

## Stefan LAMEIRE

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### Profile summary

Commercially focused C-suite executive with entrepreneurial drive; strong track record in simplifying complicated challenges and focused delivery within an international context.

Objective: Make use of creative and collaborative leadership style to initiate and manage business and cultural changes at pace in customer-focused organisations with international scale/scope.

Key motivational drivers - people management, business transformation and customer focus:

- People management: build and coach teams of high performers with complimentary profile and skills
- Business transformation: enthuse companies with clear focus and vision through periods of transformation and positive disruption by simplifying potentially complicated challenges
- Customer focus: give customer important seat at organisation's stakeholder table in order to ensure a healthy balance between meeting internal financial objectives and external customer needs

### Professional career

#### **BUSINESS MARKERS**

*2022-...(ongoing): Partner (via ACT11)*

Business Markers is an atypical advice- and implementation company, focusing on 4 main pillars: actionable strategy, valuable customer, engaged people, and executional excellence.

Main personal projects at the intersection of strategy and leadership, across a variety of industries, a.o.:

- Non-food retailer (B): strategy, leadership, organizational design, commercial excellence
- Hospitality chain (global): strategy, commercial excellence
- Construction (Europe): company ID, employer branding
- Packaging specialist B2B (B): strategy, leadership, brand positioning & ID, change management
- Family holding (B): strategy, organizational design
- Luxury goods (global): strategy, portfolio management
- Consulting (Europe): organizational design, yield management
- Chemicals (B): leadership coaching
- Media (NL): strategy, leadership
- FMCG (B): strategy

## **ACT11 (my management company)**

### 2022-... (ongoing): President CIM

Initiating and coordinating digital transformation of CIM (Center for Information on Media), a JIC in media focused on audience measurement and data

### 2022-...(ongoing): Start-up Advisor BIRDHOUSE BV

Pro bono counselling and mentoring of start-ups selected by accelerator Birdhouse

Mentoring of a.o.:

- MindAhead (Age/HealthTech, Germany/Italy)
- Somareality (Age/HealthTech, Austria)
- Virtuleap (Age/HealthTech, Portugal/US)

### 2020-...(ongoing): Non-executive board member SYMPL NV

Data and tech at the service of recruitment: AI-driven lead generation, recruitment as a service

### 2020-2021: Consultant/Chief Executive Officer REMEDUS BV

Supporting the two private shareholders in transitioning from a s.q. home care SME-business into two independent growth entities: one focused on home care operations, the other on software development in health care

Main KPIs:

- Home care operations: after 3 years of s.q. back to (double digit) growth
- Software development: first contract abroad with potential for further scaling across Europe

Team responsibility: 80 FTE

Turnover responsibility: 10-15M€

Main changes/actions:

- New organizational structure, developing company culture (values, customer focus, ownership)
- Developing existing talent, whilst on-boarding complementary profiles
- Use of data and analysis for priority setting, focus, and thus increase of speed
- Assessment tech + 'scale up'-roadmap, incl. communication/storytelling and pricing Saas

## **CLEAR CHANNEL OUTDOOR**

### 2014-2019: Chief Customer & Revenue Officer CLEAR CHANNEL INTERNATIONAL (London)

HQ-role to put the customer at the heart of our business, with a focus on leading and aligning sales, marketing and digital transformation in Europe, LatAm and APAC.

Including an overall sales force effectiveness program, yield maximisation through flexible selling, and a digital transformation and programmatic roadmap, all making best use of internal and external data and business intelligence.

Revenue evolution: CAGR of +3% with positive build-up (up to +6% in 2018)

Member of the Executive Committee of CLEAR CHANNEL INTERNATIONAL, reporting into the CEO.

Turnover: 1,5B US\$

Team responsibility: 10-15 direct reports in HQ, with +1.000 indirect reports across markets in Europe, Latam and APAC

#### Complimentary responsibilities

*2017-2019: Regional Vice-President CLEAR CHANNEL SINGAPORE (Singapore)*

Initiating and supporting of local transformation programme. Including coaching and supervision of local CEO in order to improve growth numbers.

Main KPIs: revenue +15%, with profit +24%

Turnover: 20-30M US\$

Supervision of full P&L (owned by local CEO), reporting into the CEO of CLEAR CHANNEL I'NAL

*2016-2019: Chairman CLEAR CHANNEL SWITZERLAND (Zurich)*

Active coaching and steering of new Swiss CEO, securing continued rigorous implementation of transformation plan.

Main KPIs in 1<sup>st</sup> full year of transformation: 7% revenue growth and 5% profit growth

*2016: CEO ad interim (7 months) CLEAR CHANNEL SWITZERLAND (Zurich)*

After continued profit decrease, stepping in as interim CEO in order to re-focus and re-shape the Swiss BU (incl. win of VBZ-contract (Zurich public transport)), launching digital, creating a solid base for future profitable growth. Including the hiring of a new CEO and building of a new management team.

Turnover responsibility: 100-110M US\$

Team responsibility: 180-200 persons (white and blue collar)

Full P&L responsibility, reporting into the CEO of CLEAR CHANNEL I'NAL

#### 2010-2014: CEO CLEAR CHANNEL BELGIUM (Brussels)

Overtaking profitable asset- and tender-focused legacy business with objective to transform into a more advertising-focused business, fit for a digital future.

Leading Clear Channel Belgium from being a challenger to becoming a co-market leader (with JC Decaux), delivering profitable growth by:

- winning a major tender (Antwerp bus shelters);
- launching a citybike scheme (Velo);
- reviewing the go-to-market strategy, broadening the competitive scope to 'all' media;
- evolving from selling assets to selling audiences (making use of internal and external data);
- portfolio management (divesting low profit segment, whilst investing in digital)

Main KPIs: 7% revenue and 7% profit growth in 1<sup>st</sup> full year, with CAGR of +3% on revenue and profit

Turnover responsibility: 65-75M US\$

Team responsibility: 160-180 persons (white and blue collar)  
Full P&L responsibility, reporting into Executive Committee of CLEAR CHANNEL I'NAL

### **RMB (REGIE MEDIA BELGE)**

#### 2007-2010: Commercial Director RMB

Turnover responsibility: 100-120M€  
Team responsibility: 30-40 persons  
Reporting into General Manager

### **DPG MEDIA (formerly MEDIALAAN/DE PERSGROEP)**

#### 2002-2007: Commercial Director MEDIALAAN

(formerly 'Vlaamse Mediamaatschappij', with market leader brands in TV and radio, at that time 50/50 owned by De Persgroep and Roularta)

Turnover responsibility: 200-250M€  
Team responsibility: 40-50 persons  
Reporting into CEO of MEDIALAAN

#### 2000-2002: Commercial Director DE PERSGROUP MAGAZINES

(formerly 'Sparta', a business unit of De Persgroup, with market leader brands in magazines)

### **UNILEVER BELGIUM**

1994-2000: Several Marketing and Sales Management functions in Unilever's foods and frozen foods division

#### **Education:**

- 1993-1994: Master of Science in Marketing, Katholieke Universiteit Leuven (K.U.L.), Belgium
- 1992-1993: Exchange-program (Erasmus); last year (1st semester) of Commercial Engineer, Universidade de Coimbra (U.C.), Portugal
- 1989-1993: Commercial Engineer (specialisation: Global Management and Strategy), Katholieke Universiteit Leuven (K.U.L.), Belgium

**Languages:** Dutch (mother tongue), French (fluent), English (fluent)

#### **Other interests:**

Field hockey (player/coach kids/referee), urban development, sociology, food, family and friends