



## BAHM Student Case Competition - 2026

### Consumer Engagement with Medical Price Transparency Data

*Prepared for the Business Alliance of Healthcare Management (BAHM),  
Sponsored by TheHEALNetwork.org*

*(For detailed information about this year's competition, including the timeline, logistics, and event-related networking and activities, visit: <https://bahm-alliance.org/bahm-benefits/competitions/2026-bahm-case-competition/>)*

### Case Overview

The U.S. healthcare system has entered a new era of medical price transparency. Federal rules now require hospitals and health plans to publish detailed price information, including negotiated rates for common services. In addition, transparent pricing is integral to global markets for medical tourism and private concierge medicine is. However, despite the unprecedented availability of data, consumer engagement, access and education remains limited, and the promise of price transparency to reduce costs and improve decision-making has yet to be fully realized.

In this case competition, student teams are asked to develop a scalable business plan that translates available medical price transparency data into a consumer-facing solution capable of reaching and engaging 5 million consumers by 2028. While the emphasis is driven by recent U.S. policy changes, the business plan should be applicable globally.

### The Challenge

Teams must design a business model, product concept, and go-to-market strategy that enable consumers to meaningfully use medical price transparency data when making healthcare decisions. The solution should address behavioral, technical, and economic barriers to adoption while demonstrating a credible pathway to national or global scale.

### Objectives

Student teams should aim to:

- Increase consumer awareness and use of price transparency data
- Empower consumers to compare prices and quality for common services
- Reduce the risk of unexpected medical bills and medical debt
- Demonstrate measurable value for consumers, payers, employers, or policymakers



## Key Assumptions

- Federal hospital and insurer price transparency rules remain in effect
- Data availability improves each year but remains complex and fragmented
- Consumers are price-sensitive for shoppable services but face usability and trust barriers
- Employers, insurers, or public programs may act as distribution partners

## Logistics

- Case Issued: January 27, 2026
- Competition: April 9 to 10, 2026, Washington, DC

## Team Task

Each team must develop a comprehensive business plan that includes:

1. Problem Definition and Target Population
2. Product or Service Description (e.g., app, platform, embedded benefit)
3. Data Strategy and Use of Price Transparency Data
4. Consumer Engagement and Behavioral Design
5. Revenue Model and Financial Sustainability
6. Partnerships and Distribution Strategy
7. Regulatory, Legal, and Ethical Considerations
8. Growth Strategy to Reach 5 Million Consumers by 2028
9. Risks, Limitations, and Mitigation Strategies

## Deliverables

- Written business plan (maximum 10 pages, excluding exhibits)
- Executive summary (1 page)
- Pitch deck (10–12 slides)
- Optional appendix with financials, mockups, or technical architecture

## Evaluation Criteria

Teams will be evaluated on:

- Strategic clarity and originality
- Feasibility and scalability of the business model
- Effective use of medical price transparency data
- Consumer engagement and behavioral insight
- Financial logic and sustainability
- Policy relevance and societal impact
- Quality of analysis and presentation



## Success Definition

A successful solution demonstrates how price transparency data can be transformed from a regulatory compliance exercise into a trusted, widely used consumer tool that improves healthcare decision-making at scale. The solution does not have to be exclusive to the U.S.

## Optional Extension Questions

- How would your model differ for Medicaid or Medicare populations?
- How could AI or personalization enhance consumer trust and engagement?
- What metrics would policymakers use to judge success?

## Resources & Suggested Reading

- Bernstein DN, Crowe JR. Price Transparency in United States' Health Care: A Narrative Policy Review of the Current State and Way Forward. *Inquiry*. 2024 Jan-Dec;61 <https://pmc.ncbi.nlm.nih.gov/articles/PMC11129567/>
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- Transparency in Coverage Schema, Centers for Medicare and Medicaid Services. <https://github.com/CMSgov/price-transparency-guide>