Industry Profile

You are required to conduct and compile a report on a Fortune 500 healthcare organization. To facilitate student progress on this report several portions of the report or ‘deliverables’ will be submitted to the course instructor during the semester. Each of the deliverables will be submitted by Attaching a MS Word file through the appropriate assignment drop box here in WebCT.

The report will include a description of the industry that the company operates in. This is to be done by the student offering a thorough examination of how each of the points or issues listed below relates to the company. Students should remember that all of these points or issues may not be relevant for the company that you examining. Students may also add to this list if they deem it necessary or appropriate. Students will need to focus specifically on the key business and strategic domains of – finance, marketing and planning.

Some suggested issues or points to consider are –

A. Nature of the industry – A Porter-Type Industry Structure
   - Bargaining power of suppliers
   - Bargaining power of buyers
   - Threats from potential competitors
   - Threats from new or emerging products/services
   - Competition/competitors
   - Environmental factors such as legal, social, regional, etc.

B. Structural analysis within the industry
   - Identify critical competitive dimensions within the industry. What are the critical factors in the industry?
   - Strategic group maps maybe used if appropriate
   - Identify barriers to entry into the industry (mobility barriers)
   - Examine opportunities and threats from competitors
   - Consider the economic structure of the industry – monopolies, fragmentation, oligopoly, diversification.

C. Industry Dynamics – Are there potential changes, current or predicted within or surrounding the industry that may influence changes in the future? Consider then some of the following –
   - Society trends
   - Economic trends regionally and globally
   - Market/product trends
   - Regulatory changes/threats
   - Innovations within the industry
   - Economics influencing cost and value
   - Potential for organizational or structural changes
   - Companies entering and leaving the industry
D. Distinctive competencies and vulnerabilities (Achilles Heel)

The purpose of this project is to have the student demonstrate and apply the knowledge gained through their course work in the Clinical Services Management program. Students will be required to research and develop course deliverables that demonstrate the knowledge and skills required for success as a emerging healthcare manager and leader.