Dr Beckett’s Dental Office
Problems faced by Dr Beckett

• Dr Becket’s current office did not allow her staff to work efficiently

• Costs played a major role in dental care industry

• No formal training of running a business or understanding customer needs

• Overhead cost was between 70% to 80% of revenues before accounting for wages and office rentals

• “Managed health care” - HMO
Dr Beckett’s Goal and Mission

- To increase the productivity

- To provide highest quality of dental care rather being a low cost provider

- Internal Mission statement shared by her staff and herself – “It is our goal to provide superior dentistry in an efficient, profitable manner within the confines of a caring, quality environment”
Redesigning the Service Delivery system

Facilities and equipment

- Hired an architect from San Francisco – To design a contemporary office building with lots of lights and space
- Scandinavian Design reflecting Swedish heritage
- Modern furniture, live plants, flowers, walls covered with art, classical music, coffee, tea and magazines were part of environment where patients could enjoy
Contd..

- Conference rooms with toys and DVD player was used to show patients educational films about different dental procedures.

- Back office staff – Uniforms in cheerful shades of pink, purple and blue that matched office decor.

- Technical equipments had very modern looks and spotlessly clean.

- Display of credentials.
Service personnel

Employees in Dental practice (8)

- Front Office (2)
  - Receptionist and secretarial tasks
- Back Office (6)
  - Financial/Budgetary tasks
  - Hygienists
  - Chair side assistants
Dr Beckett’s relationship with Staff

- Valued friendship and understood they are most vital part of service delivery
- Supported her staff to involve in decision making
- Met briefly each morning to discuss the day’s schedule and patients
- Longer meetings to discuss strategic issues and resolve problems
- Staff suggestions like “Thank you” cards, follow up calls etc
- Rewarded hard work through bonuses
Q1: Which of the seven elements of the services marketing mix are addressed in the case? Give examples of each “P” you identify.

Ans: The case addresses 7 P’s in terms of delivering quality service:

- Product
- Place
- Promotion
- Price
- Process
- Physical evidence
- People
Product

- As indicated in their internal mission statement, the team’s goal is to “provide superior dentistry in an efficient, profitable manner within the confines of a caring, quality environment”.
- They offer the complete range of dental care from simple teeth cleaning to complicated dental surgery and implants.

Place

- Hired an architect from San Francisco to design a contemporary office building with lots of light and space
- This increased building costs by $100,000, but was critical to differentiate her services according to her
Price
- She refused to become an HMO provider as she feels that it wouldn’t allow her to give the quality she aims to deliver, she charges higher fees than competitors, with better quality.

Promotion
- Word of mouth

Physical evidence
- Ambient conditions
  - Music: Classical music was played in background
  - Color: Pink, purple and blue which signified the feeling of relaxation, serenity and loyalty
Contd..

- Spatial layout and Functionality
  - Designed with lots of lights and space
  - Modern furniture, Live plants and flowers
  - Coffee or tea where patients could browse through the large collection of magazines and newspapers
  - Conference rooms and DVD players
  - Chairs with comfortable leather finishing
  - Mobile hangings and headphones with wide range of music
  - Modern equipments and spotless clean
People

- Selection
  - Avoidance of “Prima donnas” to effectively build the team of positive attitude employees

- Training
  - Classes and workshops to update their skills

- Motivation
  - Bonuses
  - Sharing of financial data which provided an extra incentive to improve service delivery
  - Excursions
Process

- One of their main goals is to standardize some of the routines to reduce errors and to homogenize the quality of service they provide.
- Employees often call patients in advance if they knew there would be a delay. They also fill in cancellations to maximize the office capacity.
- Employees could substitute for one the others and help in tasks which are not in their job description just to get things done more smoothly.
- All new patients are required to have an initial exam so that Dr. Beckett could do needs assessment and to educate them about the service.
- Since she was not too knowledgeable about the business side of dentistry, it is a good move to hire a consultant that would do the work for her.
Q2: Why do people dislike going to dentist? Do you feel Dr. Beckett has addressed this problem effectively?

People dislike going to dentist because of

- Fear
- Anxiety
- Sight of dental chair/instruments makes the feeling of nervousness
- Pain
- The lectures for bad Habits
Addressing the issues

- Attractive mobiles hanging from the ceiling to distract patients from the unfamiliar sounds and sensations they might be experiencing
- Headphones
- Buckwheat pillows and blankets for patient comfort during long procedures
- Educating patients about her quality service and positive difference that would benefit them in long run
- Customized interaction with patients both young and old
- Guided a team of closely – knit professionals who worked under guidance of clear, common mission statement helped to overcome the Most Negative preconceived notions about visiting the dentist
Q3. How do Dr Beckett and her staff educate patients about the service they are receiving? What else could they do?

- A vcr is also used to show patients educational films about different dental procedures

- Literature was available to explain what patients needed to do to maximize the benefits of the treatment

- This indoor marketing style helps the clinic through showing to customers what treatments they could avail of
• Thank you cards are given to those patients who referred other patients.

❖ This is a little way of showing your patients that you acknowledge and appreciate their contribution in the growth of the venture

• Goodie box was given to patients including toothbrush, toothpaste, mouthwash and floss

• The certificates also help in reducing the risk for patients, knowing about all of the background of Dr. Beckett and her staff’s trainings would make them feel safer
Q4. What supplementary services are offered? How do they enhance service delivery?

Facilitating elements

- Information –
  - Dr. Beckett dental service offers high quality dental service by providing high level services
  - They have good environment architecture; there is an entertainment area while waiting.
  - Her goal is to provide superior dentistry in an efficient, profitable manner with in the confines of a caring and quality environment
• Order-taking –

- Patients should be kept waiting not longer 20 minutes without giving option for rescheduling
- These enhance the service quality of her business because it reduces and outcome of unsatisfied customers due to long waiting time

• Consultation –

- Patient has to schedule for appointment prior to consultation
- It maximizes the office capacity and avoids customer traffic
- Since this is a care service, too much crowd will give impression to the customers that they will not be given enough attention because of lots of patients
• Billing –

- A separate person is responsible for billing and operation budgeting.

• Payment -

- Although it is not mentioned in the case, we assume that person who is responsible for billing is the same person who is doing the billing.

- This setup gives impressions to customers that Beckett’s business operation is smoothly practiced which enable the clinic to concentrate in its core service.
Q5

BECKETT DENTAL CARE