



Niels Murmann

Senior advisor

Career

- **2023: Senior advisor, owner Murmann Consilium**
- **2013-2023: Xellia pharmaceuticals A/S**
 - 2019-2023: Vice president, International manufacturing
 - Sites in Denmark, Hungary, China. 700 people
 - 2016-2018: Senior Director, Global API manufacturing
 - Sites in Denmark, Hungary, China. 500 people
 - 2013-2015: Senior Director, Head of site Copenhagen
 - API and FDF manufacturing. 350 people
- **1992-2013: Novozymes A/S (part of Novo Nordisk until 2001)**
 - 2010-2013: Senior Director, Head of Site Kalundborg
 - 2003-2010: Director purification plants, Denmark
 - 2000-2003: Director, manufacturing and supply chain, China
 - 1998-1999: Staff to COO, cross functional coordination
 - 1995-1997: production Supervisor, North Carolina, USA
 - 1992-1995: Production Engineer, Denmark and North Carolina

Formal education:

2001: cBA, Heriott Watt Business School, Edinburgh
1992: Master of Science, Chemical Engineer, DTU

Continuing professional development:

- External and internal training courses in leadership and strategy
- Personalized 1:1 training/mentoring
- Networks with peers from other companies

Key achievements

- **2020-2022** Leading a manufacturing and engineering network during the Corona pandemic, never losing capacity due to shortage of people or materials.
- **2019-2020** Part of a new business unit leadership team with bottom line responsibility. Delivering 20 % growth on EBIDTA.
- **2016-2018** Creating an international leadership team and an international manufacturing network (China-Hungary-Denmark). Identifying and initiating several de-bottlenecking investments to support market expansion.
- **2015-2016** Definition and implementation of a major compliance upgrade project. At the same time delivering significant unit cost reductions.
- **2014-2015** Implementing team-based leadership, organizational review, leadership development programs, value-based leadership – to create a new spirit of engagement.
- **2010-2013** Re-engaging a manufacturing and engineering organization to believe in a future of growth and development.
- **2005-2010** Supply Chain transformation in Denmark: Creating and execution a strategy for competitiveness of Manufacturing in Denmark: 40 % unit-cost reduction over 5 years – while increasing employee satisfaction.
- **2000 – 2002** From project to operations in China: Transforming an organization to create reliable supply out of a new factory. Approval from all major customers in South-East Asia while executing significant investments in new capacity.

Strengths

- Fermentation based manufacturing and engineering
- Sterile pharmaceuticals (drug substance and drug product)
- Manufacturing Site leadership with a complex project portfolio
- Leading a global manufacturing organization with stakeholders at all levels in the company
- ESG and EHS performance development and reporting
- Business unit leadership and understanding of corporate business processes
- Extensive international experience from leadership teams and expatriations to China and USA

Key words:

International and site leadership, Pharma/food and Sterile manufacturing, Engineering and project management, Creative Organizational development, LEAN and operational excellence