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HCM Marketing Tool: War Game

A relevant tool in strategic planning

The practice of War Games goes back to several thousands of years where game theory principles were used in military and chess. Applying those basic principles in the business world, "opponents" can be replaced by "competitors". War Games are often used to develop corporate and product strategies, as well as product positioning. Through a strategically oriented War Game, future moves can also be simulated and anticipated.¹

In order to survive in the competitive environment in the long term, companies need targeted business strategies. In reality, almost 30% of all companies consider possible strategic instruments to be unsuitable and about 40% do not use them at all.²

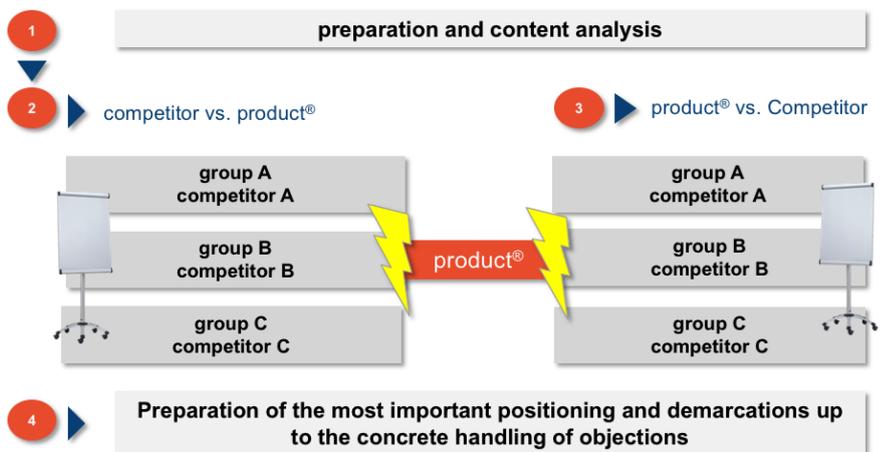
In practice, future strategic decisions are often made on the basis of retrospective knowledge and experience. The business War Games approach is prospective, i.e. forward-looking. It anticipates and simulates realistic and probable future scenarios with regard to competitors' behavior and the possible measures to counteract them. This simulation makes it possible to check the effects of complex strategic decisions of the company and the competitors.

A good example for that, is the launch of a new product or indication. The relevant market is analyzed and defined and strategic interdependencies in the market environment are mapped.

In this context, "groups" are formed in the form of teams that adopt the view and action of the competitor in each game round in order to simulate the effects of different competitive situations and positions. Different factors could then be analyzed to provide practical recommendations to counteract and manage the competition.

HCM approach:

In HCM's War Game projects, the strategies of the main competing companies and products are first identified and simulated during the workshop. Then features and benefits of the client's product and company are discussed. Finally, efficient and targeted counter-strategies and positioning against competitors can be developed. Ideally a War Game is combined with other projects, such as "Brand Planning" and "Marketing Mix", to achieve optimal results.



HCM will be happy to advise you on the procedure and possible approaches.

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^{1,2} Dr. Elke Theobald, Karsten Pillukeit (2016): Business Wargames - Spielend gegen den Wettbewerb gewinnen.

Medical Technology Market Access & Reimbursement

Valued at more than € 35.2 Billion (2016)³, the German Medical technology (MedTech) market is the third biggest market in the world. Imported products represent around three quarters of the Market, making it very attractive for international companies. After getting a CE Mark, medical devices could theoretically be used by healthcare professionals in Germany. However, following products' registration, many companies struggle with the process of reimbursement.

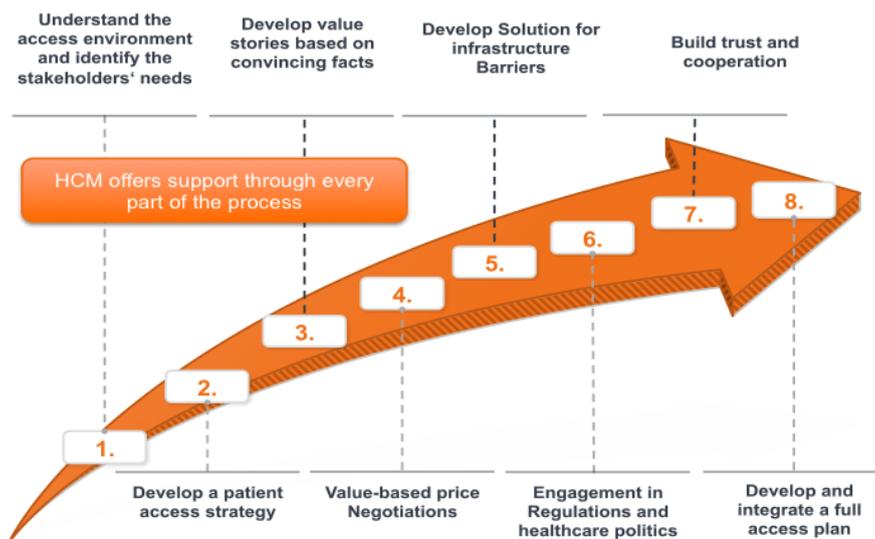
Another important aspect is getting thorough information about the market segments, patient pathways and target patient groups who would benefit the most from the launched products. This provides a significant leverage in price negotiations. Together with identifying the stakeholders' needs and using value-based price negotiations, a full access plan can be developed.

sales traction is achieved, the company can start to invest more and establish a German subsidiary.

Healthcare Manufaktur supports customers all the way starting from target group and potential identification, segmentation, targeting to reimbursement and strategic sales.

Mohamed Ghoneim is the newest member to join our HCM team for a consultant role. He received his MSc. degree in Health Economics from Heidelberg University. He also has an MBA from the University of Leicester in the UK and a B.Sc. of Pharmacy from the University of Alexandria in Egypt. Before moving to Germany, Mohamed held different positions in AstraZeneca Pharmaceuticals and Johnson & Johnson Medical devices in the Middle East, the last position of which, was Sales Manager for Ethicon Franchise of Johnson & Johnson in Saudi Arabia.

Milestones for Successful Market Access



At first glance, the German healthcare system might seem complicated, particularly for small and medium-sized international Companies. However, by using the right approach, there could be many ways for accelerated reimbursement. Tools such as NUB* & ZE** applications for in-patient products or selective contracts & IGels*** for out-patient products can always help to get products reimbursed in a short time.

Although the goal for many international MedTech companies might be to start a subsidiary in Germany or Europe in general, yet this must not be done from the beginning. A stepwise approach can be adopted, starting with customer segmentation, targeting and achieving reimbursement. Then a "light touch sales model" can be developed targeting the most potential segments first. When enough



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³ Gesundheitsausgabenbericht 2016 des Statistischen Bundesamtes (vom 15. Februar 2018)

* NUB : New screening and treatment methods (Neue Untersuchung und Behandlungsmethoden)

** ZE : Extra reimbursement fees (Zusatzentgelt)

***IGel : Out of Pocket payment services (Individuelle Gesundheitsleistungen)



Healthcare Manufaktur location Cologne



Our service portfolio includes:

MARKETING

- Actual and future market analyses
- Competitor Comparison & Competitive Intelligence
- Strategic Planning & Brand Planning
- Tactical Planning & Marketing Mix – Optimization
- Heritage Management & Marketing Automation

DISTRIBUTION

- Indication-specific and intersectoral care management analyses
- Development and training of account plans (specific clinic and intersectoral care)
- Field service training (sale and market access)

MEDICINE

- Advisory Boards and medical expert workshops
- Congress-Reports (also on site)
- Creation of abstracts und full publications
- Professional literature research
- Patient case statistics

MARKET ACCESS

- OPS-, NUB-, ZE-, DRG-applications
- Argumentation guidelines for cost reimbursement
- Selective contracts with health insurance companies
- Contract analysis und creation of (regional) heatmaps
- Pharmacoeconomic analyses und studies
- Post-AMNOG-communication

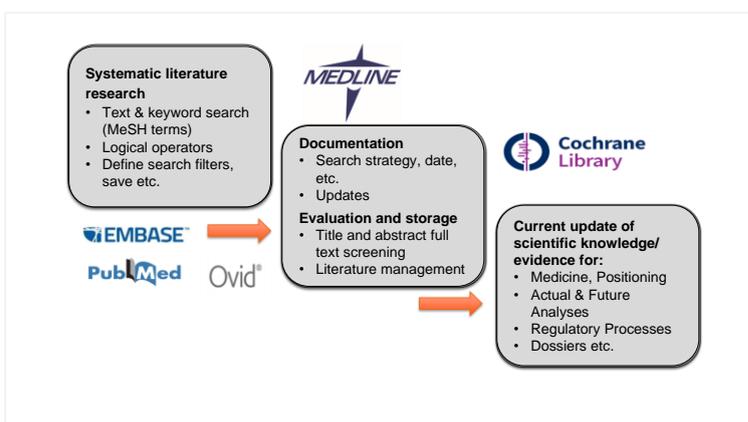
Medical Marketing Toolbox: “Systematic” literature support

Comprehensive literature research is an essential part of medical marketing. In the context of special medical questions, it enables the documentation of the current state of medical research and forms the basis of evidence-based knowledge transfer. Various online resources can be used here. The best known is certainly the bibliographic database MEDLINE, which can be accessed free of charge via PubMed as a search interface. Other information portals supporting evidence-based medicine (EbM) include EMBASE and the Cochrane Library with various databases (e.g. CDSR - Cochrane Database of Systematic Reviews, HTA - Health Technology Assessment Database).

In addition to the actual research, the critical evaluation of the literature researched with regard to validity is one of the tasks of literature support in medical marketing. A professional literature management is a prerequisite for an always up-to-date literature database that can be called up at any time and enables the prompt creation of qualified reports.

In addition to searches in bibliographic databases, searches in clinical study registers (e.g. ClinicalTrial.gov, ICTRP, EudraCT) are important to obtain a complete overview of the clinical development program in a specific indication. Current unpublished studies can be found in study registers. Clinical study registries also provide information on studies including the ones that are never published.

Literature research has various applications in medical marketing. It can provide companies with the following data: (1) Evidence for the clinical use of a drug/method (2) its classification in a therapeutic environment, (3) the differentiation from existing, alternative therapies, (4) possible future medical developments and much more. Furthermore, systematic and documented literature research is indispensable for the scientific support of approval procedures in the DRG system (OPS, NUB, ZE applications).



Regional cooperations: University of Applied Science Lud- wigshafen am Rhein

The cooperation between Healthcare Manufaktur GmbH (HCM) and the University of Applied Sciences Ludwigshafen am Rhein (HS LU) for the dual course of study "Health Economics in Practice" exists since 2012. HCM is also involved in the Health Economics Promotion Association of the HS LU.

Since then, many students have completed their six-month internship in the HCM team. The cooperation offers training in an innovative and growing company, with a lot of mutual benefits. Direct involvement in projects in the healthcare industry can be achieved by a „Training on the Job" approach in order to apply the previously acquired theoretical knowledge in a practical way. The training provides deep insights into the consulting and service sectors, covering the entire life cycle management of pharmaceuticals, supply management and the reimbursement of drugs and medical services in the office and hospital sectors, affecting almost all areas of health care.

In most cases, the employment relationship is extended from an intern to a working student contract. In addition, students have the opportunity to conduct their Bachelor's or Master's thesis in a practical manner and in coordination with the HS LU in various project areas of HCM.

"The employment of our interns and working students is characterized by independent work in small groups, which increases the learning success and thus also the motivation of our student employees. Accompanied by a relatively free time division, paid employment and regular feedback discussions both the students and the company benefit from this co-operation. We train our employees ourselves and are close to the "needs" of young graduates and the job market" (Marion Böhnert, HR).

Two trainees, two working students and one graduate are currently working for HCM as part of the university cooperation.

"After a great start in the friendly environment of HCM, we feel in good hands and are eager to see what tasks are waiting for us to expand our practical knowledge" (Michelle Engler and Simone Glenk, trainees).

"HCM knows how to strike an optimal balance between supporting and challenging employees. Interesting responsibilities, excellent development potential, great employer!" (Melany Nitschmann, working student).

"After a great interview, the expectations for the internship were very high. In retrospect, these were not only fulfilled, but also exceeded" (Jessica Maas, working student).

"Working at HCM means for me to constantly accept new and exciting challenges and to continuously develop further. I am proud to be part of the team and make a valuable contribution to the company!" (Daniela Bastian, Project Manager)

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photo (front to back): Simone Glenk, Melany Nitschmann, Michelle Engler & Jessica Maas

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