



Deft Research provides focused, applicable information to health product and marketing teams for more confident and productive project implementations.

DEFT RESEARCH, LLC • 333 SOUTH 7TH STREET • 2150 ACCENTURE TOWER • MINNEAPOLIS, MN 55402 • P: 612.436.8318

CASE STUDY: PROTECTING MARKET SHARE

The Challenge

For decades, a large health insurer had enjoyed dominant market shares in its key regions. The insurer was committed to serving its senior population with supplemental Medicare insurance and had forgone the opportunity to launch new Medicare Advantage products. Intensifying competition in the senior health insurance market had begun to chip away at our client's market share.

The Approach

Slipping market share is an issue but it is not a good point from which to begin a market research project. Deft interviewed several executives and key managers keeping two questions foremost: "what decisions do you need to make?" and, "if you had certain information, what would you do with it?" These questions kept us focused on producing useful results. The outcome of the consultative exercise was to identify three key questions whose answers would help turn the negative market share trend.

1. What steps should be taken to attract the largest number of age-ins to the client?
2. What steps should be taken to keep the largest number of existing customers?
3. What will motivate the largest possible number of competitors' customers to switch to the client?

Deft designed a consumer telephone questionnaire that flowed out of this framework.

Results

The client learned several things that were developed into action plans.

- The client learned it must control the conversation about price and cost. When competitors were allowed to focus on low premiums, they gained an advantage, but when cost sharing, especially cost sharing for hospitalization was introduced, the client product won the choice.
- The client learned of several important areas of market differentiation and opportunities for market leadership. These included offering market leading dental and vision packages, as well as several on-line services.
- The client also learned about the small segment of customers who were focused on fitness and health. These customers had different needs than persons who were more generally interested in wellness.