

Unjani Nurse Casebook

A series of examples on marketing challenges and strategies based on experiences gathered from Kwaggafontein



Courtesy of Korn Chinsawananon, Kari Hodges, Sora Bae Kim, and Nicholas Sze. Used with permission.

Purpose of This Casebook

- This casebook is meant to be used by nurses clinic owners within the Unjani franchise as a learning tool for landscape analysis and problem solving.
- The cases in this book are adaptations of real-life events from the Kwaggafontein clinic between September 2012 to April 2013.

Marketing 101

- Marketing is the process of creating awareness about you, your clinic, and your services within your community. Marketing can be anything: flyers, events, posters, materials, interviews. Be creative! You know your clinic best.
- Marketing is a continuous process; every marketing effort is an opportunity for learning. Build upon past efforts and improve upon ideas.
- Determining the best marketing methods will be your choice. However, Imperial asks all nurses to participate in specific “health day activities across clinics that will help raise awareness of the franchise and your clinic.

Imperial Set Marketing Days/ Activities

Date	Awareness Day	Activity
04 May 2013 - 08 May	World Heart Day	Blood Pressure Screenings -- Taxi Rank
28 Jul 2013	World Hepatitis Day	Hepatitis Screenings and education-- clinics
28 Sep 2013	School Health Week	Vaccine Saturdays-- clinics
14 Nov 2013	Eye Care Awareness Month	Eye Exams— Schools
01 Dec 2013	World Aids Day	HIV Testing and Family Planning Shots-- Clinics

Marketing Responsibilities

There are many duties associated with marketing. Many of them overlap. Here is a detailing of responsibilities

Imperial Administrative Responsibilities

- Printing marketing materials
- Organizing nurse marketing trainings
- Supplying marketing materials for imperial events
- Securing any legal documentation of partnerships, and partnership terms and conditions.

Nurse and clinic staff

- Developing Marketing Messaging
- Designing marketing flyers
- Choosing marketing method that suits your location
- Choosing locations for distributing marketing materials
- Distributing marketing material
- Creating community partnerships
- Connecting with local clinics and other potential partners
- Choosing incentivization plans such as referral benefits, contests.
- Choosing types of volume generating events, locations, and materials.
- Hiring marketing interns or staff.

Nurse Contact Information

A huge part of marketing is learning for each other. Here, you can record other nurse's contact information, set up nurse meetings, clinic visits, and events so you can learn and connect with each other.

Name	phone	Email	Availability: when is it okay to contact you?	Clinic location

Case One: Marketing Methods

Unjani Kwaggafontein is in a densely populated area, with a large commercial area that includes clothing stores, a mechanic, chain restaurants, a grocery store and a taxi rank.

In this area the public clinic is over populated and its cue is over 4 hours long. You are the nurse for this clinic. You assess that there is definitely a need for quality affordable healthcare in this area and decide to put your Unjani clinic in this location.

You have handed out flyers. Clients have been coming to the clinic, but slowly. You want to do additional promotion of your clinic to bring in new clients quickly. Think about your clinic location and the community that surrounds it.

Questions

- What ideas do you have to promote your clinic? List five ways besides flyers that you can promote your clinic.
- Of these ideas, pick one. Think about the process of implementing this idea. In chronological order, list ten steps necessary to implement this method.
- Are there organizations you would partner with? How would you do so?

Note on Marketing Strategies

In an area such as this one, location can be the biggest asset. Commercial areas are home to taxi ranks, shopping centers, small business owners, and community centers that offer the potential for partnerships.

Here are some ideas for partnerships– and other marketing methods that may prove useful in a place like Kwaggafontein.

Kwaggafontein: Marketing Strategy Ideas

The clinic could leverage the location to bring in more volume.

- **Partner with Taxi Stand**
 - Use taxis as message carriers via distributing magnets/flyers.
 - Create an event day for taxi drivers
 - Ask them to promote clinic via radio.
 - Offer Taxi clients “bonus” services for promotion.
- **Partner with Public Clinic**
 - Public clinic is having very high patient volume at this time. Unjani can help alleviate the load by placing the flyers in the waiting room.
 - Ask clinics for medications you don’t carry, such as vaccines, and perform strategic services at reasonable cost to assist their client loads.
 - Align your services with their specialty days such as “women’s health or TB”
- **Partner with Shopping Center**
 - Kwagga Plaza attracts higher income individuals or people who have more chances of spending so we can use it as the main place to distribute flyers and draw people to the clinic.
- Word of mouth to incentivize current clients.
- Partner with schools for events/ activities (deworming)
- Screening days each month to bring in new customers

Everyday is a Marketing Day

Planning your marketing schedule can help insure that marketing is always a priority. There are so many days in a month we can think about marketing. Can you try filling in what could be done in the month of May? Feel free to think out of the box!

<h1>May</h1> <h2>Asthma Awareness Month (Special Asthma Screening Rates) 2013</h2> <h3>Marketing Calendar</h3>						
Sunday	Mondays	Tuesday	Wednesday	Thursday	Volume Fridays	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28 Women's Health Day FAMILY PLANNING DAY / shots all day.	29	30	31	

Sample Marketing Calendar - Kwaggafontein

May

Asthma Awareness Month (Special Asthma Screening Rates) 2013

Marketing Calendar

			1 Request Additional Marketing Materials (Every first)	2	3	4
5	6 Outreach/ event days	7	8 Heart Day BP Screening Event—Taxi Rank (IMP. EVENT)	9	10	11
12	13 Outreach/ Event Days	14	15	16	17 Partnership Event. (Taxi Rank)	18
19	20 Outreach/ Special	21	22 .	23	24	25
26	27 Outreach/ Special	28 Women’s Health Day FAMILY PLANNING DAY/ shots all day.	29	30	31 Vaccination/ Kids Day. (every month)	

Case Two: Marketing Methods

Unjani Kwaggafontein first opened in September, 2012. The clinic was located at a gas station on R573 close to the city center of Kwaggafontein, a promising town center

There are over 20 companies in Kwaggafontein ranging from the construction, computer education, wholesale and retail industries to coal. A community center and the “craft-goods” center of Kwagga are also within 1km of the clinic. A shopping plaza called Kwagga Plaza is right next to the taxi stand. Kwagga also houses Kruger Park, a nature reserve and safari. Kwagga’s shopping center contains a multitude of discretionary shopping stores and chains including sporting goods, restaurants and chain food stores.

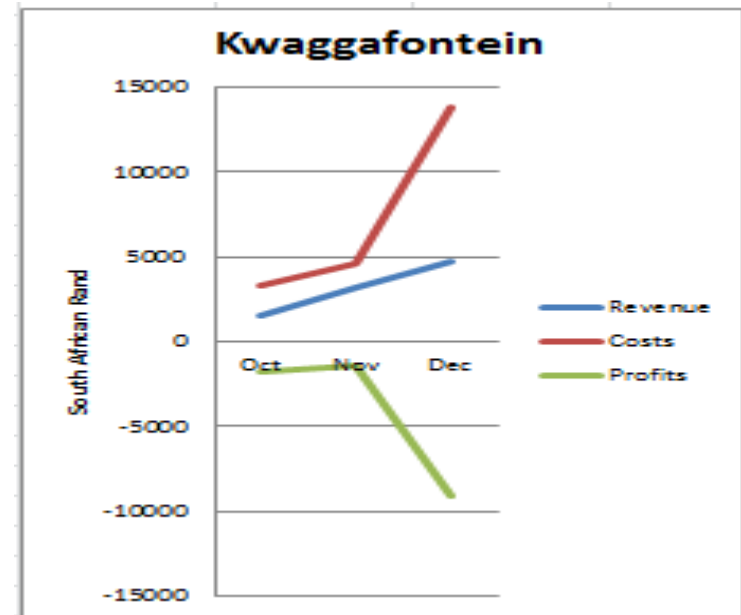
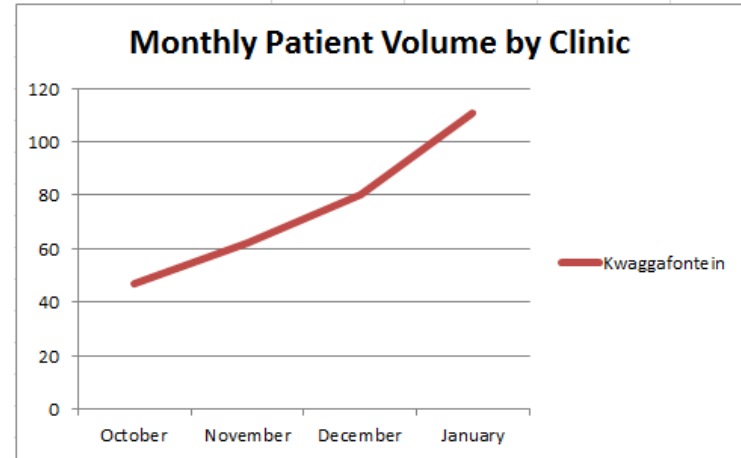
However four months after the opening of the clinic, Unjani Kwaggafontein was unable to build its customer base. The clinic continued to have low client numbers.

Kwaggafontein - Early Months Data

Financial Challenges

- From September to October, there weren't enough patients to cover the expenses. The sustainable target is 400 patients per month.
- As a result, we are not making profits.

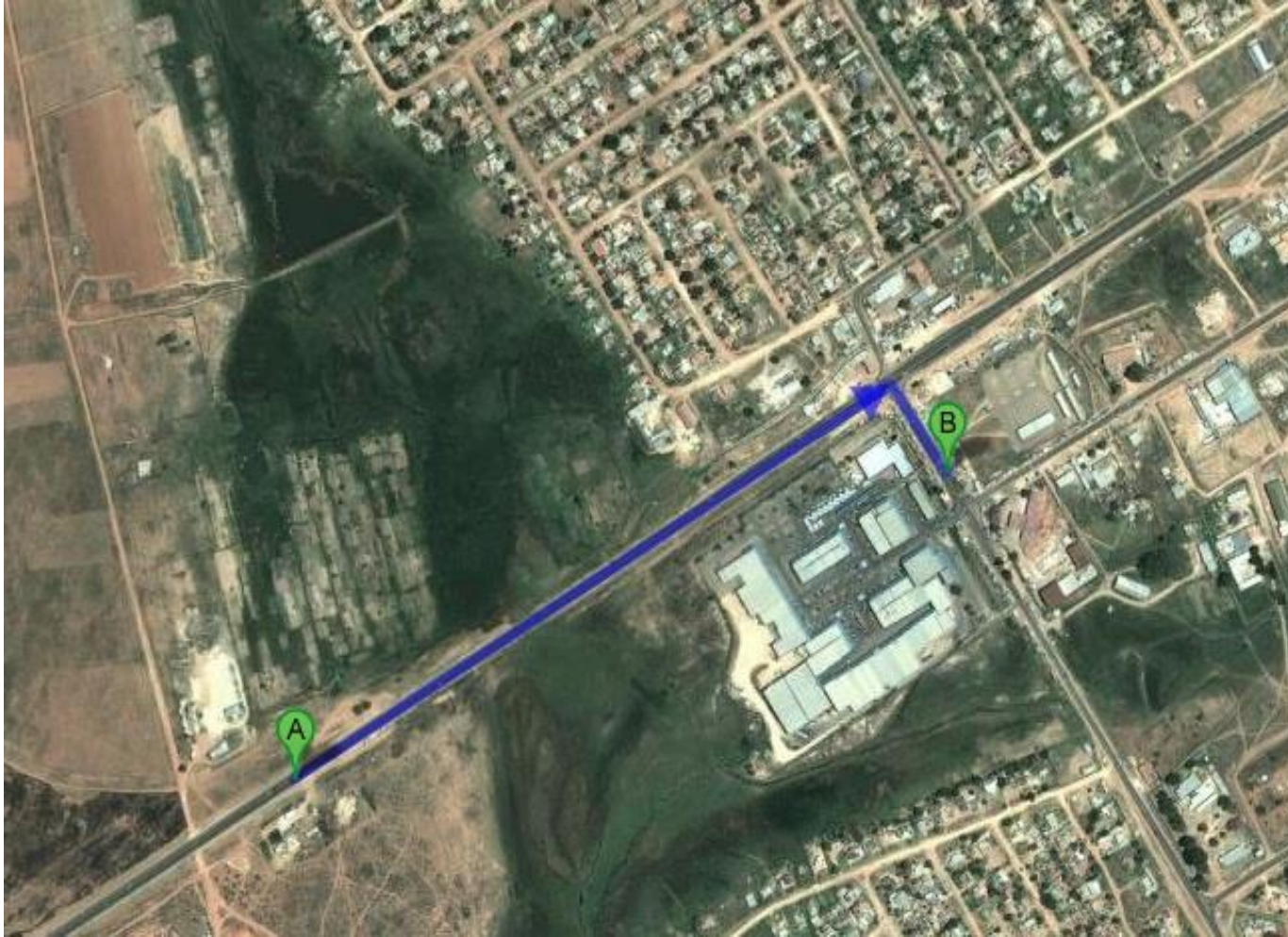
	September	October	November
Income			
Consultation fees:			
Doctor	0	0	0
Nurse	1440	3000	4320
HIV:Testing	80	140	40
Follow-up	0	0	340
Total	1520	3140	4700
Expenses			
Registered Nurse Salary	0	0	2250
General Assistant Salary	0	1000	1000
Replenishment stock	0	0	0
Rent			
W & E	50		
Marketing Fee			
Staff Incentive	0	0	0
Medical Waste	0	0	0
Office expenses	20	585.59	100
Repairs and Maintenance	0	0	0
Wages	0	0	0
Site & Goods Insurance	0	0	0
Professional indemnity	0	0	0
Capital Repayment	3000	3000	3000
Medical equipment	217.38	0	7446.21
Total	3787.38	4085.59	11046.21
Balance	-2267.38	-3212.97	-9559.18



Questions

- a. What could be some of the causes of the low client numbers? Why this is a cause?
- b. For each of the causes, please list two ideas for solving each.
- c. What methods would you use to determine which of the possible causes is to blame for the low client numbers?
- d. How would you decide which solution to implement?

Map of Kwaggafontein



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Kwaggafontein - Method Strategy Ideas

Although the client numbers were low, Kwaggafontein as a location was promising. It had the following traits that lead to high traction:

- **City Center:** *Shops, people with discretionary income, other business owners in need of services, lots of changing foot traffic.*
- **Jobs/ industry close by:** *People are coming here to do business, and that means employed workers with salaries and in need of quick high quality services.*
- **Community centers:** *Children, activities and events Unjani can connect with.*
- **Over populated clinic nearby:** *The Kwaggafontein community health center is the only public clinic in the area. The potential for overflow patients is high.*
- **Transportation close by:** *Easy to get to means less barriers to receiving services, follow-up treatments and monitoring.*
- **These together mean:** *Lots of places to advertise ,Lots of potential partners. Many people visiting.*

Ultimately their location had low visibility. The clinic could not be seen from the main road or the city center. The clinic was not easily accessible to travelers; the location required two taxi fares for commuters instead of the one fare necessary for the city center, where the majority of clients would be.

The clinic decided to move 1km from a side road to the center of the city's transportation hub– the taxi rank. In the new location the clinic was viewable from the road, was connected to a major hub, and was in the center of the services offered in the city center.

Case Three: Competitive Landscape, Picking Your Market

Ann is looking to build an Unjani clinic in her neighborhood. The clinic location she prefers is in a busy residential area with much street traffic. There are vegetable vendors and a garbage site on the street where Unjani wants to build its clinic. There are spazas on the main road every other km. There is a private doctor's office down the street.

There is no main road, or central commercial area. Instead, small shops are distributed throughout the neighborhood.

On one side of the Unjani clinic is a public clinic. There is also another public clinic one town over.

Kwaggafontein – Competitive Landscape

- The clinic has both public and private clinic within 300 meters of it.



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Landscape Questions

- a. Is this a good place to build a clinic? Why or why not?
- b. Is there other information you would like to know in order to make your decision?
- c. Take the other viewpoint. What information do you base your decision on? What additional information would you need?

Competitive Landscape: Strategy Ideas

Ann decided not to build the clinic at this location. Although the neighborhood was busy, it was residential without a central shopping area. For this reason, she felt that when she was open, the working people would be out of the area, decreasing her potential clients. When deciding not to build Ann also considered the following:

- The unemployment rate for her area was over 80%, making her prices very high for this neighborhood and the competition for paying customers high.
- The majority of this neighborhood's population was men. Ann knew mostly women use clinics. This decreased the number of potential clients she would have.
- There was no school nearby, so partnerships around vaccinations, deworming, or child health would be hard.
- The public clinic close to her was new, underutilized, and had small cues.



Discussion cases

In these cases, we ask you to think about all aspects of the examples included. Please discuss other your thoughts, ideas and solutions. There are no right or wrong answers.

In this section we also ask you to design marketing material for the scenarios includes. Please show them to your fellow nurses and offer suggestions to each other from your own marketing experience to date.

Case Four: Competitive Landscape: GP Competition

NOTICE

Dr.S.SEG00A
AS FROM TODAY (02/01/2013)

CONSULTATION & TREATMENT

ADULT	R280.00
CHILDREN	R280.00
REVIEW	R200.00
SONAR ONLY	R280.00
CONSULTATION & SONAR	R350.00
FAMILY PLANNING	R90.00

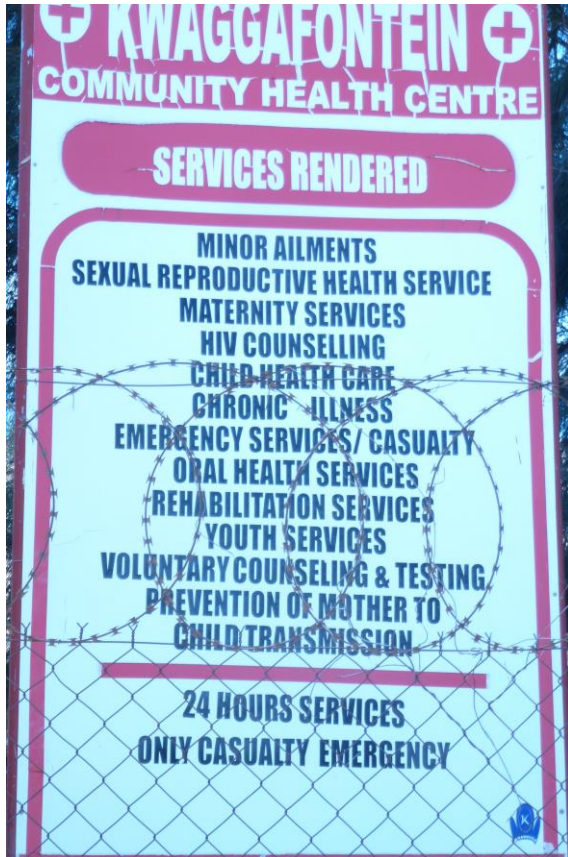
In Kwaggafontein, there are multiple medical service providers. The closest private GP operates inside the Kwagga Plaza shopping center around 50 meters from the taxi stand where Unjani is. Facts about the GP's practice are as follows:

- The price point is R280 all inclusive.
- The clinic also accepts medical insurance.
- On the day you visit the clinic there was a long queue of around 30 people waiting to see the doctor, indicating the high willingness to pay for high quality health care in the neighborhood.
- An interview with a waiting patient indicates a normal waiting time of 1 – 3 hours. He also shared that R100 for the basic medical service is considered cheap.

Questions

- How would you tailor your marketing message to attract the GP's customers?
- What does the GP's pricing tell you about your own pricing?
- Create a marketing message and flyer that targets the GP customers. What pricing information, if any would you include?

Case Five: Competitive landscapes, Partnerships



In addition to the GP's office, there is also a Kwaggafontein Community Health Center Public Clinic. The clinic is extremely busy with long queues. While researching the clinic you find the following:

- Interview with head nurse reveals that the clinic sees approximately 100 patients per day
- Clinic has 17 nurses total – 2 assistants and 4 nurses work at a time
- Wednesdays are busy due to child health/vaccination programs
- Clinic is busiest in morning – typically wait times are 50 minutes to 1 hr according to the head nurse
- Clinic opens 24/7 running in two shifts. In reality they stop accepting people in the afternoon and only do emergency cases.
- Clinic is often over-capacity, according to patients, with wait times over 2 hours (according to patients.)
- Stockouts occur on a regular basis.

Questions

- a. Is this clinic a potential partner or competition? Why or why not?
- b. Assume this clinic can be a partner. What services/ methods would you use to serve the clinic population? What would you offer the clinic? How would you change your own services to meet the needs of the clinic population? What are the first five steps to forming a partnership with the clinic?
- c. Assume the clinic is competition. How would you market to the clinic population to win them over?
- d. Make a flyer targeting the clinic population. What messaging would you use? What services would you promote?

Your own case!

Recall an example of a marketing/ customer challenge you recently faced at your clinic.

- What were the key events of that experience?
- What questions did you ask yourself as you were trying to solve this issue?
- What solutions did you consider?
- What action did you ultimately take?

Share your experience with the other nurses. Ask them the questions you considered when solving this issue. What were their answers? Were there commonalities? Differences? Are there solutions they offered that may help you in the future?

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15.S07 GlobalHealth Lab
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