



# Market Analysis

## ***Sustainable Growth: Business Scaling and Expansion***

February 11, 2025



# Community Agreements

**Stay engaged:** We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.

**Listen to understand:** As opposed to listening to respond, where we wait for someone to stop speaking so that we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.

**Take space, make space:** If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.

**Nobody knows everything, but together we know a lot:** Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.

**Challenge assumptions:** We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?

**Expect and accept non-closure:** During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.

**Center Participant Workers:** Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things

**Embrace Diversity in All of its Forms:** Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.

**Create a Safer Space for Sharing / Refrain from Attribution:** We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.



# Upcoming Program Requirements & Announcements

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## **Program Requirements:**

- 1:1 RM meetings – they are happening now and some of you have already completed them! IF you haven't scheduled yours yet, please reach out to your Relationship Manager Jamie or Will
- Upcoming midpoint survey – this will be similar to the initial survey you all took in September and will be released in March. More to come on this via email

## **Announcements**

- Cause Impacts our Evaluation partner put together some preliminary findings we will send out in the recap email to this track session
- Reminder to talk to your RM about responsive technical assistance for 1:1 support!



# Upcoming In-Person Events – Register by Feb 14<sup>th</sup>!

## Tuesday, March 11<sup>th</sup> NorCal Regional Event in Oakland

### Agenda:

- 10:30-11:30am: Coffee and Tour at Red Bay Coffee Headquarters
- 11:30am-12:30pm: Social lunch at Red Bay Coffee w/ REDF staff
- 12:30-2pm: Planting Justice tour
- 2-3:30pm: Solutions Salon
- 3:30-4:30pm: Closing
- 4:30pm: OPTIONAL site visits in San Francisco

[https://redf.qualtrics.com/jfe/form/SV\\_024TVRysTav7Ab4](https://redf.qualtrics.com/jfe/form/SV_024TVRysTav7Ab4)

## Thursday, April 10<sup>th</sup> SoCal Regional Event in Los Angeles

### Agenda (still being finalized):

- 10:30-11:30am: Coffee and Tour at South LA Cafe
- 11:30am-12:30pm: Social lunch at South LA Cafe w/ REDF staff
- 12:30-2pm: SUAY Sew Shop tour
- 1:30-3pm: Solutions Salon
- 3-4pm: Closing
- 4pm: OPTIONAL site visits

[https://redf.qualtrics.com/jfe/form/SV\\_0erQeQ2pWxwre50](https://redf.qualtrics.com/jfe/form/SV_0erQeQ2pWxwre50)



# Big Check Events Debrief

Thank you to everyone that was able to join us for one of the twelve big check events we hosted in December. REDF would like to create space to debrief and discuss next steps you could take to foster a relationship with local decision makers.

**Join us February 25 at 10:00am on Zoom. If you have any questions, feel free to reach out to Justin Van Zerber ([jvanzerber@redf.org](mailto:jvanzerber@redf.org)).**

**[https://redf.zoom.us/meeting/register/ovNN\\_OSCQW2wJII-hhMqRg](https://redf.zoom.us/meeting/register/ovNN_OSCQW2wJII-hhMqRg)**



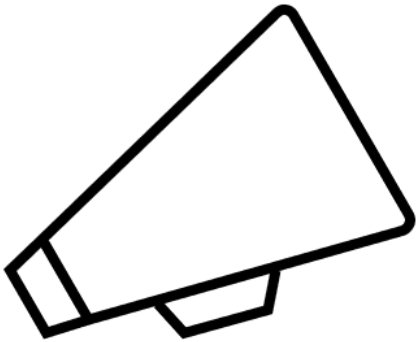
# Optional Workshops Coming Your Way!

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- **Feb 19, Feb 26, March 5 (Three-part series) on Partnership Mapping**  
<https://redf.zoom.us/join/463-mffOT2-ZFvm7tJKjfg>
- **Apr 1 and Apr 2 Financial Health Metrics 101 and 201 (Financial Fundamentals series)** <https://REDF.zoom.us/join/qcxTeuK5SUGCQ10M5p3lkq>
- **Apr 3 Liquidity Understanding & Management Part 1 and Part 2 (Financial Fundamentals series)**  
<https://REDF.zoom.us/join/5ts1HotVSW-l4VSwNmrTkw>
- **May 6 Double Bottom Line Analysis**  
<https://REDF.zoom.us/join/3KQmx0WBRMm63oWfoHrpog>
- **May 7 Rising Impact Capital Strategy**  
<https://REDF.zoom.us/join/l1N4LWq2Rha4SoMhOOgKPA>

**All upcoming and completed optional workshops can now be found on REDF Workshop!**

# Help us collect IT practices and get \$25!



Help REDF understand how technology is working for our national employment social enterprise (ESE) community!

REDF has partnered with Deloitte Consulting to learn about ESEs' technology solutions and how these solutions can better serve ESEs' needs.

**Complete this 10-15 minute [survey](#) and receive \$25 for your valuable insights.** REDF will share back out the findings from this project later this spring. Questions? Contact Maura Welch at [mwelch@redf.org](mailto:mwelch@redf.org).

[https://redf.qualtrics.com/jfe/form/SV\\_aUYrJRpt6iKBs2i](https://redf.qualtrics.com/jfe/form/SV_aUYrJRpt6iKBs2i)

# Introducing The Growth & Mobility Fund

## Flexible Financing. Lower Costs. Higher Impact.

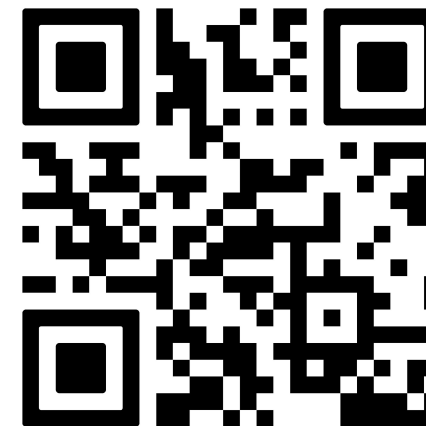
REDF Impact Investing Fund (RIIF) is thrilled to introduce the **Growth & Mobility Fund** – an initiative offering new, flexible loan opportunities just for CA RISE participants.

Fill out a quick [interest form](#), and we'll follow up to learn about your needs, answer questions, and support you through the process.

Questions? Reach out to me directly at [rannamraju@redf.org](mailto:rannamraju@redf.org) – I'd love to connect.



Interest Form:

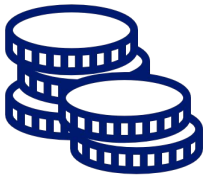


# Introducing The Growth & Mobility Fund

## Flexible Capital + Job Quality Focus = Lower Costs, Greater Impact

The Growth & Mobility Fund provides flexible capital to help your business grow, with interest rate discounts that increase as you improve job quality – lowering your costs while maximizing your impact. The fund offers:

### Discounts from Day One



Get an **automatic discount** when your loan starts – **no extra steps needed**.

Rate discounts are applied based on an **assessment of your current job quality practices** to recognize the value of the policies you already have in place.

### Lower Rates Over Time



Earn **additional discounts** throughout the life of your loan by making **job quality improvements** like enhancing employee feedback programs.

We reassess and apply **additional discounts** as **improvements are made**.

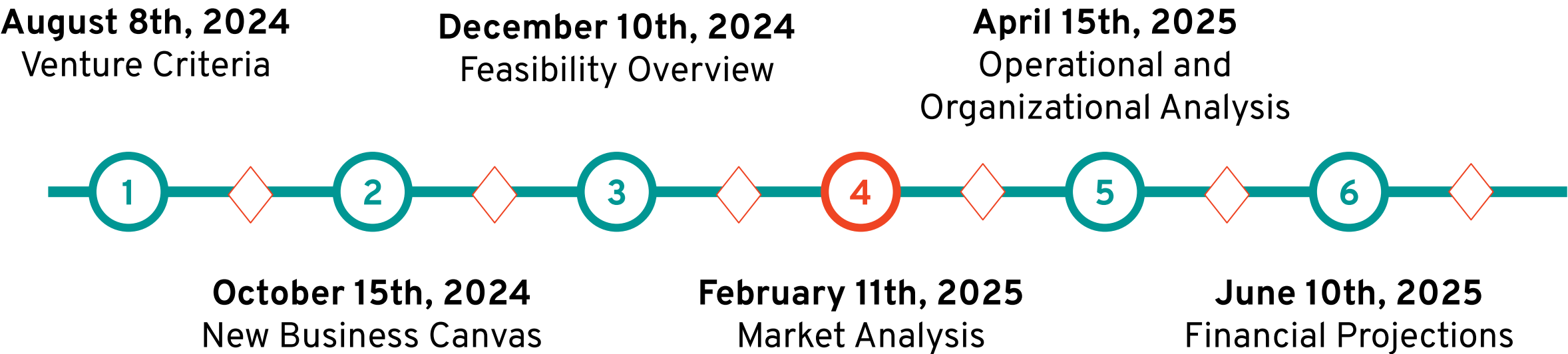
### TA For Job Quality



Get **technical assistance** to improve job quality for your participants and employees.

We'll help you identify and fund improvements that are **practical and easy to implement**.

# Sustainable Growth: Business Scaling and Expansion Roadmap



# Introduction to Market Analysis

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## What is a market analysis?

Market analysis is the process of evaluating a **target market**, **competitive landscape**, and **industry** to understand demand, customer needs, market trends, and potential risks.

## Why do we do it?

Market analysis helps businesses assess opportunities, identify challenges, and make informed decisions about entering, expanding, or scaling within a market.

# Stoplight Analysis - Market Opportunity Feasibility Milestones

Category	Feasibility Milestone Name	Feasibility Milestone Description
Market Opportunity	Market Demand	There is sufficient demand from key customers in the target market.
	Competitive Advantage	We can establish competitive advantage to gain market share.
	Industry Growth	Our target industry for expansion shows positive market and job growth trends.



# How to Conduct Market Analysis

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1. **Identify assumptions** about your customers, competitors, and industry that need to be validated.
2. **Conduct research** to prove or disprove your assumptions.
3. **Assess & adapt** by identifying opportunities to refine, or pivot, your growth initiative based on your findings.

# Independent Reflection

- What are your assumptions about market demand for your growth initiative?
  - Who are your key customers?
  - What problem do they have that you can solve?
  - Are they willing and able to pay for a solution?

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  - Who are your key customers?
  - What problem do they have that you can solve?
  - Are they willing and able to pay for a solution?
- How have you researched your assumptions? What have you learned?
  - If you haven't researched your assumptions, how do you plan to do so?

# Suggested Approach: Customer Discovery

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How can you deepen your understanding of your target customers? **Through customer discovery.**

1. **Market segmentation:** To conduct customer discovery, you need to understand the customer group (market segment) that you are targeting.
2. **Customer discovery conversations** help you identify, understand, and validate who your customers are and their problems.

# Analyzing Competitive Advantage

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## **What is competitive advantage?**

The unique value or strength that sets your organization apart from competitors, enabling you to attract customers and gain market share.

## **Why is competitive advantage important to analyze?**

If customers choose to buy from your competitors instead of from you, your business will decline. Defining what makes you unique lowers this risk.

# Independent Reflection

- What are your assumptions about competitive advantage for your growth initiative?
  - Who are your competitors, from the perspective of your key customers?
  - What problem do your key customers like and dislike about your competitors?
  - Why will your key customers select you over your competitors?

# Independent Reflection

- What are your assumptions about competitive advantage for your growth initiative?
  - Who are your competitors, from the perspective of your key customers?
  - What do your key customers like and dislike about your competitors?
  - Why will your key customers select you over your competitors?
- How have you researched your assumptions? What have you learned?
  - If you haven't researched your assumptions, how do you plan to do so?

# Analyzing Industry Trends



## **What is industry growth?**

The overall expansion or progress of a specific sector or market.

## **Why is industry growth important to analyze?**

Expanding in a shrinking industry risks job shortages and lower long-term demand.

## **Guiding Questions to Assess Industry Growth**

- Is demand for products/services in this industry growing, declining, or staying the same?
- What are the job growth trends, wages, and skill demands in this industry?
- What factors are driving or limiting market and job growth?

# Defining Your Industry

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## What is NAICS?

The **North American Industry Classification System (NAICS)** is a standardized system used by businesses and governments in the U.S., Canada, and Mexico to classify industries based on their economic activity.

## How to Find Your NAICS Code:

1. **Search Online:** Visit [www.census.gov/naics](http://www.census.gov/naics) and use the search tool.
2. **Use a Business Description:** Enter keywords related to your industry to find the closest match.
3. **Check Industry Listings:** Browse the official NAICS code directory for your sector.

👉 **Why It Matters:** NAICS codes are used for business classification, government contracts, tax reporting, and economic analysis.

# Researching Your Industry

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🌐 **U.S. Census Bureau** – Industry & economic data

🔗 [www.census.gov](http://www.census.gov)

📊 **Bureau of Labor Statistics (BLS)** – Employment trends & wages

🔗 [www.bls.gov](http://www.bls.gov)

📊 **Small Business Administration (SBA) Industry Guides** – Market data & business insights

🔗 [www.sba.gov/business-guide](http://www.sba.gov/business-guide)

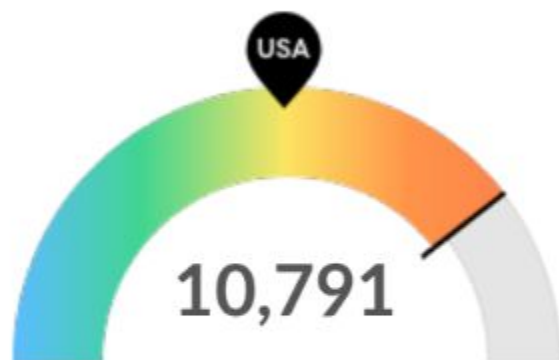
🏛️ **Trade Associations & Industry Groups** – Reports & market insights

- Google: "[Your Industry] Trade Association"

# Lightcast Reports - Labor Market Analytics

## Executive Summary

### Aggressive Hiring Competition Over a Deep Supply of Regional Talent



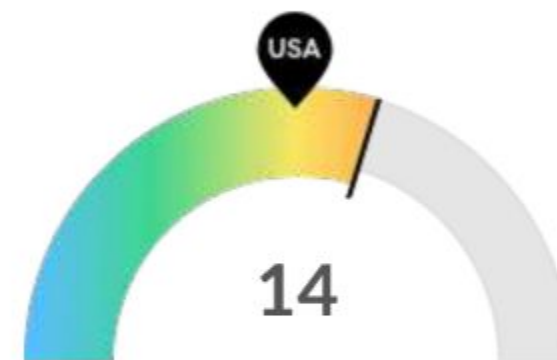
Supply (Jobs)

San Diego, CA is a hotspot for this kind of talent. The national average for an area this size is 4,783\* employees, while there are 10,791 here.



Earnings Per Job

Earnings per job are above the national average. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Demand (Job Postings)

Competition from online job postings is high in San Diego, CA. The national average for an area this size is 11\* job postings/mo, while there are 14 here.

# PEST Analysis

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## What is PEST Analysis?

A framework for analyzing **external factors** that impact an industry.

### PEST Factors:

- **Political:** Laws, regulations, government policies
- **Economic:** Inflation, job growth, consumer spending
- **Social:** Trends, demographics, social attitudes
- **Technological:** Innovation, automation, digital shifts

### Why Use It?

- ✓ Identifies risks and opportunities
- ✓ Helps assess market feasibility
- ✓ Supports strategic decision-making

# Commitments

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**Based on everything you learned today make 1 to 2 commitments. For example:**

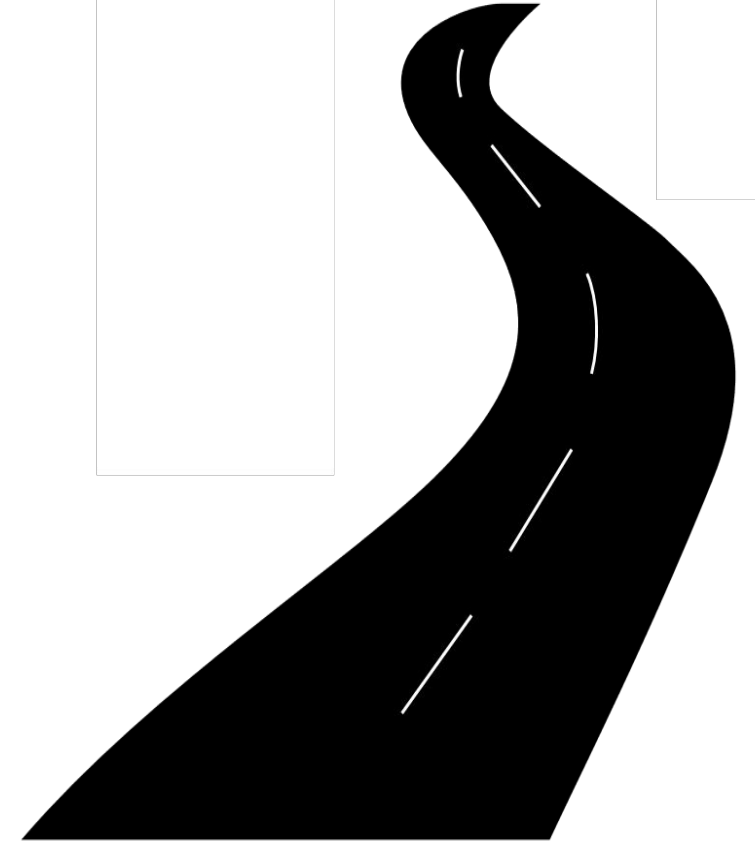
- Conduct 10 customer discovery conversations.
- Develop a competitive matrix
- Complete a PEST analysis
- Schedule a meeting with Walter to build a customized Lightcast report. [wchacon@redf.org](mailto:wchacon@redf.org)

# What's next?

- Additional resources will be posted on REDFWorkshop
- **Our next cohort track optional coaching session is on Tuesday, March 18th from 11:00 AM - 12:30 PM.**
- **Our next required track session is on Tuesday, April 15th from 11:00 AM-12:30 PM PST.**
- Responsive Technical Assistance on Feasibility Analysis is available to you!

**Questions? Contact your Relationship Manager!**

- Will Portnof - [wportnof@redf.org](mailto:wportnof@redf.org)
- Jamie Stark - [jstark@redf.org](mailto:jstark@redf.org)



# Feedback Survey

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Please take a few minutes to fill out our Survey on this session.

This feedback helps us improve your experience and plan adjustments to make moving forward.

Thank you!

