PHARMASYNERGY OTC · ROME · 11 SEPTEMBER 2026

The Gold Standard OTC Pharma Experience on Amazon

Ash Shah
Managing Director, World Products

WORLD PRODUCTS

Your customers already buy healthcare on Amazon.
Is your business managing it like one?

01

They arrive with the decision half made

Ingredients compared, reviews read, several brands looked at before your page

02

They still need to understand what they are buying

And they expect the right product to arrive in good condition

03

If there is a problem, they expect it handled properly

The channel has changed. Their expectations of your brand came with them.

IQVIA, 2025: online will be **18 to 20%** of the global OTC market by around 2030. Approaching one fifth.

41%

of global consumer health e -commerce is Amazon (Euromonitor, 2025)

Even a small share of your sales today is already asking questions of the wider business.

A leadership issue now.

WORLD PRODUCTS

Building for the future customer, **or fitting Amazon around the past?**

THIS MONTH'S SALES. THE AD COST. BLACK FRIDAY.

Useful questions. They cannot tell you whether you are building a healthy business.

An unfamiliar seller appears

and the first request is a takedown.

A price drops

and the response is another promotion.

“That is just Amazon.”

Blaming the platform cannot be the strategy. Weak foundations quietly erode margin.

You would expect a proper plan for any major channel: how you supply it, how the economics work, how it develops over years.
Amazon deserves the same discipline.

In practice: **Deliver, Protect, Grow.**

Findable and understood. Dependable supply. Accountable stock. Problems investigated at source.

DELIVER

- ➔ The operation behind the customer experience.
- ➔ Today's lever: traceability.

PROTECT

- ➔ The integrity of your marketplace presence and the commercial health of the business.
- ➔ Today's lever: pricing.

GROW

- ➔ Building demand and developing customer value over time.
- ➔ Today's lever: lifetime value.

Many levers within each. Three today: traceability, pricing, lifetime value.

Deliver first. A dispatch confirmation tells you stock has moved. It does not tell you everything you may later need to know about it.

WORLD PRODUCTS

Imagine your quality team calls tomorrow morning. There is an issue with a batch.

Who has the batch records?
And how do they connect to the inventory you sent?

Who coordinates the response with the platform?
And how do you confirm the required actions are complete?

450+ recall events involving OTC medicines in five years.
US FDA, FY2020 to 2024, 1,900+ products. Readiness starts long before the call.

Consumer first, always. Then traceability decides how much the business is disrupted. **Good sales do not tell you whether the operation is ready for that call.**

DELIVER

The tools do different jobs.
Connect them to your process.

Batch records

What you record, and what you can establish from it

/01

Inventory identification

An inventory identifier is not a batch record

/02

Unit serialisation

Authenticating a unit does not give you a recall process

/03

Your team's procedures

What it records, what it can establish, how it acts

/04

The easiest time to find a gap is during a rehearsal. Follow an affected batch beyond your warehouse. See where the information stops.

One Deliver lever of many. The same discipline applies to expiry, availability, pack condition and customer concerns. For the customer, it is all one experience of your brand.

WORLD PRODUCTS

27 sellers alone could not explain it.
The product's journey could.

WHAT WE SAW

27 sellers on one listing, offering stock from several countries.
A featured offer that kept changing. Some sellers with negative customer feedback.
A reason to investigate, not a conclusion.

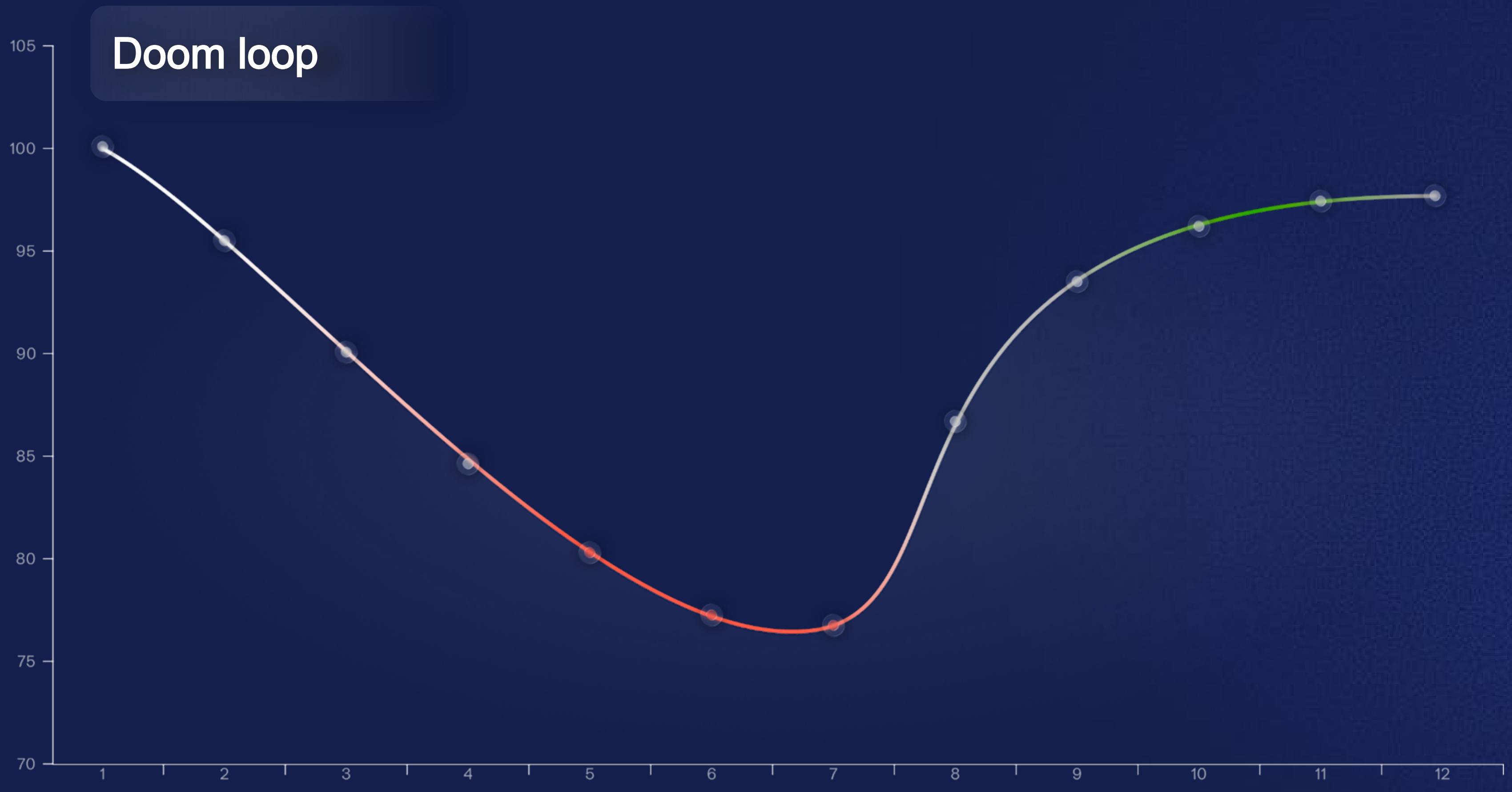
WHAT WE DID

Traced the distribution with the brand and found product that did not meet the market's requirements.
Worked with distribution partners to fix the specific compliance issues and improve visibility of supply.
Consumer safety first.
Afterwards, less volatility in the offer. The bigger lesson: issues the brand could fix inside its own business.

Before we ask what Amazon is doing to our business,
we need to ask what decisions in our business are showing up on Amazon.

Your Amazon price drops.
Where did the pressure start?

Amazon prices against the wider market. A promotion elsewhere, excess stock or an unexpected route to market moves your Amazon position.



- ➔ Pressure starts outside Amazon
- ➔ The Amazon offer adjusts
- ➔ That price is visible to everyone
- ➔ Commercial partners react
- ➔ Pressure returns elsewhere

The price is where you see the problem. The cause usually sits elsewhere: distribution, forecast, promotions, where the stock went next.

Act on the specific issue and the evidence. Brand Registry cannot fix distribution.

Are we asking our Amazon operation to solve a problem the wider business keeps recreating?

A 1% improvement in realised price can lift operating profit by almost 9%, if volume holds (McKinsey). Small price movements deserve senior attention.

Imagine two campaigns.

Most brands can say what a promotion sold. Fewer can say what those customers did afterwards. For recurring needs, that is most of the opportunity.

CAMPAIGN ONE

- Big spike
- Looks successful
- Few return

Judged on the event report: campaign one wins.

CAMPAIGN TWO

- Quieter start
- More return
- And buy again

Judged over the following months: campaign two wins.

Which deserves more investment? The windows we judge through:

This week → This month → Black Friday → ...and what happened afterwards?

You cannot answer that from the event report alone.

The measurement window shapes the decision.

WORLD PRODUCTS

Recognise only the first order, and you underestimate what a customer is worth.

That constrains investment, which limits growth and reinforces the view that the opportunity was small. Follow what happens beyond acquisition.

3x

lifetime value of Subscribe & Save customers vs regular customers
beauty, supplements, pet; via Amazon Ads

2.5x

more frequent purchases from those subscribers
same research; not an Amazon average

Margin

Contribution after costs, fulfilment, advertising and promotions?
a bigger lifetime number is not enough

Follow what happens after acquisition: how many return, how often, what happens after a promotion. Some needs are regular, so me seasonal, some occasional.

What can we afford to invest in acquiring and keeping a customer, given what the evidence says they are worth?

Lifetime value is one Grow lever. Content, discoverability, advertising and conversion all matter; better measurement tells y ou how much to invest in them.

WORLD PRODUCTS

Foundations support growth. **Growth demands more of them.**

Available? Information useful? Pack arrived as expected?
Still profitable to serve?

DELIVER

➔ Supply chain holds the stock information.

➔ Quality understands the response to a product issue.

PROTECT

➔ Commercial manages the distribution relationships.

➔ Ecommerce sees marketplace behaviour.

GROW

➔ Finance influences what gets measured and funded.

➔ Each team does its job. The connection goes unmanaged.

Who brings those views together? Who connects a distribution decision to Amazon pricing, or repeat purchasing to next year's budget? That is a leadership responsibility.

Give your ecommerce team access to the people who can act on what it finds. And expect the wider business to use what the marketplace is telling it.

WORLD PRODUCTS

Three conversations to have with your team. Starting Monday.

A recall, walked through.
One batch supplied into Amazon. Where is it clear, where does it rely on assumptions?

A pricing issue, from its origin.
What can the evidence tell you about decisions inside your own business?

Last year's customers.
What happened after the first purchase, and do your investment decisions reflect it?

WORLD PRODUCTS

Deliver.
Protect.
Grow.

Whatever share of sales Amazon represents today,

does your strategy prepare you for the next decade of healthcare purchasing?

The next time it becomes a complaint about Amazon, ask one more question: what have we learned that we can act on?

Ash Shah

World Products

ash@worldp.co.uk ·

wpglobalgroup.com