


# CV for Søren Mørch, December 2013

Private Data	
<p><b>Name, address and contact</b></p> <ul style="list-style-type: none"> <li>• Søren Mørch</li> <li>• Halmstykke 4, DK-4000 Roskilde</li> <li>• Telephone / mobile / email:: 38330378 / 30108783 / soeren@moerch.com</li> </ul> <p><b>Family</b></p> <ul style="list-style-type: none"> <li>• Born in Randers, Denmark, May 11<sup>th</sup> 1972</li> <li>• Father to Christian (Halmstad, 2000) and Peter (Roskilde, 2003)</li> <li>• Living with Anchalee Larsen</li> </ul> <p><b>More information on <a href="http://www.moerch.com">www.moerch.com</a></b></p> <ul style="list-style-type: none"> <li>• Personal tests</li> <li>• This CV</li> </ul>	
Resume	
<p>Through my 12+ years of experience as leader in first Carlsberg Breweries A/S and Novo Nordisk A/S, I have developed my personal leadership to a level that have ensured high income of business results and employees satisfaction. I am driven by a passion for leadership, and seek to ensure a translation and understanding of the Strategies and Business Scorecards and the prioritisation of tasks to every individual employee, so that tasks and the given conditions make sense to every one. Further I believe in delegation the responsibility of the daily work as well as the work environment satisfaction to the employees, with the leader as the one to ensure a sound framework to make it possible. By these principles I have several times succeeded in creating a culture of engagement and devotion. My leadership is partly coming from my own personality and partly from my continuous personal development that I got from participating in leadership courses and from taking a MBA.</p>	
Major capabilities	
<ul style="list-style-type: none"> <li>• Massive leadership experience (12+ years)</li> <li>• Strong analytical capabilities</li> <li>• Sedate and balanced by nature with a great sense of empathy</li> <li>• Stable character and loyal wit ha serviced minded character</li> <li>• Innovative (incl. the implementation part!)</li> <li>• Authentic and respectful with a natural authority</li> <li>• High stress-threshold and keeping calm in pressed situations</li> <li>• Good at communication and delegation of tasks</li> <li>• High level of knowledge and experience within pharma GMP and LEAN</li> </ul>	
Job experience	
<p><b>2013-2013</b></p>	<p><b>Director for QA Operations, Radiometer Medical Aps</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Product release</li> <li>• Costumer Complaint</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• Helping the company to understand their compliance GAP</li> <li>• Structuring the QA strategy</li> <li>• Organising my department (with LEAN) after a major organisational change</li> </ul>
<p><b>Project Director at site Gentofte, Biopharmaceuticals, Novo Nordisk A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• 3 Star (DMAIC / Black Belt) project on impurity in Glucagon API production</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• Tracking the reason for formation of an unwanted impurity</li> <li>• Implementing procedures to avoid formation of the impurity</li> </ul>	

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2011-2012	<p><b>Director for hGH Bulk Production at site Gentofte, Biopharmaceuticals, Novo Nordisk A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Responsible for fermentation and recovery of hGH</li> <li>• Responsible for purification of hGH</li> <li>• Responsible for department budget and investments</li> </ul>
2007-2010	<ul style="list-style-type: none"> <li>• Approximately 60 people in department, incl. 4 associate managers and 1 specialist</li> <li>• Achievements</li> <li>• Merge of two departments</li> <li>• Implementation of LEAN-culture</li> <li>• Reduction of manning by 30%</li> <li>• Increase of yield by 60% in fermentation and recovery</li> <li>• Increase of yield by 70% in purification</li> <li>• Increase of total capacity by 300% in shorter time than anyone thought possible in a “stressed target project” where demand for product was crucial</li> </ul>

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2004-2007	<p><b>QA Senior Manager at site Gentofte, Biopharmaceuticals, Novo Nordisk A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• QA Responsible for filling and packaging of GlucaGen®, Norditropin® SimpleXx® og NovoSeven®</li> <li>• QA Responsible for Utility/Technical Services</li> <li>• QA Responsible for Validation</li> <li>• QA Responsible for Projects in site Gentofte</li> <li>• Responsible for Non-Conformity group in QA Biopharmaceuticals</li> <li>• Approximately 20 academics in department, incl. 1 specialist</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• 30% increase in production while reducing manning by 20%</li> <li>• Reducing document processing time from 14 days to less than 2 days</li> <li>• Elimination of “Jante-lov”-culture</li> <li>• Implementation of LEAN-culture and administrative processes</li> <li>• Implementation of a customer focused culture</li> </ul>
2002-2004	<p><b>Site Manager at Danish Malting Group A/S, Carlsberg Breweries A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Responsible for production, maintenance and energy</li> <li>• Responsible for change management</li> <li>• Sparring partner and deputy for the Managing Director</li> <li>• Responsible for innovation</li> <li>• Approximately 20 people, incl. 2 department leaders</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• Implementation of 20 hours day giving 12% more capacity • Learning business from A-Z</li> </ul>
2001-2002	<p><b>Brew master at Carlsberg Danmark A/S, Carlsberg Breweries A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Project leader for Supply Chain in product development</li> <li>• Responsible for implementation of new products to production lines</li> <li>• Solving of ad hoc tasks for the Brewery Manager</li> <li>• Teaching colleges and customers</li> <li>• Achievements</li> <li>• Change management success in implementation of new products in existing process</li> </ul>
2000-2001	<p><b>Brew master at Carlsberg Sweden AB, Carlsberg Breweries A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Project leader on rebuilding of a key process in the filtration department</li> <li>• Co-responsible for managing the brew house and filtration department</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• Implementation of new valve battery in central key process with no delay in schedule</li> <li>• Less than 0,5% use of contingency pool</li> <li>• Highly satisfied users by integration during project</li> </ul>

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1998-1999	<p><b>Brew Master Trainee, Carlsberg Breweries A/S</b></p> <p>Responsibilities</p> <ul style="list-style-type: none"> <li>• Development employee in the product and process development division</li> <li>• Project employee in the brew house and the filtration department at Carlsberg, Valby</li> <li>• Shift Manager at the bottling plants at Carlsberg, Valby</li> </ul> <p>Achievements</p> <ul style="list-style-type: none"> <li>• Managed to handle brewery work force with 30+ years of experience</li> </ul>
1996-1997	
1993-1998	<p><b>Teacher Assistant at Department of Mathematics, Technical University of Denmark, Lyngby</b></p> <ul style="list-style-type: none"> <li>• Teaching and approval of home work</li> </ul>
	<p><b>Project and service employee, The Copenhagen Wholesale Fruit &amp; Vegetable Market, Valby</b></p> <ul style="list-style-type: none"> <li>• Project leader for a traffic counting project</li> <li>• Service and guard duties</li> <li>• Repair and maintenance of building and machinery</li> </ul>
<b>Board positions</b>	
2007-	<p><b>Danish Brewers Guild</b></p> <ul style="list-style-type: none"> <li>• Board of director (Secretary, Treasurer)</li> <li>• Responsible for a net capital of kr. 10 mill.</li> <li>• Responsible for the leadership of a magazine with a turn over of kr. 1,2 mill.</li> </ul>
<b>Education</b>	
2001-2003	<p><b>Master in Management of Technology (MBA Tech.), Technical University of Denmark, Lyngby</b></p> <ul style="list-style-type: none"> <li>• Executive MBA-Study with focus on innovation and sustainable business</li> <li>• Major thesis: "Implementation of new products in NESA A/S"</li> <li>• International project: "Bringing the EPV to the Market" at Micro Matic Inc., USA</li> <li>• Consultant project: "Idea Catalogue for new business areas at HNG A/S"</li> </ul>
1999-2000	<p><b>Diploma Brew master (Scandinavian School of Brewing)</b></p> <ul style="list-style-type: none"> <li>• Education in beer brewing and related topics (Raw Materials, Brewing, Fermentation, Bottling, Utilities)</li> </ul>
1992-1998	<p><b>Master of Science (Chemical Engineer), Technical University of Denmark, Lyngby</b></p> <ul style="list-style-type: none"> <li>• Major thesis at Department of Chemical Engineering: "Modelling and Simulation of Membrane Distillation"</li> <li>• Design Project in cooperation with FLS Miljø A/S: "Treatment of residues from gas emissions"</li> </ul>
1991-1992	<p><b>Military compulsory at the Engineers corps, The military barracks in Randers</b></p> <ul style="list-style-type: none"> <li>• Function: Driver and signal assistant</li> </ul>
1988-1991	<p><b>Mathematical student, Randers Statsskole (grammar school), Randers</b></p> <ul style="list-style-type: none"> <li>• Math, physics and chemistry at high level (C)</li> </ul>
<b>International experiences</b>	
2007	<p><b>Key figure comparison with other big Pharma companies arranged by McKensey, Boston</b></p> <ul style="list-style-type: none"> <li>• Representing Novo Nordisk A/S</li> <li>• Presentation of major improvements in desired areas</li> <li>• Discussing important measures and key figures</li> </ul>
2006	<p><b>PDA conference in Washington</b></p> <ul style="list-style-type: none"> <li>• 4 days intensive conference</li> <li>• Speak meetings within relevant fields of interest</li> </ul>

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2004	<p><b>Visit to Novo Nordisk Pharma ltd., Japan</b></p> <ul style="list-style-type: none"> <li>• Negotiations of new production agreement</li> <li>• Discussion of production related problems</li> <li>• Presentation of solved problems</li> <li>• Gaining knowledge of the Japanese business culture</li> </ul>
2001-2002	<p><b>Representative for Denmark in a EU-group building GMP for Malting facilities</b></p> <ul style="list-style-type: none"> <li>• Regular meetings in Brussels and London with Malster colleagues from all around Europe</li> <li>• Creating a GMP and a BAT document to be approved by EU</li> </ul>
1997	<p><b>Johannes Kepler University of Linz, Austria</b></p> <ul style="list-style-type: none"> <li>• Study at the Institute of Industrial Mathematics</li> <li>• Course in German</li> </ul>
1996	<p><b>University of Jyväskylä, Finland</b></p> <ul style="list-style-type: none"> <li>• Mathematical modelling in international groups</li> </ul>
<b>Training</b>	
2009	<p><b>Product Supply Talent event 2009, Talent course within Novo Nordisk A/S</b></p> <ul style="list-style-type: none"> <li>• 15 senior managers picked among whole Supply Chain in Novo Nordisk world wide</li> <li>• Send to Mallorca for three days together with the senior supply chain management</li> <li>• Looking at own strengths and weaknesses</li> <li>• Discussing the Supply Chain Strategy for the future</li> <li>• Social networking with challenges at the hills and waters at Mallorca</li> </ul>
2008	<p><b>Supply Managers Academy, Product Supply, Novo Nordisk A/S</b></p> <ul style="list-style-type: none"> <li>• 20 managers given a total of 9 days course</li> <li>• Focus on personal development and corporation with the organisation</li> <li>• Task to be solved at home in the organisation to show understanding of learned theories</li> </ul>
2008	<p><b>Green House, Corporate Relations, Novo Nordisk A/S</b></p> <ul style="list-style-type: none"> <li>• 20 talented managers picked among Corporate Relation (Lise Kingo) in Novo Nordisk world wide</li> <li>• 5 days of challenging group work: Solving a real time strategic problem</li> <li>• Presenting the solution for upper management in Corporate Relation</li> <li>• Feedback given by observing HR people</li> </ul>
2003	<p><b>Star Leader (Green Belt+)</b></p> <ul style="list-style-type: none"> <li>• Course in DMAIC and DMADV</li> <li>• Focus on management of Black Belts and their projects</li> </ul>
1996	<p><b>Pit Stop by Global Development, Novo Nordisk A/S</b></p> <ul style="list-style-type: none"> <li>• 5 days intensive internal leadership course in Novo Nordisk</li> <li>• Approx. 90 participants, all senior managers, from all over the world</li> <li>• Focus and personal development</li> </ul>
	<p><b>Internal ISO 14000 Auditor</b></p> <ul style="list-style-type: none"> <li>• Certified course in Environmental auditing after the ISO 14000 Standard</li> </ul>
	<p><b>Fork truck B-certificate</b></p> <ul style="list-style-type: none"> <li>• "Drivers license" for fork truck</li> <li>• Aloud to lift 42 ton to the 5' floor</li> </ul>

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Languages	
	<ul style="list-style-type: none"> <li>• English: Writing and speak at negotiation level</li> <li>• German: Writing and speak at a high level</li> <li>• Swedish: Writing and speak at understandable level</li> </ul>
Spare time interests	
	<ul style="list-style-type: none"> <li>• Family                      •                      Hunting                      •                      Travelling                      •</li> <li>• Nature                      •                      Philosophy                      •                      Gardening (Herbs)                      •                      Golf                      •</li> <li>   Aquarium</li> </ul>
My leadership	
	<p><b>General people engaging achievements</b></p> <ul style="list-style-type: none"> <li>• Make people understand that they are the key to make things happen, to be responsible and to live a change</li> <li>• Make people achieve more than they believed them selves that they where capable of</li> <li>• Make people understand that by accepting each other (their differences and avoid competition) they can make 1 + 1 give more than 2</li> <li>• Engagements and satisfaction scores above 4,5 (scale 1-5) achieved and maintained</li> </ul> <p><b>Key leadership fundamental</b></p> <ul style="list-style-type: none"> <li>• Ensure individual meaningfulness at each individual level in the organisation</li> <li>• Believe that there is a positive intention in all people and that they do their best at all times considering the frame they are in</li> <li>• Individual development based on the understanding of a persons strengths and how that correspond to their weaknesses</li> <li>• Personal development in incremental steps based on the strengths (and never the weaknesses) •    Acceptance and understanding of a persons feelings and emotions</li> </ul>