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CASE STUDY · MARLUC SYNOPSIS

# Moderna

IMPLEMENTED 2024 ONWARDS · HEALTH AND LIFE SCIENCES · US · BAND B · CLAIMED ONLY

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HR and technology merged under one executive who plans work across people and AI.

**ABOUT THIS SYNOPSIS**

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Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Generative AI: over 3,000 tailored GPTs through its partnership with OpenAI.

Implemented: 2024 onwards.  Grade: band B, Operating model redesign, Claimed only.

Headline result, as reported: Over 3,000 tailored versions of ChatGPT built for specific tasks, with HR and technology merged under one executive, by Moderna's account

## 1 · The case

The facts, as reported by the 3 sources listed at the end. Where a source is silent, the field says "Not reported".

### Organisation

Moderna. US biotechnology company that makes a Covid-19 vaccine, with over 5,000 employees globally in 2025, per Dataconomy. Canvas block: 5. People and skills. Also 2. Leadership and culture, 4. Operations and process.

### Business challenge

The challenge. Moderna merged its technology and HR departments because of AI's impact on its workforce, Dataconomy reports, citing The Wall Street Journal. The aim was to reassess each department's needs and redesign it with the best mix of people and technology systems.

How it was addressed. In 2024 Moderna expanded its HR chief Tracey Franklin's role to chief people and digital technology officer, leading its talent and digital organisations. She is redesigning teams around which work is best done by people and which can be automated, using tools from Moderna's partnership with OpenAI. By May 2025 the company had built over

### Who implemented it

OpenAI (Model or cloud provider): Supplied ChatGPT and GPTs under a partnership.

### Technology (SEAM pillar E)

SEAM types: T1 Chat assistants. Deployment: Vendor SaaS. Vendors and products: OpenAI, ChatGPT, GPTs.

Where it was built in: Over 3,000 tailored GPTs for tasks such as clinical trial dose selection and drafting answers to regulators; an HR GPT routes staff questions to specialised GPTs.

### What changed

Before: separate HR and technology functions. After: one function under a chief people and digital technology officer, with roles created, eliminated and redesigned; Franklin described an HR AI agent that replaces junior HR analyst roles. [1] [2] [3]

### What it cost

Not reported

### What it saved

Not reported. About 50 digital technology roles, 10% of the function, were cut in February 2025, reported as due to lower demand for the Covid-19 vaccine. Achieved cash saving: Not reported. In July 2025 the company announced a wider restructuring to reduce its global workforce by about 10%, as part of a plan to cut GAAP operating expenses by $1.4 to $1.7 billion by 2027; the release does not link this to AI. [1] [2] [3]

### Governance and control

One executive, the chief people and digital technology officer, leads both the talent and digital organisations. Policies, controls and human review for GPTs used in clinical and regulatory work: Not reported.

**S2 · Accountable owner · Claimed**
Tracey Franklin, chief people and digital technology officer, leads both the talent and digital organisations and the redesign of work around AI. [1] [2]

**A1 · Safe use · Not reported**
Not reported.

**A2 · Human in the loop · Not reported**
Not reported.

**A3 · Monitoring and assurance · Not reported**
Not reported.

**A4 · Vendor AI · Not reported**
Not reported.

**A5 · Agent controls · Not reported**
Not reported.

**A6 · Standards and regulation · Not reported**
Not reported.

### What worked, what did not, what is unproven

WORKED

– A single leader for people and technology, with teams designed around what people and AI each do best, by the company's account.

– Over 3,000 GPTs in use, with the number growing daily, by the company's head of digital for business.

DID NOT

– Not reported

UNPROVEN

– Effect on output, cost or quality; no outcome figures are reported.

– Whether the merged function improves results compared with separate HR and technology teams.

– Whether the July 2025 restructuring relates to the AI redesign of work; the company's release gives cost alignment as the reason and does not mention AI.

### Timeline

2024 HR chief's role expanded to cover digital technology [1]

Feb 2025 About 50 digital technology roles cut [2]

May 2025 Over 3,000 custom versions of ChatGPT reported in use [2]

Jul 2025 Company-wide restructuring cuts global workforce by about 10%; headcount expected under 5,000 by year-end [3]

## 2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

### Level of change and impact

Claimed: Not applicable. Grade: B, Operating model redesign. Proof: Claimed only. Level of change: Operating model.

Operating model change (Level 3, band B). People and technology are planned together under one executive; outcome figures are not reported.

### The SEAM view and lessons learnt

Moderna moved the join between people and technology into its leadership structure: one executive decides which work goes to people and which to AI. That is a real operating model choice, and a larger organisation can apply the principle without merging departments, through joint workforce and technology planning. The evidence stops at structure and activity; no effect on cost, speed or quality is reported.

1. Plan workforce and technology together, under one accountable owner.
2. Track the outcomes of role redesign, as well as the number of AI tools built.
3. Set review rules before using AI on clinical or regulatory work.

### Evidence

Score 2 of 4. Self-reported: company statements in press interviews, relayed by Dataconomy from The Wall Street Journal.

Evaluation method. Self-reported company figures: executive interviews; no outcome measures.

Sources disagree. Moderna's profile of Franklin says the workforce grew from about 800 to nearly 6,000 under her leadership; Dataconomy says it grew from about 830 to about 1,500 during the pandemic and now exceeds 5,000. The July 2025 company release expects headcount of under 5,000 by the end of 2025, against 'over 5,000 employees' reported by Dataconomy in May 2025.

Status. Ongoing

## 3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/moderna


[1] Moderna: Tracey Franklin, Chief People and Digital Technology Officer
https://investors.modernatx.com/tracey-franklin

[2] Dataconomy: Moderna HR and technology
https://dataconomy.com/2025/05/13/moderna-leverages-openai-to-transform-hr-and-tech-operations/

[3] Moderna: Moderna Announces an Organizational Restructuring (31 July 2025)
https://investors.modernatx.com/statements-perspectives/moderna-announces-an-organizational-restructuring

Moderna website: https://www.modernatx.com



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VERSION HISTORY

v1.1 15 November 2026 Added Moderna's July 2025 restructuring announcement: about 10% workforce reduction, under 5,000 staff by year-end 2025.
v1.0 15 November 2026 First published