

The Manager

CASE SCENARIOS FOR TRAINING AND GROUP DISCUSSION

Bourguiba Clinic Develops a Marketing Plan

“Thank you for coming,” said Harouna Cheikh Ahmed, head nurse of Bourguiba Clinic and coordinator of the clinic’s marketing team, which includes El Hadrani Salek, Director of Family Planning Services; Jamila Daddah, Director of Maternal and Child Care Services; and Cherif Sidi Mohammed, Chief Financial Officer. “Please welcome our new marketing team member, Nura Ahmed, who is our Board representative. To start our team meeting today, I will summarize our marketing efforts over the past two years.

“With the goal of sustainability in mind, we began two years ago to reexamine our service mix and think about offering new services that could increase the volume of our services, increase our revenues, and help us recover more of our costs. We analyzed our market niche and determined that in our area:

- We were the most respected provider of family planning services, which we provided at prices that people can afford;
- Due to reductions in funding, the public-sector clinics were finding it difficult to provide the same quality of maternal and child health services they were providing before;
- The private clinics were too expensive for people who use our services.

“As a result of these findings, we began offering MCH services, but we have not had the demand for them that we anticipated. We developed two marketing goals: to increase demand for MCH services, and to

change our image from that of a family planning service provider to a provider of MCH and family planning services. We also carried out a marketing audit. Cherif Sidi Mohammed will present the findings.”

Cherif stood up and cleared his throat. “In doing the marketing audit, we looked at six elements of our marketing mix: our product, our target populations, our prices, the location of our services, our capacity to meet demand, and our promotional activities,” he said. “I’ll run quickly through the major findings. In terms of product, many people in our community are not aware that we have added MCH services. They still think of us as only a provider of family planning services. As for population, the most important clients for our MCH services are children under five years old and women of child-bearing age. Our prices are in line with what our clients can pay.

“Our findings for place show that our current clients have no problems accessing our services. However, our MCH clients don’t like waiting in line with our family planning clients, and they feel uncomfortable in our waiting room because they don’t want the children who accompany them to hear the family planning education talks.

“Our findings for production tell us that our current MCH staff could effectively handle an increased volume of MCH services. And finally, our limited promotion efforts, such as providing flyers in the waiting room and adding MCH services to the list of services on our sign outside, have not been effective in changing our image.”

Case Scenario: Bourguiba Clinic Develops a Marketing Plan

“Thank you very much, Cherif,” said Harouna. “The marketing audit has provided us with useful information for developing a marketing plan. Does anyone have any comments?”

“I think that we should focus on developing strategies related to place and promotion, as these seem to be our problem areas,” said Jamila Daddah. “Mothers who come with children don’t feel comfortable in line or in the waiting room, and many community members don’t know about our new services. I think we should create a separate reception and waiting area for mothers with children and develop a promotion plan that changes our image.”

“Let’s think about these two findings one at a time,” said Harouna. “First, let’s consider place. How should we go about making our MCH clients feel more comfortable about coming here for services?”

“I volunteer to talk with the staff who provide services for mothers and children and ask what they think would be needed to create a more welcoming environment,” said Jamila.

“As for developing a promotion plan,” said Cherif, “we need to try some new things, such as identifying additional client needs and making referrals. We should

make sure that everyone on our family planning staff, for example, knows how to recognize when client needs present an opportunity to tell them about our MCH services. I volunteer to investigate ways to provide training in this area to our staff, and the costs involved in providing this training.”

El Hadrani added, “Perhaps we could offer a coupon to our family planning clients for a free MCH care visit. That might bring us some new clients. I volunteer to investigate the feasibility of this and the possible expenses involved.”

“Has anyone approached our community and religious leaders to let them know about our MCH services?” asked Nura Ahmed. “I volunteer to do this, but I would like to learn more about our services and what to say about them, first.”

“These are all good ideas. And thank you for offering to lead these efforts,” said Harouna. “Nura, can you meet with me now, so we can talk about the MCH services? And for the others who have volunteered, I would like you to give us an update at our next meeting on what you have found. We will use this information to develop a marketing plan.”

Case Discussion Questions: Bourguiba Clinic Develops a Marketing Plan

1. What was the Bourguiba Clinic’s goal in deciding to offer maternal and child health care services, and what has happened so far? Discuss the marketing activities the organization has already undertaken.
2. What did the marketing team discover about the six elements of the clinic’s marketing mix as a result of doing a marketing audit?
3. What activities have team members volunteered to do in order to begin to develop strategies for a marketing plan, and what marketing elements do these activities relate to? What other marketing activities do you suggest that they consider?

Case Analysis: Bourguiba Clinic Develops a Marketing Plan

1. What was the Bourguiba Clinic's goal in deciding to offer maternal and child health care services, and what has happened so far? Discuss the marketing activities the organization has already undertaken.

The Bourguiba Clinic's goal in adding maternal and child health care services was sustainability. The clinic hoped that providing the new services would increase service volume, increase revenues, and help the clinic recover more of its costs. However, the demand for their new services has not been as high as they had hoped.

Prior to adding MCH services, the marketing activities that the organization undertook were to:

- Form a marketing team;
- Look at their market niche.

After finding that demand for their MCH services was not as high as they had hoped, the marketing activities that the marketing team performed were to:

- Develop marketing goals;
- Carry out a marketing audit.

These four activities are discussed below.

- **Marketing team.** The organization formed a marketing team with five members: the head nurse, the director of family planning services, the director of MCH services, the chief financial officer, and a board member. The marketing team is in charge of the clinic's marketing efforts.
- **Market niche.** In looking at their market niche, the team discovered three things: the Bourguiba Clinic was the most respected provider of family planning services in their area at prices that people could afford; the public-sector clinics in their area were finding it challenging to provide the same quality of MCH services that they were before, due to reductions in funding; and the private clinics in their area were too expensive for people who use the Bourguiba Clinic's services.
- **Marketing goals.** The marketing goals that the team has developed are to increase the demand for the clinic's MCH services, and change the clinic's image in the community from that of a family planning service provider to that of a provider of MCH and family planning services.
- **Marketing audit.** The team looked at the six marketing elements. The findings related to place and promotion are particularly relevant for developing marketing strategies.

2. What did the marketing team discover about the six elements of the clinic's marketing mix as a result of doing a marketing audit?

The marketing mix elements that the team has taken into account in doing a marketing audit and developing a marketing plan are: product, populations, price, place, production, and promotion.

The findings of the marketing audit for each of these six elements are:

- **Product.** The community does not know that the clinic has added maternal and child health care services.
- **Populations.** The most important clients for the clinic's new services are children under five years old and women of child-bearing age.

Case Analysis: Bourguiba Clinic Develops a Marketing Plan

- **Price.** The clinic's prices are in line with what people can pay.
- **Place.** The clinic's current clients have no problems accessing their services. However, MCH clients don't feel comfortable waiting in line with the family planning clients, and they don't like to have their children hear the family planning education talks while they wait in the waiting room.
- **Production.** The current MCH staff could handle an increase in service volume.
- **Promotion.** The clinic's limited promotion efforts have not been effective at changing the clinic's image from that of a family planning services provider to a provider of MCH and family planning services. Promotion efforts so far have been limited to providing flyers in the waiting room and adding MCH services to the list of services on the sign outside the clinic.

3. What activities have team members volunteered to do in order to begin to develop strategies for a marketing plan, and what marketing elements do these activities relate to? What other marketing activities do you suggest that they consider?

The activities that the team members have offered to do so far are:

- One team member has volunteered to speak with the staff who provide services for mothers and children, and ask them what they think would be needed to create a more welcoming environment for these clients. This activity relates to the marketing element "place."
- The activities that team members have volunteered to do related to the marketing element "promotion" are to:
 - Investigate ways to provide staff with training in identifying additional client needs and making referrals to the clinic's MCH services, and the costs involved in providing this training;
 - Investigate the feasibility of offering a coupon to family planning clients for a free maternal and child health care visit and the possible costs involved;
 - Approach community and religious leaders to let them know about the new services.

Other marketing activities that might be useful to consider are:

- Holding a health fair;
- Holding an open house;
- Scheduling times to give people tours of the clinic's service area, especially the MCH area;
- Having staff provide clients who are being referred to MCH services with informational cards that have the MCH service hours and prices on them;
- Having MCH staff ask their clients to recommend the MCH services to their family and others, and provide these MCH clients with informational cards to hand out.