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BUSINESS TRANSFORMATION | STRATEGY & EXECUTION | LEADING AT SCALE

From decision to result: I turn strategy into execution in large, function-led organisations.

Profile

I turn strategic decisions into results, especially when execution cuts across functions, priorities and established ways of working. I have built and scaled new businesses, led major organisational transformations, and turned around teams and portfolios that needed a new direction. 20+ years in large, function-led organisations, VP since 2018, leading leaders in organisations of up to 200 people with budgets above DKK 200M a year. I use data and AI to get strategy into the line.

Selected impact

- **Transformation:** led the restructuring of an 800-person research area after a merger, from design to landing. Employee satisfaction at the top of the company benchmark afterwards.
- **Build and scale:** the Digital Health franchise from 5 to 200 people, budget above DKK 200M a year. First Software as a Medical Device franchise in big pharma: 100,000 users, 1 billion data points by 2022.
- **Portfolio decisions:** introduced a four-category model that moved about 30% of a DKK 200 to 250M annual pool to the highest-value projects, at an estimated twice the speed to milestone.
- **Turnaround:** one of the lowest-rated areas (2.8 of 5) to 5.0 in a year, without losing a person. Satisfaction above 4.8 and retention above 95% in the areas I have run since.
- **Execution:** started the commercial hub in Bangalore with the first 5 to 10 hires. Today 300+ people.
- **Business results:** grew a USD 200M needle business 20% in a market growing 10%. Built pharma's first data-exchange partner network, 7+ global medtech companies and 30+ startups.

What I bring

- **Build and scale:** new business areas built from zero in regulated fields, organisation to commercial model.
- **Transformation and implementation:** strategy, digital tools and AI turned into operating models that hold after the programme.
- **Turnaround:** areas rebuilt after restructuring, low-scoring teams made high performing.
- **Portfolio and investment decisions:** oversubscribed portfolios reprioritised through a few clear categories and a forum that decides.
- **Leading at scale:** leading leaders and specialist organisations through transformation, complexity and change.

Career

2023 - 2026	VP, Digital, Strategy & Bioethics, Research & Early Development	Novo Nordisk
2022 - 2023	VP, Integrated Treatment Solutions, Corporate Strategy	Novo Nordisk
2018 - 2022	Global VP, Head of Digital Health	Novo Nordisk
2015 - 2018	Director, Executive Office and Executive Advisor to 2 EVPs	Novo Nordisk
2005 - 2015	Product, portfolio and launch roles	Novo Nordisk

Education

2003 - 2005	MSc, Management of Innovation and Business Development	CBS
2000 - 2003	BSc, Computer Science and Business Administration	CBS

Experience

VP, Digital, Strategy & Bioethics, Research & Early Development — 2023 - 2026

Novo Nordisk, Research & Early Development: Global Drug Discovery 2023 to 2025, then Drug Discovery & Early Development after the 2025 merger. Måløv, Denmark

Level CEO-3. Reports to the SVP. Member of the area leadership team, and executive office for the SVP.

Team More than 30 in 3 teams across EU, UK and Asia. 2 leaders running their own teams and 6 other direct reports, including the VP of Digital I hired.

Budget DKK 40M a year, own budget. Seat on the DKK 200 to 250M Data & Digital Investment Group. Business owner of resource allocation across 2,800 people.

Run strategy and execution and the AI, digital, data and bioethics agenda for the SVP's research area, first Global Drug Discovery, then the merged Drug Discovery & Early Development: the 3-year roadmap, the priorities behind it, and getting them into the line.

Results

- **Transformation:** led the restructuring of the SVP's 800-person area after 2 units were merged. New operating model, governance from preclinical to Phase 2, roles and responsibilities redesigned across Research. Employee satisfaction at the top of the company benchmark afterwards.
- **Portfolio decisions:** introduced a four-category model that freed about 30% of a DKK 200 to 250M annual investment pool for the highest-value projects. We estimate they reached milestones about twice as fast. The people whose projects were closed backed it.
- **Strategy to execution:** set the 3-year roadmap through the corporate strategy process and got the agreed priorities into the line. Capital Market Day storylines built on the same material.
- **AI and digital:** research data and AI platforms in use across more than 65% of the eligible parts of the 2,800-person research area. Chat-based AI proofs of concept run; legal basis, consent and de-identification of human biosample data held back scaling. AI training with completion tracked.
- **Governance:** built the EU AI Act framework (classification, risk assessment, System Impact Assessment) into vendor evaluation rather than a separate compliance step. NIS2 accountability across 2,800 people. Seat on the Data, AI and Business Ethics board.
- **Data foundation:** a data quality and governance programme with named data owners and stewards, so AI use cases became possible. 40+ ambassadors, 30+ completed initiatives, satisfaction above 4.5 of 5. AI-found targets taken into the early research portfolio through a dedicated framework.

VP, Integrated Treatment Solutions — 2022 - 2023

Novo Nordisk, Corporate Strategy. Bagsværd, Denmark

Level CEO-3. Reports to the SVP. Member of the area leadership team.

Team Core team of 5. Steering group across 6 SVP areas.

Start a new business area next to the existing treatment business: find the company's way into prevention and make it commercially worth engaging in.

Results

- **Alignment:** agreement across 6 SVP areas (Development, Commercial and Device) on a single integrated treatment model, taking the disagreements 1:1 before any joint meeting.
- **Business result:** the work became the Transformational Prevention Unit, a board-level bet with a budget above DKK 100M a year.

Global VP, Head of Digital Health — 2018 - 2022

Novo Nordisk, Commercial Strategy & Corporate Affairs, Commercial Business Development. Søborg, Denmark

Level CEO-3. Reports to the SVP. Member of the area leadership team. Chair of the company-wide Digital Health Steering Committee.

Team 200 people including dotted line, 40 direct reports. Leadership team of 6 covering partnerships, data and

strategy, commercial strategy, products, public affairs and finance.

Budget Above DKK 200M a year. Data owner for the enterprise data lake.

Mandate from executive management to own all digital health development and commercial activity globally, and to build the franchise, the products and the partner model from nothing: product portfolio, quality system, platform and partner model for regulated software across diabetes, obesity and rare disease.

Results

- **Build and scale:** first Software as a Medical Device franchise in big pharma. CE marked class 1, 2A and 2B and FDA cleared products, including NovoPen 6, DoseGuide and DoseCheck. 100,000 users and 1 billion data points by 2022.
- **Strategy:** 10-year business plan approved by executive management, anchored on how far into patient care a pharma company should go.
- **Partnerships:** 7+ global medtech companies and 30+ startups on a non-monetary, data-exchange model, the first in pharma. Joint steering committees with Abbott, Dexcom, Medtronic, Glooko and Dawn Health.
- **Deals:** co-development and IP terms for titration algorithms in a US partner's platform, plus a minority investment with board seat, right of first refusal and acquisition rights. Acquisition case taken to the Executive Management Committee. Royalties tied to measured HbA1c outcomes with AmalgamRx.
- **Evidence:** Phase 3 trial on Degludec with DoseGuide, a Swedish real world study of 2,500+ patients, 6 peer-reviewed publications.
- **Execution:** SaMD quality management system, AWS platform and SAFe delivery model with 5+ teams built and run as accountable business owner.

Senior Director and Director, Head of Digital Health Commercial Strategy — 2018

Novo Nordisk, Strategy, Access & Marketing. Søborg, Denmark

Level CEO-3. Reports to the SVP. Member of the area leadership team.

Team 5 people in January. Leader of leaders from March: 8 specialists and 1 people manager.

Take over the digital health commercial strategy area, rebuild it after a bad year, and set the direction for a digital health business.

Results

- **Turnaround:** took over one of the areas with the lowest employee satisfaction, 2.8 of 5. Kept every person. 5.0 of 5 when measured again later that year.
- **Strategy:** set the direction that became the Digital Health Business Plan. Closed partner contracts with 7+ medtech companies and 30+ startups. Introduced customer experience methodology with 15+ internal stakeholders.
- **Promoted** to Senior Director after 3 months and to VP after 8 more.

Director, Executive Office and Executive Advisor to the EVP — 2015 - 2018

Novo Nordisk, Marketing & Region Pacific 2015 to 2017, then Commercial Strategy & Corporate Affairs 2017 to 2018. Søborg, Denmark

Level CEO-2. Reports to the EVP, both in Executive Management. Member of the area leadership team.

Team 8 people across business ethics, quality assurance, internal communication, events and area finance. First people manager role.

Portfolio Secretariat for the Product Management Committee: multi-billion DKK investment decisions across products, devices and production capacity.

Chief of staff to 2 EVPs: run the executive office, and land the restructurings and build-outs they needed.

Results

- **Build and scale:** started the Bangalore commercial hub. Rewrote SOPs and workflows so whole workflows could move, made the first 5 to 10 hires and handed over the build-out. Today 300+ people.
- **Transformation:** ran global restructurings of commercial roles and responsibilities for 2 EVPs, directing McKinsey and BCG teams.

- **Governance:** set up the EVP-level core commercial committee. Onboarded the incoming EVP and hired my own replacement.
- **Execution:** annual strategy event for 300+ executives, rated above 4.5 of 5. Hybrid event playbook rolled out across the organisation.
- **People:** brought a team member back from stress leave to high performance within a year. She now heads quality at another pharma company.

Product, portfolio and launch roles — 2005 - 2015

Novo Nordisk, Global Marketing and Operations & Product Supply. 5 roles, listed newest first.

2013 - 2015	**Senior Global Project Manager, Launch Strategy.** Søborg. Built the global launch framework still in use. Launch preparation for 20 to 30 affiliates on Tresiba, Xultophy and Ryzodeg, with market-leading uptake.
2011 - 2013	**Global Portfolio Manager, New Product Planning.** Bagsværd. eNPV and portfolio analyses with the project VPs. Chaired the Early Commercial Team for the GLP-1/glucagon co-agonist programme.
2010 - 2011	**Global Product Manager, Future Devices.** Sorgenfri. Commercial lead on connected injection devices. Wrote the Treatment Insights strategy, the precursor to Digital Health.
2007 - 2010	**Global Product Manager, Devices Brand Team.** Sorgenfri. USD 200M needle business grown 20% in a market growing 10%. Launched NovoTwist and NovoFine Autocover.
2005 - 2007	**Business Process Graduate Programme.** Sorgenfri. Marketing effectiveness on a USD 100M glucagon business, PMO on the AERx programme in California, competitor intelligence in R&D.

Education

2003 - 2005	MSc, Management of Innovation and Business Development. Top 10% of the class.	CBS
2000 - 2003	BSc, Computer Science and Business Administration	CBS

Certifications and executive education

2022	Obesity as a chronic disease and scaling obesity care	Harvard Business School
2013 - 2015	Studies in Pharmaceutical Medicine, ECPM	University of Basel
2010	PRINCE2 Practitioner and Foundation. Project Management Professional (PMP), expired	AXELOS, PMI
2009	Strategic Persuasion: The Art of Selling Ideas	Wharton
2008	Pharma brand planning and forecasting, value-based marketing in healthcare	C.E.L. for Pharma, MCE
2007	Medical Marketing	UCLA Anderson
2006 - 2007	Basic pharmaceutical education: anatomy, physiology, medical law, pathology, pharmacology	Lif
2006 - 2007	Media training and advanced presentation technique	Dethlefsen, Partners In Training
2006	Leadership Development Series	UC Berkeley

Boards, mentoring and external roles

2026 -	Advisory board member, AI consultancy	Vant
2026 -	Mentor	DTU Skylab
2021 - 2024	Advisory board member	HEI Therapeutics
2021	Advisory board member	Daman, RheumaBuddy
	Advisory board member	Copenhagen Sales
2010 - 2025	External examiner, project management, marketing and business administration	Copenhagen Business College

Speaking and recognition

- Keynote speaker at Digital Agenda in London and Copenhagen, and at Digital Health World Congress. Quoted in Forbes and Pharmaceutical Executive.
- Top 100 global talent at Novo Nordisk, 1 of 3 flagged in the commercial organisation.

Personal

Live in Hellerup with my wife and our 2 daughters. Coach the girls' handball teams at HIK and walk my daughter's horse to and from the paddock more often than I had planned. CrossFit and Hyrox with a group of friends, Stuttgart and Copenhagen so far. Ran a marathon in 3:59:42 after setting the goal of under 4 hours. Blog on technology, critical thinking and executive leadership on Substack. Danish and English at native level.

References

Available on request, at EVP, SVP, former direct report and peer level.

Version 29 September 2026. Current version at sorenostergaard.com.