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IRCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 09/14/2026 | Accepted: 09/17/2026 | Publication: 09/20/2026

Corporate Medical Education, Knowledge Management and Technology Transfer Commercials in the Healthtech Ecosystem

Corporate Medical Education, Knowledge Management, and Commercial Technology Transfer in the Healthtech Ecosystem

Corporate medical education, management of knowledge and transfer of commercial technology in the health technology ecosystem

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Summary

This article investigates the role of corporate continuing medical education, knowledge management, and the transfer of business methodologies in the *Healthtech* ecosystem and the healthcare industry.
Based on a theoretical analysis of organizational knowledge creation processes and andragogy focused on healthcare professionals, this study analyzes how the implementation of B2B training platforms, in partnership with Key Interest Leaders *(KOLs),* enhances the commercial maturity of biotechnology and digital health companies. The work evaluates the impacts of executive training on operational efficiency, channel alignment, and the sustainable scalability of new solutions in the healthcare market.

Keywords: Corporate medical education. Knowledge management. Healthtechs. Technology transfer. Executive training.

Abstract

This article investigates the role of corporate continuing medical education, knowledge management, and business methodology transfer within the Healthtech ecosystem and healthcare industry. Drawing upon the theoretical analysis of organizational knowledge creation processes and adult learning tailored for healthcare professionals, the study examines how implementing B2B training platforms in partnership with Key Opinion Leaders (KOLs) elevates commercial maturity among biotechnology and digital health companies. The paper evaluates the impacts of executive training on operational efficiency, channel alignment, and the sustainable scalability of new solutions within the healthcare market.

Keywords: Corporate medical education. Knowledge management. Healthtechs. Technology transfer. Executive training.

Introduction

The healthcare sector is experiencing an accelerated transition driven by the convergence between medicine.

precision, digital health platforms, and new *Healthtech technologies.* As highlighted

Christensen (1997), the introduction of disruptive innovations into established markets does not require

It's not just about product superiority, but also about creating new service architectures and capacity building.

The continued adoption of innovation by market players. In the corporate environment of *Life*

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In the field of Sciences, medical education has ceased to be a mere marketing support channel and has become a consolidated institution.
as a strategic pillar for engagement, compliance, and accelerating market adoption.
The speed at which new scientific evidence and therapeutic approaches emerge establishes a
An unprecedented challenge for doctors and healthcare managers: the large volume of data and the time constraints.
The growing demand from healthcare professionals is creating a pressing need for medical education platforms.
Corporate B2B companies that deliver relevant, reliable scientific content in the ideal format.
The inability to transfer this scientific knowledge to the medical community acts as a
A direct barrier to the scalability of technological solutions and the profitability of investments in healthcare.
This article proposes a reflection on the application of knowledge management and pedagogy.
adults and the transfer of business methodologies in structuring education initiatives
Medical and executive leadership training in the healthcare ecosystem. Anchored in the theories of
The study demonstrates that the creation of organizational knowledge and experiential learning...
Codification of commercial *know-how* and ongoing medical training are the determining factors.
for operational efficiency, open innovation and the sustainability of new companies in the market.
Healthcare .

Methodology

This study adopts a qualitative and descriptive methodological approach, based on theoretical analysis and
Documentary on corporate education models, B2B medical education platforms, and methodologies.
of mentoring and executive consulting. The research is based on a literature review of works
leading academic works on experiential learning, knowledge management, and models of
business and open innovation, as formulated by Kolb (1984), Wiig (1993), Teece (2010) and Rogers
(2003).
The analysis examines the structuring processes of digital platforms for medical education.
B2B content *pricing* strategies , partnerships with leading opinion physicians.
(Key Opinion Leaders - KOLs) and the creation of executive training programs for teams of
Health management. Indicators of educational and commercial effectiveness are evaluated, such as the reach of
base of engaged medical professionals, student retention rate on platforms, the increase
in the profit margin of new products and the user satisfaction index *(NPS).*
The qualitative analysis contrasts recurring challenges faced by biotechnology startups and
Healthtech companies in market expansion processes adopt approaches described in the literature for education.
Corporate, knowledge transfer, and executive development. In practice, especially
In larger-scale operations, the systematization of knowledge and the development of leaders can...

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to reduce information asymmetries, promote consistency in execution, and support adaptation of Business models in different organizational contexts. This approach allows for discussion, in light of From the literature, how can structured knowledge management practices contribute to the maturity of the health ecosystem and for sustainable economic development.

Chapter 1: The Role of Corporate Continuing Medical Education in the Adoption of Innovations in Health

Continuing medical education (CME) promoted by companies in the Life Sciences sector constitutes one of the most effective tools for the responsible dissemination of therapeutic innovations and diagnostic. According to Rogers (2003), the diffusion process of an innovation depends critically reducing the uncertainty perceived by potential users, a role that scientific knowledge and Educational institutions perform with precision. Corporate medical education should not be limited to

The product presentation will not focus on deepening the understanding of the pathophysiological basis of the disease and the...

Evidence of the efficacy and safety of new clinical approaches.

Structuring B2B medical education platforms requires adopting the principles of...

Experiential learning for adults. Healthcare professionals seek problem-solving focused learning.

Immediate solutions to everyday clinical dilemmas. Offering short instructional modules.

(microlearning), discussions of real clinical cases with key opinion leaders *(KOLs) ,* and algorithms of Interactive therapeutic decision-making ensures high rates of engagement and information retention by part of the doctors.

Ethical partnerships with leading physicians and specialty societies can broaden the...

The relevance and credibility of medical education programs when structured under clear rules. governance, transparency, and compliance. The participation of experts in building the

The program content and the way scientific meetings are conducted contribute to technical rigor and to...

clinical contextualization of the materials, without replacing independent review mechanisms and Controlling conflicts of interest. Transparency in relations between industry, institutions and Medical speakers are therefore a central element in preserving the trust of the medical community. and adherence to industry codes of conduct.

The evaluation of the impact of medical education should prioritize indicators compatible with its educational purpose, such as reach, engagement, knowledge retention, satisfaction of participants and the ability to critically incorporate new evidence into professional practice.

Digital metrics and learning assessments can help identify knowledge gaps.

and to improve content and formats, while preserving the independence of clinical decisions. Under a

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From a governance perspective, the value of these initiatives is linked to the quality of the update.
scientific and supportive of evidence-informed practices, not behavior direction.
prescriber.
It is concluded that corporate continuing medical education can act as an important link between
Scientific production and clinical practice. By expanding professionals' access to knowledge.
Updated and contextualized, well-governed educational initiatives can promote...
Critical incorporation of evidence and contributing to the quality of care, without replacing the
Neither clinical autonomy nor independent processes of medical education.

Chapter 2: Organizational Knowledge Management and Competency Codification
Commercials

Retention and dissemination of strategic knowledge in high-tech and life-saving companies.
Sciences represent one of the greatest management challenges in dynamic markets. According to
Wiig (1993) states that systematic knowledge management aims to build, transform, and apply the
The company's intellectual capital to maximize the effectiveness of organizational decisions and the value generated.
for customers.
In healthcare and biotechnology organizations, a large part of the competencies related to the *go-to-*
Market strategy, negotiation with funding sources, and product launches all reside tacitly in the mind.
of directors and sales managers. When these professionals leave the company, the
Critical knowledge about how the market works and *stakeholder* relationships are important.
The risk of getting lost. The challenge of strategic management is to promote the conversion of this knowledge.
Practical for accessible and replicable documentation.
The creation of manuals of excellence in product launches, multichannel negotiation guides, and spreadsheets of...
Financial *pricing* modeling represents the formalization of the company's commercial *know-how* .
Making these materials available on internal corporate intelligence portals allows new
Sales teams and product managers quickly absorb the company's best practices.
reducing *onboarding* time and preventing recurring execution errors.
The dissemination of explicit knowledge should be supported by ongoing mentoring programs.
executive and corporate workshops. As Kolb (1984) analyzes, the transformation of experience
Abstract thinking through active experimentation accelerates the development of reflective skills in managers.
The exchange of experiences between different Business Units enriches the strategic vision of
It leads and accelerates the resolution of complex operational problems.

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Therefore, organizational knowledge management can transform the individual intelligence of...
executives see an intangible asset of the company. The systematic codification and sharing of
Business methodologies reduce dependence on isolated professionals and contribute to...
continuity of operations and for the sustainability of long-term growth.

Chapter 3: Business Modeling, Monetization Restructuring, and Scalability in Healthtechs

The ecosystem of health startups and life sciences technology companies (Healthtechs) faces
Relevant challenges in the transition between solution validation and business model building.
commercially scalable. According to Teece (2010), the success of innovation requires the creation of a
A business architecture that clearly defines how the company delivers value to customers and converts them.
Part of this value translates into sustainable revenue and economic results for the organization.
Restructuring the monetization model and pricing strategies may represent a turning point.
Relevant to the economic sustainability of digital health companies. Startups frequently
They begin their operations with empirical pricing models or models based predominantly on...
cost coverage, without sufficiently incorporating the value perceived by the B2B customer, such as
Hospitals, health insurance companies, and pharmaceutical companies. The adoption of models such as recurring subscriptions.
(SaaS), technology licensing, or remuneration linked to operational results may,
Depending on the context, increase revenue predictability and improve the alignment between capture and
delivering value.
Optimizing distribution channels and B2B business partnerships is key to scalability.
accelerated growth without a disproportionate increase in fixed costs. The creation of strategic partnerships with
Large pharmaceutical companies or established hospital networks allow *healthtech companies* access
already established bases of thousands of health professionals, overcoming the entry barriers of
market. The combination of the startup's technological agility and the distribution capacity of
A large corporation generates synergistic value for both partners.
Financial governance and continuous monitoring of business performance metrics (SaaS)
Metrics contribute to the sustainability of company growth. Monitoring the Cost
Customer Acquisition Cost (CAC), subscription churn rate, and time to
Return on investment (Payback) provides data that allows management to adjust sales strategies and
Marketing should be prioritized before cash flow pressures compromise operations.
In short, structured business modeling and financial discipline are the pillars that support the...
Scalability in *Healthtech:* Transforming good digital health ideas into businesses.

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Profitable and well-organized companies strengthen the innovation ecosystem, attracting venture capitalists . *Capital)* and enabling the democratization of access to advanced medical technologies.

Chapter 4: Executive Leadership Development and Training in Healthcare Business Management

The development of executive leadership skills in professionals in the health and safety fields.
A background in biological sciences is an essential requirement for the success of contemporary companies in the sector.
According to Kotter (1996), the successful management of organizational transformations requires leaders.
capable of articulating a clear strategic vision, aligning people around common goals and
To institutionalize new approaches in corporate culture.
Executive development programs tailored to the healthcare sector should address these gaps.
Critiques of management training. The teaching of fundamental concepts such as financial statement analysis.
financial statements (Balance Sheet and Income Statement), pricing techniques, cash flow management and
Investment *valuation* empowers managers to engage in dialogue on an equal footing with
Boards of directors and investment funds. Understanding market dynamics.
Financial and regulatory aspects enhance the decision-making maturity of senior management.
Training in leadership and people management in highly skilled technical environments presents
Specific challenges. Leading multidisciplinary teams composed of doctors, scientists, and...
Data, engineering, and regulatory expertise require advanced skills from the executive leader.
Assertive communication, emotional intelligence, and conflict negotiation. Creating a climate...
A collaborative organizational structure focused on achieving goals fosters high performance and...
Retaining talent in a highly competitive market.
Executive mentoring offered by experienced leaders acts as a
A catalyst for the accelerated development of new health managers. The opportunity to discuss
Real-world market cases, ethical marketing dilemmas, and *turnaround* strategies with
Professionals who have led large operations provide mentees with practical learning.
and contextualized, shortening the learning curve and preventing serious strategic errors in
running companies.
It is concluded that investment in business management training and development of
Executive leadership is a relevant component for strengthening the ecosystem of
health. The qualification of managers can increase the capacity to transform scientific knowledge.
in sustainable organizations that generate skilled jobs and are able to participate in processes
Technological innovation in global markets.

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Chapter 5: Commercial Technology Transfer and its Impact on Development Health Ecosystem

Commercial technology transfer encompasses the systematic process of sharing and adaptation of market methodologies, *go-to-market* strategies and management tools among large corporations, universities, research centers, and new companies in the healthcare sector. According to Porter (1990), the competitiveness of a nation or industrial sector stems from strength and interconnectedness of their local innovation and support ecosystems *(industrial clusters).* Collaboration between the private sector and academia, through innovation hubs, Universities, research centers, and life sciences ecosystems create favorable conditions for... knowledge sharing between science, biotechnology, the pharmaceutical industry, and businesses. emerging. The institutional and, in certain contexts, geographical proximity between these actors. It facilitates recurring interactions, networking, solution validation, and access to skills. specialized and tacit knowledge transfer that rarely occurs solely through mechanisms Formal or remote. These environments also bring researchers, executives, investors and healthcare professionals, promoting the adaptation of technologies and business models to the demands regulatory and commercial aspects of each market.

Exporting and adapting successful business models between developed and developed markets. Emerging markets are driving the growth of globally expanding companies. Knowledge Experience gained in leading operations in mature markets can be adapted to structure the workforce. sales, market access and *pricing* strategy in developing countries, respecting local regulatory and cultural particularities. This international business intelligence reduces the risk of error in geographic expansion strategies.

The socioeconomic impact of accelerating the healthcare ecosystem is reflected in job creation. highly qualified, in strengthening the technology supply chain and increasing Economic attractiveness of regions focused on innovation. Efficient commercial healthcare companies. They reinvest their profits in new research and product development, establishing a A virtuous cycle of economic growth and improvements in the well-being of the population.

In short, commercial technology transfer can function as one of the connecting vectors. between science, economic activity, and social impact. The responsible dissemination of methodologies of Business growth and the strengthening of innovation ecosystems in healthcare favor the transformation of biotechnological discoveries in sustainable solutions, with the potential to contribute to health. public and for economic development.

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Final Considerations

The analysis developed throughout this article suggests that the consolidation of the Healthtech ecosystem
The sustainability of the Life Sciences industry is favored by the integration between advancements.
scientific, organizational knowledge management and structured application of methodologies
commercials. The literature examined indicates that the ability to transform biotechnological research
The availability of commercially viable solutions depends not only on scientific quality, but also on...
management skills, organizational learning, governance, and engagement with the ecosystem
innovation.

The analysis highlights the potential relevance of B2B corporate continuing medical education as
an instrument for scientific updating and professional engagement, provided it is structured with
Educational independence, transparency, governance, and compliance. Digital platforms based
based on adult learning principles and developed with responsible participation of
Experts can broaden access to up-to-date knowledge and foster a critical understanding of...
new evidence and support the quality of clinical practice, while preserving the autonomy of the professional.
health in their therapeutic decisions.

Applying knowledge management theories to the codification of business competencies.
It presents itself as a relevant instrument for the preservation of intellectual capital and continuity.
Organizational. The conversion of the tacit knowledge of executive leadership into process manuals,
Launch guides and pricing methodologies can reduce the training time for new customers.
collaborators and support the consistent expansion of operations in multiple markets.

Furthermore, the restructuring of monetization models and training in business management for
Healthcare executives can contribute to the profitability and scalability of new [projects/services].
technologies. The domain of corporate finance, B2B performance metrics and governance offers
providing leaders with tools for more informed decision-making, for dialogue with investors, and for...
Sustainable long-term business management.

The transfer of commercial technology and active participation in innovation ecosystems and hubs.
in Life Sciences completes this cycle of strengthening the healthcare market. The circulation of
methodologies and knowledge sharing among universities, research centers, and biotechnology companies,
Large pharmaceutical companies, healthtech companies, and investors can reduce learning barriers and foster...
The responsible placement of new solutions on the market, with the potential to generate jobs.
qualified professionals, economic activity, and increased access to health technologies for society.

Faced with the ongoing challenges posed by digital transformation and the demand for greater...
economic efficiency in the global health sector, the systematization of commercial knowledge and the

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Ongoing leadership training is becoming increasingly important for the competitiveness of...

organizations.

It is concluded that the science of administration, when applied ethically and rigorously to the Life sector...

Sciences can contribute to connecting biotechnological innovation to the sustainable generation of value.

continuous investment in knowledge management, responsible medical education and development

Having more people tends to strengthen organizations' ability to innovate, protect investments, and...

to expand its contribution to the advancement of health in society.

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