

Technology Management Series

Strategy: Leading with AI

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Session 2 – May 17, 2024

Leading an AI-first Organization: Moderna

Materials:

1. *Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World* by Karim Lakhani & Marco Iansiti
2. Moderna (A) (621032-PDF-ENG)

Moderna (A) Summary

Stephane Bancel, the CEO of Moderna says that his firm is a technology company that happens to be in biotechnology. Since March 2020, Moderna has been in the spotlight as it races to create a vaccine for COVID-19. If successful, the company will have shrunk the time to develop a new vaccine from years to a few months. This case examines how Moderna has been able to rethink the entire biotechnology enterprise, from research to manufacturing to clinical to finance and HR to have technology and AI at its core. It examines how the company can dramatically speed up time to market and innovation through its investments in digitization, algorithms, and automation. Key to its speed is rethinking and rearchitecting the processes that underlie all the company's operations.

Please read the case **Moderna (A)** and prepare to discuss the following questions:

1. What is remarkable about Moderna's history and evolution?
2. How would you describe Moderna's operating model? How does it compare with traditional pharma and biotech firms? How would you characterize Moderna's progress so far?
3. What are the most important priorities for Moderna going forward?
4. What are the implications for Moderna's leadership?
5. Should Moderna create a separate, stand-alone organization?