

THE CASE OF THE SECOND PAIR SALE

Ideas to Increase Second Pair Sales and How Second Pair Sales Can Do Great Things to the Bottom Line.
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AGENDA

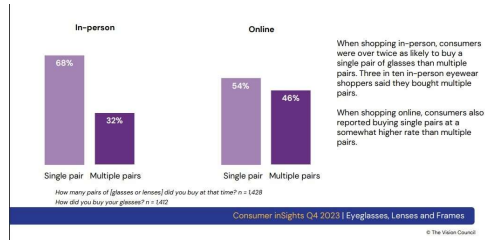
- Stats on Multiple Pairs
- Patient Mindset of with the "research" they are doing
- How to Open the Conversation to Multiple Pairs
- Task Specific Lenses
- Sunglasses
- Safety Eyewear
- How Does A Second Pair Affect My Bottom Line?
- How Do I Move From Selling Contacts into Selling a Back Up Pair of Glasses?
- Overcoming Objections

NATIONAL AVERAGES - WHAT IS EVERYONE ELSE DOING?

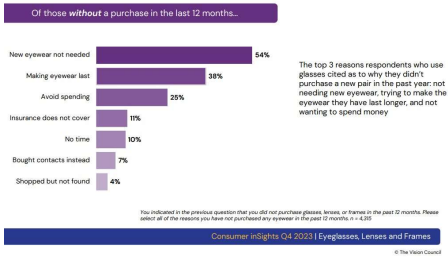
- 10% second pair sales is the national average and has been for the last 20 years.
- High performance practices sell multiple pairs 33% of the time



INTERESTING PATIENT PERCEPTION FACTS



INTERESTING PATIENT PERCEPTION FACTS



CONSUMER (CRINGE) VS. PATIENT:



Consumer Reports is an American magazine published since 1936 by a nonprofit org. dedicated to unbiased product testing, consumer-oriented research, public education, and advocacy.

- Hits both presbyopes (still reading magazines ☺) and millennials (reading online reviews)
- Up to 40% of patients are researching online prior to coming to your practice
- We can't fix what we don't know!

**CASE STUDY 1 :
"HOW TO GET THE BEST EYEGLASS
LENSES"**

- Defines and discusses the need or "lack of need" for each component of the lens
1. Single vision can "get away" with inexpensive plastic (\$29-\$149)
 2. Polycarbonate: More popular, durable, thinner and lighter (\$9-\$205)
 3. High-index: Even thinner and lighter than polycarbonate for the strongest prescriptions (\$150 SV \$350 PAL)
 4. Trivex: More scratch-resistant (\$200 SV \$400 PAL)



**CASE STUDY 1 :
"HOW TO GET THE BEST EYEGLASS
LENSES"**

- Progressives (\$260): Consider if needed for reading and distance or if split screen from bi/trifocals are uncomfortable
- High-definition (\$310): Sharper vision and better peripheral vision for more complex visual problems such as cataracts or corneal scars



**CASE STUDY 1 :
"HOW TO GET THE BEST EYEGLASS
LENSES"**

1. Anti-scratch: Generally good idea for all. Check warranty (mentions Warby Parker 1 year)
2. Anti-reflective: (\$50-\$100)- Used to be hard to clean, but now has anti-smudge/anti-fog. Good for computer use and night driving
3. UV: (\$20-\$100)- Good idea due to risk of cataracts
4. Photochromic: (\$50-\$150)- Darkens in sunlight and helpful if you'd rather not carry sunglasses
5. Blue-light Blocking: (\$30-\$180)- Reduce exposure to computer LED lights but debated if needed for eye health or safety (quoted Johns Hopkins Retina Division Chief)



**CASE STUDY 1 :
"HOW TO GET THE BEST EYEGLASS
LENSES"**

- Gives 4 ways to save money
1. Ask optician for discount
 2. Have costs broken down (cautions bundled lenses)- ironic because Costco's success is on bundling
 3. Find out about cheaper alternatives (suggests generic forms)
 4. Check online prices (highlights Costco HD PAL with AR for \$130 vs. Walmart at \$255)



TAKE ONE SMALL



**CALL TO
ACTION**

Script out "why you're more expensive than XYZ optical" keeping in mind quality and outcomes to the patient.

**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- Where you get glasses depends on whether priority is convenience, service, selection or rock-bottom price
- Surveyed 91,000+ readers for pros and cons
- Gave breakdown in percentage where consumers purchased



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- 1. Independent Doctors
 - a. 40% of respondents
 - b. High marks for lens and frame fitting, employee knowledge, and follow-up service
 - c. High price (\$400 average)- 2-3x what you might pay online or at a discount store



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- 2. Major Eyewear Chains
 - a. Many locations = convenient
 - b. Good follow-up service
 - c. Ratings vary depending on company



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- 3. Warby Parker and Zenni Optical
 - a. Convenient and/or virtual try-on
 - b. Frame warranty only 30 days
 - c. Most inexpensive of survey results (mentions Zenni average cost \$69 for complete pair)



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- 4. Large Discount Chains (Costco and Walmart)
 - a. High marks from readers
 - b. Lack of frame selection- but can work around by bringing own frame for a \$10-\$18 fee
 - c. Costco- highest rated retailer
 - o Costco's success in bundling! 30% Transitions, 85% AR attach
 - d. Prices vary but Costco has HD PAL with AR for \$130 and rated high quality



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- 5. Online Retailers
 - a. Only 5% of respondents purchased, but nearly twice as many browsed online before purchasing elsewhere
 - b. Online research can help with price negotiating from a walk-in store
 - c. No matter how good pricing and return policies are, consumers find online purchasing a hassle



**CASE STUDY 2 :
"HOW TO AVOID BEING GOUGED WHEN
BUYING EYEGLASSES"**

- Conclusion: The Best Choice?
- Simple Rx? Warby
- Insured? Choose a provider that accepts plan
- Pricey, designer frames? Online
- A little bit of everything? Mix it up- exam from Dr. , frames online, and lenses from Costco



WHAT SHOULD WE DO ABOUT IT???

1. Do something special for the SV simple Rx!- (discuss benefits to those digital device addicts)
2. Consider an incentive for a complete pair purchase including the frame for the "at risk/shop around" patient



TAKE ONE SMALL



CALL TO ACTION

Script out your "Sherlock Holmes" moment for your digital device addicts and the solution you provide to meet their needs.

PERCEPTION VS. REALITY

The value and worth of a product (contacts/glasses) or service (exams) that a consumer PERCEIVES directly relates to the \$\$\$ they're willing to drop!



POLL TIME:

What is the max \$\$\$ you would spend on:

- A Smartphone
- New Tires
- Gym Membership



REFLECTION:

Wouldn't it be nice if the outside of your office looked like this upon a new lens launch???

How on earth is Apple generating this buzz over a PHONE?



HOW APPLE DOES IT:

- Improving life by making it **easier** and **better** with their products- **Quality**
- Unique customer **experience**- **Service**
- Creating an **emotional attachment** vs. a rational purchase- **Level of Need**
- Bundled **packaging**- **Convenience**
- Notice **Price** is not a factor

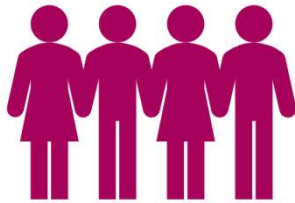
KEY DRIVERS OF
PATIENT
EXPERIENCE

JOBSON RESEARCH 2020



"STAFF CAN
MAKE OR
BREAK ME. I
LEFT MY OLD
DOCTOR
BECAUSE OF
SNOTTY
STAFF"

YOUR ROLE IS SO
IMPORTANT!



**KEY FINDINGS:
RELATED TO
STAFF:
MOST IMPORTANT**

- "Staff sets the mood in the office"
- "Wants questions answered/explains clearly"
- "Listened to"
- "Friendly and respectful"
- "Not a number to them"



TAKE ONE SMALL
ACTION

ACTION

Recall a time you felt "rushed" or "just a number" by an employee. How did this impact your impression of the entire business? Did you return?

Why patients take their business elsewhere?

- 1% die
- 3% move
- 5% buy from friends
- 9% leave for competitive reasons (price, selection, etc.)
- 14% chronic complainers
- 68% leave due to perceived indifference to their needs

Which ones can WE influence?

Source: MBA

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How do you manage the 91% in red???

Have we uncovered the "why" behind our patients' needs?

Source: MBA

THE COST OF PATIENT SATISFACTION

- 90% of Americans use customer service as a factor in deciding whether or not to do business with a company *American Express
- 93% of customers are likely to make repeat purchases with companies who offer excellent customer service **HubSpot



TAKE ONE SMALL



ACTION

Recall a time you were a satisfied customer- what set the experience apart from others?

THE COST OF PATIENT DISSATISFACTION

- The #1 reason customers switch to a new brand is feeling unappreciated *New Voice Media
- \$1.6 trillion is lost by American companies due to customers experiencing poor customer service and switching to competitors **Accenture





ACTION

What about a bad customer experience?
How did it impact your decision to
business there in the future? What key
areas needed worked on?

ACTION STEPS TO GET THE PATIENT THE VISUAL SOLUTIONS THEY NEED

**68% of customers leave a place of business
Because of poor attitude or indifference.**

Get all staff members involved in the process!



Reception



Technician



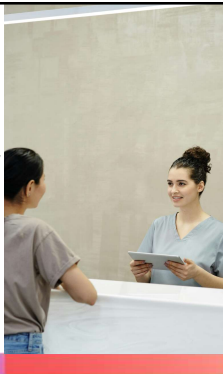
Doctor



Optician

RECEPTION

- When making or confirming appointments have the receptionist remind the patient that it is very important that they bring their prescription sunglasses, computer and reading eyewear, if applicable. This "plants the seed". On the day of the visit the patient is expecting to hear about multiple pairs!
- Once the patient arrives; use waiting room time to broaden their awareness of their options. Supply the patient with a lifestyle questionnaire to fill out while waiting. "Mrs. Jones, Dr. Smith would like you to fill out this short questionnaire in order to make sure we address your visual needs. After you have finished that feel free to browse our frame gallery".



Lifestyle Questionnaire
Patient Name _____

Please tell us a little bit about yourself so that we can understand how you use your eyes and provide you with the most customized visual solution for you.

What is your occupation?
How many hours per day _____

Are you in a computer? 1-3 Hours 3-6 Hours 6-9 Hours
 Are you on a smartphone? 1-2 Hours 2-4 Hours 4-6 Hours
 Do you watch TV? 1-2 Hours 2-4 Hours 4-6 Hours
 Do you drive? 1-4 Hours 4-8 Hours 8-24 Hours

Circle what you do for fun?

| | | |
|---|---|---|
| Outdoor activities: Fishing, Golf, Hiking, Hunting, Spring, Motorcycle, Hobbies, Golfing, Hobbies, Bunkering, Travel | Sports: Basketball, Bowling, Football, Tennis, Baseball, Basketball, Running, Soccer, Swimming, Volleyball | Indoor: Crafting, TV, Video, Music, Reading, Video Gaming, Card, Playing, Puzzles, Woodworking, Painting, Shopping |
|---|---|---|

Other: _____

Do you currently wear contacts? Yes No Are you interested in contacts? Yes No
 Do you have any issues with your current contacts? Yes No
 If yes, please explain: _____

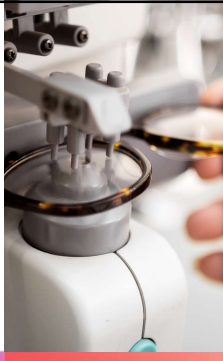
Do you have more than one pair of current Rx glasses? Yes No
 If yes, what types of glasses do you have?
 Computer General Sports/Hobby Everyday Luxury

Do you have any issues with your current glasses? If yes, please explain: _____

What is important to you about your glasses?
 Comfort Current Lens Technology Thin Lenses
 Optical Quality Expense/Value Ratio Appearance/Presentation
 Looking Good Ease of Use Backup Plan

TECHNICIAN

- An alternative to having patient fill out the questionnaire would be to have the technician ask the questions during the preliminary testing. Having your tech staff trained on how to recognize if the patient is wearing non-glare lenses or polarized sunglasses is ideal.
- "Mrs. Smith, I can tell that you are protecting your eyes from glare, that is very important to your overall visual acuity!" If time permits, during walk to exam room engage with patient, tell them a story about a glare experience you or a family member may have experienced.



POWER OF THE WHITE COAT

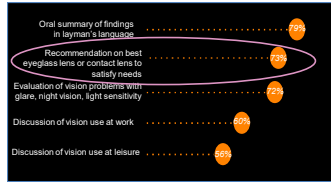
In a recent survey, the #1 reason for single pair purchases was the fact that the doctor only wrote ONE PRESCRIPTION!

Doctors need to prescribe a visual solution which includes a primary script and also secondary scripts for sunwear or task specific. Play detective and uncover ALL visual needs. (I bet patients that are prescribed medication for high cholesterol and high blood pressure fill both rx's)

Remember a patient leaves due to indifference, Show them you are concerned about their needs!

PATIENTS WANT THE DOCTOR TO RECOMMEND

Patient Expectations of Eye Exam Dialogue



Source: "Patient/Doctor Dialogue During Eye Exams", Johnson Optical Research, March 2010

DOCTOR OPTICIAN HAND OFF

• **A direct handoff from doctor to patient is most effective.** "Mrs. Jones, this is Julie, one of my best opticians. She will make sure to detail you on the glasses that I recommend for you. Julie, I have prescribed a digital progressive for Mrs. Smith. Please make sure the lenses are glare free as she is experiencing problems with night driving. Additionally, we discussed the importance of polarized sun lenses as Mrs. Smith spends her weekends on the boat! Mrs. Smith, Julie will be able to assist you and educate you on your options!"

Educating your patient is very different than selling add-ons!



PASSING OF AUTHORITY BEST PRACTICES

Doctor To Optician

- Reinforce Recommendations Made in the Exam Room In Front of the Patient

Optician To Patient

- Repeat and Reinforce Doctor's Recommendations
- Additionally, Make Your Own Professional Recommendations

Optician to Checkout Staff

- Repeat The Patient's Order and Reinforce "Good Decisions"
- Allow patient another chance to say yes to any recommendations that were previously not followed before the order was placed

OPTICIAN

Things to Keep in Mind to Set You Up for Success.....

- Each customer has different needs because of their unique lifestyle and daily activities
- Find the need, and you will make your second pair sale!
- Make sure to ask questions and circle back to the lifestyle questionnaire.
 - What are your weekend activities?
 - How do you protect your eyes from the sun?
 - Are you involved in any sports or leisure activities?
 - What do you NOT like about your old glasses?
 - What is most important to you about your eyewear?
 - How many hours a day do you spend on your digital device?
 - How do your eyes feel afterwards?
 - Neck, back, shoulder pain?



OPTICIAN

Continued....



Selling a second pair is a mindset. Approach every encounter with the mindset that all needs must be addressed for each and every patient.



You are not there to provide the single least expensive option.



When you buy shoes, one pair does NOT fill all your needs....would you go hiking in flip flops or heels??



When someone needs eyewear the assumption must be that more than one pair will be needed to fulfill the patient's visual needs.

TOOLS THAT WILL HELP GUIDE YOUR SUCCESS

- Dazzle them with Demo's! Be prepared to demonstrate products. Make sure to have good samples of glare-free lenses, blue light protecting lenses and polarized lenses. Use a "live" demo for polarized lenses. Let your patient view something outside with tinted versus polarized lenses.
- Highlight your personal collection! Don't hesitate to tell your patient how many pair you own and the functions of each pair.
- Offer a substantial 2nd pair discount.



TIPS AND TRICKS

When selecting frames for a patient to view....pick some that would be useful for other purposes. (Pick out a fantastic colorful zyl that would look good on them, then after the patient tries it on say....." I don't like that for your clear pair, but it would make a great sunglass!")

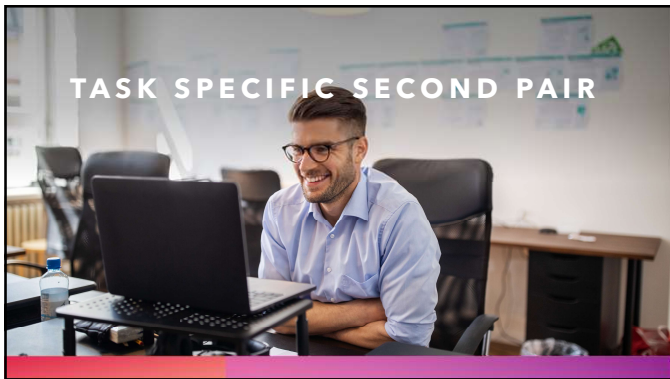
"I thought my insurance would pay for my glasses"... Your insurance contributes a portion toward your glasses, their contribution covers the most basic glasses. Dr. Smith strongly recommends that you consider higher quality products that will be durable and versatile. (Don't be afraid to point out the differences in that budget frame and lenses versus a better made frame and better technology lenses)

TIPS AND TRICKS

When discussing options make sure to tie the benefit of the product back to the patients' needs. Instead of saying this high index lens is thinner and lighter..."You indicated that your last pair felt heavy and made your eyes seem small. This lens will eliminate that problem, look much better and will be much more comfortable to wear."

One last thought.....
Would you dispense your patient a digital lens without non-glare!!
That would be like ordering a custom Mercedes with surround sound, all the bells and whistles but with burlap seats!!!!

TASK SPECIFIC SECOND PAIR



YOUR PATIENTS DESERVE NEW TECHNOLOGY

If you went to purchase a new cell phone, would you make the purchase if the clerk tried to sell you this?



SINCE 2007 OUR VISUAL DEMANDS HAVE CHANGED DRASTICALLY

1. The change in technology has significantly changed our habits and how we use our eyes. We no longer have to sit at a desk with a large monitor to "surf" the web.
2. A recent study shows that 80% of our time is spent in "mid-range", progressive lenses simply don't fit the need. **Task specific lenses are the new PRIMARY PAIR!**



DIGITAL DEVICE USAGE STATS FROM VCA

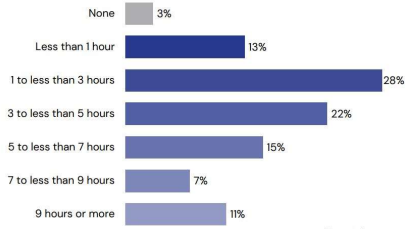
- 83% of Americans reported using digital devices for at least 3 hours per day
- 53.1% of Americans report using two digital devices simultaneously
- 60.5% of Americans report experiencing symptoms of digital eye strain

How are we using our devices????

- 75.6% use a computer/tablet to do research
- 56.6% use a smart phone as an alarm clock
- 54.2% use a computer/tablet to go shopping
- 53.7% use a smart phone to check the weather
- 48.7% use a computer/tablet to find a recipe

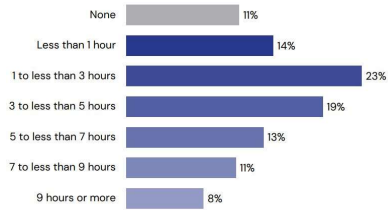


SMART PHONE USAGE HOURS PER DAY



*Not sure not shown

COMPUTER USAGE HOURS PER DAY



*Not sure not shown

INTERESTING FACTS

Has your eye care provider discussed your digital device usage?



83% of your patients use a digital device! However, it is discussed less than 10% of the time!!!!


Did you know computer eyewear can protect your eyes from both short-term and long-term effects of digital eye strain?





SUNGLASS-SELLING POINTS

- Premium Sun lenses will help reduce glare by 10-12%.
- Sun Glare causes 9000 crashes each year
- Sunglasses are like sunscreen for your eyes. Most people would never go outside without sunscreen on their skin. What about their eyes??
- Put sunscreen in your dispensary, this will spark conversation about protecting your eyes and the skin around it.



SHARE YOUR KNOWLEDGE

Every year.....**3.2 Million** people go blind through prolonged UV exposure.

86% of your patients know they need sun protection for their skin

ONLY 6% know they need sun protection for their eyes



SAFETY EYEWEAR

- Hobby Glasses
 - Hunting, Fishing, Woodworking
- Mowing or Gardening Glasses
- Shooting Glasses
- Gaming Glasses

THINK ABOUT THINGS DIFFERENTLY

YOUR PATIENTS WANT TO KNOW!

So, what happens when your patient meets up with a friend for lunch who is discussing their new computer glasses they just received?

Why didn't Dr. Smith tell me about this option? Doesn't he care about my vision?

WHY MULTIPLE PAIR?

- The primary reason to offer multiple pairs is ultimately a matter of duty! As an Eye Care Professional it is your mission to inform and educate your patients on any and all options that would restore, maintain or enhance their vision.
- One pair cannot meet all visual needs.



HOW DO MULTIPLE PAIRS AFFECT MY BOTTOM LINE?

- No additional overhead to sell a second pair of glasses.
- The doctor doesn't have to see that patient again to sell them an additional pair of glasses
- Patient Satisfaction!



CASE STUDY ON SECOND PAIR

Impact of Increasing Multiple Pair Sales

| | Annual Practice Gross Revenue | | |
|--|-------------------------------|-----------|-------------|
| | \$500,000 | \$750,000 | \$1 million |
| Annual Eyeglasses Sales | \$220,000 | \$330,000 | \$440,000 |
| Total Eyeglasses Pairs | 969 | 1,454 | 1,938 |
| Patients Purchasing Eyeglasses | 881 | 1,322 | 1,762 |
| Patients Purchasing Multiple Pairs (10%) | 88 | 132 | 176 |
| % of Patients Purchasing Multiple Pairs* | Annual Eyeglasses Sales | | |
| 15% | \$224,024 | \$336,036 | \$488,048 |
| 20% | \$252,032 | \$378,048 | \$504,064 |
| 25% | \$260,040 | \$390,242 | \$520,262 |

* Assumes patients buying multiple pairs purchase two pairs. Assumes second pair revenue of \$182 (20% off normal retail)

Source: PAA projections

EASY WAYS TO INCREASE SECOND PAIR SALES

- Offer a **STANTIAL** second pair discount
 - Free frame vs discount off entire pair
- Selling a second pair is a **mindset**. Approach every encounter with the mindset that all needs must be addressed for each and every patient.
- **Answers to Lifestyle Questions** need to be matched up to the need for the multiple pairs
- **Creating an Optical Treatment Plan**



OPTICAL TREATMENT PLAN

Optical Treatment Plan
Patient Name _____

Work/Occupation
 Occupational Vision Requirements

Lenses
 Prescription

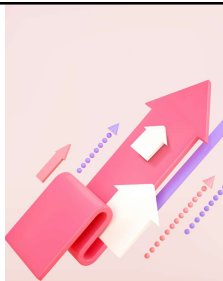
UV Ray Protection
 Prescription

Exercises/Backup
 Prescription

Other Prescribed Solutions
 Prescription

EASY WAYS TO INCREASE SECOND PAIR SALES

- Second pairs should be presented every time, the assumption must be that more than one pair will be needed to fulfill the patient's visual needs.
- Use social media and email marketing to keep awareness up of 2nd pair discounts and trunk shows
- Change Your Multiple Pair Discount Offering Each Month or Quarter
- Have a Competition Among Staff



SELLING GLASSES TO CONTACT LENS WEARERS

- Offer a significant discount on eyewear purchased with a years supply of contacts.
 - 30% or higher
- Alternative eyewear vs. backup eyewear
- Discuss giving their eyes a rest with a good pair of glasses
- Value Package
- Talk to patients about your offerings



OVERCOMING OBJECTIONS



I don't need it-

Remember to focus on exactly how the visual solution will benefit them in their life.

One pair of glasses can't do the job for every situation.

Example: We wouldn't wear flip flops to hike in because it doesn't give us the support we need to hike. Just like you wouldn't wear dress glasses to hike because it isn't giving us the protection we need from the sun.



I don't think it will benefit me-

We missed something here.

Remember, we need to spell out exactly how the lenses will benefit the patient. Not just the features of the lenses. Polarized will prevent skin cancer around the eye, saving your patients face.

Tell them why they need it and apply it to their daily visual needs and activities. They won't make the connection without you.

OVERCOMING OBJECTIONS



I can't afford it right now-

Valid argument the state of the economy is what it is

Let them know that this is what you recommend regardless

- Discuss upcoming sales that you could put them on a list to reach out about. The sale could be as little as \$50 off PAL Polarized with frame purchase, but you just added value by taking into consideration their financial situation. Maybe you only send the sale to all of the customers at the end of the month on your list. You can make it an "exclusive sale" by invite only.



I don't want two-

Not a valid argument.

Ladies how many pairs of shoes do you have? How many purses? We like to shop.

Something else is underlying this objection. Find out what it is.

Typically objections fall into the 3 categories: don't want, don't need, can't, or excuse.

Excuses are not objections. Find out why they don't want to have the best vision.

RULES OF SELLING

- Ultimately the decision your patient makes is up to them
- Do your duty and inform them, empower them, and give them the information to make an educated purchase
- **Don't prejudge your customer, don't choose their selling point or budget. That's up to them!**
- Present the best product for that patient, find out what they need. To do this, you need to know what they do.



SECRET SAUCE
TALK ABOUT IT
