

# Peter Macken

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**“Success is continuously working hard to get the best out of yourself and your people, using everyone’s capacities to their best potential, while remembering to enjoy what’s important in life”**

## Summary

I am a seasoned CEO in B-to-B technology service oriented multinationals and SME’s who systematically obtained strong results and implemented several restructurings, incl. strategic repositioning and divestitures. I am used to having full P&L and balance sheet responsibility for independent organizations up to 750 employees / €40 M turnover, reporting to the Board of Directors. I am quadrilingual: fluent in Dutch, French and English with a very good knowledge of German.

## Ambition

- CEO / General Manager / Division Manager of a medium-sized entity in a B-to-B technical / technological / scientific / health care services environment. Experienced and happy in multilingual / multi-country assignments.
- Interim manager for restructuring roles in similar environments.
- Board positions in similar environments

## Profile

Generalist and polyvalent, analytical and rational. A commercial and international entrepreneur. Fast learner who can quickly get acquainted with new industries and situations. Highly flexible as proven successful in several industries, in strategic as well as operational matters, and in public as well as private environments. Strong communicator with shareholders, stakeholders and colleagues on all levels, experienced in aligning different factions of the stakeholders and Board members. Very stress resistant as proven in the management of crises and restructurings. Emotionally intelligent, experienced in motivating and developing employees, even in difficult circumstances. Experienced in working and negotiating with trade unions. Used to be the public face of the company.

## Positions

- Griffin** (aerospace) 2017 – current  
**Founding partner**  
Griffin ([www.griffin.aero](http://www.griffin.aero)) recruits cockpit and cabin crew for private jets. I founded Griffin together with a business partner.
- Interim Manager** 2021 – current  
Interim Manager with a focus on change management, improvement programs, business optimization, turnarounds, restructurings etc
- Zorgbedrijf Rivierenland**, Mechelen (health care) 2017 – 2021  
**CEO**  
Zorgbedrijf Rivierenland is a public sector organization active in the elderly care sector. The organization runs 4 care homes, 300 service flats, 5 local service centers and a variety of services (meals, transport, home care, etc.) as well as 5 child care centers. Zorgbedrijf Rivierenland realizes a turnover of €40 M with 750 employees. I cut the need for communal subsidies by > €3 M, bringing the organization cost structure in line with social profit organizations. Negotiated and implemented a €100 M investment and construction program, including investment in three new care homes with town leadership and mayor. Supervised the investment program to completion.
- HRD Antwerp NV** (High Council for Diamonds), Antwerp (gem certification lab) 2015 - 2016  
**CEO**  
HRD Antwerp is the largest European lab for the certification of diamonds and gems. The company has subsidiaries in Mumbai, Istanbul, China, Tel Aviv and Madrid and 250 employees for a turnover of €20 M. Next to delivering certificates, HRD Antwerp also provides training on diamonds, gems and certification, and also produces and sells equipment for the diamond industry. Following a substantial restructuring I have further trimmed the company and focused its vision and strategy. 2016 was a record year for the company and I left with EBITDA 14% above target and cash 60% above target.
- Irmaco nv**, Kontich (industrial goods) 2004 – 2015

## **CEO / Managing Director**

Irmaco is a technology group of 5 companies (StuvEx International, StuvEx Safety Systems, StuvEx France, Isma and IExT) active in industrial process safety. The group is owned by financial investors and has a consolidated turnover of about €10 M and 30 geographically spread employees. The group is active worldwide on a project basis and/or via agents. I reported to the Board of Directors.

I restructured the company and led it in financially difficult circumstances through a very severe economical crisis, increasing revenue from €7 M at the lowest point in the crisis (2010) to €10 M (2014) and increasing EBITDA from respectively 3,9% to 10,5% of revenue:

- Implemented a very focused vision and strategy
- Closed an unprofitable business unit (Pagg AG, based in Switzerland)
- Developed new products and had them certificated (and patented a number of them)
- Professionalized the company organization and culture
- Crisis management in view of the financial-economical crisis: layoffs of 15% of the workforce, financial restructuring of a €5 M loan associated with the takeover

## **FSA (Forschungsgesellschaft für angewandte Systemsicherheit und Arbeitsmedizin),**

Mannheim (Germany) (lobby organization)

2005 - 2015

### **Independent Member of the Board**

Board role in a professional industry association in Germany, working on industrial safety. Defended the interests of my organization and industry, traveled to China to investigate cooperation possibilities, cooperated on safety R&D projects.

## **Telenet / Canal + , Mechelen / Brussel (telecom)**

2004

### **Interim manager**

I organized and implemented the integration of the Canal + call center in the Telenet structure, following the acquisition of Canal + by Telenet. Specifically appreciated for people management skills in a challenging environment.

## **Paratel nv, Vilvoorde (telecom)**

1999 – 2003

### **General Manager**

Paratel was a subsidiary of the VMMA (Vlaamse Media Maatschappij), Belgacom and De Tijd with a turnover of €10 M and 30 employees (in 2003). Paratel is a specialized B-to-B communication technology service provider (eg SMS, MMS, automated call handling, etc). Reporting to the Board of Directors, I successfully restructured the company, divested a non-strategic and non-performing part of it, developed new businesses and installed financial / operational discipline, increasing revenue from €5.5 M to €10 M, simultaneously increasing EBIT from 2.4% to 15.9%.

## **Lucent Technologies, Brussels (telecom)**

1997 – 1999

### **Segmentation & Market Intelligence Manager Europe, Middle East & Africa (EMEA)**

A director-level strategic position in the regional headquarters of a major telecom equipment and services provider, to assist in changing the EMEA organization from technology driven to market driven. Specifically: identify market opportunities and relevant strategies,-initiate market research and develop and test product offers.

## **Procter & Gamble Benelux, Brussels (consumer goods)**

1991 – 1997

Various assignments up to Brand Manager, with increasing responsibility for budget, market share and organization. My last function was Brand Manager for P&G Professional (B-to-B) where I started up that business in France.

## **Swiss Centre for Electronics and Microtechnics, Switzerland (technology)**

1986 – 1989

### **Research and Development Engineer**

Invented and successfully implemented two totally new battery consumption reduction systems, which were published (*JSSCC Digest of Technical Papers* and *IEEE Journal of SolidState Circuits*) and patented.

## **Education**

### **MBA, the University of Chicago ("Booth"), Chicago, Illinois**

1989 – 1991

Fellow, the Belgian American Educational Foundation (BAEF), 1989-1991

### **Electromechanics Engineer (MSEE), KU Leuven, Leuven**

1981 – 1986

Burgerlijk Ingenieur Elektromechanica / Elektronica. Finished "Magna cum Laude" (83%) in top ten percentile

### **Healthcare Management, U-Gent**

2015

## **Personal**

Born on November 22, 1962. Married, 2 children.

Active member of the Rotary (President 2014-2015 and several executive committee functions) and De Warande.

Hobbies: Licensed as a private pilot (PPL), I am one of the few Belgians who managed to complement this with a JAR instrument rating (IR(A)). I am also a founding board member of a group that succeeded in having the airport of Grimbergen reopened after its closure, and turned it around into a financially viable operation.