

181 Consulting

<u>Team Member Name</u>	<u>Year</u>	<u>Major</u>
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Topic Title: Licensing Moderna: Moving the Needle on Vaccine Inequity

Audience: Moderna Board of Directors

Sustainable Development Goal

SDG #3: Ensure healthy lives and promote well-being for all at all ages.

Executive Summary

Vaccine inequity is a global issue with 22.7 million children missing basic vaccines in 2020. This issue was further emphasized by the COVID-19 pandemic, as vaccines were in high demand across the globe.

The pandemic pushed companies to leverage their technologies and hone innovation to develop effective vaccines in a record-breaking timeframe. Moderna was able to utilize their mRNA technologies to produce a successful protection against the disease, beating large names like GSK Plc to market, resulting in Moderna becoming a household name. However, Moderna's production was unable to meet global demand, resulting in distribution of vaccines to countries determined primarily by economic power, highlighting the need for improved vaccine access.

Moderna was founded in 2010 and is relatively small compared to major competitors such as Pfizer, GSK and Johnson & Johnson. While their success in being one of the first-to-market with an effective COVID-19 vaccine accelerated their growth, they must think about what's next and what steps can be taken to maintain a leading position as a global vaccine innovator. A sustainable path forward will not only provide Moderna with long-term stability in the market but must also move the needle on vaccine inequity.

The solution we will be proposing is that Moderna license their mRNA vaccine technology to improve global production capacity and reduce the inequities in global vaccine access. Moderna is uniquely positioned to do this because of a pioneering, research-centric culture. Their expertise is in R&D and while they found success in the COVID-19 pandemic, public and political pressures for a more equitable and sustainable vaccine business model are growing. Moderna has benefited greatly from public research to produce their current technological advantages. A sustainable long-term strategy will continue to capitalize on the value of collaboration with public institutions.

Licensing Moderna will move the needle on vaccine inequity by reducing limitations in global vaccine production capacity and allow global deployment of Moderna's vaccine technologies without the competing pressures from economic powers fighting to receive supply first.