

Market Analysis Worksheet

Conducting a market analysis will help you determine your target market, customers, and competitors, so that you can develop a strategy for competing in the market place, and project your potential sales and market share.

Please provide responses to the questions below. Use the Market Analysis table on page 2 to help you craft your responses. You can also reference the steps to completing a market analysis that is available on page 4.

1. Briefly describe what products, programs, and/or services you will sell.
2. Who are the potential customers and partners in the geographic region you will serve?
3. What is the market penetration of Medicare eligible and Medicare Advantage participants in your region?
4. What are your customers' pain points, and how will your services/products/programs address their needs?
5. What are some of the recent trends and/or regulations impacting the delivery of your services and products?
6. What is your competitive advantage over competitors?
7. What opportunities can you take advantage of?

Market Analysis Table

| | |
|------------------------------------|--|
| Who will be your Customers? | ___ Accountable Care Organizations ___ Bundled Payment Participants ___ Hospitals ___ FQHCs ___ Medicare Advantage or Special Needs Plans ___ Medicaid Managed Care Organizations ___ Commercial and Employer-Based Insurance Plans ___ Other _____ (please specify) |
| Primary Customer | What regions do they serve (target market area)? |
| | How many Medicare beneficiaries do they serve? |
| | What are their characteristics (payment models used, % of beneficiaries in patient population with chronic conditions/risk factors, hospital readmission rates, etc.) |
| | Who are the key decision makers? |
| | Other characteristics (please specify) |

Competitors

| | |
|----------------------------|--------------------|
| Name of Competitor | Analysis |
| | Strengths: |
| | Weaknesses: |
| Marketing Strategy: | |
| Name of Competitor | Analysis |
| | Strengths: |
| | Weaknesses: |
| Marketing Strategy: | |
| Name of Competitor | Analysis |
| | Strengths: |
| | Weaknesses: |
| Marketing Strategy: | |
| Name of Competitor | Analysis |
| | Strengths: |
| | Weaknesses: |
| Marketing Strategy: | |

Steps to completing a market analysis

1. Identify the number of Medicare beneficiaries in your target market. Document the results in your market analysis document.
2. Assess the penetration of Medicare Advantage in your target market.
3. Determine the individual Medicare Advantage Plan enrollment in your target market. Document the results in your market analysis document.
4. Assess if there are Medicaid Managed Care Plans operating in your state and the population that they serve
5. Assess the penetration of commercial insurers in your market area.
6. Determine the payer mix of consumers that are admitted to the hospitals that you operate in. Payer mix is the types of insurance providers that have beneficiaries.
7. Stratify the list of Payers in your market based on their current penetration and the utilization of their beneficiaries at the hospitals you serve.
8. Assess if there are currently operating Accountable Care Organizations in your target market. Document the results in your market analysis document.
9. List the types of ACOs operating in your market and assess if there are any publicly reported outcome results for the ACO.
10. Assess if there are enrolled participants in the Bundled Payments for Care Improvement Initiative (BPCI) in your market.
11. Assess how the hospitals in your market have performed on the readmissions penalty measures over the past three (3) years.
12. List all of the participating BPCI programs along with the following key elements:
 - a. Model(s) chosen
 - b. Number of conditions selected
 - c. Phase of participation
 - d. Document if there is a Convener participating
13. Review your market analysis document to determine each of the key payers in your market.
14. Determine how your program can assist each potential payer in achieving their requirements to improve quality and reduce costs for a target population.
15. Develop a strategy and timeline to meet with each payer and present your program with a goal of obtaining a contract for services.