

## **Marketing Readiness Assessment and Planning Tool – Growing Existing Services**

### **About This Tool**

The purpose of this tool is to capture a brief synopsis of proposed market opportunities for service expansion and desired outcomes in order for Strategic Marketing to assess and prioritize growth opportunities and establish positive return on marketing investments

### **Notes**

- Proposals should be completed to the best of the knowledge of the project champion and may include approximations.
  - Form should only take 1-2 hours to complete. If you don't have appropriate knowledge to complete a question, leave blank and Strategic Marketing will assist.
- Proposals may be submitted for consideration only after receiving sign-off from relevant Chair, Chief, Administrator or director.
- Assistance may be needed from functional staff offices (Marketing, Finance, Human Resources). Please contact your assigned marketing contact for direction, contacts and resources if needed.

Name of Clinical Service Requesting Marketing Support:

Project Champion:

Name	
Title	
Campus Box Number	
Phone Number(s)	
Email Address	
Reporting Chair, Chief or Administrator	

Please list key individuals who should be involved in the clinical initiative planning process:

Name	Title/Department	Phone Number	Email

**1. Clinical Service/Program Description (Completed by department administrator, director, or manager; attach supporting documentation)**

The program overview provides a **brief** summary of the program including history, current status and future direction well as an outline of the program’s leadership, philosophy and staff. It is important to illustrate who are the leaders (both medical staff and operations) of the plan and to what level they are committed to plan execution. Explain this program or service supports the mission/goals/objectives of UVA Health System.

- Explain how the need for this plan was identified and by whom:
- List physicians/clinicians providing the service:
- List diagnostic codes relevant to running market analysis:
- Explain key driving forces for marketing the service:
  - Grow volumes to support new or existing physicians/staff  
Explain:
  - Grow to meet increasing market demands (increase in incidence, population growth)  
Explain:
  - Maintain volumes/share in face of increased competition  
Explain:
  - Grow/maintain volumes to feed specific clinical trial needs  
Explain:
  - Grow/maintain volumes to meet teaching or accreditation/quality standards  
Explain:
  - Other  
Explain:
- Ideally, how much do you want to grow your volumes over the next year (%)?
- Illustrate ability to deliver service:
  - Explain how you will ensure capacity (staff, physicians, space, equipment, etc.) to meet volume projections:
  - Explain how you compare to competition with respect to quality, patient satisfaction and access (attach appropriate patient satisfaction or quality data):
  - Explain your competitive advantage (strengths):
  - Explain the competition’s advantage:  
n/a
- Patient flow
  - How do patients access the service and move through the system (consider attaching a flow sheet)?

- Approximate percentage of physician referrals vs. consumer self referrals
- Identify payor mix, pertinent insurance issues and any potential reimbursement challenges and identify strategies for improvement (contracting/networks):
- How is this service going to impact other operations?
  - Clinic operations (e.g., scheduling, greeters, waiting areas, etc.)
  - Inpatient operations (e.g., OR, bed center, nursing, etc.)
  - Support Services (e.g., labs, pharmacy, transport, clinical engineering, housekeeping, etc.)
  - Other
  - Have you worked with administrators in other areas about the impact? Explain:

**2. Market Analysis (To be completed by Strategic Planning & Research, attach supporting documentation)**

- Definition of volumes, market size and share:
- Initial definition of market segments (age, gender, risk factors, etc.):
- Projections of direction of the market (stable, growing, shrinking)
- Description of any industry or competitor changes (e.g., shift from inpatient to outpatient)
- Estimate volume growth based on current trends, moderate growth and aggressive growth

**3. Financial Analysis (To be completed by department administrator, director or manager and MFPA, attach supporting documentation)**

- Illustrate fiscal performance and future projections (volume, revenue and cost)
- Identify incremental volume, revenue, costs, etc.
- Performance evaluation (e.g. breakeven analysis, payback/ROI, operating margin, etc.)
- Pro forma financial statements: Project 3 years and include the projection assumptions and their accompanying rationale. These statements should be provided for both the technical and professional components
- Sensitivity analysis: calculate performance evaluation figures based on meeting various levels of the projections (current trends, moderate growth and aggressive growth)
- Upon completion of marketing plan, marketing costs will be counted as an additional expense and subtracted from revenues to determine final operating margin
- How will the project be funded over time?
  - Is this service self-sustaining?
  - Will you shift the department's current budget/priorities to support?

**4. Marketing Plan (To be completed by Strategic Marketing Communications, attach supporting documentation)**

- Identify Target Markets
  - Define market reach necessary to achieve desired volumes.
  - Describe who the potential customers are for this program or service, in order of importance.
  - Market Segmentation: categorize the target markets by psycho-demographics, specialty, frequency of use, et
- Assess competitive environment and competitor strategies
- Develop marketing strategies, tactics and channels for reaching desired audiences

- Develop tactical work plan including timeline and responsible parties
- Develop budget for plan
- Develop evaluation (ROI, increased volumes, etc.) for marketing tactics

Champion Signatures (indicates support of this proposal moving to Business Planning Process if approved by Market Strategy Committee and Clinical Strategy Group):

Individuals	Signature	Date
Project Champion 1		
Project Champion 2		
Chair, Chief		
Chief, Administrator		