

MANAGEMENT OF PRIVATE DENTAL PRACTICE

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Abstract

This work aims to present concepts and business management tools and environmental health marketing, more specifically the services provided by private clinics. Its development aims to demonstrate the relevance of market segmentation to better use, focusing on clients that you want to achieve. A good planning, professional attitude, targeting the product to the target audience make any difference in the organizational environment. Through private clinics and research data aims to show health professionals a better management of your business. To undertake successfully it is necessary to be fully conversant with their own business and know what your value to your customers.

Keywords: Marketing Segmentation, Business Management, Health Marketing, PDCA Cycle

Subject Area: Business Strategy

INTRODUCTION

From a management perspective, processes and models were created in order to improve the profit of companies. Management has a macro vision of human existence, which influences ways of thinking and acting. Management models were adopted aiming efficiency and effectiveness in organizations. Challenges and changes in management have impact on the structure, quality of services, skills, knowledge and individual and collective skills of the organizational body. We are living a moment in which we observe the need to expand boundaries and interconnect areas of knowledge. According to Chiavenato: *Administration is the organization's planning, structuring, direction and control of all activities differentiated by the working vision within an organization. Thus, administration is essential for the existence, survival and success of organizations. Without Administration, organizations would not be able to exist, survive, or grow. The GAT (General Administrative Theory) is the field of human knowledge that deals with the study of administration of organizations in general and*

of companies in particular. The GAT is based on conceptual skills, along with human and technical skills. It aims to develop the ability to put thinking and concepts into practice in order to solve complex organizational situations, suggest solutions, make new proposals, innovate and stimulate. Administrating is the art of accomplishing tasks through people who perform several activities to achieve several goals and with better results. An organization can be referred to as profit (in health care they are called companies, such as private hospitals, offices or clinics) or non-profit (Army, Church, public services, charities, NGOs, etc.). The focus of this research is the management of private practices that are considered profit health organizations.

Rational Labor Organization (RLO)

The Rational Labor Organization aimed at the elimination of useless movements, causing workers to perform their tasks in a quicker and easier manner, defining an average time so that activities were carried out in a shorter time period and with quality, increasing productivity efficiently. The RLO focused on: Analysis of factory work; Study of time and movement; Fragmentation of tasks; Worker specialization. Based on these studies, Taylor created a few principles, which, in his opinion guided Administrative Science (AS). They are: (1) Planning principle - replacement of empirical methods with scientific procedures - improvisation and individual judgment are eliminated; work must be planned and tested, its movements broken down in order to reduce and streamline its implementation; (2) Workers' preparation principle - selecting workers according to their skills and, afterwards, preparing and training them to produce more and better, according to the method planned for reaching the defined target; (3) Control principle - controlling work development to make sure it is being carried out according to the established methodology and within the target. (4) Implementation principle - distributing the duties and responsibilities for work to be as disciplined as possible.

By applying these principles, AS was able to achieve some goals and identify important new situations for the management development process. The cooperation of workers was obtained with wage incentive plans and productivity bonuses. Managers at the time thought wage was the only motivation for workers (*homo economicus*). The design of positions and tasks showed simple and repetitive work of production lines, standardization and working conditions that ensured efficiency. It was also found that rationalizing factory work was no good if the superior continued working as before. Like any pioneering and innovative process, Administrative Science had staunch critics. And much of such criticism endures today, due to the approach created by Taylor. But despite the criticism, Administrative Science has a very important role in the formation of what we know today as Administration, and it is considered a pioneering and irreversible step.

The Human Relations Theory highlights some points that characterize human relations, namely: Production level is the result of social integration: If a person suffers from a social disarrangement, physical ability will have no efficiency.

Social behavior of individuals: The group is the biggest supporter of an individual's behavior.
Rewards or social punishment: Respect ends up being lost when workers produce below or above average.

Informal groups: They create their own rules.

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Human Relations: They are the attitudes that develop interaction between people and groups. Importance of the content of the position: Tiresome work and even simple work end up becoming stressful and monotonous, reducing productivity. Emphasis on emotional aspects: informal organization.

Mayo shows how a complex service organization adopts a culture capable of exceeding customer expectations, also winning the loyalty of its employees

The classical theory was developed by Fayol, who, like Taylor, also had the efficiency of workers in the company as a basic concern. Fayol considers that the application of scientific methodology to the company increases its production and its stability. Among the various duties of the company, the most important is the administrative duty consisting of:

- PREDICTING - Viewing the future and outlining the action program.
- ORGANIZING - Articulating the material and social aspects of the company.
- COMMANDING - Leading and directing the staff.
- COORDINATING - properly coordinating all the efforts and actions of the people involved in the company.
- CONTROLLING - Checking that personnel procedures are aligned with the rules and principles of the company

The role of the Board is to Direct and Conduct the company in order to achieve its planned objectives, rationale for the company.

Fayol considers Administrative duty to be the responsibility of all hierarchical levels of the company and not only of higher levels. He considers that a company consists of people with professional skills, i.e., technical skills, the workers; and people with administrative skills, the managers. General principles of Fayol's theory: 1 - Advocates the division of work - considers that specialization of tasks increases the efficiency of people. 2 - The company must be based on the principle of authority - the boss has the authority to give orders to subordinates and expects obedience from them. 3 - Each worker should only report to a boss. 4 - The general interests must be above private interests. 5 - The company must be an ultimate authority, on top of the hierarchy and authority levels in descending line.

The Fayol theory, as that of Taylor, presents a mechanistic view of the Man, because is not interested in human behavior considered as a *whole*. It does not take human relations into account within the company. The company is seen as a closed system where all variables are controlled and the consequences are predictable. Fayol places the emphasis of his business analysis on Structure, viewing the organization as a set of parts or bodies. He considers that the division of work should always assume and consider the coordination task for joint work to results in a harmonious and coordinated manner. In short, we can consider that Fayol, despite having corrected some aspects of Taylor's theory, maintained the vision of man as a part of a wider gear, in this case of the company

Within MANAGEMENT MODELS there are different types of managers with different positions and styles. Some management models can be adopted, by: bureaucracy, discipline, merit, leadership; situational, authoritative; democratic, liberal. A manager's great challenge is to work on what is primary in organizations: people. Public area managers need radical changes.

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The main role of managers is the ability to make decisions. A manager needs to be endowed with courage and have attitude. They must have more successes than errors. It is human to make mistakes, we all make mistakes, but a manager must be able, at the time of the decision, to have more successes, because he must make decisions based on concepts. But concepts only is not enough, a manager needs to update his knowledge, to know real facts, studies, evidence, information to make decisions, have, beyond his experience, something in his personality, feeling, sensitivity, intuition. This way, a manager is able to have more successes. The greatest challenge of a manager is to work on what is primary in organizations: people.

The inclusion of the "PDCA cycle" was of great assistance in management, and its relationship with the MEM (Management Excellence Model) may have secured an important aid to the continuous improvement process.

The PDCA cycle and MEM are related so that the planning stage (P) is connected to the Customer, which is where the organization should focus on efforts to maintain them and meet their needs; to Society, which should also have their needs met according to the law and in an ethical manner, both to people and the environment; Leadership aims, in an analytically manner, at process improvement and takes action when necessary for these processes to be followed to ensure the excellence of the company; and Strategies and Plans, which are conducted by leaders making the organization seek greater competitiveness. The "do" stage (D) refers to people who should be motivated to perform tasks that consolidate an environment of excellence and processes, which are used to better define customer loyalty policies and supplier control. The control stage (C) includes the Results, which are obtained through internal and external market surveys, financial and political reviews, among others, while the last stage of the cycle regards Action (A) and connects with the Information and Knowledge that are used again in the organization for process improvements. Through the adoption of the PDCA Cycle and the Management Excellence Model, companies may have assured an important aid in the Continuous Improvement Process. This would require a tool capable of analyzing the collected data and through detailed analysis, avoid recurrent problems. On the other hand, there are prevention actions, which unlike correction actions, they seek to prevent a problem from happening again; in turn, prevention seeks to prevent it from happening a first time. All these actions are related to what is happening or what will happen in the organization, thus, the importance of maintaining the control of management and information to adopt a predictive action, i.e. the company with correct information can foresee what is about to happen and make decisions to avoid unexpected facts. The PDCA cycle allows for better visibility for making studies and analyzes to take actions and make decisions as managers for continuous improvement.

DATABASE/DATA STORAGE/SYSTEM INFORMATION

All information is important to manage, streamline clinical, administrative and financial processes. These should be absorbed as data that will serve to ensure immediate and long-term results in the institution. Computerization systems have revolutionized the management system. The market currently has an excellent technological innovation called software for managing medical practice offices. They are electronic programs for the specific purpose of serving as a clinical management tool. Numerous benefits are offered by the software, and the main one is the electronic medical record. In an equivalent degree of importance there are the registration of customers and the database.

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A complete electronic medical record makes routine simpler and more practical. Registration of patients is fast and has several textual and multimedia features for a complete record, with easy data storage and convenience for access to the history of patients. The Electronic Medical Record has the advantage of offering a backup of the registered information and the possibility to access them.

- Benefits of the Electronic Medical Record
- Quickly finding the personal record and clinical data of patients
- The electronic medical record does not occupy space
- Practical and agile registration of information
- Facility for editing and including data
- Complete clinical record: record with photo, history, images, text, custom forms, prescription, videos, appointments and returns, human body atlas
- Data security
- Mobility for access to medical records using a cell phone
- Allows viewing various patient records simultaneously.
- The records are seen in whole and the office stays organized.

Electronic medical records allow the saving, in a smaller space and longer period, in intact form, the patient's history, allowing healthcare professionals better clinical comparisons, and data collection for the patient. This generates credibility in the customer's perception. The updated registration of customers is as important as the electronic medical record, allowing your business to remind the patient the of the time for check-up appointments, birthdays, sending promotions, at last, the use of mechanisms to maintain customer loyalty. The Database is a backbone for good management. The database allows data storage, which serves as indicators, enabling an overview whether business is positive or negative.

PRIVATE OFFICE MANAGEMENT IN HEALTH

In order to have a successful office or clinic, one must develop new skills and have healthcare experience. It is necessary to take the knowledge you acquired in hospital management MBA to your office or clinic. Adopting these concepts in the work routine ensures better results in a practical and objective manner. These steps allow one to make the office's diagnostic and guide management and market actions, which should be implemented to lead to the desired results, improve financial results, quality of life and social status of the healthcare professional. Competence, good will and, above all, the contribution of the entire work team expand new horizons and opportunities. For this, it is necessary for the health professional to be up to date and engaged in the new market, especially bearing in mind that there is a great difference between marketing and Hospital/Medical marketing. The healthcare professional trying to use marketing as a "sale" tool to mislead or push a product or service onto someone, is wrong. HMM (Hospital/Medical Marketing) is an ethical tool that adds value to the patient and increases the professional credibility and the quality of services. The healthcare professional should be oriented to add value to their services, from the recognition of the credibility deposited in them, and in the institution in which he works. This generates positive relationships with patients and makes the professional, the institution or service, a reference within its operating area.

HOW TO OPTIMIZE YOUR FINANCIAL RESULT?

In case of medical offices towards the medical field, one must bear the following question in mind: "- How to continually add value to the services provided to patients"? In order to answer this question, concepts are presented for the better understanding of the environment in which the business is located, making it possible to increase the operational efficiency of the processes of a medical office, and to improve customer service and the quality of services provided to patients. In order to speak on outcome improvements, we must have good comprehension of concepts of leadership, hospital marketing, professional credibility and appropriate strategy very well. Health cannot be treated as a product to sell on impulse. A professional loses credibility if he goes towards that path, since he becomes a mere salesman, not a doctor. Developing actions that generate credibility with the public is critical to leverage the success of private practice in health. Health professionals should be aware of and offer the customer what they need, knowing how to transform customer expectations into products and services. According to Theodore Levitt, *Marketing is, above all, winning and maintaining customers. Based on this concept, one can rephrase this expression within the health field and say: Being a Successful doctor is above all, winning and maintaining customers. The management key of an organization is storing information and records. It is critical to have a stored and well-detailed Database (computerized systems are ideal tools for this). This way, the manager is able to use various mechanisms and comparative and preventive methods to try to increasingly leverage the organization they manage and its profitability. Stored data serve as a comparative method. Through data analysis and comparative methods, we can make use of a BALANCED SCORECARD (BSC).*

Balanced Scorecard (BSC) is a strategic planning tool wherein the entity has clearly defined tools and strategies, aiming at measuring its business performance through quantifiable and verifiable indicators. Defining parameters for assessment and improving the performance of companies. The method consists in determining, in a balanced manner, the cause/effect relationship between the four assessment indicators of the companies, which are: Financial, Customer, Internal Processes, Learning and growth. Financial: creating new performance indicators so that shareholders may have better returns on their investments; Customers: knowing the degree of customer satisfaction with the company; Internal processes: the company must identify whether there are problems with products, whether they were delivered on time and focus on the innovation of its products; Learning and growth: regards ability and motivation of staff, and a better information system in the company.

In the BSC analysis, the four indicators are applied in accordance with the goals proposed by the entity, i.e., if they are balanced, it means that the company will have a better performance, allowing the definition of new strategies.

The BSC is related to the vision and strategy of a company, two key areas for the company to succeed.

A manager must have sufficient indicators to turn their business into reality. One should bear maintenance and continued development of their organization in mind, and for this to be achieved, one should determine goals to fulfill. Example: Start saving office data for it to become a clinic, then to turn into a hospital ...

THEORETICAL GROUNDS

The theoretical grounds of this research are a literature review that demonstrates the basic study of scientific literature on the subject, including quotes.

Research keywords:

1. Administration.
2. Professional career.
3. Development.
4. Skill.
5. Professional Education.
6. Marketing.
7. Professional qualification.
8. Success in business.

In prescriptive and normative approaches of the general theory of Administration, author Chiavenato suggests organizational management strategies within the recommended models. According to Chiavenato: "Administration is not a mechanical or routine activity that depends only on certain habits or knowledge of the professional. One can teach the professional what to do, but this will not enable him to effectively do that well in all organizations. There are three types of skills that a manager must have to successfully work: technical, human and conceptual. However, these three skills require personal skills to be put into action. The secret is to acquire durable skills: those that, even in times of rapid change, do not become obsolete or disposable. An administrator needs to develop four durable skills: knowledge, skill, judgment and attitude. The main one is attitude, to make it happen. An administrator needs to be an agent of change within organizations. An administrator must be focused in the future to prepare their company to meet the new challenges that arise, whether through new technologies, new methods and processes, new products and services and new approaches. In addition, they should think globally (see the world around) and act locally (acting in the company). At the dawn of the twentieth century, the Classical Administration Approach emerged. It is split into two different directions: Taylor's Administrative Science with emphasis on tasks, and Fayol's Classical Administration Theory with an emphasis on organizational structure. The origins of the Classical Administration Approach goes back to the consequences generated by the Industrial Revolution and can be summarized in two general facts: The rapid and disorganized growth of companies, causing a gradual complexity in its administration and requiring a scientific and more accurate approach to replace empiricism and improvisation dominant so far. And the need to increase the efficiency and competence of organizations, seeking to get the most out of resources and cope with fierce competition and competition between companies. In the early 1950s, the administrative theory underwent a period of intense remodeling. Second World War had ended and the world began to experience a remarkable surge of unprecedented industrial and economic development. The Neoclassical approach emerged, properly updated and redimensioned to current administrative problems and the size of today's organizations. The Neoclassical Theory is the Classical Theory in the terms and standards of the current reality demanding new solutions and different alternatives. The Neoclassical theory assumes: Types of organization, Departmentalization and Administration by Objectives (ABO). The Neoclassical Administration Theory aims to: Show eclecticism, concern about the administrative practice (administrative action) and emphasis on objectives and results; Affirm Administration as a basic social technique, whereby the administrator achieves results through

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people with whom they work; Establish the administrator's duties that make up the administrative process; Define the basic principles of the organization; Consider the dilemma centralization versus decentralization, the factors affecting decisions on decentralization, their advantages and disadvantages. As a result of a neoclassical approach, the author defines the types of organization: linear organization, functional organization, line - staff organization and application of commissions. In the linear organization, there are direct, linear and unique lines of authority and responsibility between higher positions and subordinate. Suitable for small businesses. In the functional organization, the principle of specialization of duties applies. Each subordinate refers simultaneously to many superiors, but only in matters of the expertise of each. No superior has full authority over his subordinates, but partial and relative authority, due to their expertise. This represents the total negation of the principle of unity of command or unique supervision. In turn, line-staff organization includes the result of a combination of the types of linear and functional organizations, seeking to increase the advantages of both types of organization and reducing its disadvantages. It is the most widely used model in companies. Main staff duties are: services, consulting and advisory, monitoring, planning and control. Staff duties may exist at any level of an organization. In committees and work teams, a group of people was given a subject to be studied or a project to be developed. It is this group action characteristic that distinguishes the commission from other administrative instruments. Commissions may also be called committees, boards, councils, teams or workgroups. The solutions provided by neoclassical authors in terms of organization types were perfectly suited to the time when formalization reigned. The line-staff type organization has become the typical structural format of medium and large companies worldwide, and still prevails in most organizations. Commissions - used as temporary tools to avoid constantly changing the organizational structure and keeping it stable - are still frequently used. However today, the commissions are being replaced by a more dynamic and modern concept: the teams. The isolated work of the people was replaced by social and joint work for greater satisfaction and, above all, higher productivity. In order to increase the autonomy and freedom of the teams, empowerment, and strengthening of the teams emerged. Regarding departmentalization, the term department designates area, division or distinct segment of a company over which an administrator (officer, manager, boss, supervisor, etc.) has the authority to carry out specific activities. Types of departmentalization: by duty, products or services, by geographic location, by customer, by process steps or projects. The pure application of a single type of departmentalization throughout the organization is hardly found in practice. It is common to find a combination of different types of departmentalization. There are four principles for solving the departmentalization problem: Principle of greater use; Principle of greatest interest; Principle of control separation; Principle of competition elimination. Around the 1980s and 1990s, organizational change techniques emerged, based on downsizing, outsourcing and reengineering. Downsizing is done by reducing hierarchy levels to the essential limit. Outsourcing is done by transferring non-core activities to suppliers or third parties who can do them better and cheaper. The fundamental basis of Reengineering is the replacement of individual departments with process cross-functional teams. The concept of Administration by objectives (ABO) emerged in 1954 with Peter F. Drucker in his book Practice of Management; he is considered the creator of the ABO. Then, ideas of decentralization and administration by results emerged: decentralization of decisions and setting goals for each key area of the organization. Once organizational objectives are defined and chosen, the next step is knowing how to reach them, namely to establish the business strategy to be used to achieve those goals efficiently and choose the tactics and operations that best implement the strategy."

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According to Marshall Junior, the author seeks to cover key topics for quality management. They are: 'behavioral aspects of people management; accounting; functional divisions; applied economics; strategy of companies; corporate finance; marketing fundamentals; quality management; marketing management; financial math; negotiation and conflict management. It is worth highlighting the importance of quality management, given the decisive role it assumed in the face of globalization, of market openings and the resulting competition among organizations in the pursuit of competitiveness."

According to Grinberg in "If the business world is a jungle, be the predator. The professional world is increasingly competitive. We live in a real corporate jungle, where every day you need to fight hard to grow in career and profession. One needs the attitudes and postures o make them winners. The set of qualities that make a professional stand out: knowing your strengths and weaknesses; turning your dreams into goals; being dedicated and resilient; being creative when solving problems; seizing opportunities; supercharging your networking; taking care of your positioning. Spirit, determination and strength are part of successful people profile. Those who own the Tiger Eye, have spirit above average, an attitude toward victory. Tiger Eye is also one´s accuracy in defining a goal and establishing a strategy to achieve it. Your positioning is what reflects your personal mark the best possible way."

According to Allan Pease, some topics are essential: making a good first impression; having a confident and assertive behavior; making a perfect presentation (proposed budget); becoming increasingly specialized in the art of public speaking; being an expert in meetings, deciphering body language of professionals from other cultures. In the face of these topics, knowing how to use them to master one´s body language in various situations in the workplace offering more opportunity to stand out in their career. Regarding the secrets of successful businessmen, some topics have great relevance with respect to appearance, for instance: wearing a large watch - means influence; height -domain, sovereignty; Glasses-diligent, intelligent, conservative, educated person. In the business world, glasses give someone the image of power; Make-up (preferably natural) - means increased credibility in business; Glasses + Makeup = positive, lasting impact; NLP (neuro linguistic programming).One must say the obvious. Use simple, straightforward language. Powerful words: saving, new, results, easy, safety. Be aware of computerized technical language = savvy person."

According to Gitomer, "success in sales is dictated by 10.5 commandments. They are: 1. Think (the sale is in your mind); 2. Believe (Develop a four-part belief system that cannot be pierced); 3. Get involved (Develop compatibility and personal involvement, or do not start a sale/purchase conversation); 4. Find out (people buy for their own reasons, not for yours. Find their reason out first); 5. Ask (Ask wrong questions - get wrong answers); 6. Observe (Your ability to observe must be as good as your ability to sell and your ability to listen); 7. Dare (Be daring to risk); 8. Assume (Know who to blame when a sale is not made); 9. Deserve (Sell for the relationship, not the commission); 10. Prove (A testimony is worth a hundred sales presentations); 10.5 Become (You do not become a great seller in one day. You become an excellent seller on a daily basis). The mindset with which you approach the sale will determine the outcome more than any other element of the sales process."

Sylvio Pessoa, in "gerenciamento de empreendimentos", contemplates the initial idea of the investor up to assisting the operation (start up) and final delivery of documents to the owner. It involves the following topics: "The Enterprise; Management and the Manager; Owner

decision-making; Enterprise Planning; Enterprise Cost and Price; Quality assurance; Detailed executive project; Supplies; Bids and Contracts; Construction and Assembly." It is important to know; how to build a structure; what kind of organization best adapts to one's structure; its profile as a manager; type of customers you want to have; how to extract the best from these concepts and adopt them in one's daily practice.

METHODOLOGY

Approach Method

The subject of this research project will be approached using the deductive method by means of the collection of information from literature reviews and comparative analyzes of private practice data. A general approach of administration theory and hospital management toward private practices aiming to demonstrate that correct planning directed to a target audience, combined with professional technique, one's behavior, and their team, can increase profit.

TECHNICAL RESEARCH

Literature review and collection of private practice data will be used for the analysis. Data observed in private practice offices and clinics:

1. Location of the organization.
2. Price/product.
3. Customer attendance.
4. Quality offered/professional presentation/team.
5. Waiting time.
6. Computerization.
7. Competition.

CASE STUDY

- Case1- Can customer segmentation increase profit? With the opportunity of opening a clinic in an area considered not to be a high-end area Dr. Med.Dent. Ursula Cirauo Aesthetic Dental Clinic), located in Santa Cruz in Western Rio de Janeiro), with service for the general public, exercising activities as dental surgeon and manager, I felt a real need to manage my time and my customers for the clinic to be established in the market and make profit. Upon finding out audience "A" in this area, I realized the possibility of having higher profit investing in this target audience. The audience to which I refer are the traders of the region, which have great purchasing power and little time to seek excellent treatment elsewhere. I decided to invest in this segment and prove such audience could have a differentiated and quality treatment, despite the location. In early 2011 (inauguration), there was much time for appointments, since I had a few customers, as the clinic was only beginning service. I started working with a health care plan to increase the number of customers in the clinic (late 2011).The strategy was successful. Within a short time period (early 2012), the number of private customers increased, and the time for appointments per customer had to be reduced. With the great demand of customers for care at the clinic (2013), I started customer segmentation in order not to drop care quality, however, I realized that is what increase the profits of the clinic. In order not to let go health plan customers and not let such service hinder differentiated care to the target audience, I set aside one day a

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week to care for health plan customers only. The clinic opened in 2011 and now, in 2015, it has over 4 thousand registered customers. As this strategy worked, I made a new investment, this time in a high-end area in Western Rio de Janeiro (DentaliSpa Clinic in Barra da Tijuca).

- Case 2 - Can professional behavior lead to increased profits? The same strategy to increase the number of customers in the new clinic was implemented, however, I had to behave differently as a professional. I mean having well-accepted body language in the workplace. In clinical care in Santa Cruz, the more personal the care, the higher the credibility generated in patients, since they seek a professional they can trust. In turn, at the Barra da Tijuca clinic, the more impersonal and technical the care, the higher the credibility generated in patients seeking professionalism, they seek the best professional. Each area has its culture and values. Having good looks is of utmost business importance for professionals, staff and the premises. Cleanliness, organization and good appearance are essential. In the health field, customers are mainly concerned about the hygiene of the place in which care will be provided. The entire team must have the same goal.

DISCUSSION

From the beginnings of this work, authors were concerned about how to manage and tried to find a formula to make it work. The right way will depend on the form, value and mission of each institution and the management style adopted by the manager. Based on Taylor's theory, administration should turn man into a production machine, in turn, Mayo's theory advocates that administration should focus on human relationships, and in Fayol's theory, the company should be seen as a whole and everyone should gather and support the same goal of the company. Such researchers' concerns emerged and evolved for decades and certainly the model that we use today will be outdated in a few years. Scenarios change, people change. A manager must have the ability to adapt the rules of the game according to current situation, and increasingly try to manage applying his knowledge extracted from these concepts associated with everyday life. The higher the manager's administrative knowledge and the more he uses it in practice, the easier it is for him to solve the problems, i.e., the better becomes his ability to manage. According to Chiavenato "one can teach the professional what to do, but this will not enable him to effectively do that well in all organizations." Therefore, being a good manager in a company, does not mean being a good manager in another. This fact often prevents professionals from taking risk in a new enterprise in a new location. However, as mentioned by the same author: the greatest virtue of a manager is his attitude (Chiavenato). To me, the greatest attitude is taking risk in a new enterprise. And when we take that risk, we need to identify the audience we will be working with. Gestures and postures can and should be changed in one's favor. It is also indispensable to cope with technology and globalization of business transactions. Research shows that 83% of the information we absorb is received by our eyes_ ALLAN & BARBARA PEASE in Body Language at work age 61.

The customer needs to believe that the professional does not need his money. The more the customer believes that the professional is not focusing on money, the more he believes in the treatment, the greater the credibility of the professional, since the customer's subconscious believes the professional exercises their work due to vocation, without the aim of making profit. In short, that is what the customer expects of a good professional. As managers, we

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have the obligation to make a good impression to assure the credibility of our work and, thus, stand out in our careers and in the corporate world, obtaining professional success and status.

CONCLUSION

It can be concluded that there is no use to segment market if market does not know who you are. First, invest on your visual identity, in your talent as a professional. Fame speaks for itself and goes a long way, one customer indicates another. Then, you can afford to choose the customer you want, rather than being merely chosen. The credibility a professional or their brand generates in the customer is what drives the private practice market. The impression we make on our colleagues, customers and business partners is as important as our knowledge. The big move is knowing how to meet and even exceed customer expectations. Management and marketing walk side by side; there is no way one can manage a business and increase its profitability without using marketing. In order to think of segmenting customers, first you should think about how to gain and maintain customers, then select and invest in your business to attract the target audience that interests you. A manager should always be dedicated, have good relationship potential, continually seek to anticipate problems and focus on showing an image that generates credibility in customers. If your office, clinic, hospital... your health business has credibility and recognition, undoubtedly, segmenting customers is a great strategy to increase its profitability. If you were not able to generate that in your customers yet, it is better to invest in marketing first and professional development, seeking to analyze the reasons why you were not able to succeed in that matter, and then, start using the segmentation strategy. Extracting the very best of this study: "The impression we make on our colleagues, customers and business partners is as important as our knowledge."

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