1. INTRODUCTION

Contemporary development of cattle breeding and in veterinary trends in developed countries is based on animal health control, i.e. prevention. This is the result of new doctrine in veterinary medicine and generation of new paradigm based on veterinarian-owner or on veterinarian-client relationship, unlike previous doctrine which was based on veterinarian-animal relationship and where accent was on treatment. The main operative mode in veterinary medicine is veterinary practice (VP) which represents the synonym for free veterinary practice. Law of veterinary medicine and certain regulations define its area, methods and techniques, as well as conditions which should be met regarding personnel, equipment and capacities. In Western Europe veterinary medicine small animal practice, large animal practice and mixed practice exist, depending on animal types, personal affinity and specialty profile. Small animal practice in EC countries counts for 38% of total number, and mixed and large animal practice for 39% and 19%, respectively. About 47% of veterinarians is employed in operative practice, and mean number per practice is 1.34, and is in the range between 1.12 in Germany and 3.69 in Sweden. The largest number of practicing veterinarians has Belgium (73%) and the least Germany (34%). In small animal practice the largest number of employed veterinarians (59%) has France, while the Ireland has the smallest (6%). In large animal practice, the largest number of practicing veterinarians works in Ireland (64%) and smallest in Belgium (0.50%), while in mixed practice the largest number of employed has Germany (47%) and the smallest Greece (9%) – Tešić et al., 2003.

Depending on business type and size VP is institutionally organized as ambulance or clinic. At the end of eight decade of last century in Europe ambulance type of VP practice organized as family business dominated. But, with emerging oil and economic crisis during seventies in America and partly in Europe, small veterinary ambulances associated in veterinary clinics whose owners were only veterinarians as shareholders. The way of opening new or buying already existed VP was regulated by appropriate law and regulations with participation of veterinary chamber and in spirit of respecting good veterinary practice. In last ten years or so higher attention is focused on establishing principles of good veterinary practice, use of management, quality control and economic principles in business (Tešić, 1993).

Operative VP in countries in transition was organized on territorial principle, and basic organizational mode
was veterinary ambulance or hospital own by the state, or as a separate subunit on a farm, combine or agricultural state property. Considering EC mode of VP organization, the changes in current veterinary organization paradigm in our country is to be expected, and above all that free VP with known owners i.e. veterinarians is to be inaugurated. In most countries in transition harmonization and privatization in operative VP are already finished, in some they are in process, but in small number of countries, ours included, nothing yet has been done. Considering this, in our country it is hard to speak about respecting market competition, introduction of modern management, respecting principles of good veterinary practice and business based on economic criteria. This is why is necessary to finish transition period as soon as possible, to bring new law of veterinary medicine and finish privatization of veterinary ambulances and to define goals and strategy of VP development, so they can enter market competition more prepared and provide further success and their own prosperity (Tešić at al., 1997).

2. VETERINARY PRACTICE AS ECONOMIC PARADIGM

VP as basic organizational mode in veterinary medicine has its own life cycle. From its emanation it is going through the stages of growth, reaches top form and stability, but often is happened that enters stages of aging and liquidation because of negative conditions in environment or poor guidance. The role of management is in keeping VP as long as possible in top form and stability, and to prevent aging and liquidation by flexibility and controllability. Flexibility is manifested as in VP management ability to react quickly to environmental influences, to minimize expenses, remove threats and to take advantages of existed chances. Controllability means ability to foreseen and control events during VP life cycle. Controllability rises with VP growth, while flexibility is reducing, so in top form phase these two actions reach optimal relationship (Adžes, 1991; Meisser, 2003). Veterinary practice as legal subject is organization of people and resources integrated by common goals. Besides the fact that Law of veterinary medicine defines working field, conditions and other technical and technological specifications in veterinary medicine, every practice must have these goals defined: to accomplish leadership in the filed by selling its services, to achieve technical and technological perfection in acquiring knowledge and skills in performing certain procedures and to accomplish closeness with its clients.

For VP to survive and especially to spread and reach success and prosperity, it must be properly guided towards well defined goal. Knowledge and usage of activities which represent the basics of internal management, such as planning, organization, leadership and control, are expected from VP management for performing certain tasks defined by the Law. Business planning is based on valid concept of development and application of methods, on which VP management would realize business goals. Organization is coordination of human and material resources for realization of set goals, so the better the organization in VP its working efficiency is bigger. Leadership is the way and style of influencing employees by the owners while carrying out certain jobs. The assumption of successful leadership is communication and creation of atmosphere of trust among subordinated staff, and for that purpose situational management model and motivation model are used. Control identifies and corrects deviations from planned goals, and consistent control implementation creates confidence in VP management that is moving towards defined goal (McCurnin, 1988; Tešić, 1992).

Managing VP, because of its complexity as organization of people, resources and veterinary-medical knowledge and skills, requires good knowledge of surrounding, internal organization and demands of single ambulances and thorough experience with employed personnel. That is why VP owners must have three types of skills and specialties: technical, human and conceptual. Technical skill includes general and special knowledge, acquaintance with methods and techniques used in operative practice during animal health control. Human skills are referred to manager ability to, by knowing their behavior, efficiently communicate with individuals and complete personnel, motivate them in and successfully organize the work. Conceptual skills are referred to manager’s ability to understand the nature of VP as entirety, its demands, needs and the nature of its interaction with milieux (Stoner and Freeman, 1989; McCurnin, 1988). Because VP as organization wants to make profit by conversion of inputs in outputs (services) accepted on market, special significance is attributed to this conversion, with respecting its effectiveness. In market oriented conditions, VP management pays special attention to balancing ratio of realizing goals to resources usage. If VP goals are efficiently realized it indicates rational usage of resources and good efficiency (Doron Janet, 2004). VP efficiency is directly linked to good communication with clients, jobs selection, organization of service fulfillment, and combining and usage of material resources.

3. THE USE OF MANAGEMENT IN CREATION OF VP DEVELOPMENT STRATEGY

Since VP acts as an open, milieux-oriented system, milieux analysis and anticipation represent the main and the most important phase in production of development strategy. Strategic analysis should include two basic parts, which are milieux analysis and analysis inside the same practice. Serious analysis should provide detailed survey of the existing milieux and its influence on VP, and at the same time detailed description of internal VP capabilities to except or to resist to milieux influences and to find appropriate place in shifting surroundings. The main thing in milieux analysis is to identify chances and danger which could influence realization of VP goals,
by using scanning and monitoring. Prior to identifying chances and danger factors should be differentiated and their character, importance, intensity and inter-relationship identified, and based on that economic horizon for making proper decisions for VP development and operation should be formed (Tešić et al., 2003).

Considering that milieux analysis and anticipation should create clear economic horizon in which VP should accomplish its mission, goals and strategy, analysis results regarding direct surrounding should be as concrete as possible. Also, direct and indirect surrounding should be mutually related and so recognize its influence on direct or indirect business milieux. An immediate VP milieu is within the same branch, in other words sector relationship of all subjects engaged in operative VP. As all legal subjects in operative veterinary medicine represent real or potential competition, it is very important to investigate in details structure of this milieux, and condition of suppliers, owners and clients, and competition (figure 1). This is referred primarily to current condition of VP and its strength through the market competition, its current and future good and bad sides, trends in development of veterinary services requests, perspectives of veterinary development and potential influences from related branches such as cattle breeding, and to series of measures taken by Veterinary Office and local community in animal health and animal welfare (McCurnin, 1988).

![Figure 1. Competition forces in veterinary operative](image)

Analysis of direct and indirect milieux should enable recognition of limiting factors and to measure its influence on VP future operation. This investigation is based on SWOT analysis. In order to be successful and to survive in market VP has no alternative but to be competitive. Thus, criteria of successful managing are not creation of successful VP but VP which is better than competition. Efforts and aspiration to be “the best of the best” represents systematic and continuous process of measuring and comparing own practice with other ones. Depending on collected information and their analysis conditions are met to take actions for improving own performances (figure 2.). The base for VP benchmarking processes are the following four questions: what should be benchmarking (which are the key works and activities in VP); who should be benchmarking (the best of the best in practice or the partner one); how we perform the service, and how competition does that (Tešić et al., 2003; Stoner and Freeman, 1999).

By collecting and analyzing data VP is in situation to analyze trends and chances from the milieux, and also their harmonization with its own strength and weaknesses. By confronting internal (strength and weaknesses) and external (chances and threats) factors several possible strategies could be identified and best alternative for development of own practice could be selected. Mini-mini strategy is based on minimizing own weaknesses and threats from milieux, while maxi-maxi strategy tends to take advantage of own strength and ability with maximal usage of given chance. Mini-maxi or maxi-mini strategies are based on elimination of weaknesses and threats and improvement and better usage of own strength and chances from milieux. By careful analysis of the milieux and correct selection of strategy possibility for successful and prosperity development is created (Tešić et al, 1993; Vukmanović, 1994).
4. THE BASICS OF QUALITY SYSTEM IN VP

VP which intends to apply elements of good veterinary practice (GVP) should provide that their veterinarians are observing veterinary codex and certain principles, which refer to their behavior and attitude towards patients-animals, clients-owners, their own profession, drugs and other medical products, their staff, public health, environment, and authorized state organizations (FVE, 2002). Veterinarians should take care of patients-animals welfare, before and after treatment, and mostly to protect animals from hunger, thirst, pain, injuries, diseases, suffering, fear, and inconveniences, and to provide freedom of showing patient’s normal behavior. Because veterinarian comes in contact with patient-animal through owner-client, he should cherish good relationship with them, should have their confidence in his skills and information he is giving, should respect their opinions, position and privacy, should react quickly to client’s objections and critics, and fulfill plurality of their needs. Veterinarian’s attitude to his profession must be such that behavior rules and current legalities in contact with other colleagues are respected, that integrity of veterinary certificates is protected, that own skills and knowledge are improved, that good name of profession is preserved, and that conflict of interest and unfair competition is avoided. Veterinarians should strictly follow regulations related to application, storage, and distribution of drugs and other remedies. Veterinarians should also follow regulations related do employers and employees, should provide legal means of working for personnel, should provide and induce their personnel’s improvement in skills and knowledge, personal hygiene, and should provide security and safety at working place for all personnel and present clients in object. In order to protect public health, veterinarians should take all measures according to regulations for diagnostics, preventing spread, control and eradication of zoonotic infectious diseases, and also should contribute to owner’s basic knowledge and responsibility about preventing spread and controlling of zoonosis. By responsible treatment of medical instruments, their wrapping material, and small inventory used for treatment and sanitation veterinarian helps preservation and protection of environment. By cherishing good relationships with government offices, performing works of public interest for owner, but also declining additional services without agreement of another side – veterinarian in charge, veterinarian...
improves good spirit in the guild and self-respect of his specialty (Meisser, 2003).

Introduction of quality system in VP helps her to improve service level and to satisfy animal owner’s demands. This requirement VP could fulfill by using new management which is shown in identifying working processes and their implementation, in establishing sequence and interaction of these processes, in establishing criteria and methods for efficiently carrying out certain operations, in providing availability of resources and information necessary for performing these operations, in providing measurement control and jobs analysis, and in constant improvement of all works (FVE, 2002). Maintenance of necessary documentation is prerequisite for managing by quality system in VP, and it should include accepted declaration of system quality, handbook of system quality, procedures description and mutual relations, as well as necessary documents for planning, realization and control expected jobs. All documents which have influence on service quality should be signed and properly recorded before published or visibly posted. VP management should develop quality policy and include personnel in its application by:

- Defining goals of quality for owners and patients welfare;
- Defining personal interests regarding achieving efficiency and profitability;
- Defining goals priority;
- Planning activities;
- Providing necessary resources;
- Focusing on new clients;
- Providing organizational scheme and responsibility of every individual;
- Informing personnel about quality policy and relevant data of service quality;
- Testing personnel, data from clients, results and analyses.

VP should establish, collect and analyze data of applied services and to judge their relevance and efficiency by analyzing satisfaction of animal’s owner and his complaints. Systematic internal control is necessary regarding systematic keeping of records and their publishing, as well as regular meetings with personnel when everybody contribution is analyzed and measures for further improvement are taken. Therefore, introduction of management by quality system and strategic planning of VP development would provide justification of its mission by accomplishing good relations with owners, efficient usage of material and personal potentials, and efficient working.

5. CONCLUSION

1. Harmonization of legislature and production of new Law of veterinary medicine should be finished as soon as possible.
2. It is necessary for veterinarians to as soon as possible acquire basic knowledge of management and skills of managing VP and in future to undergo permanent process of education from this filed.
3. Observing principles of GVP and respecting ethics represents the basics for management by quality in VP with good communication with clients and efficiently using prodiction factors.

LITERATURE