

2018



## APPLIED GLOBAL BUSINESS LEARNING FINAL REPORT

**TEAM MEMBERS:** *Lyphenia Bryant, Jessica Carlisle, Calvin Platt, Yolanda Webb, Zachary Wierschem, Katie Zitzer*

# Acknowledgements

The data analyzed and presented in this report was collected in the town of Usa River, Tanzania in the Meru District. We would like to acknowledge the fine men and women of the town who participated in our market research for their kindness, time, compassion, openness, and acceptance. Emmanuel Eigogwe, Mattias Luchagula, and Max Akoyoo we appreciate your knowledge, patience, devotion, and positive spirit serving as our translators.

We would like to thank Mama and Michael Mariki for devoting their time to give us a tour of the greater Meru community including the Nkoaranga Lutheran Hospital dispensary, orphanages, and a women's collective where we were able to gift the community with school supplies, athletic equipment, and goats.

We would like to send a warm thank you to Mama Kyara who took care of us morning, noon, and night at the Meru Diocese guesthouse. She not only nourished our bodies but also our souls.

Thank you to all of the staff, administrators, and doctors at Nkoaranga Lutheran Hospital especially Dr. Sam Kiwesa, Dr. Julius Bartho Mollel, Matron Elizabeth Urio, Tanya Van Braekel, Frank Godwin, and Praygod Kaaya.

We appreciate the generosity of our family and friends who supported us on this trip and to those who freely donated to the GoFundMe campaign to raise funds to pay for the medical bill for Jackie and to provide computer equipment for the hospital.

We would like to thank our gracious hosts the Evangelical Lutheran Church in Tanzania Meru Diocese for their hospitality, generosity, and inclusiveness, Bishop Elias Kitoi Nassari, Assistant Bishop Pastor Paulo Elipokea Urio, and General Secretary Mrs. Loe-Rose Bartholomew Mbise.

We would like to express our gratitude to Dr. Heather Kohls, Adjunct Associate Professor of Economics, Director of Global Business Learning at Marquette University for her efforts in putting

together this amazing academic and social experience. Her guidance and trust in our abilities allowed us to become a part of the Meru community and accomplish our project goals. To the AGBL alumni who joined us on this trip, Aliya Manjee and Rosanna De Luca, thank you for your mentorship and counsel. We would also like to extend our deepest gratitude to the Applied Global Business Learning Program for their generous financial support.

# Table of Contents

Our Mission	4
Executive Summary	5
S.W.O.T. Analysis	7
Marketing Research in the Field	8
Market Research Results	13
Marketing Strategy	15
Website	16
Brochure and Savings Program (Coupon Distribution)	21
Bishop's Letter	26

# Our Mission

It is the Mission of Applied Global Business Learning (AGBL) to provide comprehensive financial and business advice to worthy enterprises from across the world. In so doing, we seek to implement and further our education in the service and advancement of others. Additionally, these intentions fall under the greater Marquette University values, which AGBL proudly represents. Such values include: The discovery and sharing of knowledge, the fostering of personal and professional excellence, the development of leadership expressed in service to others, all for the greater glory of God and the common benefit of the human community.

In specific reference to the present partnership with the Nkoaranga Lutheran Hospital, AGBL's mission was to provide market research on the perception of the hospital in the Meru community, and to develop/furnish the hospital with marketing materials to include: a brochure and coupon, a designated website, and a social media expansion.

# Executive Summary

During the 2017 Applied Global Business Learning visit to Nkoaranga Lutheran Hospital (NLH), it was noted that the hospital suffered from a misperception of its prices. Because of its status as a private hospital, the public views NLH as more expensive than the local public hospitals. As a result, many go to the public hospitals despite the possibility of receiving inadequate treatment and low-quality service. It was recommended by the previous Marquette students that the hospital undergo a marketing campaign. The focus of the 2018 Applied Global Business Learning trip was to collect the necessary information to conduct such a campaign.

To assess the public's demographics, healthcare preferences, and knowledge of NLH, we surveyed 97 respondents in the Usa River, Tengeru, and Meru communities. Our findings confirmed the suspicions of the 2017 group. It is important to note that over 93% of the respondents had heard of NLH. This proves that the Hospital is well known to the community, but something else is preventing their attendance. Once this became apparent, we altered our questions to uncover the reason for the community's reluctance to go to NLH.

It was revealed that many would first receive treatment at the public hospital for the convenience of its location. Unfortunately, the public hospital would neglect to perform all the necessary treatments and screenings. Thus, the patients would become even sicker. Then, at this weakened state, they would go to NLH. Because they now require more care, their bill at NLH is even higher, and they end up paying twice, once at the public hospital and once at NLH. Even in the cases where the patient felt better at the public hospital, their bill was still cheaper because they did not receive all the necessary screenings.

From the responses, we also ascertained that some people went to NLH solely for massive surgeries. They would go to the public hospital for minor treatment or physical checkups, and they would go to NLH or other private hospitals for major injuries or illnesses. This habit also heavily skewed the public's perception of NLH's prices. A subsection the population also believe that NLH would naturally be more expensive than the public hospitals because of their status as a private hospital. These people believed that the hospital would unnecessarily raise prices to increase their profits.



Figure 1: Last lunch of the AGBL team and our Safari Drivers Francis and Ayubu

# S.W.O.T. Analysis

<p style="text-align: center;"><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>▪ Quality service</li> <li>▪ Great people</li> <li>▪ Expansion plans</li> <li>▪ Strong reputation</li> <li>▪ Connection to US and International organizations</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p>	<ul style="list-style-type: none"> <li>▪ No specialization in optometry &amp; dermatology</li> <li>▪ Dispensaries draining profits</li> <li>▪ Perception as expensive vs. competition</li> <li>▪ Limited insurance acceptance</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>▪ Dialysis Clinic</li> <li>▪ Pediatrics</li> <li>▪ Use of new X-ray</li> <li>▪ Nursing School</li> <li>▪ Funding from Lutheran Churches in US for Dispensaries</li> </ul>
<p style="text-align: center;"><b>Threats</b></p>	<ul style="list-style-type: none"> <li>▪ Dispensaries</li> <li>▪ Understaffed</li> <li>▪ Poor cash flow</li> <li>▪ Government policy change</li> <li>▪ Loss of insurance support</li> </ul>



# Marketing Field Research

To begin our experience in Tanzania, we began our work with two full days of collecting market research in the field. It turned out that our primary contact at NLH, Tanya van Braekel, would not be available to meet for our first few days due to travels home to Belgium. We used this potential pitfall as an opportunity to gain insight about the local population, rather than viewing it as a setback. It turned out that by the time we arrived at the hospital for the first time, we were far better informed about the environment we were operating in, and this kicked off our project on the right foot.

We enlisted the help of three local school teachers as translators, they proved to be both extremely helpful and kind. Their names were Max Akyoo, Emmanuel Eigogwe, and Mattias Luchagulla, and we could not have accomplished our work without them—not only due to the language barrier but also simply due to cultural situations that were far different than any we had ever experienced.

We gathered information based on responses received from the following set of questions. The first set is demographic, and lifestyle related, while the second set is where we focused our surveying efforts more towards local healthcare and NLH.

## Demographic questions:

- *What is your age?*
- *What is your gender?*
- *What is your educational background?*
- *What is your occupation?*



- *What is your annual income?*
- *Where do you live (city/town)?*
  - *How long have you lived there?*
  - *Do you own or rent where you live?*
- *How far do you live from the nearest healthcare facility?*
- *Do you have health insurance?*
- *Do you have access to a means of transportation?*
- *How large is your family that you live with?*
- *Do you have access to the Internet?*
  - *If so, how often do you access the Internet?*
- *Do you use social media?*
  - *If so, which platforms?*
- *Do you watch TV?*
  - *If so, how often?*
- *Do you listen to the radio?*
  - *If so, how often?*

Local healthcare and NLH related questions:

- *When you get sick or need healthcare treatment, what is your response (what do you do)?*
- *If you need to go to the hospital for treatment, how do you choose between hospitals?*
- *Have you heard of Nkoaranga Lutheran Hospital?*
  - *(If yes) Have you received care at Nkoaranga Lutheran Hospital?*
    - *(If yes) What did you receive care for?*

- *(If yes) How was your experience?*
- *(If no) How have you heard of Nkoaranga Lutheran Hospital?*
- *Do you feel as though a cost difference exists between Nkoaranga Lutheran Hospital and the local public hospitals?*
  - *Why do you feel that way? OR What caused you to come to that conclusion?*
- *Who or what source(s) do you obtain medically related or healthcare related information from?*
- *How much did you budget for medical expenses in the past year?*

We surveyed a total of 93 locals, and admittedly adjusted the set of questions that we asked between day one and day two of surveying, so by no means do we claim that our methods were without room for error. However, the purpose of our trip was not to gather market research, but rather to make informed decisions for the benefit of both NLH as well as the local community. What our research accomplished in terms of a primary goal was to gather significant background information on the local population that we would be marketing the hospital to, helping us to understand our target audience. This was essential, especially as we were quickly assimilating into a completely foreign culture.

There were still some significant statistics that we were able to pull from our research, despite imperfections in our methods. 53 percent of those surveyed were male, and 47 percent were female, which means that we ended up speaking with a pretty even split of each gender. Furthermore, an overwhelming 93 percent of our respondents had at least heard of NLH, and a majority of those people had either been treated there or had friends or family treated there. In terms of the educational levels of those we spoke to, 41 percent--the largest portion--had completed school through the secondary school level. The next largest portion of the population

surveyed, 39 percent, had completed only up to primary school, while 15 percent of the total population had graduated from some form of college. Only five percent had not completed any schooling.

There were two key statistics that we were able to pull from our questions pertaining to local healthcare and NLH. One was in regard to where locals found their medical information, while the next was related to which determinants affected locals' choices between hospitals.

In terms of where locals found their medical information, 28 percent learned through word of mouth, whereas 26 percent learned from medical experts and sources, and 23 percent from family members. With 51 percent in total learning via interaction with friends and family, this statistic would prove to play a major role in how we directed our marketing plan to interact with the public. In terms of other areas where people gained medically-related knowledge from, radio was the next highest response at nine percent, followed by small groups answering trusted friends, others saying personal experience, one saying online, and one saying that they only used local medicine.

As for local determinants between hospitals, we found that 32 percent decided based on quality—which worked in NLH's favor, whereas 22 percent used distance as a primary determining factor, and 15 percent decided based on cost. 11 percent chose only public hospitals—with some noting that they perceived private hospitals to be too profit-driven—while only 3 percent chose only private hospitals. Other responses that came up in small clusters included deciding based on where their insurance worked, level of service, time taken to receive service, treatments offered and specialties available by hospital, and one person mentioned the hospital's level of transparency. Overall, responses to this question varied but still provided especially informative responses, especially regarding how people placed value on things such as quality of treatment and costs.

While some of our questions did not produce trends or patterns that were directly applicable to our marketing work, our surveying went a long way to help us understand the environment in which NLH was working in, as well as some of the public perceptions that we had to work to change, and what aspects of the public's perceptions we could use to our benefit.

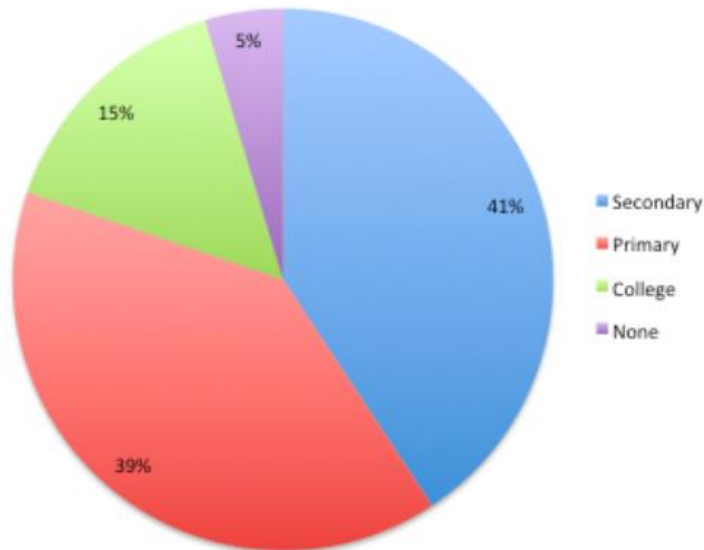
# Market Research Results

**Number of Interviews: 93**

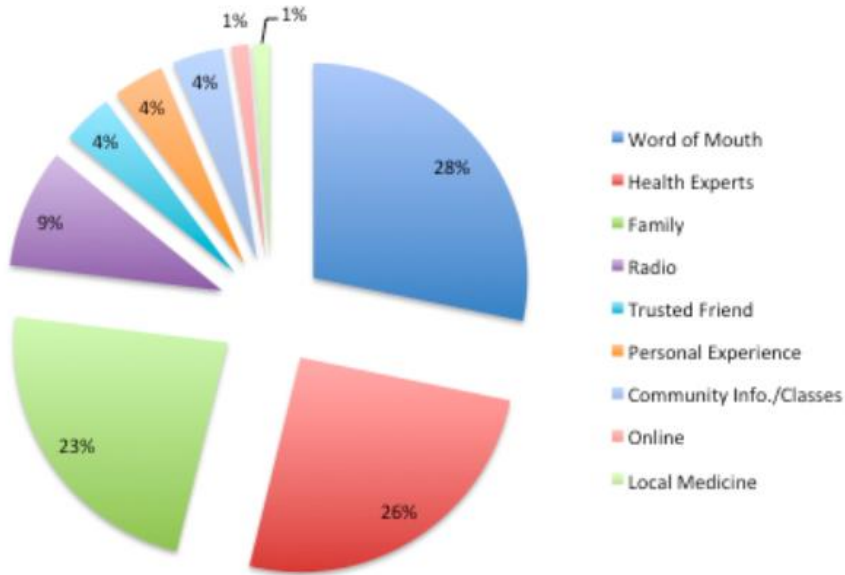
**Demographic Makeup: 53% Male, 47% Female**

**Notable Finding: 93% respondents were familiar with Nkoaranga Lutheran Hospital**

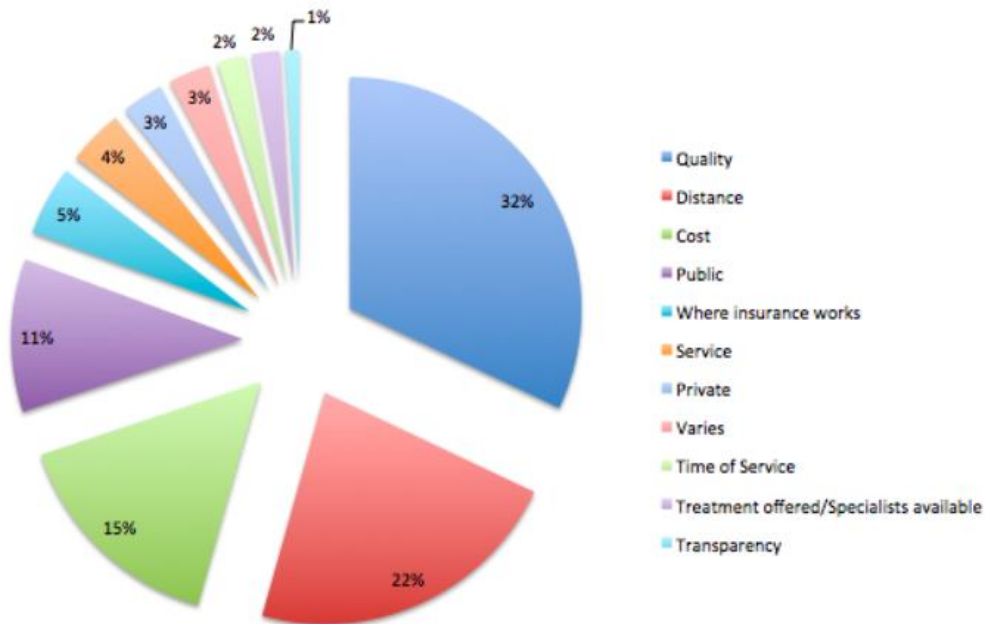
Level of Education



### Where Locals Find Medical Information



### Local Determinants in Choice of Hospital



# Marketing Strategy

To counter the false narratives/perceptions and to reinforce the positive ones, we proposed a targeted marketing strategy. After uncovering the reasons behind the public's perceptions of Nkoaranga's prices, we decided to deliver the message of "Get It Done Right the First Time." We want to promote the idea of going to Nkoaranga first rather than to the nearest public hospital. By doing this, patients are ensuring that they receive safe, clean, effective health treatments to prevent their illnesses from worsening or developing into a fatal state.

Our target audience are high income residents living within six kilometers of the hospital and parents within the group. The purpose of our campaign is to increase the number of high income residents living within six kilometers of the hospital and parents within this group. We targeted individuals with high incomes because they are more likely to purchase regular care services such as dental care or physical therapy. We limited the range of our marketing strategy to avoid competition with the more conveniently located public hospitals and because most people in the area depend on some sort of public transportation. To release accurate information into the public atmosphere, we provided the hospital with the following products: a brochure and coupon, a designated website, and a social media expansion. Lastly, we specifically targeted parents to draw in young patients to fill up the Pediatrics Ward.

The long-term goal of our marketing strategy is to support the sustainable growth of the hospital. To do so, we must achieve the short-term goal of reframing the public's perceptions of Nkoaranga Lutheran Hospital surgical price.



# Website

One of the key goals of the AGBL project was to create a web presence for Nkoaranga Lutheran Hospital. The hospital did not have a designated web presence and it was essential that one be created not only to communicate with the Meru community as potential clients but more importantly be a visual representation for donors and potential donors. Donors need to see proof that their euros, pounds, schillings, and dollars are being used effectively to encourage them to continue to write checks and donate resources.

The AGBL team met with every doctor, department head, and administrator in the hospital to solicit their desire for what they wanted to have represented on the website. The team then took photos around the property and compiled this information to build a website through WordPress. WordPress is a user-friendly web building program that has a simple interface where if you have word processing experience you can update the website however it can also be scaled to include advance features as the hospital grows. The designated domain name is NkoarangaHospital.com. The website includes About Us, Our Staff, Services, Reports and News, Support the Hospital and Contact Us pages.





**About Us:** The About Us page includes the hospital vision, mission, and background information and a link to the organizational chart.

NKOARANGA LUTHERAN HOSPITAL

ABOUT US ▾ OUR STAFF SERVICES ▾ REPORTS AND NEWS  
SUPPORT THE HOSPITAL CONTACT US

## VISION

Nkoaranga Lutheran Hospital as a health facility has the responsibility to provide quality health services care in response to our community health needs.

## MISSION

To provide quality health care to our people so as to alleviate the disease burden within our community, ultimately glorifying God.

## BACKGROUND

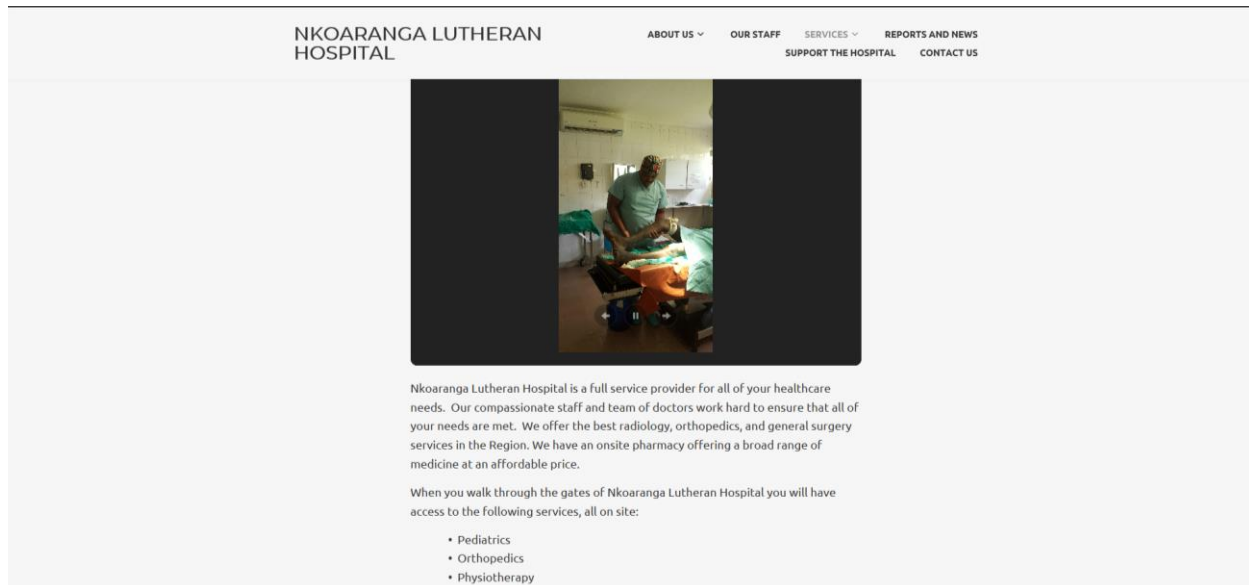
Nkoaranga Lutheran Hospital is a non-for-profit, private hospital under the Evangelical Lutheran Church of Tanzania, Meru Diocese and is located within Usa River in Arusha, 21 km from Arusha Regional Headquarters and at Kilala Stop 5kms from Arusha tarmac main road.

Nkoaranga Lutheran Hospital has currently a capacity of 120 beds for patient admission but it also provides services including clinical lab sciences (laboratory) and radiological screening ( digital X-Ray),....

Main departments offering specialized services include (in random order):

- Pediatrics
- Orthopedics
- Physiotherapy

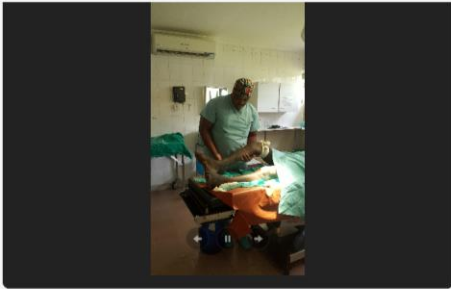
**Services:** The Services page provides a snapshot of all of the departments at the hospital, the services provided, as well as a price list for common services.



The screenshot shows the website for Nkoaranga Lutheran Hospital. At the top left, the hospital's name is displayed. To the right is a navigation menu with links for 'ABOUT US', 'OUR STAFF', 'SERVICES', 'REPORTS AND NEWS', 'SUPPORT THE HOSPITAL', and 'CONTACT US'. Below the navigation is a large image of a healthcare professional in a clinical setting. Underneath the image is a paragraph of text describing the hospital's services, followed by a list of services: Pediatrics, Orthopedics, and Physiotherapy.

**NKOARANGA LUTHERAN HOSPITAL**

ABOUT US ▾ OUR STAFF SERVICES ▾ REPORTS AND NEWS  
SUPPORT THE HOSPITAL CONTACT US



Nkoaranga Lutheran Hospital is a full service provider for all of your healthcare needs. Our compassionate staff and team of doctors work hard to ensure that all of your needs are met. We offer the best radiology, orthopedics, and general surgery services in the Region. We have an onsite pharmacy offering a broad range of medicine at an affordable price.

When you walk through the gates of Nkoaranga Lutheran Hospital you will have access to the following services, all on site:

- Pediatrics
- Orthopedics
- Physiotherapy

**Support the Hospital and Reports and News:** These sections inform the visitor of the current happenings at the hospital. They currently include the new pediatric wing and the construction of the new mortuary. These pages will also include information to include annual reports, news releases, and announcements.


Most importantly there will be a direct link to ongoing capital fundraising campaigns. To facilitate donation processing there will be a link on the page for donations to be made via PayPal or bank wire transfer.

---

**NKOARANGA  
LUTHERAN  
HOSPITAL**

[ABOUT US](#) [OUR STAFF](#) [SERVICES](#)  
[REPORTS AND NEWS](#) [SUPPORT THE HOSPITAL](#) [CONTACT US](#)

### Support the Hospital



Nkoaranga Lutheran Hospital is a faith based organization owned by the Lutheran Church, Meru Diocese in Tanzania. Since Nkoaranga is a non-for-profit, private institution we rely on the kindness and generosity of donors around the world.

We accept donations via PayPal and bank wire transfer.


We appreciate any and all donations- you may choose to support the hospital overall

**Our Staff:** Nkoaranga Lutheran Hospital has a strong reputation in the community as having a knowledge and caring staff of doctors and nurses. Taking this into consideration we felt it was imperative that there was a staff page to highlight the doctor's, their education, and their specialization.


**NKOARANGA LUTHERAN HOSPITAL**

ABOUT US ▾ OUR STAFF SERVICES ▾ REPORTS AND NEWS  
SUPPORT THE HOSPITAL CONTACT US


WE HAVE OVER 120 HARDWORKING EMPLOYEES AT NKOARANGA LUTHERAN HOSPITAL, BELOW ARE A FEW OF OUR PROMINENT DOCTORS AND STAFF.



**Dr. Sam Kiwesa**  
**Hospital Director and Medical Officer**  
Master's Degree in Orthopedics and Trauma, Tuzuni University  
Since 2004



**Dr. Julius Bartho Mollel**  
**General Surgery**  
Master's Degree in General Surgery, Kilimanjaro Christian Medical University  
Bachelor's Degree in General Medicine, Kilimanjaro Christian Medical University  
Since 2003



**Dr. Joseph Emmanuel Nassary**  
**Medical Officer**  
Bachelor's Degree of Medicine with a focus on Surgery, International Medical and Technical University  
Since 2011

# Brochure & Savings Program

Our team created two pieces of marketing materials we believe will better inform community members about Nkoaranga and bring in customers who may have avoided seeking treatment there due to inaccurate information. The brochure contains four different information panels: an introduction to new opportunities, background information on the hospital, insurance acceptance, and an introduction into the quality of service provided by the hospital. The brochure was originally crafted in English and then expertly translated into Swahili by hospital administrator, Frank Godwin, for easy comprehension.

The new opportunity section of the brochure highlights the new x-ray technology the hospital has acquired and the new pediatric wing of the hospital. We decided to highlight these two new opportunities because of the legacy Nkoaranga has within the community. From our research, Nkoaranga is known for two services, orthopedics and obstetrics. Many individuals mentioned personal or second-hand experience with both services at Nkoaranga, and the new opportunities will certainly help encourage new patients to try the services. In the “Welcome” section of the brochure, we decide to highlight some of the history of the hospital and its mission statement.

Since there is a misconception within the Meru community that Nkoaranga is only concerned with making profit, we chose to highlight how long the Nkoaranga has been serving the Meru community. This could speak to the long-standing relationship the hospital has maintained with the community. Additionally, we decided to highlight the non-profit title of the hospital. We believe this would be an important adjective to incorporate into all the hospital's marketing, because there is a misconception within the Meru community. That being due to Nkoaranga being a private hospital, it is concerned with profit, and therefore more expensive. We also chose to highlight a variety of services offered, because both customers, and hospital administration mentioned that most patients at Nkoaranga seek major surgeries or procedures. If we could advertise great services,

even minor services like annual check-ups, there would be an increase of less-expensive patients. In the next panel, we decided to highlight to kind of insurance accepted at Nkoaranga. This is important because some patients might not realize their services can be subsidized by insurance, and therefore might be missing an opportunity to seek services at Nkoaranga.

In our final information panel, we decided to highlight the quality of service at Nkoaranga. Through our research, we did not meet one person who received care at Nkoaranga and did not have a positive experience. Nkoaranga's best strength is their quality of care, and that needs to be a highlight of any marketing or outreach plan. In addition, the access to an onsite pharmacy allows Nkoaranga to act as a one-stop-shop for its patients. This means the quality of the hospital spans further than the doctors, but you can get everything you need there: good care and the right medications.

Finally, we included contact information and directions to the hospital. Showcasing a hospital employee added a personal touch to the brochure. Matron Elizabeth was chosen because she is compassionate, caring, intelligent, empowered, and most importantly devoted to her profession. She embodies the faith and mission of the hospital, her quote about working with children is exactly what parents want to hear when their child is sick. Highlighting employees, doctors, and nurses will humanize the hospital, and allow patients and customers to grow personal relationships with the hospital and insure continued patronage of the hospital. On the following page is the Swahili version of the brochure.



## FURSA MPYA

Hivi karibuni Tumepata mashine mpya na ya kisasa ya X ray. Hii mashine itasaidia sana katika kufanyia wagonjwa tafiti za ugonjwa wao na kupata majibu yaliyo sahihi.

Kwa kuongezea Hospitali ya Nkoaranga imeongeza wodi ya kisasa ya watoto ambayo inawezesha watoto kupata matibabu katika mazingira safi na salama. Wodi hii itapatia wagonjwa pamoja na wazazi usalama wa afya zao kwasababu watoto ndicho kipaumbele cha kwanza cha madaktari



## WASILIANA NASI

### Nkoaranga Hospital

Hospitali ya Nkoaranga Ipo Arusha, Usa River katika kituo cha kilala unapanda kuelekea Mlima Meru Kilomita 5.

Tupate pia kupitia wavuti yetu:  
[www.nkoarangahospital.com](http://www.nkoarangahospital.com)



## NKOARANGA HOSPITAL

Mara ya kwanza fanya kwa usahihi.



## KARIBU

Hospitali ya Nkoaranga imekua ikitoa huduma kwa jamii ya Meru zaidi ya miaka 30. Hospitali ya Nkoaranga ni kituo cha afya cha dini kisichokuwa cha kutengeneza faida kinacholenga kukuza afya za binadamu.

Kituo kinatoa huduma zifuatazo: Kliniki ya Mama baba na mtoto, upasuaji mkubwa na mdogo, kitengo cha meno, kitengo cha wagonjwa wa ndani na nje, kitengo cha mifupa, kitengo cha mionzi (X ray na ultra sound), kitengo cha maabara, duka la madawa, kitengo cha huduma kituo cha matibabu (CTC), mochwari, kitengo cha kupunguza maumivu kwa magonjwa sugu na kitengo cha tiba ya mwili.

Tunaamini Nkoaranga itakua chagua lako sahihi la mahitaji yako ya kiafya.

## BIMA

Hospitali ya Nkoaranga inapokea wagonjwa wa bima ya NHIF.

## IMANI

Hospitali ya Nkoaranga ndicho kituo kitakachokupa tiba sahihi yenye ubora. Wagonjwa wetu hufaidika kwa kupata tiba kutoka wataalamu waliobobewa na pia duka la madawa lililopo hospitalini.



“Nafurahia kuwa muuguzi, nahudumia wagonjwa kutoka moyoni, napenda kusaidia wengine hasa pale ninapohudumia watoto”  
- Elizabeth Urjo, Muuguzi mfawidhi



# Coupon Distribution



As revealed by the marketing survey, local Tanzanians are greatly concerned about the prices of healthcare, but the overwhelming majority are willing to spend more for treatment if they are guaranteed quality service. Fortunately, NLH is widely recognized for its excellent customer care and quality treatments, so the main goal is simply to attract potential patients to the hospital. For this purpose, we recommend distributing coupons to initially draw in new patients.

Coupons attract potential patients by altering their perception of the hospital's prices. We suggest attaching a small coupon to the brochures that could be used on a person's first visit to the hospital. Before distribution, the coupon should be signed in colored ink by hospital staff to prevent copying or reprinting. Once a person visits the hospital, his or her coupon would be collected by the registration desk so that it could not be used again. By offering a coupon for a first-time visit, the Hospital will be able to reach a segment of the population who are hesitant to visit the hospital based on their misgivings about the hospital's prices or the convenience of a local public hospital.

While one could argue that offering a discount or discounted service would lead to overcrowding that the hospital could not handle, we do not estimate that result. We would suggest

providing no more than a waived filing fee. This way you are offering customers with a concrete price reduction, without offering enough to attract everyone in Meru. In addition, there will be a limited number of coupons distributed, and we would suggest planning out the total price discounted, and the number of coupons distributed with the hospital administration and the finance staff.

Distributing coupons can also serve a second function of tracking and evaluating. By color coding coupons distributed in different locations and types of stores or business, it will be easier to evaluate which method of distribution is most effective. For example, all coupons distributed to local pharmacies could be signed with a red marker, and coupons distributed to local churches could be signed with a blue marker. At the end of the month, the coupons collected by the registration desk could be counted by color. This way, the hospital will be aware of the most effective way to reach new potential patients. This knowledge is important for continued advertising and understanding the hospital's constituency.

The coupons can also be adapted to target a specific subset of the population. To draw in more patients for the Pediatrics Ward, the hospital could offer a one-time use family discount.

# Bishop's Letter

After experiencing a Lutheran service, our team realized the power that the Lutheran Church has in rural areas and witnessed the incredible receptivity of the people. Members of the church were very engaged to what was shared at the service, whether it was about raising money for a priest to go to school or the preaching overall.

Our team proposed that a letter from the Bishop should be read at all the Lutheran Services in the Diocese of Meru. The letter will have information regarding the quality healthcare practices at Nkoraranga Lutheran Hospital and the importance of receiving quality care. The letter would include an emphasis on the care of children since Nkoaranga is trying to increase the usage of their pediatric ward. Logistically, the letter will be read at the service and then brochures and coupons would be placed at the back of the church for people to grab and to supplement the information the Bishop relayed to the congregation. Because we found that 28% of individuals receive information about healthcare by word of mouth, we believe that the letter from the Bishop has the potential to have a network effect in disseminating information about Nkoaranga Lutheran Hospital. Additionally, we firmly believe that people will listen more intently at the service announcement because the letter comes a position of authority. This potential increase in active listening may leave a lasting impact on the people who listen and become inclined to pick up a brochure at the end of the service and share what they learned with the people they know and create a network effect. On the following page is the English version of the Bishop's letter we are proposing.

FROM THE DESK OF

---

**BISHOP KITOI NASSARI**

Month XX, 2018

Dear Brothers and Sisters,

God Bless you. Amen.

It is my honor to address you all today. I wish you warm greetings and I wanted to share some important information with you. Healthcare is important to us all, and it is important to me that you make the best healthcare decisions for you and your loved ones. Our church supports the Nkoaranga Hospital, and they have greatly benefitted from our support, but there is always more to be done. Students from Marquette University in America came to the Nkoaranga Hospital to help them better understand the healthcare needs of Tanzanians.

Those students found the prices of treatments at the Nkoaranga Hospital were comparable with those at the public hospitals around the district. When you seek treatment at Nkoaranga you receive all the treatments necessary to make sure that you leave the hospital healthy, and do not have to come back a second time.

Nkoaranga Hospital allows you to benefit from state-of-the-art technology at an affordable price. In addition to new technologies, they have increased the availability of services, including a pediatric wing. For your convenience there is also an onsite pharmacy, making it a one-stop-shop.

It is better to just go to one hospital and get the right treatment and quality care given by the passionate and talented medical staff at Nkoaranga instead of having to pay for the same service at two hospitals. As a non-profit, all the money spent at Nkoaranga goes back into your treatments and supports the good work of the Lutheran Church.

As a parent, I want the best treatment for my children, and that can be found at Nkoaranga. At Nkoaranga, the patient is the doctor's first priority. I am proud that the Lutheran Church in Tanzania assists Nkoaranga care for over 15,000 Tanzanians each year.

For more information, we have provided brochures to your congregation.

Thank you very much.

Bishop Kitoi Nassari