

Balancing Access: Addressing Ozempic Shortages for Diabetics Amid Rising Demand for Weight Loss

Wicked Global Leadership TA

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Agenda

- 1 Current Situation (Customer journey, Challenges, Problem Statement)
- 2 Governing Solution
- 3 Solution Details
- 4 New Customer Journey
- 5 Appendix

Ozempic Customer Journey of a Diabetic Patient



Several Challenges Lead to Ozempic Shortage



These Challenges Result in a Problem Statement



How can we ensure that Ozempic remains accessible for diabetes patients while addressing the rising demand for weight-loss treatments?

The Governing Solution

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To ensure fair and responsible access to Ozempic, a comprehensive approach is needed, one that prioritizes diabetes patients through stock monitoring, equips doctors with the knowledge to make informed prescription decisions, and educates consumers on the risks and ethical implications of off-label use

The Governing Solution Broken Down Into 3 Areas

1



Monitoring stock

Implement a real-time monitoring system for Ozempic inventory, enabling doctors and pharmacists to prioritize diabetes patients during shortages

2



Educating doctors

Provide comprehensive training for healthcare professionals on Ozempic's proper usage, side effects, and stock availability, equipping them to make informed prescription decisions

3



Educating patients

Launch targeted educational campaigns through social media and pharmacies to inform the especially non-diabetes patients about potential risks, responsible usage, and the importance of preserving access for diabetes patients

European-Wide Stock Management



STOCK MONITORING THROUGH TRAFFIC LIGHT SYSTEM

Doctors have access to traffic light-based monitoring system that provides them with real-time data about availability of Ozempic's stock. If the traffic light is green, enough supply is available to meet all demand. Yellow and red indicate waiting times for non-diabetic patients.

Advantages of this Solution



Efficient Resource Allocation

Doctors can prioritize diabetic patients when supply is limited (yellow or red signal), ensuring that those with the greatest medical need receive the medication first.



Improved Communication

Real-time stock visibility allows doctors to set realistic expectations for non-diabetic patients, reducing frustration and unnecessary prescriptions when supply is low.



Supply Chain Optimization

Pharmacies and suppliers can respond proactively to demand fluctuations by monitoring trends in stock availability, preventing critical shortages and improving distribution efficiency.

STAKEHOLDER INVOLVEMENT	NOVO NORDISK	DOCTORS	PATIENTS
Roles	Provide stock information	Utilize information for consulting patients	Usability
Values	Supply security, Steering demand growth	Responsible provision of Ozempic	Responsible consumption of Ozempic

Educating Doctors



DOCTOR TRAINING

Expert-led conferences will take place, focused on Ozempic's medical applications and a training program is offered which will provide doctors the necessary knowledge to make prescription decisions and use Ozempic stock monitoring tool.

Advantages of this Solution



Improved prescription accuracy

This initiative reduces the likelihood of incorrect or unnecessary prescriptions, leading to better patient outcomes and minimizing potential health risks.



Increased patient safety

Patients can trust that they are receiving appropriate treatments tailored to their actual medical needs, rather than being prescribed Ozempic based on trends or misinformation.



Stronger regulatory compliance

Doctors align more closely with EMA regulations, reducing the risk of misuse and liability. Maintain credibility and adhere to European health standards.

STAKEHOLDER INVOLVEMENT	DOCTORS	EMA	PATIENTS
Roles	Gain knowledge, assess patients	Provide updated guidelines and recommendations	Passive role
Values	Improve trust and patient satisfaction	Ensure public health safety	Receive safe and appropriate treatments

Educating Consumers through Marketing Campaigns



In-person Campaign

In Pharmacies

This offline educational awareness campaign aims to better **inform consumers** about the potential dangers of Ozempic consumption, ensuring they make safe and informed healthcare decisions.



Online Campaign

In European Commission (EC) and EMA's Website

This online educational awareness campaign, hosted on the EMA and EC websites, aims to inform and educate online consumers about the potential dangers of Ozempic consumption (only when actively entering the Ozempic webpage so that doesn't generate unnecessary awareness).

Marketing Campaign (1 / 2)



IN-PERSON CAMPAIGN

The in pharmacies campaign serves to better **inform consumers** about the potential dangers of Ozempic consumption, ensuring they make safe and informed healthcare decisions.

Advantages of this Solution



Direct Engagement

Reaches individuals at the point of sale, increasing awareness when it matters most.



Informed Consumers

Empowers individuals to understand risks and make responsible health choices.



Last-Touchpoint Impact

Provides crucial information right before consumers make a purchase decision.

STAKEHOLDER INVOLVEMENT	CONSUMERS/PATIENTS	PHARMACIES	DOCTORS
Roles	Primary audience for the campaign	Platform for hosting the marketing campaign	Passive role
Values	Allocation to the right treatment	Compliance with medical procedure	Ethical medical practices + Benefit of informed patients

Marketing Campaign (2/2)



ONLINE CAMPAIGN

The online campaigns should be shown on official health EU and partnerships' websites (who are health oriented) as well as in the organization's relevant social media channels to educate people on Ozempic and its side effects.

Advantages of this Solution



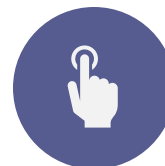
Accessibility

Reaching individuals, especially younger generations, through easy-to-access online platforms.



Informed Consumers

Empowers individuals to understand risks and make responsible health choices.

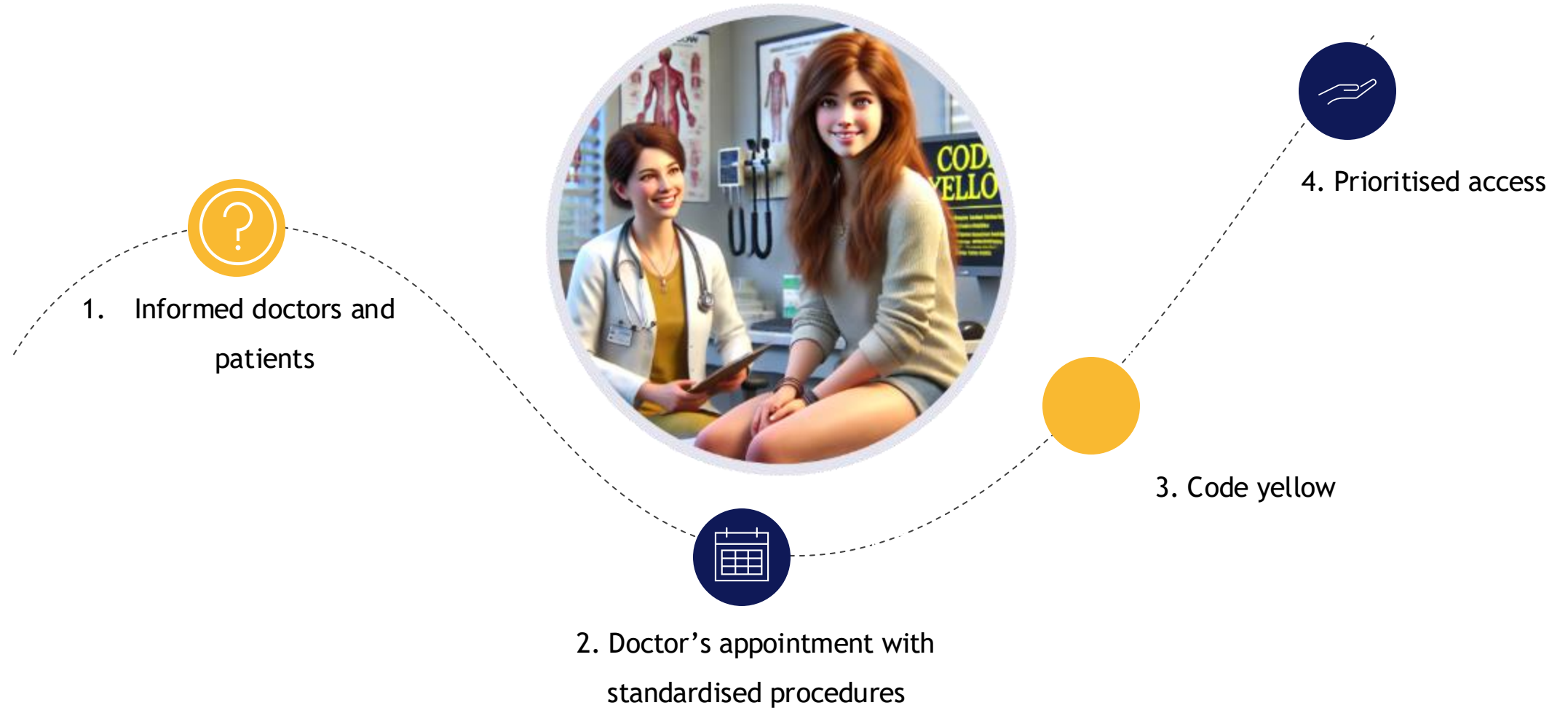


First-Touchpoint Impact

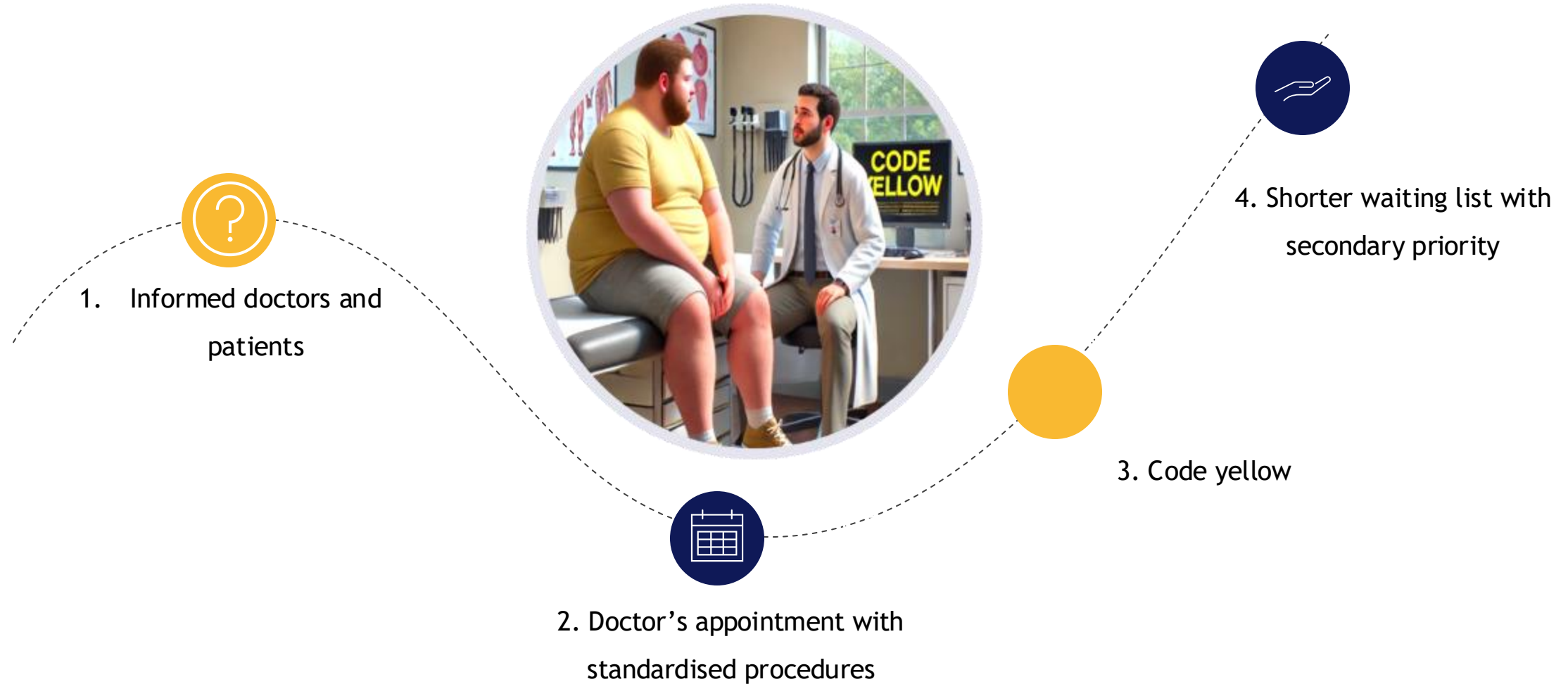
The first touchpoint provides clear, trusted info on Ozempic, building trust and promoting informed decisions.

STAKEHOLDER INVOLVEMENT	CONSUMERS/PATIENTS	EU HEALTH WEBSITES	DOCTORS
Roles	Primary audience for the campaign	Platform for hosting the marketing campaign	Passive role
Values	Allocation to the right treatment	Compliance with medical procedure	Ethical medical practices + Benefit of informed patients

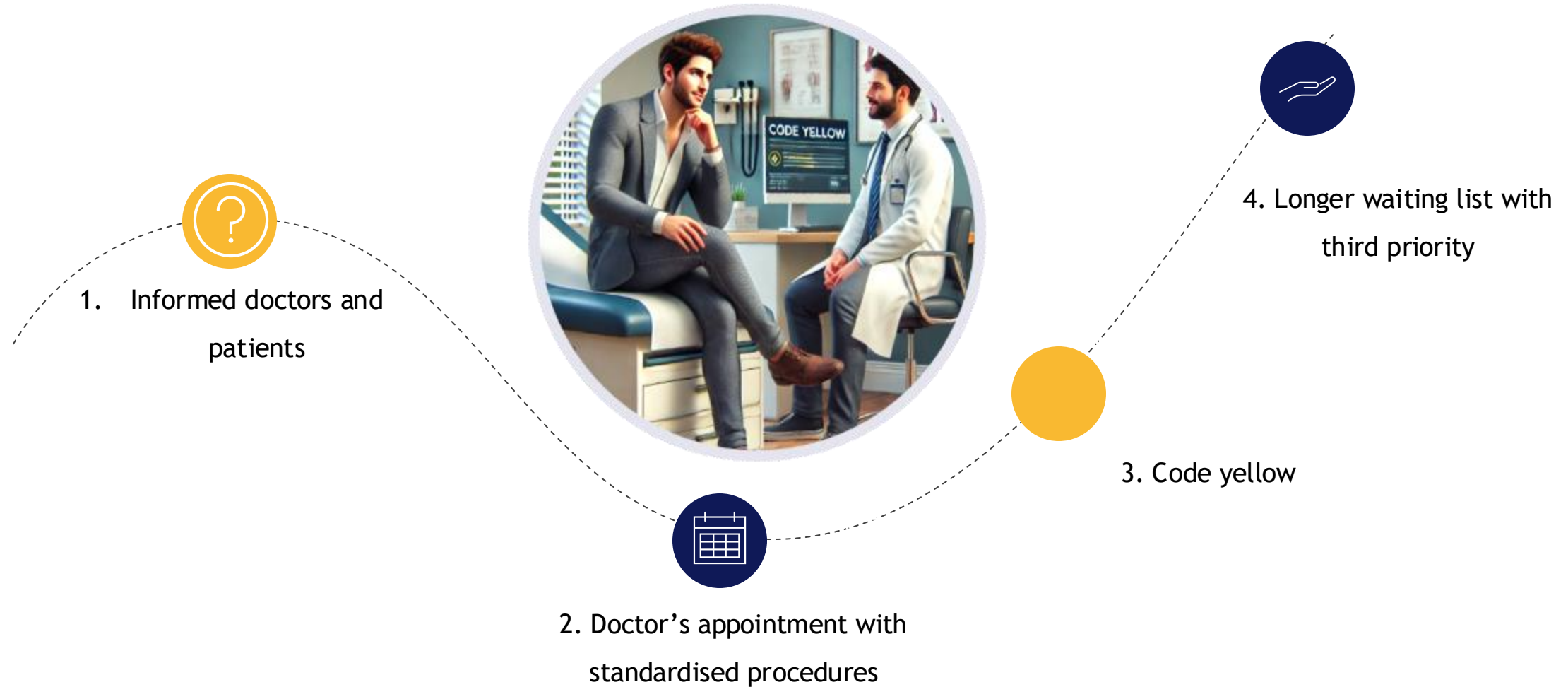
New Ozempic Customer Journey - Diabetes Patient



New Ozempic Customer Journey - Obesity Patient



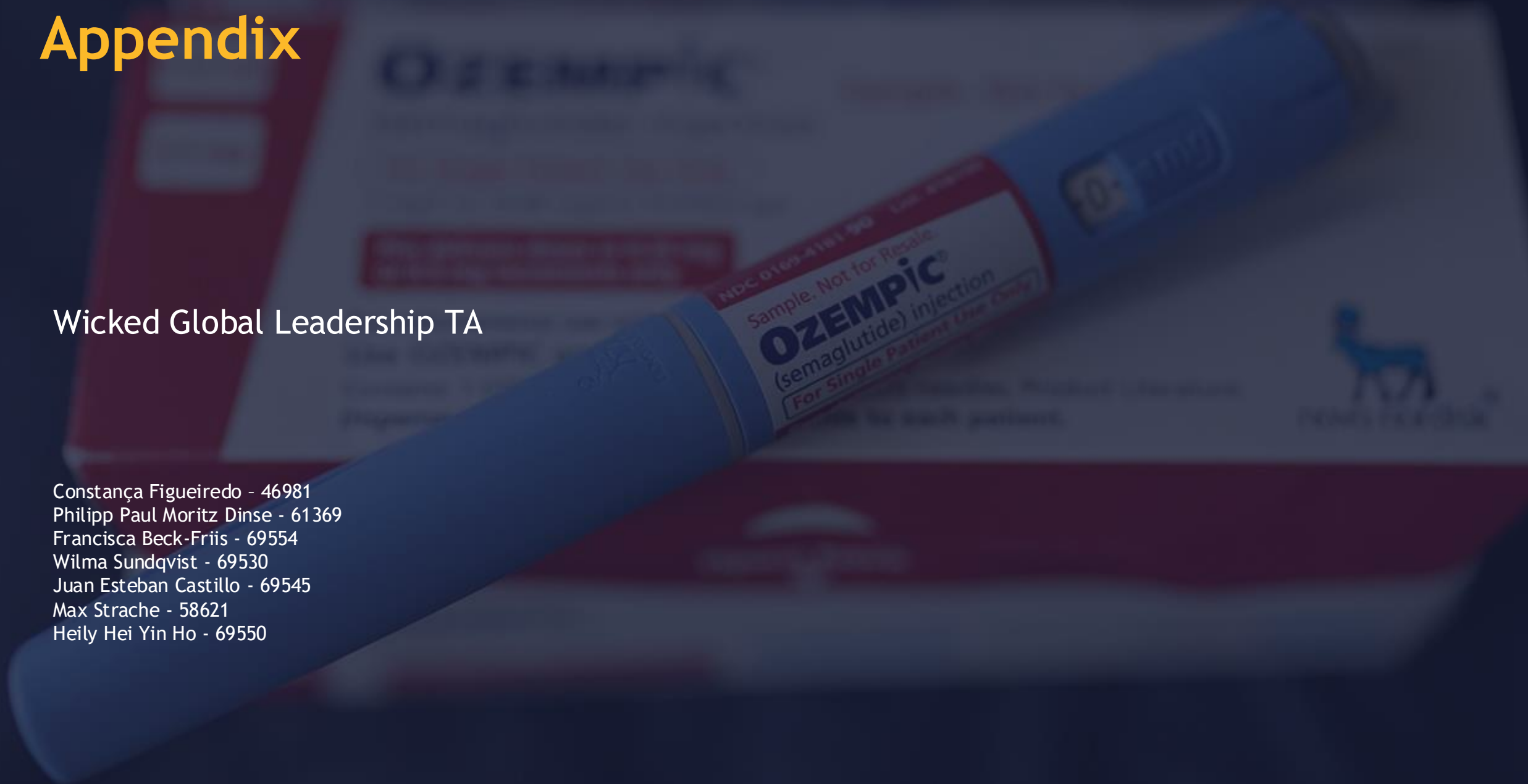
New Ozempic Customer Journey - Aesthetic Patient



Appendix

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The PPPCanvas

Key partners: <ul style="list-style-type: none"> • Health insurance providers • Regulatory agencies (European Commission) • EMA • IDF • Novo Nordisk 	Key activities: <ul style="list-style-type: none"> • Implement more strict prescription process • Regulatory frameworks that address shortages and promote equitable access 	Value propositions: <ul style="list-style-type: none"> • Make sure diabetic have patients have enough supply of Ozempic • Implement an actionable procedure from the doctor to verify the need for Ozempic • Educate healthcare professionals to issue Ozempic ethically 	Customer relationship: <ul style="list-style-type: none"> • Support programs for diabetic patients • Up-to-date news on supply and pricing of Ozempic • Feedback channels to solve patients' query 	Customer segments: <ul style="list-style-type: none"> • Diabetic patients that require Ozempic for blood sugar control • People who want to lose weight • Healthcare providers including hospitals, pharmacies, etc. • Insurance companies that provides reimbursements 	Extended beneficiaries: <ul style="list-style-type: none"> • Healthcare providers • Public health system
Governance: <ul style="list-style-type: none"> • Build a team consisting of multiple stakeholders that includes healthcare professionals, patient representatives, government officials • Develop appropriate pricing regulations and verify distribution channels 	Key resources: <ul style="list-style-type: none"> • Diverse stakeholders • Established international institutions • legal authorities & the law • The prescription system 		Channels: <ul style="list-style-type: none"> • Pharmacies • Standing committee of European doctors' meetings • Social media marketing campaigns • Online campaigns 		
Cost structure: <ul style="list-style-type: none"> • Production of Ozempic • Distribution of Ozempic • Patient support funding • Funding for education programs • Cost of partnerships with healthcare providers 		Impact: <ul style="list-style-type: none"> • A balanced supply of medication solves for shortages for both diabetic and weight losing patients • With consistent medication access, diabetic patients have improved and more stable health • A comprehensive structure and strong collaboration across sectors including healthcare, government and patients 	Revenue structure: <ul style="list-style-type: none"> • Sales from selling medication through insurance and direct purchase • Public funding • Government funding and subsidies 		

Reflection on the Process and Group Collaboration

PHASE OF THE GROUPWORK	(1) Identifying the Root Causes of the Problem	(2) Agreeing on which Problem to Address	(3) Proposal of our Governing Solutions and Coordinating the PPW
CHALLENGES WE WERE CONFRONTED WITH	Difficulties arose in mapping out every reason for the wicked problem, specifically why there is an Ozempic shortage.	There were seven people in our group, making it ultimately tricky to reach a consensus	(1) Agreeing on governing solutions. (2) Understanding the involvement of the stakeholder.
HOW WE TACKLED THE CHALLENGES	Given that everyone had previously engaged in-depth with specific stakeholders, we were all able to contribute and share how our respective stakeholders were involved in the issue.	(1) We had to listen to each other carefully. (2) We had to consider which problem was feasible in terms of the possible suggestions we could make.	(1) Everyone shared their opinions, and we combined several suggestions to ensure coherence. (2) Group discussion as well as with the professor on stakeholder involvement.