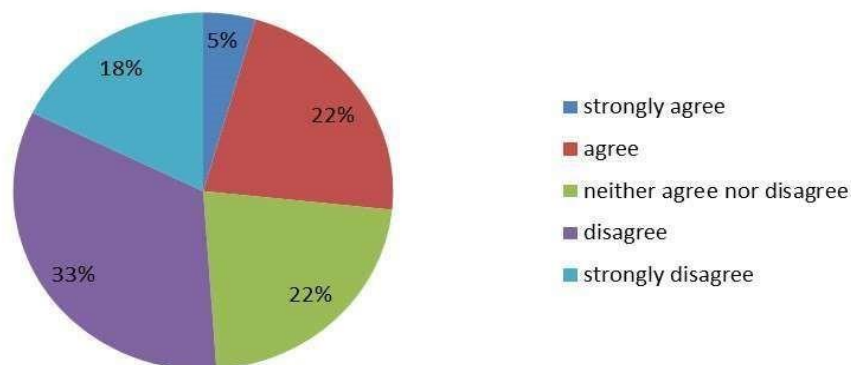


Figure:8 -People trust their doctors by percentage (5).

Concluding, there is a large percentage of people from different sectors suffering from chronic diseases and a high dissatisfaction among the habitants were noticed, on the treatment they get. So, overall we observe problems in the society regarding health. Along with various sectors the employees in the Education and Health care are facing concerns the most regarding their health.

### 3.1.2. Location of VCB

The location of the company is in Drachten. It is the second largest town in the province of Friesland with a population of around 45,186 (83). With various sectors like health, industries and education it is a place filled with employees, nurses, doctors and university students.

Philips is one of the biggest company in the world and its branch in Drachten has certainly made the place grow. The top view is show in the figure below:



Figure: 9- Drachten top view (74).

VCB is willing to provide its service in a building with hall rooms, coffee corner and rooms to provide treatments to the patients. Along with it VCB can accommodate future partners because of the space. There are some pictures of the company given below:



*Figure:10 -Infrastructure of VCB.*

### 3.1.3. Competition in the Market

The product concept of VCB is to cure a person as a whole but before launching the product it is effective to know about the competition in the market. In this chapter, description about the incumbent companies providing similar services in the Netherlands will be discussed. Along with it, the small consultancies in Drachten will be informed to the reader. The competition in the market will be analysed in this chapter.

#### **Incumbent Companies**

There are big companies like Buurtzorg, McKinsey and life Alignment located mostly in the big cities like (Twente and Amsterdam). The description and services of the competitors are given below:

## Buurtzorg

It is a health care organization established 10 years ago with a nurse-led model of holistic care that revolutionized community care in the Netherlands. Currently, they are about 850 teams in the Netherlands with around 10,000 nurses. The model of this company is also based on collaboration. They have collaborated in new areas like mental Health and children and families with around 24 countries, 10 partnerships, 870 neighbourhood teams and 2 organizations have transformed.

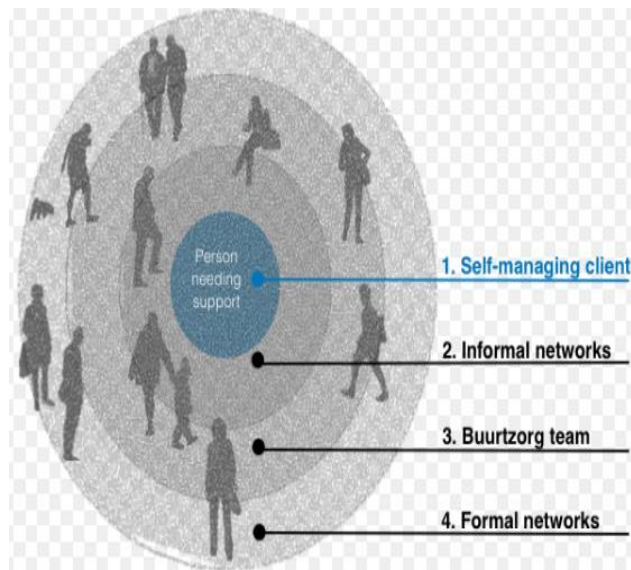


Figure: 11 -Buurtzorg's onion model (9).

(Figure 11) depicts the model of care which the organization uses. The onion model assembles the building blocks for independence based on universal human values.

Buurtzorg has incorporated OMAHA system which is a research based, standardised taxonomy for health care. They have facilitated their vision into services given as follows:

- Client care is not provided on physiological aspects but from a holistic perspective.
- Client care is suitable for all ages regardless of medical conditions.
- The whole care-process are: assessment, interventions and outcomes.
- Patient self-management and empowerment are key aspects.
- Public health and community nursing tasks are included.
- It is a comprehensive yet practical classification system.
- Services are easy to understand the terms and structures.
- It is multi-disciplinary use and understood by others outside the nursing profession (9).

## McKinsey

The company is located in Amsterdam which serves most of the key sectors in the Netherlands. It is a global hub that supports major international companies. Their passion is to build leaders among their clients which would make a tangible difference in the society. They have a collaboration with 40+ countries with 400+ projects including 50+ non-profits organization. The organization provides solution to a variety of sectors in making it sustainable (10).



## Life Alignment

This organization tries to identify the energetic and emotional root cause of imbalance in a patient's body. It is rooted in the disciplines of quantum physics, neuroscience, biology and spiritual development (11). They offer programs in different directions given below:

- Body, mind and spirit.
- Home and environment.
- Client's business and organization.

Life Alignment is a system of healing and transformation, it exists in many countries and has local coaches/practitioners in various countries shown in the figure below:

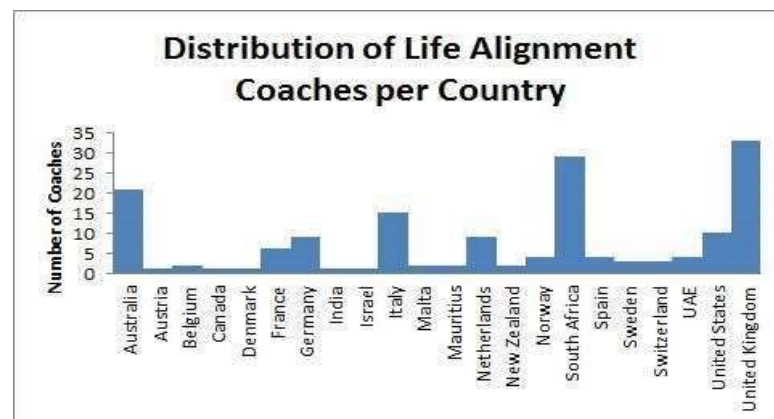


Figure: 12 -Distribution of Life alignment coaches per country (11).

## Existing Consultancies in Drachten

At present, there are few consultancies which provides holistic/complete care in Drachten. These companies are small and have target groups like: employees, students and elderly people. The companies are mostly run by a single practitioner or partners of two. The names of the companies are given as follows:

- Praktijk voor Shiatsu therapie
- Sentire Drachten
- Can Do Coaching

Overall, by now VCB is aware of the high competition in the market but would be keen to know the position where it would stand. So, I continued my research on two features i.e., power of the competitors and the threat of new entrants in the market. I have used Porter's 5 forces to analyse VCB's current situation in the market. The analysis using the tool is given below:

The tool used in the research is concentrated on the 2 forces i.e., Threat of new entrants and Degree of competition in the market. The degree of competition in the overall market is high due to the existence of multiple companies all over the Netherlands. Also, there are continuous threat from the small companies in Drachten. As healthy living is a new trend so, there is also a trend of companies or professionals willing to give services on the approach of well-being. The threat of new entrants therefore is high. There could be a possibility in the future that new companies might enter the same market of VCB.

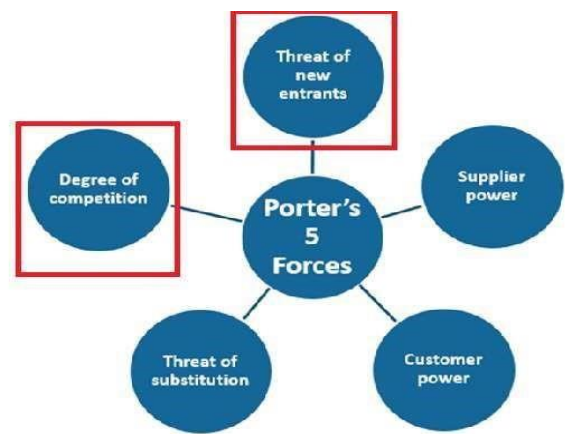


Figure 13 -Porter's 5 forces focussing with red marker boxes (SBP reader,55).

### 3.1.4. Potential Customers of VCB

VCB with its ambitious product concept covers a broad range of potential customers. This chapter will inform the reader about the target groups as customer segments VCB can reach. This chapter is divided into three sub-groups of customer segments. Later the research continues on knowing the power of the customers in choosing VCB's product. The possible customer segments are given in the table below:



Table 1 Customer segments of VCB.

<u>Customer segment 1</u>	<u>Customer segment 2</u>	<u>Customer segment 3</u>
<p>In the broad range of customers, the target group of VCB could be students and staffs of universities. The interest to be healthy is seen mostly among students in the Netherlands. Employees facing burnouts and absent due to sickness is high in the Education sector. (63,73).</p> <p>So, VCB can provide care among the students and staffs in the education sector.</p>	<p>The strategic decision of VCB to divide the product into 3 different levels will benefit VCB to reach the customers in this segment. The second and third levels of VCB is to provide services in team and organizational levels therefore, employees from different sectors can be their potential target groups. Market analysis tells us about the employees specially in the industry and public administration sectors are unhealthy and needs care (63,73).</p> <p>VCB can target the employees of the two sectors.</p>	<p>The nurses and doctors could be the third customer segment of VCB. This group is mostly neglected among the companies in the market. Apart from Buurtzorg (9) no companies really have target groups in the health care sector. Employees absent in the health care sector was 5.1% more than a percentage point above the average in the Netherlands (45).</p> <p>So, certainly this sector requires care and VCB can improve the health and vitality of the nurses and doctors.</p>

Overall, VCB could target the customer segments given in (Table 1). To analyse the relationship between VCB and its potential customer segments, Porter's 5 forces has been used. The analysis using the tool is given below:

The tool used in the research was specially to concentrate on the two forces i.e., Threat of substitution and Power of the customers. Due to already existing similar companies in the Netherlands and also in Drachten, the power of switching to an alternative is relatively high for the customers. As the switching cost is low therefore, the power of the customers to switch from VCB's product is relatively high. Therefore, customer satisfaction will be key for VCB.

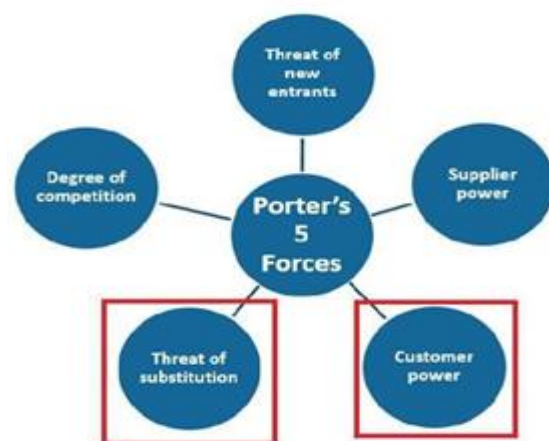


Figure: 14 -. Porter's 5 forces focus on the two portion highlighted with red colour (SBP reader, (55)).

In conclusion, the reader must be observing a market full of competitors and more options for the customers to choose. Although, we also observe that the customer segment 3 of VCB is mostly neglected by the companies except Buurtzorg. The threat of substitution is low for the customer segment 3. Due to the product concept of VCB it can reach the customer segment 3 mentioned in (Table 1) in the niche market (Drachten).

## 3.2. Internal Analysis of VCB

In this chapter the reader will be informed about the internal elements of VCB. The chapter is divided into six sub-chapters with internal elements like: staff, structure, financial aspects, business model and product description regarding VCB. Each sub-chapter is critically analysed in the research which will help the reader to know about the current situation inside VCB. The last part of this chapter will end with the description of the current product.

### 3.2.1. Staff of VCB

In this chapter the background information of the coaches and their own running businesses will be discussed. VCB has 3 levels to provide services to the clients. Currently there are four coaches with two core members (Jacco Hiemstra and Mirjam Veltman). The list of the coaches with background information are given below:

*Table 2 Background information of the partners of VCB.*

Name	Company Name	Location	Years of experience	E mail-id
Jacco Hiemstra	Personal projects, core member of VCB	Drachten	More than 10 years with several projects. (Project management)	<a href="mailto:jacco@vitalcorebusiness.com">jacco@vitalcorebusiness.com</a>
Mirjam Veltman	Praktijk voor Leefstijl, core member of VCB	Drachten	9 years with the company	<a href="mailto:mirjam@vitalcorebusiness.com">mirjam@vitalcorebusiness.com</a>
Peter Rhebergen	Rhebergen B.V.	Warnsveld	35 years of experience, 8 years with the company.	<a href="mailto:p.rhebergen@chello.nl">p.rhebergen@chello.nl</a>
Raymond Dörfel	Previmed	Drachten	13 years with the company	<a href="mailto:info@previmed.nl">info@previmed.nl</a>

Concluding the chapter, we notice all the coaches have their own businesses which will help to know the legal challenges for VCB. Also the information gives us an overview about the years of experience of the coaches in their own fields. Although, VCB's ambitious product concept to provide services in 3 levels may require more partners in future.

### 3.2.2. The Structure of VCB

The chapter will focus on the strategic planning to cover various features of complete care. It is depicted in the figure below:

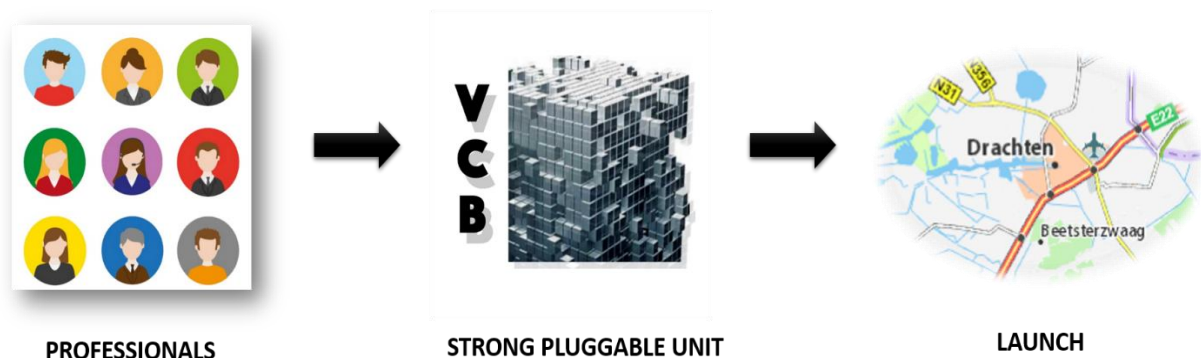


Figure:15-Structure of VCB.

The figure above shows the idea of the structure. The mission of VCB is to collaborate coaches of different fields to cover all the features of complete care. The strategic plan is to have a strong pluggable unit and launch its synergic product in the region of Drachten. It shows the structure of the company is flexible for future partners to collaborate.

### 3.2.3. Financial Aspects of the Company

Despite the current staff having their own businesses but still there are no savings for VCB. Also, there are no fixed assets of VCB. To analyse the finance considering VCB's present situation with its product the minimum money needed to launch the product is given below:

Table-3 Minimum money required to launch VCB's product.

Variables	Approximate price in euros
1. Rent	500 per month
2. Licence	500 per year
3.Other appliances and extra costs	1000 per month

The analysis was made interviewing the current member as they could provide this information due to their own running businesses.

### 3.2.4. Need for Cash

Like most of the start-ups VCB has “zero savings” The tool used here to research, will let the reader know that apart from the minimum money required, there may be need for cash in future. In (Figure 16) Technology Adoption Cycle (TAC) shows a hypothetical situation VCB can encounter in future. If VCB launches the product it would most likely reach its innovators stage shown in (TAC). Due to the partners current running businesses they have networks to start the business. It is important for the company to reach the Early Adopters phase for the growth of the company where they most likely may face “the chasm”. This phase is most likely to be broad due to VCB’s incomplete product, ambitious product concept and lack of providers to reach the potential target groups. Overall, VCB may need money to reach the early majority stage.

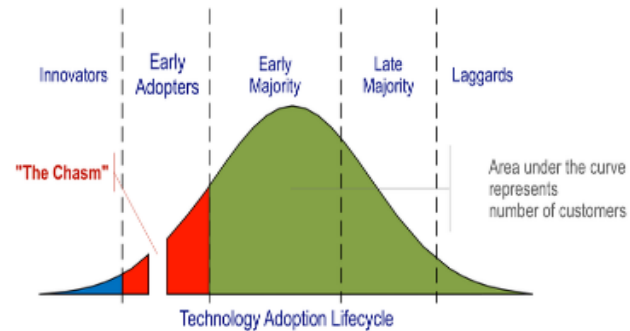


Figure:16 -Technology Adoption Cycle (53).

### 3.2.5. Business Model of VCB

VCB currently is using the business model canvas as a tool to analyse the structure of the business. The model will help the reader to get an overview of VCB in terms of partners, value proposition, key resources, customer relationship and segments, channels, cost structure and revenue streams given in the figure below:

<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Proposition</b>	<b>Customer Relationship</b>	<b>Channels</b>
Jacco Hiemstra Mirjam Veltman Peter Rhebergen Raymond Dörfel	VCB will provide services covering all the aspects of complete care. The service is divided in 3 levels with different fields in it  <b>Key Resources</b>  Tools of VCB to analyse a patient's disorders.	The strategic plan to divide the service in 3 levels providing the care on individual, team and organization levels.	Years of experience will have a good relationship with the customers .  <b>Customer Segments</b> Academic students and faculty Employees specially SME's Nurses and Doctors	Experts in health care system Few members of the municipality of Drachten University teachers Positive Health Care Institute Few doctors and nurses of Nij Smillenghe Hospital.
<b>Cost Structure</b>  80-100 euros per hour of every service and also packages for a month		<b>Revenue Streams</b>  Through sales , depends on number of services provided per hour.		

Figure:17-The Business Model Canvas (54).

### 3.2.6. Product Description in the Business Research

The product concept and the strategic planning to launch the product was described in (Chapters 1.3 & 1.4). The reader by now must get an idea of VCB's product concept. In this chapter, VCB's current product will be discussed. It will give the reader a picture of the product in comparison with the product concept of VCB.

To analyse the product carefully, I have used the tool (3 levels in a product), which is shown in (Figure 18). From the figure, it shows that there are 3 layers in a product. After the business research it was important to analyse VCB's current product. The analysis of the business research will identify the features of VCB's product using the tool. It will also help to analyse the missing features of the product. The tool is shown in the figure below:

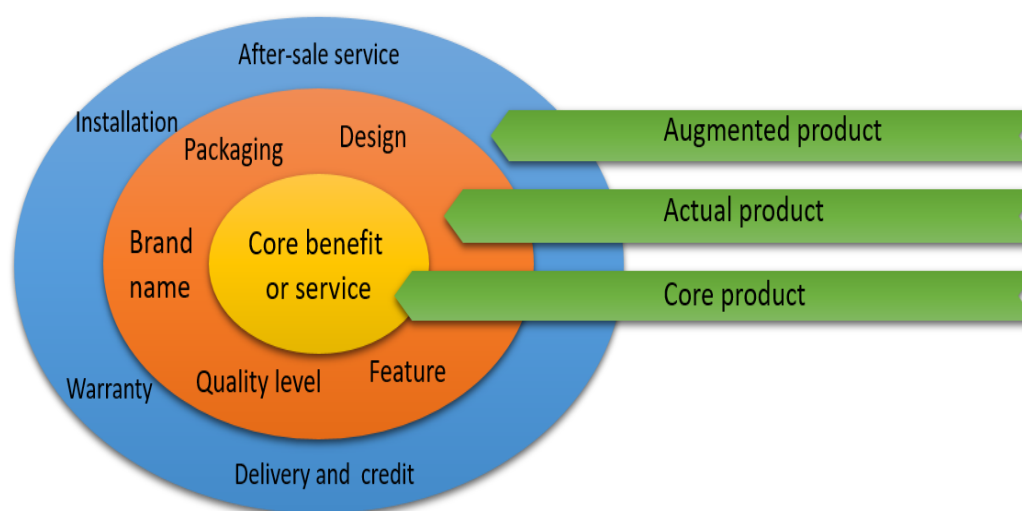


Figure:18 -3 levels in a product; University of Groningen, centre of entrepreneurship (59).

After the Business research the analysis showed that VCB has a Core product. Along with the Core product features like: Brand name and Design are present. The description of the Core product and two features of the Actual product are described below:

#### **Core Product**

The Core product defines the service or benefit it will provide after launching. The concept of VCB's Core product is to heal a person as a whole. In (Chapter 3.1.1) the analysis of the research showed problems in the society regarding health. We further noticed dissatisfaction among the habitants on the treatment they receive. Employees from different sectors are facing health issues. The service of VCB will benefit the people in bringing satisfaction. The Core product will improve the health and vitality of an individual.

#### **Actual Product**

The next level in a product is: Actual product shown in (Figure 18). In the Actual product level shown in the figure, there are various factors like: Design, Packaging, Quality level, Feature and Brand name to accomplish an Actual product. After the analysis of the research in (Part 3) the product of VCB at present is in Actual product level with Brand name and Design.

## Brand Name

A new age company should focus in finding a nifty logo and a catchy name around its product. These things really become crucial in creating an impact and further evoking strong passion among consumers in the long run. The company has its logo and a brand name which gives the meaning of the services it will be providing.

## Design

The uniqueness and differentiation of the product lies on the design of the product made to attract its customers. VCB's approach of giving services certainly makes unique, the service is divided into 3 (individual, team and organization) levels.

The design of the product is to strategically divide the service/product in 3 different levels. This will give VCB the first mover advantage in the niche market.

Overall, research in the business part was effective in knowing VCB's current situation in the market. Not only the current situation, the research has also showed the possible scenarios VCB might encounter in the future. The research with internal and external analysis identified several loop holes which can lead VCB to failure. The ambitious product concept with incomplete features have certainly been observed in the research. To analyse VCB's product critically, scientific research was important. The scientific contribution of the product is discussed in the next part.

## Part 4. Scientific Research

In this part, the research is divided into four chapters. The first chapter will focus on the scientific study behind the product. In the second chapter, new approaches in health care will be discussed. The third chapter will inform the reader about the resources of VCB. This part of the research will end with a chapter explaining contradictory opinions on complete care.

### 4.1. Scientific Study of VCB's Product

In this chapter the recent advent in scientific research on complete/holistic care will be discussed. The chapter is divided into three segments. The first segment will give an overview of the new direction in scientific research, the second and third chapter will give information about the two pillars of the product i.e., "Pischinger's Basal System" and "Functional Medicine."

#### 4.1.1. Background in Science

There is steadily an increase in chronic stresses of modern life and along with it, number of chronic ailments are also increasing. The chronic stress factors include: environmental toxins, heavy metals, electromagnetic pollution, geopathic burdens, malnutrition, psychological problems, emotional stress, allergens, bacteria and viruses. In these modern days our immune systems have been exposed to poisons with petrochemicals polluting the environment, vaccinations, toxic mercury amalgam fillings in mouth, excessive use of antibiotics and other prescription drugs that have rendered many individuals chronically ill (84,114).

Holistic medicine is committed in curing diseases not simply by suppressing or mitigating the symptoms but getting to the roots or underlying cause of the problem. It is descriptive diagnosis guiding both the patient and the physician towards effective therapies, as well as the possibility of a real cure by the causes and not just the effects of diseases (84,114).

In 1953 Professor Alfred Pischinger first described a "system of the non-specific", today known as "Pischinger's Basal System". The basal regulation system is the basis for understanding holistic medicine. In an intact basal system, the supply system for organ cells works via vegetative nerve fibres. Waste by-products are carried away in the blood and lymph. The human body experiences chronic stress factors with problems like: heavy metals, antibiotic residues and the other toxins that a human body inhales or takes via skin or in the diet. So, the body gathers all the "toxic waste" and stuffs it in the matrix where it can't reach the organ cells temporarily. But, at some point the basal system is full to the brim with toxins and therefore, no longer being able to deal effectively with its most basic task: supplying the organ cells with nutrients and getting rid of waste by-products. The consequence of this often lead a person suffer from variety of unspecific symptoms like: complains of headaches and exhaustion, diffuse pain or depression (25,80,110).

Diseases are simply different degrees of toxic damage that show themselves in the cellular phases as damaged or blockage of metabolic mechanisms. These different degrees of toxic effects correspond in homotoxin theory to the six phases. The first three phases (excretion, reaction, deposition) represents relatively harmless and curable diseases. Although, in the last three phases cellular enzymes are increasingly damaged by homotoxins and to some degree non-functional. These phases (impregnation, degeneration, neoplasm) frequently



represent non-curable diseases. Different tissues react differently to the phase-triggering homotoxins, which explains the resulting change in symptoms. The process of tissue change in homotoxins is called the vicariation effect, this process of phase (or tissue) change of the homotoxins correspond to the transition of disease to a different one. All the organs that react to it, one after the other, are called "reaction organs" (80).

Every previous disease erects functional disorder walls that at first needs to be torn down before the therapist can get at the actual cause of the patient's current symptoms. Patients always measure a therapist's performance by the improvement of their symptoms (25,112). Therefore, some patients are dissatisfied after their first few treatment sessions. The techniques of classical medicine (surgery, pharmacology, use of artificial organs, chemotherapy etc.) seek to fight the superficial cause of illness (111).

Dr. Julian Kenyon in his book "The medicine of 21<sup>st</sup> century" has mentioned about the electrical changes which underlies every disturbance in the body. The conventional examination methods: X-rays, tomography are based exclusively on the statistical and structural point of view. So, the energetic (electrical) situation of organs and tissues are of no interest to these methods. In the view of holistic or complete care the fundamental idea is that all biological processes are originally based on electric charges, mostly in the form of ionic charges. If these develop abnormally over a longer time period, structural reactions come to light so, even the conventional methods can detect. Generally, it means that biological processes can be represented by electrical changes or movements (113).

Overall in my opinion, modern medicine is in a time of great disruption. The paradigms have consistently failed to solve chronic and degenerative diseases in modern times. However, a diverse group of medical doctors, researchers and biologists have embraced new concepts in health care and trying to implement a novel medical viewpoint. It is to be further noted that if one makes use of these possibilities in medical system, then pathological changes in the body can be detected earlier than using conventional methods and there will be greater chances to counteract them. The failure of conventional practices to cure patients completely have given importance on the new way of thinking and looking at health and diseases. To understand about the holistic view of diagnosis and therapy it is important to have an understanding of Functional medicine and Pischinger's basal system.

### 4.1.2. Pischinger's Basal System

The basal system functionally altered by all the tissue function disorders. Minimal persistent stimuli from localized inflammation foci are the cause of depolarization processes that eventually leads to structural changes in the entire basal system. This signifies a change in the direction of biological inactivity. Chronic alteration of the fibrocytes leads to an unphilosophically structured basal substance, that influences on all cellular elements. It significantly contributes to the development of chronic illnesses and tumour formation. The pathophysiology of the basal system let us know about the consequences leading to chronic/degenerative and inflammatory illness (25,80).

### 4.1.3. Functional Medicine

It is a system in which examination and treatment methods are used to detect functional disorders before conventional diagnosis and treating them using appropriate methods. Functional disorders operate on an "energetic level". It is not possible to register this level with classical examination methods such as X-rays, ultrasound, computer tomography, lab tests. Body's regulation is an active process in which Pischinger's Basal System is involved (80). Functional medicine supports health and vitality of an individual. To battle chronic health conditions, Functional medicine uses two scientific principles given as follows:

- To add what the body is lacking to pull its physiology back to a state of optimal functioning.
- To remove anything that is obstructing the body from moving towards or maintaining its optimal state of physiology (33)

The approach to the care leads a patient to wellness and the components are given in the figure below:



Figure: 19 -The components of functional wellness (34).

In conclusion, I assume functional medicine may be an effective approach in fighting against chronic illness. In a recent study of 28 weeks to access the efficacy of a functional medicine approach to Improve stress, fatigue, digestive issues and quality of life. The findings showed increased in mean salivary dehydroepiandrosterone levels and the cortisol-dehydroepiandrosterone ratio. Also stool sample analyses suggested that these treatments reduced *Helicobacter pylori* infections. Therefore, the analysis finally revealed improvements in stress, fatigue and quality of life measures (94).

## 4.2. New Approaches in Healthcare

This chapter is divided into three sub-groups with the two most uprising approaches in healthcare. In the first part aspects of evidence-based medicine and in the second part positive health will be discussed. The final part of this chapter will end with most popular research in current days on chronobiology. The rising of new approaches in the healthcare provides human aspects of care which is often missed in the regular conventional practices.

### 4.2.1. Evidence-Based Medicine

Allopathic medical treatments have caused deaths due to errors in medical judgement. There is an increase in annual deaths caused by allopathic medicine. Vast majority of people subscribing to this healthcare system are not able to deliver effective therapeutic interventions but actually causing more deaths **(84)**. There is certainly an importance of new approaches in healthcare system.

Evidence-based medicine believes in the integration of clinical practices and patients value with the best research information available. It is a movement which aims to increase the use of high quality clinical research in clinical decision making. It is the conscientious, explicit, judicious and reasonable use of current best evidence in the decision making of an individual patient. Its good application brings cost-effective and better healthcare. The real purpose is to use the best possible evidence doctor chooses for a patient for the best possible solution leading to optimum health care in every aspect **(40)**.

Today, in almost all of the western countries doctors apply this way of treatment for every patient with the support of the governments. The approach in 5 steps of evidence-based medicine **(100)** are given below:

- An answerable question is raised on the basis of converting the need for information about (prevention, diagnosis, prognosis, therapy, causation etc.).
- Gathering the most important evidence to answer the question.
- Critically assessing that evidence for its validity, impact and applicability.
- Integrating the evidence with a practitioner's competence and a patient's preferences.
- Evaluating the effectiveness and efficiency in executing the practice.

Previous research for evidence-based therapies implementing the principles in cases like: hypertension, diabetic nephropathy, and end-stage renal disease. The analysis showed benefits in implementing evidence-based medicine while revealing pharmacists expanding role and patients' satisfaction **(104)**. Electronic clinical information systems to support evidence-based care has consistently displayed significant improvements in provider performances and patient outcomes **(101)**. Studies on computerized knowledge management in support for evidence-based medicine has showed improvements in the health care and outcomes for patients with heart failure and reduced pain intensity for cancer patients **(102,103,105)**.

In my opinion, new approaches in healthcare with evidence-based medicine gives value in understanding the human aspects. Integrating the clinical practices with the best information available and importance on patient focused benefits, evidence-based medicine has gained popularity. According to IOM's belief that by 2020 this approach in healthcare

should determine 90% of patient decisions (106). Studies have also shown that extraneous variables like: organizational size, characteristics of users and behaviours of the care givers may influence the adoption of evidence-based practices (107).

#### 4.2.2. Positive Health

The emerging concept of positive health has taken an innovative approach to the health and well-being of a human being. The field of healthcare have long focussed on the prevention, diagnosis, treatment and cure of diseases but this emerging concept focusses on promoting people's positive health assets, generally strengths that can contribute to a healthier and longer life.

According to Martin Seligman, PhD, project director and director of the Positive Psychology Centre at the University of Pennsylvania, "Positive health encompasses the understanding that people desire well-being of their own right and they desire it above and beyond the relief of their suffering" (41).

The Positive Health Institute states that positive health is elaborated in 6 dimensions in the new definition of health. With this approach it gives a person the ability to deal with physical, emotional and social challenges in life and also to take responsibility independently (42).

The six dimensions are:

1. **Physical wellness-** It means having the strength, flexibility and energy needed for activities at home, work or sports without getting too tired or worn out. Engaging oneself in healthy activities is important in maintaining the wellness.
2. **Emotional wellness-** It is all about feeling good and being able to recognize, accept, understand and constructively share feelings. It strives for having the skills to cope up with the challenges that life brings on.
3. **Intellectual wellness-** It is about being curious and committed to life-long learning. Actively seeking out new ideas and experiences, and gaining new skills and knowledge are part of Intellectual wellness.
4. **Spiritual wellness-** It is the ability to find peace and harmony to live in ways which reflect one's value and also finding purpose and meaning in life.
5. **Occupational wellness-** It refers to achieving personal fulfilment through meaningful daily activity which can be any kind of work.
6. **Social wellness-** It is the ability to develop and maintain positive, respectful and meaningful relationships with others.

Positive health analysis took place with research on Cardiovascular Disease. In the study, risk factors like: cholesterol, blood pressure, body mass and pressure to the heart from the first heart attack are taken into consideration along with optimism and pessimism as factors. The analysis of the study has surprisingly showed pessimism and optimism playing major roles in the second heart attack of the participants (91,92). The beneficial effect of optimism as a health asset will certainly help a patient to remain healthy.

In a research study with human and non-human the analysis has shown that exercise is key in improving a number of aspects of cognition and performance. A growing number of studies support that physical exercise is a factor leading to increased physical and mental health (93).

Overall, I believe Positive health with its assets will help an individual in improving physical and mental health. Positive thinking, actions and emotions might be fundamental to human strengths leading to the well-being of an individual.

### 4.2.3. Chronobiology

One of the major factors behind chronic diseases is sleep deprivation and it is observed the most among shift-workers. Sleep loss is directly linked to chronic diseases gives as follows (95):

- Diabetes- Previous research has shown lack of sleep is related to the development of type 2 diabetes by influencing ways the body of a patient processes glucose. Improving sleep quality may enhance blood sugar control in a patient with type 2 diabetes (96).
- Heart Diseases- Analysis from various research have shown individuals are prone to experience coronary heart disease, stroke, irregular heartbeats and hypertension due to irregularity or lack of sleep. There is also evidence that a patient pause in breathing or has shallow breaths while sleeping linked to heart diseases. It is often noticed among people with sleep loss (97).
- Increased Blood Pressure and Metabolic changes- Research has shown analysis that people with high blood pressure gets less than 5 hours of sleep and may have worse symptoms (98). Our bodies secrete hormones during sleep regulating our metabolism, appetite and glucose processing. Loss of sleep causes metabolic changes causing food cravings for sweets or salty foods leading to obesity (95).
- Increased Risk for Depression- Studies have found that loss of sleep among people have reported feeling stressed, angry, declining feelings of optimism and mental exhaustion. Recent research has also figure out that restoring of sleep causes decrease in the symptoms of depression (99).

There is an increase in chronic diseases among the shift-workers. Loss of sleep is observed the most among the employees with shifts. At present one among five workers in Europe are working in shifts. Furthermore, one in twenty of the shift-workers work overtime (20). The advent of new technologies, market globalization, economic competition are the key factors which made organizations to increase the working hours. To have 24-hour coverage in providing services companies have to introduce shift works.

Shift-workers have higher risk in developing health problems, working performance and safety than the normal day workers (21). With the increase in age the health deteriorates more among shift-workers than Day workers. It is shown in the figure below:

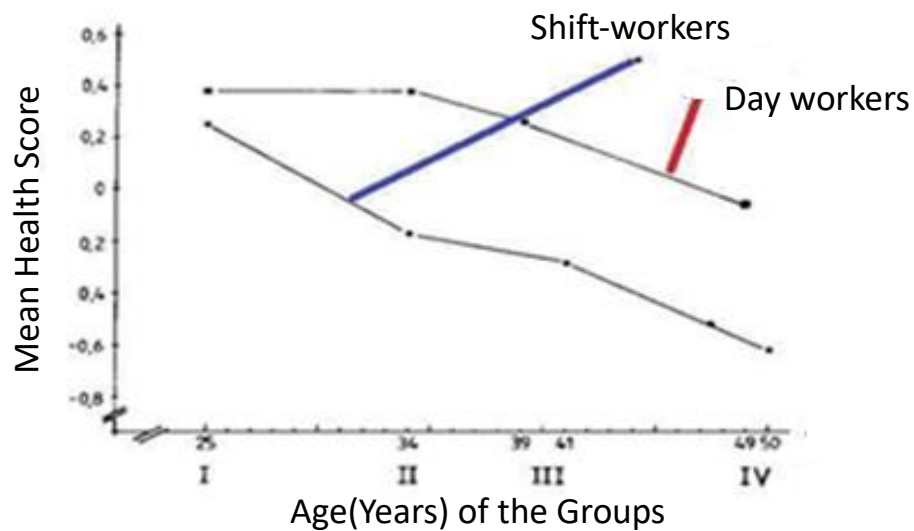


Figure: 20 - Deterioration in health with age is more in shift-workers than in day workers' (78).

Negative health effects may occur if the sleep episode is not synchronized with the normal light-dark cycle. Due to shift work there is desynchronization of sleep-wake cycle with the biological day-night rhythm. The mismatch between the body's biological clock and the actual sleep pattern is known as social jetlag (22). It is characterized by feelings of fatigue, sleepiness, insomnia, digestive troubles. Sleep disturbances, chronic fatigue, drowsiness are the key factors in causing decrease in the performance efficiency, human errors and consequent work accidents which can be highly noticed in the people working in shifts. There are serious health issues like Psychological and mental health, gastrointestinal disorders, metabolic disorders, cardiovascular disorders, cancer, women's reproductive function and social problems among the shift-workers (22).

The methods to measure Chrono type are given below:

- Munich Chrono Type Questionnaire for Shift-Workers (MCTQ<sup>Shift</sup>) can be used where unbiased questions are made as much as possible (79)
- Identify early or late Chrono type on the basis of Mid sleep phase which is shown below in (Figure 21).

	Time sleep (free days)	Time waking up (free days)	Mid sleep phase
Early Chronotype	22:30	6:30	2:30
Late Chronotype	3:15	11:45	7:30

Figure: 21 -Identification of early and late Chrono type on the basis of mid sleep phase (19).

The schedule adjustment of the employees according to its Chrono type is shown with an example below:

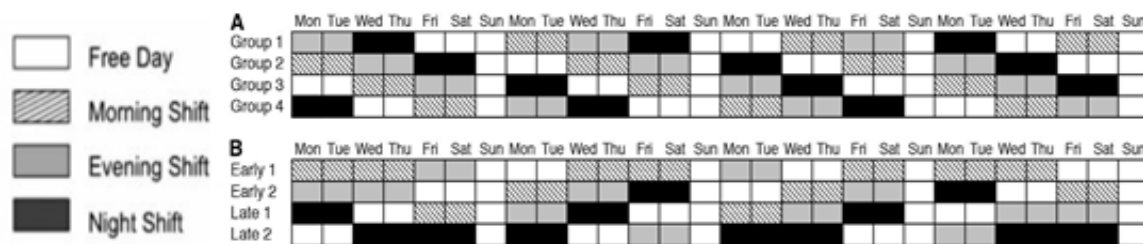


Figure:22 -Chrono type Adjusted Schedule (78).

There is an ongoing research in the field of chronobiology to minimize the negative effects of shift-workers. Studies on improving the performance, minimizing errors, reducing accidents, reducing social jetlag and sleep deprivation by adjusting the schedule in an organization to a Chrono type (19), power naps, bright lights (23) etc. Results from the experiments shows that it reduces social jet-lag and decreases sleep deprivation that will eventually reduce health issues.

Overall in my opinion, advent of research in the field of chronobiology gives us a new insight in curing patient suffering from chronic illness. Loss of sleep and disruption in the circadian rhythms of the body is mostly observed among the shift-workers. These factors are leading to health issues and may cause long-term health problems. The shift-workers are one of the major sufferers of chronic illness and the analysis from research will be effective in solving the issues.

### 4.3. Tools of VCB

In this chapter the resources of VCB will be discussed. The chapter is divided into three parts. The first part will give description of the tool "VEGA CHECK". The second and third part will give detailed information about "Test Expert Plus" and "spider web of Positive Health" to the reader. These tools are used before sales to analyse a patient's disorder, to know its root cause and to provide the appropriate care leading to wellness.

#### 4.3.1. VEGACHECK

VEGACHECK is a high-performance diagnostic device which provides the therapist with diagnostic and therapeutic information based on empirical data. The diagnostic device is developed with years of experience, accumulation of knowledge and precise observation by the experts. (Figure 23) shows how the instrument looks in real life. VEGACHECK makes use of the stimulus response pattern in measuring human body. It is divided into seven regions where electrodes are attached to the head,



Figure:23 -VEGACHECK (36).



hands and feet. The body reacts to 13Hz pulse current flow between these electrodes. The responses are showed in the graph and, if the person is under pressure, feeble or ill the responses will be different than in normal health condition. Any minute deviation from the normal response range will point to the functional disorder in the body. VEGACHECK determines the current energetic state of the entire body, it points out exactly the energetic weak points in a patient. The instrument not only detects the disturbance in one of the seven measured regions but also points out in a specific organ and derive stress references. In the measurement, VEGACHECK points out all the reaction organs which is related with the disease. It supplements the orthodox examination methods and procedures especially taking holistic view of a patient that surpasses the somatic level. This method does not draw a line between orthodox and naturopathic medicine. The two pillars supporting the VEGACHECK technique are: Functional Medicine and Pischinger's Basal System (35).

### 4.3.2. Test Expert Plus

Test Expert Plus also provides detailed information on the causes of illness. This tool helps to identify the root cause of many illnesses quickly, effectively and without any side-effects. The device operates according to the VEGATEST method on the basis of electro acupuncture and bio impedance message, it enables a therapist to make holistic diagnosis. The before sales tool identifies local inflammation points, strained organs or



Figure 24 -Test Expert Plus (37)

interference fields linked to various problems. It also recognizes interdependencies between organs and analyses the influence of viruses, bacteria or toxins. The instrument is shown in (Figure 24). There are various types of medical functions of Test Expert Plus given as follows:

- **Low electric current therapy:** It helps to discover fields of interference with the help of electronic simulation.
- **Totally automatic energy screening:** It will give a quick overview of a patient's capacitance within only two minutes.
- **Electronic measurement of current in the mouth:** An evaluation of the interdependency between teeth and body. The long-term stress is calculated in n-joules.
- **Meridian status data:** The therapy approaches through measurement of meridian points on hands and feet which is a further diagnostic indicator.
- **SI card:** Magnetic cards which helps to store information and used for controlled magnetic field therapy sessions during which the card is worn on the skin.

Test Expert Plus simplifies the diagnostic process as it helps to identify the root causes more easily and the progress of therapy can be monitored. The tool becomes compatible with the SI-card. The card contains complex electromagnetic information/frequencies which can be worn by a patient quite comfortably. It functions on the basis of magnetic field vibrations. It brings metabolic cell activity back into line with the cells own magnetic vibrations which



improves the absorption of nutrients and oxygen, the breakdown of toxins and waste products. It is comfortable and cost-effective without side-effects (37).

Vega Testing method is a fast, painless and accurate way of collecting information about a patient's body. The diagnostic devices (Chapters 4.3.1 & 4.3.2) help to reach an in-depth diagnosis by identifying dysfunctions and their root causes in a holistic way. The tools help in understanding the keys to unlock a patient's health potential.

There were several studies published on the principle of Vega Testing. Dr. Ali figured a 73% consistency between electrodermal testing and ELISA IgE antibody levels for a variety of pollens and moulds. Dr. Kiop in Toronto found a 66% similarity in identifying the neutralization sublingual dose for a variety of chemicals, inhalants and foods between the electrodermal test and intradermal sublingual testing. In 1984 a research team of University of Hawaii compared six different modalities for assessing food allergies including RAST, IgE antibodies, history, food challenge, skin and electrodermal. Over 300 tests were performed and the analysis showed that electrodermal testing matched the RAST testing 69%, IgE antibodies 73%, history 74%, food challenge test 77% and skin testing 71% (86,87,88).

Macdonald Centre for Natural Medicine is using VEGACHECK for 13 years and have found it to be a highly valuable tool for helping patients in figuring the underlying causes of their health issues. The patients reported improvements in their health after the Vega Testing analysis and treatments accordingly. There are certain tests which are performed at the Macdonald Centre for Natural Medicine by the technicians given as follows:

- Food Allergy Testing- 90 common foods are tested to check the ones disturbing in a patient's body. The patients reported clinical improvements by eliminating or limiting the foods that the VEGA Test identifies.
- Organ Screen- 67 different body parts are assessed on a three-point scale: healthy, stressed and very stressed. Patients have reported mostly the body parts that are flagged as stressed are the places they are having troubles with. New areas popping up gives the practitioner insights into the symptoms.
- Intestinal Flora Imbalance- The presence of adequate good bacteria in the lining of the intestine is one of the keys to the healthy functioning of the body. Absence of the good bacteria gives opportunity to Candida yeast and other organisms to colonize the intestine creating problems. The test is assessed from a scale of 0-10 determining the balance of intestinal flora and reports the degree of Candida yeast present. It is reported from several tests that a patient feels well when it is 0 on the scale indicating a healthy balance of flora (85).

Along with VEGACHECK, Test Expert Plus is also particularly indicated in health problems where the cause is unknown. Medical test evaluates the status of the entire patient. For the last 20 years it is used in sports specifically to analyse intelligent fitness and sport performance (90). Hyperthermia Centre Hannover is effectively using Test Expert Plus in diagnosing allergies, pain conditions, migraine or rheumatism without any side effects. For the past 30 years the diagnostic device is tested and designed to comply with the highest technical standards (89).

Overall in my opinion, the diagnostic tools (Chapters 4.3.1 & 4.3.2) will be effective in determining the health condition of a patient. For the past 40 years it has been gaining

grounds in clinics all over Europe and North America. The tools are tested in various research centres all over the world providing critical analysis of a patient's disorder and supporting with effective therapies. Reports of clinical improvements of patients certainly makes the diagnosis robust.

### 4.3.3. Spider Web of IPH

Mirjam Veltam is currently taking courses in the Institute of Positive Health. Her interest relies on using the web covering six dimension of positive health given in the figure below:

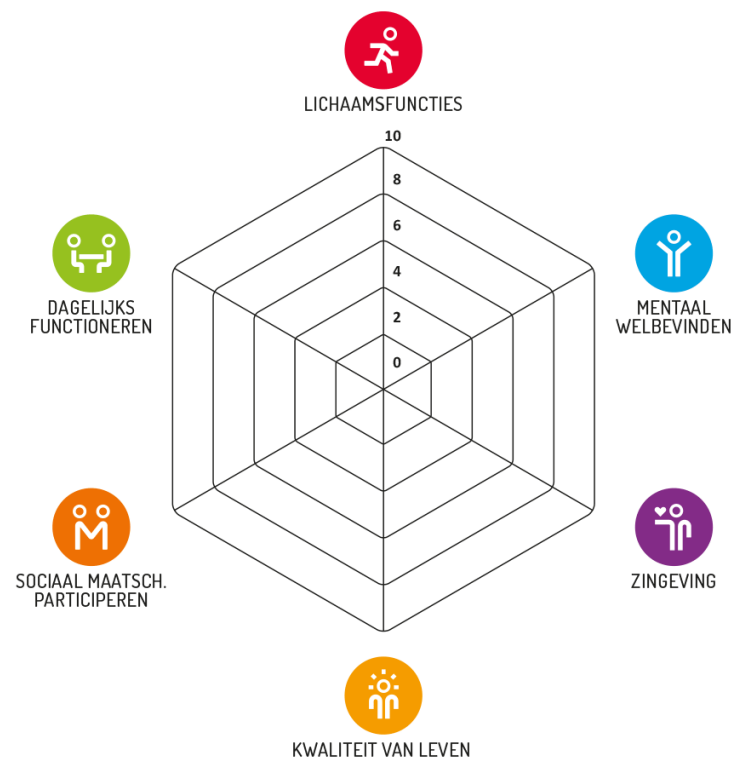


Figure:25 -Spider web of IPH (60).

The six dimensions have already been discussed in (Chapter 4.2.2). An app with unbiased questions are saved and the results will give scores on the basis of the answers. The scores will be given on a scale from (0-10) in every dimension of the web. The patient will get to know in which dimension he needs care.

The quantitative method used here may be effective in a patient's need for improvement regarding the health assets. Although, the tool is new and currently is in the developing stages. It is required to be validated and put into practice by IPH. The evaluation of the results will help to understand the efficacy of the tool.

## 4.4. The Downside of the Product

Contradictory belief and opinion on complete care among experts will be discussed in this chapter. The reader will get to know the downside of the product.

Many experts claim that, there is no evidence to tap and manipulate human 'energy fields' which clears blockage and heal the body. According to many experts' alternative therapies have begun to be in the interest of the patients specially during stress-related conditions such as chronic pain, depression, nausea and fatigue. In their point of view these practices perform no better than placebos in clinical trials (38).

Many researchers and experts in the health care claims "Complete Care " to fall under "Pseudoscience". And pseudoscience is far from rocket science when it comes to evidences and facts. An average person does not have medical background, so the person might not be able to perceive whether the treatment being touted is scientifically sound or is actually a pseudoscientific quack remedy. Scientists have researched on the pseudoscientific therapies and the characteristics are given as follows:

- **"Pick-and-choose" approach to evidence** - Alternative remedies often pick and choose the evidences that support their treatments. Contradicting evidences are ignored or simply does not change the minds of the care givers.
- **Irrefutable hypothesis** - The pseudoscientist's hypothesis may include cherished beliefs that is unwilling to be rejected under any circumstances. It is useless for someone to conduct investigations to determine whether or not an irrefutable hypothesis is correct when pseudoscientist's belief in it will not be altered by the outcome.
- **Use of anecdotal evidence or testimonials** - Today's alternative medicine web sites are full of testimonials from individuals who were helped by the treatment being promoted. While there is nothing sinister about a friend recommending a product such as a headache remedy.
- **Incorrect use of the scientific literature** - The pseudoscientist treats research papers as the final word on a given topic as long as they agree with the preconceived ideas. In the pseudoscientific literature there is often misuse of scientific terms and concepts which becomes tougher for the general public to understand where the writer can manipulate the language of science (39).

Reports of untested and disproven pseudoscientific interventions have too often created significant setbacks. Analysis from a study for children with autism has shown practitioners have been plagued by subscription to and application of dubious interventions. History of pseudoscientific and controversial interventions have shown absence of evidence, irrational beliefs and deceptive logic associated with them (108). Not only this but there are certain examples of pseudoscience in the Cleveland clinic which is one of America's premier medical institution. During the Olympics in 2016 athletes visibly spotted clusters of dark purple bruises and in the Cleveland clinic's website the reason was given due to cupping. There were no solid evidences to support the claim of the traditional Chinese Therapy (cupping). Promotional website articles on weight loss, stress free therapy, Energy Medicine therapy, nutritional benefits from foods appear in medical institutions describing characteristics of pseudoscience (107).

Overall, certain examples given above shows the reason for the opinions and views of the experts on the characteristics of pseudoscience. Lack of evidences, proper information backing and robust scientific contribution for several therapies related to complete care raises questions in the medical society.

## 4.5. Product Description in Scientific Research

In this chapter the product after scientific research will be discussed. The analysis from the scientific research in the Internship will help the reader to know the characteristics of VCB's product.

To analyse the product carefully, the tool "3 levels in a product" is used again. VCB's product has components like: Brand name and Design in the Actual product level (Figure 18). After the scientific research the analysis shows that the product now has Quality level. The description of the Quality level is given below:

### Quality Level

The Quality level of a product is determined on the satisfaction it can bring to the clients. With the willingness to work with the strengths rather than weaknesses of a patient and to respect human aspects certainly improves the quality level of the product. New dimensions in health care research is effective for the quality of VCB's product.

In conclusion, the research showed positive and negative sides regarding VCB's product concept. New approaches in health care and scientific contribution behind VCB's tools are in the brighter side. Although, contradictory opinions of the experts and analysis of an incomplete product are the downside. The chaotic environment around VCB with problems emerging becomes crucial to know about start-ups failure in general. The reasons for failure and learning lessons for the company are explained in the next part of the report.

## Part 5. Chaos and Learning Goals of VCB

This section of the report will give an eye opening to Jacco Hiemstra and Mirjam Veltman. (Part 5) is divided into two chapters. Keeping in mind about VCB's ambitious product concept with an incomplete product at present, the first chapter will give an overview of the reasons for failure among start-ups. It will help to know the important factors to be considered for the success of the start-up (VCB). The second chapter will identify the learning goals for VCB.

### 5.1. General Failures Among Start-ups

In this chapter the important factors behind start-ups failure will be discussed. The discussion will be useful for VCB to know the reasons it should consider. The factors will also be effective to analyse the strengths and weaknesses of the company. The 20 key reasons behind the failure among start-ups are shown in the figure below:

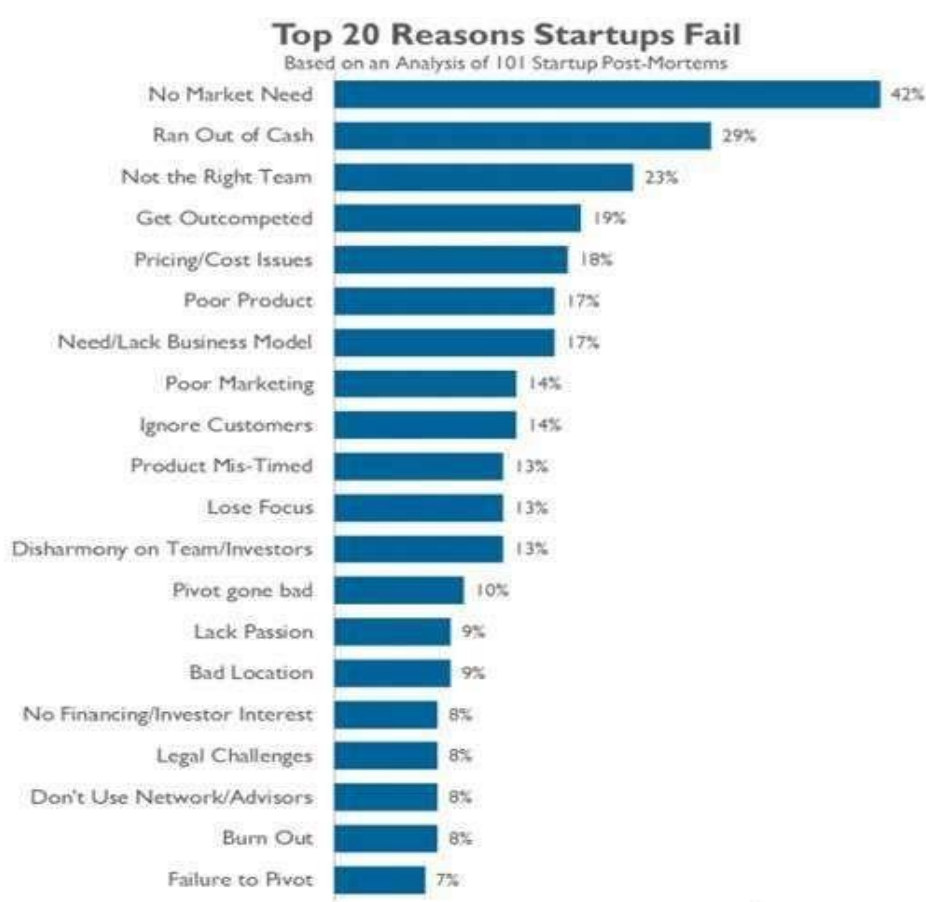


Figure: 26 - Top 20 reasons start-ups fail (4).

Being a start-up, VCB can encounter any one of the reasons shown above and fail in the market. However, in the brighter side it helps VCB to prioritize the issues it requires to solve. The research in the business and scientific parts analysed the strengths and weaknesses of the company regarding reasons shown in (Figure 26). In the business part the analysis showed VCB's strengths in location, Business model and legal issues. Along with the strengths the research in business and scientific parts also revealed the weaknesses of the company. The analysis showed poor product with a lack of concrete scientific evidences, incomplete levels

of VCB's product concept and unfinished product. Also with no savings at this moment is one of VCB's biggest weaknesses.

The reader must be now understanding that apart from the issues VCB currently facing there is a possibility of more problems surrounding the company. The reasons shown in the figure above can affect VCB and is important to know about the goals to achieve.

## 5.2. Learning Goals

In this chapter it will give VCB the direction to succeed as a start-up. The learning goals are mentioned as bullet points given below:

- Considering the reasons shown in (Figure 26) will stop VCB repeating the same mistakes made in the past by the failed start-ups.
- Analysing the position of the company according to the reasons mentioned in the previous chapter.
- Timeframe planning to solve issues on the basis of priorities is important with respect to VCB.
- The ultimate goal of a complete product will rely around solving issues which are the reasons for failure shown in (Figure 26).
- Feasible solutions to implement, in order to avoid failure of the company.

After understanding the general overview of failures among start-ups and the learning goals, it gave me a new direction in the research. The main mission was to point out each reason given in (Figure 26) in analysing VCB's chances of survival. The research will state the current and future position of VCB. The research will benefit to point out the reasons which are problematic at present and also the reasons which can be problematic in future for VCB. Feasible solutions as advices will give VCB greater chances of survival with a complete product.

VCB has the network to start now with the Vital level, but it will lack many things to make it a success. Starting from the lack of resources and partners it lacks a concrete implementation plan for fulfilling the unmet needs, with an ambitious product concept. The product is lacking robust scientific evidences and key information in building the trust among certain group of clients. On one hand there is eagerness and excitement of launching the product in the market. And on the other hand lack of resources, incomplete product and lack of providers to complete every levels. Considering the learning goals have caused dilemma in the minds of Jacco Hiemstra and Mirjam Veltman with VCB's success. The chaotic environment has led to research on the other factors affecting the success of a start-up given in (Chapter 5.1). The loop holes identified after the business and scientific research could be the reasons for VCB's failure and is specifically described in (Part 6). Along with it, other possible reasons were researched that can cause threat to VCB's survival. Also to analyse the product as a whole, integrating the product was done.

## Part 6. Issues Identified

The analysis from the business and scientific research helps the reader to identify the issues of VCB. The research identifies the current and possible future issues which might lead VCB to failure. With an ambitious product concept covering 3 levels to provide services in individual, team and organizational levels, there is lack of structure in the two levels of VCB which states that the current product is not fulfilling the product concept of VCB. The company has no fixed assets and there could be a possibility of money required in future. VCB is willing to launch its product in Drachten with high competition and high power of the potential customers in the market. After the business and scientific research, the product seems lacking various features. Along with it, the opinions and views of the experts and researchers on "Complete Care" being pseudoscience raises doubts on the characteristics and therapies of VCB's product.

The chapter is divided into three parts. The first part will give detailed information about the other possible reasons which could be futile for VCB. In the second part, integration of the product to analyse the product as a whole with the business and scientific aspects will be discussed. In the third part, importance of a scientific advisor and my role as an intern will be conferred.

### 6.1. Other Reasons Can Cause Problems for VCB

There are other reasons like: product mistimed, ignore customers, failure to pivot, disharmony among partners, lack of Networks, loosing focus and lack of passion have caused failure among previous start-ups (Figure 26). The reasons mentioned in this chapter may affect VCB and considering would be effective. The reasons are discussed regarding VCB as follows:

#### **Product Mistimed**

There is an increasing interest of healthy living in the Netherlands, where people are changing their habits and lifestyles into more sustainable healthy living (8). So, it opens door for VCB to launch its product in the place where people are changing their ways of living. Although, the "need" for the society is to get the best possible treatment. The product being incomplete and with one structured level(Vital) might not be able to satisfy the "need". The healthy living trend allows VCB to launch its product but not fulfilling the "need" will make the product mistimed. It can be one of the reasons for the failure of VCB.

## Possibility of Disharmony Among the Partners

The table given below will give a brief information about the partners' background and services they are willing to provide with fields in the Vital level.

Table 4 VCB Partners with their services in the Vital Level.

Name	Running Company	Location	Years of experience	Services in Vital Level with fields.
<b>Mirjam Veltman</b>	Praktijk voor Leefstijl	Drachten	9 years with the company	<ul style="list-style-type: none"> <li>• Nutrition</li> <li>• Movement</li> <li>• <b>Passion</b></li> <li>• <b>Relaxation</b></li> </ul>
<b>Jacco Hiemstra</b>	Personal projects for different companies	Drachten	More than 10 years with several projects.	<ul style="list-style-type: none"> <li>• <b>Purpose&amp; Leadership</b></li> <li>• <b>Talent</b></li> <li>• <b>Craftsmanship</b></li> </ul>
<b>Peter Rhebergen</b>	Rhebergen B.V.	Warnsveld	35 years of experience, 8 years with the company.	<ul style="list-style-type: none"> <li>• <b>Purpose&amp; Leadership</b></li> <li>• <b>Talent</b></li> </ul>
<b>Raymond Dörfel</b>	Previmed	Drachten	13 years with the company	<ul style="list-style-type: none"> <li>• <b>Passion</b></li> <li>• <b>Relaxation</b></li> <li>• <b>Purpose&amp; Leadership</b></li> <li>• <b>Talent</b></li> <li>• <b>Craftsmanship</b></li> </ul>

From the table above, the reader will get to know about the wishes of the coaches in providing services in various fields of the Vital level. The reader must also notice that there are clashes with the similar fields among the staff which is shown by highlighting with different colours to respective fields. Several fields are of common interests (indicated by same colour) among the partners to provide services. This common desire may create disharmony among the partners.



## Lose focus and Lack of Passion

Start-ups have also failed due to reasons like: lose focus and lack of passion given in (Chapter 5.1). Considering VCB, these reasons can mostly be observed with Raymond Dörfel and Peter Rhebergen. From (Table 4) in the previous chapter the reader by now will be knowing the current partners of VCB and their own running companies. Lack of passion might be observed among the partners due to their priorities for their own company. Jacco Hiemstra and Mirjam Veltman being the founders of the company will desire the most in launching VCB therefore, losing focus and lacking passion may be less compared to the other members. The time taken to complete the product before launching may create apathy among the partners.

## Ignore Customers

In (Figure 26) the analysis have shown that start-ups failed previously due to ignoring customers. Porter's 5 forces were used to analyse the power of the customers. The tool used here is concentrated on the two forces: Threat of substitution and Customer power. The two forces are highlighted with red marker given in the figure below:

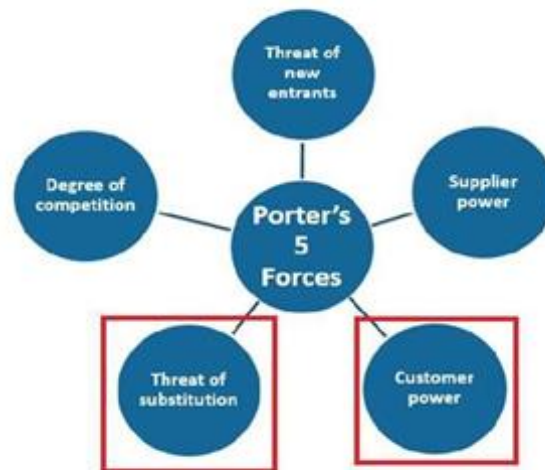


Figure:27 -Porter's 5 forces focus on the two portion highlighted with red colour (SBP reader,55).

Considering the three market segments of VCB the analysis was done. Due to already existing companies with mutual customer segments of VCB. The power of switching to an alternative company is relatively high for the customers. There will always be a threat for VCB in the market to survive. VCB's product can get substituted in the market due to the broad customer segments. As switching cost is low therefore, the customer power to get an alternative product is relatively high in the market.

Although, the customer segment 3 of VCB has been the least interest among the current companies apart from Buurtzorg. Therefore, along with the two customer segments, VCB should also focus on targeting customer segment 3. Also, the research in the field of chronobiology informs us about the health concerns of the shift-workers. The specific target group VCB can focus are: shift-workers. Due to the product concept of providing services in the team and organizational levels VCB can reach customer segment 3 but ignoring this segment may affect the organisation to sustain for a long-term in the market.

## Failure to Pivot

Start-ups have failed before for not pivoting from their incomplete product (Chapter 5.1). Failure to pivot the incomplete product of VCB can cause potential threat in the market to survive. Launching its product and not pivoting in future will be a bad decision which may lead to failure

After analysing VCB's product with business and scientific parts integrating the parts was necessary to get an overview of the product as a whole and is given in the next chapter.

## 6.2. Integration and Product Description

The vision of VCB is to provide services which leads a person to the wellbeing. VCB has a strategic plan to integrate as a unit. The Integrative model shown below will give an integrated system as well. For VCB, it will give the direction to fulfil the unmet "need" of the society.

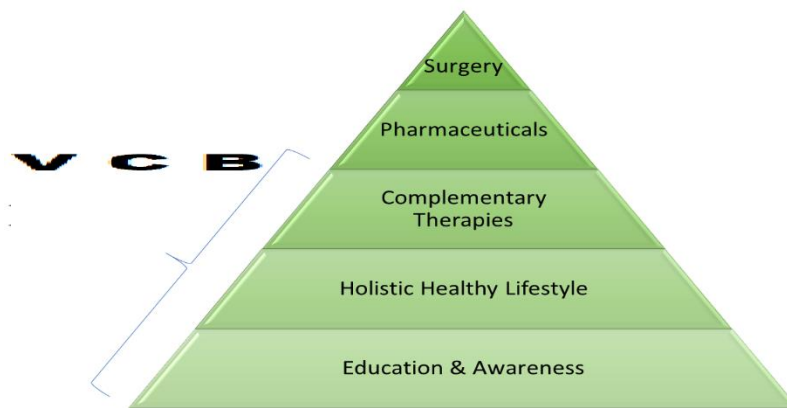


Figure: 28 -The layers VCB can provide services in an Integrated medicine model in health care (62).

The model shows a holistic approach in healthcare. It shows that to attain the best possible healthcare a holistic approach to wellness is required. VCB has the skills to provide complete care but not a collaborative approach to wellness.

The new concept of integrative medicine has given opportunity for VCB to pivot from its incomplete product. Healthcare innovation is needed to meet the growing demands for quality care without further increasing healthcare costs. Integrative medicine concept is gaining its ground particularly in US, Germany and Switzerland. In the Netherlands, the Louis Bolk Institute is significantly doing research on integrative medicine for the implementation. Integrative Medicine (IM) focuses on patients' wellbeing as it recognizes the importance of body-mind interactions and doesn't focus solely on their disease (43).

IM is divided into four major pillars given as follows:

- The relation of healthcare professionals with their patients.
- Prevention, lifestyle, and patients' responsibility in their own healing process.
- The use of evidence-based and alternative medicine (CAM).
- The healing environment.

To analyse the product carefully after the integration, the tool "3 levels in a product" has been used. VCB's product has existing components like: Brand name, Design and Quality in the

Actual product level (Figure 18). After integrating the product, analysis showed that the product now has Feature component. The description is given below:

## Feature

In a business, feature of a product is one of the distinguishing characteristics that helps to boost its appeal to the potential buyers. It might be used to formulate a product marketing strategy that highlights the usefulness of the product to the targeted potential consumers (18).

The Integrative model (Figure 28) shows that VCB can collaborate with the clinical practices. The collaborative approach will add value to the product by building trust among the customer groups. It will also highlight the usefulness of the product. The education and awareness layer in the model (Figure 28) will help patients to get information about the treatments. The approach will also benefit VCB to partner with doctors and nurses in hospitals.

### 6.3. Importance of Scientific Advising (Role of an Intern)

Start-ups have also failed due to not consulting with an advisor and missing networks. As an intern, my role was not only to identify the current or probable issues but also to provide feasible advices for implementation.

The analysis of a scientific advisor should not restrict the research to the beliefs, interest or resources of the problem owner. The main job is to extend the analysis to the beliefs, interests and resources of all the other actors who are stakeholders (61).

As an intern, it is my job to provide scientific based and objective advices for the company. Considering the learning goals and keeping in mind the excitement to launch VCB among the CEO's, I have structured the advices into parts which is discussed next (Part 7).

## Part 7. Final Advice

The whole advice section is divided into three parts. In the first part, short-term and long-term issues are identified on the basis of priorities for VCB. The short-term issues are selected as the most important issues that needs to be resolved at present. The long-term issues are chosen for VCB to achieve after resolving the short-term issues. The second and third part of this section will give detailed description on the issues and along with it advices to resolve it. The second part is given as short-term goals with short-term issues and advices are given to solve it. The third part will follow the same pattern like the second part as long-term goals.

### 7.1. Time Frame Planning

In this chapter the intermediate and final goals of the company are identified. This chapter will point out the issues to be resolved as short-term goals and long-term goals of VCB. The issues identified in the whole research considering the reasons of failure in start-ups (Figure 26) regarding VCB. The chapter will give a brief description about the short-term and long-term issues of VCB. The analysis in the business, scientific research and other reasons identifies the problems but in this chapter the problems are specifically pointed out on the basis of priorities for VCB. The short-term and long-term issues are given as follows:

#### 7.1.1. Short-terms Issues.

The issues which needs to be resolved at present are the short-term issues. Many start-ups don't take the issues seriously mentioned below, but from the learning goals it warns VCB not to neglect. The short-term issues are:

- Lose focus and lack of passion among the partners of VCB
- Disharmony among the partners
- Getting outcompeted in the market.

#### 7.1.2 Long-term Issues

The long-term issues are given on the importance for VCB to achieve after the short-term goals. keeping in mind that VCB will resolve the short-term issues first. The long-term issues are:

- Failure to pivot and product mistimed
- Incomplete structure of the two levels of VCB
- Lack of providers
- Need money
- Ignore customers
- Incomplete product and market need.

Overall, the issues are identified from the learning goals set for the company, reviewing the reasons given in (Chapter 5.1). The issues to be solved in short-term and long-term are chosen on the priorities, resources, feasibility, and ability of VCB to resolve it. The advices are given in the next two chapters ending with the SWOT analysis to give an overview of the company's position after achieving the short-term and long-term goals. The advices given in the next two sections will answer the specific sub questions (Figure 5) of the Internship.

## 7.2. Short-term Goals

This section is divided into four chapter with short-term issues (Chapter 7.1.1). The first three chapters are divided into three sub parts with research question, problem and advice. The research questions in (Figure 5) will be considered and along with it the issues will be discussed briefly. Considering VCB, the advices are given at the end of the first three chapters. This section will end with a discussion on hypothetically considering VCB has achieved the short-term goals with the help of SWOT analysis which will give the bigger picture.

## 7.2.1. Lose Focus, Lack of Passion Among Partners of VCB

### **Research Question**

What is the best way to keep the partnership among the partners healthy in VCB?

### **Problem**

We know (Figure 26) that previous start-ups have failed due to lack of passion and losing focus among the partners. After several meetings with the current partners (Raymond Dörfel and Peter Rhebergen) there was a chaos identified on the urgency of launching the incomplete product. Also, VCB cannot afford to lose partners at this moment to keep the integrated unit strong. There are high chances of the partners to lack passion, lose focus which eventually could break the partnership.

### **Advice**

The strategic plan to collaborate the professionals in a pluggable unit gives VCB a competitive advantage in Drachten. In the beginning stages of the company there was a possibility of collaborating with more partners. But, soon the possible partners broke the partnership and now VCB has four members. To accomplish the idea of providing services in various dimensions of complete care, VCB cannot afford to lose anymore partners. During the interviews (Raymond Dörfel and Peter Rhebergen) specifically mentioned to launch the product and start the business. The prolong of launching VCB's product could be a reason for the lack of passion and losing focus among the partners. This possible threat made me advise (Jacco Hiemstra and Mirjam Veltman) to launch its incomplete product. The starting of the company will make the partners active and work for VCB. The plan to launch its product in the market at present is advised on the basis of the partners wants and interest.

## 7.2.2. Possibility of Disharmony Among the Partners

### Research Question

Can there be disharmony on the interest of the partners? And, is it possible to solve at this moment?

### Problem

From the internal analysis of VCB (Table 2), the reader must have noticed the professionals have their own companies. The analysis further showed that there is a clash on choosing the fields in the Vital Level among the coaches (Table 4). It might create disharmony among the partners on their choices of preferences. We also came to know that start-ups have failed previously due to "disharmony in a team" (Figure 26).

### Advice

The strength of VCB lies with experienced professionals. They bring a lot of knowledge to the company together. But, due to the years spent in building their own company, emotions and self-interest for their own company will always come first before VCB.

The distribution of workload in VCB is also quite important to maintain harmony among the members. It further might create disagreement, confusion and arguments which eventually might break the partnership. Due to the tension with the partners, it was important to analyse the power of the current partners (Raymond Dörfel and Peter Rhebergen). Porter's five forces concentrated on the force: Supplier power was used as a tool. The analysis is given below:

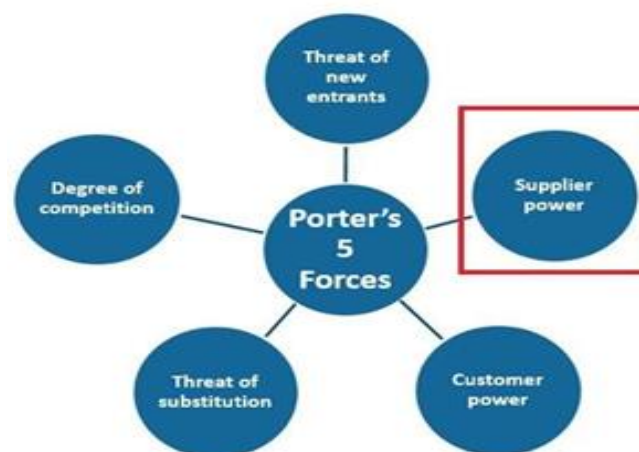


Figure:29 -Porter's 5 forces focus on the portion highlighted with red colour (SBP reader,55).

As we know VCB is highly dependent on the partners to run the business so, the bargaining power of the partners are relatively high. It might create disorder in the company with high demands from the partners. Therefore, there is a threat about the commitment of the partners in future.

In my opinion, the core members should organize future meetings with the partners and try to settle on a point to resolve the tension. Using contracts to assign officially about their

services would benefit VCB. For now, VCB can start the services but it might need other expertise as their partners in future.

VCB could play certain roles which would help them to maintain a healthy environment in the organization. The 4 roles are given below (7):

- **Encourager:** Every partner should support and praise other members in meetings where it will help to build trust and maintain harmony.
- **Compromiser:** When it comes to mutual agreement and with a collaborative approach of VCB, Jacco Hiemstra and Mirjam Veltman often have to play the role of compromisers to maintain harmony in the team.
- **Leader:** The core members (Jacco Hiemstra and Mirjam Veltman) should take a step forward in assigning the partners to have their leadership roles in their respective parts of the services in VCB. It is important for the core members to take initiative in keeping the group on the track.
- **Summarizer:** Individuals should be able to summarize the group discussions which would clarify the group's objectives and elaborate on the ideas of others.

So, there is a possibility of disharmony among the partners but it can be solved with mutual agreement of the partners and initiatives of Jacco Hiemstra and Mirjam Veltman.

### 7.2.3. Getting Outcompeted in the Market

#### Research Question

Is there possibility of VCB to survive in the market with an unfinished structure and incomplete product?

#### Problem

Start-ups have failed previously due to the high competition in the market. In (Chapters 3.1.3 & 3.1.4) the analysis showed that the power of the competitors and the customers are high which imposes threats for VCB to survive in the market.

#### Advice

The coaches of VCB with their own network of customers from their own businesses can launch the incomplete product. The big companies like Buurtzorg, Life Alignment and McKinsey have similar target groups like VCB. The existence of the companies for years will have a broad market share so, for VCB to survive in the same market is a major risk with lack of resources and an incomplete product. Although, VCB can launch its product in Drachten where the power of the small consultancies is low and have a small market share.

Overall, VCB could launch its product while targeting the customers in Drachten. The launching customers in my point of view would be the customer segment 1 (Table 1). There is an increase in interest among the students to have a healthy lifestyle (63). Also the educational sector is unhealthy with employees are facing burnouts and are absent often due to sickness. (Figure 9 & 10). The analysis from the interviews conducted, many students believe that VCB's product can solve the problem. With the lack of resources in the second and third level of the product it is tough for VCB to reach the customer segments 2 and 3.



## 7.2.4. SWOT Analysis after Achieving the Short-term Goals

<b><u>STRENGTHS</u></b> <ul style="list-style-type: none"><li>• Product concept with strong value proposition.</li><li>• Satisfying the demands of the partners in keeping passion and focus among them.</li><li>• Strong pluggable unit with the partners.</li><li>• Existing networks of the partners with the customers (from their own companies).</li><li>• Location with a strong infrastructure.</li></ul>	<b><u>WEAKNESSES</u></b> <ul style="list-style-type: none"><li>• Incomplete product.</li><li>• No unique selling point.</li><li>• Targeting the problem not the “market need”.</li><li>• Incomplete structure in the Core and Business levels.</li><li>• Issues in building trust among the customer groups.</li><li>• Not able to reach the customer segments 2 and 3 of VCB.</li></ul>
<b><u>OPPORTUNITIES</u></b> <ul style="list-style-type: none"><li>• Flexible organization with doors open for more partners to collaborate.</li><li>• To target the niche market with a collaborative approach.</li></ul>	<b><u>THREATS</u></b> <ul style="list-style-type: none"><li>• Broad market shares of the big companies.</li><li>• Disharmony among the coaches can still exist.</li><li>• Necessity to achieve the long-term goals for the survival in the market.</li><li>• Possible threats from the big companies.</li></ul>

Figure:30 - SWOT analysis considering VCB has achieved the short-term goals.

The swot analysis was made considering VCB has achieved the short-term goals. From the SWOT analysis it shows a great amount of danger for VCB to survive long-term. The threats and weaknesses of the company states the importance to resolve the long-term issues (Chapter 7.1.2). The uncertainty of VCB to survive in the market is high therefore, VCB needs to achieve the long-term goals after launching its product. The description of the long-term goals is given in the next chapter.

## 7.3 Long-term Goals

In this section a hypothetical situation is considered that VCB has launched its product. There is a necessity for the company to achieve the long-term goals (Chapter 7.2.4) The reader has observed in the previous chapter with the possibilities to resolve the short-term issues while launching VCB's product. Although, the chances of surviving with high threats and weaknesses can lead VCB to fail in future. So, to improve the chances for longevity in the market long-term goals are advised to be achieved in the future. The section is divided into six chapters and the first five chapters are sub divided into three parts: research question, specific problem and an advice section. The section ends with the sixth chapter with SWOT analysis considering VCB has achieved the long-term goals. The description will help to analyse the possibilities of VCB to survive in the market.

### 7.3.1 Failure to Pivot and Product Mistimed

#### **Research Question**

What is the best strategy for VCB with its product concept? Will VCB's strategy for its product is mistimed in the market?

What are the possible scientific concepts that can make the product robust?

#### **Problem**

The primary goal for VCB is to complete the product to survive in the market for long-term. We know that previous start-ups have failed in the market due to the reasons: product mistimed and failure to pivot. VCB with its incomplete product will solve the problem to an extent but not satisfy the needs of the clients. The description of the two reasons was discussed in (Chapter 6.1). Due to the lack of providers, resources and incomplete product, VCB's current product needs to be completed.

#### **Advice**

Integrating the services of VCB with the clinical practices in hospitals will be the best strategy to pivot. The whole idea is to contribute as a partner in the IM model shown in (Figure 28) with the pharmaceuticals and hospitals. In the concept of IM from the business perspective, coaches of VCB could provide services to the hard-working doctors and nurses as its customer as well. Definitely, lack of robust scientific evidences are one of the major setback of the service but recent studies on evidence-based medicine, IM, positive health supports the service of VCB. Most importantly by integrating the clinical treatment and complete care it would satisfy the scientific and human integrity. The approach of IM engages both patient and practitioner in a therapeutic partnership.

Before pivoting it is important from VCB's perspective to know the trends of integrative medicine in the society. The evidences are given below with the research on personal interviews of the doctors, literature study, reviews and journals. The analysis is important to know whether the integrated product satisfies the "need" of the society.

Dr. ORM Winding, a surgeon in Nij Smellinghe hospital in his interview said that, the collaborative approach will be effective for the patients. Integrating clinical practices and

holistic practices together is a nice concept in the health care system, he further said about the best hospitals in US have already started implementing IM.

Dr. S. Hovenga also in Nij Smellinghe hospital in his interview said that, he believes in the treatment of a patient on the mutual decision making. He also said that, IM is important and needs to be implemented in the health care sector in the Netherlands.

Conventional treatments have always failed to live up to the expectation of the patients. IM is now offered by dozens of major US academic medical institutes for e.g. the Stanford Center for IM in California offers acupuncture to help with chemotherapy side effects (45).

The concept of IM is closely related to holistic nursing as both are concerned with the healing of an individual to wholeness. In one of the recent studies on the "Attitudes, Beliefs, and Practices of Integrative Medicine Among Nurses in the Netherlands" there was positive attitude towards IM among the Nurses in the Netherlands. From the research around 83% of the nurses considered IM as an important and innovative health care concept. Although, Dutch nurses to a large extent seems to recognize the value of IM but due to lack of facilitation it seems to hamper the initiatives for implementing (46).

Along with it, countries like Switzerland, Germany and USA are ahead of implementing IM in their Health care system. Although, In the Netherlands the " Louis Bolk Institute" significantly doing research on integrative Medicine for implementation (43).

The future integrated model for VCB is shown in the figure below:

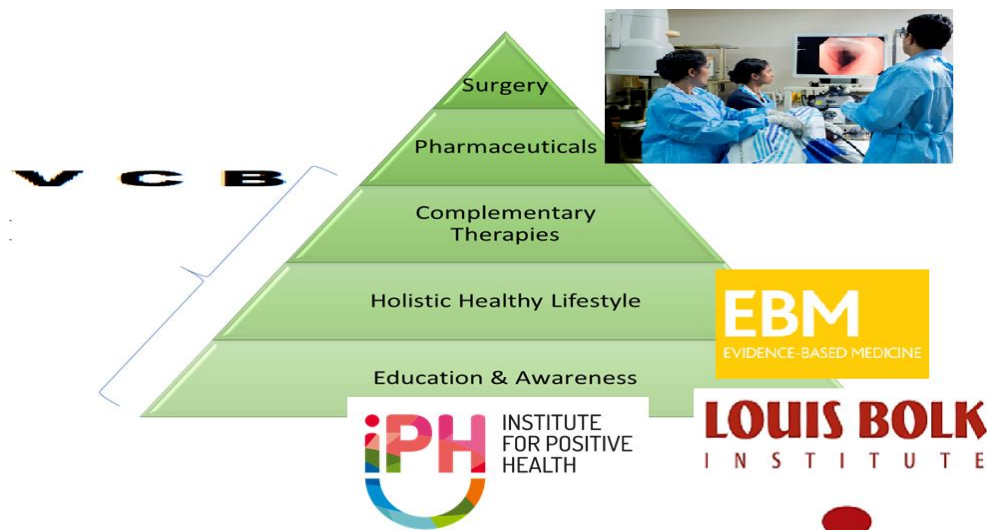


Figure:31 -Integrative model of VCB (62).

With the rise of evidence-based medicine and positive health it gives VCB opportunities to provide services in the three fields in the pyramid model (Figure 31). The experienced professionals of VCB with their skills have the potential to collaborate with the Surgery and Pharmaceuticals in the Integrative Model. A total of 416 patients responded to a survey, most patients in primary care want a GP who listens, inquires about CAM and if necessary refers to or collaborates with CAM practitioners (62). Not only the integration will help them to be partners with the hospitals but also partner with organizations like: Louis Bolk Institute and IPH.

Overall, it was important to advise on the strategy VCB could implement in the future to pivot from its incomplete product. This integrated approach will not only help VCB to get partners but will also give the direction to develop its product.

The innovative approaches in health care system will certainly make the product robust as a whole. The new approaches with scientific contribution in health care will add value to VCB's product.

### 7.3.2 Incomplete Structure of the Two Levels of VCB

#### Research Question

How can VCB integrate the different approaches of the three levels among different participants into one platform by making a pluggable system?

#### Problem

The problem was identified in (Chapter 1.4) of the report. The structure is currently missing in the two levels (Core and Business) of the product concept. To integrate the different approaches, the structure of the levels is crucial. The Vital level of VCB is structured with fields covering portions of complete care although, it lacks in the other two levels. The missing structure in the levels makes an incomplete pluggable system.

#### Advice

The advices are given with compass models. The compass model in each level will identify the fields. Each field will contribute to the pathway of wellness. The compass model will give value to identify the strengths and weaknesses of the fields. The levels with fields are given as follows:

#### Vital

This level is well structured with the fields (Chapter 1.4.1) and placed in the compass shown below:

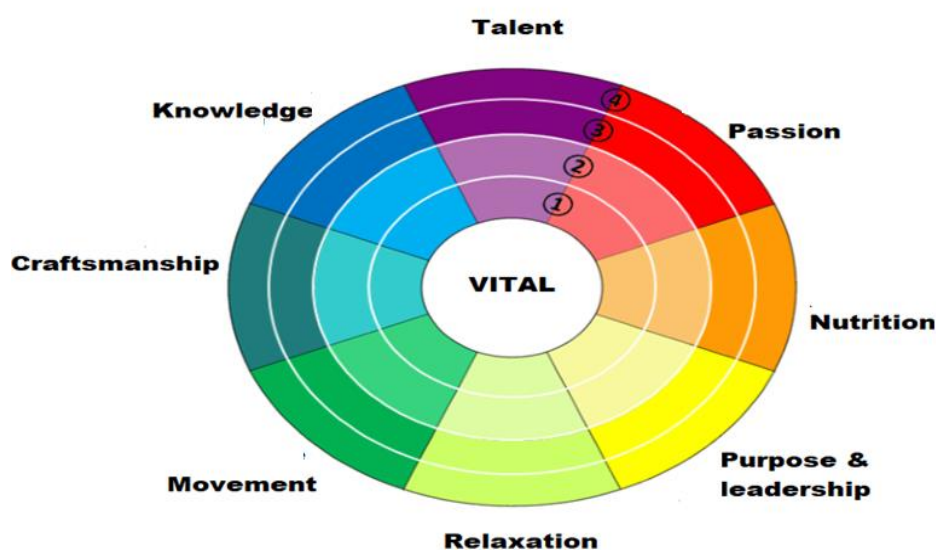


Figure 32 - VCB Compass (Fields in Vital level).

## CORE

The objective of VCB in this level is to improve the health of a team as a whole by holistic approach. The main goal of this level is to improve the team of an organization in the betterment of its health. Along with the individual level it is also very important to work for the betterment of a team as a whole in a company, university or hospital. There are certain issues which a team while working can face and improving it can help the team to achieve its final goal. Effectiveness of a team can go down if there is lack of communication or less collaboration among the members so, VCB would provide and work in the betterment of the team as a complete unit. VCB would also work to identify the best suited role for an individual to deliver the most in a team. It will also help to maintain focus among the workers so that as a team they would do better and know their purpose. As per the product concept the idea of this level is to provide the services in a team level. To accomplish the pluggable system, it is important for VCB to provide services in the Core level. So, according to me it will be effective to introduce different fields which will help VCB to build the structure. The main goal of this level is to improve the health of a team as a whole. The different fields in the Core level are advised and placed in a compass, given below:

- Team cohesiveness
- Homogeneity
- Role identity
- Team size
- Team stability
- Team effectiveness
- Group thinking and sharing
- Team norms.

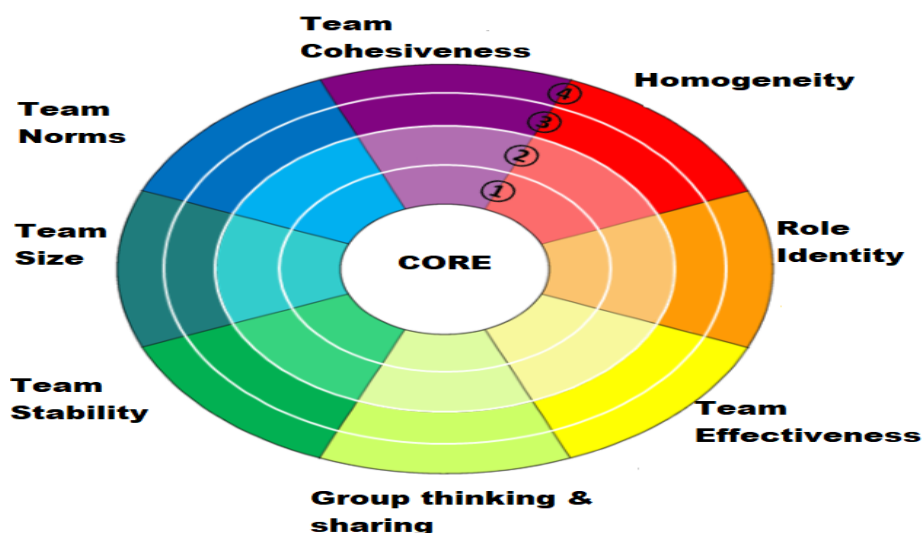


Figure:33- VCB Compass (Fields in Core level).

The fields are advised on analysing the success of the other professions with similar fields. Also journals and reviews helped me to identify the fields in this level (29,30,31). VCB should provide services according to the fields advised which will improve the health of a team.

## BUSINESS

The idea of VCB is to connect all the dots of complete care, which is often neglected. Improving the health of an individual or team of a company does not really cover all the features of complete care. The purpose of VCB is to fill the gaps in various direction like: workload distribution, legal issues, and finance. The professionals in VCB would help in working with the balance sheet, income statement and cash flow statement to maintain the finance of an organization. An organization has to follow certain rules under law which VCB can guide through its experts. Along with it, educating their clients and providing awareness programs will always benefit a patient in long-term. Shift-works have always been an issue which leads to burnouts or stress and allocating shifts would be one of the goals to achieve. The high interest among the Dutch nurses to build healthy relationship with the patients requires holistic training which VCB could provide. Along with the services, VCB are willing to provide: education, training and coaching which will be effectively completing the Business level. Holistic approach and direction behind coaching are in the thoughts of Mirjam Veltman and Jacco Hiemstra. To improve the health and vitality of the employees in an organization the structure of the third level is important. The different fields in the Business level are advised and placed in a compass, given as follows:

- Finance
- Workload management
- Shifts allocation
- Legal issues
- Coaching
- Positive health training
- Education
- Awareness.



Figure:34 -VCB compass (Fields in Business level).

The fields in this level are advised keeping in mind the components required to make an organization and their employees healthy (32). The market need, the specific target group (shift-workers), skills of the professionals and the vision of the product are all considered during advising the fields. The strategic decision to provide services in three different levels covering the aspects of complete care makes VCB's product unique. The second and third level is important to make a synergic service in future. Often we see the care providers neglect the fields proposed in the second and third level, it will be one of the strengths to cover all the paths leading to wellness in a holistic approach.

Overall, with the addition of the fields in the levels that delivers a robust structure of the product concept. The structure with all definite fields in 3 levels makes the product unique in the market. To integrate with the clinical practices VCB needs the structure of all the 3 levels and will give VCB the unique selling point.

### 7.3.3 Lack of Providers

#### **Research Question**

Does VCB has a right team to provide services in all the 3 levels?

#### **Problem**

The internal analysis connotes that all the partners have their own current businesses (Chapter 3.2.1). Currently, one level (Vital) to complete, work stress of the coaches will be less. But after the complete structure of the two levels (Chapter 7.3.2) VCB should enlist more partners to provide services in all the respective fields mentioned previously.

#### **Advice**

I would advise VCB to broaden their network. Networking events in Health care, Start-up competitions in the Netherlands and also recommend to be active in social media. The advice is mostly based on my own experience. I took part in the North Venture lab event in Groningen, where I got the chance to meet a lot of investors, new entrepreneurs and experts from various sectors including Health. So, I would advise VCB to take part in similar kinds of events to reach the possible partners and also investors. Along with it, not only individual partners but there are organization which could be of VCB's interest. The integrated approach advised (Chapter 7.3.1) gives VCB an opportunity to partner with Nij Smellinghe Hospital. Organization like: Louis Bolk Institute in the Netherlands can be one of the future partners. Along with it, Mirjam Veltman's relationship with IPH will always help VCB to partner with the organization.

Concluding, VCB will need more partners to cover the services in 3 levels (Individual, Team and organization). Also the current businesses of the partners will increase work stress. The organization has a threat of having unhealthy environment in future due to lack of partners.



### 7.3.4. Need Money

#### Research Question

Is there a need for money to survive in the market for long-term?

#### Problem

The possibility of “the chasm” phase was discussed in (Chapter 3.2.4) regarding VCB. To overcome the phase VCB will need money. VCB might fail to reach its potential customers during “the chasm” to overcome the phase.

#### Advice

The possibility to overcome “the chasm” phase will come through proper marketing which requires money. In this part the possible marketing approaches will be discussed and concluded with the finance section. The finance part will include price list for promotion, cost analysis of VCB and break-even analysis respectively. The finance part will help VCB to know the amount of money it requires. It will also help VCB to approach the investors with a financial structure.

#### Promotion

VCB has to be very careful about choosing the right marketing strategy. Many start-ups fail in the market due to their poor marketing strategies. In a market full of competitors VCB needs both offline and online marketing strategies. VCB should think about the marketing and selling concepts together. It is important for a business to satisfy the needs of the seller and buyer which goes hand in hand (64), shown in the figure below:

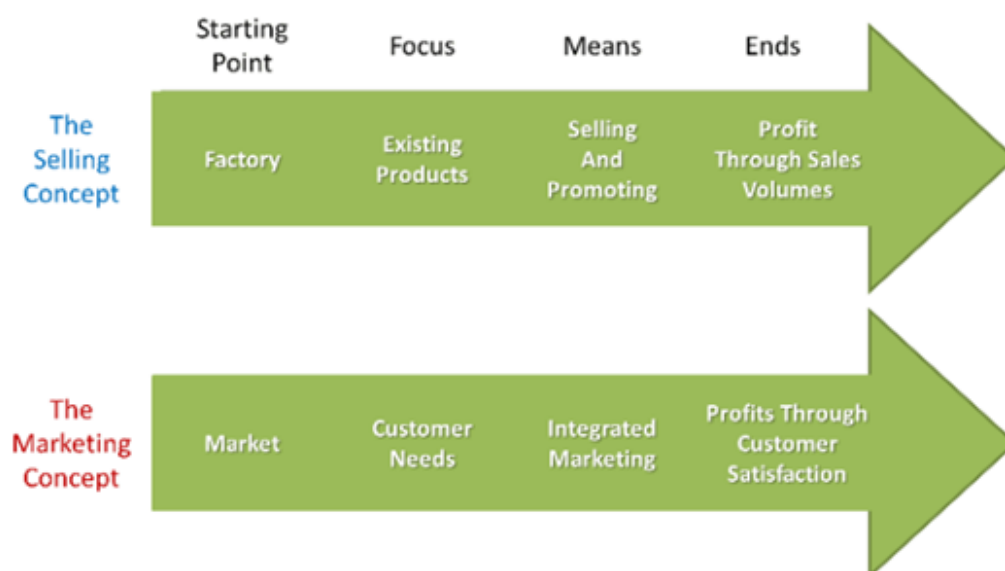


Figure:35 -Selling and marketing concept (University of Groningen, Centre of Entrepreneurship,64).

I would like to advice VCB on the means shown above with the following marketing strategies to implement in the future. The integrated marketing approach are chosen by integrating the online and offline marketing strategies.



### 7.3.4.1. The Chosen Offline Marketing Strategies (12)

- **Low-cost Newspaper Ads and Media Giveaways**

Starting the business with zero budget is one of the weaknesses of the company. VCB needs to make an awareness about their offerings with a low budget. So, VCB can start by giving adds about their company and offerings for a low cost.

- **Networking**

VCB's one of the main target groups are: employees of an organization. The partners should also look for joining clubs, business groups and associations where they might possibly meet potential investors and partners.

- **Free lunches**

VCB should offer free lunches to discuss their services with VCB's potential partners and investors.

- **Workshops**

VCB definitely has a strength in organizing workshops due to the previous experience of the professionals. Workshops will include small webinars, seminars, guest lecturers and debates. VCB can organize workshops at their office location, universities, hospitals and also can reserve places for organizing events. The coaches can offer flyers and handouts as well in the workshops.

- **Cross Promotions**

VCB can use cross promotion with the potential partners like IPH, promoting in respective business locations, through joint advertising, and linking to each other's website.

### 7.3.4.2. The Chosen Online Marketing Strategies (13)

- **Build a Proper Website**

VCB needs a website page to create an awareness to the society. The website is also important to keep the records of every individual client. The website should attract the potential customers. The website could also help VCB to conduct health care survey through social media which would give a wide range of feedbacks. It will also reach new audiences and might make them interested.

- **Contest in Social Media**

Contests are a very effective marketing strategy to increase engage and interest among the potential clients. The active participation of people in social media will help VCB to conduct contests.

- **Build a Mobile App**

The app can help a lot for the coaches to keep updates on their patients. The app will also have some tools, test, etc. where the patients can use them who are registered with VCB.

- **Digital Marketing**

It will help to advertise VCB in the social media and keep the potential customers aware about the company. It uses the platform to campaign which will help VCB to reach its customer segments.

To utilize the marketing strategies VCB needs to pay a digital company or an expert. The cost analysis for the promotion is given in the finance section. Along with it, the price list of VCB and its break even analysis is given below:

## Finance

Finance is an effective and integral part of a business. A business cannot work without the importance of financial management (47). The cost for promotion is given below:

### Promotion

Table 5 Online promotion price listing of VCB.

Types	Time frame	Approximate price in euros
Website development Tier 1	30 days	1000
Mobile App design	30 days	1500
Digital marketing (Virtual marketer , 40x hours)	30 days	800

The online promotion list mentioned above is in accordance with a digital marketing company (48).

Table 6 Offline promotion price listing of VCB.

Types	Time frame	Approximate price in euros
Seminars and webinars	1 in every 2 months	500
Guest lecturers on complete care	1 in every 2 months	1000
Organizing Venture competition on complete care innovation in academia	1 in an year	2000

The offline promotion list given above is based on networking with different professionals in the Netherlands in health sector.

Table 7 Price list of VCB.

VCB levels	Price per hour in euros	Approximate price of a year plan in euros
<b>VITAL</b>	80 for an hour	1500-3000
<b>CORE</b>	60-80 for an hour	1000-2000
<b>Business</b>	100 for an hour	1500-2000

To critically analyse the price range, I had to look at what the competitors of VCB are offering and what they are charging their clients (**70**). Depending on the package choice for the clients the pricing is made.

### 7.3.4.3. To Approach Investors

#### Total Cost Structure

VCB needs to know the total amount of money it might require to cross “the chasm” phase. The total cost VCB require is given in the table below:

Table 8 Cost analysis.

Variables	Approximate price in euros
<b>1. Rent</b>	500 per month
<b>2. Licence</b>	500 per year
<b>3. Promotion</b>	6000-7000
<b>4. Salary to a manager (if required)</b>	2000-3000 per month
<b>5. Other appliances and extra costs</b>	1000 per month

## Break-Even Analysis

It will provide VCB with targets to cover costs and make a profit (49) which the investors would be keen to know. The analysis is given below:

Yearly Cost				Revenue per service	100
				No.of service per year	600
Rent	6000			Total Revenue	60000
License	500				
Promotion	6000			As Variable cost is zero	
Salary	30000				
Other costs	12000			Contribution	60000
				contribution/service	100
Total Fixed Cost	54500				
Break even point	545				

Figure:36 -Break even analysis of VCB.

The break-even point given above shows that VCB needs to give 545 services approximately to reach the break even.

## Potential Investors

Table 9 Potential Investors of VCB

Methods	Why fit for VCB?	how to reach?
<b>Angel Investors</b>	The cost analysis made will help VCB to approach the angel investors in future. The success of the current businesses of the partners in VCB would build trust among the angel investors. They might be interested to fund for the new venture.	There are various networking events and business clubs rising in the north of the Netherlands (51).
<b>Government (Ministry of health, welfare and sport)</b>	Pivoting of the product to integrate with the clinical practices will make the government interested. Government would like to reduce the cost in health care. The alternative treatments of VCB and the results of the effectiveness of the care may make the government interested.	In (Chapter 8.2.1) of the report the Integrative model for VCB was discussed. The partnership between the hospitals and VCB will help them to reach the government. Along with the privately owned hospitals there are also government hospitals in the Netherlands (52).

Concluding, the overall advice part (Chapter 7.3.4) is based on the marketing strategies and finance structure the company needs. The advices are proposed considering the possibility of VCB falling in “the chasm” phase and the possible solutions to overcome the phase are given according to it.

### 7.3.5. Incomplete Product and Market need

#### Research Question

Is it necessary to have scientific contribution in the tools VCB will be using?

Is it necessary to have the product scientific to build trust among the clients?

What are the scientific evidences that supports the product?

What are steps VCB needs to achieve to launch a complete product?

#### Problem

The analysis from the research (Chapter 3.1) shows a large percentage of employees suffering from chronic diseases and huge dissatisfaction on the treatment they get. Therefore, there is an “unmet need” among the people willing to be healthy. VCB currently with its incomplete product will be able to solve the problem to a limit satisfying the needs of the people. Due to the customer segment 1 with academic students and staffs, the product as a whole demands scientific information.

#### Advice

The scientific contribution discussed (Chapter 4.1) gives a new dimension in scientific research behind the tools like: VEGACHECK, Test Expert Plus and spider web of IPH which develops quality of the product. So, the information to transfer by education and awareness field is advised in the level 3 of VCB (Chapter 7.3.2). It will help to transfer the scientific knowledge.

The product as a whole using the tool (3 levels of a product) was used to analyse considering VCB has resolved all the issues mentioned previously. The figure is given below:

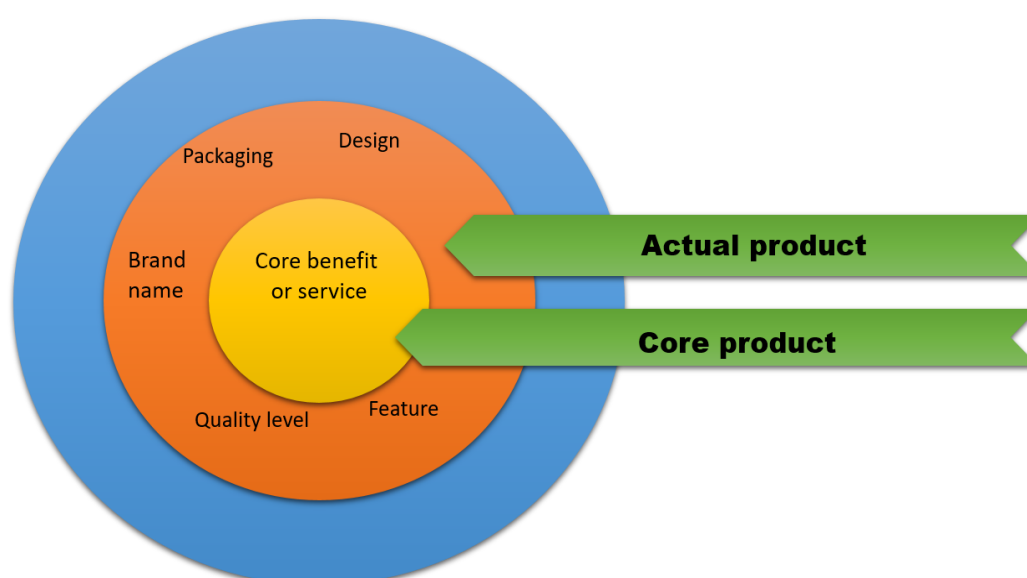


Figure:37 –VCB’s product in level 2 (Actual product).

VCB's product has reached the Actual product level, described in (Chapters 3.2.6 & 4.5) respectively. To accomplish a complete product VCB still misses some aspects. It is given as follows:

## **Packaging**

Packaging is an important part of a product. It is the finishing product with all the parts assembled as a whole. The strategy to use the product as a whole is important and advices are given as follows:

VCB needs to appoint a manager to distribute the services among the partners. The distribution will help to provide the services as a whole.

Building Electronic Health Record (E H R) of VCB will be effective **(75)**. It is a system which will record data of an individual client. With the help of a manager VCB will be able to maintain personal records of the clients. The clients can also input data on their improvement.

## **Augmented Product**

The product in this level generally adds value to the whole product. It is the level which helps to build trust and healthy relation with the customers **(81)**.

## **After Sale Service**

It is important for a service to have features of after sales service. VCB with its scientific tools will help the patients to analyse their issues of their own and can choose services according to their need. To provide a stronger product, verification is needed and VCB can include quantified self apps and gadgets in its service. These apps and gadgets are able to visualise the effects of the product in an objective or subjective way. Visualising result of the treatments will motivate the patients to believe in the product **(24)**.

## **Delivery and Credit**

The customers can get appointments through the manager and it will help in the workload management of VCB. It is important to distribute the workload by introducing more partners which will help the product delivery to be fast. A client doesn't have to wait much long for an appointment when the coaches are well distributed to provide the services.

The warranty and installation of VCB's product will depend on the results of the service. The product as a whole covering all the parts of a product is shown below:



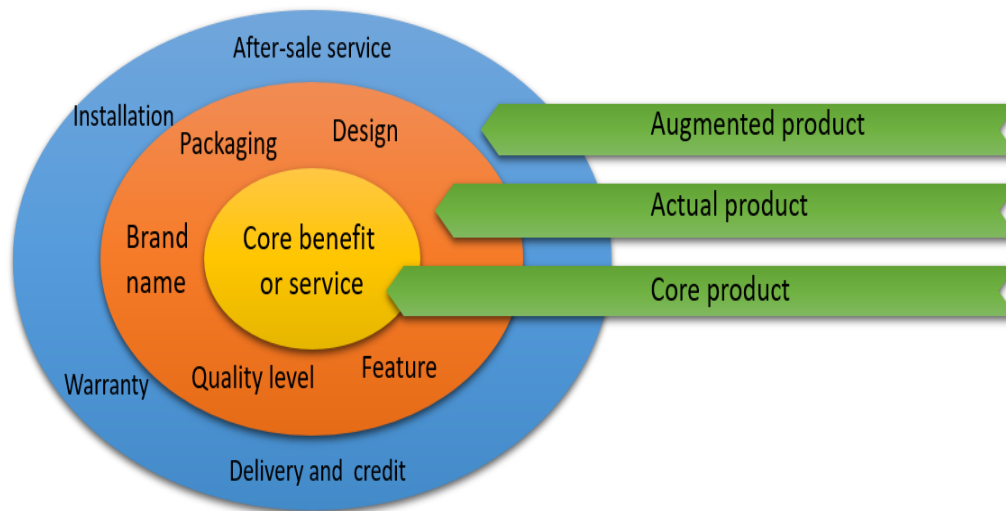


Figure:38 – VCB's augmented product.

### 7.3.6. Ignoring Customer Segments

#### Research Question

Will VCB be able to reach all the potential customers?

What are steps needed to launch a complete product?

#### Problem

The customer segmentation was discussed earlier in (Chapter 3.1.4). Due to the loop-holes identified in the research, VCB currently is not able to reach its customers. Start-ups have also failed previously due to ignoring customers given in (Figure 26).

#### Advice

The integrating approach and by resolving the issues mentioned earlier, VCB will be able to reach its customer segment 2 and 3. The structure of the levels with more providers will help them to cure the employees of a company. The Integrative model given in (chapter 7.3.1) will give opportunity for VCB to partner with the doctors and nurses as well as consider them as clients. On interviewing the doctors of the Nijmegen hospital, they both said, it would be a nice approach to provide complete care nursing to the patients. Along with it, there is an increase in the number of employees absent due to sickness in the health sector (45).

The Dutch government has been trying for years to incite people to a healthier lifestyle, without much result. Radboud University Medical Center believes medical specialist along with the patients' needs to become healthier. A high workload, long days, irregular times of shifts are a major concern, health care is not exactly a sector known for its healthy working conditions. According to the figures from the Central Bureau for Statistics, people are absent in the sector was 5.1% more than a percentage point above the average in the Netherlands (45). VCB should take initiative to provide holistic treatments to the doctors and nurses. The partnership with the doctors will also help VCB to get clients from the patients of the hospitals. The doctors can recommend their patients after or during treatment as VCB's clients on special cases. One special case is given as an example below:

## Cancer Patients

The patients generally require care in the following areas: physical, psychological, social, financial and information needs, spiritual or religious issues, family relationships, emotional concerns, practical issues (employment, training, preparation of meals, etc. or other daily life issues. These requirements are similar in patients who have been diagnosed with cancer, in patients receiving treatment, and also in patients after treatment **(64)**.

The integration of VCB with the doctors will provide clients on the recommendation of the doctors treating cancer patients. VCB along with its product concept will be able to satisfy the needs of cancer patients.

In a research study with 32 myeloma patients were performed to analyse patients' health after treatment. Around half of the patients reported tiredness, while one third complained about having insomnia One third of patients were bothered and distressed by the side effects from the treatment. Thirty-one percent of patients felt that the effect of their condition had an impact on their sexual life, and 40 % were worried about the effect that their illness was having on their family or other people **(63)**

The study shows need of care after the treatment of a patient This will help VCB to cure the cancer patients. The recommendation of the clinical practitioners will help VCB to target the special patients.

### 7.3.7. SWOT Analysis after Achieving the Long-term Goals

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Complete product for long-term survival in the market.</li><li>• Unique selling point.</li><li>• New partners to provide services in all the levels.</li><li>• Financial plan.</li><li>• Customer segments reached.</li><li>• Satisfying the market need.</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Personal interest of the partners in their own businesses over VCB.</li><li>• Bargain power of VCB is low in terms of partners and customers.</li><li>• Lack of robust scientific contribution of the product.</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• To expand VCB's business in the Netherlands.</li><li>• To collaborate with governmental hospitals in the Netherlands.</li><li>• Specific target groups to focus.</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Possibility of conflict in the Vital level among the professionals of VCB.</li><li>• Lack of interest to join VCB among the future partners.</li><li>• Big companies can outcompete.</li><li>• Negative scientific aspects of the product can cause disbelief among the target groups.</li></ul>

Figure:39 - SWOT analysis considering VCB has achieved the long-term goals.

The SWOT analysis was made considering VCB has achieved the long-term goals. From the SWOT analysis it shows a greater possibility of VCB to survive in the market. VCB will have a unique selling point with a complete product which would satisfy the unmet needs of the people. Although, there are still threats and weaknesses observed in the SWOT analysis. The major conclusion is discussed in the next chapter.

## Part 8. Conclusion

The overall advice for VCB is divided into two parts on the priorities considering the reasons of failure among start-ups (Figure 26). In the first part the short-term issues are recognized and advices are given to resolve. The short-term issues are the most important reasons VCB which needs to resolve to start the business. To survive in the market VCB needs to resolve the long-term issues and advices are proposed earlier.

VCB is a company with a collaboration of coaches and their partnership which needs to be healthy. However, after the SWOT analysis (Chapters 7.2.4 & 7.3.7) there is still a possibility of conflict among the professionals of VCB. The main problem lies in the interest of the coaches willing to provide services in the Vital level given in (Table 4). To overcome this problem advice on selecting the fields for the coaches are given in a figure below:

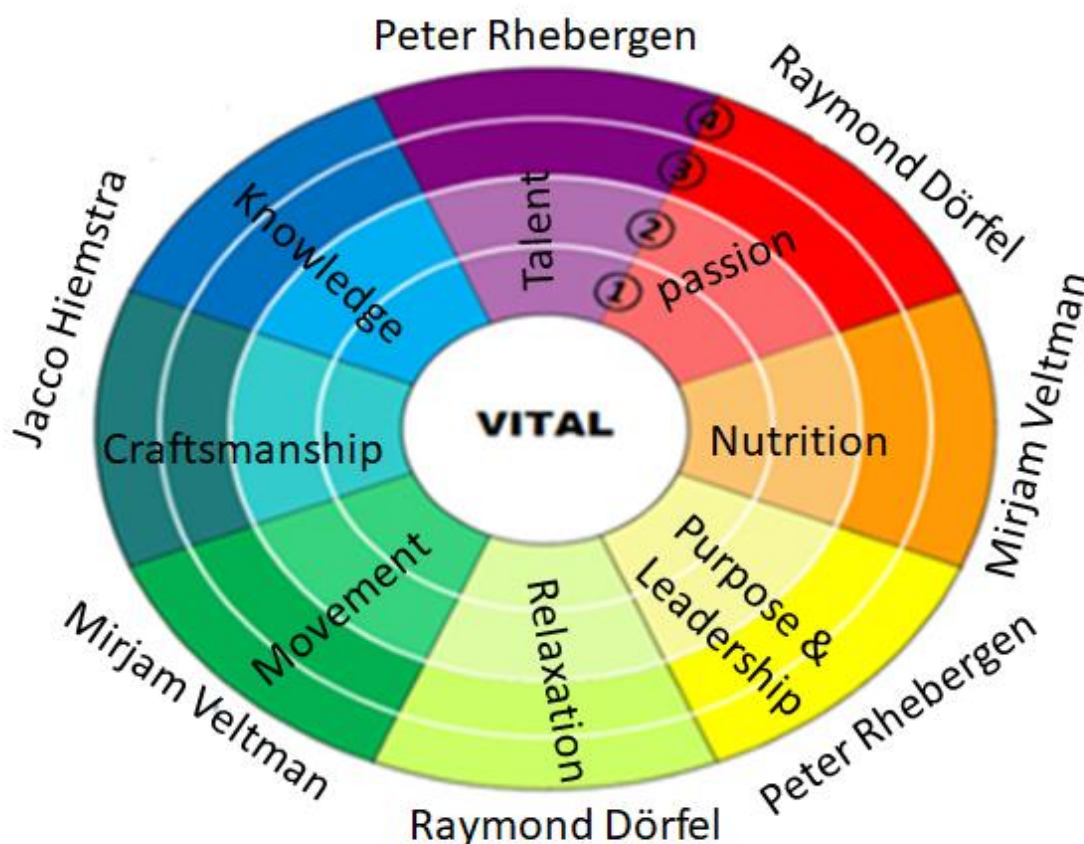


Figure:40- Advices for the coaches to select the fields.

The figure above shows the distribution of the fields for the coaches to provide services. The advices are based on the following points given as follows:

- Certain roles were advised for VCB (Chapter 7.2.2) which can maintain harmony among the partners. Jacco Hiemstra and Mirjam Veltman have to play the role of compromisers to sustain the company and start the journey. In (Table 4) the analysis showed that along with the fields: Movement and Nutrition Mirjam Veltman has interest to provide services in the fields like: Passion and Relaxation. The analysis also showed that Jacco Hiemstra has interest to cover the fields: Purpose &

Leadership and Talent. The fields are of similar interest to Raymond Dörfel and Peter Rhebergen. Sacrificing the fields shown in (Figure 40) will bring amity among the partners.

- The coaches recommended for the fields are based on the professional background, current roles in their own business and their interest.
- Equal distribution of the fields will reduce work-stress which will be beneficial.

VCB along with its four coaches are willing to provide services in the Vital level. At present, VCB is ready to launch its product covering the fields in Vital Level. With years of experience in their own businesses, the coaches have the potential to provide the services VCB needs in this level. Collaboration of the services from different fields, covering the aspects of complete care would complete this level. Tools like: Spider web, VEGACHECK and Test Expert Plus will help VCB to analyse the root cause of the disease in a patient. The two pillars which supports the tools VEGACHECK and Test-Expert-Plus are: Functional Medicine and Pischinger's Basal System.

Overall, the major conclusion states that keeping harmony among the partners is the most crucial factor for VCB's business. Launching the product with only one level(Vital) will be effective in maintaining focus and passion among the partners. Later to survive in the market VCB needs to achieve the long-term goals (Chapter 7.3) which will eventually bring the company to success.

## Part 9. Discussion

In this part I will inform the reader about my own point of view on the advices I proposed to VCB for implementation. The product concept to provide care covering various aspect of complete care makes the product colossal. To have a complete product VCB need partners and most importantly should satisfy the needs of the current partners. The advice to launch the incomplete product in the market was due to the tension observed among the partners. Breakage in partnership among the current coaches will lead VCB to ultimate failure. To survive in the market with high power of the competitors and high switching power of the customers, it is important for VCB to solve the long-term issues. On resolving the short-term and long-term issues VCB will have a complete product and the chances to survive in the market will increase. I have often noticed among entrepreneurs having novel ideas but lagging in implementation. It helps others in the market to utilise and copy the concept in launching their products. So, I have advised the company to launch its incomplete product and then to achieve the long-term goals.

## Part 10. Limitation and Future Direction

The research was limited due to the timeframe of the Internship and focusing on the priorities of the company. The research was conducted with a limited number of interviews of the actors important for VCB. But the research also shows importance of other stake holders who can play a crucial role in the success of the start-up.

The future direction of the research is given to the leadership of VCB (Jacco Hiemstra and Mirjam Veltman) to consider. The Integrative model advised earlier points out the Pharmaceutical sector to be an important actor to research further. Along with the emerging reimbursement policies of the alternative medicines, it will give VCB to research further on health insurance companies (65). With more interviews and meetings with the stakeholders it will help to give a bigger picture of VCB.

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## Appendix 1

The section is divided into three parts. In the first part a general review on the Skype meetings with the partners, in the second part the reader will come across the interviews with questionnaires and answers which were conducted in the research and the section will end with last part where I will share my experience and learning in the Internship.

### Review of the Skype Meetings with the Partners of VCB

Along with the meetings in person with the partners there were many Skype meetings which were conducted in the research. Mostly Skype meeting was done because of the partners live in different places in the Netherlands. Starting from sharing information and learning from the professionals, I also got the chance to interview them. The questionnaires were made regarding VCB's interest and with the guidance of (Mirjam Veltman and Jacco Hiemstra).

Overall, the Skype meetings always helped me analyse VCB as a synergic pluggable unit with professionals.

## Interviews

### Questionnaire for the Partners of VCB

1. Name of your company? Where is it located?
2. What are the services you provide in your company? Since when you are providing the services?
3. How many employees are currently working in your company?
4. Target groups of your company? Are there any specifics on the age group?
5. Do you take the feedbacks from the clients? (Y/N) if yes, then do you seriously work to improve? If No, then don't you think it is important after sales?
6. The service you provide to the clients in your company does it have scientific information behind it? (Y/N), if no, don't you think it is important for the clients in trusting the product? If yes, then can you provide me with some information about it?
7. Do you think relationship between the clients and service providers should depend upon openness, dignity, mutuality and respect? (Y/N), if not what do you think? If yes, does your company follow it?
8. Do you believe in the whole care of a human is better than the sum of its parts, where mind and spirit affect the body? (Y/N), if not, why not? Or if yes, do you want to participate providing this care to the society?
9. Do you think this treatment will also educate the clients to fight with the problems individually? (Y/N), if no then alternative? If yes, then how much difference it will be from the normal care?
10. What inspires you the most about VCB? Where do you think you will fit in VCB?

11. How can you provide it and in return what do you expect from VCB?
12. Do you think VCB's final product will have scientific aspects behind it? (Y/N), if no then do you think it is important? If yes, then what do you think it is?
13. Do you think VCB is covering all the factors needed for the complete care in the first level? (Y/N), if no then what is missing? If Yes, then any current measures VCB should take or focus more on an aspect, what do you think?
14. Do you think VCB's approach in the treatment of the patients is different and unique? (Y/N), if yes, what do you think it is? If no, then don't you think it is important to sell its product?
15. What you think about VCB's target group? Do you have any suggestion or specific target group VCB should focus on?
16. Do you think VCB should also think of working with the personal doctors of the clients as well? (Y/N), if no then why do think so? If yes, will it be easy?
17. Do you think an infrastructure of VCB a place where every professional can have meetings or discuss, like a proper office is important? If no, why do think so? If yes, what possible measures should be taken?
18. Is it important to build a healthy community inside VCB first? (Y/N), if no then don't you think it will raise questions among the clients? If yes, how is it possible to do, what possible measures do you think should be taken in making one?
19. Is VCB on the right track of approaching the clients and building the trust? (Y/N), if no then what do you think will be the correct strategy to approach the clients? If yes, why do you think so and how will it work in future?
20. Do you think VCB is a start-up which can fulfil its customer's demands? (Y/N), if not what is it lacking and what needs to be done? If yes, why do you think so?
21. Do you have possible investors at this moment? (Y/N), if yes then can you organize meetings? If no, are you ready to help?
22. What are your views on the location of VCB should fit the best? (Do you also think Groningen, Drachten, Friesland also would be best or you have other locations in mind?)



## Answers of the Partners

### **Peter Rhebergen (Partner of VCB)**

1. Peter Rhebergen B.V.'s company's name is Kloetschup and is located in 25,7232 CJ Warnsveld.
2. Peter Rhebergen provide services among coach teams, individuals and in project management. It will help the team to work better, productive, and also in individual level. It also gives an insight in an individual's behaviour so that they understood each other. We are providing service for 35 years and working for 8 years with this company.
3. Peter Rhebergen is an individual coach with the network of 4 colleagues.
4. There are no specified target groups and thus open for all, also no specifics in age.
5. Yes, we take feedbacks that always help in the learning process to improve.
6. Yes, according to Peter Rhebergen the scientific contribution behind his technique are the theories of Rosenberg and Theory U.
7. Yes, according to Peter Rhebergen, he tries to learn and train clients believing in transparency between him and his clients.
8. Yes, according to him, their company follows it and they are trying to work on it and making the society believe in it.
9. Yes, very much. This treatment is very effective. Peter Rhebergen added that he believes people currently have narrow view in their care.
10. Peter Rhebergen said he has been trying 8 years to sell its product based on complete care and he had problems to combine the different fields in the managerial aspect. It really changed when he met Jacco Hiemstra and he really believes that VCB can make the combination because VCB thinks about the productivity, motivation and passion of a person. Peter Rhebergen said he can fit in the fields of talent, purpose and leadership and passion.
11. According to what Peter Rhebergen said, with 8 years of experience in his field, he can provide sessions with workshops, training, lectures and the theories he works with. In return he believes that VCB should keep his entries in organization with employees who are interested in this level. The organizational consultant can also use the concept.
12. According to Peter Rhebergen it is possible that VCB's final product will have scientific aspects behind it, because there is science behind movement and relaxation.
13. He said VCB is covering all the fields in all level and he further added by saying that they should launch the product and start the business.
14. Yes, Peter Rhebergen said it is unique because of the combination, Ronald's approach in his own company can be similar.

15. He said not to target only individuals and it should be open for the employees in the organization such as for governmental organization, production organization, services and consultancy by market sector.
16. May be it will be.
17. According to Peter Rhebergen it would be nice but not necessary at this moment.
18. As Peter Rhebergen said yes, because if you have a message you should have it inside.
19. May be because it's just the starting if it carefully develops building it can be a success. He believes it can be done by contacting future clients with not only the managers but the employees of an organization as well. VCB should start with some of the fields already in the vital level.
20. Yes because of its combination in different fields.
21. No we don't have any investors.
22. According to Peter Rhebergen, the company should be placed where the coaches are; head office at this moment is not required.

## Raymond Dörfel (Partner of VCB)

1. The name of Raymond Dörfel's company is Previmed , and is located in Groningen.
2. The services we provide involves treating people with muscle and joint pains, fear, anxiety, stress, burnouts, and also inspire people with leadership abilities. He provides these services with Previmed for 13 years.
3. He is working alone.
4. The target group is open for all and also applies to people with back and neck problems but not heavily traumatized people (especially war affected).
5. Yes, Raymond Dörfel believes treatment he gives is straightforward and according to him coaching is give and take.
6. According to him they have scientific info background but his core business mainly depends on feelings.
7. Yes, especially authentic and vulnerable he believes practice what you preach.
8. Yes, whole care of a human is better than the sum of its parts and he believes in people can learn to take care of themselves. The first stage is where life happens to us, the victim the second stage is where life happens for us, the manifesting. The third stage is where life flows through us, the channelling. And the 4th stage is the state of wellbeing.
9. According to Raymond Dörfel yes, people need to grasp the conscious level and if they can learn, they can fight later.
10. It is not the company he said it is more of the people associated with the company. Their vision, aim, and the connection are great. In the first level Raymond Dörfel wants to be a mental coach and work on the emotional part. Passion part specially and he believes passion comes from inspiration.
11. According to Raymond Dörfel, they can provide it with workshops, teaching (mental and emotional). He believes he can provide coaching like the way he has been doing in his company and in return he believes in having a good relation with Jacco Hiemstra and Mirjam Veltman and get the connecting ideas and vision into the world.
12. Raymond Dörfel believes it can be used but not required for the core sessions dealing with feelings. Science always gives direction but on the other hand he also said that scientific data are perspective not absolute.
13. May be for now in the first level the field of connection and community is missing.
14. Different than current most treatments and unique because VCB is back to basics
15. Not at this moment he has suggestion but he truly believes companies are good target groups
16. No idea according to Raymond Dörfel.
17. No, not required, renting places and the structure could be flexible.

18. Yes, it is very much needed he said it is important to live and believe its own values or else it might back fire you.
19. No idea but the intensions look positive
20. He is not sure will depend how it goes but it can face problems while spreading the knowledge it will require good ambassadors to promote.
21. No according to him.
22. North is not a good idea he said because he has experienced it, he also said that it should not constrain itself in Netherlands but also think abroad as an option.

## **Jacco Hiemstra (CEO of VCB)**

1. Jacco Hiemstra is working on individual projects.
2. VCB would formulate the services on the basis of the client requirements.
3. Jacco Hiemstra and Mirjiam Veltman are in the core team.
4. The target group of our company is a Medium sized company (50-250more) who wants to change their HR policy. The groups are also schools and universities.
5. Taking feedbacks are part of the program of VCB and VCB would seriously act on it.
6. Yes, it would be nice to put scientific background but it is difficult to implement so that we can put related scientific articles in the website.
7. Openness could be tough at first place due to trust issues but it will be a challenge and more anonymous support at the beginning.
8. Yes, but in case of emergency it is important to fix it and later improvise on the whole care for future safety and satisfaction.
9. VCB's part of the program is to educate the clients to deal with the more or less identical problems independently in future.
10. The problems Jacco Hiemstra saw in a company at different levels and as far his knowledge, all the consultants deal with a particular level. He believes it is a holistic problem and the care should be taken as a whole. Purpose, leadership, talent and craftsmanship are the fields for him in the first level.
11. By launching a product to survive in the market and in return partner's commitment towards VCB.
12. Might but effective to search evidences.
13. More about curing and supporting than medical treatments.
14. Yes, because of the holistic approach in solving the problems in the different levels like individual, team and organization.
15. Not at this moment.

16. May be only if the clients want to and VCB can recommend to consult with the personal doctors if necessary.
17. VCB is more about network organization but putting a home based small infrastructure would make it professional that's why Jacco Hiemstra thinks to make the office in Drachten.
18. Yes, it is important that everybody working in VCB should adhere to the vision of the academy.
19. Just a small idea he has by making the website informative using attractive blogs and items to make the marketing successful to reach the people (Digital marketing).
20. "Let's see" he replied.
21. Nope, but might require a bit for digital marketing.
22. Main location in Drachten.

## **Mirjam Veltman (CEO of VCB)**

1. Mirjam Veltman practices for life, in Drachten.
2. Since 2009, she is providing health advices on Nutrition and behavioural movement.
3. Mirjam Veltman works alone.
4. She said mostly the customers are from 25-60 years, those have complained about their lifestyle and claims they are ill.
5. Yes, she said she takes feedback and make strategic changes according to the requirement the patient needs.
6. She said the services she provides have scientific backing and she believes it is important for the clients to trust the services. She uses German tools to test (Wegamad).
7. She said it is important to build a relationship with the clients and she tries her level best to follow that in her company.
8. Mirjam Veltman believes in the complete care and by working in VCB she likes to add value to the society.
9. She said it will definitely make the clients independent to take care of themselves. She also said that the difference is that the clients would be able to perceive the source of their discomfort.
10. The vision of VCB matches with her perspectives in complete care treatment, where mind and body are together as a whole. The fields which she wants to give her services are: Food, Movement, Passion and Relaxation in the Vital (level).
11. She replied that VCB can utilize her knowledge and years of experience. In return VCB should give her projects to work on which will benefit her.
12. The whole service might lack scientific evidences behind the product but according to her it is important to start with the prototype. She also said that it i
13. Yes
14. She said at this moment it is not entirely unique but there is lots of scope to make a differentiated product. She said in her service she would use the Positive Health Spiral Web as a tool for the clients to analyse their own issues in their health.
15. Companies around 50-200 employees.
16. She is not sure but is likely to know.
17. Yes, she said an infrastructure is important for a start-up and currently in Drachten there is an office for VCB to start and give workshops as well.
18. Yes, she believes in "Practice what you preach".
19. She is not sure of the strategy to reach the clients but curious to know.
20. She said "I hope the clients will be satisfied in the future".
21. No she is not in touch with any investors but she believes VCB have the capacity to start without their help in the initial phase.
22. She thinks it is a nice location to start the venture.

## A Brief Introduction about the Doctors Interviewed during the Internship

**Mr. ORM Wikkeling** has been working at Nij Smellinghe Hospital since 2007. Before that, he worked as a surgeon at the Academic Hospital (MUMC +) in Maastricht to further develop his skills in vascular surgery. In 1991 he earned the medical exam at the University of Utrecht in Utrecht. He trained as a general surgeon at St. Joseph Hospital in Veldhoven (now Maxima Medical Center) and the University Medical Center St. Radboud in Nijmegen. He has been registered as a surgeon since 2002 and since 2005 also as a vascular surgeon

**Dr. S. Hovenga** (1964) has been working at the Nij Smellinghe hospital in Drachten since 2005. After completing the HBO study for clinical chemical analyst, he followed the study of medicine in Groningen. In 2003 he completed his specialization as an internist with a focus on hematology. He then obtained the registration for the field of medical oncology. In 2007 he obtained his PhD at the University of Groningen for research into multiple myeloma. In Nij Smellinghe he is chairman of the oncology committee. He is an NVMO board member with the congresses and retraining portfolio, chairman of the program committee of the *Oncology Days for the Netherlands and Flanders*, chairman of the editorial board of the NVMO website and board member of the NVMO on behalf of the NVMO.

## Questionnaire for the Doctors

1. Doctor, what are your views on complete care, holistic care or alternative medicine?
2. By clinical treatment it does solve the problem of a patient but does it always help to know the root cause and prevention in future? Does complete care help to get close?
3. There is a high trend we see among people attracted towards these treatments, why do you think so?
4. Do you think there is more room for improvement in the betterment of a patient's care in the Hospitals?
5. Do you think Nurses should be trained to provide the best health care? The care where mind and body is related, what are your views on it?
6. From a report given by the government of the Netherlands around 51% of the population don't trust entirely on the care they get. Why do you think so?
7. If you are a patient from a neutral perspective what are the criteria which will build trust in you, to accept complete care treatment?
8. Do you feel the services provided by various consultancies in Drachten are reliable and can be trusted? If no, then what do they lack?
9. To determine a patient's defects using electric bioelectrical impedance analysis, how much do you think is important as a tool to analyse?
10. What are your views on alternative medicines, how much is it effective on long-term betterment of a patient? As we know drugs can have some negative effects in future.
11. Some questions to you, have you taken leave due to burnouts or due to working on a schedule which affected your health?
12. Would you like to have shifts according to your chronotype? Do, you think the employees working in the hospital will be healthier and productive working according to their preferred shifts?
13. Holistic care is important for the employees especially who improves health of others? Nijmegen hospital Raymond UMC follows it and they have said in an article nurses and the doctors are way happier and satisfied.
14. Do you think clinical treatment and holistic care goes hand in hand? And in future it will be good for the society to work together?
15. VCB is an organization with experts who will be willing to provide a healthy environment, so in the future do we see any scope of opportunity to work together?



## Answers of the Doctors

### Dr.ORM Wikkeling

1. Doctor ORM Winding said that it is getting more integrated in hospital care; the Dutch health system is a bit different from the rest of the health system. It has three levels: The general practitioner, Hospital care and Academic care. The general practitioner has a view of holistic care; they are concerned about the wellbeing of a patient. In the surgery department the doctors believe in a holistic approach where they believe if the mind of a patient is good then it has a positive effect on the body. This hospital gives alternative medicines like acupuncture.
2. He said holistic care is getting more integrated these days where it supports the clinical treatment in making the patient good overall. Complete care is important where it helps a person to be fit from inside.
3. These treatments help to fulfil patient's needs.
4. He said that there is always room for improvement in the hospitals, like patient's satisfaction surveys could be given more importance but there are also limitations on what it can be done. They believe in giving personalized medicines but they are not there yet.
5. The doctor said that the nurses should be given the tools as a professional or else the nurses would stick in building a social relationship only.
6. Doctor believes that the problems with the patients are they rely on Google more than doctors. The failure of all the resources to the patients doesn't empower them to get the trust completely.
7. He believes that science is only the science you know, there is way more in science. He believes in the placebo effect where it is more to make the patient believe in the care which gives the additional effect on the healing.
8. They are improving according to him.
9. MITC to do a test in Holland generally happens but the VCB tool is a nice instrument to analyse.
10. According to the doctor it a new approach in the health care which satisfies a patient to an extent. It lacks evidences when it comes to science but definitely research is ongoing.
11. The idea is to move from the healthy to wellbeing where all of the patients are in the middle. The idea is to reduce the stress to improve the health.
12. No it is not implemented. He believes in the concept but money is a problem when it comes to hospital.
13. He said that the strategy is very good and should be implemented if it provides positive results. In USA the top hospitals are implementing holistic care department and the results were excellent.
14. The patient has to feel perfect to become happy. It is difficult to turn around the system because it requires a solid business case to be implemented.

15. The idea to work together is nice but hospitals are not normal company. The allowance should come from the top.

## **Dr. S. Hovenga**

1. The Doctor said that he completely believes in complete care of a human being. He believes the care as a whole should cover all the dimensions of complete care.
2. He said it might, but mostly it satisfies a patient's need which is important. He also said that there is a new trend of using positive health techniques in the hospitals.
3. He is not sure why but he believes people should have choices for their own treatment.
4. Yes, and he said that the health care system needs more providers.
5. Yes, he believes Nurses up to a certain limit use holistic approaches but miss to cover all the aspects.
6. The doctor replied that being the best health care of the world its quite shocking it also shows that there is room for improvement in the health care.
7. He said 3 things that will build his trust on complete care. The three points are:
  - Right in the decision making of the treatment
  - Alternatives of the treatment.
  - And, possible outcomes of the treatment (Information which has proof)
8. He said it lacks in covering all the dimensions of complete care
9. The tool if it has been tested and provided results and proven to be effective can work.
10. It depends if the care has been effective in past with positive results.
11. He believes being health in this work environment is tough. Due to the workload and shifts it creates an unbalance in their body.
12. This can solve a lot of issues but is really hard to be implemented in the hospitals with 24 X 7 working time with fewer providers.
13. He said yes, it will be really effective if it is implemented in the future.
14. It is rising day by day and in future he believes that in future it will become an integrated treatment.
15. Yes, it could be in future.

## Questionnaire for the Academic Students

1. How is the environment at your workplace in the university? Do you feel like there is room for improvement?
2. During your work or after, do you feel stressed often? If yes, then are you aware of the reasons behind it?
3. Have you taken leave because of burnouts? Do you really want to take precaution in future?
4. Are you keeping in good health, good nutrition and most importantly happy? If no, do you know how to achieve this?
5. Do you believe that improving personal development of a person can help to achieve more success? If yes, are you willing to do it? How? If no, what do you think?
6. Do you think doctors alone can satisfy or solve all the issues of a human being? (Y/N) If no then are you concerned and thought of an alternative?
7. Do you really believe that health is a responsibility and as well as right of a person? (Y/N), if no then why do think so?
8. What are your views on complete care of a human being?
9. Do you think students and staffs need alternative medicine or alternative therapies if it can satisfy their needs and improve their health? if no, why?
10. Do you think universities should have a management consultancy with professionals working in holistic care? If No, why so?
11. What are your views on Integrative approach in health care, where the clinical practices can be combined with the holistic therapies?
12. According to you if you don't believe in holistic care/complete care, what are the factors lacking in it?

## Answers of the Academic Students (University of Groningen)

There was a group of students interviewed. There was a mixed interest about the product of VCB. Few believed it can help and rest believed it lacks scientific information. Few examples of the answers of academic students are given below:

### Academic Student I

1. A lot of space for improvement, but tolerable.
2. Yes, and yes.
3. Yes
4. When the situation allows for it. And no, but sure as hell that did not stop me.
5. In today's world personal development is inadvertently connected to success, but, in the complex system that today's human society is, debating what an improvement is and what is a hindrance is the more pertinent question. Personal development is a double edged sword and no matter what you do you technically develop yourself, that is: you could argue that even every vice is a self-development project. The tricky part is telling what qualities should people strive to develop. Hence if you know who you are, what you are doing, what you want to do, and what you want to see in yourself - you should do it in the way that will bring the net highest "good life" points by Epicurus. <read about Epicurus and his Philosophy for more>
6. I do not remember the last time my doctor bought me beer or cuddled up with me, so no... Then again if you wish to solve all of a person's issues just lobotomize the poor thing that a doctor could (although should not) do...

The biggest concern is where people look for alternatives. Getting scammed at the price of your health is a time honoured tradition of humans that through the years has seen much iteration, each more devious than the last... There are many viable schemes right now, from using concentrations that translate to one molecule of medicine in an amount of water that would encompass half the solar system, claiming that water has the memory of the material and will transfer the medical properties on to the piece of sugar it's going to be dripped on... or to legally mandatory health insurance that can only be sourced from private for profit companies. Not to mention how little do we humans actually know about the healing process and how hard for a lay-man it would be to figure this stuff out.

7. Yes
8. Depends on what you mean by complete care... If you are talking about access to needed accessories for elderly and disabled patients, yes, and are we not doing it already, and if not, why (plus should that not be a priority)?
9. Yes, and no. First things first, students have little cash, and the Netherlands is ridiculous with their pricing, while alternative medicine tends to have equivalent pricing (despite cheaper means) since it helps with the placebo.
10. No. Academia embracing holistic care yet not testing it brings bad rep.
11. This has been lauded as the best approach for the last few decades, ever since antibiotic resistance started becoming an issue. It's just that it hardly yet worked, more

often than not just adding extra expenses on the end consumer that they did not need and did not help them. But the problem here is deeper it stems from societal pressures that people put on themselves, and how medicine has mistakenly been boiled down to: see a doctor, get a pill, take the pill, a week later feel better/. Nobody has time to actually investigate what is wrong with them, we turn to professionals, who can only help as much as we can tell them. If you want medicine to work you have to make a ritual that makes sense and incorporates medication that works, but, most importantly, you need a competently educated patient that can give the doctor the right and full description of the condition.

12. Evidence. Most positive results in rare papers have been decimated in meta-analyses. Newer and more thorough look through is needed and once there is something in the meta you could start advertising and making a name in complete care.

## Academic Student II

1- During the bachelor, I didn't have access to specific workplace. It was only classroom and auditorium. To study I could go to libraries all around the city which was a good environment to work, with access to computers, nice places to eat, drink or have a break. All the University's buildings and the organizing of the campus were at high quality, according to me. The only bad point was the fact that at some period (exams, ends of semester), libraries were really crowded. It was distracting.

This kind of workplace was largely enough to study for a bachelor. But maybe for a master, which involve more self-work, I would need a personal place or a private room, to be able to feel 100% focus.

2- Yes, I feel stressed when I'm really involve in my work, when I want to do my best and to get the best results. I don't know exactly what I want to do later, so I try to stay at my best to don't miss any interesting opportunity for my future. I want to have the possibility to choose.

3- Not yet, I'm only 20 guys. I always take time to chill when I need it that was and will be my precautions.

4- I really feel that good nutrition helps me to stay happy, full of energy and to have a clear mind. So I really care about what I eat. When I don't, I'm tired, and less motivated. I also need to run, 2 or 3 times a week. That's necessary to keep a tonic body. And during hard times, like exams weeks, I run more. Its help me to evacuate stress and frustration, and to convince me that I can do what I want.

5- Of course yes. It can help for personal success. To me, if you care about your personal development, it means that you are aware of your weaknesses, and try to deal with it, using your strengths. It allows you to know you better, and to know what you like, and what you don't like, to know your way of functioning, thinking, acting, your reactions, emotions... According to that, you will be able to find what is important for you, what gives sense to your life, and this will help to build your identity.

Then you will start acting as someone in this society, for something that makes sense for you. This can give a lot of motivation, and according to me, can lead to success in any field you choose.

I'm willing to do it and that's what I do since a long time. Every day of your life you can learn about yourself and improve your personal development. Just, first, by trying to detect your own thoughts and then... There are too many things to do. I used to write, read, meditate, draw, paint, practice sport, play and talk with my relatives, travel...

6- No, I don't think so. I think they can satisfy or solve many physical diseases, also severe and important ones. But some of human being issues like severe depressions for example, are hard to solve. Treatment and pills can help in this case, but it doesn't treat the disease. I guess for those patients, human support, like presence, love, care and energy of others... are also really important. I call all of this, the power or the energy of life and humanity, but

this is not something that we can precisely measure and prescribe because it's not concrete. This is maybe what doctors miss in some cases and that's also maybe what we can find in some alternative medicines.

7- Yes, I think it is. We have to be supportive and care about the health of everyone. We are not part of a selfish world, and even some people don't want, or have difficulties, to understand it: people need each other. To my mind, it's in our own interest and in the interest of the society to take health responsibility.

8- First step for is to encourage everyone to take his/her own responsibilities by eating, sleeping well and stay physically active. After that, when some problems appear in your daily life, or when you have troubles to maintain a stable healthy state, Complete care can help. Never forget that, you need to feel the energy of life and the power of humanity to feel and be healthy (according to me)! This is linked to your mental health, which is according to me again, really important and really related to your body. (Some examples: Yoga: help to reconnect with your breath, Acupuncture/Massage: you reconnect to your body sensations etc...). All of this can help you to feel healthy and happy.

If you have to face some more important physical troubles, of course, drugs, and "intrusive" treatments are needed. Doctors are really important for those cases. We can't do without them.

But again, never forget the importance of mental health and the human part of a human being.

9- Yes, they need it, if it can satisfy their needs and improve their health. Why should they deprive themselves of something that can help them to feel better?

10- Why not? I think it could help. Have a place to go, where people care for your health is always nice when you don't feel good for any reason.

11- I think I've almost already give my point of view. According to me, Integrative approach is not something to prohibit. It can help some people.

I keep in mind that people don't have the same problems and don't have the same needs. And it's a good thing that we can treat and take care of ourselves in different ways. Everyone look for something that will suit him/her the best.

I also think that human are very complex creatures. We don't know a lot about us, so we still have many things to discover and to learn. At this time, I just have the feeling that we are more than a body and brain and we should not take for granted that health is only about physical issues. The placebo effect is good facts which shows how much thoughts or believes are powerful.

12- It's hard to treat cancer, diabetes or even asthma, with holistic care only. Sometimes you need a concrete intervention.

## Academic Student III

1. More comfortable seats in common sitting places
2. Yes, because of too much work.
3. Yes 2 times, but I don't know what precaution to take.
4. Yes, I keep in good health most of the times except during deadlines. I also keep myself happy, and I want to achieve better health by better time management.
5. Yes, I completely believe so. Personality development can enable one to interact with more people in the scientific environment, which is necessary for science. I am willing to develop my personality better.
6. I don't think so. But they can solve most issues.
7. Yes
8. Human beings must take care of himself holistically, both of his mind and body.
9. Yes, one must have alternative medicine if he likes.
10. Yes. It should be free of cost as well.
11. It is a very necessary approach in one's life.
12. I believe in holistic care.



## Overall Experience in the Internship

The time I started the Internship VCB was in its initial phases of forming. I was hired as an intern to analyse the business overall and to give advices on the product development. The job was to solve two problems but as time progressed obstructions and uncertainties increased.

To develop a product which is ambitions and incomplete was a challenge. During the process there were loop-holes observed and it was difficult to ignore for developing the product.

VCB has a pluggable unit but the idea was to make a pluggable system. As we know an entrepreneurial venture is a marathon that can take months which can lead to years before the success. To provide VCB with feasible advices was a tough task.

The uncertainties with the continuous changes in VCB affected my direction lot of times in the research. Although, it also made me learn many things. I got the chance to implement the tools I have learnt in the SBP courses in a real business case. I took it as a challenge to help (Jacco Hiemstra and Mirjam Veltman) to identify the possible threats. Along with it, my main goal was to provide feasible advices to overcome the current and future possible issues. This report will help the company to analyse the advices to cross possible hurdles in the future. There was a huge satisfaction for me to accept this challenge and work on it. In future this Internship will always be a reference of learning for me.

## Appendix 2

The section is divided in three parts. In the first part description of the tools used in the research of the Internship is given. In the second part the abbreviation section is included. The section will end with last part where the list of figures and tables are included.

### A Brief Description About the Tools Used in the Research

This part is included in the report for a person reading the report not familiar with the tools. A brief description with the tools will help the reader to know the importance of the usage of the tools in the research.

#### **Porter's 5 Forces**

It is a simple but powerful tool for understanding the competitiveness of the business environment. The tool with its five forces helps to analyse the factors that can affect the profitability of the business. It is also used to identify an industry's structure to determine corporate strategy (66,67)

#### **Technology Adoption Cycle (TAC)**

It is an important tool to understand the building and marketing of products or services. The "chasm" is the gap between the two early stages in TAC (76).

#### **SWOT Analysis**

It is a strategic planning process which scans the internal and external environment. The factors are classified as: Strengths, Weaknesses, Opportunities and Threats (77).

#### **Business Model Canvas**

It is a strategic management tool which define and communicate a business idea or concept. It helps to structure the idea in a coherent way which gives an overall picture of the idea. It mostly helps to get a clear idea what the business will likely be (68).

#### **3 Levels of a Product**

The concept of this tool is used to analyse a product. A product is divided into three levels which are a series of different features and benefits. The product helps to identify the features important for the product to become complete. It also helps in the segmentation, targeting and positioning of the product in the market (69)

#### **Break-Even Analysis**

It is a key financial tool used to analyse the amount of sales or units the business needs to sell at a price point to break even. A company's breakeven point is the point at which its sales exactly covers its expenses. To know the break-even point, you need to know three variables. The variables are given as follows:

- Fixed costs: Costs that are independent of sales volume, such as rent.
- Variable costs: Costs that are dependent on sales volume, such as the cost of manufacturing the product.
- Selling price of the product (71)

The formula to get the break-even point of a company is given below (72):

$$\text{Breakeven point in units} = \frac{\text{Fixed costs}}{\text{Sales Price per unit} - \text{Variable Costs per unit}}$$

## Abbreviations

*VCB- Vital Core Business*

*EHCI- Euro Health Consumer Index*

*TAC- Technology Adoption Cycle*

*MCTQ<sup>Shift</sup>- Munich Chrono Type Questionnaire for Shift-Workers*

*CAM- Complementary and Alternative Medicine*

*IPH- Institute of Positive Health*

*SI- Storage Information*

*IM- Integrative Medicine*

*SWOT- Strength, Weakness, Opportunity and Threat*

*GP- General Physician*

*IOM- Institute of Medicine*

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