

The PIMS (Profit Impact of Marketing Strategy) project was started by Schoeffler at General Electric in the 1960s. Harvard's Management Science Institute continued the work in the early 1970s. It has been administered by the American Strategic Planning Institute<sup>6</sup> since 1975. General Electric originally wanted to know why some of their units were more profitable than others. So, they collected data on dozens of variables in each unit. The research was eventually extended beyond GE to many other businesses. 'Product quality' and 'service quality' were found to be two of the most highly correlated variables to profitability. The database now contains information about strategy and performance from more than 3000 businesses. It demonstrates that a focus on quality buys businesses the following key

advantages:

1. Stronger customer loyalty;
2. More repeat purchases;
3. Less vulnerability to price;
4. Ability to command high relative price;
5. Lower marketing costs.

### Conclusion

- Success is achieved by moving towards your worthwhile purpose.
- The purpose of a dental practice is to achieve happy patients, healthy patients, a happy team and healthy finances.
- Short-term and narrow focus on profit alone may lead to long-term failure.
- Patient satisfaction seems to be the key to success as long as fees are set to balance value for money for the patients with the funding needs of the practice.

### References

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4. Richer J. *The Richer Way*. London: Emap Business Communications, 1995.
5. Peters T, Waterman RH. *In Search of Excellence: Lessons from America's Best Run Companies*. New York: Harper and Row, 1982.
6. *American Strategic Planning Institute (Since 1975)*. The Profit Impact of Marketing Strategy.

### Book Review

**The Anatomical Basis of Dentistry.** By Bernard Liebgott. Elsevier, 2009. ISBN 9780323068079.

*The Anatomical Basis of Dentistry* is an extremely comprehensive and detailed text relating to gross anatomy and assembled specifically with the needs of students of dentistry in mind. It also provides good electronic resources as useful additions to the printed matter. The text is organized predominantly in terms of anatomical region but Chapters 1 and 8 introduce systemic anatomical concepts. Chapter 1 also includes some general, but important and frequently neglected topics, such as fascial planes and serous compartments. The final chapter provides an invaluable aid to students, providing dental applications of anatomy including local anaesthesia, clinical imaging and surgical procedures. Between the first and last chapters are sections based mainly on anatomy by region, with emphasis given to the head and neck in extensive sections on 'The Neck' (Chapter 5), 'The Skull' (Chapter 6), and 'The Head by Regions' including contents of the neurocranium (Chapter 7). By necessity, in a regional approach there is a tendency for important systemic concepts to become fragmented between several chapters. Here, the spinal cord is included in Chapter 2, 'The Back', while its anatomical and functional continuity with the rest of the central and

peripheral nervous system is covered in other chapters. However, the nervous system as a whole is described in Chapter 1.7 'The Nervous System' and Chapter 8 is devoted to 'Systemic Anatomy of the Head and Neck', including cranial nerves and autonomic. Chapters 4, 9 and 10 cover abdominopelvic viscera and upper and lower limbs, respectively, and may be considered by some to contain information redundant to some dental courses, although the rationale for including them is made clear in the Preface.

Each chapter has a set of multiple choice questions for students to self-test their knowledge and understanding. In the opinion of this reviewer the means to accessing answers to these questions was not immediately obvious as they are not listed in the Table of Contents (although they were eventually found on p.489). The illustrations are simple but skilfully constructed to demonstrate key concepts, for example by using colour to emphasize specific structures. This approach can in some texts lead to an oversimplification of the true anatomy, but here, used in conjunction with photographs of dissected specimens and high quality radiological images, complexities associated with 'real anatomy' are conveyed. A major strength of the book is the section on clinical applications of craniofacial anatomy and additional clinically relevant examples are associated with individual chapters

throughout the book. In conclusion, *The Anatomical Basis of Dentistry* is eminently suitable for undergraduate students wishing to consult a single comprehensive text focusing on gross anatomy. It may be necessary, however, that tutors recommend a separate neuroanatomy text as the coverage of this notoriously difficult topic is dispersed across more than one chapter. Students will also need to consult a separate text dealing with microanatomy/histology which is not covered here in any depth.

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