
Steven Lauwers
partner raz consulting

Belgian - Year of birth: 1983
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Qualifications

Areas of expertise

Strategy, Management, Operations, Policy

Education

- Master of Public Policy, Hertie School of Governance, Germany (2012)
- Bachelor International communication, AP Hogeschool, Belgium (2006)
- Bachelor Communication management, AP Hogeschool, Belgium (2005)

Supplementary education

- Strategy Executive Class, Vlerick (2023)
- Management: leading individuals, teams & performances, Krauthammer, NL (2022)
- Data Protection Officer (DPO) certification, data protection institute, Belgium (2022)
- GCP training, Clinitude, Belgium (2022)
- Scale-up Masterclass, Vlerick, Belgium (2021)
- ISO 19011 on internal audit of management systems, SGS, Belgium (2021)
- ISO 13485 on medical devices, CEPartner4U, Belgium (2021)
- Design thinking in business, The Argonauts, Belgium (2020)
- Medical device: terminology & regulations, Trium, Belgium (2019)
- McKinsey approach to problem solving, McKinsey, Belgium (2017)
- Public sector management, UA Management School, Belgium (2017)
- Supporting change through capacity development, EC, Belgium (2014)
- Corporate communication tools, Context Associates, Belgium (2014)
- Introduction to MECE principles, McKinsey, Germany (2012)
- Development cooperation training, BTC, Belgium (2012)
- Project management workshop, Socius consulting, Germany (2011)
- Assessment Center training, Orange consult, Germany (2011)
- Presentation Skills, Simon Chaplin, Germany (2010)

Languages

- Dutch: C2 - Mother tongue
- English: C1 - IELTS 8.0, Berlitz C1, UN certificate
- French: C1 - Working language for 5+ years
- German: C2 - Mother tongue

Experience

FOx BIOSYSTEMS, Belgium (03.2023 - ongoing)

Chief Operating Officer

Radiomics, Belgium (10/2019 - 01/2023)

Chief Operating Officer

EBRD, global (02/2019 - ongoing)

Mentor start-ups

raz consulting, Belgium (10/2017 - ongoing)

Partner, founder

hict - optimizing health care, Belgium (09/2015 - 10/2017)

Senior consultant management & strategies

hera - health research for action, Belgium (09/2013 - 08/2015)

Consultant & project officer

Strategic communication & policy, Germany (06/2012 - 12/2013)

Consultant strategic communication & policy (self-employed)

Hertie School of Governance, Prof Andrea RÄ¶mmele, Germany (10/2011 - 08/2012)

Research assistant policy & political communication (student assistant)

Department Foreign Affairs Flanders, Belgium (05/2011 - 08/2011)

Advisor to the permanent representative to the international organizations in Geneva (internship)

World Health Organization, Switzerland (01/2007 - 08/2010)

Officer for communication and advocacy, spokesperson

YOURS for road safety, Switzerland (07/2007 - 12/2007)

Co-founder and communication strategist

Clear Channel, Puntalinea, UK, Belgium (2005 - 2006)

Internships

Realized projects

Radiomics

Role

Period

Contribution

Operational setup for successful scaling, Belgium

Management consultant

01.2020 - ongoing

Support to the company in realizing successful scaling, in the capacity of COO

Radiomics

Role

Period

Contribution

Business plan for new investment round, Belgium

Management consultant

09.2019 - 11.2019

Writing of business plan for Board approval of a new capital round of 2M euros

IDEA

Role

Period

Contribution

Feasibility study of the creation of a logistic hub for 6 hospitals (phase 2), Belgium

Advisor to contracted consulting agency (Intraco)

08.2018 - 11.2018

Analysis of benefit of mutualised support services and definition of best scenario

Dafra Pharma

Role

Period

Contribution

Optimization of internal product launch management, Belgium

Strategy consultant

05.2018 - 06.2018

Analysis of internal project flow and recommendations for improvement

Respirent

Role

Period

Contribution

Definition of worldwide corporate strategy, Belgium-based

Management consultant, in support of main contracted agency

02.2018 - 05.2018

Formulation of corporate strategy, analysis of feasibility, plan of action for realization

Dafra Pharma

Role

Period

Contribution

Market repositioning strategy West-Africa, Belgium-based

Strategy consultant

02.2018 - 05.2018

Definition of approach to establish the company in existing and new African markets

FLUIDDA

Role

Period

Contribution

Corporate strategy & process optimisation, Belgium

Management consultant

01.2018 - 01.2020

Definition of long-term strategy and organization of all internal structures to achieve it

eu.reca	European platform for respiratory diseases, Belgium
Role	Strategy consultant
Period	01.2018 - 11.2018
Contribution	Conceptualization of the platform, support with events (proceeding, â€¦)
GFA	Proposal for long-term support in different African countries, Belgium-based
Role	Proposal writer (winning proposal)
Period	12.2017 - 01.2018
Contribution	Write the proposal, including methodology, in collaboration with international team
Moore Stephens	Roll-out financial model service offering for health organizations, Belgium
Role	Management consultant
Period	10.2017 - 05.2018
Contribution	Support health organizations with the implementation of the financial tool
St Dimpna	Definition of the hospitalâ€™s care strategy, Belgium
Role	Consultant strategy; team leader
Period	04.2017 - 10.2017
Contribution	Interview of all involved staff, definition of strategic priorities & plan for roll out
ZNA / GZA	Definition of the two hospital networksâ€™ strategy for cooperation, Belgium
Role	Consultant strategy; team leader of mixed team with McKinsey
Period	02.2017 - 06.2017
Contribution	Stakeholder consultation, SPOC, international benchmarks, elaboration of strategy
LOGO Flanders	Strategy definition of this government's institution, Belgium
Role	Consultant evaluation, strategy; team leader
Period	12.2016 - 02.2017
Contribution	Definition of the mission, vision, â€¦ of the Logo in interactive working sessions
BMS	Conceptualization of a European cancer collaboration (ALL CAN), Belgium
Role	Strategy consultant
Period	10.2016 - 12.2016
Contribution	Set up international multi-stakeholder platform as result from study on inefficiencies
Partena	Conceptualization of a central national platform for care, Belgium
Role	Business and strategy consultant
Period	10.2016 - 02.2017
Contribution	Feasibility and requirement analysis of the platform, based on stakeholder interviews
BMS	Quantification of inefficiencies in cancer care in Belgian health care, Belgium
Role	Consultant evaluation, policy, strategy
Period	08.2016 - 10.2016
Contribution	Paper on possible inefficiencies, detailed list of potential improvements
LOGO Flanders	Evaluation and policy recommendations, Belgium
Role	Consultant evaluation, strategy; team leader
Period	07.2016 - 10.2016
Contribution	Evaluation of institution, recommendations how to realize policy requirements
VIAS	Public affairs and business strategy development, Belgium
Role	Consultant strategy, public affairs
Period	05.2016 - 09.2017
Contribution	Analysis of potential markets & topics to focus on as part of rebranding of BIVV (VIAS)
Orion	Market entry strategy for Southern Europe, Finland
Role	Management consultant; team leader

Period	04.2016 - 08.2016
Contribution	Analysis of potential and best way to enter new markets, including portfolio definition
Merck	Optimizing the process for CTEPH diagnosis and treatment, Belgium
Role	Management consultant, team leader
Period	04.2016 - 09.2016
Contribution	Expert consultation and literature analysis, advise on better treatment & diagnosis
EpiCURA	Development of management strategy, Belgium
Role	Management consultant
Period	09.2015 - 10.2017
Contribution	Analysis of current situation and recommendation for new organization of all sites
Janssen Cilag	Optimization of the national supply chain, Belgium
Role	Strategy and management consultant
Period	09.2015 - 12.2015
Contribution	Analysis of supply chain, expert round table, recommendations for improvement
WHO	Health financing reforms in Africa, Belgium-based
Role	Editor, project officer
Period	11.2014 - 08.2015
Contribution	Support to different teams in charge of local country analyses, editor of report
EC DEVCO	Permanent health advisory services (HAS), Belgium
Role	Expert on communication, strategy, knowledge management
Period	11.2014 - 08.2015
Contribution	Lead on all matters communication, set up HAS team & office
WHO	Fourth evaluation round of the IHP+, Belgium-based
Role	Consultant communication & advocacy
Period	10.2014 - 09.2015
Contribution	Lead on communication aspects, including accessibility of results
Dept Foreign Affairs	Review of the cooperation with Mozambique, Belgium
Role	Project officer
Period	02.2014 - 07.2014
Contribution	Support to local consultant and project manager, liaison with client
Global Fund	Training program on health systems strengthening, Belgium
Role	Project officer
Period	01.2014 - 12.2014
Contribution	Support to different teams in charge of local country analyses, editor of report
hera foundation	Neglected Essential Medicines platform, Belgium
Role	Consultant
Period	08.2013 - 12.2014
Contribution	Conceptualization of platform, stakeholder interviews for scope definition
MRI Initiative	Global communication strategy, Belgium
Role	Communication Consultant
Period	04.2012 - 07.2012
Contribution	In charge of online presence, including publication, contribution to strategy
BIOTRONIK	European PR and stakeholder engagement strategy, Germany-based
Role	Consultant, country lead Belgium, Germany, France
Period	08.2011 - 07.2012
Contribution	Market research and definition of country-specific long-term PR strategy

WHO	H1N1 spokesperson , Switzerland
Role	Spokesperson WHO
Period	11.2009 - 12.2009
Contribution	Point of contact international media & other stakeholders

Memberships & other activities

- Member of flanders.bio (2019)
- Mentor start-ups for the European Bank of Reconstruction and Development (2018-ongoing)
- Directed the Belgian platform "Be-cause health" as member of the steering committee (2013-2015)
- Edited the Student Magazine Schlossplatz3, Berlin. (2011-2012)
- Organized the third European Public Policy Conference with support of the EC, Budapest. (2011)
- Managed ski holidays for "Jongerentavel", Belgium/France. (2004 - 2010)
- Liaised between app. 100 interns and the HR office as WHO Intern coordinator, Geneva. (2007)
- Employed in variety of functions in restaurants and bars during my studies. (2000 - 2006)
- Lead 3rd largest scouts group in Belgium together with 45 other leaders. (2002 - 2006)
- Represented youth in local and national Youth Council Committees, Belgium. (2002 - 2006)
- Coordinated work of 35 staff members and 250 volunteers for Schoolrock (3000+ visitors). (2002)