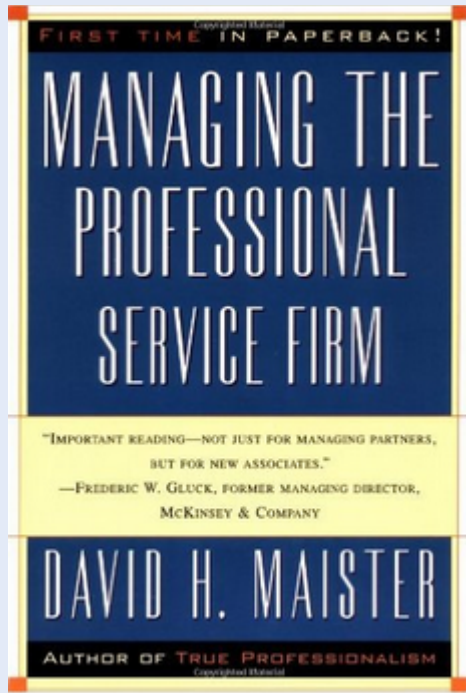


# The Backstory

The profession is showing signs of coming apart

Dentistry is increasingly vertical  
Markets are increasingly segmented





# How to Succeed in Dentistry

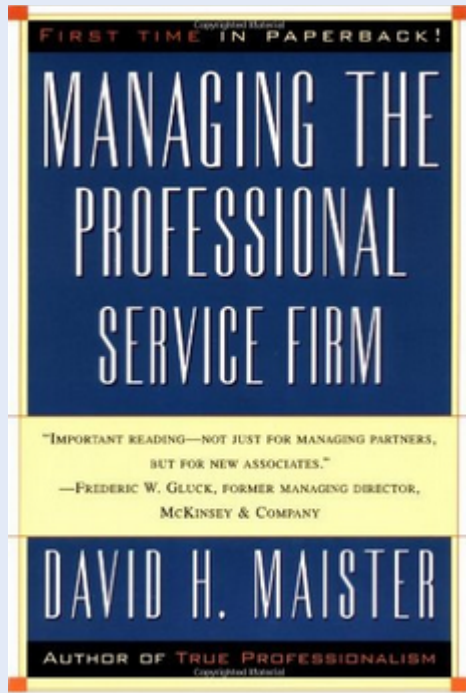
When there are . . .

Limited economies of scale

Most value added is high-level  
expertise

Transactions are customized, personal,  
and immediate

The practitioner is the essential unit of  
productivity



# How to Succeed in Dentistry

1. Delegate as much as possible as low as is consistent with minimal acceptable quality
2. Pick better clients
3. (Regulate the market like heck)

# Delegation Patterns

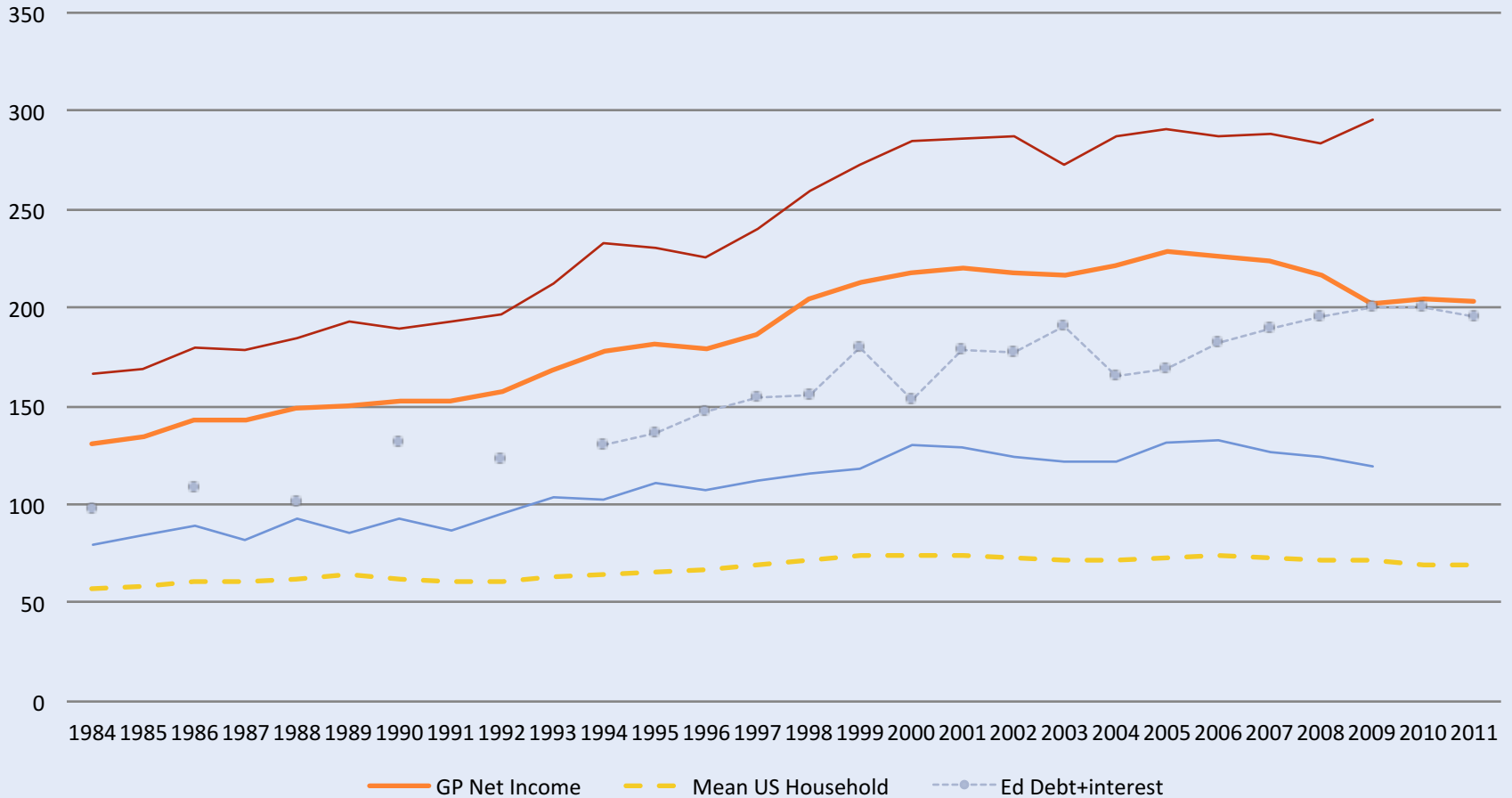
70% of the income differential among dentists is a function of the number of nonowner practitioners

Guay AH (2012). Increasing productivity in dental practice: The role of ancillary personnel. JACD 79 (1), 11-17.

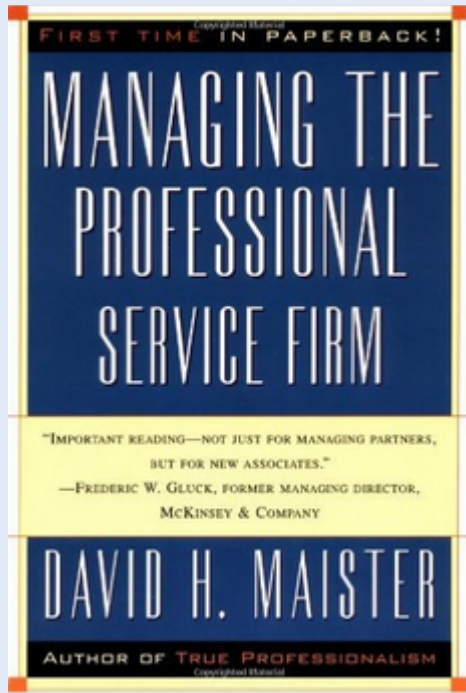
Number of auxiliaries in offices (and dentists' incomes) increased steadily until the 1990s, but then both flattened.

Proportion of dentists working for other dentists (and nondentists) has increased steadily beginning in 2000.

# Vertical Stress on the Profession



Chambers, D. W. Factors driving recent changes in dentists' incomes. *Journal of the California Dental Association*, 2014, 42 (5), 331-337.



# How to Succeed in Dentistry

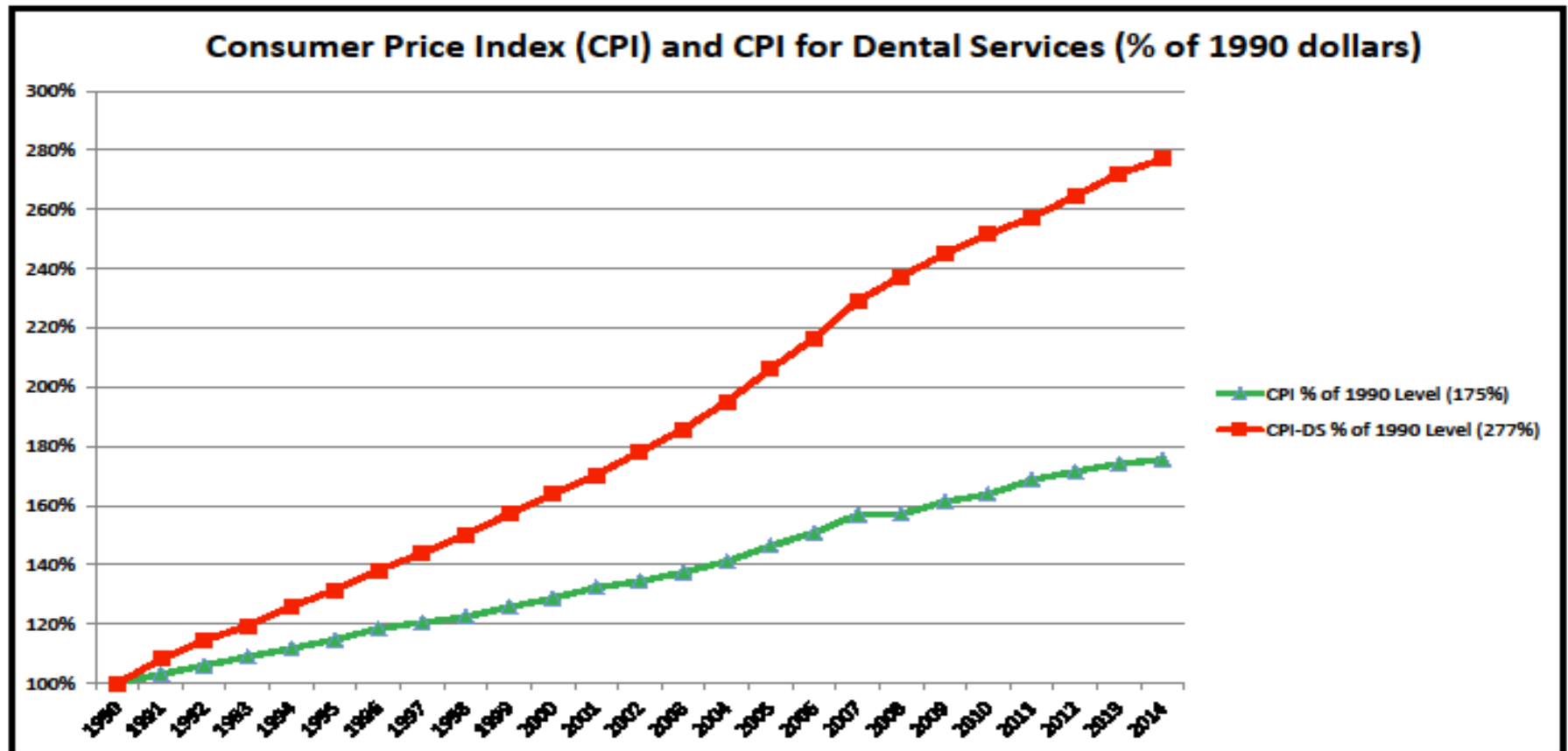
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# Marketing Concept

Unless you understand the way clients define their needs , you should not be in the market

Unless you can meet their needs better than the alternatives, you will not succeed in the market

# Price of Oral Health Services Vs Inflation



Source: Bureau of Labor Statistics: Consumer Price Index



# Percent of US Adults 19-64 with Dental Visit in Past Year

