


## CHAPTER 81

### The marketing challenges faced by the medical entrepreneur

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**ABSTRACT**

Being an entrepreneur is not an easy task, and this becomes more complex when the entrepreneur is also a physician. This occurs because of the busy life and the little free time that these health professionals have. Therefore, this article has as its main theme the marketing setbacks faced by the entrepreneurial physician. Regarding the objective, the aim was to describe the marketing challenges faced daily by entrepreneurial physicians. Thus, the methodology used was an integrative literature review, with a qualitative approach. The results showed that the challenges are diverse and caused by diversified factors, thus, the physician must seek his differential to stand out in the market. It was also found the lack of a good basis of administration, which is necessary for the good performance of any company, as these subjects are not offered in the medical course, it becomes another challenge to be faced.

Examples were also quoted from doctors who use social networks as a way of attracting new customers/patients.

**Keywords:** Challenges, Entrepreneurship, Physician, Health.

## 1 INTRODUCTION

Undertaking in the health sector is one of the great challenges for professionals in this area. In a time of intense technological innovations, it is necessary to create new ideas and improve existing ones, in addition to innovating by creating products and services that promote the well-being and quality of life of clients/patients, even more so when it is related to entrepreneurial doctors (Bandeira, 2019).

In order to understand what entrepreneurship is, it should be noted that its emergence took place at the beginning of the industrialization, due to the First Industrial Revolution that took place in the 17th century in Great Britain. At that time, there were providers of capital, known as capitalists, and over time and with changes in the economic system, Entrepreneurs began to distinguish themselves among suppliers (Coutinho, 2019).

In general, entrepreneurship is the process of forming a new business, or even the remodeling of an existing enterprise, and it serves to cause positive impacts on the lives of individuals. Entrepreneurship goes beyond the knowledge acquired in the classroom, it takes courage, creativity and being different from others. Are characteristics necessary to attract customers and thus generate profits for your company. In entrepreneurship there is also the Startups model, that is, it answers not only about what a particular company intends to sell, but jointly, how the products/services are made, their differential and importance, in addition to determining what their niche is, and how it will be obtained the expected profit (Marques, 2020).

As the main theme of this article, there are the challenges of undertaking in the area of Medicine, since it grows exponentially the number of doctors who opt for ventures to obtain a greater financial gain, either in the area of health, as is the majority, or in other business areas. As during graduation, this professional does not attend no discipline related to financial management or marketing, he tends to look outside the academic environment for tools and methods of knowledge related to administration, and that is where the first challenges to be faced arise.

The doctor, in his daily life, always makes decisions in moments of great pressure and euphoria and most of them are assertive, that is, he takes great risks, however this is not enough to be a good entrepreneur. Without the study theory, how to successfully undertake, as it is found in different hospital environments, clinics of others, the medical professionals do not find it easy to align their activities with market demands (Aveni & Morais, 2021).

Because it is a very recent topic, there are few articles that deal with entrepreneurship in the area of health, what you find most are articles on reliable and reputable websites about the entrepreneur doctor, however Published works on entrepreneurship and health are quite scarce. So, for a better understanding and execution For this research, materials from reliable websites and electronic magazines were used, which do not compromise the quality of this file. Therefore, this article aims to describe the main marketing challenges that physicians entrepreneurs face today.

## **2 METHODOLOGY**

This article adopted a methodology of bibliographic and integrative review, and the approach chosen was of the type qualitative. In this way, Marconi and Lakatos (2021) explain that literary research is an in-depth and broad analysis on a given topic in available publications. They also reiterate that it is the basis for all academic research. Regarding the integrative review, it aims to order and summarize the results obtained. Therefore, the approach qualitative analysis analyzes human behavior, that is, it analyzes the way of thinking of individuals in a given community (Gil, 2020).

Regarding data collection, it was carried out in the following indexing bases: Scientific Electronic Library Online (SciELO); Medical Literature Analysis and Retrieval System Online (MEDLINE via BIREME); U. S. National Library of

Medicine (PubMed via NCBI); and Cochrane Library. However, because it has a current theme, it was necessary to visit websites and reliable electronic journals in the area of health and administration, without compromising the ethics and credibility of the present article. The descriptors used were: “Challenges”, “Entrepreneurship”, “Doctor”, “Health”, in the Portuguese, English and Spanish.

Thus, for a good performance of this work, inclusion and exclusion criteria were defined for the studies. *A priori*, to be classified as eligible to be part of the article, articles, dissertations, books and current publications, with a maximum of five years of publication, that is, research published between 2017 and 2022, which were in Brazilian Portuguese, English and Latin American Spanish. *A posteriori*, the works that did not fit in the previous criteria, were excluded from this article.

### 3 RESULTS AND DISCUSSION

Nowadays, a lot is heard about entrepreneurship in the health area, especially from the doctor entrepreneur, which in the past society could not observe a simultaneity between both, that is, the entrepreneur

was the one who lived only between the four walls of an office and the doctor, that individual fully dedicated in hours infinite in the hospital with their patients. However, things have changed in a beneficial way, the doctor can now exercise their role of caring, as well as undertaking and profiting from their work activity.

Thus, to undertake means to do something that has a significant and diversified impact on people's lives, better

In other words, it is the ability to idealize, set up and carry out new businesses, even change existing companies, undertake challenges and risks are synonymous. Other authors cite the concept of entrepreneurship as the ability of a individual to identify problems in certain areas and seek solutions to these obstacles, in addition to having real impacts on the human daily life (Hashimoto & Borges, 2020).

Thus, some researchers believe that the high competition is one of the reasons that make the doctor seek undertake, as this would make a difference to their colleagues. With technological innovation, much has been sought for networks social as a showcase, where some expose their personal life to generate a rapprochement with their future client/patient, this occurs in parallel with the dissemination of their enterprise (Andrade et al., 2017).

However, not everyone still sees this with good eyes, as is the case of the author Pavaroni (2022), his criticism is punctuated in newly graduated doctors who believe that starting a business is easy and end up falling for the “siren song”. He quotes in his matter for the medical academy, that a professor at the Institute of Radiology (InRad) at Hospital das Clínicas da Faculdade of Medicine at USP (HC-FMUSP),

Giovanni Cerri, reports that 30% of his students do not want to follow a medical career, who chose to be entrepreneurs and startup founders. Thus, Pavaroni(2022), explains that this is scary and is taking place because of the technological evolution and the access that anyone can have on the different professional areas, as well as doctors feel the need to be diverse.

Throughout his work, he explains that newly graduated doctors are not satisfied with a degree, or even a well done residency is not enough to keep the office full, but the dissemination of its services, either through social media, television, radio or “word of mouth”. Pavaroni (2022) criticizes that these advertisements seem more important than the medical certificate, and end up being confused with easy entrepreneurship.

However, the challenges faced by the entrepreneur physician are not few, among them is to make a good business plan, organize your schedule, understand marketing logistics, people management, manage the accumulation tasks, take care of financial management and align with market demand. First, the business plan second Hashimoto and Borges (2020), should be done to try to reduce the risks of the venture, the doctor who, before starting it, define all your plans, highs and lows, for example, as your main competitors and differential, will reduce the likelihood that your company will not get good results.

In this way, organizing the agenda normally requires attention, however, when it comes to the busy life of a doctor, it needs to be redoubled, those who are starting to undertake, need to do it individually, an organized way not to compromise your opening hours, and over time you will need a secretary, that is, delegating some functions, and thus will be able to be more successful in the entrepreneurship activity (Morsch, 2020).

In terms of methodological logistics, as in any other market, the entrepreneur doctor must pay attention to the operation of the market, create attractions to attract customers/patients, observe the country's economy, that is, know how to behave in the face of an economic crisis. Therefore, the doctor himself needs to overcome the barrier that saving lives need not profit from it (Sator et al., 2022). In people management, it refers to those companies that have a certain time in the market and according to its rise it is necessary to add people in the functions, this is a point crucial for the doctor, as he must manage as a good leader, motivating his employees and keeping the team united in pursuit of service excellence (Demo, 2018).

Another challenge to be overcome is the accumulation of tasks, it is known that the life of a doctor is already troubled by activities, however when he decides to undertake, he will need at least one person helping him to seek balance between administrative and in-office consultations (Santos, 2022). Regarding financial management, there is the understanding of the finance, as in medical graduation this discipline is not offered, it is up to the doctor to seek ways to obtain this knowledge, there are several management programs on the market and also the vocation to undertake (Aveni, 2019). And why Finally, one has to align the market demand, that is, what is being seen and requested the most, the doctor must be attentive to each service request (Fonseca, 2019).

Andrade et al. (2017), citing in their research on the doctor, entrepreneurship and quality of life, highlights that Most physicians do not seek administrative technical training, which hinders their results and the

overcome their challenges. The study of these authors was carried out with a total of 36 physicians, who have in the same building in the State of Rio de Janeiro, in the city of Niterói. They aimed to assess self-perception of these professionals in terms of their knowledge, practice and connection with entrepreneurship, in addition to Moreover, it was evaluating and correlating these data with the levels of satisfaction in their quality of life. As results explained that:

“It made it possible to observe that physicians with an autonomous profile (full or partial) are self-employed service providers who accumulate the functions of technicians in medical science and managers of their own offices. This last function requires the presence of an entrepreneurial spirit, focused on the structuring and development of the small (or micro) business and the exercise of routine administrative practices, aimed at its operation. However, most of the doctors surveyed do not see themselves as service providers, nor as entrepreneurs, nor as routine administrators. They see themselves only as doctors, in their technical role. In addition, they have little administrative knowledge, both basic and strategic. These few existing knowledge were not acquired in the Faculty of Medicine” (Andrade et al, 2017, p. 08).

Admittedly, most doctors feel overwhelmed and short on time. Now, a good part feels happy and chose the profession they chose for life, but this is different when it comes to entrepreneurship, for lack of knowledge and without management tools, better said administrative.

In view of the results exposed, it is clear that there are several challenges faced by physicians in the art of undertake, it is not just those items, they go beyond, and to overcome them, the doctor needs to seek to have a base in management of business, because according to (Colichi et al., 2019), it covers the evaluation of enterprises, as well as their errors and guidelines for good management. These disciplines and management, unfortunately, are not offered in the curriculum of Medicine, which nowadays could be rethought.

The problem exposed in the results is in relation to physicians who are starting a medical career associated with of entrepreneur, believe that it is easy to create and maintain a company, and even more do it in search of reduction of shifts, for example, which is considered very tiring, but they are not planned with a good administrative base and end up having difficulties from internal and external factors (Tomé & Aidar, 2019).

What you see on social networks is an aggressive marketing of doctors offering their services, each one looking for their own differential, some examples are Camila Karam, a dermatologist, who already invested in social networks during her graduation and recently launched your clinic. Flávia Jú, who is a plastic surgeon and started her exhibition with the intention of traveling with less costs, but of time has created suture courses and has an online store and launches projects such as the medical godfather. The cardiologist Neif Musse and his two sons Ricardo and Guilherme, also cardiologists, are entrepreneurs and travel around Brazil with the course of Electrocardiogram. Therefore, all these examples are from some

entrepreneurial doctors who used social networks as a means of attracting customers/patients and, of course, aiming at profit.

There is no way to be an entrepreneur in any area and not invest in marketing, it is one of the most important to attract customers, and can be done in several ways, through TV, radio, social networks, flyers, outdoors or best of all, through “word of mouth”. Health marketing is used to increase the amount of clients in a clinic, for example, always looking for a good communication strategy and the doctor when he is in the network social media such as Instagram, for example, it is the very image of your company (Netto, 2019).

It was even mentioned on competitiveness, there is the argument that the increase in private schools of Medicine has created this “boom”, so the migration of doctors to entrepreneurship, however, technological innovations are also one of the reasons, and it arises for companies to improve their service, and in no other sector that generate profit would be different, primarily from health, which should always seek the well-being of the population. So find technological solutions such as Digital Medicine and Telemedicine is a differential for a clinic or office, including the adherence to medical record software (Bottoni et al., 2019).

#### **4 CONCLUSION**

The doctor who undertakes, seeks to diversify in a market that becomes increasingly competitive. He must acquire the basic knowledge of administrative management, but being aware that it requires dedication, attention, creativity and a lot of courage, although the doctor, in general, does not need the company to have his gain main. However, if he wants to increase his profit, it is through the entrepreneurial activity that he will achieve, going through all the mishaps you will encounter along the way.

The objective of this writing was achieved, since the main marketing challenges that the doctors who decide to undertake find in the present day. In addition, examples of physicians who use social networks to attract customers, taking advantage of personal marketing that helps them to get closer to the future client and creates a link of trust with the company of these professionals.

Thus, this article is of paramount importance for medical and administrative sciences, as it is a new study and also about the difficulty to find articles that deal with this theme, it will serve as a basis for future studies in this segment.



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