

Ingo Friedrich, PhD, PMP

Director | Program & Project Leadership |
Pharma Transformation | Cross-Functional Operations

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EXECUTIVE SUMMARY

Senior Program & Project Leader with 20+ years of experience driving complex, cross-functional initiatives across global pharmaceutical organizations. Proven track record of leading enterprise-level programs spanning R&D, commercial, and operational functions, with a strong focus on program & project leadership, portfolio governance, strategic alignment, operating model transformation and execution excellence.

Recognized for orchestrating therapeutic area operations, enabling executive decision-making, and delivering high-impact development programs across drug and device lifecycles. Combines deep technical expertise in pharmaceutical development with a holistic and strategic mindset and strong business acumen to translate strategy into measurable outcomes.

Brings advanced capabilities in program governance, stakeholder engagement, portfolio management, and organizational alignment within highly regulated, matrixed environments.

CORE LEADERSHIP COMPETENCIES

- Enterprise Program & Project Leadership
- Business Transformation & Strategic Execution
- Cross-Functional Alignment (R&D, Commercial, Operations)
- Portfolio & Governance Management
- Stakeholder Engagement & Executive Influence
- PMO Leadership & Delivery Excellence
- Drug & Device Development (Lifecycle Management, CMC)
- Due Diligence & External Partnerships (incl. CDMOs)
- Budget, Risk & Resource Management
- Change Management & Organizational Enablement

PROFESSIONAL EXPERIENCE

CSL Behring Innovation GmbH – Marburg, Germany
Director, Therapeutic Area Operations Lead / Chief of Staff
03/2022 – Present

- Orchestrated enterprise-wide therapeutic area operations by aligning R&D and commercial functions, enabling integrated execution across a global Transplant & Immunology portfolio.
- Drove cross-functional portfolio governance by leading project reviews, planning cycles, and performance tracking, enhancing executive visibility and decision-making effectiveness.
- Strengthened strategic alignment by coordinating therapeutic area strategy development and translating priorities into actionable execution plans.
- Enabled executive decision-making by managing stakeholder communication across senior leadership, external partners, and cross-functional teams.
- Optimized resource allocation and financial oversight by monitoring budgets and capacity planning across multiple functions.
- Facilitated business development initiatives by supporting due diligence activities and evaluating new product opportunities in collaboration with BD, R&D, and commercial teams.
- Led organizational transformation initiatives improving governance, operating model effectiveness, cross-functional decision making and execution consistency.

CSL Behring Innovation GmbH – Marburg, Germany
Product Strategy Team Lead / R&D Project & Portfolio Management
(Associate Director 01/2021–02/2022 / Senior Project Manager 01/2019–12/2020)

- Delivered global lifecycle management programs by leading cross-functional teams across end-to-end drug and device development.
- Directed strategic development initiatives for key products (Kcentra®, Riastap®) by defining development strategies and aligning stakeholders across functions.
- Advanced program execution by managing project plans, budgets, and risk frameworks, ensuring delivery against timelines and business objectives.
- Influenced governance decisions by developing executive presentations, strategic narratives and decision papers for senior leadership, and driving alignment across senior stakeholders.
- Strengthened cross-functional collaboration by integrating expertise from clinical, regulatory, CMC, manufacturing, and commercial teams.

Grünenthal GmbH – Aachen, Germany
Director, International Project Leader
03/2014 – 12/2018

- Led global development programs by managing cross-functional teams across drug and device projects in partnership with internal and external stakeholders.
- Achieved successful product launch (Zalviso®) by driving end-to-end project execution from development through regulatory approval and commercialization.
- Delivered innovation pipeline initiatives by advancing development of topical patch technologies and digital health solutions.
- Ensured program delivery by overseeing strategy, budget, timelines, and risk management across multiple concurrent projects.
- Influenced executive-level decisions by presenting program progress and strategic recommendations to internal steering boards and partners.

Grünenthal GmbH – Aachen, Germany
Project Director / Associate Project Director – International Technical Alliance Management
01/2009 – 02/2014

- Enabled pipeline expansion by identifying and evaluating innovative drug delivery technologies aligned with strategic business needs.
- Led technical due diligences for in-licensing opportunities by assessing CDMO capabilities and coordinating cross-functional evaluations.
- Delivered feasibility programs by managing multidisciplinary internal and external teams across transdermal and implantable dosage form projects.
- Strengthened external partnerships by negotiating and coordinating development activities with global CDMOs in US, JP, DE, FR, UK, NL.
- Improved investment decisions by providing technical and strategic assessments supporting business development initiatives.

Grünenthal GmbH – Aachen, Germany
Head of Laboratory, Pharmaceutical Development (NCE)
10/2007 – 12/2008

- Led pharmaceutical development activities by managing laboratory operations and supervising a team of scientists (4 direct reports).
- Delivered clinical supply readiness by overseeing manufacturing of Phase III materials and ensuring regulatory compliance.
- Supported successful product commercialization (Tapentadol/Palexia®) by driving product development, process transfer, and regulatory documentation readiness.
- Enabled cross-functional execution by acting as CMC representative within core project teams.

PARI Pharma GmbH – Munich, Germany
Production Manager
04/2007 – 09/2007

- Ensured clinical supply delivery by managing CDMO selection, process transfer, and manufacturing activities.
- Strengthened quality and compliance by overseeing GMP documentation, validation processes, and risk assessments.

PARI Pharma GmbH – Munich, Germany
Head of Laboratory, Pharmaceutical Technology
10/2004 – 09/2007

- Led pharmaceutical development activities by managing laboratory operations and supervising a team of scientists (3 direct reports).
- Advanced drug delivery innovation by leading development of drug formulations for inhalation using proprietary nebulization devices.
- Enabled cross-functional collaboration with international partners, including US-based clients.

EDUCATION & CERTIFICATIONS

- **Project Management Professional (PMP®)** – Project Management Institute, 2026
- **Certified Project Manager (IPMA Level C)** – International Project Management Association (IPMA), 2016
- **Ph.D. (Dr. rer. nat.), Pharmaceutical Technology** – Technical University Braunschweig, 2004
- **M.Sc. ('Diplom-Pharmazeut'), Pharmaceutical Technology** – Technical University Braunschweig, 1999
- **Licensed Pharmacist**, Germany, 1998

LEADERSHIP DEVELOPMENT & TRAINING (SELECTION)

- Leadership Excellence Program – Korn Ferry, 2024
- Influencing & Negotiation Skills – IIL/CSL, 2025
- After Action Review Leadership – iTS Leadership/CSL, 2025
- Project Leadership Development Program – CSL, 2022
- License to Lead Program – PROAKTIV, 2011

ADDITIONAL EXPERTISE

- Pharmaceutical Development (CMC, Drug Delivery, GMP)
- Portfolio Strategy & Lifecycle Management
- Business Development & Due Diligence
- Global Matrix Organizations & Stakeholder Environments

PERSONAL INFORMATION

- Born July 10th, 1972 in Wolfsburg, Germany
- Married, two children
- Nationality German

Further information and references can be provided at request.

