

SELLING EFFICIENTLY AND EFFECTIVELY IN A BUSY PRACTICE

Kelli Koenigsberg, ABOC - Director of Education, Walman Optical
education@walmanoptical.com
2 general ABO credits

I do not have any relevant financial relationships with any commercial interests as it pertains to this presentation



OBJECTIVES

- Patient's Mindset Coming Into Purchasing Glasses.
- Perceived Value What is It and Why is It Necessary?
- The Patient Journey Through the Practice And Why It is Important to Keeping Patients in the Practice
- Medical Language and How that Affects the Patient Experience
- Presenting Premium Product
- Ensure repeat clients and patients



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 EYEGLOSS 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
- Pricy, 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!



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?

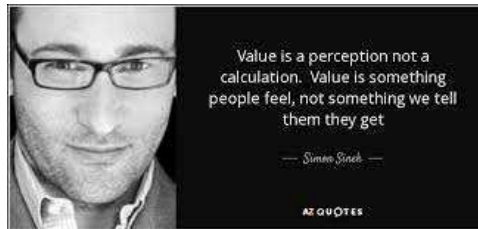


HOW APPLE DOES IT:

- 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

PERCEIVED VALUE EQUATION

$$\text{Perceived Value} = \frac{\text{Perceived Quality} + \text{Perceived Service} + \text{Perceived Need}}{\text{Perceived Convenience} + \text{Price}}$$



WHY PREMIUM OVER VALUE?



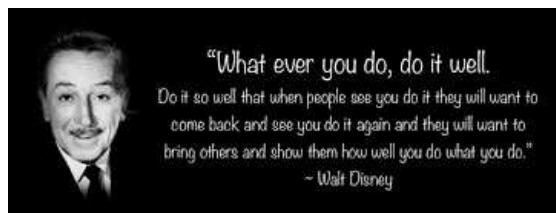
PERCEPTION OF QUALITY

- 67% of eye exams in the US are provided by private practitioners
- Less than 50% of eye glasses are purchased from private practitioners
- 17% of private practice rx's are filled at a retailer.



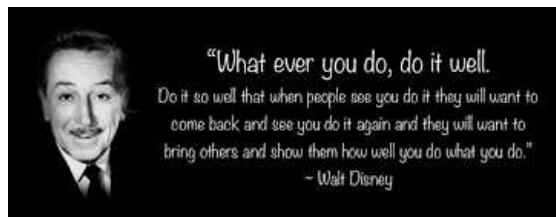
PERCEPTION OF SERVICE

- Service is all about Experience
 - Is it special?
 - Is it enjoyable?
 - Is it consistent?
 - Is it easy to do business with you?
- Does the Experience Differentiate You?

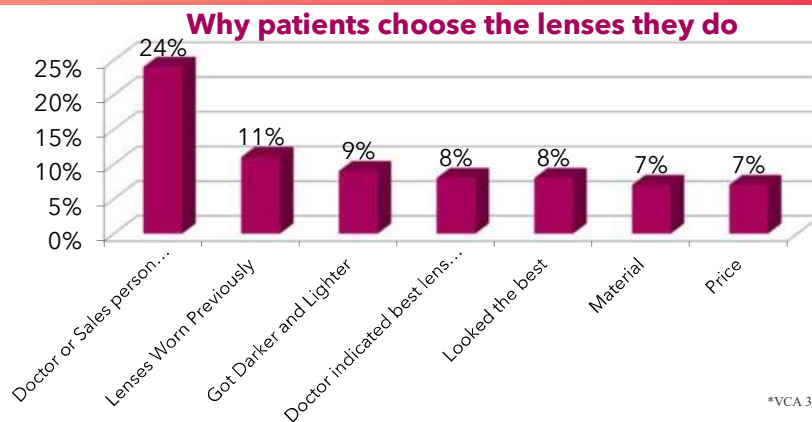


PERCEPTION OF SERVICE

- Connect with Your Patients
 - Talking to the patient about what they like and you have in common. I love to play golf people are going to trust me on the lenses they need while golfing.
 - Once You Find Out Your Patients Interests, Share Your Similar Interests that Develops a Bond.
 - What Do You Do To Connect With Your Patients?



CHOICE SELECTION



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

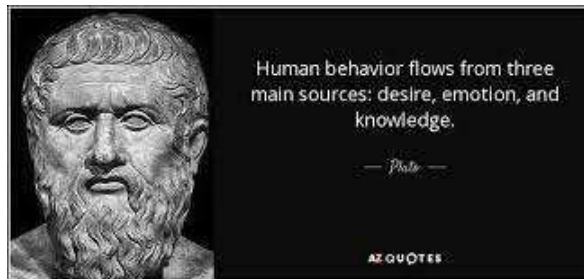


ACTION

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

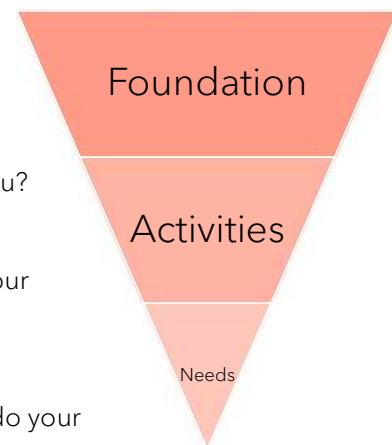
PERCEPTION OF NEED

- People Usually Don't Need What They Never Had
- Need Has a Huge Effect on the Perception of Value
- Consumers Pay for Things They Can't Live Without



IDENTIFYING NEEDS-QUESTION FUNNEL

- They don't know what they need until we uncover it for them. **Identifying Needs-Question Funnel**
- Always Keep Questions Open Ended
- Foundation Example- What Does a Typical Day Look Like For You?
- Activities Example: How Many Hours a Day Do You Spend on Your Computer, Cell Phone or Tablet?
- Needs Example: After all that time spent on your devices, how do your eyes feel at the end of the day?





PRESENTING CHOICES

- Avoid giving your patients tons of choices.
- After you have uncovered what they need present them with the solution that fulfills all of their needs and creates that value.
- Does the doctor ask you if you would like a splint cast or pins in your leg when you break it? No, the doctor presents the correct solution for your needs.

BUT ALL THEY CARE ABOUT IS PRICE

- Price is truly the lowest common denominator
- It will always come into play when there isn't any other differentiation
- Price Will Always Be a Part of the Equation...DIFFERENTIATE And It Will Only Be PART not ALL of the equation.
- Education and Tying Their Specific Needs Back to the Visual Solution is Key to Not Getting As Much Push Back About Price
- According to Jobson 73% of patients expect their doctor to recommend the best eyeglass lenses or contact lenses to satisfy their needs during the eye exam.



MAKE IT ABOUT THE PATIENT

- Use Language They Understand
 - No more PD's, OC's and High Index Discussion Make It Easier To Understand
- Ask the Right Questions To Discover Needs
 - Use the Needs Questions Funnel
 - Use Open Ended Questions
- Always Re-Use the Patient's Words In Your Recommendation To Meet Those Needs
- Experts Don't Give Options, They Provide Solutions!
- Ask Yourself If This Was My Family Member Would I Prescribe/Recommend This Solution?



CLOSING THE SALE

- Present the price as a total visual solution
- Explain how that specific visual solution is going to meet the needs in their own words, that you discussed. It will help them justify the solution with the pain points you uncovered.
- What if after all that the patient still says no it is too expensive?

SO HOW DO I GET THEIR BUY IN AGAIN?

- Present them with the best technology that fills THEIR needs, not the needs we decided they had.
- ASK question to find their pain points or what they NEED. Then give them something to meet the need or get rid of the pain point.
- Build trust with the patient by filling those needs. When we sell without educating it doesn't feel right to the patient.



THE PATIENT JOURNEY

Welcome Patient

Exam

Doctor Optician Handoff

Product Selection

Close

WELCOME THE PATIENT

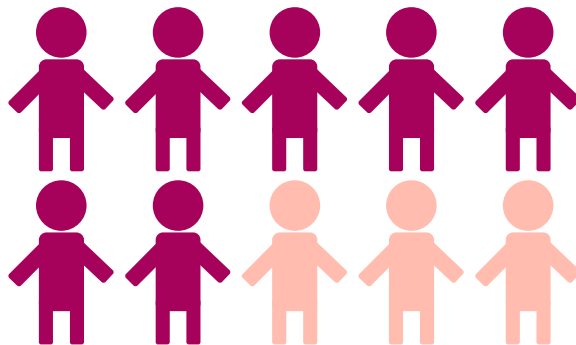
Acknowledge the patient when they enter your clinic. Don't let them stand around trying to figure out where to go.

- While it might strike you as common knowledge, they may have never been to your office before
- If they are having an exam, see if they have filed out their forms already and have packets ready if they have not.
- **Let them know the approximate wait time and set the expectation**
- Invite them to look at frames while they wait, get an idea of what they are going to want with their prescription



BE THE DIFFERENCE

- Why is that important?
 - 7/10 people stop going to a practice because they felt the staff was indifferent to them.



HOW MUCH TIME DO PATIENTS ALLOCATE TO SPENDING IN YOUR PRACTICE

- The Answer is on Average 1 Hour "The Golden Hour"
- The Clock Starts As Soon As They Check In
- What Happens When the Exam Takes Up the Majority of the Hour They Allotted?
 - No one likes to be under pressure
 - Do we sacrifice discussing lenses or looking for the proper frame?
 - "Do you want what you had last time?"
 - We default to "what's covered"
 - The process breaks down and we fail to address patient needs and lens options, which can affect profitability and the care we want patients to feel



TIMES UP

THE PATIENT JOURNEY

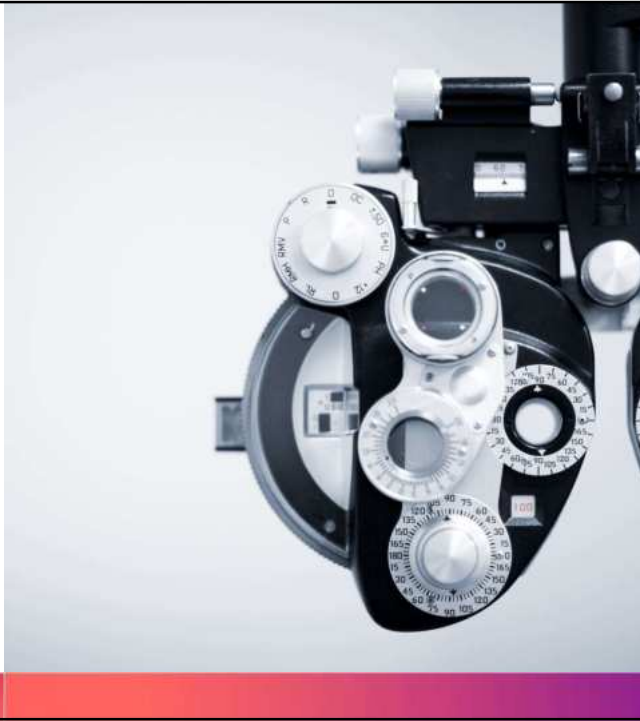
Welcome Patient

Exam

Doctor Optician Handoff

Product Selection

Close



PATIENT PERCEPTION

- What are we saying to our patients?
 - A/R, Trifocal, Bifocal, Phoropter
- Check out this video to see what patients are really thinking.....



THINGS TO KEEP IN MIND

- How can we change our medical jargon to patient friendly language?

EXAM

- Explain the tests that were performed and answer the following questions:
 - What
 - What tests were all performed and what the results were
 - Why
 - Why we perform the tests we did, what we are looking for, and why it may have been new for them
 - How
 - How the tests work, in simple terms and how people's eyes change over time
 - When
 - When the need to do the test again and the frequency, when they need to follow up and when your office will contact them for their next exam



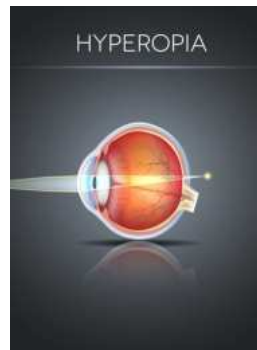
IMPORTANCE OF EXAMS

- There is obviously an important safety issue with good eyesight. Poor eyesight is particularly dangerous when driving and you must meet the legal requirement for driving.
- If you lose your eyesight, it will never be replaced.
- Unlike other parts of your body, your eyes do not usually hurt when there is something wrong with them. Thus, regular eye examinations will reveal any conditions, which you may not even be aware of.
- The eye examination can pick up early signs of potentially blinding eye conditions, such as glaucoma.
- If you have an eye condition, the earlier it is detected the greater the chance of successful treatment.
- An eye exam can detect health problems such as high blood pressure and diabetes.

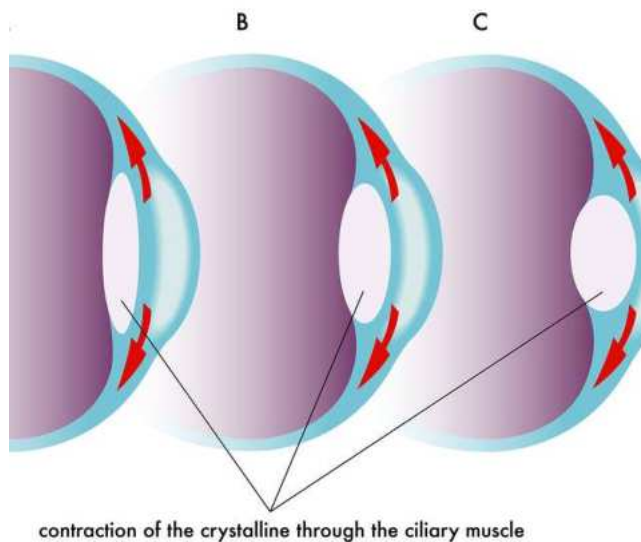


EXPLAINING REFRACTIVE ERRORS

- Hyperopia (*farsighted*)
 - The eye is shortened in length and causes the image to be focused beyond the retina
 - Sphere will be written in plus
 - Accounts for 10% of all US prescriptions
- Myopia (*nearsighted*)
 - Accounts for 80% of all prescriptions in the US
 - Eye is elongated and image is falling short of the retina
 - Sphere will be written in minus
- Astigmatism
 - Occurs from an irregular shaped cornea
 - Can coexist with hyperopia or myopia



Visual Accomodation



EXPLAINING PRESBYOPIA

- Age related loss of your ability to see up close
- Typically affects people around age 40
- Caused from the gradual thickening and loss of flexibility of the natural lens in the eye.
- With less elasticity, the eye has a hard time focusing

THE PATIENT JOURNEY

Welcome Patient

Exam

Doctor Optician Handoff

Product Selection

Close

THE HAND-OFF

The Patient just completed their exam...

1. How does the patient get to you?
2. Once the patient gets to you how can you make their experience one of a kind?



THE HAND OFF

Scenario

The patient just completed their eye exam and has a minor change in the prescription.

Old Rx:

-2.50 -1.25 x 95

-2.25 -1.75 x 86

New Rx:

-2.50 -1.50 x 90

-2.50 -2.00 x 84

What do you say to the patient?

SCENARIO BEST PRACTICE ANSWERS

Hi _____, I see that you had a change with your prescription. Your prescription increased slightly and in order to get you seeing your best, lets take a look at some glasses and contacts to get you updated and seeing your best.

Patient asks if they need new lenses with the small change... they seem to see fine

Any change in the prescription is compromising vision, big or small. All variances should be corrected, while your change is not enormous, it definitely will impact your vision and cause eye fatigue and strain if left untreated. I want to be sure that you are seeing as best as you can, comfortably.

REMEMBER

- Do not judge your patient
 - They may have wanted new glasses and you just told them they didn't need them, ultimately sending them out the door feeling like their want was a frivolous purchase.
- Ask your patient to walk you through their typical day
 - Find out how long their commute is or how much time they spend driving
 - Find out how much time they spend on the computer
 - Find out how much time they spend outdoors
 - Find out what hobbies and sports they play throughout the year



THE HAND OFF

Scenario

Kim just had an exam and is a new presbyope.

New Rx:

-2.50 -0.50 x 10 +1.50

-2.25 -1.25 x 35 +1.50

What do you say to the patient?

SCENARIO BEST PRACTICE ANSWERS

- Hi Kim, Dr. X has informed me we are going to look at glasses that will correct both near and far vision. I know you have worn single vision lenses in the past, and cosmetically, we can make your new lenses look the same as your old ones. You do not need to have a line in the lens. There are a lot of different options for progressive lenses so I want to ask you a few questions to determine the best solution for you.
- Ask:
 - How much time is spent in mid zone, like computer or tablet
 - How much time is spent in the reading
 - What a typical day looks like
 - What sports or hobbies she is interested in



REMEMBER

- Take some time to explain to Kim what being a presbyope means.
- Address her visual and cosmetic concerns with a bi-focal
- Give her realistic expectations of a PAL lens and how she will see so much better. Let her know it may take a couple weeks to become acclimated to her new lenses. This time is used to train her brain how to use her progressive lenses properly.
- Recommend a solution for her. Do not give her options between PAL A and PAL B these are both foreign to her and she has no reference. You are only asking her to pick a price. Offer the best solution and if you have a price objection, move down a tier on the PAL and explain the difference.



THE PATIENT JOURNEY

Welcome Patient

Exam

Doctor Optician Handoff

Product Selection

Close

PRODUCT SELECTION AND SELLING PREMIUM SOLUTIONS

- Always recommend products as a visual solution
- Pre-bundle options such as lens material, non glare, Transitions, and PAL lenses and present as one price.
 - Explain the total package and what is included and why you recommended it
 - Even if the products aren't bundled together in your EHR system calculate everything together to present one price.

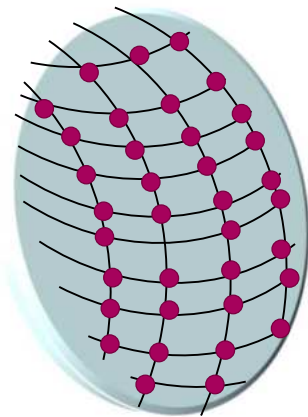


ARMING YOU FOR SUCCESS

- PAL Lenses- Pick 2 lens options for your office and stick with that selection.
- Digital vs. Non-digital
- Non-Glare Options- Pick 2 options and stick with it.
- Photochromic Options



DIGITAL SINGLE VISION LENSES

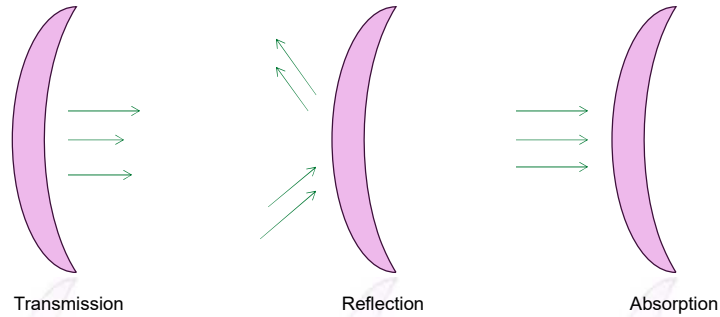


- Customized to the patient to offer the best vision
 - 74 points of accuracy. Standard Single Vision 1 Optical Center
 - Enhanced to optimize frame choices
 - Great for high cyl patients and high RX
 - Great for cosmetic appearances
 - Provides an aspheric or atoric backside

• NOTE: You will need to enter an OC Height for all digital lenses

GLARE TYPES

- Glare from lenses
 - Plastic Lenses reflect 8% of light
 - High Index Lenses can reflect 12% of light



GLARE



Glare is increased by overhead lighting such as fluorescent lights



Glare from monitors and smart technologies can be distracting for people causing eyestrain



Glare from halogen head lamps on cars can cause people to have issues with night driving



Where it impacts us:

Computers
Phones
Tablets
Gaming

UV PROTECTION

- UV protection has now been applied to many of the non-glare lenses we use today.
- This helps protect patients' eyes from very damaging conditions and protect the health of eye and the skin around the eye



WHY NON-GLARE WITH UV IS IMPORTANT FOR CHILDREN

- Children tend to spend a lot of time outdoors: on average, their annual UV exposure is 3 times higher than for adults.
- Children's pupils are larger, meaning they let in more UV and Blue-Violet light
- Their crystalline lens is more transparent, meaning it is less efficient at filtering out UV.
- 80% of the UV damage done to eyes occurs before age 18.





SUN PROTECTION AND COMFORT

- UV rays damage more than just the skin
- Squinting contracts the eye making it difficult to see
- Glasses that adjust to all light conditions
- 100% UV protection
- Choose the Right Photochromic Lenses For Your Practice
- Have 2 options

INGREDIENTS FOR A SUCCESSFUL SALE OF A PREMIUM LENS MATERIAL

- Doctor Should Prescribe Premium Materials From The Chair
- If the Doctor Doesn't Prescribe from the Chair You Can Still Uncover Needs and Pain Points By Asking Questions of the Patients
 - Walk Me Through Your Typical Day
 - What Do You Like to Do in Your Free Time?
- All of These Questions Will Help You Gather Information to Link Back to the Impact Resistance, Thinness and/or Clarity of a Premium Material.



MATERIAL SUGGESTION BASED ON RX

Poly

Recommended
for powers +/-
PI - 4.50

Trivex

Recommended
for powers +/-
PI- 4.00

1.67

Recommended
for powers over
+/- 4.50

MULTIPLE PAIR SALES



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.

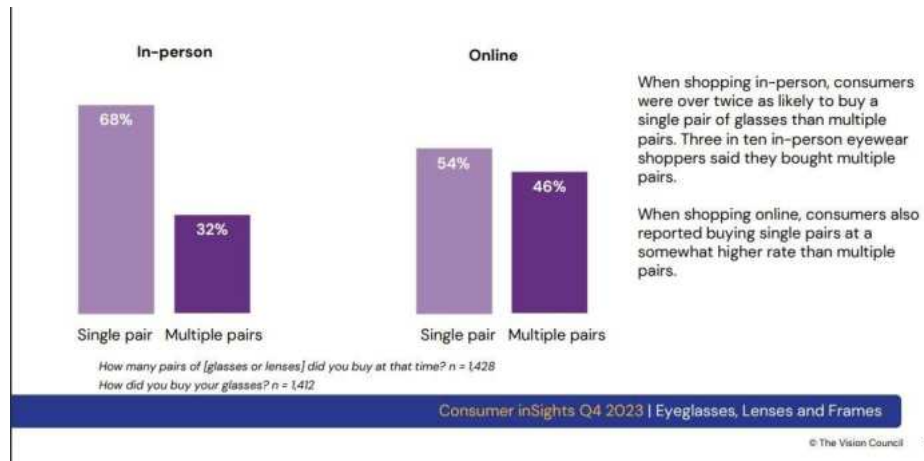


When you buy shoes, one pair does NOT fill all your needs.....would you go hiking in flip flops or heels??



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.

INTERESTING PATIENT PERCEPTION FACTS



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



MULTIPLE PAIR SALES

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.



THE PATIENT JOURNEY

Welcome Patient

Exam

Doctor Optician Handoff

Product Selection

Close

THE CLOSE

PRESENT THE TOTAL SAVINGS FIRST...

