

Summary

Fuqua Daytime MBA students provided a growth strategy for a Kenyan-based neurology practice to accelerate their growth.

“The Fuqua student team figured out our main revenue driver, identified the risks and opportunities and made projections. We now have a concrete growth plan that we are ready to implement.”

Ubuntu Neurology
Client Team Member

Project Snapshot

Focus: Growth Strategy
Client: Ubuntu Neurology
Industry: Health Services
Type: For-profit
HQ: Nairobi, Kenya

Challenge

Ubuntu Neurology is a medical service enterprise that provides quality neurological and neurophysiological services to children, adolescents, and adults from all backgrounds. Since 2020, Ubuntu Neurology has worked to provide services directly and in partnership with tertiary hospitals and it was the first in the region to provide video telemetry and other neurophysiological services. Ubuntu Neurology approached the Fuqua Client Consulting Practicum for help growing their enterprise over the next three years.

Approach

The FCCP student team conducted an in-depth assessment of the clinic's current position as a starting point on which to formulate an effective strategy - including the clinic's unique value proposition, service offerings, and patient satisfaction. Students conducted market research to identify growth opportunities within Kenya's healthcare sector. Strategies were devised to address specific barriers to access and affordability while ensuring high-quality care delivery.

Recommendation

Students recommended growing revenue by expanding the accepted forms of payment and enhancing the organization's digital marketing campaign. The team recommended expanding the accepted forms of payment as a crucial step to grow revenue now, but also to protect the organization as the landscape of Kenya's healthcare system changes. Launching a new digital marketing campaign was identified as a way to enable Ubuntu Neurology to grow awareness and connect more directly with patients. Lastly, the team developed a financial model to show projected revenue growth and enable Ubuntu to track growth and make adjustments to its strategy over time.

About FCCP

The Fuqua Client Consulting Practicum is a for-credit experiential learning course at Duke University's Fuqua School of Business. In FCCP, students apply their business skills and relevant work experience to an active project engagement with an external client. Interested in engaging our students? Learn more at www.fccp.fuqua.duke.edu.