AVASANT

novo nordisk®

Intelligent Automation:

The Catalyst of Digital Transformation in Shared Services

Includes a Case Study on Novo Nordisk GSC

GET CONNECTED

www.avasant.com

CONTENTS

INTRODUCTION

The increasingly digitized and globalized world economy driven by innovation, disruptive technologies, and interconnectivity has transformed the traditional business models of shared services and outsourcing organizations. Now collectively referred to as Global Business Services (GBS), these organizations are continuously evolving to support more complex core business processes and enable more agile, flexible, sustainable and cost-effective operations. The digital ecosystem, driven by recent economic viability and technology maturity, has emerged as a key prerequisite and core competency to drive enterprise growth and achieve successful business outcomes for GBS.

Intelligent automation (IA), one of the key components of the digital ecosystem, has enabled the transformation of GBS by providing rapid return on investments (ROI), non-invasive modernization, and key business and operational process improvements. Automation and machines have become fundamental for performing tedious, mundane and repetitive tasks to deliver data-driven and cost-effective insights.

Despite increasing adoption, more than half of the GBS that have ventured into IA have:

i. not advanced beyond the pilot or experimentation stage,
ii. failed, or
iii. are still evaluating their options.

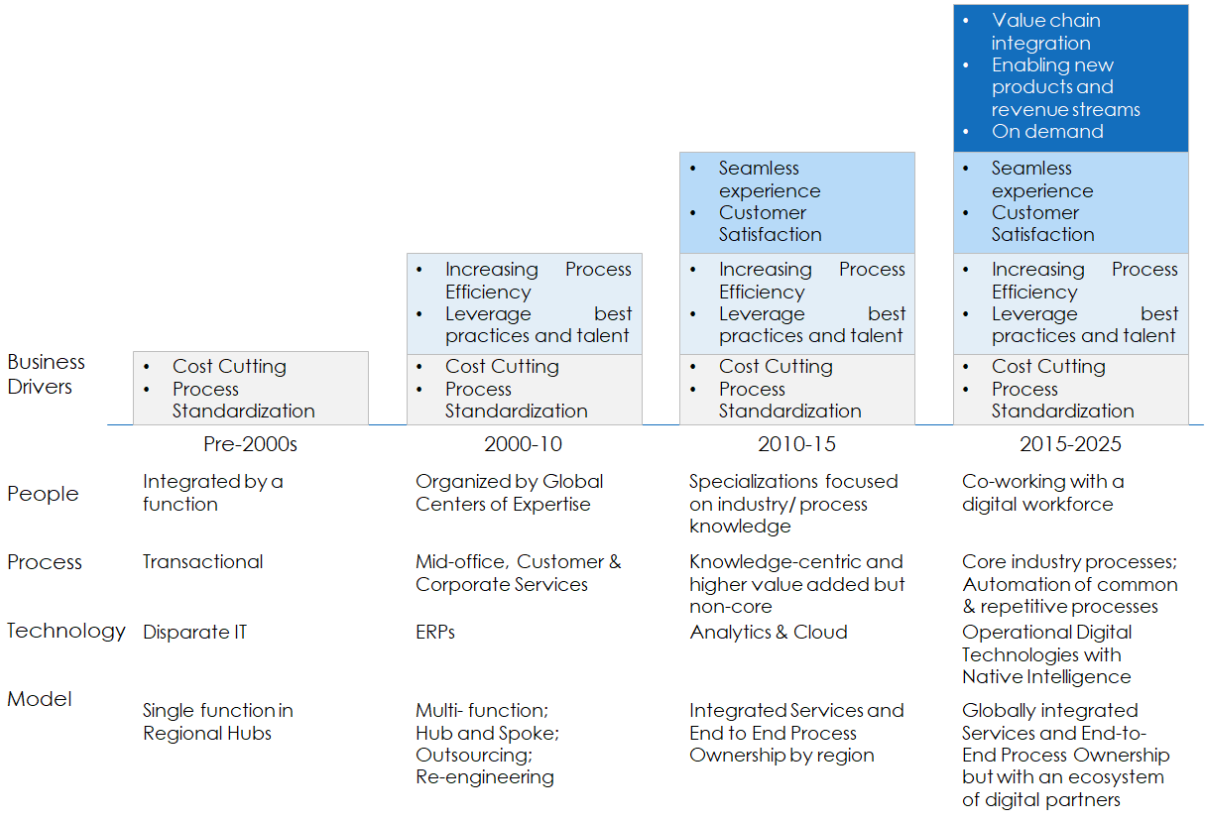
It is imperative for these organizations to advance or integrate IA initiatives to enable business transformation and ensure competitiveness. To guide GBS executives through their IA journey and decision-making, this paper explores opportunities, highlights the challenges that may arise during the adoption, and outlines the best practices to ensure business success. Several case studies are presented to help illustrate these points, including the IA journey of Novo Nordisk Global Services Center (GSC).

THE EVOLUTION OF GLOBAL BUSINESS SERVICES

The demand from Global Business Services has evolved significantly over the last decade. Digitalization has become all-pervasive and a key enabler for business transactions, customer interactions and workforce productivity. Digital technologies have significantly matured, becoming more economically viable and strategically valuable for businesses of all sizes. Large investments to enhance in-house technology capability are no longer required. Technology providers such as Google, Microsoft and Amazon are aggregating the provisioning infrastructure, providing platforms and developing applications. By leveraging the economies of scale of serving a multitude of clients, these technology providers have significantly reduced the cost and increased the speed of developing and launching new products and services.

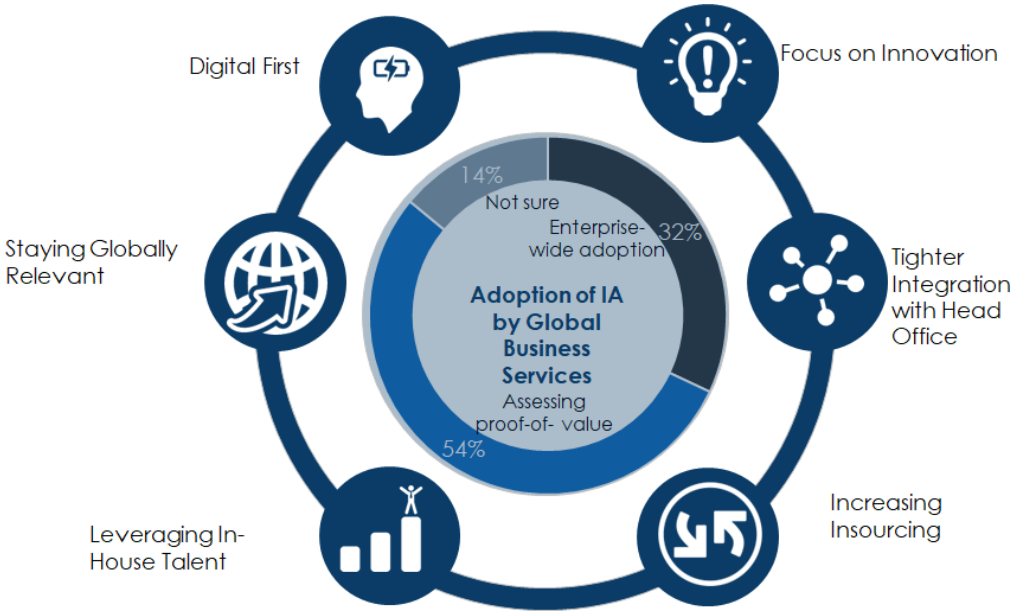
Several start-ups and digital service providers can now address various challenges across the value chain, with greater speed and economic value than traditional corporates, leading to disruption in every industry. The advancement in digital tech and the Internet has significantly reduced barriers to market entry, resulting in "unicorn" start-ups that are challenging the dominant position and market share of large corporations.

This disruption in business models and internal operations means incumbent industry players must adapt to change by increasing speed to market, tapping into new revenue opportunities, becoming more agile, and economizing services. GBS are key in this transformation, playing an even more strategic role than process standardization and cost cutting of yesteryears.



GBS AND INTELLIGENT AUTOMATION

IA is helping GBS play a greater role in the strategic initiatives of enterprises:



- **Digital First:** Enterprises are increasingly seeking to imbibe digitalization to gain competitive advantage. GBS have become the key enabler of this by validating the business case, developing the capability and driving the demand for the relevant digital technologies. Due to its non-intrusive characteristic, ability to demonstrate quick benefits and low upfront investment, IA is seen as the foundational technology of digital transformation.
- **Focus on Innovation:** Through IA, the quality assurance and process excellence teams within the GBS can leverage data to enhance customer-centricity, experiment with complementary technologies to realize new revenue streams and significantly enhance the operational metrics. While IA can help in automating repetitive rule-based activities, employees can focus on ideation and execution of innovation initiatives.
- **Tighter Integration with Head Office:** IA can increase the control and speed of implementing change. Bots, when developed or configured properly, can very easily scale the implementation in a standardized cost-effective manner. This reduces the cycle time to conceive and launch strategic business initiatives enterprise-wide.
- **Increasing Insourcing:** Owing to the need to redesign processes to integrate digital, the drive to enhance quality of work, increased talent maturity and increasing cyber security threats, GBS is increasing their insourcing and reverse-sourcing initiatives. IA is a very effective and efficient enabler of this trend.

- **Leveraging In-House Talent:** GBS want to be regarded as workplaces that are centers of expertise and strategic support. IA allows valuable resources to focus on value-added initiatives rather than running transactional activities accurately and consistently. IA also allows GBS to shift the resource and retention strategy towards acquiring more qualified talent.
- **Staying Globally Relevant:** IA is enabling GBS to look at processes from a common/unique framework instead of a core/non-core perspective. By leveraging AI technologies such as Machine Learning, IA allows the processes to adapt to idiosyncrasies of various locations across the globe. This frees up resources, allowing them to engage with customers more deeply and provide a more personalized experience to business units, employees, and suppliers.

According to a survey by Shared Services & Outsourcing Network (SSON), GBS are increasingly looking to assess the value of IA through POCs and pilots while about a third of survey participants are already using IA in production. Along with Robotic Process Automation (RPA), the most widely adopted AI technologies are Digital Virtual Assistants, Cognitive Vision, and Machine Learning.

These are the key operational benefits reported by GBS that have IA in production:

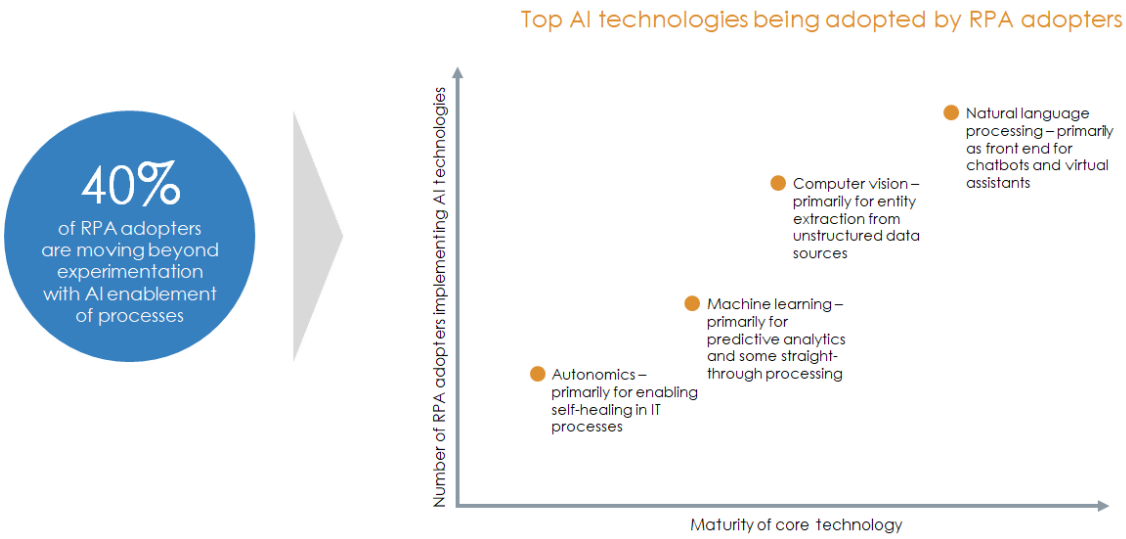
The operational benefits achieved through IA are in alignment with the digital priorities of GBS. With tightening regulatory norms across many industries, there is a greater need for an enhanced process for audit requirements, which is facilitated through IA. Similarly, improved customer experience achieved through IA enables GBS to align with the objectives of the sales and marketing functions. Using bots to run process activities provides better reliability and predictability because the process can run for 24 hours without compromising the output quality.

USE CASES OF INTELLIGENT AUTOMATION IN GBS

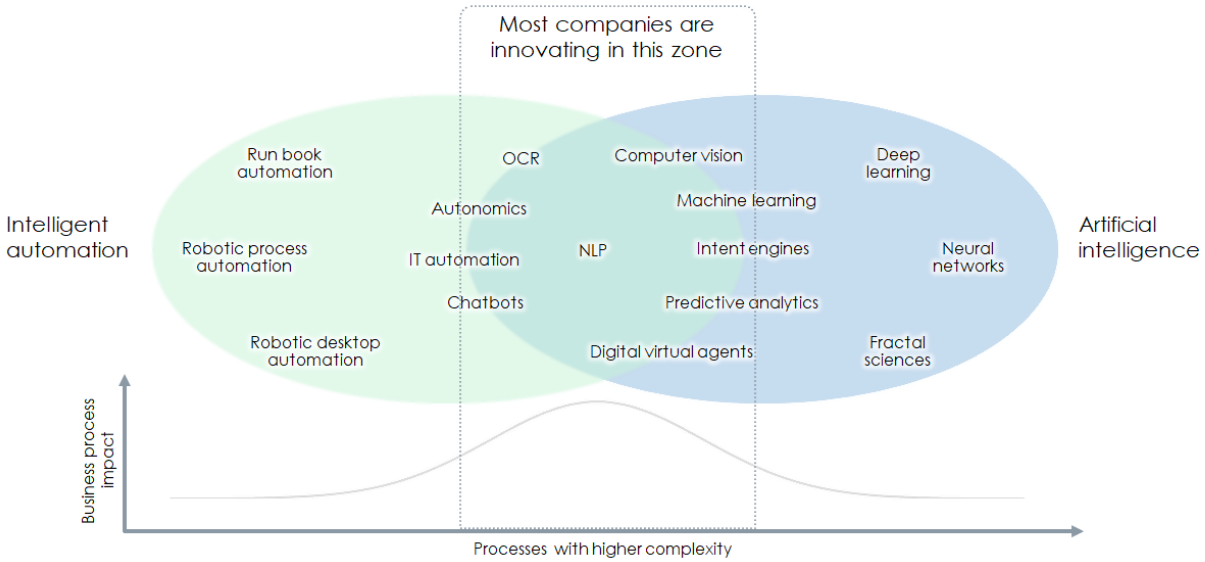
While RPA provides extensive cost savings by eliminating repetitive activities, it has limitations in terms of:

- Processing physical inputs
- Processing and recognizing key fields in unstructured/semi-structured inputs
- Adapting to change in workflow or business rules based on geographical locations or functions
- Generating value from stakeholder interactions and process information
- Understanding and the intent and context of human requests and responding accordingly

As a result, enterprises with mature RPA engagements have started the AI enablement of their business processes, i.e., they are gradually combining RPA with machine learning, computer vision and natural language processing.



New use cases with high business impact are emerging from automation and the adoption of AI technologies. These technologies require a significant amount of historical data that can be assessed, amalgamated and utilized to generate responses for chatbots and digital virtual agents. Similarly, machine learning systems harness existing data to mitigate problems that may arise within IT systems and resolve them without any human intervention, resulting in lower IT maintenance costs. This explains why the majority of innovation is happening at the intersection of IA and AI technologies.



The latest advancements in AI are increasing the scope and number of use cases that IA can address.

Increasing AI Integration & Complexity

Type of Processes	IA Technologies Leveraged	IA Deployment	Examples
Conversational	RPA with Digital Virtual Assistants and Machine Learning	Both Attended and Unattended Bots	Customer Care, Inbound Queries and Technical Support
Rectification or Repair	RPA with Machine Learning and Sensors	Unattended Bots	Self Service in IT Support, Self Healing, Server Management
Analytical	RPA in addition with Big Data analytics	Attended Bots	Financial Processing & Analysis, Order to Cash and Billing
Transactional	RPA in majority of the use cases that is combined with OCR and Machine Learning in some cases to handle unstructured input	Unattended Bots	Accounts Payable & Receivables, PO Processing, Invoice Management, New Joinee Onboarding and Training

CASE STUDY: Resolving the unstructured data problem in Title Insurance

Client: GBS of one of the world's largest title insurance companies

Challenge: Evaluate the validity of over 40 different property documents that were manually written and had multiple formats. Attached images were of poor quality, requiring extensive visual examination.

Solution: The provider deployed a solution which leveraged Cognitive Machine Reading, Data Reinforcement Techniques coupled with Natural Language Modeling and RPA to ensure data integrity and ability to infer title documents, including Deeds of Trust, and Judgment Liens and Tax Deeds. Furthermore, optimal decision was driven through Machine Learning and Deep Learning techniques.

Benefit: The automated solution reduced the time it takes to process documents by 75%. The provider also created an automated data repository, which would be leveraged by the CoE for its Knowledge Management System.

There are always conflicting opinions on whether existing basic automation efforts should be deployed, and/or enhanced and taken to the next level through intelligent automation. This requires a case-by-case evaluation based on the desired outcomes of the organization.

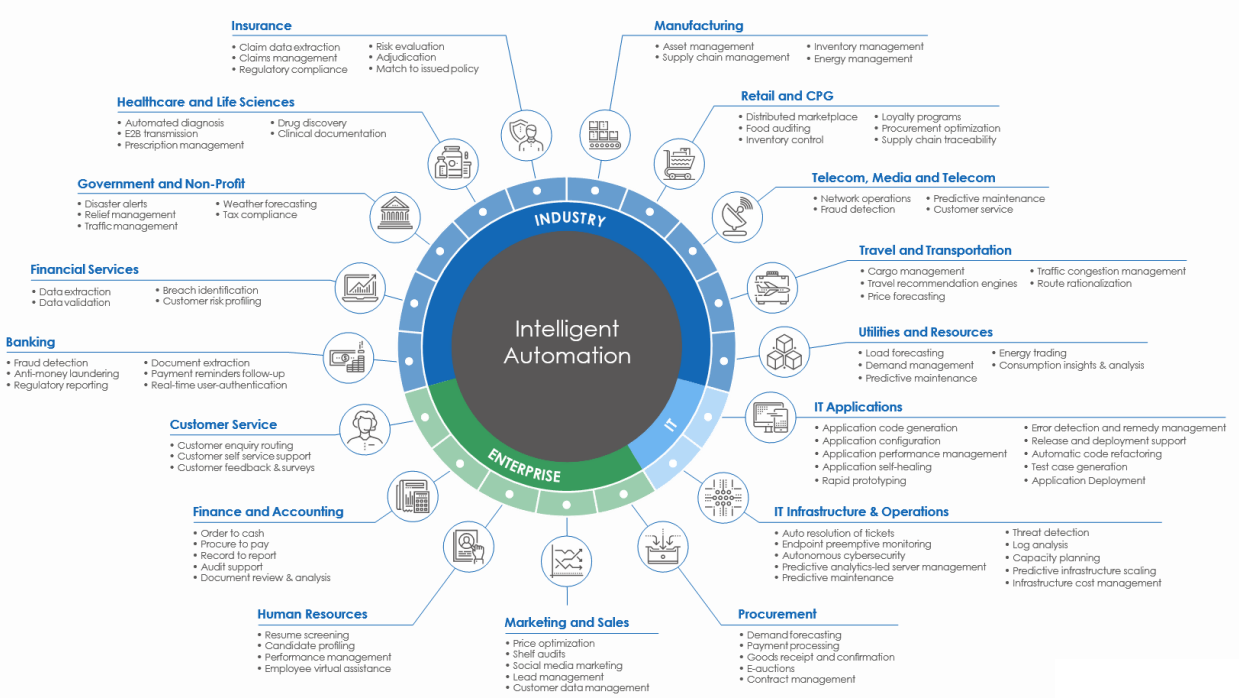
CASE STUDY: Combining basic automation with machine learning to improve efficiency

Challenge: Basic automation improved F&A and invoice processing time, but did not measure other factors such as straight-through processing and efficiency. Client had greater expectations in terms of efficiency gains and FTE savings, which wasn't being reflected adequately by traditional RPA.

Solution: Provider combined rule-based automation with Machine Learning models. Within 2 months, efficiency increased from 30% to over 80% and FTE decreased from 10 to 2.

Benefit: Within 2 months, the GBS managed to increased efficiency to greater than an average of 80% from a previous efficiency level of a mere 30% and managed to reduce the FTEs from 10 to 2.

EXAMPLES OF IA USE CASES IN VARIOUS INDUSTRIES



Source: Avasant Research

Intelligent automation has proven to generate value beyond traditional enterprise-specific use cases within F&A, HR, Customer Service, IT and Procurement. In banking, there are higher value use cases such as fraud and money laundering detection. These allow GBS resources to monitor such events and develop adequate responses to mitigate or eliminate threats in real-time. Similarly, in the manufacturing sector, IA has identified use cases to manage assets, inventory and energy. Insights on these parameters are critical to curtail revenue leakage and manage the overall manufacturing process more efficiently and effectively.

CASE STUDY: Expanding automation to other organizational processes

Client: FMCG manufacturer and distributor

Challenge: Successfully automated the AP process in North America but needed to extend automation efforts to other processes. The mandate was to offer 50% of all GBS services through automated means and increase bot's deployment to 100.

Solution: Partnered with an automation tool provider to not just use bots for limited activities within the process, but rather use the bots from the time the invoice is received until payment has been completed and posted on the GL. Currently assessing 350 processes to identify potential for either basic automation or automation combined with AI, Machine Learning and other cognitive methods.

Benefit: Scaled automation from initially in North America to GBS centers in APAC. Extended deployment of bots across order management and master data management (MDM). On target for achieving 50% of services through automation, making all the regional GBS centers truly digital increasing FTE and cost savings, improving regulatory compliance, and providing greater transparency to shareholders and stakeholders.

INDUSTRY SPOTLIGHT: PHARMACEUTICALS

The pharmaceutical industry has seen its fair share of digital transformations. An example is the extensive use of RFID-related technologies during the drug discovery process to ensure safety and adherence to regulatory norms. Within the supply chain, these technologies are used to minimize fraud and to provide real-time tracking visibility to distributors, wholesalers and retailers. Due to the nature of business, the industry is challenged by numerous complex processes and heavy regulations. There is also a constant pressure from shareholders and global regulatory bodies to improve R&D investment outcomes and reduce costs of failure. All this is expected to be achieved while keeping costs under control.

Companies in this sector have widely adopted Lean and Six Sigma initiatives to optimize their processes. They have set up R&D centers in low-cost destinations with access to a large talent pool. They have also established regional Global Business Service Centers to manage their enterprise processes. The core pharma processes are intensively human-dependent for cognition and decision-making. Therefore, it is not surprising that the top reasons for deploying automation in pharma companies are as follows: to control increasing costs, to maintain high levels of quality for regulatory protocols, and to become more proactive with their end customers (patients and physicians).

Intelligent automation has a major potential to transform the mid and front office functions, which is more cost-effective than a complete technology overhaul.

Below are some benefits pharma companies have received from implementing IA:

Area	Challenge	Value of IA	Value to Pharma	Tangible Benefit
Clinical Development	• Process management is paper based and manual • Information needs to be collected from outsourced providers(Contract Research Organizations) thereby needing to be re-vetted • Data in outsourced part of the process may be	• Improvised real-time reporting • Risk of non-adherence to compliance drastically reduced • Improved TAT for issue resolution	• Undivided focus towards bringing safe, tested drugs at lower costs • Minimize product release delays due to resource constraints	• Effort reduction estimates of ~75% • Dollar savings in the range of US$5million
Sales Support	• Data retrieval from multiple complex CRM systems • Disparate tasks to be completed for data record	• Prepopulate information from various data sources using bots • Voice enabled chatbot for data capture	• Sales rep spends time & effort building and fostering new relationships	• Successful pilot led to implementation across 30+ processes • Cost savings from bots re-directed towards R&D spend
Enhanced customer engagement	• Patients browse multiple websites and sources to order pharmacy • Doctor appointments for follow-up checks and prescription re-filling • Physicians inundated by numerous sales reps	• Develop recommendations through DVAs and trigger • Automated process to order the medicines based on chat responses with DVA	• Personalized patient centric care • Patient data auto-updated and no data lost in translation	• Pilots being launched through Facebook messenger and other niche chatbot providers

ADOPTING INTELLIGENT AUTOMATION: CHALLENGES FOR GBS

Many GBS have embarked on the digital journey and are making extensive investments in developing the required capabilities for IA. These range from hiring talent with specialized skills to partnering with disruptive technology automation solution providers. However, over 50% of the GBS have not fully realized the benefits from automation due to a variety of reasons:

- **Lack of an Overall Vision:** Many executives only look at IA through the lens of cost savings and speed enhancement. A successful implementation of IA entails defining the future state of work, roles and responsibilities of human resources as well as the management of digital workforce and business processes. Without detailing the future, scaling initiatives will be challenged by unforeseen resistance, drop in productivity and process inaccuracies.
- **Not Identifying the Right Processes:** Beginning an IA implementation with the wrong processes can derail an initiative and possibly sink a large investment. The judgment errors include not assessing an enterprise-wide business case, not evaluating the business benefits, and underestimating the complexities and variations. The most suitable processes for automation score comparatively high in business criticality, repeatability, number of agents, percentage of tasks that are rules-based, simplicity, stability, standardized inputs, and low exception rate, when measured from an enterprise perspective.
- **Best Practices in Silos:** Many IA initiatives start and scale solely within a business unit. Such business units typically have in-house process excellence capabilities or shadow IT departments. Not taking an enterprise-wide view limits the IA benefits. Having a Center of Excellence can greatly benefit in providing an enterprise-wide capability that gets strengthened through working with multiple business units.
- **Lack of Internal Alignment:** A successful IA initiative requires the contribution and involvement of multiple stakeholder groups: business units, process owners, IT, HR, Security, Procurement and Audit. This ensures a comprehensive unified vision and joint ownership for automation. For example, IT can provide insight and advice on the integration of automation with the existing technological structure, whilst process owners can ensure that process inputs, document formats and workflows are well-structured to ease the implementation.
- **Weak Change Management:** IA redefines the jobs and processes within an enterprise, which may bring uncertainty and fear among the workforce. To succeed in scaling IA, a strong change management program is key. It helps communicate the vision, the impact on the organization and day-to-day work, the changes to the job and how to prepare for them. A strong change

management not only ensures faster ROI, but it also reduces minimizes the chance of business disruption, attrition, and reduction in quality of service.

- **Misaligned Partnership Strategy**: Scaling after the initial experimentation with POCs and pilots requires a well-defined IA selection and implementation approach. If not strategically driven, implementation partners can end up building bots or automating certain processes without regard for code reusability and automation architecture. Further, the selection of IA technology tools should take into consideration the tools' ability to scale, particularly in terms of licensing, technical support, enhancing AI capability, and bot management.

ADOPTING INTELLIGENT AUTOMATION: ROADMAP AND BEST PRACTICES

According to our research, Global Business Services that are considered leaders in IA adhere to the following roadmap to maximize value:

- **Stakeholder Alignment:** Aligned and unified agreement between stakeholders across all functions and departments of the GBS (F&A, HR, IT, R&D) ensures a common vision and direction for the transformation agenda and eases the impact of upcoming change management programs during the IA journey. This commitment must be renewed continuously, particularly prior to every major automation initiative. It is not uncommon to see program ownership tussles between functions, but these can be minimized largely through constant communication and highlighting the benefits and desired outcomes of the exercise.
- **Strong Governance:** Establishing governance for IA, which typically involves a variety of GBS stakeholders, is an absolute necessity to ensure an effective transformation and transition. It directs

the relationships between people, process and technology, and ensures everyone participates in in achieving the common goal throughout the lifecycle of the IA initiative.

- **Deployment Strategy:** When deploying IA, there is always an opportunity to reuse code, bots, and best practices between similar processes. This is possible when a well-thought-out automation architecture has been put in place and adhered to consistently. This also allows rapid scaling because there is less time and effort for programming and reconfiguration.
- **Process Optimization:** It is a common practice for process owners to assume that their processes are fully optimized and operating at the highest efficiency and effectiveness levels. However, this is often not the case. Sometimes, making a few changes to align a process to the IA objectives and/or needs can have a multiplier effect. Hence, a process revisit from an outsider perspective (e.g., an advisor or tool implementation provider) is beneficial and will eliminate any delays in the IA exercise at later stages.
- **Benefits Tracking:** Automation is pointless if the process performance is not measured before and after implementation. Tracking KPIs allow the governance team to quantify the business case, derive any lessons learned, and set a benchmark for upcoming IA initiatives.
- **Partnerships:** An IA program can successfully scale in partnership with strategic implementors and tool companies, not just through internal training and hiring. Partners bring a best-practice approach and an unbiased perspective of the automation effort. They can help guide the entire transformation exercise. The governance function plays a key role by establishing the criteria and framework to assess the credentials of the potential partners and ensuring that both parties reap benefits in the long run.

CASE STUDY: NOVO NORDISK GLOBAL SERVICES CENTER (GSC)

About Novo Nordisk

Novo Nordisk is a multinational pharmaceutical company based in Denmark, with production facilities in 8 countries and affiliates in close to 80 countries. Their core products focus on 5 main areas, namely: Diabetes, Obesity, Hemophilia, Growth Hormone Disorders, and Hormone Replacement Therapy. Novo is well-known for diabetes management insulin pens and related medication. Close to 30 million patients are using some form of their diabetes medication. To date, they employ over 42,000 people with R&D facilities in China, Denmark, India and the US.

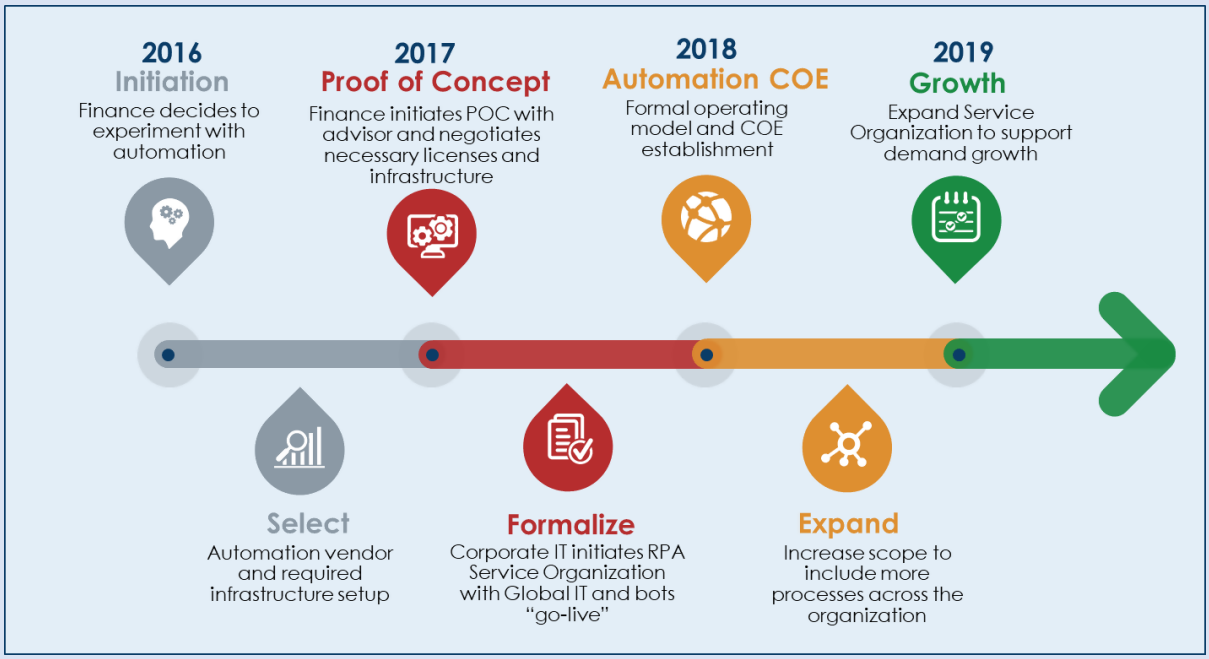
Its GBS arm, GSC, was established in Bangalore, India in 2007. This center has over 1,700 employees and it plans to hire 600 more by 2020. The GSC supports not just back-office processes, but also core pharma industry processes, including Clinical Operations, Regulatory and Medical Affairs, and Pharmacovigilance..

The Journey to Intelligent Automation

GSC's journey in Intelligent Automation started through 2 RPA proofs-of-concept (POCs) back in 2016 in the Finance & Accounting (F&A) function. The key driver behind the POCs was to assess if RPA can enable the employees to focus their effort on value-added activities rather than on manually intensive transactions. Leveraging third-party implementation partners, GSC chose UiPath as its RPA tool. It had high scores on cost vs. benefits, demonstrable results, ease of use, and flexible deployment. The processes chosen for POC were Accounts Payable and Accounts Receivables due to their high transaction volume, high level of standardization, and lean implementation. Later on, the HR function conducted POCs for access management, employee onboarding, and employee frequently asked questions (FAQs). The POCs helped achieve over 95% reduction in process cycle time. The bots developed for the POCs were later deployed in production with support from the IT department.

Noticing the success of these POCs, the CEO made an enterprise-wide decision to adopt an "automate-first" strategy.

GSC has currently scaled its digital workforce to 28 bots, with a plan to scale it further to 35 by the end of 2019. The majority of these bots are unattended and address a wide range of use cases, from back-office to core pharma industry processes.



Process outcomes have significantly improved through the bot deployments. From ideation to deployment, the GSC has the capability to automate processes within a span of 8 weeks. Also, given the success rate and adoption of RPA across the GSC, the management intends to establish KPIs for RPA adoption within business units. As an example of the impact of RPA on the Product Supply, processing time of third-party shipment documents reduced from an average of 45 minutes to a few minutes.

Success Enabler #1: Tracked key benefits to assess the value

The Lines of Business (LOBs) and COE frequently track, monitor and communicate the benefits gained from the RPA implementation through a dashboard or corporate forums. The key metrics and corresponding approaches to measurement are as follows:

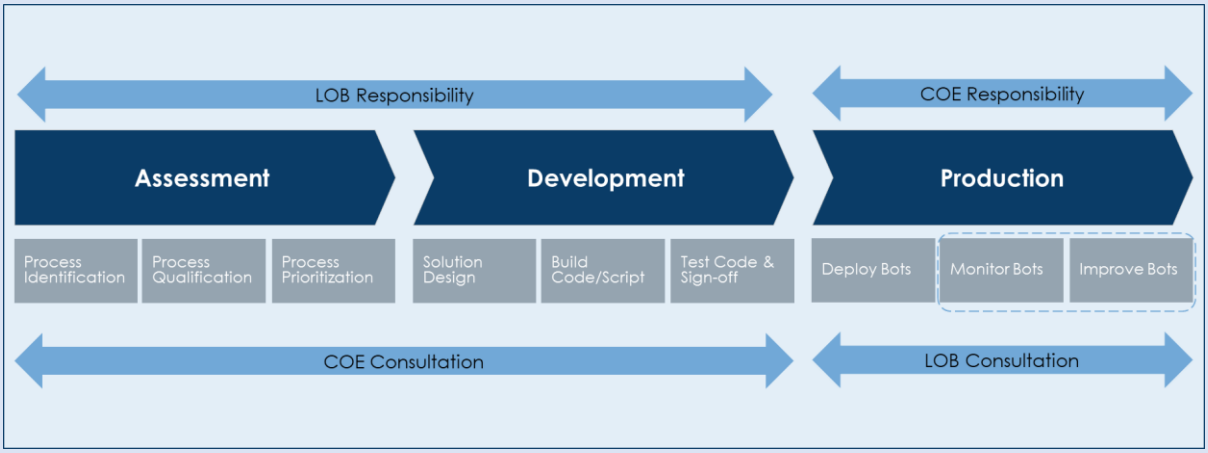
1. Process efficiency: measure the improvements in cycle time
2. Scalability: measure the number of and time in which the target processes were automated
3. Auditability: measure the reduction in time to audit
4. Accuracy: measure the internal customer satisfaction and number of process runs
5. Productivity improvements: measure the time back to business

Success Enabler #2: Clear, consistent communication

An important enabler to wider adoption was to generate curiosity in RPA/IA by conducting a global roadshow of the benefits gained from the POCs. In order to maintain the high morale of the workforce, a positive message of skill advancement and innovation was consistently shared by the senior executives with their staff. The COE facilitated in maintaining transparent communication within the organization through message boards and forums on the result of upskilling and the positive impact RPA has had on the employees' performance, productivity and overall contribution to the business.

Success Enabler #3: Balanced governance via a COE

Initially centralized in corporate IT, the COE now follows a federated model to facilitate rapid scaling. The COE is still housed in IT but has allowed the LOBs to develop their own bots. This eased the deployment of the RPA bot on internal infrastructure or the cloud. The LOBs consult the COE during the Assessment and Development phases, but typically own the responsibility to execute them. In turn, the COE owns the responsibility and consults with the LOB during the Production phase. Further, the LOB sponsors the bot development and maintenance while the COE sponsors and owns the infrastructure and follows a chargeback model for bot development and/or maintenance.



The federated model allows the LOBs and functional units to identify the opportunities and develop RPA solutions, while the COE maintains the bot, advises on reusability and acts as a gatekeeper for coding standards. For effective results, processes that have undergone standardization, re-engineering or simplification through Lean or Six Sigma are typically chosen.

Success Enabler #4: Adherence to best practices

The LOBs and the COE also adhered to key best practices to address several challenges along the journey:

1. Optimized the bot utilization and included the LOB Vice-Presidents in the COE board to enhance the ROI and align the stakeholders
2. Used optical character recognition (OCR) and Virtual Assistant technologies for unstructured inputs and complex processes
3. Set the right expectations from RPA and provided consistent communication of results
4. Used corporate IT to ensure the deployment is more controlled and secure
5. COE uses a library of reusable components to enable quicker scaling
6. LOBs globally are allowed to use their own third-party implementation partners to provide a sense of ownership and increase the speed of development
7. Prioritized process standardization and rationalization before automation

Looking Ahead

The GSC is currently focused on scaling the benefits of not just RPA but the broader umbrella of Intelligent Automation across the entire enterprise. With the COE playing the key proponent for testing and enabling new-age technologies, it is bringing in AI-enabled automation to more complex and core processes. As an example, the supply chain and HR processes are already using cognitive vision for clearing and virtual assistants for access management and onboarding. Advanced predictive analytics is being used to make clinical trials safer and less time-consuming. Further, the GSC aims to adopt a DevOps culture and the Agile methodology when developing data-driven, automation-enabled solutions.

CONCLUSION

Global Business Services have significantly evolved over the last decade. With intelligent automation as a key facilitator, GBS has enabled the enterprise value chain to be more efficient, agile, smarter and integrated, allowing businesses to launch products faster, identify and actualize new revenue streams, and receive information and support services on-demand. As automation becomes more "intelligent" through AI enablement, there will be several more use cases and processes that could potentially get automated. However, GBS will have prepare their resources (people, process and technology) and adopt a culture of continuous experimentation.

Lack of an overall vision, siloed practices, limited knowledge of disruptive solutions, misaligned partnership strategy are some of the reasons why GBS have not been able to capitalize on IA benefits. To derive maximum value from automation initiatives, they need to have a clearly defined roadmap and deployment strategy where stakeholders are aligned, effective operating models established, processes optimized, benefits measured, and partnerships are leveraged.

About the Authors

Anupam Govil is a Partner at Avasant and the President of Avasense. With over 25 years of industry experience, he is widely acknowledged as a digital transformation and globalization advocate.

Email him at anupam.govil@avasant.com

Chirag Rawat is an Associate Director and the Automation Practice Lead at Avasant. He has over 11 years of experience in transformation and automation initiatives for large organizations.

Mohammed Uwaiz is a Senior Consultant with Avasant and has over 10 years of experience across process re-engineering, business transformation, digital advisory and shared services.

Christian Holm Jönsson is a Corporate Vice-President at Novo Nordisk. Having started his professional career with PwC and IBM, he has been with Novo Nordisk for over 13 years in various leadership roles, with rich expertise in the SAP and IT Security domains. He has recently taken on the responsibility of establishing and leading Digital Incubation and Innovation team at Novo. Nordisk.

Arvind Srinivasan is a Director and Executive Advisor to CVP at GSC with significant exposure in setting up governance and transition frameworks. His responsibilities include driving the next phase of growth at the GSC, leading the Strategy & Project Office.

Francis Prashanth is a Senior Project Manager at GSC is supporting strategic initiatives and helping global stakeholders in Novo Nordisk execute high-impact innovation projects.

About Avasant

Avasant is a leading management consulting firm focused on translating the power of technology into realizable business strategies. Specializing in digital and IT transformation, sourcing advisory, global strategy, and governance services, Avasant prides itself in delivering high-value engagements through industry-focused innovation and flexible client-based solutions.

Email: contactus@avasant.com | Phone: +1 310 643 3030 | Web: www.avasant.com

About Novo Nordisk

Novo Nordisk has more than 95 years of innovation and leadership in diabetes care. From this rich heritage, it has expanded its capabilities to help people with other serious chronic conditions: bleeding disorders, growth hormone disorders, and obesity.

Headquartered in Denmark, Novo Nordisk employs approximately 43,200 people in 80 countries and markets its products in more than 170 countries. Learn more at https://www.novonordisk.com