

**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**

- Public sector management, UA Management School, Belgium (2017)
- McKinsey approach to problem solving, McKinsey, 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)
- Design thinking in business, The Argonauts, Belgium (2020)
- Medical device: terminology & regulations, Trium, Belgium (2019)
- ISO 13485 on medical devices, CEPartner4U, Belgium (2021)
- Scale-up Masterclass, Vlerick, Belgium (2021)
- ISO 19011 on internal audit of management systems, SGS, Belgium (2021)
- Data Protection Officer (DPO) certification, data protection institute, Belgium (2022)

**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****Radiomics, Belgium (01/2020 - ongoing)**

Chief Operating Officer

**raz consulting, Belgium (10/2017 - ongoing)**

Partner, founder

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

Senior consultant management &amp; strategies

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

Consultant &amp; project officer

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

Consultant strategic communication &amp; policy (self-employed)

**Hertie School of Governance, Prof Andrea Römmele, Germany (10/2011 - 08/2012)**

Research assistant policy &amp; 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

**Marketing, UK, Belgium (2005 - 2006)**

Internship

## Realized projects

<b>WHO</b>	<b>H1N1 spokesperson , Switzerland</b>
Role	Spokesperson WHO
Period	11.2009 - 12.2009
Contribution	Point of contact international media & other stakeholders
<b>BIOTRONIK</b>	<b>European PR and stakeholder engagement strategy, Germany-based</b>
Role	Consultant, country lead Belgium, Germany, France
Period	08.2011 - 07.2012
Contribution	Market research and definition of country-specific long-term PR strategy
<b>MRI Initiative</b>	<b>Global communication strategy, Belgium</b>
Role	Communication Consultant
Period	04.2012 - 07.2012
Contribution	In charge of online presence, including publication, contribution to strategy
<b>Dept Foreign Affairs</b>	<b>Review of the cooperation with Mozambique, Belgium</b>
Role	Project officer
Period	02.2014 - 07.2014
Contribution	Support to local consultant and project manager, liaison with client
<b>Global Fund</b>	<b>Training program on health systems strengthening, Belgium</b>
Role	Project officer
Period	01.2014 - 12.2014
Contribution	Support to different teams in charge of local country analyses, editor of report
<b>hera foundation</b>	<b>Neglected Essential Medicines platform, Belgium</b>
Role	Consultant
Period	08.2013 - 12.2014
Contribution	Conceptualization of platform, stakeholder interviews for scope definition
<b>EC DEVCO</b>	<b>Permanent health advisory services (HAS), Belgium</b>
Role	Expert on communication, strategy, knowledge management
Period	11.2014 - 08.2015
Contribution	Lead on all matters communication, set up HAS team & office
<b>WHO</b>	<b>Health financing reforms in Africa, Belgium-based</b>
Role	Editor, project officer
Period	11.2014 - 08.2015
Contribution	Support to different teams in charge of local country analyses, editor of report
<b>WHO</b>	<b>Fourth evaluation round of the IHP+, Belgium-based</b>
Role	Consultant communication & advocacy
Period	10.2014 - 09.2015
Contribution	Lead on communication aspects, including accessibility of results

<b>Janssen Cilag</b> Role Period Contribution	<b>Optimization of the national supply chain, Belgium</b> Strategy and management consultant 09.2015 - 12.2015 Analysis of supply chain, expert round table, recommendations for improvement
<b>Orion</b> Role Period Contribution	<b>Market entry strategy for Southern Europe, Finland</b> Management consultant; team leader 04.2016 - 08.2016 Analysis of potential and best way to enter new markets, including portfolio definition
<b>Merck</b> Role Period Contribution	<b>Optimizing the process for CTEPH diagnosis and treatment, Belgium</b> Management consultant, team leader 04.2016 - 09.2016 Expert consultation and literature analysis, advise on better treatment & diagnosis
<b>BMS</b> Role Period Contribution	<b>Quantification of inefficiencies in cancer care in Belgian health care, Belgium</b> Consultant evaluation, policy, strategy 08.2016 - 10.2016 Paper on possible inefficiencies, detailed list of potential improvements
<b>LOGO Flanders</b> Role Period Contribution	<b>Evaluation and policy recommendations, Belgium</b> Consultant evaluation, strategy; team leader 07.2016 - 10.2016 Evaluation of institution, recommendations how to realize policy requirements
<b>BMS</b> Role Period Contribution	<b>Conceptualization of a European cancer collaboration (ALL CAN), Belgium</b> Strategy consultant 10.2016 - 12.2016 Set up international multi-stakeholder platform as result from study on inefficiencies
<b>LOGO Flanders</b> Role Period Contribution	<b>Definition of the strategy of the Local Government Organization for prevention, Belgium</b> Consultant evaluation, strategy; team leader 12.2016 - 02.2017 Definition of the mission, vision, of the Logo in interactive working sessions
<b>Partena</b> Role Period Contribution	<b>Conceptualization of a central national platform for care, Belgium</b> Business and strategy consultant 10.2016 - 02.2017 Feasibility and requirement analysis of the platform, based on stakeholder interviews
<b>ZNA / GZA</b> Role Period Contribution	<b>Definition of the two hospital networks' strategy for cooperation, Belgium</b> Consultant strategy; team leader of mixed team with McKinsey 02.2017 - 06.2017 Stakeholder consultation, SPOC, international benchmarks, elaboration of strategy
<b>VIAS</b> Role Period Contribution	<b>Public affairs and business strategy development, Belgium</b> Consultant strategy, public affairs 05.2016 - 09.2017 Analysis of potential markets & topics to focus on as part of rebranding of BIVV (VIAS)
<b>EpiCURA</b> Role Period Contribution	<b>Development of management strategy, Belgium</b> Management consultant 09.2015 - 10.2017 Analysis of current situation and recommendation for new organization of all sites

<b>St Dimpna</b> Role Period Contribution	<b>Definition of the hospital's care strategy, Belgium</b> Consultant strategy; team leader 04.2017 - 10.2017 Interview of all involved staff, definition of strategic priorities & plan for roll out
<b>GFA</b> Role Period Contribution	<b>Proposal for long-term support in different African countries, Belgium-based</b> Proposal writer (winning proposal) 12.2017 - 01.2018 Write the proposal, including methodology, in collaboration with international team
<b>Dafra Pharma</b> Role Period Contribution	<b>Market repositioning strategy West-Africa, Belgium-based</b> Strategy consultant 02.2018 - 05.2018 Definition of approach to establish the company in existing and new African markets
<b>Moore Stephens</b> Role Period Contribution	<b>Roll-out financial model service offering for health organizations, Belgium</b> Management consultant 10.2017 - 05.2018 Support health organizations with the implementation of the financial tool
<b>Respirent</b> Role Period Contribution	<b>Definition of worldwide corporate strategy, Belgium-based</b> Management consultant, in support of main contracted agency 02.2018 - 05.2018 Formulation of corporate strategy, analysis of feasibility, plan of action for realization
<b>Dafra Pharma</b> Role Period Contribution	<b>Optimization of internal product launch management, Belgium</b> Strategy consultant 05.2018 - 06.2018 Analysis of internal project flow and recommendations for improvement
<b>eu.reca</b> Role Period Contribution	<b>European platform for respiratory diseases, Belgium</b> Strategy consultant 01.2018 - 11.2018 Conceptualization of the platform, support with events (proceeding, )
<b>IDEA</b> Role Period Contribution	<b>Feasibility study of the creation of a logistic hub for 6 hospitals (phase 2), Belgium</b> Advisor to contracted consulting agency (Intraco) 08.2018 - 11.2018 Analysis of benefit of mutualised support services and definition of best scenario
<b>FLUIDDA</b> Role Period Contribution	<b>Corporate strategy &amp; process optimisation, Belgium</b> Management consultant 01.2018 - 01.2020 Definition of long-term strategy and organization of all internal structures to achieve it
<b>Radiomics</b> Role Period Contribution	<b>Operational setup for successful scaling, Belgium</b> Management consultant 01.2020 - ongoing Support to the company in realizing successful scaling, in the capacity of COO
<b>Radiomics</b> Role Period Contribution	<b>Business plan for new investment round, Belgium</b> Management consultant 09.2019 - 11.2019 Writing of business plan for Board approval of a new capital round of 24M euros

## 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)