

VETERINARY MANAGEMENT CONSULTANCY

INTRINSIA
V E T

The Management Consultancy Firm to the **Veterinary** Industry

Developing Organisations up and down
the Veterinary and Animal Health Supply
Chains.



ABOUT US

Since our inception, IntrinsicVet has undergone a remarkable evolution. Our journey began with the establishment of veterinary clinics in the UK, specialising in single-site startups. Over time, we expanded our horizons to collaborate on the inception of large referral hospitals. Today, our expertise extends to advising on strategy, clinical processes, and business improvement within established international organisations. We've also played a pivotal role in reviewing veterinary services for nationwide charities, and our reach extends to reviewing merger and acquisition strategies spanning across continents.

Founded by Mike Clare MBA and Dr. Liz Walker, IntrinsicVet emerged from the realisation that the veterinary and animal health world demanded a distinct approach to management consultancy. With a deep-rooted understanding of the industry, we recognised that traditional strategies wouldn't suffice. Veterinary and animal health organisations needed something different – something tailored to their specific needs, challenges, and aspirations.

As management consultants dedicated to a single industry, we are uniquely qualified to unravel the complex organisational challenges that this sector faces. We recognise that these issues often carry a clinical veterinary context and are deeply attuned to the priorities and scientific expertise of industry professionals.

We set out to offer a consultancy service like no other, with a vision to become the go-to management consultancy firm for veterinary and animal health organisations worldwide.



**We are qualified Management
Consultants**



**We are qualified Veterinary
Surgeons**



**We have spent over 25 years
working exclusively in the
Veterinary Industry**

Our goal in every project we undertake is to make a tangible, positive difference to the organisations we work with and the people within them. We know that this industry is both rewarding and challenging in equal measure – we seek to tip the scales towards satisfaction and fulfilment by improving organisations, and in turn, improving the daily lives of veterinary and animal health professionals and the animals under their care.

Our knowledge, experience, and expertise enables us to work across all sections of this incredible industry. From start-ups to corporate giants, from clinical teams to boardrooms, we are dedicated to creating growth and development at every level.

OUR ETHOS



OUR VISION: Our vision is to be the go-to management consultancy firm to the veterinary and animal health industry globally.



OUR MISSION: Our mission is, and always will be, to provide first rate expertise, in collaborative partnership with our clients, undertaking purpose-driven projects that will make a tangible difference to veterinary organisations, the people within them and the patients they care for.



OUR VALUES:

Passion is the driving force behind everything we do. We are deeply passionate about the veterinary and animal health industry and our commitment to making a meaningful impact. Our passion inspires us to continuously seek innovative solutions, stay at the forefront of industry trends, and strive for excellence in all aspects of our work.

Authenticity is a core value that defines our relationships and interactions at IntrinsicVet. We believe in being genuine, transparent, and true to ourselves and our clients. We approach every project with integrity and sincerity, ensuring that our recommendations and actions align with our clients' best interests. We value authenticity as trust is the cornerstone of building strong and lasting partnerships.

Respect is fundamental to our culture at IntrinsicVet. We hold deep respect for our clients, their teams, and the animals they care for. This respect extends to valuing diverse perspectives, backgrounds, and experiences within our organisation and the broader industry. We actively listen to our clients' needs, respecting their unique challenges and goals.

These core values—**Passion**, **Authenticity**, and **Respect**—form the bedrock of our company's identity and drive our commitment to excellence in the veterinary and animal health sector. They shape our culture, guide our actions, and inspire us to make a positive and lasting impact on the industry for now and the future.

OUR FOUNDERS

Every one of our projects is led by our founders, Mike Clare MBA and Dr. Liz Walker. This leadership guarantees direct access to their wealth of expertise and experience. You can count on your primary point of contact remaining with the consultant in whom you've placed your trust, ensuring continuity and the highest level of service throughout your project.

Since each of our projects is distinctive, we take a personalised approach by designing a team tailored to your project's unique requirements. Drawing upon our extensive and trusted global network of veterinary industry experts, project managers, architects, corporate finance advisors, and legal experts, we ensure that your project gets precisely the right expertise at the right time. This allows us to adapt our team to meet the specific demands of your project, rather than trying to fit your project into a predefined team.



Mike Clare MBA

Mike has spent the last 12 years working in the veterinary sector as a Managing Director and as an award-winning management consultant, working with independent, corporate, and start-up businesses.

Mike has an MBA with distinction in Management Consulting, specialising in strategy, leadership, and organisational culture. He has practical, real-world experience in strategy development, culture change projects, leadership development, start-ups, and M&A, and is therefore able to align experience with academic theory.



**Dr Liz Walker BVetMed
BSAVA PgCertSAM MRCVS**

Liz has spent the last 20 years studying and working within the veterinary industry, gaining a post-graduate certificate in internal medicine and further qualifications from London School of Economics and Henley Business School.

Liz has spent over a decade working as a senior director in both veterinary SMEs and for one of the UK's largest veterinary corporate organisations. Alongside this, Liz has advised on global M&A projects as a Non-Executive Director and industry expert. Liz continues to share her wealth of knowledge and insights as a respected lecturer at international veterinary conferences where she addresses pressing issues and advancements within the profession.

OUR SERVICES - START UPS AND NEW ENTRANTS

We serve a wide spectrum of clients, ranging from innovative startups and new entrants to established corporates and groups, and the individuals and teams that comprise them.

Feasibility Assessment

TURNING YOUR HYPOTHESIS INTO KNOWLEDGE

- ✓ Fully assess the viability of your new business venture
- ✓ Know where to position yourself in the market effectively
- ✓ Gain clarity on what you need to move forward



Strategic Planning

UNEARTHING YOUR COMPETITIVE ADVANTAGE

- ✓ Build a comprehensive picture of the veterinary industry and where you fit in
- ✓ Identify your competitive advantage and strategic priorities
- ✓ Create compelling pitch decks to secure investment

New Entrant M&A

HELPING YOU ANSWER CRITICAL QUESTIONS TO ENSURE YOU HAVE A FIRST-RATE M&A STRATEGY

- ✓ Make evidence-based business cases
- ✓ Benefit from objective expertise
- ✓ Understand both sides of the sale



Veterinary Market Consulting

PROVIDING EXPERT INSIGHTS INTO THE INDUSTRY

- ✓ Expert advice and insights into the profession driven by decades of experience
- ✓ One off or ongoing support, working within your time frames
- ✓ Bespoke research and reporting using our trusted network

OUR SERVICES - CORPORATES AND GROUPS

We boast both senior corporate experience and specialist management consulting expertise. We not only understand corporate veterinary, but we have an abundance of academic knowledge and real-world precedent to support our recommendations.

Strategy Development

EXCELLENT STRATEGIC THINKING IN AN EVER-EVOLVING MARKET

- ✔ Unite and align your senior team
- ✔ Make sense of a wide set of data and insights
- ✔ Build robust strategies with strategic thinking tools



Business Improvement

PROVIDING AN OBJECTIVE ELEVATED VIEW OF YOUR BUSINESS TO BRING CLARITY TO COMPLEX PROBLEMS

- ✔ Ensure organisational alignment
- ✔ Optimise your operations
- ✔ Mine innovations from your people

Organisational Culture Change

OFFERING DEEP INSIGHTS INTO YOUR CULTURAL LANDSCAPE AND THE LEVERS FOR CHANGE

- ✔ Gain full understanding of your current culture
- ✔ Know how and where to make change
- ✔ Improve employee engagement and retention



People Strategy

ATTRACT, DEVELOP, RETAIN, AND INSPIRE YOUR HIGH PERFORMING INDIVIDUALS

- ✔ Review and redesign your talent acquisition strategy
- ✔ Create robust onboarding and exiting processes
- ✔ Drive employee engagement and satisfaction
- ✔ Be prepared with effective succession planning

OUR SERVICES - INDIVIDUALS AND TEAMS

We are unique in that we combine professional, industry based executive coaching with world leading psychometrics to help get the most out of your leaders, teams, departments, boards, and those individuals with the potential to thrive.



Executive Coaching

THE ULTIMATE TAILORED APPROACH TO LEADERSHIP AND PERSONAL DEVELOPMENT

- ✓ Improve relationships and communication
- ✓ Face and overcome challenges, conflicts, and change
- ✓ Set targets, reach goals, and accelerate success

Boards and Senior Teams

ENSURING STRONG, CLEAR, AND STRATEGIC LEADERSHIP

- ✓ Situational analysis and objective feedback on team effectiveness
- ✓ Developmental programmes bespoke to your organisation
- ✓ Effective consulting and coaching interventions



Leadership Development

YOUR LEADERS ARE UNIQUE; YOUR LEADERSHIP DEVELOPMENT SHOULD BE TOO

- ✓ Create understanding of each leader's specific role
- ✓ Help them inspire, influence, and innovate effectively
- ✓ Support them in shaping and developing your culture

Psychometric Profiling

UNLOCK ENGAGEMENT, INSPIRE COLLABORATION, AND IGNITE CULTURAL TRANSFORMATION

- ✓ Wiley Everything DiSC® and The Five Behaviors®
- ✓ Customised programmes to meet your needs
- ✓ Engage your teams and enhance collaboration
- ✓ Increase productivity and drive results

OUR PROJECTS – CASE STUDY 1

Of course, we understand that every project is unique. We have the flexibility and agility to tailor our services to meet the specific needs of each project. We thrive on the ever-evolving challenges within the veterinary and animal health sector, and we are dedicated to partnering with our clients to achieve success within their unique contexts.

The following case studies offer an insight into the types of projects we undertake:



Client: 24hr Emergency and Specialist Referral Hospital

Location: London, United Kingdom

Challenge: An entrepreneurial veterinary specialist sought to evaluate the feasibility of establishing a first-of-its-kind emergency and specialist referral hospital in London, drawing inspiration from successful U.S. models. The goal was not only to assess the market demand and financial viability of the venture, but also to develop a strategic business plan and pitch deck capable of attracting substantial investment.



Our Task: *Meticulously assess the startup’s potential market position and develop a comprehensive strategy for operational success and investment attraction.*

Approach: Our comprehensive approach began with a rigorous market and competitive analysis to understand the landscape and validate the client's vision. We delved into financial feasibility, examining startup costs and potential revenue streams. Strategic planning involved detailed service development, operational modelling, and the creation of a compelling pitch deck designed to secure seed funding. Surveys of veterinary professionals and pet owners provided critical insights and allowed the creation of distinct and comprehensive value propositions, ensuring alignment with market needs and expectations.

Outcomes:

Market Positioning: Submitted insights into the sector's dynamics, trends, and competitive gaps, laying the groundwork for a bespoke, comprehensive market and competitor report detailing applicable strategies for Europe's most extensive veterinary service offering.

Seed Funding and Financial Viability: Secured initial investments and established robust financial forecasts, affirming the project's financial health and potential for success.

Organisational Development: Developed a clear organisational structure and talent acquisition strategy based on clear, data-driven value propositions tailored to veterinary professionals' needs.

Strategic Business Plan & Pitch Deck: Crafted a comprehensive, research-supported business plan and compelling pitch deck, combining operational strategies, financial modelling, and opportunities for competitive innovation.

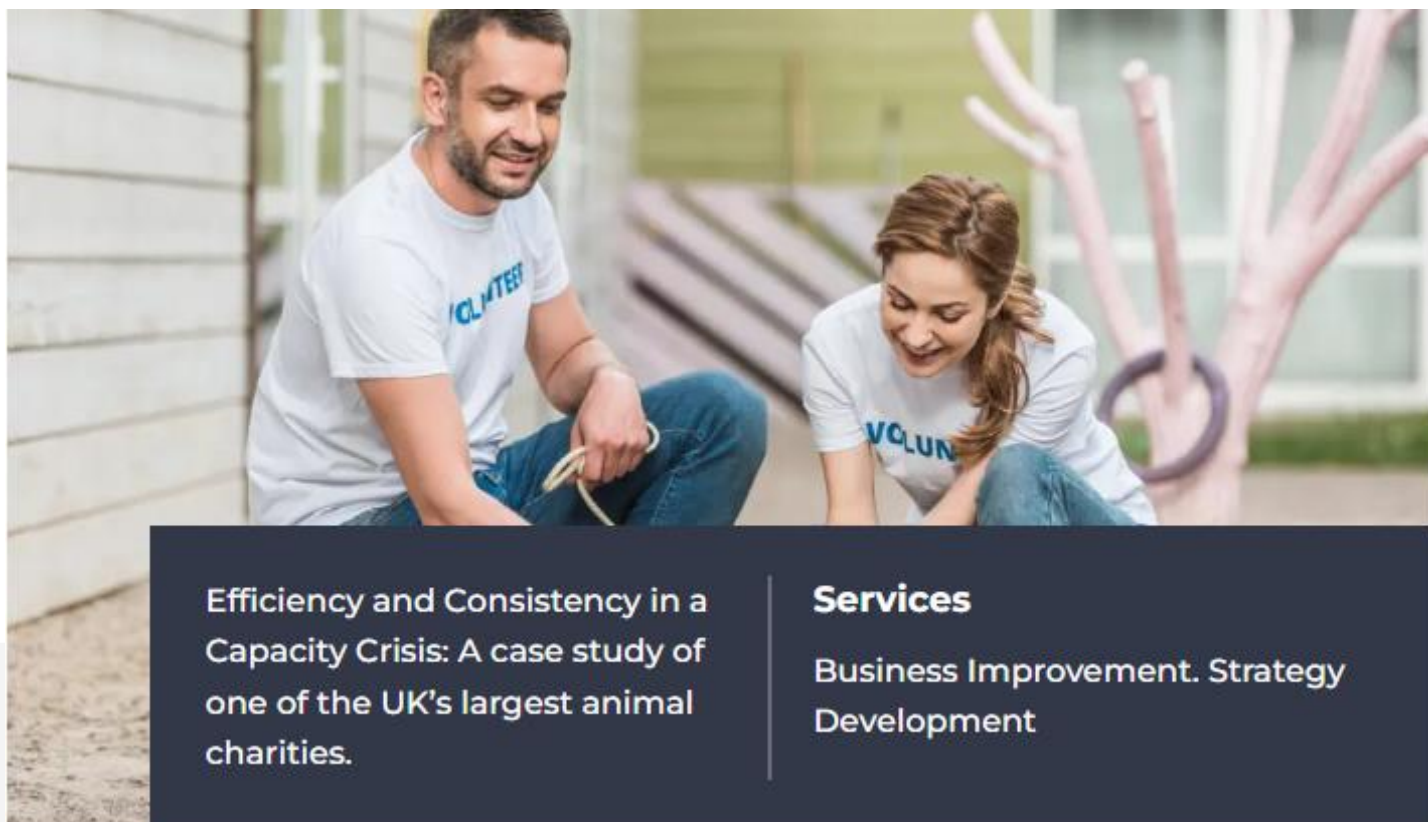
CLIENT TESTIMONIAL:

“ I have been very pleased with my experience with IntrinsicVet. They have been extremely attentive and diligent about my hospital's needs and are easy to work with when it comes to identifying creative solutions to overcome challenges. I definitely wouldn't have been able to make the progress that I have without IntrinsicVet and highly recommend them to anyone planning to start a new veterinary clinic or looking for ways to improve their existing practice”.

- Dr S, Veterinary Specialist and CEO

Conclusion: In every startup project we undertake, we seek to ensure a deep alignment with market demands, ensuring our clients' services not only fulfil but anticipate the approaching success factors of a dynamic competitive landscape. From the outset, we place a significant emphasis on establishing both financial and market viability, providing a solid foundation for all subsequent strategic decisions. This foundational clarity enabled us to help our client develop an organisational framework designed for success, focusing on building a culture that attracts, retains, and motivates top talent. It further supported the creation of innovative future strategies that would set the hospital apart as a leader in veterinary science.

OUR PROJECTS – CASE STUDY 2



Efficiency and Consistency in a Capacity Crisis: A case study of one of the UK's largest animal charities.

Services

Business Improvement. Strategy Development

Client: Nationwide Charity

Employees: 450-500+

Location: United Kingdom

Challenge: The aftermath of the surge of pet ownership during the Covid-19 pandemic, combined with the cost-of-living crisis in the UK, had meant that a record number of animals were arriving at the charity's centres. It was felt by the senior team that animals were not being moved through the shelter system as quickly as they could, leading to serious capacity issues. Alongside this, their use of both internal and external veterinary provisions was leading to inconsistent outcomes. Furthermore, a call from the ground for more staff and more investment in the veterinary arm of the charity led the organisation to request a full-scale report from IntrinsicVet on the current state and potential future set up of the charity's veterinary provision.



Our Task: *Bring clarity to the situation by way of a comprehensive and objective review of the charity's entire internal veterinary provision.*

Approach: Leveraging our Aligned Veterinary Organisation Model©, we embarked on a holistic analysis of every aspect of the charity's veterinary operations, focusing on the provision's structure, efficiency, and alignment with the charity's core mission. Our investigation included engagements with leadership, extensive site visits, operational analysis, and stakeholder surveys and interviews to assess the current state, identify areas for improvement, and make recommendations for a future operating model.

Outcomes: Our approach enabled us to organise all the information into a coherent whole and focus in on each aspect of the organisation's veterinary arm, providing extensive findings and detailed recommendations.

Immediate Solutions: Recommended immediate operational improvements to alleviate the capacity crisis, facilitating a quicker transition of animals through the centres.

Operational Enhancements: Identified bottlenecks and recommended workflow optimisations and staff reallocations, improving organisational efficiency and continuity of care.

Strategic Leadership Adjustments: Suggested leadership role adjustments and development programmes for critical competency gaps, leading to better organisational effectiveness.

Future Operating Model: Proposed a more streamlined and cost-effective veterinary operating model, aligning closely with the charity's mission.

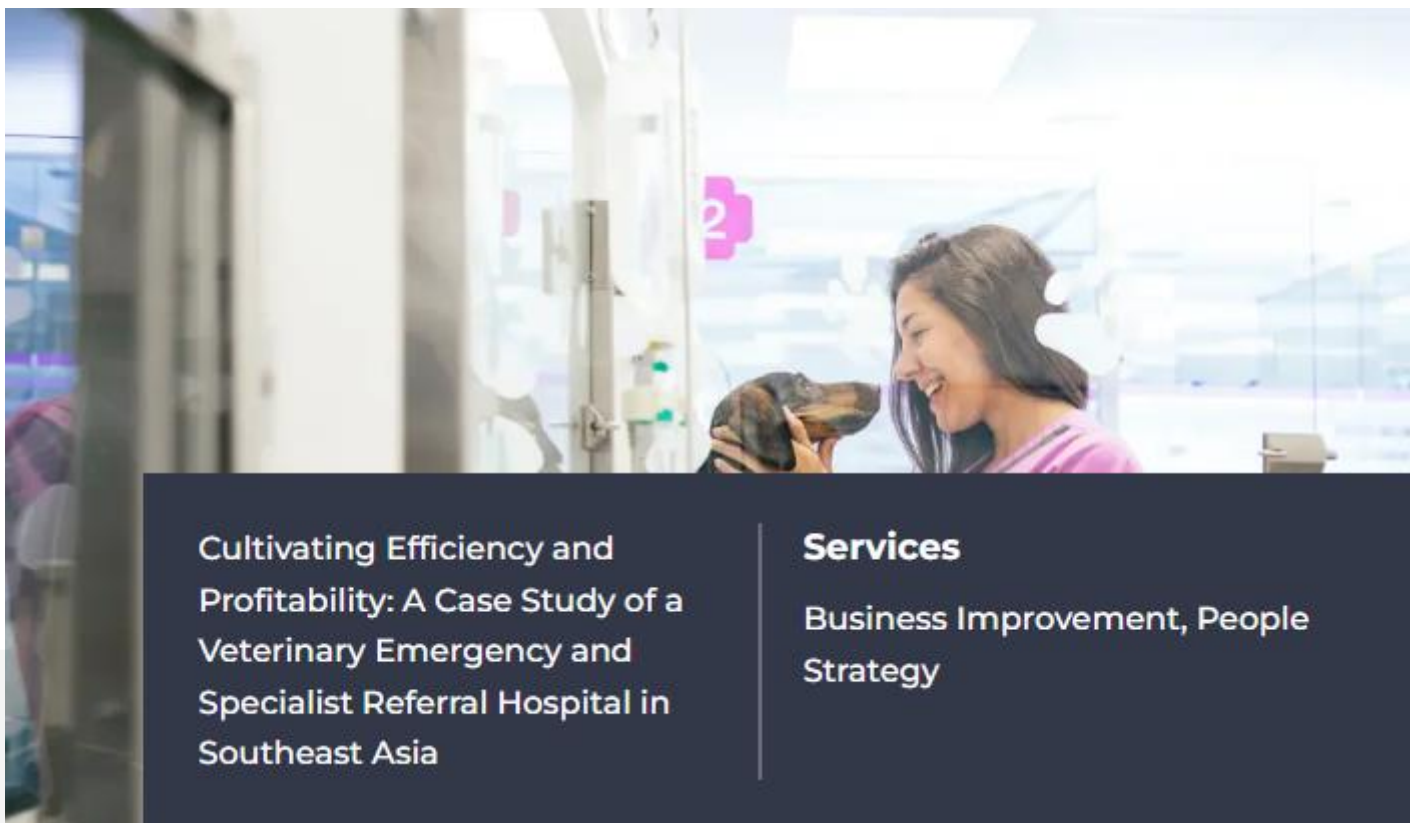
CLIENT TESTIMONIAL:

“ Having recently worked with IntrinsicVet, they were very accommodating and easy to work with. They went above and beyond on the scope of the project, which provided us with the clarity needed to enable us to move forward and greatly benefit our organisation. From start to finish we found IntrinsicVet to be very professional, engaging, and highly knowledgeable. I cannot recommend their services highly enough and will not hesitate to work with IntrinsicVet in the future.

Ms L, Director of Operations

Conclusion: This case study exemplifies the impact of external forces on an organisation's strategy and the importance of veterinary knowledge in navigating complex industry challenges. By seeking out external expertise from IntrinsicVet, the charity was able to make intelligence-driven decisions, based on solid rationale as opposed to assumption. They were able to refocus on their mission and let it guide their decision making. As a result, they found a way to be more consistent in the short-term and charted a path to better meet the needs of the new environment in the longer term.

OUR PROJECTS - CASE STUDY 3



Cultivating Efficiency and Profitability: A Case Study of a Veterinary Emergency and Specialist Referral Hospital in Southeast Asia

Services

Business Improvement, People Strategy

Client: 24hr Emergency and Specialist Referral Hospital

Employees: 100+

Location: Southeast Asia

Challenge: A prominent 24-hour emergency and specialist referral hospital in Southeast Asia approached IntrinsicVet seeking a comprehensive review of their business and operations, focusing on efficiency, profitability, and organisational structure.

Since its inception the hospital had experienced rapid growth without the established infrastructure to support it. As a result, the hospital faced workload capacity issues, employee engagement and staff turnover challenges, diminishing profitability (with salaries accounting for a high percentage of revenue), and questions over their overall operational efficiency and people strategy.



Our Task: *Our Task: Evaluate the hospital's operational efficiency and organisational structure, whilst improving profitability.*

Approach: We initiated our consultancy with in-depth discussions with key stakeholders to fully understand their operational challenges and strategic objectives. With a focus on enhancing profitability, efficiency, and organisational alignment, our methodology blended remote data analysis with immersive on-site evaluation. This dual-phased approach encompassed financial review and analysis along with operational examination, and a comprehensive assessment of the org structure, leadership capabilities, and human resource practices present in the hospital. This allowed us to identify opportunities for improvement across the board.

Outcomes: We identified areas for cost savings, operational improvements, and strategic realignments. Our findings and recommendations were synthesised into a detailed report and presented to the business owners, providing a roadmap for enhanced operational efficiency and sustained growth.

Increased profitability: Identified cost-saving measures, optimised stock control, and advised on a strategic pricing realignment.

Enhanced Workflow: Streamlined operations, optimised workflows and resource use, leading to improved patient care and operational efficiency.

Organisational Realignment: Redesigned organisational structure and leadership roles for better alignment, productivity, and employee engagement and retention.

CLIENT TESTIMONIAL:



I am delighted to provide a glowing testimonial for IntrinsicVet, based on the transformative experience we had working with them. IntrinsicVet were not only incredibly helpful and efficient, but they also demonstrated a remarkable ability to uncover vital information that was previously unknown to us. Through their comprehensive analysis and diagnostic processes, they were able to organise complex data into simpler, actionable insights that formed the basis of our business improvement plans. They were an absolute pleasure to work with, demonstrating professionalism, expertise, and a genuine commitment to our success every step of the way. I strongly recommend IntrinsicVet to any organisation in need of expert guidance and support in navigating organisational challenges and driving meaningful business improvements”.

- Ms. H, COO

Conclusion: This project highlights the interconnecting nature of all facets of a veterinary organisation; they cannot be looked at independently if meaningful change is to be achieved. Through comprehensive diagnostics and targeted improvements across financial, operational, and cultural dimensions, significant strides were made toward improving efficiency and increasing profitability, but perhaps most importantly, the senior team were able to see the importance of investing in leadership capability and human infrastructure. Ultimately, by tackling the hospital’s multifaceted challenges with a unified approach, we set a foundation for its ongoing improvement and success.

OUR PROCESS - HOW WE WORK WITH OUR CLIENTS

Once we are engaged with you, our approach is simple, effective, and people focused. We listen and ask the right questions. We conduct analysis through an objective lens and give you honest feedback. We collaborate and tailor a solution that reflects your values and your people. We support you in delivery and foster long-term partnerships.

Through open and honest dialogue, we build a relationship of trust and gain a thorough understanding of the challenges you face and the unique needs of your project.

Phase 1 : Dialogue

Phase 2 : Discovery

We conduct extensive research and gather intelligence to gain a full, objective picture of your current position and potential future.

Having collated and analysed all the information, we submit our findings and recommendations for project success.

Phase 3 : Discourse

Phase 4 : Decision

With an understanding of your key drivers, the influence of stakeholders, and in alignment with your vision, we work with you to co-create an effective and achievable implementation plan.

We seek to build momentum by carving up the project into manageable sub projects, to bring results quicker and enable strategic governance in real time.

Phase 5 : Delivery

Phase 6 : Debrief

We meet to debrief on the project and go through a 360-feedback process, culminating in mutual recommendations for the future of the project or upcoming collaborations.

WHY WORK WITH US?

Critical to any project's success is assembling a team of individuals who align with your values and share a genuine commitment to bring your project to life. Our primary focus when partnering with you is to establish a foundation of trust and confidence, cultivating a true sense of collaboration. Yet, we firmly believe that there are additional factors that distinguish us...

SPECIALISED KNOWLEDGE AND EXPERTISE

IntrinsiaVet is a highly specialised consultancy firm dedicated solely to the veterinary and animal health industry. Our exclusive focus on this field allows us to offer a level of expertise, insights, and solutions that are unmatched by general management consultancy firms.

COLLABORATIVE APPROACH

We believe that meaningful results come from effective collaboration. We won't approach a problem saying our way is the only way; we respect your expertise and your knowledge of your organisation and seek to leverage that in driving change. We believe that there are multiple routes to success – the ones that we create together are the most impactful.

OUR EXTENSIVE NETWORK

Over time, we have built a robust global network of contacts and industry connections within the veterinary and animal health sector. This network can be invaluable in providing access to key stakeholders, partners, and resources and allows us to bring in the right people for the right task, as and when your project needs it.

FOUNDER-LED

Unlike many consultancies, where senior involvement may be limited, we guarantee that one of our founders leads each engagement from start to finish, ensuring top-level oversight, continuity, and your project's success as a personal priority. This founder-led model underscores our dedication to delivering exceptional results, creating lasting client relationships, and maintaining the integrity and quality of our work throughout.

CUSTOMISED SOLUTIONS

Our use of bespoke models, such as our Aligned Veterinary Organisation Model®, highlights our commitment to providing tailored solutions that meet the specific needs of this unique industry. This customisation is vital in a consultancy landscape where the one-size-fits-all approach falls short.

GLOBAL REACH, ON-THE-GROUND SUPPORT

A lot of what we do can be executed remotely, however, when your project demands it, we have the flexibility and capability to travel anywhere in the world. This means you can rely on us to be there when and where you need us most, ensuring seamless project execution across borders.

YOUR SUCCESS IS OUR SUCCESS

To achieve our vision, we must deliver first-rate, collaborative projects that make a tangible difference to you and the wider industry. We can only do that by ensuring that we help deliver your project outcomes successfully. To put it another way, your success matters.

THANK YOU

We hope that our company profile has given you a valuable insight into our consulting approach and builds confidence that we are the right partner for your project. Choosing IntrinsicVet means choosing a consultancy that not only understands the unique challenges and opportunities within the veterinary and animal health sector but also has the expertise, network, and commitment to help you achieve your business objectives in this unparalleled field.

The first step of all consulting projects is to meet, either in person or via zoom, to enable us to learn more about your organisation and understand the current challenges you are facing. We work on an NDA basis and so all conversations are strictly confidential.

We don't believe in pushy sales calls or expect decisions on the spot! Therefore, after we have gathered all the information we require, we will present a proposal with the potential consulting project laid out detailing all elements including the expected costs.

If you would like to know more or start that important conversation, please do get in touch. We look forward to hearing from you.

CONTACT US

If you would like to start a conversation, please get in touch!

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