



QueroQuiro - Entrepreneurship in a Health Segment

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Abstract

Objective: To present the process of taking advantage of an opportunity in the health segment by a chiropractic clinic.

Methodology: It was adopted the methodology of problem solving and seizing opportunities, as it is work applied to the reality of a business.

Results: The rapid growth in demand for services by 361.97% in revenues and 4.41% in profit margin between June 2018 and May 2019, as it doubled the number of calls. This allowed the clinic to expand with the establishment of a new facility at the end of this period.

Theoretical / methodological contributions: The methodology used has been shown to be sufficiently robust and efficient to address a practical entrepreneurship theme, involving concrete and complex issues of the company's reality.

Relevance/originality: Show the development of a successful venture, showing how it is possible to double the revenue of a business using a scientifically based methodology that allows replication and is valid for dealing with reality.

Social/management contributions: The fact that a start-up company in the health business has doubled its size, has generated benefits for more people in need of health recovery, resulting in the expansion of staff by hiring more professional and administrative support, as well as reinvestment in business expansion. For managers, it is important to emphasize that businesses start and expand by meeting customer needs and delivering what they are effectively demanding.

Keywords: Chiropractic. Opportunity. Value creation. Business development.

Received on: 06/08/2019 / Approved on: 29/10/2019
Responsible editor: Profa. Dra. Vânia Maria Nassif
Translator: Maria Thereza Garrelhas Gentil
Evaluation process: Double Blind Review
Doi: <https://doi.org/10.14211/regepe.v9i2.1689>

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1 INTRODUCTION

The motivation for undertaking are not limited to the opportunity-need dichotomy, as there are numerous other reasons that are also active in this decision (Vale, Correa, & Reis, 2014), as reported in this text.

This is the result of a meeting between a healthcare professional and his patient, which eventually led to the accelerated development of a business that was still in its beginning. This was due to the need that one of the co-authors of this report had to attend to overcome a neuromuscular problem, having become aware of the clinic and specialty when researching in social networks about solutions of pain and physical discomfort. At the time, as a master in business administration, he observed the reception and service process at the clinic and commented on it to the chiropractor, its owner and founder, who had been with the business for less than a year's operation.

It was not long before there was empathy between them, causing the co-author, expert in a high technology area, to arouse the motivation to become an entrepreneur (Nassif, Ghobril & Silva, 2010), the founder's partner. This event did not necessarily fall into the category of motivation by opportunity or need, but casually, based on the stimuli of a master's degree in business administration.

This meeting took place at the QueroQuiro clinic, which specializes in chiropractic care, which has been working in this service segment with a proposal to help people achieve self-healing of spine-related diseases. Its innovation was to offer services such as massage therapy and welcoming patients, in addition to the traditional therapeutic sessions that were already giving positive results in the initial phase of opening the clinic.

Clinical development has been taking place in a growing segment, with no information available for planning and structuring new businesses, hence the contribution of this report in bringing an experience and information for new ventures.

Throughout the text we detail the mapping of the target market, an analysis of the main competitors, customer needs, strategies for taking advantage of the opportunity identified, the action plan, the results obtained during the development of the initial actions and the contributions to continuity, overcoming challenges and replicating what was developed, developed according to the method of problem-solving and seizing-opportunities, by Marcondes, Miguel, Franklin and Perez (2017).



2 THE UNDERSTANDING OF OPPORTUNITY

2.1 The service and business of the company

Chiropractic is a health specialty dedicated to the diagnosis of biomechanical dysfunctions, as well as their treatment and prevention, acting in the neuro-musculoskeletal system, involving bones, joints, ligaments and nerves. Neves (2016) reports that it was created in 1895 by Daniel David Palmer. The World Health Organization (WHO) recognizes chiropractic as a profession, and the World Chiropractic Federation (WCF) has representation with WHO.

The specialty focuses on the perfect functioning of the spine, because it is the one from which comes the body support axis and through it spans the spinal cord, responsible for communication between brain and body. The chiropractic treatment consists in the identification and correction of a vertebra or joint of the body in bad position, called vertebral subluxation complex (VSC), which, according to Pinheiro (2016), has been used as an alternative method of correction of organ dysfunctions that cause from headaches, stiff necks, muscle strains, improper posture, to complications in the vital organs of our body.

QueroQuiro, founded in 2016, specializes in body restructuring, using as its main tool chiropractic, applied to develop and enhance the self-healing capacity of the human body.

The clinic has a facility located in Paulista Avenue region and another in Vila Mariana region, both in the state capital, having made over 25,000 calls during this period. As a service differential, each consultation is accompanied by massage therapy (relaxing, aesthetic or therapeutic massage techniques), to enhance the effects of the procedures performed, totaling fifty minutes of care. Figure 1 illustrates part of its physical dependencies.

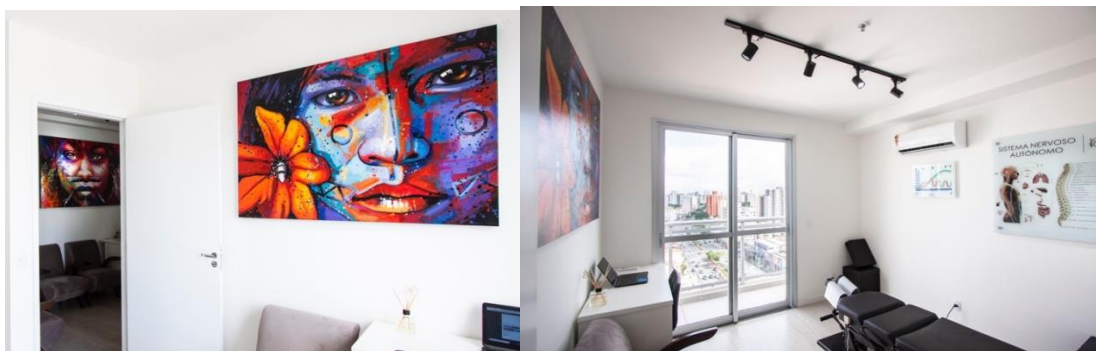


Figure 1- Clinical Dependencies
Source: Photos provided by the company (2019).



Thinking about the physical problems to which people are subjected and the intention to contribute to improving their well-being, QueroQuiro founder and entrepreneur George Montenegro put in practice a method that he believed to be effective but was considered to be innovative in face of traditional models.

The innovative service process has been used to confront competitors in winning different audiences, including those who are curious about this alternative form of physical treatment, which enabled business growth of over 360% between June 2018 and May of 2019.

The company keeps some videos on social networks, constantly updated, showing how chiropractic works, what procedures are done, what the care is like and testimonials of some patients. These videos have been getting a lot of attention, depending on the number of video views and page subscribers, generating approximately 20 million views and 170,000 subscribers following the chiropractic posts on YouTube alone.

Figure 2 illustrates what has been required on that channel.

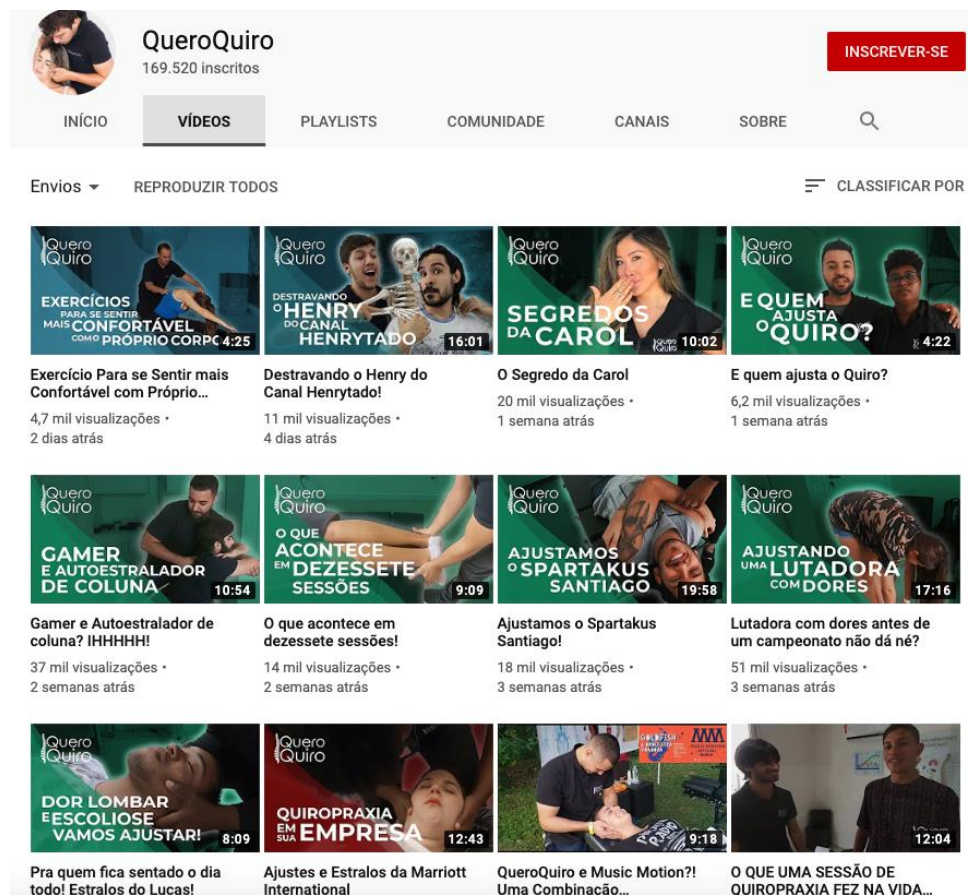


Figure 2. Youtube page of QuerQuiro
Source: QueroQuiro YouTube Channel, retrieved on July 22, 2019.



2.2 Competitors and the market

Bavaresco (2016) points out that the company's and the competitor's data are sources for discovering a series of opportunities for growth, in addition to threats to the business.

In Brazil, the main chiropractic clinics are located in the South and Southeast regions, with the largest concentration in the city of São Paulo. To better understand potential competitors, site surveys and on-site visits were conducted between August and September 2018 at various clinics, presented below, to learn about the services and the care process, in order to identify the differentials that could be superior value creation by QueroQuiro, as follows:

2.2.1 Adjusted Spine

Founded in 2016, this clinic aims to offer a new concept in health, providing affordable, fast and effective treatment. The clinic had more than 20,000 services in its four facilities in the cities of São Paulo and Suzano.

2.2.2. Provital Chiropractic

In addition to having seven clinics distributed in the city of São Paulo, it pioneered chiropractic in the workplace. The clinic was expanding using the franchise system.

2.2.3 CM.2

The company had a facility in the Jardins neighborhood, in the city of São Paulo, with a treatment structure including several specialties: physiotherapy, chiropractic, acupuncture and pilates, which are offered as alternatives to improve treatment.

2.2.4 More Spine

With two facilities in the city of São Paulo, it follows its own service format, having treated more than 50,000 patients throughout Brazil. The method derives from the clinical experience of the quality of life programs of several multinational companies.



2.2.5 Chiropractic Jason Gilbert

It is one of the largest and largest networks of chiropractic clinics in Latin America. Its founder, Jason Gilbert, is the official chiropractor of the Latin America World Surf League (WSL), also a columnist for several newspapers and magazines and regularly present in the largest television channels in Brazil. The structure has four facilities in the city of São Paulo, one in the city of Rio de Janeiro, one in Porto Alegre and another in the city of Lima, Peru.

2.2.6 Spine Doctor

Their motto is that one person alone has limits to make improvements. To achieve this it selected and trained experienced physiotherapists to make quality care more comprehensive. The clinic offers an exclusive service, with six facilities in the city of São Paulo, one in the city of Rio de Janeiro and another in the city of Barcelos, in Portugal.

2.2.7 QuiroVida

QuiroVida is a network of chiropractic clinics with 11 facilities spread across Brazil, Spain, the United States, and Peru. In São Paulo, it has three clinics and operates through franchises.

Outside Brazil, especially in the United States, chiropractic is widely used by people, which is not yet happening here. That country concentrates 72.2% of all chiropractic professionals in the world, and this practice is the second largest, after medicine, in health (Vertebrale, 2018).

2.3 Opportunity Characterization

As you can see, this segment has offered a variety of approaches to care within chiropractic, with apparent business success. Despite the indication of competitors previously mentioned, which presupposes high competition, all clinics operated with constant demand, without concern or acting against new entrants (Porter, 2006). This brought further evidence that there is also demand for QueroQuiro.

Johnson, Scholes and Whittington (2007) argue that if organizations simply focus on competing head-to-head with their rivals, they will achieve a competitive convergence in which all participants will encounter a difficult and threatening environment. They encourage entrepreneurs to look for opportunities in the market



referred to as strategic gaps, which are opportunities in the competitive environment, little or poorly exploited by competitors.

According to Marcondes et al. (2017) opportunity is the one that exists essentially in the external environment that triggers the pursuit of winning and / or retaining customers. Every opportunity arises from perceived needs in current or potential customers, something that has not been discovered yet or not sufficiently met by a competitor, which can create value superior to the company's products / services.

In the case of QueroQuiro, it was from the release of videos published on social networks, in March 2017, that began to grow the demand for care, due to the empathy caused by customers' testimonials about the improvement in quality of life resulting from treatment. This facilitated the attraction of an audience that did not know the procedures, indicating that there is an unmet demand for this type of service, even not yet considered sustainable.

One of the co-authors of this paper was one of the people attracted to the videos, as mentioned before, becoming a clinic client in July 2017, when he met the entrepreneur and had a better understanding of this type of treatment.

3 OPPORTUNITY DIAGNOSIS

As only clues are not enough for decision-making to develop a business (Blank & Dorf, 2014), the diagnosis was made by approaching the clinic's current clients, in order to capture information about the reasons for the demand. by chiropractic care, their satisfaction with the services, the creation of value for them aiming at the expansion of products.

3.1 Procedures adopted in the diagnosis

According to Hitt, Ireland & Hoskisson (2011) it is crucial to decide who is the target customer to be served with the business strategy, focusing on the market segment of their products and services. Market-oriented companies seek to research and understand their audiences, as this information is critical to marketing decision making (Hooley, Saunders & Piercy, 2006).

To better understand who has been attending the clinic since its foundation, it was allowed access to (non-clinical) patient data obtained from each patient's registration form. This made it possible to know their profile, facilitating interviews with part of them.



We sought to know the main reasons for seeking the clinic, how clients were attracted, their perception of the value of the services provided, indispensable for understanding their needs, because the delivery of a superior value to the client is fundamental for the company to gain its competitive advantage (Slater & Narver, 1994).

To conduct the interviews, a standardized script with open questions was used with clients attending the clinic, involving 48 patients, between April and May 2018, whose structure and analysis followed the guidelines of Bardin (2007), Flick (2004), Hair Jr., Babin, Money and Samouel (2005). The intention was to deepen the understanding of the opportunity, to highlight, modify or even replace it. The results of this research are presented in the next paragraphs.

Most of the public that attended the clinic at that time were male, aged between 26 and 35 years, being 73% single. Pain relief and improved quality of life accounted for 88% of the motives for searching the clinic, with half complaining of neck and lower back pain.

Regarding the main occupation of the patients, the information technology sector was highlighted, representing 19% of the entire research sample. As for location, 85% lived in the city of São Paulo, but 67% of them in neighborhoods within a 5km radius of the clinic address.

Of those interviewed, 83% had had recent contacts with QueroQuiro, with the first consultation in 2018. Facebook was identified as the main discovery channel for the service, representing 44% of the public, followed by referral by other patients, with 25%. Instagram and Google contributed less expressive results, as, according to the entrepreneur's report, until the end of the first quarter of 2018 were little explored tools to publicize the business. Youtube has turned out to be the most accessed channel by those interested.

In the evaluation of positive aspects of the clinic, the highlight was the service, reflecting the methodology of QueroQuiro, pointed by 63% of patients. As for the negative points, 67% said they had nothing to point out, being fully satisfied with the service offered, while 13% suggested that the sessions could be longer and 6% found the price high.

Asked if they had ever used any other chiropractic clinic where they could have had better results, all responses were negative.

The first impression on initial contact with chiropractic was considered very good by almost 92% of respondents, with the high propensity to refer the clinic to others.

In the pursuit of customer loyalty, the clinic was offering packages with several pre-scheduled sessions, which were considered as one of the positive aspects of the clinic, as the consultations were eventually neglected by them. Loyal customers are more profitable



than new customers, which according to studies by Neal (1999) are driven by perceived value. This has been the best indicator of the perception of the value of this service, because with the package of sessions, the client has been allowed for three, six or twelve months attending the clinic, since the first consultation. In fact, the responses pointed to 73% of patients with high propensity to purchase packages, given the value creation for them. Comparing the price charged by competitors, the QueroQuiro price was within what most rated as acceptable and still 96% of respondents said they would refer the clinic to third parties. In the overall evaluation of the service, service procedures, clinic structure and price, 60% of the customers gave the maximum grade and 19% with grades between 9.0 and 9.5, indicating that once reaching the target audience with this satisfaction level, you can expect business growth as there is a clear perception of value. Table 1 summarizes the results obtained in the research.

Table 1 - **Summary of Search Results**

Search Results	%
Age range from 26 to 35 year old	44%
Not married	73%
They sought pain relief and quality of life	88%
IT professional	19%
Live for more than 5 kilometers	67%
First chiropractic care in 2018	83%
Met the clinic at facebook	44%
No points to be improved	67%
Never consulted another clinic	100%
They considered the first impression as very good	92%
Could hire session package	73%
Would refer the clinic to third parties	96%
Rated overall service score between 9 and 10	79%

Source: Prepared by the authors (2019).

According to Zeithaml (1988), perceived value is the consumer's total assessment of the utility of a service, based on perceptions of what is received. Kotler (1998) also argues that satisfaction is a function of perceived performance and expectations: if performance meets (or even exceeds) expectations, the customer will be satisfied (or highly satisfied), and if they fall short of expectations, they will not return.

3.2 Defined Opportunity

With the diagnosis it was possible to understand more clearly the opportunity to be taken, to meet people's needs for pain relief, relaxation and physical well-being, different



from competitors, with the pre-scheduling package, using Chiropractic as the main means to obtain a better quality of life.

4 OPPORTUNITY PROPOSAL

From these findings, which evidenced a positive level of effectiveness in the service offered to customers, we proceeded to the elaboration of the business consolidation and expansion strategy.

4.1 Proposal preparation process

Based on what was revealed in the diagnosis and considering that the clinic was already operating, the process for preparing the opportunity seizure proposal took into account discoveries in the field and the entrepreneur's previous experience in this business.

In research conducted on three of the main competitors, as a common patient, as already mentioned, it was possible for one of the co-authors to identify in them a standardized and formal service, especially in clinics that already operated in the market with more than one physical facility. According to conversation held with professionals, clinics could serve a significantly larger volume of patients. Some facilities received up to 800 patients per month, even without the support of the social networks that QueroQuiro conquered, and even having a smaller physical space.

There was also a growth in the exposure of competitors in social networks, where QueroQuiro was practically the sole representative of this segment, by the end of 2018. There was also an increase in competitors' access to the site of the clinic to benchmark, since this market is still very restricted and professionals and owners have very close contact with each other.

Therefore, it was decided to conduct a pilot care experience, focused only on the use of chiropractic. The intention was to provide care to a larger number of patients with the resources and infrastructure already available, using shorter time of the patient and working on weekends, holidays and times other than the standard business.

The assumption of this initiative was that many of the current and potential patients would be involved in an intense routine of daily work, common to the city of São Paulo, and that this offer could create value for them, also enabling a better arrangement in the schedule of professionals in the clinic.

The response was higher than expected, increasing by 20% the total number of calls in August and 26% in September 2018.



4.2 Solution adopted

Given the success of the pilot experience, the solution adopted to seize the opportunity was to adopt innovations, maintaining massage therapy along with chiropractic sessions, offered at alternative times, previously not offered in this segment, and more competitive price than the current competitors.

The solution is in line with what Narver and Slater (1990) argue: as a precaution against competitors, a company must constantly implement strategies that generate greater value to its customers to maximize its long-term profits. Complementing what Penrose (2006) suggests, the boundaries for the growth of the company are within it and not just in the external environment.

The solution also aimed at expanding and developing the business through the opening of new facilities in the city of São Paulo and other locations.

4.3 Expected Results

Observing the profile of the majority of patients and the target audience, the expectation was to reach between 500 and 600 consultations in the previously existing facility, generating a 50% increase in net revenues and a 10% reduction in expenses, improving thus the profitability of the business.

This should make it possible to open a new facility in the first half of 2019 to increase QueroQuiro's presence in the city of São Paulo, based on the pilot project's experience, more quickly and at alternative times, while maintaining the initial quality.

5. ACTIONS PLAN

The actions proposed in the following plan are aimed at acting faster than the competition in the acquisition and loyalty of customers, who have already started to use social networks and, until now, have a broader service infrastructure, constituting the main threat to the business.

5.1 Foreseen actions

The action plan comprised changes in administrative routines, service processes, tracking systems of results, financial management, administrative structure, to facilitate faster assessment and decision making about the business.

In the on-site analysis of competitors, it was noted that some of them had automated scheduling and registration, facilitating the centralization of information about patients. Given this, it has become necessary to mitigate the risk of the competitors to offer a more efficient and scalable service than QueroQuiro.



Figure 3 summarizes the main actions and activities defined for the growth and expansion of the clinic.

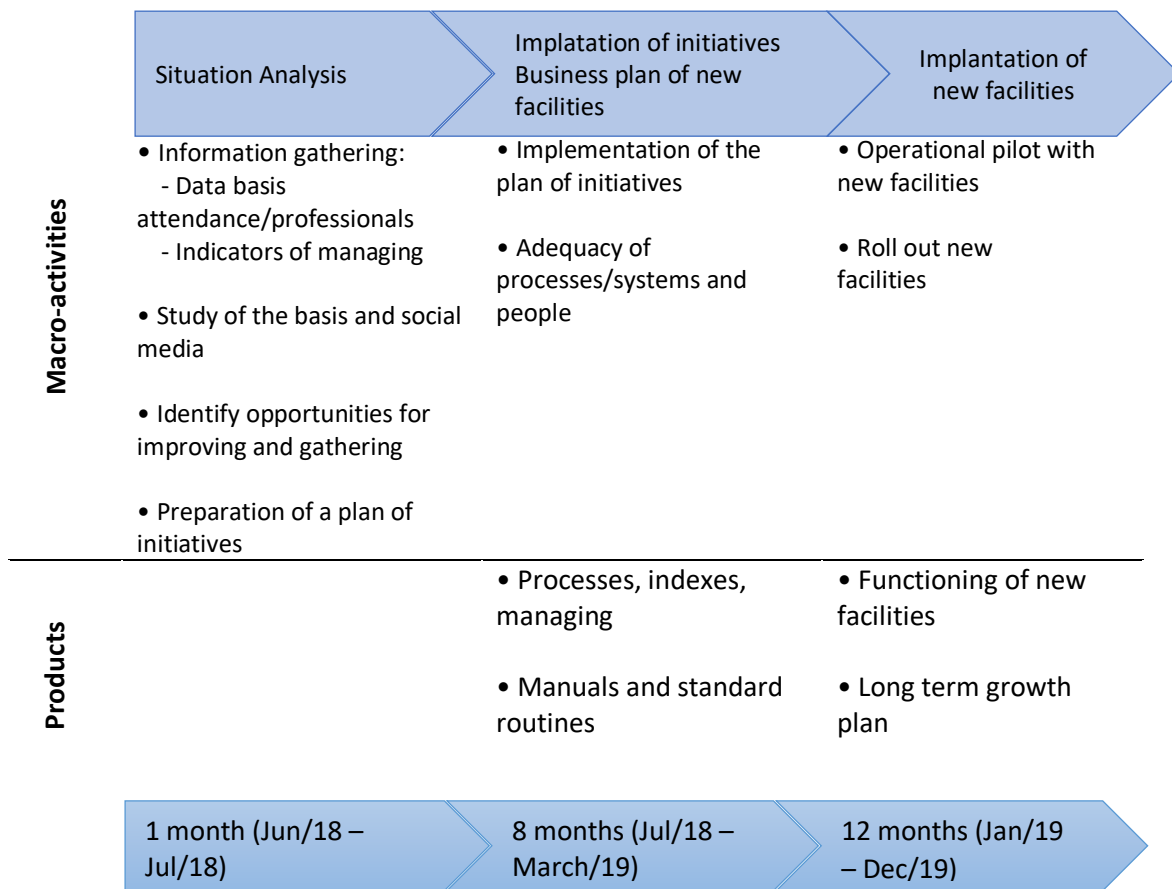


Figure 3. Growth readiness action plan
Source: Prepared by the authors.

With the alignment and approval of the entrepreneur, the needs were defined to minimize weaknesses and reduce anticipated threats in business expansion. To achieve this the clinic's activities were departmentalized and standardized to make it possible to increase the service capacity of the existing facilities and to prepare for sustainable expansion to other facilities. This is what Schumpeter (1961) defines as innovation, the result of new combinations of resources capable of generating new consumer goods or forms of business organization. Figure 4 outlines the format of departmentalization.



Department	Activities/Responsibilities	Objectives/Justification
People Treatment	Methodology Recruiting Career 1st attendance Training Meritocracy	Excellence in attendance
Marketing	Brand Campaigns/Promotions Events Social Media Customer retention Videos	Customer attraction and recognition of the brand
Product Price	Offer of treatments Packs Price Conversion of sales	Increase in the volume of attendances
System Process	Schedule Registration form PaymentView adm/professional/customer/facility	Digital focus on customer and cost
Admin/Financial	Accounting Professional payment Business process Tax Invoice service New facilities	Reduction in internal risk and growth

Figure 4 - Business Structure by Department

Note. Prepared by the authors.

5.2 Risk Analysis

As already mentioned, the main threat from competitors to QueroQuiro initial actions was located on social networks such as Facebook, Youtube and Instagram, as they are easy to implement. It was also found that during the second half of 2018, many of them began to adopt the same actions of QueroQuiro, approaching their loyal customers and making promotions to attract a larger audience. It was also possible to identify the emergence of potential competitors with the same forms of disclosure of their services over the internet.

Among the planned actions, the process that would involve upgrading computerized systems was the most complex one, as it implied possible loss of information during their migration. In fact, customer base growth could lead to financial losses from control deficiencies that would require rework. This would result in high costs or improperly allocated investments.

All of this was subject to further revision of the action plan to avoid surprises in the implementation of the proposal.



6 INTERVENTION

There was an alignment with the entrepreneur since the beginning of the work, since he understood, from the informal conversations in the chiropractic sessions, the need to reassess his business model, aiming at its growth and expansion in the medium and long term.

Conversations evolved rapidly, making one of the co-authors of this report become the consultant for the clinic's transformation process, hired as a professional to assist with the implementation of the plan over the following months.

The leadership, however, continued with the entrepreneur, as according to Robbins et al. (2010), the person responsible for change within the organization is the main agent of transformation, because he sees a future for the organization that others do not identify and can motivate, invent and implement this vision.

6.1 Aspects involved in change

In the initial conversations with the entrepreneur, it soon became apparent that he had a technical knowledge of chiropractic and how to promote well-being for his patients despite his youth. This facilitated communication between a patient with information technology management training and a health specialist who lacked support for the development of his business. Preliminary alignments were critical to subsequent decision-making and to risk-taking with respect to investments required for the clinic's growth and expansion.

The effective leadership of the entrepreneur over the professional teams was also relevant, not only for his professional competence, but also as someone seeking to undertake in an effective and productive manner. His communication with other professionals proved to be of proximity and appreciation of their work, which revealed a favorable climate for change.

6.2 Change Strategy

After the initial understandings and approval of the action plan by the entrepreneur, they started the approximation of one of the co-authors with the other professionals of the clinic, to understand and orientate on the next steps of the implementation of the changes and the expected results. The response of the entire team was positive, which gave incentives to advance the intervention without major difficulties.



The planning of the changes sought to follow the eight-step roadmap for change implementation, according to Kotter (1996), without having been strictly adopted as follows:

1. Established a sense of urgency by the entrepreneur, arguing that the change would be necessary to take advantage of the market opportunity and would result in the benefit of professionals, with concrete demonstration of this;
2. Coalition to facilitate change, which was not necessary due to the small size of the clinic at the time;
3. Created a vision to drive change, defined after the opportunity diagnosis;
4. Communicated the vision to all clinic staff, with the involvement of all professionals;
5. Given autonomy to those involved in the search for creative solutions, which was eventually led by the co-author as the process consultant;
6. Reward of victories, with the adoption of a career plan for the professionals of the technical team;
7. Consolidated the initially resulting improvements, with adjustments made in the new service procedures and in the rendering of services;
8. Reinforced changes by demonstrating the success of the clinic, with the co-author investing in business administration.

Among these steps, some of them deserve to be highlighted. As soon as there was a change of view regarding the business potential, the entrepreneur established a sense of urgency due to the movement of his competitors to replicate QueroQuiro strengths and replicate them in his business. This was the most convincing justification used by the co-author that changes would be necessary to speed up the expansion of the clinic. As a result, conversations with the entrepreneur began to generate a new view of the business and potential of chiropractic services. This alignment has fostered the strength needed for both to initiate change, creating new goals to drive them and the adoption of strategies.

It was essential to build a partnership and trust link so that the intervention presented positive results. The entrepreneur valued the co-author's entry as a business administrator, understanding and quickly promoting internal communication, aiming at the adherence of other team members to the same vision. With this, the adhesion to the proposed changes was gradually achieved.



The way to reward and motivate the professionals and other team members, through the career plan that would increase their remuneration according to the time spent in the clinic and the amount of monthly attendance, was well received and created the expected stimulus, although the action plan is still being implemented.

7 EVALUATION

Throughout the development of the work there was an effective business growth, given by the number of clinic visits, especially the number of first appointments. This led to a modest reduction in expenses, accompanied by an increase in revenues of 360% compared to June / 2018 and May / 2019. The profit margin in this period went from 54.59% to 56.99%, representing an increase of 4.41%.

Table 2 illustrates the evolution of the three main business financial indicators, net sales, expenses and final profit during the months of the work. The significant reduction in the percentage of net income in the months of Dec / 18 to Mar / 19, is justified by the additional expenses in the opening of the second facility.

Table 2 - Financial Control June / 18-May / 19

Month	Net Income	Expenses	Gross Profit	Net Profit
Jun/18	R\$ 76.207,50	R\$ 34.607,65	R\$ 41.599,85	54,59%
Jul/18	R\$ 92.347,67	R\$ 39.644,07	R\$ 52.703,60	57,07%
Aug/18	R\$ 112.560,80	R\$ 43.468,17	R\$ 69.092,63	61,38%
Sep/18	R\$ 141.686,00	R\$ 56.255,77	R\$ 85.430,23	60,30%
Oct/18	R\$ 128.829,00	R\$ 55.447,26	R\$ 73.381,74	56,96%
Nov/18	R\$ 167.110,00	R\$ 61.599,48	R\$ 105.510,52	63,14%
Dec/18	R\$ 111.994,00	R\$ 72.544,50	R\$ 39.449,50	35,22%
Jan/19	R\$ 182.656,00	R\$ 114.568,89	R\$ 68.087,11	37,28%
Feb/19	R\$ 185.030,00	R\$ 108.898,08	R\$ 76.131,92	41,15%
Mar/19	R\$ 220.935,00	R\$ 116.559,58	R\$ 104.375,42	47,24%
Apr/19	R\$ 247.573,30	R\$ 111.116,44	R\$ 136.456,86	55,12%
May/19	R\$ 275.848,40	R\$ 118.634,94	R\$ 157.213,46	56,99%

Source: Prepared by the authors (2019).

The number of attendances at QueroQuiro, with the significant increase after June / 2018, showed that the actions implemented generated positive effects for the business, as observed in the new consultations. As this performance remained positive, as the action plan advanced in 2019, the business expanded sustainably with a new facility installed. Table 4 shows these performances.

**Table 3 - Service Indicators**

Month	Patient Care No.	No. Of 1st Consultation	Chiropractor	Care / Chiropractor
Jun/18	403	120	4	101
Jul/18	449	118	4	112
Aug/18	540	126	5	108
Sep/18	683	155	6	114
Oct/18	758	157	7	108
Nov/18	737	153	8	92
Dec/18	665	163	8	83
Jan/19	870	270	8	109
Feb/19	928	249	8	116
Mar/19	1113	355	9	124
Apr/19	1456	413	9	162
May/19	1616	472	9	180

Source: Prepared by the authors (2019).

Offering alternative hours and chiropractic-only care as a result of service pilots has resulted in sustained service growth. In the first stage there was the offer of hours on Mondays and Wednesdays, between 8:00 and 14:00, while in the second stage included Sundays, in the month of September / 18. This demonstrated the existence of a demand for agile care at alternative times, which became part of the clinic's offer. Given the positive results, in the following months, as the third stage there was the opening of the second clinic, further expanding the offer of hours and directed only to the agile care model. Table 5 represents the results obtained with the service pilots at new times.

Table 4 - Evolution in the number of calls in 2018-2019

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Apr/19	1456	413	9	162
May/19	1616	472	9	180

Source: Prepared by the authors (2019).



The partnership between the entrepreneur and the co-author, uniting management with technology, has resulted in the effective growth of QueroQuiro. The full implementation of the action plan enabled the installation and operation of a new facility in February 2019 and a third clinic in October 2019.

8 FINAL CONSIDERATIONS AND CONTRIBUTIONS

The use of an applied scientific methodology was a fundamental support to promote the development of QueroQuiro, even in a short time, although the co-author of this work has neither knowledge nor experience about chiropractic and the operation of a business in the health area in Brazil. Its foundations have brought security for the entrepreneur to make decisions and professionals to accept the suggestions and implement them.

The availability of alternative schedules, not previously offered in this segment, was the main innovation in the provision of services, as evidenced by research with clinic patients, which until then were only indications. Also innovative was the fact that the co-author underwent treatment as a patient in competing clinics as a field research procedure.

Regarding the complexity in the development of the work, in addition to the co-author not being from the health area, there was an initial distrust and discomfort when proposing care on weekends. Because this is a very different matter from the practice consolidated in the clinic and in the segment of this service, the co-author ended up taking the front line of public service management. This allowed for a much more accurate understanding of their weaknesses, resulting in the successful attendance pilot.

Among the recommendations to be made to those wishing to enter into this type of business, the most significant is the search for understanding of the public that needs these services, to offer a service that meets their needs and effectively generates value for them. As chiropractic becomes more in demand in Brazil, the market will make comparisons between one service and another, opting for one that promotes a better cost-benefit perception.

Another recommendation is the priority attention to the team of professionals who are in direct contact with clients, so that they are always motivated and committed to their quality, in order to build their loyalty.



Finally, it is recommended to organize services to effectively serve customers and to recognize the team of professionals who provide services directly to them, as results can come much faster than you think. However, it is indispensable to have controls and indicators for quick measurement and validation of actions, intensifying what creates value for customers as well as the company and its shareholders.

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