

# OMRON PHARMACY ACADEMY: DEVELOPING A MARKETING STRATEGY

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## List of Abbreviations

<b>UK</b>	United Kingdom
<b>UAE</b>	United Arab Emirates
<b>CPU</b>	Central Processing Unit
<b>GPU</b>	Graphics Processing Unit
<b>IAB</b>	Industrial Automation Business
<b>SSB</b>	Social Systems Business
<b>DMB</b>	Device and Module Solutions Business
<b>HCB</b>	Healthcare Business
<b>HBPM</b>	Home Blood Pressure Monitoring
<b>COPD</b>	Chronic Obstructive Pulmonary Disease
<b>SBP</b>	Systolic Blood Pressure
<b>DBP</b>	Diastolic Blood Pressure
<b>HCP(s)</b>	Healthcare Professional(s)
<b>BIHS</b>	British and Irish Hypertension Society
<b>ESH</b>	European Society of Hypertension
<b>ISH</b>	International Society of Hypertension
<b>CME</b>	Continuing Medical Education
<b>GP(s)</b>	General Practitioner(s)
<b>CPD</b>	Continuing Professional Development
<b>KOL</b>	Key Opinion Leader
<b>EMEA</b>	Europe, Middle East and Africa
<b>OHE</b>	OMRON Healthcare
<b>BPM</b>	Blood Pressure Monitoring
<b>AFib</b>	Atrial Fibrillation
<b>ECG</b>	Electrocardiogram

## Problem Statement & Research Question

OMRON Healthcare Europe wants to increase awareness of its products amongst pharmacists in the key markets (UK, Germany, France, Italy, UAE) and thereby increasing sales. They want to develop a so called "Pharmacy Academy", an e-learning platform with medical education related to their product portfolio to educate pharmacists and their personnel. OMRON wants to discover the opportunities, objectives and requirements for this academy platform and thereby developing a marketing strategy to create and launch this platform.

The research question is as follows and is two-fold: What is the role of an e-learning platform in the marketing strategy of a medical company such as OMRON Healthcare? What are the needs for a Pharmacy Academy from both the company and pharmacy perspective? These questions will be answered when developing the marketing strategy plan for the Pharmacy Academy.

Also, the development and implementation of the Pharmacy Academy platform is partly described in this business case.

## Business Introduction

### OMRON Corporation

(1)

The company OMRON was founded in 1933 by Kazuma Tateishi and since it has striven to create solutions to various social issues. Therefore, the mission of the company is "To improve lives and contribute to a better society". After incorporating the OMRON Principles in 1990, they have been at

the heart of OMRON’s management. OMRON believes that the interrelationships among science, technology and society leads to social change.

The history of innovation of OMRON can be divided into three segments: The Automation Society (1945-1974), The Cybernation Society (1974-2005) and the Optimization Society (2005-present). The rise of cybernetics, computer science, and other technology gave rise to the PC and the internet, leading to the Cybernation Society. Society demanded more data and accurate, rapid data analysis. These demands forced OMRON to produce CPUs and GPUs with faster processing power, make advancements in deep learning and other artificial intelligence technologies. Continuous improvement was crucial to reach higher levels of sophistication in neuroscience and cognitive science. In the current Optimization Society, there is a transition from the industrial society to the autonomous society. The OMRON company can be divided into five business units: Industrial Automation (IAB), Social Systems (SSB), The Device & Module Solutions Business (DMB), Data solutions, and the Healthcare Business (HCB). OMRON’s Business and Fiscal 2022 results can be found in figure 1.

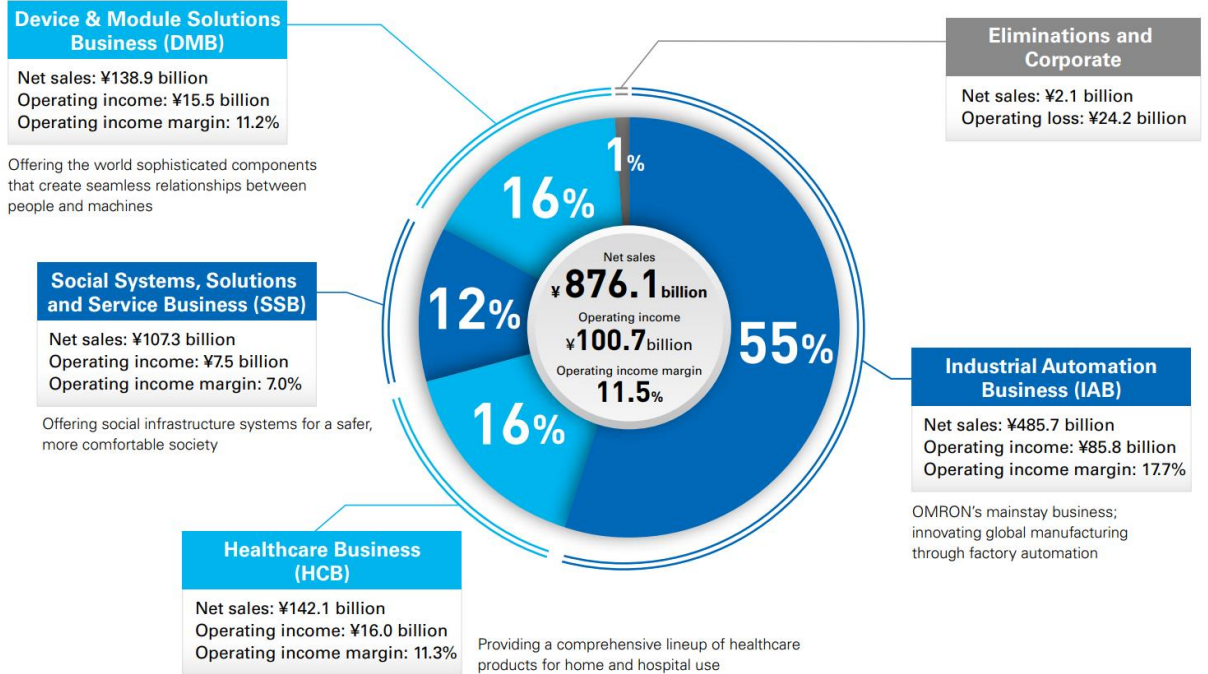


Figure 1: Financial Statement OMRON Corporation 2022(2).

In 2003, OMRON Healthcare was established. In the healthcare business, OMRON has been mainly promoting Home Blood Pressure Monitoring (HBPM). HBPM is beneficial to people’s health and blood pressure data measured at home is nowadays being used in the treatment of hypertension. HBPM has a positive impact on the blood pressure control of hypertensive patients, moreover, with the aging population, the number of hypertensive patients is increasing globally. This is where OMRON can step in with their SF2030 vision: “Going for ZERO, Preventive Care for Health of Society”. By leveraging the technologies and insights and addressing the three business domains of OMRON healthcare: Cardiovascular, Respiratory, and Pain OMRON aims to achieve 3 Zero’s within these domains.

- Zero cerebrovascular and cardiovascular events, including stroke and heart failure.
- Zero aggravation of respiratory diseases, such as asthma and chronic obstructive pulmonary disease (COPD).
- Zero restrictions on daily activities due to chronic pain, regarding the knees and low back pains.

OMRON's most important healthcare market is the HBPM market. In the year 2022, cumulative global sales of home blood pressure monitors surpassed 350 million units. However, globally the penetration rate of home blood pressure monitors is still low. By focusing on expanding markets like China and India and strengthening its core business, OMRON tries to expand its market size from 61 million units in 2020 to 94 million units in 2024.

## Hypertension

Hypertension, or high blood pressure, is a condition where the pressure in the blood vessels is too high (140 mmHg systolic blood pressure (SBP)/90 mmHg diastolic blood pressure (DBP)). It is a common condition but can be very serious if left untreated. Hypertension is responsible for 8,5 million deaths from vascular diseases such as stroke, ischemic heart disease, and renal diseases worldwide. Hypertension can be both detected in and out of the office and there are several treatment strategies available for treating patients with hypertension. By treating hypertension, the risk of the conditions related to hypertension is reduced. These complications include a heart attack or stroke, heart failure, kidney problems, eye problems, and memory issues or even dementia (3).

Over the years, several trends regarding hypertension such as prevalence, detection, treatment, and control have been studied. The prevalence of hypertension is increasing, and this is linked to several factors such as lifestyle changes, diet, and aging populations. In 2019, the global prevalence of hypertension in adults aged 30-79 years was 32% in women and 34% in men. Globally, differences can be observed in the prevalence of hypertension. It is more common in central and western Europe, central Asia, Oceania, southern Africa, and some countries in Latin America and the Caribbean. The prevalence of hypertension is the lowest in Canada, Peru, Taiwan, South Korea, Japan, and some countries in western Europe. Hypertension is affecting individuals in both developed and developing countries and it is no longer limited to high-income nations and it is increasingly prevalent in low- and middle-income countries. Awareness and treatment of hypertension are very important to improve the control rates; the percentage of individuals with hypertension who successfully manage their condition. Many individuals with hypertension remain uncontrolled due to various factors, including poor medication adherence and access to healthcare. Many people are also unaware that they have hypertension(4). OMRON can play an important role in improving the control rates of hypertension, by developing accurate and advanced BPM devices and by giving the right information to both healthcare professionals (HCPs) and customers. Educating healthcare professionals, including pharmacists, is also an important strategy of OMRON Healthcare to improve the control rates of hypertension worldwide. When HCPs have all the right information regarding hypertension, but also regarding blood pressure monitors, patients will benefit from this. For this education, OMRON uses their own educational platform: the OMRON Academy.

## OMRON Academy

The OMRON Academy is a renowned medical educational platform and resource hub that stands at the forefront of disseminating knowledge and fostering innovation in the healthcare field. At this moment, the OMRON Academy consists of an Online Medical Training platform and offline Classroom sessions. The classroom sessions are on-the-spot training sessions for healthcare professionals, with the purpose to educate HCPs about the latest insights on cardiovascular and respiratory topics and to demonstrate the OMRON products. These offline sessions are often a combination of medical information and product. The OMRON Academy online medical training is a free e-learning platform for HCPs, making education accessible to all, wherever and whenever. E-learning is the application of technology to traditional learning methods, and it is a useful and interactive form of learning (5). The platform offers a broad spectrum of non-biased medical content with cardiovascular, respiratory and hypertension courses. Next to medical courses, the platform also offers live- and pre-recorded webinars, leaflets and

infographics, and relevant medical publications. The courses at OMRON Academy are created by medical experts and endorsed by medical societies. Medical societies that are involved in creating the content for the Academy, are the British and Irish Hypertension Society (BIHS), the European Society of Hypertension (ESH) and the International Society of Hypertension (ISH). The OMRON Academy offers a dynamic and interactive learning environment with short and appealing courses, moreover you can earn certificates when completing a course.

**Pharmacy Academy**

Currently, OMRON experiences a lack of awareness and promotion amongst pharmacies. Pharmacies are an important player for OMRON as they are close to the customers. OMRON believes that pharmacies play an important role in noticing changes in consumers’ health conditions and contribute to disease prevention and health promotion. By making pharmacies more aware about OMRON medical products and by giving them the right information, pharmacies can advise their customers in the best possible way and thereby improving their health. For OMRON, this could also lead to an increase in sales of medical devices in pharmacies.

In order to expand the (brand) awareness of OMRON and its products, OMRON Healthcare Europe is planning on developing and launching an e-learning platform specifically for pharmacists and pharmacy assistants. This “Pharmacy Academy” will have a similar layout as the existing OMRON Academy, including interactive training modules, patient cases, leaflets, infographics, and relevant medical publications. All the content on the pharmacy academy will be useful and relevant for both pharmacists and pharmacy assistants. For this, existing training materials will be used but also new training materials will be created specifically for the Pharmacy Academy. To be able to develop and implement this Pharmacy Academy, in this business case we’ll develop a marketing strategy for the Pharmacy Academy and discover the needs and wants from the pharmacy perspective and the OMRON business perspective.

**SWOT analysis**

*Table 1: SWOT Analysis OMRON Healthcare*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- <b>Strong Brand Recognition.</b> OMRON is a well-established and recognized brand in the healthcare industry, known for its high-quality medical devices and solutions.</li> <li>- <b>Innovative Technology.</b> OMRON has a history of innovation, offering a wide range of cutting-edge healthcare products, including blood pressure monitors, nebulizers, thermometers and more.</li> <li>- <b>Market Leadership.</b> OMRON has a significant market share in various healthcare device segments, particularly in the field of blood pressure monitoring, which contributes to its competitive advantage.</li> <li>- <b>Global Presence.</b> OMRON Healthcare Europe is part of the OMRON corporation, a global company with a</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Pricing.</b> OMRON’s high-quality products often come with premium pricing, which can be a barrier for some cost-conscious consumers, limiting their market reach.</li> <li>- <b>Competition.</b> The healthcare device industry is highly competitive, with numerous well-established and emerging competitors. OMRON faces the challenge of maintaining its market position in this competitive landscape.</li> <li>- <b>Regulatory Compliance.</b> The healthcare industry is subject to strict regulatory requirements, and OMRON needs to stay up to date with evolving regulations, which can be resource-intensive and time-consuming.</li> <li>- <b>Slow in innovation.</b> Although OMRON does have the possession of innovative technologies, the implementations and developments of these innovations tend</li> </ul>

presence in many countries, enabling it to reach a broad customer base.	to take a long time compared to competitors.
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- <b>Aging Population.</b> The population is aging in Europe and the rest of the world, and this presents a significant opportunity for OMRON. With the aging population, healthcare needs continue to grow.</li> <li>- <b>Telehealth and Remote Monitoring.</b> Remote Patient Monitoring and telehealth are a growing trend which creates opportunities. OMRON is already stepping into this with their CONNECT app, but this needs further improvement and development.</li> <li>- <b>Technological Advancements.</b> Technological advancements such as Artificial Intelligence (AI) and data analytics should be leveraged to enhance its healthcare products and to offer more personalized and accurate solutions.</li> <li>- <b>Expansion into emerging markets.</b> OMRON is already trying to expand into emerging markets like for example India and Nigeria, this could open new growth opportunities for the company.</li> <li>- <b>Increase promotion and sales in pharmacies.</b> Pharmacies stand close to the end users of OMRON products, so it's important to increase awareness about the OMRON products amongst pharmacies and to increase sales.</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Economic Uncertainty.</b> This can affect the spending of consumers and potentially impact OMRON's sales and revenues.</li> <li>- <b>Regulatory Changes.</b> Sudden changes in healthcare regulations can impact the approval of medical devices. This may require OMRON to adapt its products.</li> <li>- <b>Intense Competition.</b> There are strong competing players in the healthcare device industry such as Philips Healthcare, Bayer and Beurer. To maintain market share, OMRON must continue to innovate and differentiate itself from its competitors.</li> <li>- <b>Cybersecurity Risks.</b> With the increasing connectivity of healthcare devices and apps such as OMRON Connect, there's a growing risk of threats and breaches that could compromise patient data for example.</li> <li>- <b>Supply Chain Disruptions.</b> Events such as natural disasters or pandemics could negatively impact the supply chain and affect production and distribution of products.</li> </ul>

## Concepts and Background Literature

This chapter will touch upon some theoretical concepts and literature which are relevant for this business case.

### Companies' involvement in Medical Education

Traditionally, medical device companies have delivered value primarily through manufacturing and selling products. But due to several challenges in the healthcare market, medical product companies such as OMRON Healthcare Europe, are pushed to develop different strategies to attract and retain customers(6). Increasing regulations implemented by governments, health insurances and public hospitals to control costs are triggering a transformation of the purchasing process which change the way medical products are bought and valued. To keep its customers, medical device companies must adjust the way they interact with customers and sell their products(7).

Companies will have to step out of their conventional manufacturing role and seek to play a larger role in the value chain to get closer to customers and patients. This can benefit the medical companies in



two ways: it will add new revenue streams for them, but it will also lead to shorter, cheaper, and fewer hospital visits and better patient health and thus lower healthcare costs.

One thing that could significantly increase the financial results and customer loyalty is being creative and providing value added solutions to Healthcare Professionals (HCPs)(8). OMRON Healthcare has chosen to apply this strategy by engaging with HCPs through the means of medical education via their e-learning platform OMRON Academy.

Industry and medical professionals remain the biggest providers of medical education. The involvement of the industry in medical education is constantly being criticized for several reasons such as conflicting fiduciary duties and the risk for biased education. It has even been proposed to completely prohibit industry involvement. The impact of the industry's involvement on the HCPs recommendations have not conclusively been proven or disproven, but the increased recommendation remains a big driving factor for industry's involvement in medical education(9).

By using a pragmatic approach, that maintains a partnership with industry in a clear, transparent governance framework, and with strict rules, commercial bias in medical education content is mostly being avoided and an effective continuing medical education programme can be preserved and build. OMRON Academy is making its e-learning platform as transparent and unbiased as possible by letting healthcare professionals check and approve the content and by getting endorsements from medical societies.

Important drivers for healthcare professionals to follow (online) medical education are continuing medical education (CME) credits and costs. For most healthcare professionals, it is mandatory to participate in educational activities to obtain CME points with the purpose to maintain their competence and as a necessary component of their professionalism. One CME credit point is equal to one hour of certified medical education. How many CME points a healthcare professional must acquire in a certain amount of time, differs per country and profession(10).

Industry-sponsored medical education is often cheaper or free-of-charge than other medical education activities. Since most HCPs must fund their own educational activities, this is another reason why HCPs choose for industry sponsored education(11). Furthermore, due to time limitations e-learning has become more and more popular amongst HCPs(12).

### Marketing Strategy Framework

Marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customer return. The Marketing Process consists of several steps. First it is important to understand the customer's needs and wants and based on that, a customer value-driven marketing strategy should be designed. After that, an integrated marketing program should be constructed that delivers superior value. It is then important to build profitable relationships and create customer delight. Finally, value should be captured from customers to create profits and customer equity. In this business case, the first two phases of the marketing process will be explored for the OMRON Pharmacy Academy(13).

Marketing orientations nowadays are less production and product focused and move towards a more customer-value based marketing strategy to meet the needs of the company, consumers, and society. In the production concept, the assumption is that increased offers increase demand and that mass production lowers costs and maximizes profits. Consumers will favor products that are available and highly affordable. In the product concept the focus lies on continuous product improvements as consumers favor products that offer the most quality, performance, and features. The marketing concept of OMRON regarding the Pharmacy Academy could be considered as a societal marketing

concept consisting of three pillars: society, consumers, and the company. Hereby, the focus lies on the creation of shared values between the three pillars. The Pharmacy Academy is being developed to increase the knowledge of pharmacies and hereby enhance the health of consumers of OMRON devices. At the same time, an increased brand awareness and shelf off-take can increase the companies' profits(13).

By launching the OMRON Pharmacy Academy, OMRON wants to add to its marketing mix and raise its brand equity towards healthcare professionals and consumers. Brand equity is defined as “the commercial value that derives from consumer perception of the brand name of a particular product or service, rather than from the product or service itself” and it is a source of competitive advantage, global recognition, and high net worth. Brand equity can be improved by leveraging market strategies based on the marketing mix(14).

The book Foundations of Marketing, by J. Fahy and D. Jobber (2022) (15) provides a framework for the development of a marketing planning strategy, which will be the theoretical framework for this business case report (figure 2).

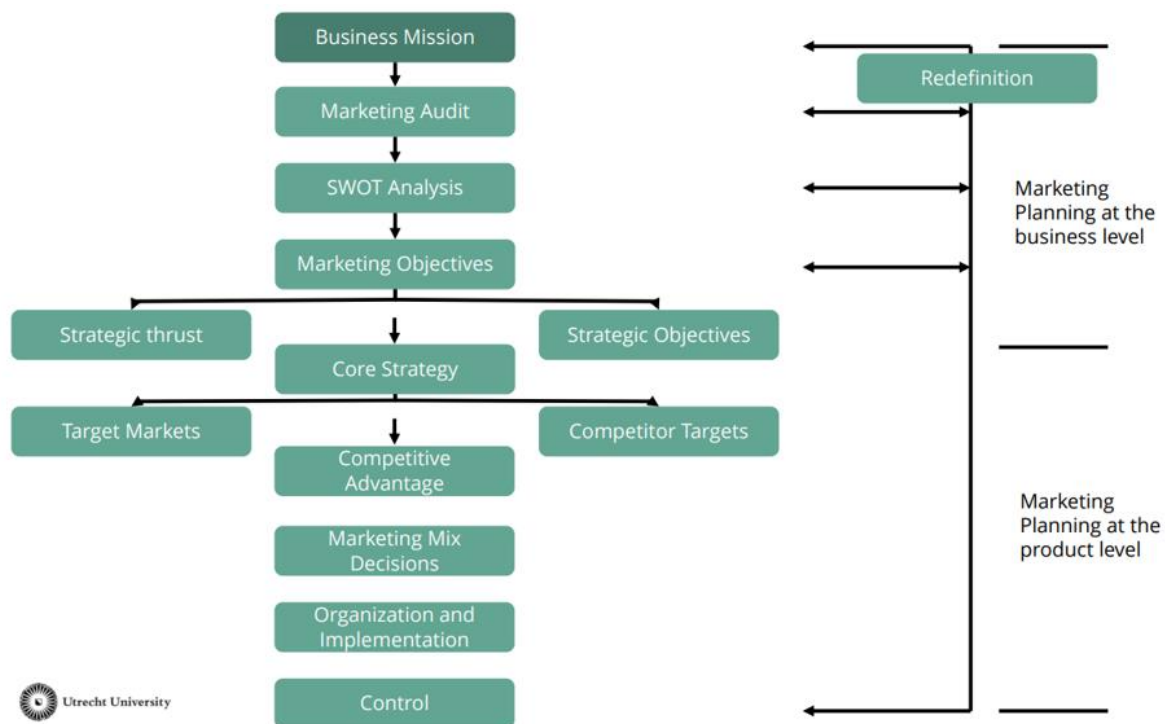


Figure 2: The Marketing Planning Process (15)

Markets change continuously, so marketers need to consider opportunities provided by new technological changes. However, it is also important to focus on the overall goals and objectives of the company. It is essential that a planned approach is taken for marketing efforts to be effective. Marketing planning overarches the whole process by which businesses analyze the environment and their capabilities, decide upon courses of marketing action, and implement those decisions. A few key questions are important here:

- Where are we now?
- Where would we like to be?
- How do we get there?

To answer these questions, the “marketing planning process” should be followed.

The marketing planning process begins with a marketing audit at the business level: an analysis of the situation that the organization finds itself in currently. In this analysis, the firm’s marketing environment is examined systematically both internally and externally. An external analysis is an analysis of the industry of OMRON Healthcare and the environment. An internal analysis is an analysis of the activities that OMRON Healthcare currently undertakes. A crucial element in this phase is carrying out market research to understand the changes that are taking place in the market. From this research, insights might be captured to be the foundation of a new plan or marketing campaign. There are several areas which may be examined in a situation analysis or marketing audit. Externally, the following areas are important: Macroenvironment (Economic, social/cultural, technological, political/legal & ecological), The market (customers, market segmentation, distribution, suppliers) and competition. Internally, areas such as operating results (sales, market share, profit margins, costs), Strategic issues analysis (marketing objectives, market segmentation, competitive advantage, core competencies, positioning, portfolio analysis), Marketing operations effectiveness (product, price, promotion, distribution, marketing structures, marketing organization, marketing training, intra- and interdepartmental communication) and marketing systems (marketing information system, marketing planning system, marketing control system) are important.

When all this information has been collected, the organization can then determine where it wants to get to, which will then help to shape its marketing strategy. A key part to develop the marketing strategy is to define the marketing objectives based on the situation analysis. Important here is that the objectives are precise and should be defined on the product level. After the marketing planning on business level has been finished, the marketing planning at the product level should start.

The marketing objectives and strategy determine the future direction of the business. According to the Ansoff Matrix, there are four product growth strategies (see figure 3).

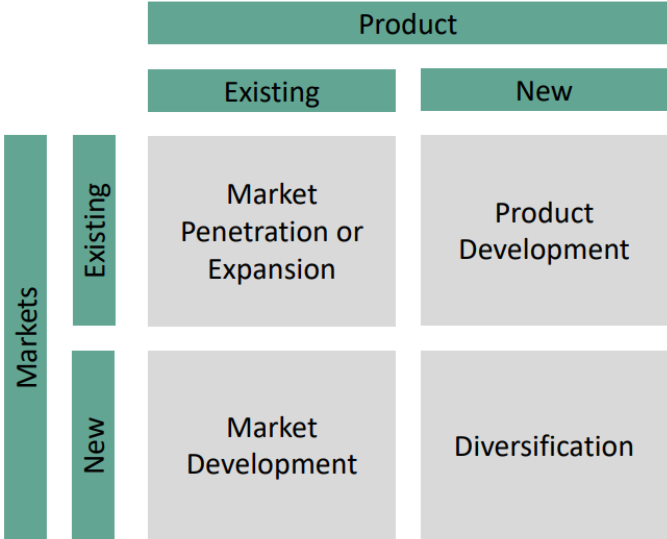


Figure 3: The Ansoff Growth Matrix (15)

With the development of the Pharmacy Academy, OMRON Healthcare chooses for a mix of market penetration/expansion and product development. Market penetration is applicable because the OMRON Academy, which is an existing product, is expanded with a new branch into an existing medical education market. The market where the platform will be launched won’t be a new market, but more specified towards pharmacists and other healthcare professionals who are interested in the OMRON products. On the other hand, the product development strategy is also applicable for the Pharmacy

Academy, because a completely new platform is launched as an extension of the OMRON Academy and new, specially tailored content for pharmacists is created(15).

When the company has figured out where to go, the next steps involve how to get there: the marketing tactics phase or the marketing mix. The traditional marketing mix consists of the 4 P's: Product, Price, Place and Promotion and is a set of controllable, tactical marketing tools that a firm blends in order to implement its marketing strategy. The traditional marketing mix is being criticized for being too simplistic, so researchers suggested adding three more elements to the marketing mix making it 7 P's: Product, Price, Place, Promotion, People, Process and Physical Evidence. The three added P's are mainly important for services marketing, which is applicable to the OMRON Pharmacy Academy because of the fact that an e-learning platform is not really a tangible product. Other characteristics of services are inseparability, variability, and perishability. The factor "People" refers to all the human actors who play a part in service delivery and thus influence the buyer's perceptions, of which most important are the firm's personnel. "Process" is related to the implementation of the product/service which includes the design, procedures, mechanisms, and flow of activities by which the product is delivered. The last factor, "Physical Evidence", refers to the environment in which the service or product is delivered and where the firm and customer interact, and any tangible goods that facilitate performance and communication of the service delivered(16).

The most important marketing mix factors for the Pharmacy Academy are the product itself, promotion, people, process, and physical evidence. The people, process and physical evidence will be important for the delivery and implementation of the intangible product towards the consumers and the promotion phase will be important in a later stage of the marketing process when the platform is definitively launched.

OMRON's products are currently distributed through various channels such as retail stores, online platforms (Amazon), pharmacies, and other healthcare professionals. Via the OMRON Academy, OMRON Healthcare can reach and educate healthcare professionals to create awareness and enhance its credibility. By adding a Pharmacy branch to the e-learning platform, OMRON aspires to increase shelf off-take in pharmacies and to increase brand and product awareness amongst pharmacies in key markets such as the UK, France, Germany, and Italy.

In the final elements of the marketing planning process, the execution and evaluation, the details of the budget, people and structures needed to implement the chosen program are organized and the necessary actions are carried out. After the plan has been implemented, it is very important to assess whether the strategy has been effective in achieving its goals.

## The Promotion Mix and Brand Equity.

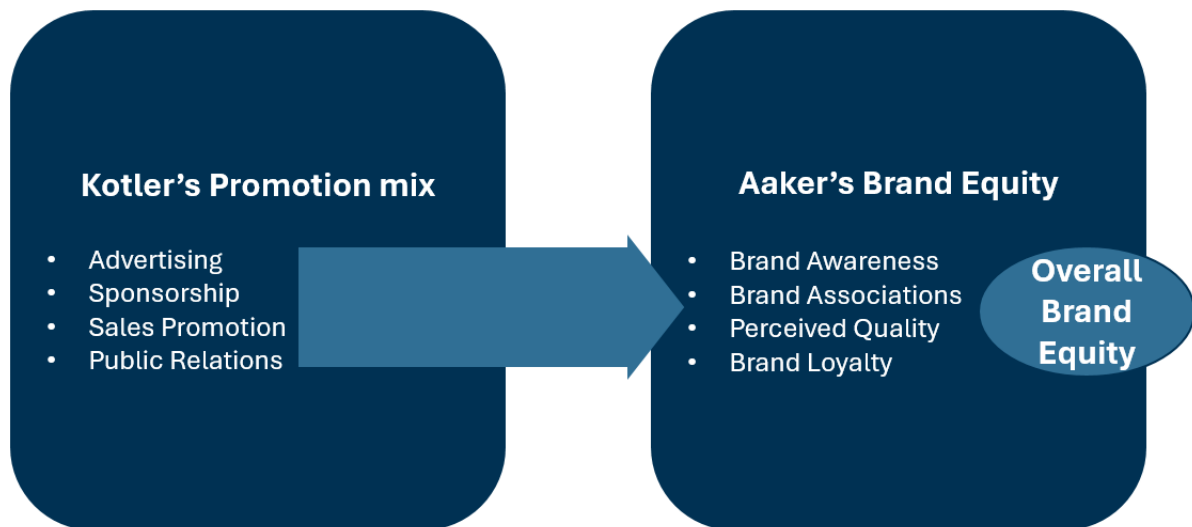


Figure 4: Promotion mix and their influence on Brand Equity(14)

Branding is a vital part of services marketing. A good brand name or brand image helps in reducing the dilemma among consumers while they take certain decisions and strong branding can support business activities. David Aaker's Brand Equity Model consists of the following aspects(17):

1. Brand awareness is the extent to which a brand is known among the public. Strong global brands are often unique and recognizable, and they built strong positions in the market.
2. Brand associations is what people think of a brand and what attributes do they perceive about your brand. High associations and recall create a competitive advantage, which attracts customers.
3. Perceived quality is the extent to which a brand is considered to provide good quality products. Perceived quality gives customers a sense of superiority when compared to the competitors' products and services.
4. Brand loyalty is how much the brand is preferred by consumers. Consumers have a higher level of trust and attachment to a product or service as their understanding of its value increases. In this way, a company can establish a long-term relationship with customers.

Via the promotion mix which consists of advertising, sponsorship, sales promotion and public relations, the specific components of brand equity can be influenced and improved. This can, therefore, improve overall brand equity. Other factors that can be used to influence the brand equity are the other 6 Ps from the earlier mentioned marketing mix.

Customers tend to choose for e-learning courses form organizations or companies which have a better brand image. However, there is a lack of research for assessing the factors that affect brand equity and user's willingness to undertake courses from e-learning platforms. The success and sustainability of e-learning platforms is dependent on three aspects: the online learning platform must satisfy the needs and expectations of its intended users, courses must be provided which are useful for its users and relevant for their profession, and reviews and ratings are important (18).

OMRON is a leading global pioneer in the field of clinically proven, innovative medical equipment for home health monitoring and treatment. 68% of all EU cardiologists recommend OMRON to their patients(19). Via advertising, sales promotion, public relations, and sponsorships OMRON works on

their brand image which could in term lead to better brand equity which could be of great importance for the credibility of the OMRON (Pharmacy) Academy.

### Trends in Medical E-learning

E-learning, also known as online learning or computer learning, is the acquisition of knowledge through electronic devices and media. E-learning is extremely important for the healthcare industry as this industry is advancing extremely fast, which requires HCPs to stay on top of the latest technologies and developments. E-learning is the most efficient way for HCPs to educate themselves about the latest developments in diagnoses and treatments and they can decide for themselves when and how they want to learn(20).

There are various ways in which e-learning can be delivered such as text, video, audio, infographics, animations, games, and case studies. Hereby, the right type of content and modularization is key to delivering the information to the HCPs. E-learning training modules need to be interactive and engaging, because this encourages the users to actively participate and to analyse and take action to progress within the module. The modules should look good and its important that the course content holds the attention the trainees. Furthermore, it's important that the e-learning course content increases the retention rate of the information in both the short-, and long-term memory of the HCPs. Microlearning elements like animations and (live) videos are the best techniques that can provide interactive experiences, are dynamic enough to hold attention, and can deliver value(21).

Right now, there are some healthcare learning trends that make HCPs more engaged and enthusiastic to do their trainings:

- Video-based learning. Medtronic, an educational platform provider, incorporates videos from a camera and via animation tools. They have discovered that videos are the preferred tool to minimize seat time and to maximize attention and retention. So, by using video-based learning, e-learning could be optimized even more(22).
- Continuous learning journey. Dividing the content of a training module in phases (for example 1,2,3) and introducing the content with graduated complexity levels can help to close the skills gap and provide a better learning experience. By presenting a new chunk of slightly more complex content in each phase, the continuous learning journey keeps HCPs engaged and makes the information better processable(22).
- Simulation/Cases. By creating "real-life" scenarios in e-learning, HCPs get more engaged and it's a more effective way of training. Learning strategies should also enable HCPs to practice, next to just absorbing new information. With the simulation cases you can make an e-learning programme much more effective and make HCPs apply their learned knowledge into practice(22).

With a younger generation of HCPs upcoming and the older generation retiring, it requires new approaches to communication. A variety of studies and surveys indicate that the preferred learning format of this new generation are online lectures and courses. According to a global survey by Indogene, 77% of HCPs use digital channels primarily for learning and development. In the US, approximately 65% of HCPs spend at least four hours online every day(23).

To successfully engage with this new generation of HCPs and build strong relations with them, MedTech companies such as OMRON Healthcare, will need to develop more agile methods, an omnichannel approach, and quick, accessible, tailor-made content regarding their communication/e-learning.

## Methods

### Literature research

A literature review was performed to find articles and books that could be used as background literature and concepts. Search engines that were used for this literature review were: WorldCat, PubMed, Scopus, and Web of Science. Search terms that were used are: marketing strategy, marketing mix, marketing planning process, e-learning trends, academy platform, online education, medical marketing, and role of industry in medical education.

### Data Collection Method

#### *Marketing Audit*

To get an overview of the environment that OMRON Healthcare Europe is operating in, the use of online learning platforms amongst HCPs was investigated and an analysis of OMRON's competitors in the online educational market has been conducted. Data has been collected through several sources, both internal and external. Internal sources were mainly the area sales managers and a survey that OMRON conducted amongst GPs for OMRON Academy. External sources that were used were competitor's websites and annual reports. Furthermore, participant lists of several European Congresses were reviewed and online educational platforms were examined for industry-sponsored courses.

To get a better understanding of the current situation regarding the OMRON Academy, an OMRON Academy mood survey was analysed, and the OMRON Academy was reviewed into more detail.

#### *Marketing Research*

Inside the company OMRON Healthcare Europe, there was already some data available regarding market research so for this part of the report mainly secondary data was used. Both internal records and external records were used. The research conducted is called "custom research", which is research being conducted for a single organisation, in this case OMRON Healthcare Europe.

The data sources that were used for the marketing audit and research are the following:

- OMRON Academy:
  - UK Market Research 2018
  - Monetisation Project 2021
  - Mood Survey Analysis 2022
  - Internal slide decks
- Market Research Pharmacists:
  - Germany Pharmacy Questionnaires 2023
- Internal records:
  - Medical Marketing Strategy and Marketing meeting slide decks

By making use of this data, the marketing and strategic objectives could be shaped and the marketing plan for the Pharmacy Academy could be developed.

#### *Needs of key markets*

To discover the need for a Pharmacy Academy from the company side into more detail, we ran an internal survey amongst the area managers from the key markets (France, Italy, Germany, UK & UAE). The survey was filled in by each manager via a Microsoft Teams-shared word file and the answers were collected and summarised in a table. Key objectives and requirements were extracted from this table.



## Results

### Situation Analysis/Marketing Audit and Marketing research

#### Industry Analysis

##### *Use of online learning platforms amongst General Practitioners (GPs)*

Source: OMRON Academy Monetization Research Report amongst GPs 2021 UK. (Appendix 1)

Competition in the online learning market is strong. Mainly fueled by the COVID-19 pandemic, the online learning market is crowded giving HCPs numerous options for earning CME points. Due to COVID-19, conferences and training had been forced to move from face-to-face to online, which has accelerated the growth of an already crowded marketplace. HCPs have a plethora of free and paid online learning platforms they can use for medical training and guidance. However, existing platforms are perceived to lack differentiation.

In general, GPs use at least 2-3 different online learning platforms to address their needs and access them on an ad-hoc basis. Most GPs rely on the same platforms they used when they first began practicing and consider them to be trusted and reliable. In figure 5, the frequency of use of online platforms by GPs is visible.

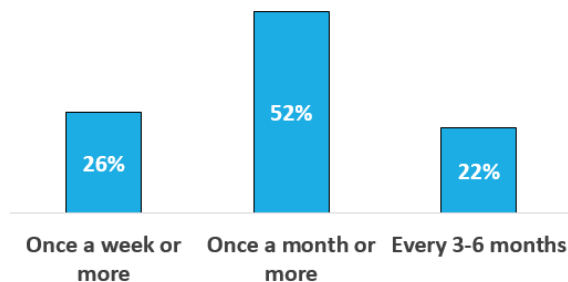


Figure 5: Frequency of use of online platforms. N=50

The GPs were also asked which online medical platforms they use, if they pay to access these online training and educational materials and what content they contain. GPs rely on a wide range of online learning platforms, valuing those with updated, simple, and concise information in a user-friendly



Figure 6: Overview of the online medical platforms, medical websites, and company specific websites that the interviewed GPs reported.

format. For an overview of these online medical platforms and websites, see figure 6. The online medical learning platforms contain short courses and webinars, to complete compulsory training and earn CME points. Other content on the platforms is review articles, guidelines, and clinical issues.

Most of the questioned GPs (66%) have paid to access online medical training modules, via ad-hoc payments, platform subscriptions, or both. Ad-hoc payments (single module or single course) are defined as access to webinars and courses of mixed durations. A subscription gives access to all the content on the platform, including single courses and webinars, guidelines, training modules and peer-



reviewed publications. In some cases, HCPs can gain access to all the content on the platform as a perk of a membership to a medical society.

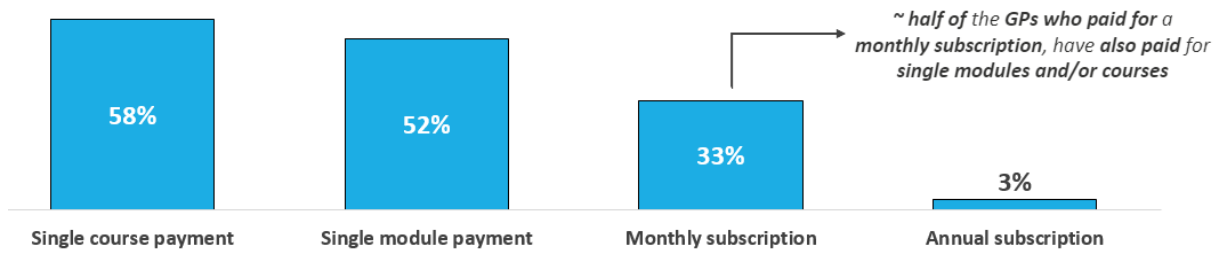


Figure 7: overview of payment manners for educational materials. Giving multiple answers was possible. N=33

Most short courses and webinars are typically paid for out-of-pocket, which means that the HCPs pay for them with their own money. Sometimes subscriptions, full-day courses or webinars and memberships to medical societies are funded at practice level.

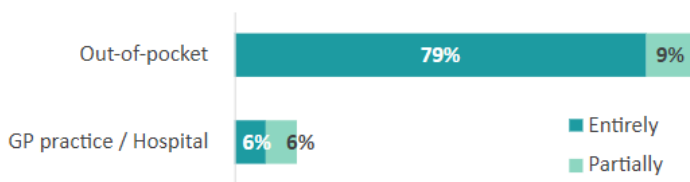


Figure 8: Payment methods. N=33

The majority (84%, n=42) of the GPs are willing to pay to access exclusive content and features which are inaccessible on free online learning platforms. Examples of features that GPs would be likely to pay for are separated courses, live sessions with an expert, live webinars, a forum, and a chat box. GPs state a few conditions that paid materials must comply with:




- The training and webinars provided must be of superior quality than existing, free platforms.
- The information must be exclusive, and unable to source the information on free platforms or websites.
- Preferably, the payment for the educational material should be cost-effective. GPs state it would be preferred if their practice could benefit from it financially and that they would be more willing to pay if health authorities could reimburse the costs.

16% of the GPs are not willing to pay to access online medical learning platforms. GPs who do not currently pay for any platform are quite resistant to do so, irrespectively of the services and features provided. They believe that education should be free and doubt the quality and content would be superior to what is freely available.

Despite the number of online platforms available, there are gaps in features, content type, and user experience which OMRON can leverage.

Table 2: Area's which OMRON can leverage with their Academy.

	<b>Range of information.</b> A greater and more comprehensive range of topics and CPD should be provided.
	<b>Recorded sessions.</b> Live webinars should be recorded and made available to watch after the event on the Academy platform.

	<p><b>Improve user-friendliness.</b> A user-friendly layout would help GPs to navigate through the platform quickly and easily, saving them time. Suggestions here include a search bar, progress tracker, separated courses per profession, rewind button, desktop and mobile versions, automatic login and grouping of completed learning activities.</p>
	<p><b>Improve live sessions Q&amp;A.</b> Every HCP attending a live session should have the opportunity to have his/her questions answered by the speaker. Getting feedback from the presenters is important.</p>
	<p><b>More regular updates.</b> Content of the platforms should be updated regularly, to include the latest clinical developments.</p>

### OMRON Academy Mood Survey

Source: OMRON Academy Mood Survey 2022

At the end of 2022, a mood-survey analysis was done amongst the OMRON Academy users to get an impression on how they experience the platform and to see whether things could be improved. These results are also useful for the Pharmacy Academy, to see if we could use the same layout of the platform and to get insights into content and functions that we should incorporate into the Pharmacy Academy.

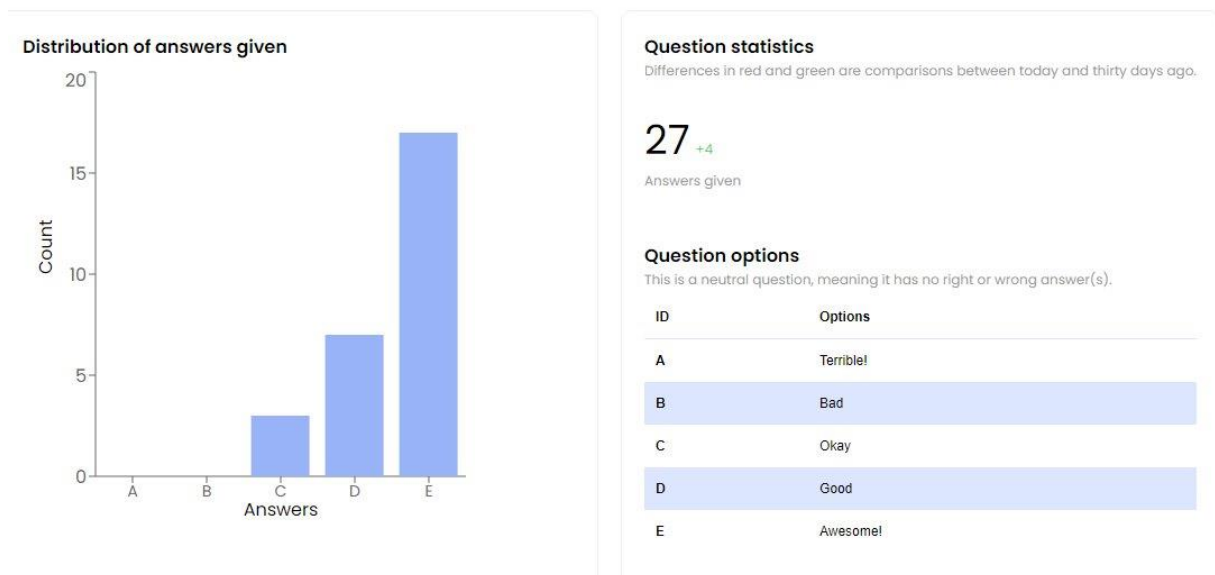


Figure 9: Overall Impression of the OMRON Academy (n=27) (24)

In figure 9, you can see that HCPs have a great overall impression of the OMRON Academy as most of the respondents chose “Good” and “Awesome”.

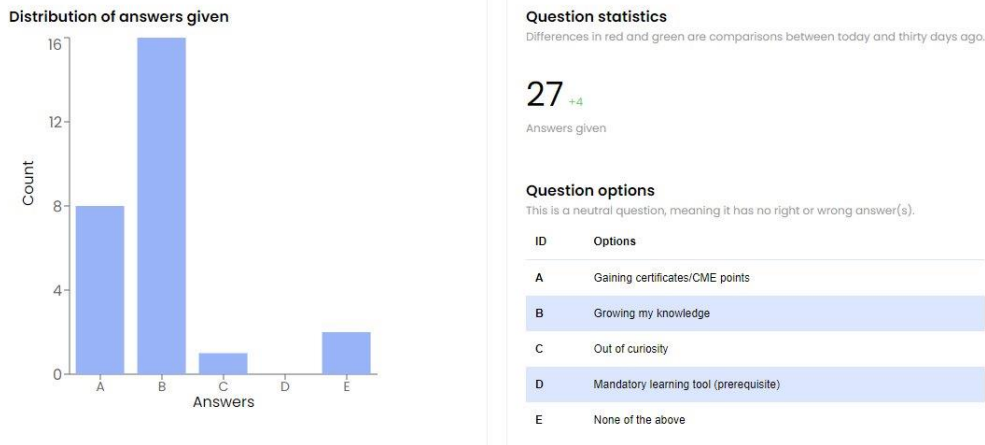


Figure 10: Main Reasons for using OMRON Academy (n=27). (24)

In figure 10 can be seen that growing knowledge and gaining certificates/CME points are the biggest reasons for using the OMRON Academy amongst HCPs.

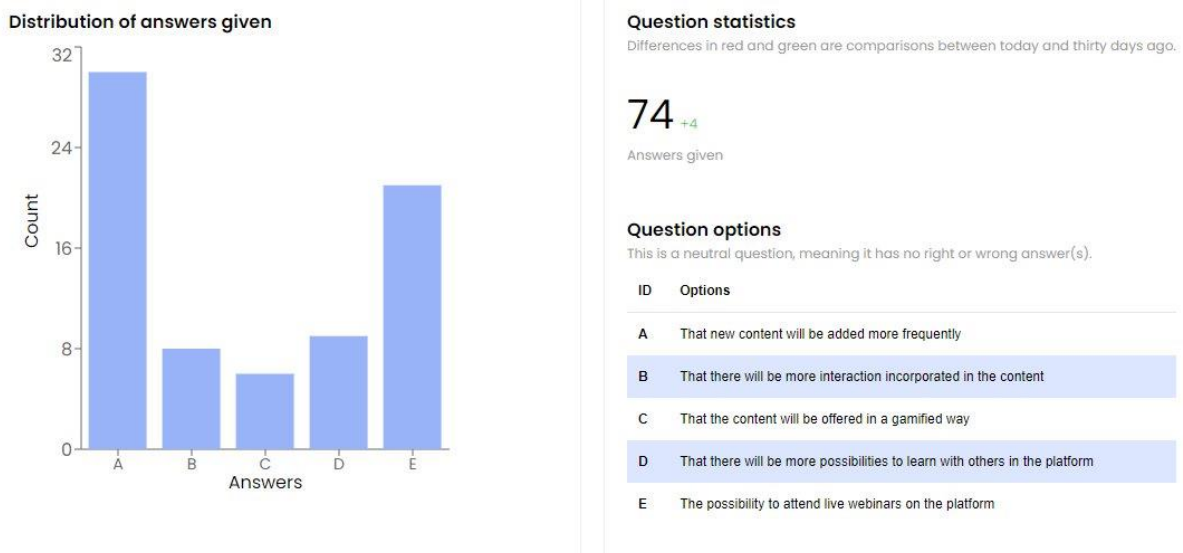


Figure 11: Most popular desired upgrades for the OMRON Academy. Giving multiple answers was possible. (n=27). (24)

In figure 11, we can see that the most desired upgrades for the OMRON Academy are more frequently added new content and the possibility to attend live webinars on the platform.

From these results, we can derive that the OMRON Academy platform is well perceived and that we could use a similar platform for the Pharmacy Academy. It will be important for the new platform to contribute to gaining knowledge of its users and that the content will be updated frequently.

### The OMRON Academy now

For OMRON, the OMRON Academy is extremely important for its marketing strategy towards healthcare professionals. Market research by GemSeek showed that 70% of the purchases of a BPM or nebulizer is based on a recommendation or prescription of a doctor(19). Increasing doctor recommendation could thus increase market size, which could lead to increased brand recommendation and subsequent increased market share. Right now, 60% of all the EU cardiologists recommend OMRON to their patients, 84% of the consumers will follow the recommendation. Via the OMRON Academy OMRON can reach healthcare professionals in the key markets. By collaborating with

doctors and Key Opinion Leaders (KOL) to create content for the OMRON Academy and as speakers during congress symposia, they can create a long-term doctor recommendation and thereby a sustainable competitive advantage. KOLs are the ones who influence ESH/ESC guidelines and other GPs, specialists, pharmacists, and nurses who act according to these guidelines. These healthcare professionals are the target group of OMRON, since they are the ones closest to the patients. Collaborating with KOLs increases credibility towards the target group.

Part of the OMRON Academy, the offline classroom sessions, where HCPs are educated on the latest cardiovascular and respiratory developments and receive product demonstrations, are also meant to get an interaction with HCPs on site and to get feedback from them. In this way, OMRON can, for example, improve its products. It's a more interactive way of collaborating with HCPs and educating them compared to the online OMRON Academy.

In figure 12, you can see an overview of the current OMRON Academy Medical Training including its landing page. Currently, the OMRON Academy consists of ~50 modules, 33 about cardiovascular topics and 17 about respiratory topics. There are ~43 webinars available to watch on-demand and 18 medical materials such as leaflets, infographics, and relevant publications. All the available materials are free, and the modules are available in 14 different languages. The look and feel of the OMRON Academy webpage are related to the OMRON brand colors, but apart from that the Academy is neutral and the emphasis lies on education instead of branding. The medical education modules are endorsed by medical societies, but the courses aren't accredited for CME points in the EMEA region, except for Germany. In all the countries, you get certificates after the completions of a course in the OMRON Academy, and in Germany you can use these certificates to earn CME points.

In Europe, accrediting organizations such as the European Accreditation Council for Continuing Medical Education, do not allow active involvement of medical device industry or pharmaceutical industry in continuous medical education(25). Because the OMRON Academy is related to the brand OMRON, accreditation in most European countries is not possible. To keep the educational platform as neutral as possible, and to be able to keep the endorsements by medical societies, no product information is found within the courses and the content is developed by medical experts. But to be able to keep the goal of getting more brand awareness amongst HCPs, the Academy remains the "OMRON Academy". (26) HCPs who want to receive updates about OMRON Healthcare and their products, have the option to register for the OMRON Healthcare Newsletter when they register for the OMRON Academy.

The OMRON Academy is being promoted both organically and paid, online and offline. Online via paid advertising on social media, google search, websites of medical organizations and organically via OMRON’s webpages and social media platforms. Offline the OMRON Academy is being promoted via leaflets, in medical magazines and at congresses.

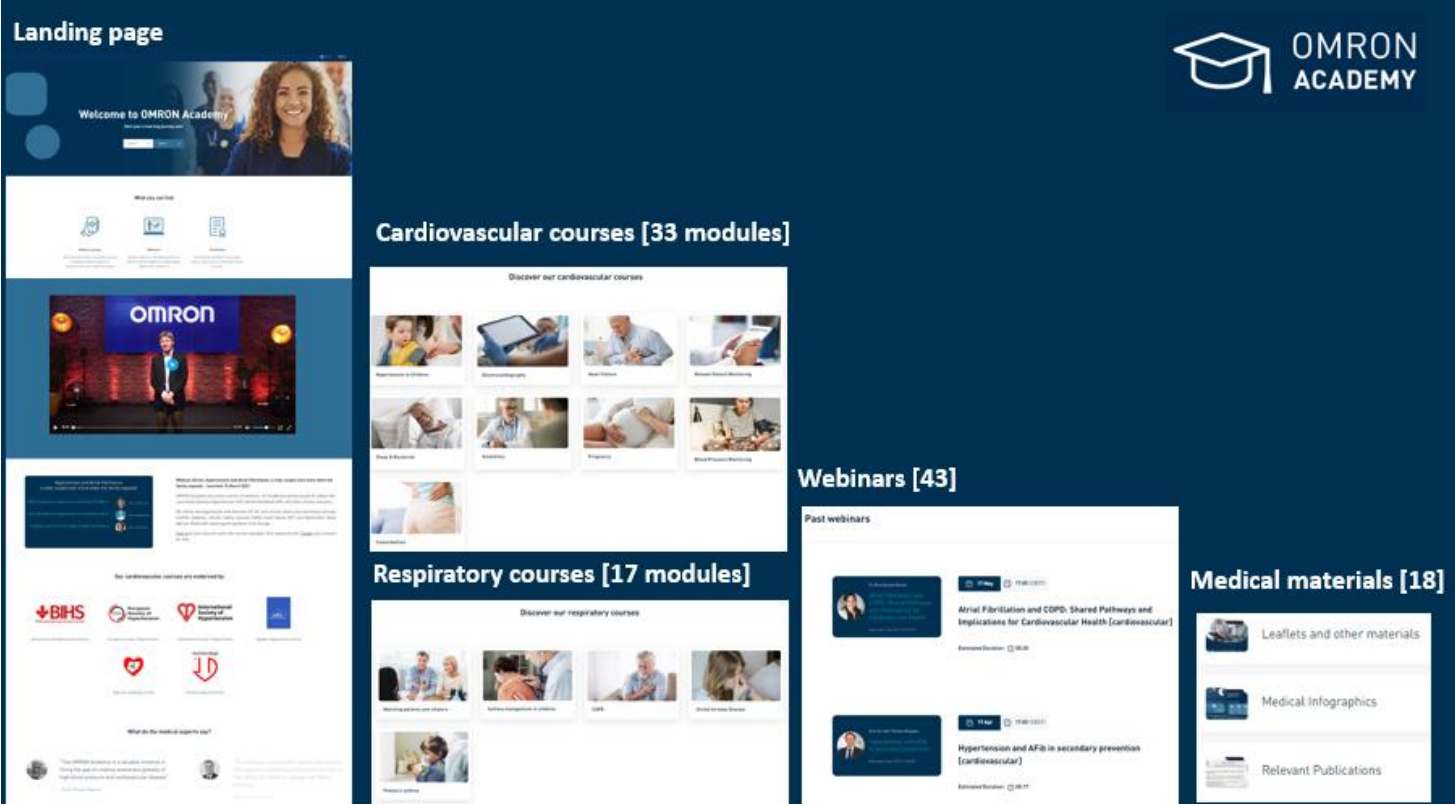


Figure 12: Overview of OMRON Academy and its content. [OMRON Academy \(omron-healthcare.com\)](http://omron-healthcare.com)

In table 3, a short overview of the OMRON corporation and its education offerings is visible.

Table 3: Overview of OMRON Corporation and its education offerings (26,27)

<b>Company Name</b>	OMRON Corporation
<b>Business portfolio</b>	Five domains: <ul style="list-style-type: none"> <li>- Industrial Automation</li> <li>- Healthcare</li> <li>- Social Systems</li> <li>- Device &amp; Module Solution</li> <li>- Data Solution</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	5,46 billion (2022)
<b>E-learning offerings</b>	50 Medical e-learning modules (Cardiovascular and Respiratory) 43 Webinars 18 Medical Materials
<b>Endorsed by medical societies?</b>	Yes, by 6 medical societies.
<b>Users</b>	~ 9000 (GPs, cardiologists, nurses, pharmacists etc.)

### Competitor Analysis

In this section, an analysis of OMRON Healthcare Europe’s competitors in the medical device industry will be presented, to get a better view of the field that OMRON Healthcare is operating in. It is also assessed if these companies offer some form of education towards HCPs to get a better view of the medical education market. Some medical companies were selected, and in this section competitor profiles of these companies are described.

#### *Philips Online Learning Center*

Philips qualifies as a competitor of OMRON Healthcare due to its current focus on the area of health technology and the offering of a medical e-learning platform named “Philips Online Learning Center”. Philips is a Dutch Multinational Conglomerate and is divided into three main divisions: Personal Health, Connected care, and Diagnosis & Treatment.

Philips offers an e-learning platform with a variety of online courses covering medical and healthcare topics for healthcare professionals. They offer over 1700 courses and learning activities, which cover a broad range of topics such as radiology, cardiology, oncology, anatomy, and women’s health. The platform is designed for various medical professions such as physicians, clinicians, nurses, technologists, and biomedical engineers, and you can simply choose by profession, product, or clinical specialty area. Part of the training materials are also meant for training own personnel. To get access to the educational materials, you need to sign up and create an account. (28)

Table 4: Overview of Philips and its education offerings

<b>Company Name</b>	(Royal) Philips
<b>Business portfolio</b>	<ul style="list-style-type: none"> <li>- Broad spectrum of healthcare products</li> <li>- Consumer products</li> <li>- Other business: lighting, automotive industry.</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	17,83 billion (2022)
<b>E-learning offerings</b>	Product and clinical education courses (over 1700 courses)
<b>Endorsed by medical societies?</b>	No, because the courses are related to their products.

<b>Users</b>	The exact number is not specified, but more than 100.000 HCPs each year make use of the Philips Education Services.
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### *Medtronic Academy*

Medtronic is another medical device company, founded in America. The company qualifies as a competitor because they also offer their own medical e-learning platform, the Medtronic Academy. Medtronic is a company that develops devices and therapies related to their four main business units: cardiovascular, medical surgical, neuroscience and diabetes.

The Medtronic Academy offers access to over 4000 courses and videos after the creation of an account. It's possible to attend webinars and live or recorded events. Via the platform, you have access to a big library of resources. It's possible to earn completion certificates after completion of the courses. Courses related to 12 different medical areas are offered, of which the cardiovascular and respiratory courses are the ones who compete the most with the OMRON Academy. (29–31)

*Table 5: Overview of Medtronic PLC and its education offerings*

<b>Company Name</b>	Medtronic PLC
<b>Business portfolio</b>	Medical devices in several fields: <ul style="list-style-type: none"> <li>- Cardiovascular</li> <li>- Medical Surgical</li> <li>- Neuroscience</li> <li>- Diabetes</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	31,69 billion (2022)
<b>E-learning offerings</b>	<ul style="list-style-type: none"> <li>- 4000+ courses and videos</li> <li>- Webinars and recorded events</li> <li>- Library of resources</li> </ul>
<b>Endorsed by medical societies?</b>	No, because the courses are related to their products.
<b>Users</b>	350K HCPs

### *Boehringer Ingelheim Interactive*

Next to large medical device companies, some pharmaceutical companies also offer a medical education platform. One of these companies is Boehringer Ingelheim. This company is one of the largest pharmaceutical companies worldwide and is Germany-based. Boehringer Ingelheim has three core business areas: pharmaceuticals, animal health and biopharmaceuticals.

Regarding educational platforms, Boehringer Ingelheim does not offer a single platform accessible for each country. They have a separate healthcare professional portal for each country, with different functions and not all the portals offer an educational platform. (32)

Boehringer Ingelheim is the owner of several educational platforms such as MediAkademie (Germany) and Medclass (Netherlands). On MediAkademie, HCPs can sign up and find product information, educational materials, and videos and (live) webinars.(33) On Medclass, HCPs can follow on-demand and live training and they can find a library of interesting articles and videos (34). Courses on both these platforms are accredited and thus HCP's can receive CME points for following the courses. This is possible because the platforms are neutral and separated from the Boehringer Ingelheim brand.

The emphasis on these platforms is on respiratory diseases, diabetes and cardiovascular. You can also filter courses based on your profession.

Table 6: Overview of Boehringer Ingelheim and its education offerings

<b>Company Name</b>	Boehringer Ingelheim
<b>Business portfolio</b>	Various pharmaceutical products related to their three key areas: <ul style="list-style-type: none"> <li>- Human pharmaceuticals</li> <li>- Animal health</li> <li>- Biopharmaceuticals</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	24,1 billion (2022)
<b>E-learning offerings</b>	Educational materials, videos and webinars about respiratory diseases, diabetes, and cardiovascular topics.
<b>Endorsed by medical societies?</b>	The courses on MediAkademie and Medclass are both accredited for CME points.
<b>Users</b>	MediAkademie: 5000+ HCP Medclass: not specified

Competitor Analysis: Direct competitors of OMRON Healthcare

In this section, some of the more direct and comparable competitors of OMRON Healthcare are described. They compete in the same area as OMRON Healthcare and offer the same kind of products. It is also checked if they offer some kind of educational platform.

### MicroLife

Microlife is one of the market leaders in the development and production of medical diagnostic equipment such as thermometers, blood pressure monitors, asthma measuring devices and heat pads. These are the same kind of products that OMRON Healthcare produces and sells. The products are suitable for both hospital and at home use. Microlife operates in the EMEA region, the US, Central and South America and Asia. These are also the same regions that OMRON Healthcare operates in.

MicroLife does not offer its own educational platform like OMRON Healthcare does. However, it does offer a “health magazine” section on its website where both consumers and HCPs can learn and read about topics related to blood pressure, fever, respiratory care, and flexible heating. They also are present at several congresses like the ESC congress and other medical congresses, but it is unclear whether they have just a booth at these congresses or also organize educational symposia there. (35)

Table 7: Overview of Microlife Corporation and its education offerings.

<b>Company Name</b>	Microlife Corp.
<b>Business portfolio</b>	Medical diagnostic equipment: <ul style="list-style-type: none"> <li>- Thermometers</li> <li>- BPMs</li> <li>- Respiratory</li> <li>- Weight</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	No recent records found.
<b>E-learning offerings</b>	None, only informative health magazine page on their website.
<b>Endorsed by medical societies?</b>	-
<b>Users</b>	-



### A&D Medical

A&D is a company that designs and manufactures precision measurement equipment for the healthcare, laboratory, and other industrial markets. A&D Medical is a division of the company that competes with OMRON Healthcare with devices such as home blood pressure monitors, weight scales, and thermometers. They also offer professional blood pressure monitors for clinicians, just like OMRON does.

A&D does not offer its own educational platform or any other educational activities on its website. They do however have an educational blog regarding several topics such as blood pressure, health and respiratory. You can subscribe to their blog so that you receive the most recent updates via email. In this way, subscribers will be informed about the most up-to-date developments in the healthcare sector. (36)

Table 8: Overview of A&D and its education offerings.

<b>Company Name</b>	A&D Company
<b>Business portfolio</b>	Healthcare Products: <ul style="list-style-type: none"><li>- Blood Pressure Monitors</li><li>- Weight Scales</li><li>- Oximeters</li><li>- Thermometers</li><li>- Activity Monitors</li></ul>
<b>Company size (annual turnover) (in euros)</b>	305,8 million (2021)
<b>E-learning offerings</b>	Only educational healthcare blog
<b>Endorsed by medical societies?</b>	-
<b>Users</b>	-

### Hartmann

Hartmann is an international healthcare solutions company, with 5 divisions: wound care, disinfection, continence management, personal healthcare, and risk prevention. Their product offering is more focused on hygienic products compared to OMRON, but they also offer diagnostic devices such as blood pressure monitors and thermometers which compete with OMRON products.

Hartmann offers an educational platform for Healthcare Professionals on their website named the "Hartmann Academie" or "Hartmann Science centre". The Hartmann Academie platform is available for both the Netherlands and Belgium, and the Science Centre is internationally available. They offer, e-learning modules, on-site trainings, and webinars related to continence management, hygiene, and infection prevention for which you must create an account and pay. These topics itself don't directly compete with the kind of e-learning that OMRON Academy offers, but the modules are a combination of interactive and informative materials which is similar to what the OMRON Academy offers. (37–39)

Table 9: Overview of Hartmann and its education offerings.

<b>Company Name</b>	Hartmann
<b>Business portfolio</b>	Healthcare Solutions/Products: <ul style="list-style-type: none"> <li>- Wound Care</li> <li>- Disinfection</li> <li>- Contenance Management</li> <li>- Personal Healthcare (diagnostic)</li> <li>- Risk Prevention</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	2,3 billion (2022)
<b>E-learning offerings</b>	Hartmann Academie / Science Centre <ul style="list-style-type: none"> <li>- (interactive) e-learning modules</li> <li>- On-site trainings</li> <li>- Webinars</li> </ul> Topics: Contenance Management, Hygiene, and infection prevention.
<b>Endorsed by medical societies?</b>	Not clear from the website, but the trainings are accredited and given/developed by experts.
<b>Users</b>	Not specified

### Beurer

Beurer is a German company which sells electrical devices for health and well-being. They sell over 2200 products, among which blood pressure monitors, weight scales and mobile ECG devices that compete with the OMRON Healthcare products.

There is no educational section on the website of Beurer and they don't offer an academy like the OMRON Academy. Beurer does actively work together with several societies (e.g. German Hypertension Society and German Diabetes Foundation), to support educating professionals and supporting research.(40)

Table 10: Overview of Beurer and its education offerings.

<b>Company Name</b>	Beurer GmbH
<b>Business portfolio</b>	Electrical Healthcare Devices: <ul style="list-style-type: none"> <li>- Blood Pressure Monitors</li> <li>- Thermometers</li> <li>- Mobile ECG Device</li> <li>- Oximeter</li> </ul>
<b>Company size (annual turnover) (in euros)</b>	298 million (2022)
<b>E-learning offerings</b>	None. But works together with medical societies supporting education.
<b>Endorsed by medical societies?</b>	-
<b>Users</b>	-

The above-mentioned companies are just a few of the medical (device) companies who compete with OMRON Healthcare regarding their products or the offering of an e-learning platform. This competitor analysis makes it clear that the e-learning market is extremely crowded with a great variety of e-learning offers. Considering its size, OMRON has an extensive e-learning offering on its own, brand-related, platform. OMRON really distinguishes itself from competitors by making training materials,

endorsed by medical societies, and developed by doctors, available for free. Some companies like Hartmann and Boehringer Ingelheim offer different educational platforms for different countries where OMRON Healthcare offers content in all the different languages on the same platform, where they also can alter the available content per country to tailor to their needs and wants. The bigger companies offering e-learning such as Philips and Medtronic offer a more extensive amount of training materials with a bigger user count, but this is not surprising considering their bigger resources. They mainly offer paid materials, which are also partly related to their products and for their personnel. When we consider direct competitors of OMRON Healthcare, it can be observed that most of these competitors don't offer their own medical education platform and that OMRON is quite unique in this field.

Right now, OMRON does not offer product-related training courses mainly because they want to keep the endorsement by the medical societies and don't want to offer heavily branded education. The offering of product-related content could however be a great opportunity for further increase of brand awareness amongst HCPs and could help these professionals to understand and recommend the devices to patients. OMRON can learn from the competition in the offering of product-related training materials on their e-learning platform. It's important that OMRON does not lose its credibility and the endorsements by medical societies by doing so.

### Discovering the objectives and requirements of the key markets

To get a better understanding of the objectives and requirements of the OMRON Healthcare (OHE) key markets (UK, Germany, Italy, France, and the UAE), a survey was filled in by each market manager. Many markets within OHE expressed the need for a training platform for pharmacies. Currently, every key market is creating local content for pharmacies, often working together with local agencies that require high costs. An OMRON Pharmacy training platform, available for all key markets, could be a great way to combine each markets' strength, avoid double work and reduce costs. On this platform we can provide uniform medical courses, product trainings, and much more content related to the local needs of each key market.

To explore the objectives and requirements of each key market, the survey below was filled out (table 11). In this way, we can see what the objectives are of the pharmacy activities in each market, what the current activities are (incl. what kind of content/materials is already available), and what the requirements will be if we create a Pharmacy Training Platform.

Table 11: Pharmacy Training Platform Survey Key Markets OHE. See Appendix 2 for complete answers.

	United Kingdom	Germany	France	Italy	United Arab Emirates
Do you already perform training to pharmacists?	No	Yes, around 600-700 pharmacists face to face and 6000 via e-training.	Yes, via Promogen (our Sales Force)	Yes	Yes
If yes, please explain if it is face to face or online (and what the topics are)	N/A	-	Face to face (10-30 min depending on pharmacy type and assortment). Topics usually are our product trainings with focus on BPM range.	Online platform created by agency using OMRON content (ppt, video). Topics: Afib, hypertension, OMRON devices	Face to face. We did a few trainings online during covid lockdown.
What training materials already exist?	No dedicated training materials are currently available. We recently launched two tools: <ul style="list-style-type: none"> <li>- a Sales Pitch brochure to support Sales Reps visits.</li> <li>- a Portfolio Leaflet with our products' key features</li> </ul>	Presentations for BPM and Nebulizers in different modules like basics, selling, technical, medical background & AFib.	Only offline sales tools: sales brochure, catalogue pharma, poster patient profile.	Medical presentation with video comment by KOL, product presentation	About Omron Corporation. Disease management. Why Omron. Omron Tech. Product info. Clinical Validations FAQ etc.
What is or what could be the objectives of a pharmacy training?	Main objectives are to equip pharmacy teams with OMRON's BPM's product knowledge and how we differentiate ourselves from the competition, focusing on: <ul style="list-style-type: none"> <li>- our unique features &amp; <b>benefits</b></li> <li>- developing basic soft skills to advise &amp; engage customers</li> <li>- converting sales to ideally our core and premium products.</li> <li>- highlighting the benefits of using OMRON Connect.</li> <li>- Additionally, to provide knowledge &amp; retail skills to convert leads into sales</li> <li>- Help HCPs understand the importance of home monitoring and strongly recommending it, alongside the right OMRON device based on their needs.</li> <li>- Offer knowledge on what patient can do to lower their BP numbers through healthy living</li> </ul>	Sales increase via recommendation /Pharmacy endorsement to end consumer.	To equip pharmacists with the right argumentation to raise awareness for consumer and unlock sales hence increase sell out	To spread awareness on importance of Afib early screening, in combination with BP, and how Omron devices can support. Guidelines and medical approach	The primary objectives of the training program are twofold: <p><b>Building Confidence in Product Knowledge:</b> One of the key objectives is to instill a high level of confidence among pharmacists regarding the products they offer.</p> <p><b>Enhancing Customer-Centric Knowledge:</b> Equipping pharmacists with comprehensive product information goes beyond boosting their confidence; it also empowers them to better address the unique needs and queries of customers.</p> <p>In essence, the training program's objectives revolve around fostering product expertise and customer-centric knowledge among pharmacists.</p>

<p><b>Are there any training content/topics for online modules that you would like to have? (If so, which?)</b></p>	<p>Blood Pressure Basics: answering the why, what, who, when to worry.          Category Knowledge: what is a BPM, understanding readings &amp; what they mean for health monitoring.          Product Knowledge level 1,2,3,4          Customer service and selling technique &amp; advanced retail skills.          A reward programme/ certificates</p>	<p>NEB: Cough &amp; Cold; How to actively sell products without prescription;          Medication for Nebulizers          BPM: Afib, ECG, deep dive medical knowledge;          selling training;          practical help in RX business</p>	<p>Sales arguments for BPM category in video format (ex. scenario at the point of sales between pharmacist and consumer), easy to understand, impactful.           Short but comprehensive modules with more medical content for different topics (blood pressure and BPM, afib and ECG monitors, respiratory and nebulisers etc).</p>	<p>Connectivity          How to use a BPM/ECG</p>	<ul style="list-style-type: none"> <li>- Morning Hypertension</li> <li>- Product-Specific How-To Videos</li> <li>- Troubleshooting for Pharmacists</li> <li>- Benefits of Omron Connect App</li> </ul>
<p><b>What do you think we need to make pharmacists actively participate in the Pharmacy Academy?</b></p>	<p>Training content and tone of voice needs to be aligned with audience profiles: pharmacist (often the owner or pharmacy manager) and pharmacy staff (often lacking education, retail experience, knowledge, or motivation to deliver exceptional customer service). Both are time poor.          On demand video format with real world scenarios, complemented by games/ exercises, and a reward programme are ideal due to engaging, accessible and interactive nature.          Format should allow for learners to be able to revisit information when needed.</p>	<p>Short &amp; crisp &amp; relevant &amp; attractive reward (e.g. Have a certificate, credit points or any other voucher idea</p>	<p>Short video format. Include recommendations for different patient profiles.          Have a reward to encourage the pharmacists to make the effort to sell a BPM (e.g. voucher)          It should be interactive (relatable to daily work).</p>	<p>An incentive to complete the training + an incentive to sell out, that is personal and managed directly by OMRON</p>	<p>It's essential to align the training program with their professional needs and incentives.           Continuing Medical Education (CME) plays a pivotal role in ensuring that pharmacists maintain their medical licenses while staying updated with the latest developments in healthcare. We propose the following strategies:</p> <ul style="list-style-type: none"> <li>- <b>Integration with Local CME Points</b></li> <li>- <b>Official Training Certificates</b></li> </ul>
<p><b>Are there any other relevant topics to think of?</b></p>	<p>Nebulisers: benefits of using nebulisers and when they should be used          What is the patient profile?          How to introduce a nebuliser          Which nebuliser is right for what patient based on their needs?          Cross selling</p>		<p>Quiz to evaluate knowledge.          Pharmacy ranking visible within the pharmacy (gaming aspect/competition). Give virtual rewards or certificates based on their knowledge.          Offer a way to remind people of they did not finish a module (email)          Inform when a new module is available</p>	<p>Nebulization treatment</p>	<p>To engage pharmacists effectively, we need to focus on several key areas:</p> <ul style="list-style-type: none"> <li>- <b>Understanding the Significance of Omron</b></li> <li>- <b>Addressing Customer Needs</b></li> <li>- <b>Product Selection Expertise</b></li> <li>- <b>Competitor Comparison</b></li> </ul>

Across the key markets, in Germany, France, Italy, and the UAE trainings to pharmacists are already performed. These training courses are mainly performed in collaboration with agencies both face to face and online, which brings a lot of costs. The already existing training efforts mean that there are already some materials available which could be useful for the Pharmacy Academy such as slide decks, brochures, and leaflets. These assets are either medical, product or company related.

From the answers to the survey, we can derive the most important objectives across the five key markets:

- Equip pharmacy teams with OMRON's BPM product knowledge and how we differentiate ourselves from the competition.
- Equip pharmacists with the right knowledge and argumentation to raise awareness for the customer and to increase sales of OMRON's products.
- To spread awareness on importance of Blood Pressure monitoring and early screening for Atrial Fibrillation and how OMRON devices can support.

With the Pharmacy Academy, we intend to build confidence of the pharmacists in product knowledge and enhance customer-centric knowledge by making them able to better address the customer's needs.

Important topics that we need to incorporate in the Pharmacy Academy are three-fold:

- Medical – (basic) medical knowledge regarding blood pressure, Atrial Fibrillation and ECG, and Cough and Cold.
- Product – Product/Category knowledge; sales arguments, how-to-use videos.
- Soft skills – selling technique and advanced retail skills.

It is of course important to make pharmacists engaged into the platform and that they participate actively. We can think of different strategies to use to achieve this goal. The content must be short, and relevant and preferably, video content should be used. Furthermore, the content must be aligned with the pharmacists and their professional needs and be related to their daily work. These strategies also align with the e-learning trends described in the framework section. Another feature we can use to keep the pharmacists engaged into the platform is the implementation of a reward program, and the creation of certificates.

Other relevant topics which could be implemented into the Pharmacy Academy in the future are OMRON's respiratory products such as nebulizers, a quiz to evaluate the knowledge, a competitor comparison, and reminders to complete unfinished modules or when a new module comes available.

## Market Research Pharmacies (Germany)

Source: OMRON Healthcare Pharmacy Market Research Germany 2023

To get a better understanding of the pharmacy BPM market situation, data from market research performed in Germany was gathered and analyzed.

Sales per month & Amount of suppliers

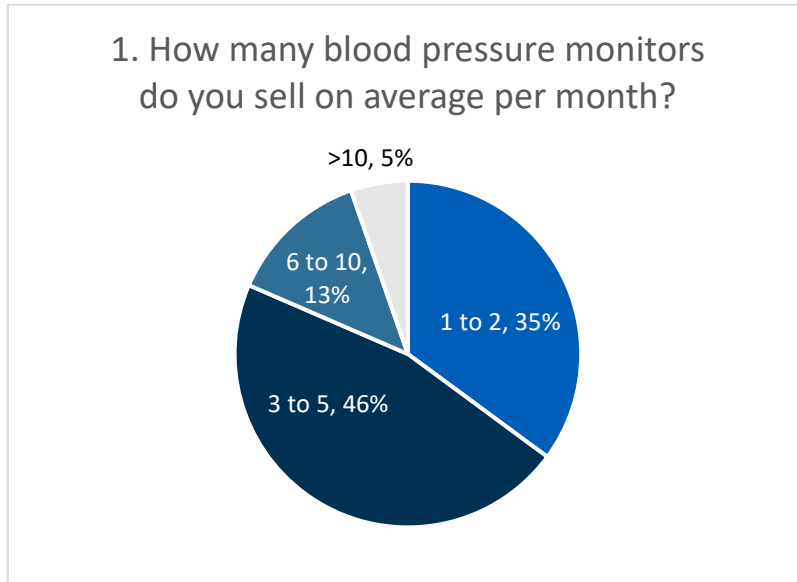


Figure 13: Amount of BPMs Pharmacies sell on average per month in Germany (n=319)(41)

In figure 13 we can see that about one-third of the German pharmacies sell up to two BPM per month and about 80% sell up to 5 BPM per month. The rest of the pharmacies sell 6 or more BPM on average per month.

Table 12: Main suppliers in German Pharmacies that sell >6 BPM per month. (n=74)(41)

Main Supplier > 6 BPM/month	split pharmacies
OMRON	23%
Uebe	30%
Wepa	40%
Boso	7%
<b>Total</b>	<b>100%</b>

In table 12, we can see an overview of the suppliers to pharmacies that sell 6 or more BPM on average per month. Here we can see that OMRON is the nr. 3 supplier amongst these pharmacies.

Selection criteria of BPM manufacturer

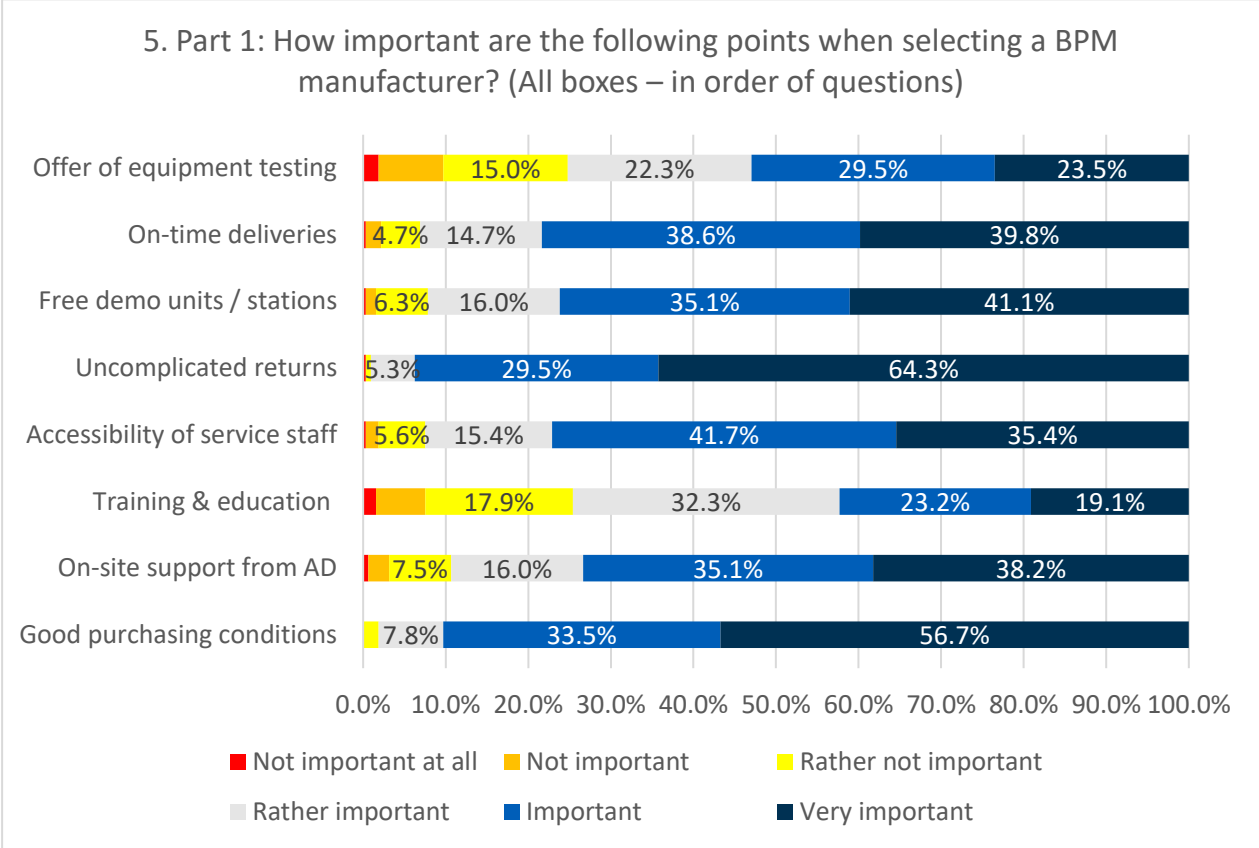


Figure 14: Important reasons to choose a BPM manufacturer (n=319)(41)

In figure 14, we can see that important criteria regarding the selection of a BPM supplier are good purchasing conditions, uncomplicated returns, and service. There is less focus on criteria such as training and equipment testing.



## Qualifying Staff

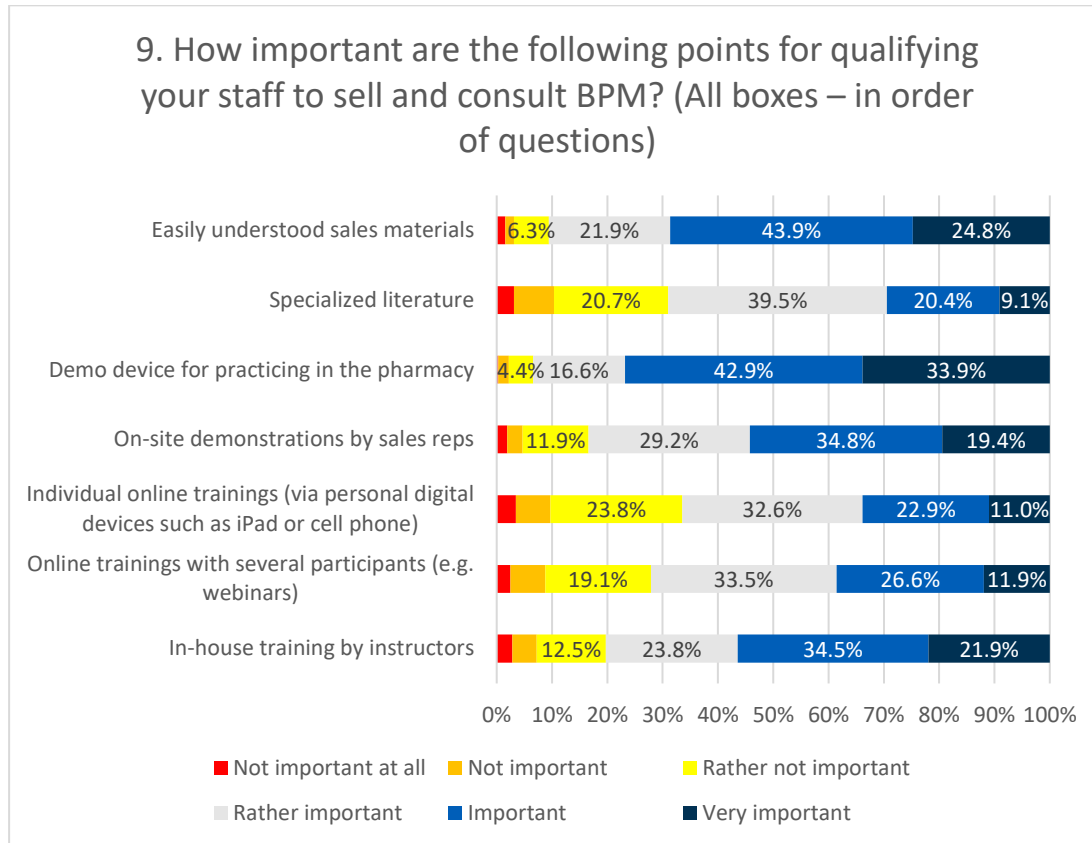


Figure 15: Important points for qualifying pharmacy staff (n=319)(41)

In figure 15 it is visible that demo devices, easily understood sales materials, and in-house trainings by instructors are most important for qualifying staff. Considered a bit less important are online trainings via personal devices or webinars and literature.

### Key Takeaways

- The sales in most pharmacies of BPMs are low: 80% sell up to 5 BPM devices a month. BPM is thus a low interest category with not a lot of revenue. → There are chances to educate Pharmacists about the opportunities to make this category more appealing.
- OMRON is the nr. 3 supplier amongst pharmacies that sell more than 6 BPMs per month. → opportunities to expand market share.
- Training & Education are of lower interest when it comes to choosing a BPM supplier or qualifying their staff. → There are chances to develop new training methods and materials to make this category more appealing and important when choosing a BPM supplier or educating staff.

### Objectives and Requirements for the Pharmacy Academy

From the research performed above we can derive certain objectives and requirements for the Pharmacy Academy to be a success. These aspects will be considered when developing the Pharmacy Academy marketing plan.

Table 13: Requirements for the OMRON Pharmacy Academy Platform.

## Requirements

- Interactive, video-based courses to keep the pharmacists engaged, hold attention, and deliver value. The training modules should have a professional and appealing design.
- Dividing courses into short modules to make the information better processable and to improve the overall learning experience.
- Create patient cases, to make the e-learning more relatable to the pharmacists' daily work and to make them able to apply their learned knowledge.
- A comprehensive range of useful content for the pharmacists, which will be regularly updated. The content should be a combination of medical content (blood pressure and monitoring, Atrial Fibrillation/ECG, respiratory) and product-information.
- A user-friendly layout of the platform, to leverage the overall user experience.
- Free e-learning materials related to the OMRON Healthcare product portfolio.
- Different "branches" for all the countries, to be able to offer customized, local content to each different country.
- Reward system: official certificates, credit (CME) points, or any other voucher/incentive idea.
- Recommendations for different patient profiles that visit pharmacies.
- Quizzes to evaluate the knowledge.

Table 14: Marketing Objectives for the OMRON Pharmacy Academy

## Objectives

- Equip pharmacy teams with OMRON's product knowledge and how we differentiate ourselves from the competition (unique features and benefits).
- Spread awareness on importance of blood pressure monitoring and early detection of atrial fibrillation (Afib) and how OMRON devices can support.
- Equip pharmacists with the right knowledge and argumentation for a customer-centric approach and to build their confidence in product knowledge.
- Increase sales via pharmacy recommendation to end customer, as a natural result of the pharmacy learning experience.
- Increase brand awareness amongst pharmacies and expand market share.
- Reaching pharmacies and collaborating with pharmacies in key markets, to create long-term recommendation and credibility which can contribute to a sustainable competitive advantage.
- Save overall company training costs and make training efforts more aligned.
- Making training methods and materials more appealing and engaging, which can make this category more important when choosing a BPM supplier or educating staff.

OMRON's mission with the Pharmacy Academy is to become an integral part of the pharmacy business in cardiovascular health, just as OMRON Academy has become to other HCPs.

## Pharmacy Academy Pitch (Marketing Plan and Timeline)

Current obstacles and solutions

### *Obstacles*

From the survey across the key markets, we can conclude that in 2 out of 5 markets (Germany and Italy) online pharmacy trainings are performed and that in 2 out of 5 markets (France & UAE) face-to-face trainings are performed. These training courses are done in collaboration with external parties, which require high costs and an overlap of work between the different markets.

## Solutions

Create one platform with learning content accessible for all the key markets called the “OMRON Pharmacy Academy”. Medical training will be combined with product training. The tone of voice will be about how to: convince, motivate, and sell. The content will be adjustable to local preferences from each market.

The development of this platform will result in lower costs, best practice sharing and OMRON ownership of content and user statistics. The platform will also prevent overlap of work between the different markets.

## OMRON/Pharmacy Academy Structure

In the current situation, the only OMRON e-learning platform that is available is the OMRON Academy (Online Medical Training). With the creation of a new environment called the Pharmacy Academy, the platform will get a new structure (figure 16). The Pharmacy Academy will be a different environment with a different design and URL than the OMRON Academy, to be distinctive and to be able to keep the endorsements by medical societies. The OMRON Academy will be the overarching name of both platforms, but they will be separated into the OMRON Academy Online Medical Training, and the OMRON Academy Pharmacy Training. The Pharmacy Academy will be more product- and less medical-oriented than the OMRON Academy Medical training. The Pharmacy Academy will consist of different branches, amongst which the Global Branch (UK). The 4 other branches will be the Pharmacy Academy France, Germany, Italy, and the UAE.

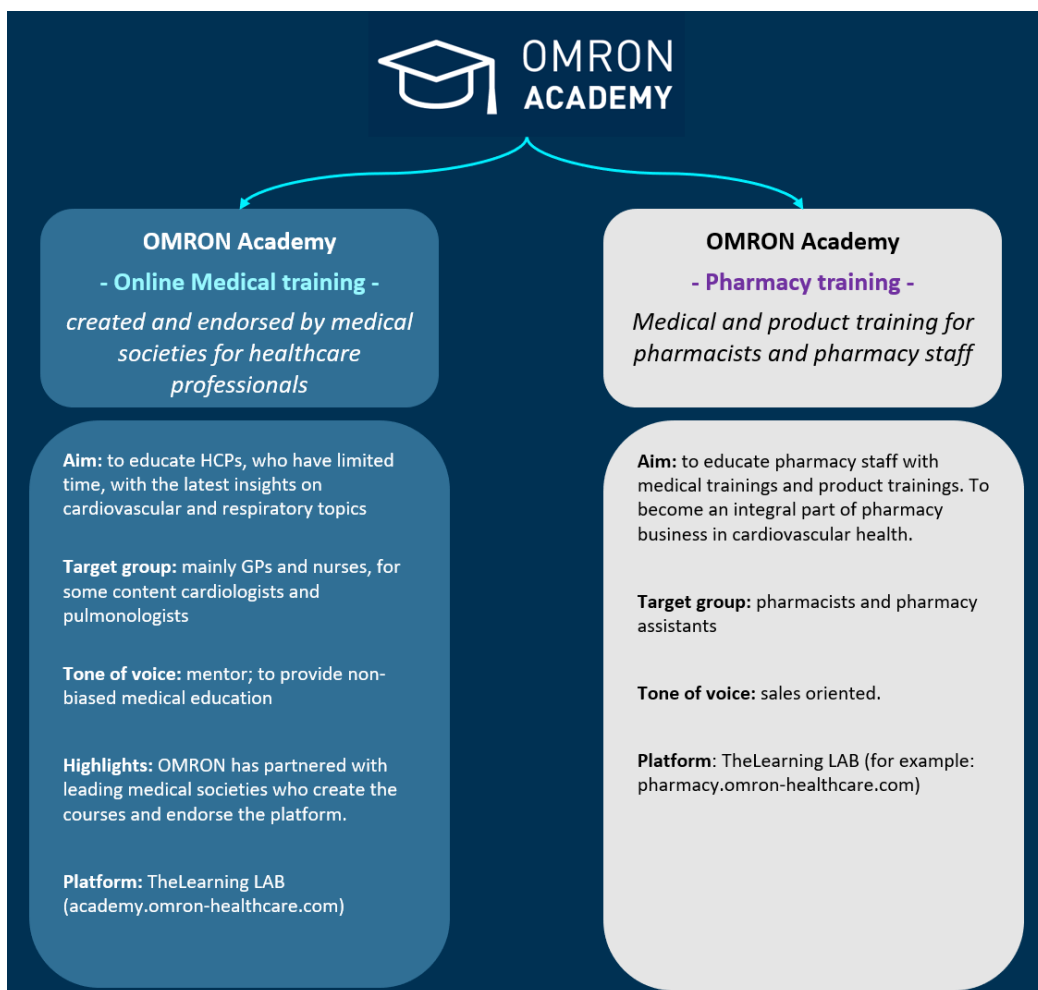


Figure 16: The New Structure of the OMRON Academy Platform

## Content Pharmacy Academy Modules

<b>Medical information</b>	<b>Product information</b>	<b>Pharmacy scenarios</b>	<b>Selling-technique</b>
Interactive modules providing you with the latest medical insights.	OMRON product features and USPs, with complementary product videos.	Scenario videos with specific patient profiles for training usage.	Advising and how to close the sale.

Figure 17: Content that will be available on the Pharmacy Academy platform.

See figure 17 for an example of the content that will be present on the Pharmacy Academy platform. The e-learning modules will be a combination of medical & product information and pharmacy scenario videos. Also selling techniques will be touched upon. The modules will be designed in such a way that they answer a specific question which can arise in a pharmacy. For example, “To what patient profiles can I recommend a device with Atrial Fibrillation detection and/or ECG function?”. Afib and ECG is one of the focus areas of OMRON Healthcare, so this module fits well within that topic.

Each module will consist of an interactive slide deck and have the following flow: medical background related to the topic → patient profiles (videos) + OMRON products → knowledge test. Within the modules, other interactive features besides the videos have been added such as multiple-choice questions or drag and drop questions and interactive images.

### Medical Background

### Unmasking the Two Major Risk Factors

**Atrial Fibrillation** (the most common type of heart arrhythmia) & **High Blood Pressure** are the two major risk factors for heart disease and strokes. If caught early - it can be managed in order to reduce cardiovascular risks.

Risk Factor	Without this condition	With this condition	Increase in stroke risk
High blood pressure	~8	~11	34%
Heart failure	~10	~34	240%
Coronary artery disease	~10	~53	430%
AF	~10	~58	480%

Reference: Verdecchia P, Angeli F, Reboldi G. Hypertension and Atrial Fibrillation: Doubts and Certainties. From Basic and Clinical Studies. *Circ Res.* 2018 Jan 19;122(1):352-368. J. Prof. Dr. F. Omani, Consultant Cardiologist & Electrophysiologist, University Hospitals Coventry and Warwickshire, UK Webinar 17 March 2023

Image: Weill, Philip A., Robert D. Abbott, and William B. Kannel. "Atrial Fibrillation as an Independent risk factor for stroke: the Framingham Study." *stroke* 22.8 (1991): 983-988.

Scroll to read more

### Types of ECG

There are several methods and techniques related to electrocardiography [ECG] that are used to analyse and interpret the electrical activity of the heart. These methods can vary in terms of the information they provide and their clinical applications. Some of the common ECG methods include **12-Lead, 6-Lead and 1-Lead devices**.

The number of leads in an ECG refers to the **number of viewpoints or perspectives** from which the **heart's electrical activity is recorded**.

**True or False:**

The more leads a device has, the more detailed and comprehensive the information it gathers about your heart's rhythm and health.

True

False

Figure 18: Example of Medical Information in Afib/ECG Module on the Pharmacy Academy.

In figure 18, an example of the medical content in the module about Afib and ECG is visible. In this section of the modules, background, risk factors, and facts and numbers related to the medical topic of the module will be presented. After the medical information has been touched upon, the module will continue to the patient profile/product section.

#### *Patient Profile Videos and Products*



*Figure 19: Example of Patient Case video in Afib/ECG Module on the Pharmacy Academy.*

In figure 19, an example of a patient case video is shown. The videos all have a similar script: A real life situation is created where a patient walks into the pharmacy and presents him- or herself with a certain issue or comes to pick up medication. The pharmacist then responds to the patients' situation by asking the right questions related to their medical issue and OMRON products, for example: "May I ask how you've been managing your hypertension at home?". Subsequently, the pharmacist will give advice to the patient and emphasizes the importance of blood pressure monitoring at home and why it can be beneficial to their health. The pharmacist then advises the patient regarding which device is most suitable for their specific situation.

In the slides after the video the most suitable product or products will be highlighted with their key features and arguments why this specific device is ideal for the patient (figure 20). The squares are clickable to reveal more information about the mentioned topics.

After the product slide, the specific patient profile of the patient in the video is presented including symptoms, risk factors, and medication (figure 21 and 22). You can click on each topic and more information will be shown, as is visible in figure 22. In this way, it will be easier for pharmacy staff to recognize these specific patients in their pharmacy.

#### *Knowledge Test and Product Videos*

After all the patient profiles and products have been touched upon, the modules will be closed-off with a knowledge test "Matching the patient to the product". This feature will serve as a summary where the pharmacist can match the right product to the right patient profile (figure 23).

At the very end of the module, product videos will be available where the usage of the devices will be explained in a more detailed way. Also, the key features will be mentioned again shortly in the video. (figure 24)

## Which product should James get?

The M7 Intelli IT is a perfect choice for James, offering a comprehensive suite of features tailored to his specific needs and health profile.



Scroll down and click to learn more about the specific features.

ⓘ

**Detects AFib Early**

ⓘ

**Regular Blood Pressure Monitoring**

ⓘ

**Improved Medication Adherence**

ⓘ

**Targeted for Hypertension Patients**

ⓘ

**Connects to OMRON connect App**

Figure 20: Example of Product Information in the AFib/ECG Module on the Pharmacy Academy.

## How to Recognize Patients Like James in the Pharmacy:

Symptoms	Read more ▾
Risk Factors	Read more ▾
Medication Clues	Read more ▾

**Pharmacy's Role:** Encourage patients like James to prioritize home blood pressure monitoring, underscore the elevated risk of atrial fibrillation post-65, and advocate for adherence to opportunistic screening guidelines for comprehensive cardiovascular health.

Figure 21: Example of Patient Profiles in the AFib/ECG Module on the Pharmacy Academy.

## How to Recognize Patients Like James in the Pharmacy:

### Symptoms

Hide

1. Most are symptom-free.
2. Some may experience:

- Headaches
- Shortness of breath
- Nosebleeds
- Anxiety



### Risk Factors

Hide

- Age: Risk climbs with age, especially at 65+.
- Gender: Men dominate till 64; women take the lead after 65.
- Family history
- Obesity/overweight
- Lack of exercise
- Excessive salt intake



### Medication Clues

Hide

- Beta blockers
- Diuretics
- ACE-inhibitors
- ARBs
- Calcium channel blockers
- Alpha blockers
- Renin inhibitors



**Pharmacy's Role:** Encourage patients like James to prioritize home blood pressure monitoring, underscore the elevated risk of atrial fibrillation post-65, and advocate for adherence to opportunistic screening guidelines for comprehensive cardiovascular health.

Figure 22: Patient Profile fold-out in the AFib/ECG Module on the Pharmacy Academy.



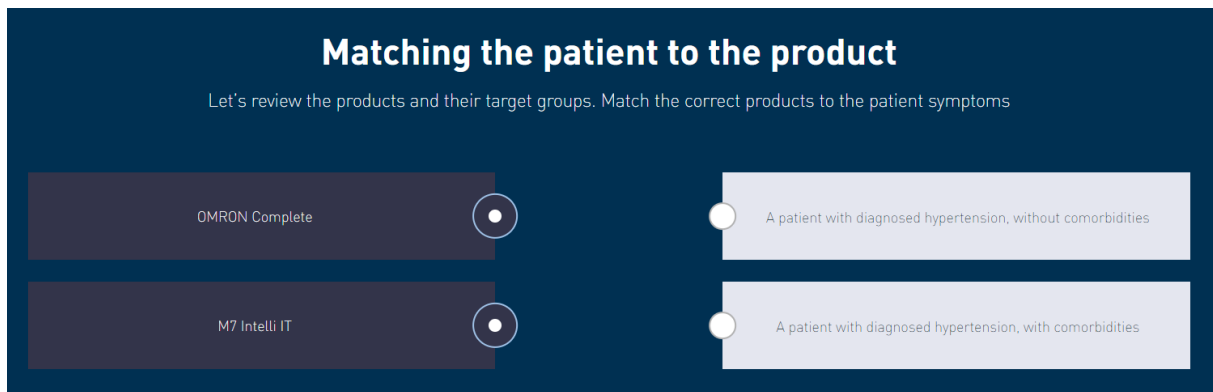


Figure 23: Example of a knowledge test in the AFib/ECG Module on the Pharmacy Academy.

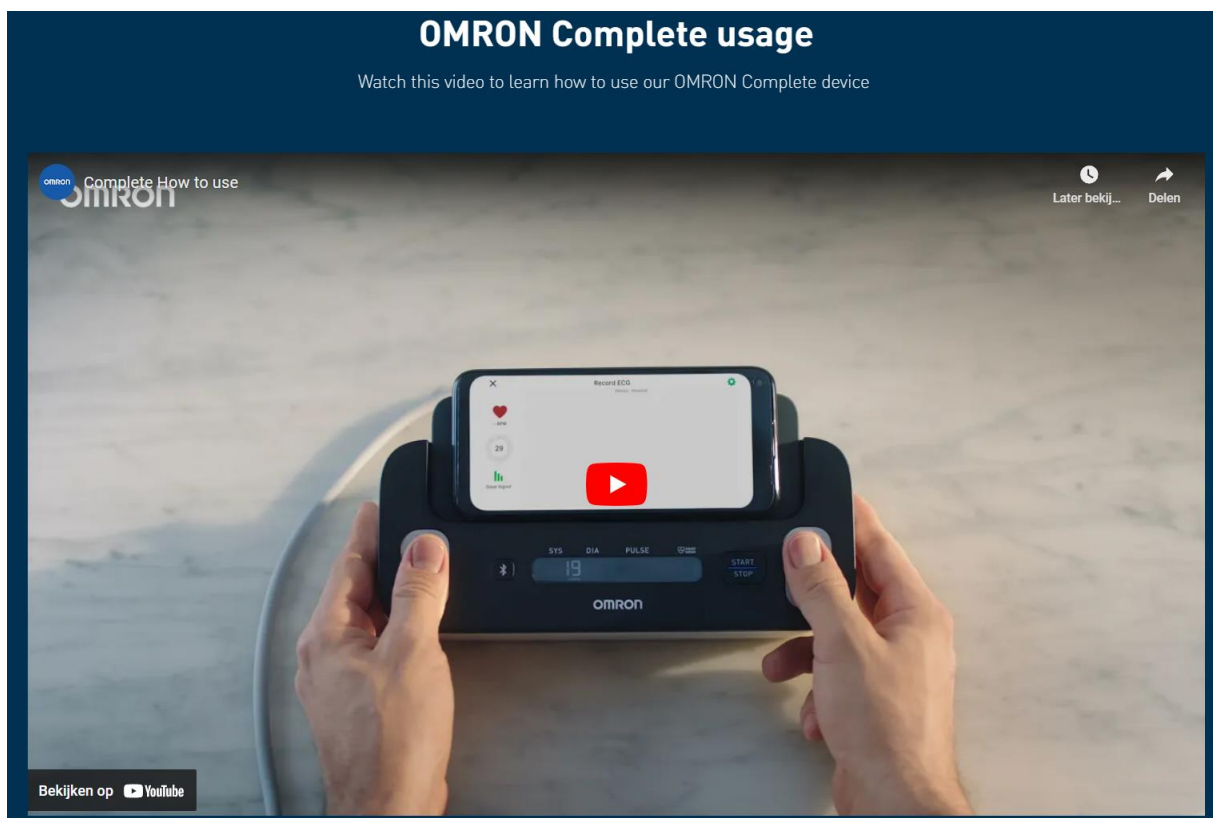


Figure 24: Example of a Product Usage Video of the 'OMRON Complete' device in the AFib/ECG Module on the Pharmacy Academy.

### Timeline and Roll Out

In figure 25 and 26 the timelines are visible for the roll-out process of the OMRON Pharmacy Academy. Globally 2024 will be used to create and translate modules, set-up and design the platform and perform a pilot in key markets France and Germany. OMRON Healthcare managers and pharmacists can test and try the platform and give feedback via surveys (one for the key market managers and one for the pharmacies). This feedback can then be analyzed and implemented into the platform to optimize the content but also the platform itself and its offerings. If the Pharmacy Academy seems successful, the platform is also going to be launched in other key markets such as Italy and the UK and will be promoted actively in '25 (paid campaigns). This can be both online and offline. Online promotion channels will be Meta, google and LinkedIn. Offline ways of promotion could be advertising in medical journals and making promotional materials such as leaflets. In '25 more content will also be created, and the platform will be improved with more features.



In table 16, the content roll-out planning for the upcoming three years is visible. In '24 one cardiovascular course will be created consisting of 4 modules (Afib/ECG, importance of HBPM, Connectivity & Validated devices). These modules will be interactive and contain videos, like shown in the previous section of this report. '25 will be more focused on adjusting existing content, adding local content such as leaflets, videos, and other materials to the platform and on creating new content such as courses regarding soft skills and selling techniques. Also, certificates will be created as proof of completing a course. In '26, translating and creating more advanced courses will be executed. In this period, also quizzes and a competition/gamification function will be created to make the platform more engaging and fun.

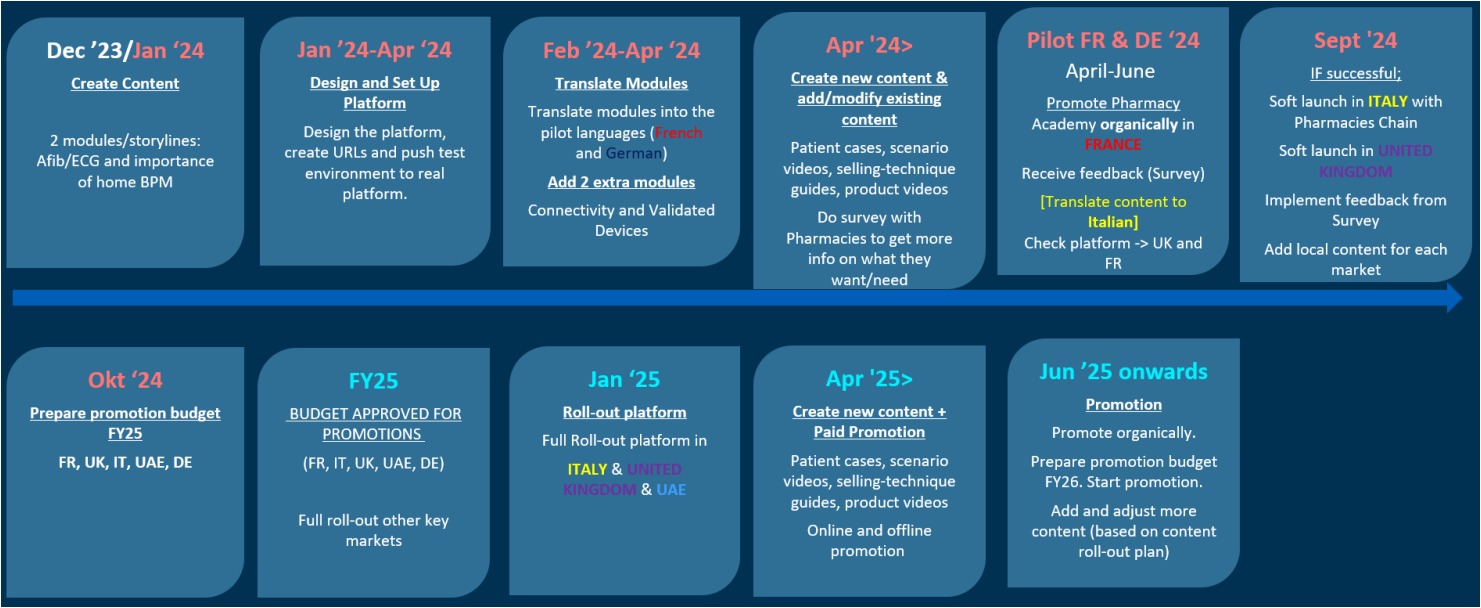


Figure 25: Complete Timeline '23, '24 and '25.

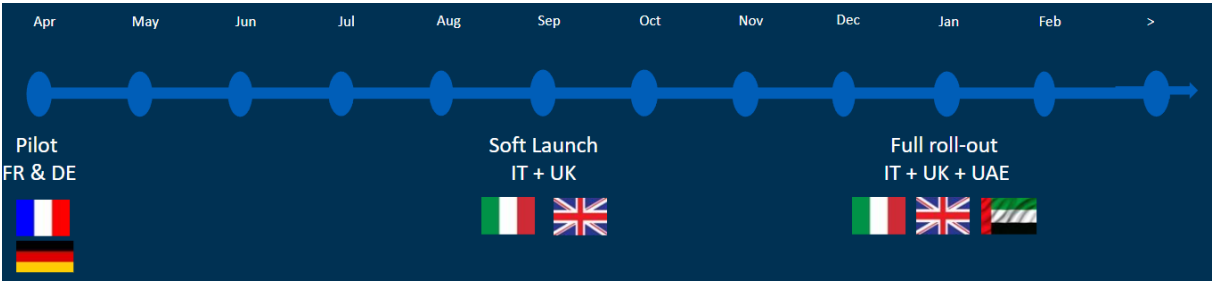


Figure 26: Key market roll-out timeline Apr '24 – Feb '25.

Table 15: Content roll-out planning upcoming 3 years

'24	'25	'26
<ul style="list-style-type: none"> <li>- Add and modify existing content (tone of voice)</li> <li>- Create New Content                             <ul style="list-style-type: none"> <li>o 1 course (4 modules)</li> <li>o Interactive scenarios</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Adjust content accordingly based on pilot/survey</li> <li>- Create more new content                             <ul style="list-style-type: none"> <li>o Patient cases</li> <li>o Scenario videos</li> <li>o Soft-skills/selling technique</li> <li>o Product videos</li> <li>o Interactive!</li> <li>o Promotion</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Continue with translating the content.</li> <li>- Expanding and updating the content</li> <li>- Continue promotion</li> </ul>
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>- (Basic) Blood Pressure Course</li> <li>- Importance of home BPM</li> <li>- AFib/ECG</li> <li>- Connectivity</li> <li>- Validated Devices</li> <li>- Practical Videos</li> </ul>	<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>- Product knowledge level 3/4 (product demonstration, FAQ)</li> <li>- Selling technique videos or interactive course (how to sell, selecting right BPM)</li> <li>- Tailored video guides for OMRON Products</li> <li>- Local content for each market</li> <li>- Certificates</li> </ul>	<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>- More advanced courses</li> <li>- Advanced retail skills (selling to patients with other comorbidities for example)</li> <li>- Summarizing quizzes/competition</li> </ul>

### Marketing Mix

In table 17, the marketing mix of the OMRON Pharmacy Academy is visible. With this set of tools, OMRON will implement its marketing strategy to deliver the intended value to its customers.

Table 16: The Marketing Mix of the OMRON Academy

<b>P</b> rice	The OMRON Pharmacy Academy will be an e-learning platform which will be accessible for free. This is to make the platform easily accessible and to prevent payment issues for HCPs regarding out-of-pocket payments or payments at practice level. In this way, the willingness to pay for e-learning amongst HCPs won't be an issue for the Pharmacy Academy. Maybe in the future, if the Pharmacy Academy is a success, we can do more research into monetizing the Pharmacy Academy and incorporate some paid/premium functions or materials such as more deep-dive content or videos and quizzes.
<b>P</b> roduct	The OMRON Pharmacy Academy will be an e-learning platform for pharmacists and their personnel which will offer interactive, video-based, training modules. The platform will be suitable to be used both on computer and smartphone. The training modules will be a combination of medical information, patient cases and product information. In the future, soft-skill and selling technique modules will also be offered. On the platform, there will also be a library section for relevant publications and leaflets and a webinar section for relevant webinars. The

	<p>platform will be available in 4 languages in key markets (Germany, Italy, UK, France, and UAE) to start with. Certificates will be earned after a course has been finished and in the future quizzes and competition functions will be added to the platform. All the content can be tailored to the local markets. The design of the platform will be related to the OMRON brand and will be distinctive from the OMRON Academy Medical Training. As an e-learning platform is not really a tangible product, in this case product and services marketing are combined.</p>
<b>P</b> <sub>lace</sub>	<p>The Pharmacy Academy will be an online available e-learning platform. The “Global Branch” will be the base platform and furthermore the platform will consist of 4 additional branches for France, Italy, Germany, and the UAE. All the different branches will have their own URL. The OMRON Academy will refer to the Pharmacy Academy and vice versa the Pharmacy Academy will refer to the OMRON Academy for more detailed medical information.</p>
<b>P</b> <sub>romotion</sub>	<p>In the pilot phase and in '24 promotion for the Pharmacy Academy won't be very extensive. The platform will only be promoted organically in selected countries via business partners for example. We will use this period to gather feedback from market managers and pharmacies and to optimize the platform. After this phase, in '25 we will also start paid promotion campaigns which will be a combination of offline and online promotion. Online via social media (meta, LinkedIn, google search) and offline for example via leaflets, advertising in medical journals and congresses.</p>
<b>P</b> <sub>eople</sub>	<p>The people who are going to be involved in creating the content will be HCPs (mainly doctors for the medical part and pharmacists for the product and video part) and medical marketing associates from OMRON Healthcare Europe. The delivery of the platform towards the customers will be done and monitored by the marketing managers from each key market as they will all get admin access to the platform. Another important part of the delivery of the platform to the customers is the agency that designs and creates the platform itself as they make sure that the platform works smoothly and that it is optimized and updated on a regular basis. The creation and delivery of the Pharmacy Academy platform towards its customers/users is thus a combined effort of both internal OMRON personnel and external parties (the agency and the HCPs)</p>
<b>P</b> <sub>rocess</sub>	<p>The process and implementation of the Pharmacy Academy can be defined as 'slowly but steady'. First, a soft launch is planned in one or two key markets where the platform is thoroughly tested and evaluated by both OMRON personnel and key pharmacies. Feedback will be collected and implemented, and, in the meantime, more content will be created. Subsequently, the platform will be soft launched in more key markets and to more pharmacies. Full roll-out and promotion will be started when the platform is running smoothly, when the pharmacies seem engaged and when results in sales start to show.</p> <p>Close collaboration between the OMRON personnel in the key markets and the agency that provides the platform will make sure that the Pharmacy Academy platform will run as smoothly as possible.</p>
<b>P</b> <sub>hysical Evidence</sub>	<p>Physical Evidence is also extremely important, because the customer normally judges the quality of the platform through physical evidence. The design and feel of the platform and the promotion materials are very important for this part of the marketing mix. The agency that we work with will make sure that the platform and modules look very professional and clean, taking the OMRON Academy as an example. They have a professional design team, which is very capable of designing and creating good-looking, professional content based on the information that OMRON provides. Promotional materials will have the same</p>

look and feel as the platform itself, briefly stating the contents of the OMRON Pharmacy Academy and will have a registration link. Business partners of OMRON Healthcare that visit the pharmacies can for example bring leaflets to the pharmacies, briefly explain them, and inform the pharmacies about registering to the platform.

## Conclusion and Recommendations

With the insights gained from this business case, we can answer the two-folded research question. We can conclude that the role of an e-learning platform in the strategy of a medical company can be summarized into reaching, educating, and collaborating with HCPs to create long-term recommendation and credibility which can contribute to a sustainable competitive advantage. Since the fact that sales of medical devices such as blood pressure monitors depend a lot on recommendations by HCPs, long-term recommendations, and credibility amongst HCPs such as pharmacists can increase sales and market share of OMRON. By introducing a medical e-learning platform, brand awareness and knowledge amongst HCPs will be increased which will hopefully increase recommendations towards patients and sales to end consumers. To remain a reliable company and an important player in the healthcare field, it is key for OMRON to find the right balance between medical education and promotion of their products.

The needs and wants of an e-learning platform from the HCPs side are mainly related to the content and platform itself. It's important for HCPs that the content on the platform is useful and updated regularly so that they can keep up to date with the most recent (medical) information. An important driver to keep HCPs engaged could be a reward system with certificates and/or CME points. Making the modules short, interactive, and video-based so that they do not cost the HCPs a lot of time will also be important to keep them engaged. This is also important considering the latest e-learning trends. Furthermore, the platform should be user-friendly. This will also help navigate HCPs through the platform quickly and easily, saving them time. By making the e-learning platform attractive, training and education could be made more important for HCPs when considering a supplier for their medical devices into their pharmacies or practice for example.

The needs for an e-learning platform from the company side are mainly related to efficiency and local content for each key market. By creating a joint product-training platform for all the key markets the training efforts can be made much more efficient, which will save costs. By using the platform, the training efforts of each key market will be more aligned, and overlap will be prevented. At the same time, each country can still add local training materials to their own branch so the platform will still allow localization.

Also, based on this business case, some recommendations can be formulated for OMRON Healthcare.

*In pilot phase: perform survey amongst pharmacy academy users to optimize content and platform.*

To make the Pharmacy Academy as successful as possible and to comply with the expectations and demands of the pharmacy staff, I recommend performing a survey amongst the pilot pharmacies in launch markets France and Germany. This survey can be performed via a google docs and should include questions regarding the design, content, and features of the platform. Questions should only address aspects of the platform and content that can be changed and altered, so that the outcome of the survey will be as effective as possible. Another part of the survey should be an open question section where the pharmacy staff can mention things that they miss on the platform right now and that they would like to see added in the future. The pharmacy staff should also be able to rate the platform

between 0-10. After some months in the pilot phase and after gathering enough information, the survey should be analyzed, and the platform adjusted accordingly after the users' feedback.

#### *Start actively promoting the Pharmacy Academy in key markets in '25.*

To spread awareness for the Pharmacy Academy, it's important to start actively promoting the platform in the key markets after the pilot phase. Once the pilot phase is completed and it's clear whether the Pharmacy Academy is received well and can potentially become a bigger success, promotion budgets must be prepared, and active (paid) promotion should be started to raise awareness and increase popularity of the platform. In the meantime, until '25, organic promotion can be performed to raise awareness for the platform amongst some pharmacies who will be included into the pilot before full roll-out. Starting with actively promoting in a later, more developed state of the roll-out plan will reduce the investment risk and prevent waste of money. In this way, also the platform will first be optimized before it's being promoted actively. My recommendation will be to use the following promotion channels: targeted social media campaign (meta, LinkedIn, google search, teaser video via YouTube) and offline via leaflets, medical journals, and congresses.

#### *Keep updating the platform with new content.*

Expanding the platform with new content and updating existing content according to the newest developments is an important reason for HCPs to use an e-learning platform and to stay active on the platform as they must keep refreshing their medical knowledge. Regular updates of the content will make the continuous learning journey possible and will make the HCPs stay involved in the platform. It's important to let users know on a regular basis when new or updated content will be launched, for example via emailing or notifications within the platform. Via these reminders, HCPs will be more prone to regularly check the platform and to follow the new courses.

#### *Perform more market research amongst pharmacies in other key markets.*

Right now, OMRON Healthcare does not really have an extensive image of the market situation regarding pharmacies in key markets. At this moment, only in Germany a market research survey has been performed recently. Performing market research amongst pharmacies will help OMRON Healthcare make informed decisions, get a better picture of their current place in the market, and improve their performance. With market research you can get a better understanding of customer needs, market opportunities, competitors and hereby improving marketing strategies. It is essential to stay competitive and innovative and meet the evolving needs of the target audience. Right now, the decisions that OMRON Healthcare makes in the pharmacy market aren't completely substantiated, which can lead to potential risks regarding costly mistakes in investments.

#### *Discover opportunities for CME points.*

Gaining CME points is an extremely important reason for pharmacists and other HCPs to follow online training modules, and this is why it's a big wish of OMRON Healthcare to get their training modules accredited. Because accreditation councils don't allow active involvement of the medical device industry in medical education, at this moment none of the OMRON (Pharmacy) Academy courses are accredited, with an exception for Germany. It may be worthwhile to discover the opportunities for getting (a part of) the courses accredited by collaborating with the local ministries of health in every key market. However, we know that this process is very costly and time-consuming. It could be beneficial to collaborate with other players in the medical device sector that offer e-learning. In this way, more influence could be applied on the health ministries and potentially the entire business could benefit from the CME points. Moreover, it's important to focus on the benefits of e-learning for healthcare when applying for CME points. E-learning is there to improve HCPs knowledge and to make them aware of the most recent developments in healthcare. If acquiring CME points turns out not to

be possible, other incentive options should be discovered such as distributing vouchers or giving discounts on OMRON products.

#### *Measure if trained pharmacies are performing better in terms of sell-out.*

Once the Pharmacy Academy is in full operation, it will be interesting to track the users and to see if these pharmacies are performing better in terms of sales to evaluate if the Pharmacy Academy reaches its objective of increasing awareness and sales amongst pharmacies in key markets. OMRON Healthcare could do this by registering certain information from pharmacies when logging into the Pharmacy Academy platform and comparing the sales data from trained pharmacies with non-trained pharmacies. This data can then be analyzed to determine if the Pharmacy Academy serves its purpose and really makes an impact.

#### *Combine efforts: education, promotion, and supplies in pharmacies and online.*

To get an optimal result in the pharmacy market and gain market share, efforts in education, promotion and in the supply-chain must be optimized. The combination of pharmacy training and promotion could lead to increased awareness and knowledge about the OMRON products amongst pharmacies. Another key condition in this case is the fact that the OMRON devices should be in stock in the pharmacies or that they can be ordered easily. We know that right now the issue sometimes is that pharmacies aren't sufficiently supplied with OMRON products which also means they cannot sell them. The pharmacy coverage of OMRON in key markets is still quite poor, so there's much room for expansion. It's therefore important to make pharmacies aware of OMRON BPM via the Pharmacy Academy and that once a pharmacy is onboarded at the OMRON Pharmacy Academy, it is made sure that the pharmacy is also supplied with OMRON products so that they can demonstrate and sell them.

#### *Onboarding HCPs onto the Academy Platform as soon as possible*

For OMRON Healthcare, it could be interesting and beneficial to investigate the possibilities of onboarding HCPs on their e-learning platform(s) as early as possible. Young healthcare professionals should be targeted maybe already before graduating to make them familiar with the existence and use of the OMRON (Pharmacy) Academy. Approaching and onboarding pharmacies who already make use of a different e-learning platform may be more difficult, as people are not very keen on changing their habits and known platforms. Because of this reason, they may be less likely to join the platform and more incentives might be needed before they consider using the platform. Visiting universities or start-up pharmacies might be a good solution to onboard these HCPs as soon as possible and to make them familiar with the platform in an early stage of their professional life.

#### *Make the Pharmacy Academy as interactive as possible and get feedback from the HCPs.*

It would be a good idea to implement a function into the Pharmacy Academy platform for HCPs to be able to give feedback to OMRON Healthcare. This could be a separate feedback or suggestions page, but also questions incorporated into the modules. These questions could be related to selling BPMs but also to product improvements, for example. With this kind of function, the e-learning platform will be made as interactive as possible and both OMRON Healthcare as a company and the platform itself could benefit from it by receiving constant input from the HCPs.

## Limitations

In this section, some limitations of this business case will be addressed.

For the industry analysis, results from a survey were used to assess the use of e-learning platforms amongst GPs and a competitor analysis was performed. A limitation from this survey is that it is performed amongst GPs and not other HCPs like pharmacists for example. It could be that GPs use



different medical e-learning platforms than other HCPs and that they have a different view on the e-learning platforms. There was no internal data available regarding the use of medical e-learning platforms specifically for pharmacists, but the answers from GPs will probably still pose a representative image about the e-learning platform use amongst other HCPs given their busy work schedule in their practice and their medical background. For the competitor analysis, it was difficult to choose the best competitors for OMRON Healthcare as there are many medical device companies operating in the same market as OMRON. Some direct competitors from OMRON Healthcare were selected as derived from internal sources, but also some bigger players in the field were analyzed because in the end OMRON also competes with them regarding e-learning and devices. Both the medical device market and e-learning market are crowded, so it's almost impossible to analyze all the competitors. The analysis in this business report is quite limited and only gives an overview of some of the most important competitors of OMRON Healthcare, without considering the possible competition from the pharmaceutical companies in e-learning.

For the market research amongst pharmacists, also data from the UK (another key market) was intended to be included into this business case next to the German data. However, we could not get access to this specific data in time unfortunately. The survey had just finished, and the results were not fully processed yet. Extra data across more key markets is of course beneficial to get a better image of the BPM pharmacy market and their need for training materials, so this data should be used in the future for sure and expanded across other key markets such as France, Italy, and the UAE. For this business case, no significantly different insights were expected than from the German survey which could have influenced the marketing plan for the Pharmacy Academy. A limitation from the German survey itself could be that in Germany, the influence of e-learning and training on the pharmaceutical BPM market could be different because of the exceptional situation with gaining CME points which could lead to potential bias. However, you can observe that training & education still play quite a small role when it comes to choosing a supplier and selling BPMs by pharmacies, where you would expect that gaining CME points with education could lead to a bigger influence on which BPM brand to sell.

The biggest source for the marketing research part of this business case was secondary data, next to some primary data gathered via the internal survey amongst key marketing managers and the competitor analysis. The secondary data was partly collected for another purpose, which made the fit to the research question less optimal but in this case, it saved a lot of time which could be invested in the actual development of the Pharmacy Academy platform and its marketing plan. Moreover, the data was still very insightful for the analysis of the e-learning platforms and usage. Another downside of the secondary data is that it is less recent than primary data and may therefore be outdated. However, in this case the oldest data comes from 2021, which is still quite recent.

## Personal Reflection

During my time at OMRON Healthcare Europe as a medical marketing intern, I really learned a lot about the medical business field and the working environment of a large international company. The medical business is a swift and fast developing business, so it is very interesting to be a part of this. The main role of the medical marketing department is providing (online) medical education programs for Healthcare Professionals (e.g. pharmacists, nurses and general practitioners) mainly related to the indications hypertension and atrial fibrillation. As a pharmacist I could provide the company with good insights into the educational needs of the target group. In an international company with a lot of cross-functional teams, sometimes we needed to deal with difficult situations and postponed deadlines. In this case you must adapt and be flexible, which could be frustrating from time to time. Making scientific literature and medical guidelines easily accessible for the target group of healthcare professionals taught me to approach the theory from a different perspective. Being a medical & marketing intern,

both improved my medical background knowledge and marketing skills and taught me to present important, science-based information towards HCPs in a concise and clear way.

During my internship I worked on several projects alone but also together with the Medical Marketing Associate. I worked on two leaflet projects: the 2023 updated ESH guidelines leaflet and a professional blood pressure monitor leaflet. Both projects started at gathering the right information and then briefing the agency, which subsequently created the leaflets. These materials then must be approved by the marketing department. I also created some medical newsletters for the EMEA market and the African market. These newsletters are sent out to HCPs and contain subjects such as importance of blood pressure monitoring, clinical validation, the OMRON products, and events that OMRON is organizing across the key markets. Furthermore, in collaboration with my medical marketing team, we organized and promoted three regional meetings in France about the topics Afib, hypertension and the OMRON product 'Complete' for cardiologists. I created promotion materials and a landing/registration page for these events and monitored the registrations.

The main project that I worked on and where this business case is also about, is the development of the OMRON Pharmacy Academy. Together with my colleague and an agency, we created a new e-learning environment for pharmacists with new training modules which consist of a video-based mix of medical and product content. The platform is planned to go live with a soft launch in April 2024 and will be launched in more countries later this year. It was great to be involved in this process and to discover the importance, needs and wants of such an e-learning platform.

From March '24 onwards, I'll continue to work for OMRON as a Jr. Medical Marketing Associate where I'll be responsible for the further development and implementation of the Pharmacy Academy and the creation of new content. I'll get the chance to put my recommendations for OMRON Healthcare and the Pharmacy Academy into practice. I'm thankful for this opportunity and curious about what the future will hold.



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## Appendix

### Appendix 1: OMRON Academy Monetisation Research

Total quantitative sample N=50

Total qualitative sample N=12

## Appendix 2: Discovering Needs and Wants key markets

	United Kingdom	Germany	France	Italy	United Arab Emirates
Do you already perform training to pharmacists?	No	Yes, around 600-700 pharmacists face to face and via e-training 6000 pharmacists in fiscal year '23. (FY23)	Yes, via Promogen (our Sales Force)	Yes	Yes
If yes, please explain if it is face to face or online (and what the topics are)	N/A	-	Face to face (10-30 min depending on pharmacy type and assortment). Topics usually are our product trainings with focus on BPM range.	ONLINE PLATFORM CREATED BY CORMAN USING OMRON CONTENT (ppt, video). Topic: Afib+Hypertension, Omron devices (M6, M7, Complete, KardiaMobile)	Face to face. We did a few trainings online during covid lockdown.
What training materials already exist?	No dedicated training materials are currently available. We recently launched two tools: <ul style="list-style-type: none"> <li>- a Sales Pitch brochure to support Sales Reps visits.</li> <li>- a Portfolio Leaflet with our products' key features, which is given to pharmacies for at-a-glance overview of our range.</li> </ul>	Presentations for BPM and Nebulizers in different modules like basics, selling, technical, medical background & AFib.	Only offline sales tools: sales brochure (overview of the company and various categories), catalogue pharma (with details for every product), poster Patient profile (product positioning for different patient types depending on their pathologies).	Medical presentation with video comment by KOL, product presentation	About Omron Corporation. Disease management. Why Omron. Omron Tech. Product info. Clinical Validations FAQ etc.
What is or what could be the objectives of a pharmacy training?	Main objectives are to equip pharmacy teams with OMRON's BPM's product knowledge and how we differentiate ourselves from the competition, focusing on: <ul style="list-style-type: none"> <li>- our unique features &amp; <b>benefits</b>: <a href="#">sound bites</a></li> <li>- developing basic soft skills to advise &amp; engage customers, and handle price objections, steering customers' away from competitors' models.</li> <li>- converting sales to ideally our core and premium products.</li> <li>- highlighting the benefits of using OMRON Connect.</li> </ul>	Sales increase via recommendation /Pharmacy endorsement to end consumer.	To equip pharmacists with the right argumentation to raise awareness for consumer and unlock sales hence increase sell out	To spread awareness on importance of Afib early screening, in combination with BP, and how Omron devices can support. Guidelines and medical approach	The primary objectives of the training program are twofold: <p><b>Building Confidence in Product Knowledge:</b> One of the key objectives is to instill a high level of confidence among pharmacists regarding the products they offer. This confidence is pivotal when pharmacists engage with consumers, as it enables them to communicate effectively and convincingly about the product's features, benefits, and usage. This heightened confidence can significantly contribute to increased shelf off-take, as consumers are more likely to trust and purchase</p>

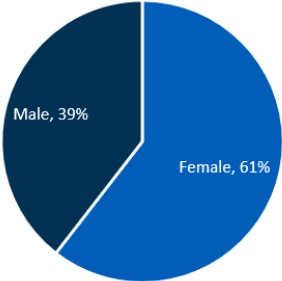
	<ul style="list-style-type: none"> <li>- Additionally, to provide knowledge &amp; retail skills to convert leads into sales, such as promoting BPMs to hypertension medication clients and clients having a health check consultation.</li> <li>- Help HCPs understand the importance of home monitoring and strongly recommending it, alongside the right OMRON device based on their needs (Hypertension/AFib/pregnancy/obesity/diabetes, children)</li> <li>- Offer knowledge on what patient can do to lower their BP numbers through healthy living (i.e. avoid smoking, drinking, caffeine, stress, increase exercise etc)</li> </ul>				<p>products from knowledgeable and confident professionals.</p> <p><b>Enhancing Customer-Centric Knowledge:</b> Equipping pharmacists with comprehensive product information goes beyond boosting their confidence; it also empowers them to better address the unique needs and queries of customers. By possessing a deeper understanding of the products, pharmacists can ask the right questions, provide relevant information, and offer personalized recommendations to consumers. This customer-centric approach not only enhances the overall shopping experience but also builds trust and loyalty, ultimately driving sales.</p> <p>In essence, the training program's objectives revolve around fostering product expertise and customer-centric knowledge among pharmacists. These objectives aim to create a win-win situation by not only increasing pharmacists' confidence but also satisfying the evolving needs of consumers, thereby positively impacting shelf off-take and overall business performance.</p>
<p><b>Are there any training content/topics for online modules that you would like to have? (If so, which?)</b></p>	<ul style="list-style-type: none"> <li>- Blood Pressure Basics: answering the why, what, who, when to worry.</li> <li>- Category Knowledge: what is a BPM, understanding readings &amp; what they mean for health monitoring.</li> <li>- Product Knowledge level 1: why OMRON, our BPM's benefits &amp; features</li> <li>- Product Knowledge level 2: deeper dive into key products, how to use a BPM.</li> <li>- Customer service and selling technique: advising customers on selecting the right BPM for their needs and how to close the sale.</li> <li>- Product level 3: How to do a Product demonstration.</li> <li>- Product level 4: Answering FAQ</li> <li>- Advanced retail skills: link selling with other co-morbidities.</li> <li>- A reward programme/ certificates: ideally it would be great to allow for a sales rep or pharmacy manager to have visibility of a summary listing showing</li> </ul>	<p>NEB: Cough &amp; Cold; How to actively sell products without prescription; Medication for Nebulizers</p> <p>BPM: Afib, ECG, deep dive medical knowledge; selling training; practical help in RX business</p>	<p>Sales arguments for BPM category in video format (ex. scenario at the point of sales between pharmacist and consumer), easy to understand, impactful.</p> <p>Short but comprehensive modules with more medical content for different topics (blood pressure and BPM, afib and ECG monitors, respiratory and nebulisers etc).</p>	<p>Connectivity</p> <p>How to use a BPM/ECG</p>	<p><b>Morning Hypertension:</b> A theoretical exploration of Morning Hypertension, including its significance, causes, and how the Omron Connect app can assist in monitoring and managing this condition effectively.</p> <p><b>Product-Specific How-To Videos:</b> Tailored video guides for each Omron product, showcasing the app's integration and functionality with these devices. This would provide users with practical insights into device synchronization and data interpretation.</p> <p><b>Troubleshooting for Pharmacists:</b> Specialized content targeting pharmacists, focusing on common troubleshooting issues that may arise with Omron products. This should include solutions and strategies to efficiently address consumer concerns.</p> <p><b>Benefits of Omron Connect App:</b> An in-depth exploration of the benefits and advantages offered by the Omron Connect app, highlighting its role in promoting better health monitoring, data analysis, and communication between healthcare professionals and patients.</p>

	which members of staff have enrolled into the training and levels/ modules completed.				
<b>What do you think we need to make pharmacists actively participate in the Pharmacy Academy?</b>	<p>Training content and tone of voice needs to be aligned with audience profiles: pharmacist (often the owner or pharmacy manager) and pharmacy staff (often lacking education, retail experience, knowledge, or motivation to deliver exceptional customer service). Both are time poor.</p> <p>On demand video format with real world scenarios, complemented by games/ exercises, and a reward programme are ideal due to engaging, accessible and interactive nature. Format should allow for learners to be able to revisit information when needed.</p>	Short & crisp & relevant & attractive reward (e.g. Have a certificate, credit points or any other voucher idea)	<p>It should be short video format, not boring, not very 'academic'. Make sure to include the recommendations for different patient's profiles, technologies, and distinctive features for products. Also, important to highlight the potential for category and prevalence.</p> <p>For pharmacists, the main objective is to sell if he sees the potential.</p> <p>Have a reward to encourage them to make the effort. (ex: voucher)</p> <p>It should be interactive with messages and examples that relate to their daily work.</p> <p>If possible, not to be too serious but bring the content in a simple and fun way while conveying the key message.</p>	An incentive to complete the training + an incentive to sell out, that is personal and managed directly by OMRON	<p>To foster active participation by pharmacists in the Pharmacy Academy, it's essential to align the training program with their professional needs and incentives.</p> <p>Continuing Medical Education (CME) plays a pivotal role in ensuring that pharmacists maintain their medical licenses while staying updated with the latest developments in healthcare. To encourage pharmacists' active engagement in the Pharmacy Academy, we propose the following strategies:</p> <p><b>Integration with Local CME Points:</b> Collaborate with the Ministry of Health (MOH) to establish a seamless connection between the training modules offered by the Pharmacy Academy and the acquisition of local CME points. This alignment not only validates the relevance of the training but also provides pharmacists with a compelling reason to attend and actively participate.</p> <p><b>Official Training Certificates:</b> Upon successful completion of the training modules, issue official training certificates to participating pharmacists. These certificates should clearly certify their attendance at the Omron Training Academy. This recognition not only adds value to their professional portfolio but also serves as tangible evidence of their commitment to ongoing education.</p>
<b>Are there any other relevant topics to think of?</b>	<p>Nebulisers: benefits of using nebulisers and when they should be used</p> <p>What is the Px profile</p> <p>How to introduce a nebuliser</p> <p>Which nebuliser is right for what patient based on their needs?</p> <p>Cross selling</p>		<p>It would be good to have quiz, a way to evaluate the knowledge.</p> <p>To set up a pharmacy ranking visible inside the pharmacy: to encourage staff from a pharmacy to learn and bring a gaming aspect/competition to show who knows the most inside a pharmacy– give virtual reward/ Certificate based on their level of knowledge.</p> <p>To offer a way to remind people if they did not finish a</p>	Nebulization treatment	<p>To effectively engage pharmacists, it's crucial to address their needs comprehensively.</p> <p>To engage pharmacists effectively, we need to focus on several key areas:</p> <p><b>Understanding the Significance of Omron:</b> Pharmacists need a clear understanding of why Omron products are the preferred choice. This involves conveying the unique selling points, quality, and reliability that set Omron apart from competitors.</p> <p><b>Addressing Customer Needs:</b> Training should equip pharmacists to anticipate and address customer questions effectively. Topics should be designed to cover</p>

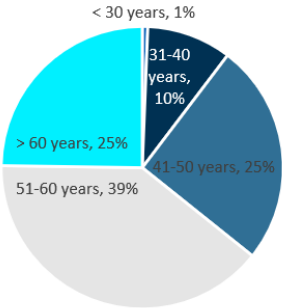
			<p>module in an encouraging way text-wise in an email for example (ex: you are almost there, unlock the potential of your pharmacy...) or when a new module is available</p>	<p>the most common queries that arise from customer needs and concerns.</p> <p><b>Product Selection Expertise:</b> Pharmacists should be trained in the art of identifying the right product for each customer. This involves asking the right questions to determine the customer's specific requirements and, in some cases, generating requirements by demonstrating the product's value.</p> <p><b>Competitor Comparison:</b> Providing pharmacists with comparative information about competitors can help them highlight Omron's superiority. This knowledge empowers them to educate customers about the advantages of choosing Omron products over alternatives.</p>
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Appendix 3: Market Research Pharmacists Germany 2023  
Respondents Germany by Gender, Age and Location

Respondents: Gender Split



Respondents: Age Split



Respondents: Geographical Split

