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Market Share Report-

This report will cover the creation of my market share report in SuperDecisions for retail pharmacies. Included will be how the model was created, the synthesized results and probabilities, and a discussion of how the results from the model compared to the known results from the prior year. This final discussion will include a compatibility index analysis to assess the predictive nature of the model created.

The first step for creation of the model was to define the industry I was testing. I decided to craft a model to analyze retail pharmacies in the United States. Next, I selected three retail chains that represented a significant portion of the market: Walgreens, CVS, and Rite Aid. I created an alternatives cluster for these alternatives. Next, I defined criteria that I felt was unique for each alternative and was important when defining their share of the market. I then grouped the data and set up additional clusters for analysis that included services, products, marketing, and stakeholders. Regarding stakeholders, I felt that there were three main groups that would differ in their expectations and ratings of the products, marketing, and services offered by retail pharmacies: senior citizens, individual customers, and those with families. Within the other four clusters I included each of the unique criteria I had determined to be comparable and impactful. The first cluster was medical offerings other than prescriptions such as clinics, testing, and OTC product availability. The second cluster focused on the prescription drug offerings of the pharmacy chains which was broken down into their specialty medication services, the insurance plans they accept, programs like refill reminders and the finally the overall prescription drug revenue for the stores. The third cluster included non-medical products sold at the stores like cosmetics, food, tobacco products, and finally the store design. The final cluster involved marketing for the chains. Included in this cluster were the website, rewards programs, mobile app, advertising, sponsorships, and number of locations. From there, I made connections between the clusters. First, I connected the alternatives to all the criteria and all the criteria back to the alternatives. Second, I made connections between clusters that I felt were important. Finally, I made connections between individual criteria that were significant. My final model is included in Figure 1.

Figure 1:
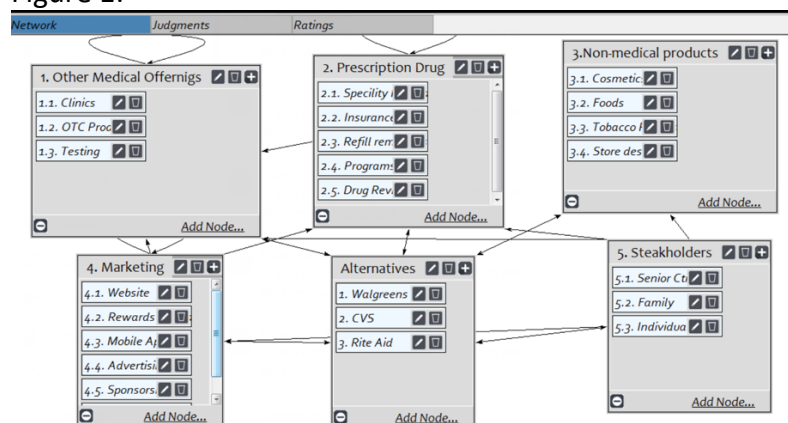
Form here I had to pairwise compare the criteria for all my nodes and clusters. I was able to take a shortcut for some of the longer comparisons by answering the all the questionnaires for the items that represented the first criteria for comparison than just one of the questionnaires for the remaining criteria. This filled the top portion of my grid and as we learned the bottom portion of the grid is the inverse of the top. An example of this shortcut method is included in Figure 2.

Figure 2:

Upon each completion of a questionnaire, I checked the inconsistencies to make sure that they were below 10%, thus representing a consistent model. Before synthesis the results, I did a sanity check to make sure I was not missing any important comparisons. The synthesis of the results is included in Figure 3.

Figure 3:

The priorities of the results is included in Figure 4.

Figure 4:

The final step was to test the model by making a comparison the

actual market share precents from the previous year. I used the IBISworld link included in the assignment description to find these values. I put them into an Excel document to check the compatibility index for my model. This Excel document also included the ideal normal and raw results from the synthesized data in the equation for the compatibility index. It is desirable for this value to be around 1. For my model the index was 1.09. This value means that the model I created is predictive of market share and would be a viable model for making market share predictions for retail pharmacies based on my selected criteria. The results are shown below in Figure 5.

Figure 5:

SAATY COMPATIBILITY INDEX FOR 3 ALTERNATIVES (N=3)				

	RESULTS	
Number of Alternatives	3
Sum of Matrix	9.81955753
Compatibility Index	1.09106195

Actual values before normalization

0.347	← copy to this column the initial actual values
0.294	
0.053	

Normalized Actual values

0.50000	to normalize the values we sum them and then
0.42363	divide each value by the sum we found
0.07637	

Results from SuperDecisions

Name	Ideal	Normal	Raw	
Walgreens	1	0.475465	0.18711	copy here the results from SuperDecisions
CVS	0.821133	0.39042	0.153642	
Rite Aid	0.282071	0.134115	0.052778	