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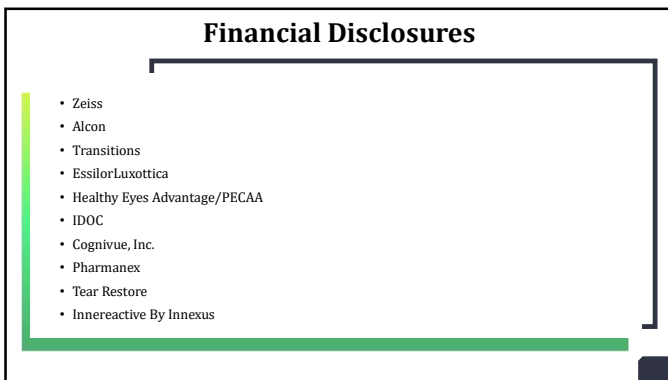
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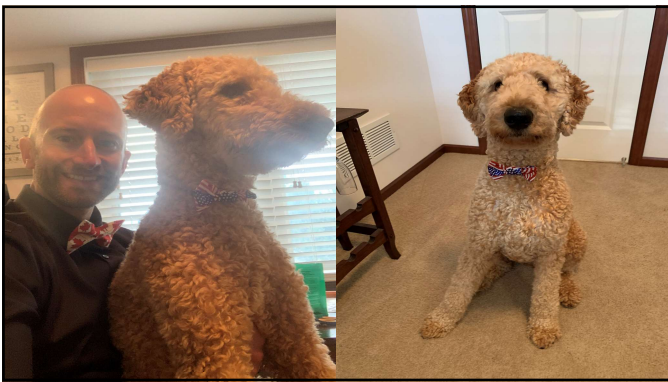
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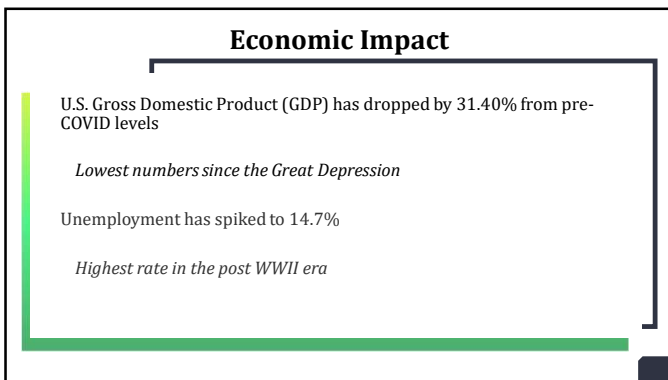
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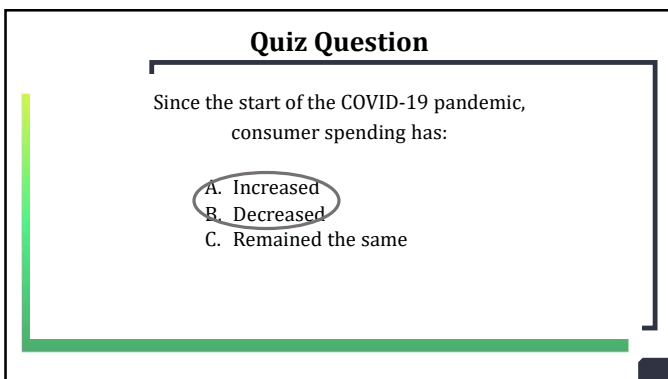
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## The Consumer Effect

### Average Personal Consumer Expenditure (PCE)

Higher Income 'Older' Consumers  
(+) 11 percent

High Income 'Younger' Consumers  
(+) 15 percent

Lower Income 'Older' AND 'Younger' Consumers  
(-) 9 percent

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## The Consumer Effect

### Brand Loyalty

#DYK

40% of consumers have switched brands since  
the start of the COVID-19 Pandemic

'Older' Consumers

- ✓ Value
- ✓ Availability

'Younger' Consumers

- ✓ Value
- ✓ Purpose

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## The Industry Effect

### Turbo-Charged Online Sales

- 1-800-CONTACTS reported a 100% year-over-year increase in new and returning customers  
The company's ExpressExam app saw a 200% increase in use  
The company's Rx Reader app saw a 700% increase in monthly active users
- E-Commerce companies like 1-800-CONTACTS, Warby Parker and GlassesUSA stepped up promotion of their prescription renewal services  
These apps offer smartphone lensometry for single vision lenses with a spherical power between -6.00D and +3.00D and cylinder up to -2.50D  
Ability to duplicate old prescriptions allows them to bypass a doctor-generated prescription, the major constraint to selling their products
- Patient-facing websites offering contact lens ordering helped propel a 300% increase in online ordering through independent eye care practitioners

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## The Industry Effect

### In-Office Adaptations

- Reduction in average # of patients seen per day  
Pre-COVID: 26.8  
Now: 21.6  
(-) 19.4%
- About one-third of practices have had difficulty getting former employees to return to work
- With additional operational costs and reduced appointment availability, patients who no-show, cancel or reschedule at the last minute are even costlier  
Some practices now require patients to make a deposit to book an appointment  
Others are preferentially recalling their most profitable patients and dropping low-paying vision plans to maximize profitability
- Vertical integration into higher revenue services (cosmetic services, vision therapy, IPL, etc)

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## The Industry Effect

### Eyeglass Sales

From March 2020 to March 2021, the industry had \$11.58 billion in sales revenue sales revenue, despite a 7.2% decline in the vision care market

Online sales for eyeglasses increased by 33% between during the same period

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## The Industry Effect

### Utilization of Vision Care Plans

While there was a 3.2% decline in the utilization of Vision Care Plans between March 2020 and March 2021, the percentage of utilization of benefits increased

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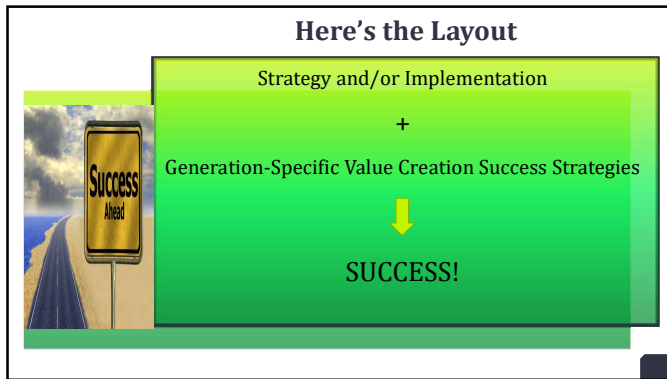
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**Value Creation  
Success Strategy #1**

**Accept all current conditions**

Projections

- Months?
- Longer?
- Ever?

Stay positive and hopeful

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**Value Creation Success Strategy #2**  
**Keep Your Patients Informed**



- Website
- Voicemail
- Social Media Outlets
- Storefronts
- Emphasize safety and assurance
- Provide regular updates
- Offer support




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**Value Creation Success Strategy #3**  
**Get a Finger on the Pulse**

- Establish and monitor your practice analytics
  - Many software programs out there
- Learn and monitor your cash flow and drivers
- Build and educate your support Teams accordingly
  - Delegate but keep an EYE on your data

**Key KPI's**

- Net Income Ratio
- Operating Expense
- Staff Payroll Ratio
- Cost of Goods Ratio
- Staff per O.D. Ratio
- Collections per Full Time Equivalent (FTE)
- Collections per FTE O.D.
- Staff Productivity per Hour
- Revenue per Patient
- New Patient Ratio
- Patient Visits per FT O.D.

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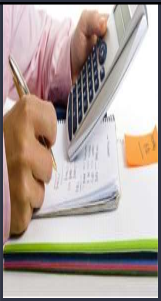
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**Value Creation Success Strategy #4**  
**Reassess Your Fixed And Variable Expenses**



<u>Fixed Expenses</u>	<u>Variable Expenses</u>
Rent/Mortgage	Seasonal Staff
Utilities	Goods Sold
Capital Expenditures	Office Supplies
Staff	Sanity 

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## How Do I Calculate My Fixed Expenses?

### The Formula

Gross Income – Operating Expenses – Doctor Payroll – Net Income




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### Value Creation Success Strategy #4

#### Reassess Your Fixed And Variable Expenses

##### Fixed Expenses

Rent/Mortgage

Utilities

Capital Expenditures

Staff



##### Strategies/Solutions

Negotiate with your landlord

See Serenity Prayer

Negotiate with your lenders  
or refinance

Furlough vs Part-Time

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### Value Creation Success Strategy #4

#### Reassess Your Fixed And Variable Expenses

##### Variable Expenses

Seasonal Staff

Goods Sold

Office Supplies

Sanity



##### Strategies/Solutions

Optimize

Negotiate with vendors  
Negotiate costs  
Shop around

Spending freeze

Take care of yourself, both  
physically and mentally  
See a counselor

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## How Do I Know What My Overhead Is?

### The Formula

$$\frac{(\text{Total Operating Expenses} - \text{Doctor Payroll and Benefits})}{\text{Total Collections}}$$




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## What Are My Operating Expenses?

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Support staff and benefits</li> <li><input type="checkbox"/> Medical supplies</li> <li><input type="checkbox"/> Facility expenses (building rent or mortgage + occupancy)</li> <li><input type="checkbox"/> Building depreciation</li> <li><input type="checkbox"/> Information technology (EHR, billing system, telephone system, servers, etc.)</li> <li><input type="checkbox"/> Clinical laboratory (if applicable)</li> <li><input type="checkbox"/> Diagnostic imaging (OCT, HVE, IVFA)</li> <li><input type="checkbox"/> Furniture and equipment</li> <li><input type="checkbox"/> Furniture and equipment depreciation</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Administrative supplies and services (postage, forms, printer ink, etc.)</li> <li><input type="checkbox"/> Professional liability/malpractice insurance</li> <li><input type="checkbox"/> Billing and collections services</li> <li><input type="checkbox"/> Other insurance premiums</li> <li><input type="checkbox"/> Outside professional fees (legal, accounting, consulting, etc)</li> <li><input type="checkbox"/> Promotion and marketing</li> <li><input type="checkbox"/> Other ancillary services (eg. cleaning expenses)</li> <li><input type="checkbox"/> Miscellaneous operating cost</li> </ul> |
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## How About My Staff??

"Quarterback Approach"

Utilize your 'strong players'

Cross train all staff

Prepare to wear multiple hats, even those you may not be familiar wearing

Just avoid this scenario...




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**Value Creation  
Success Strategy #5  
Empty Your Claims Hold Bucket**

- Year To Date (YTD) Audit
- Seal the Leaks
- Re-assess current billing and coding system
- Educational opportunity for current system or replace accordingly
- Educate yourself




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**QUIZ TIME!**

**Quiz Time!!**

Which is the average loss per practice per year due to billing and coding errors and omissions?

- A. \$10,000
- B. \$25,000
- C. \$50,000
- D. \$75,000
- E. \$100,000




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**Value Creation Success Strategy #6  
Offer Telemedicine Exams**

**Platforms**

- Doxy Me
- Eye Care Live
- Ring Central
- Others?

**Two Words of Caution**

- Foster ethics and efficacy with use of telemedicine
- Privilege, not a right


**Requirements**

- Active license
- Malpractice Insurance
- Registration with preferred entity

**Billing Methods**

- Existing billing system
- Fee for service
- Average Charge ~\$50

**See and follow AOA Guidelines**




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## Hold Up



All preceding value creation strategies assume you have a robust digital platform and presence...

We all know what it happens when one assumes....



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**Value Creation Success Strategy #7**  
Revise Your Digital Platform and Presence

"Act now or forever hold your presence"


Evolutions in the digital landscape affecting 2020 and beyond

Invest now and reap the Return on Investments (ROI) multiple-fold


Monetary  
Non-Monetary

What evolutions we talking about??  
Let's cover that now, shall we?

**Weathering the Storm**



**Thaw**



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## 2020 And Beyond Marketing Evolutions

<p>Separate CE-approved Marketing Course</p> <p>Clip Notes Version</p> <p>Website content and design is the new "thang" Trumps S.E.O., etc</p> <p>Two Factors to Capitalize Upon Social Experience Time/Speed/Efficiency</p> <p>Business to Consumer (B2C) trumps Business to Business (B2B)</p>	<p>Dr. G Success Pearls</p> <p>Diversify your digital portfolio</p> <p>Accommodate all targeted demographics' preferences</p> <p>Trust the Experts</p>
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**DID YOU KNOW?** **2020 Marketing Evolution #DYKs**

<p>#DYK</p> <p>The average attention span of the modern-day consumer is only 7 seconds...</p> <p>That's one second shorter than a goldfish</p> 	<p>#DYK</p> <p>Business to Consumer influential marketing generates \$6.50 for every \$1 invested</p> <p>This is 11 (eleven) times the ROI of traditional, antiquated forms of marketing</p>	<p>#DYK</p> <p>Globally, more people have a cell phone than have a toothbrush</p> <p>Makes me grateful I chose optometry...</p> 
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**Let the Generational Specific Value Creation Success Strategies Begin!!**




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**QUIZ TIME!** **Quiz Time!!**

82 percent of this generation have an average of 4.6 social media accounts and spend an average of 1 hour and 48 minutes on social media networking daily

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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**QUIZ TIME!**

**Quiz Time!!**

65 percent of this generation dislike ads that make life look perfect

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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**QUIZ TIME!**

**Quiz Time!!**

This generation is the most likely to buy products that are unique and high quality

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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**Value Creation Success Strategy #7**  
Revise Your Digital Platform And Presence

Silents (Born 1945+)



#DYK

Posting a video of yourself increases your chances of converting a prospective Silent by 60%

- Include a video of you on your website
- Establish each patient's communication and notification preferences and document in both EMR system and manual patient file
  - Never assume
  - Set as automatic pop up on EMR
- Avoid automatic phone reminder systems
- Emphasize safety and protection of their personal information
- Provide them with a business card and your cell number on the back
  - Assurance that you are there for them
  - Substitute for social media

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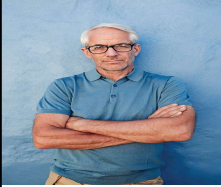
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**Value Creation  
Success Strategy #7**

**Revise Your Digital Platform And Presence**

**Baby Boomers (Born 1946-1964)**

Optimize the patient experience on your website

FAQs

Live Chat Service and/or Virtual Chat Assistant

More Info = Better

Emphasize/Highlight Positive Customer Reviews

Target Marketing with Emphasis on Facebook

#DYK  
Less than 1/3<sup>rd</sup> of Baby Boomers find shopping in person relaxing

#DYK  
Baby Boomers place 'immense value' on online reviews before checking out a new business in person

#DYK  
There are more Facebook users from the 65 and above age group than those in the 13 to 17 year-old group

Preferred modality is laptop or PC (67%) compared to a smartphone (4%)

**Keep in Mind...**

As of 2020, there are 11 million more consumers over age 60, while the share of spending among younger consumers is expected to decline over the next 10 years

73 percent of 50 to 59 year olds own and use a smart phone

54 percent of 60 to 69 years olds own and use a smart phone

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**Value Creation  
Success Strategy #7**

**Revise Your Digital Platform And Presence**

**Gen X'ers (Born 1965-1976)**


Optimize transparency on website and social media

Pricing  
Path to service or product

Emphasize/Educate on quality and unique attributes of your services and products

Prioritize email communication  
Email Marketing Campaigns

'Guilty until proven innocent' generation



#DYK  
Gen X'ers (86 percent) are the most likely generation to stay loyal to their retailers/brands they've shopped at in the past

Preferred modality of communication is the Laptop or PC (67%) but 60% of Gen X'ers use their smartphone for shopping as well

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**Value Creation  
Success Strategy #7**

**Revise Your Digital Platform And Presence**

**Millennials (Born 1977-1995)**

Invest and engage regularly in social media


All platforms  
Emphasis on Facebook>Instagram

Emphasize authenticity in your services and style in your eyewear and other products

Rally behind/support social causes  
Advertise this on website/social media

Prioritize discounts and 'deals' on your website and social media

Millennials are more likely to buy on their smartphones (43%) than the rest of the population (28%)



#DYK  
Millennials are 50% more likely to purchase from a company that supports a cause

#DYK  
62% of millennials say that if a brand engages with them on social networks, they are more likely to become a loyal customer

#DYK  
Two-thirds of millennials say they will switch brands if they are offered a discount of 30% or more

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**Value Creation  
Success Strategy #7  
Revise Your Digital Platform And Presence  
Gen Z'ers (Born 1996 - Present)**

**What about the in-store preference??**

Best of both worlds  
Shop online  
Purchase in store with the brand that 'wins 1st prize'

54% say they are looking for products that are environmentally sustainable, but only 38% said they were willing to pay a premium for them

Invest and engage regularly in social media  
Emphasis on Instagram>TikTok>YouTube>SnapChat

Prioritize organic, authentic posts on website and social media

Rally behind/support social and economic causes

Advertise this on website/social media

Optimize efficiency of navigation and speed of website and social media outlets

#DYK  
80% of purchases by this generation is influenced by social media

#DYK  
77% of Gen Z prefer ads that show real people in real situations

#DYK  
51% of Gen Z says the most important thing while shopping is to find things quickly

#DYK  
If an app or website is too slow over 60% say they will not use it

Preferred modality is the phone, the phone and the phone

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**Marketing Success  
Tool Kit**

- ☒ Robust, updated website
- ☒ Chat Assistant
- ☒ CRM Messenger Option
- ☒ Telemedicine
- ☒ Web Store
- ☒ Free Try On Software




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**Congratulations on your  
Marketing 101 Diploma!!**




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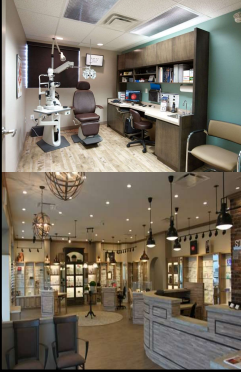
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**Value Creation  
Success Strategy #8**

**Re-Assess Your Office Interior and Flow**

Two Components  
Design  
Layout (flow)

Does your office interior reflect the targeted demographic(s) you are seeking?

Is your office interior multi-generationally friendly and accommodating?

How do I know if it is or not??  
What's the 'Secret Sauce'?

Let's cover that now, shall we?

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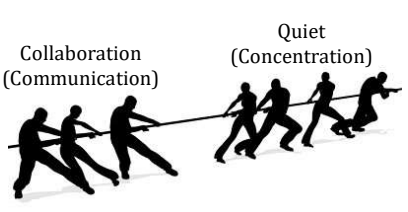
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**The Science Behind Office Interior Design and Layout**



Collaboration  
(Communication)

Quiet  
(Concentration)

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**The 7 Factors of Great Office Design**

**Location**  
The degree to which the space is accessible

**Enclosure**  
The degree to which the space is enclosed by walls, doors, or a ceiling

**Exposure**  
The degree to which the space offers visual or acoustic privacy

**Technology**  
The degree to which the space is outfitted with high-tech or low-tech tools

**Temporality**  
The degree to which the space invites lingering

**Perspective**  
The direction in which the space focuses the user's attention

**Size**  
The usable square footage of the space

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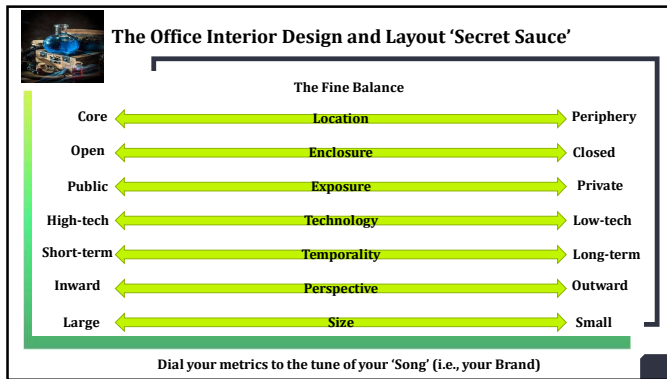
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**Value Creation Success Strategy #9**  
Re-Assess Your Optical Inventory

**Common mistakes**  
More = Better  
Keeping up with the Jones's  
Wall Flowers

Ensure your inventory is reflective of your demographic or the demographic(s) you are seeking

**Consolidate your portfolio**  
Better pricing = better profit margins  
Competitive pricing

**Stick to Top Sellers**  
Rely on your Reps  
See Dr. G's Generational Specific Success Pearls

**Weathering the Storm**

**Thaw Out**

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**QUIZ TIME!**

**Quiz Time!!**

Which generation is most likely to have researched your business online and is most likely to purchase their eyeglasses directly from you?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents

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### Quiz Time!!

Which generation is most likely to have researched your business online and is least likely to purchase their eyeglasses directly from you?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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### Quiz Time!!

Which generation is most likely to have researched your business online, is likely to purchase their eyeglasses directly from you, but has researched your pricing and compared it to your competition?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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### Quiz Time!!

Which generation is most likely to have researched your business online but is coming to your office because they want to get a first-hand experience of your business for themselves and are loyal followers if you treat them right?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents




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## Quiz Time!!

Which generation is the most likely to come to your business anticipating and looking for your recommendation for their eyewear?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents**




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### Value Creation Success Strategy #9

#### Re-Assess Your Optical Inventory

Silents (Born 1945+)



#DYK

Over 60% of Silents come to you seeking your recommendation for their eyewear

#### Never assume

Diversify portfolio to reflect a balance between functionality and style

#### Lightweight frames

Thin, delicate skin

#### Bold, thick and/or extravagant frames

Preferred style  
Cover for 'problem areas' (wrinkles, 'eye bags,' etc)

#### Name engraving on frame

Independent living, nursing home, etc

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### Value Creation Success Strategy #9

#### Re-Assess Your Optical Inventory

Baby Boomers (Born 1946-1964)



#DYK

30% of Baby Boomers want their glasses to help them look more mature

#### Variety of 'work' and 'play' friendly frames

#### Multi-focal friendly frames

Majority of Baby Boomers are currently retired  
Hobby/Sport-specific eyewear  
Prescription swim goggles, ski masks, etc  
Malleable, resilient frames

#### However, remember...

42% are delaying retirement and, thus, are still working  
Occupational-specific eyewear  
Professional yet stylish

#DYK

32% of Baby Boomers want their glasses to help them appear more confident

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**Value Creation  
Success Strategy #9**  
**Re-Assess Your Optical Inventory**  
**Gen X'ers (Born 1965-1976)**

Balance of high-end, top quality and 'value' friendly frames


Multi-focal friendly frames

Remember...

Gen X'ers, more than any other generation, seek products that are high quality and unique and are willing to pay the premium for it

But...

Gen X'ers are highly influenced by bargains



#DYK

36% of Gen X'ers want glasses that will help them look more intelligent

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**Value Creation  
Success Strategy #9**  
**Re-Assess Your Optical Inventory**  
**Millennials (Born 1977-1995)**

Competitive-pricing friendly frames


Multi-color frame portfolio

Mirror frames worn by celebrities

Why?

Millennials are more likely to purchase online unless you have the inventory and competitive pricing to win them over

Millennials, more than any other generation, are influenced by celebrities and try to emulate their style



#DYK

Millennials rate looking 'cool' and 'more attractive' as the top two most important attributes of their chosen eyewear

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**Value Creation  
Success Strategy #9**  
**Re-Assess Your Optical Inventory**  
**Gen Z'ers (Born 1996-Present)**



#DYK

Gen Z'ers rate looking 'smart' and 'honest' as the top two most important attributes of their chosen eyewear

Foster a delicate balance of the '7 Factors of Great Office Design'

Stylish, yet 'value' friendly frames

Incorporate a contribution for each frame sold towards a social or economic cause or find a frame line that already does this

Why?

Shopping is the new 'retail therapy' for Gen Z'ers  
Make their experience a 'positive escape'

Gen Z'ers are 'price-hunters'

Gen Z'ers are more likely to purchase from a brand that supports a social or economic cause

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Value Creation  
Success Strategy #10

Re-evaluate Your Practice Model



NOW is the time to make a change

Life is too short not to be happy

Are you following your passion with your existing practice model?

#DYK  
The average person will change careers 5-7 times during their working life according to career change statistics

#DYK  
30% of the workforce will now change careers or jobs every 12 months

I don't advise the latter of the two...

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Solomon Gould, O.D., M.B.A.

 @dr.gould2020

 @solomongould

 Solomon Gould

Thank You!!

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Bonus Slides



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	SILENT GEN	BABY BOOMERS	GEN X	MILLENNIAL	GEN Z
Ages	73 and older	72 – 54	53 – 42	41 – 23	22 and younger
Major Events	Great Depression Pearl Harbor WW II	Civil rights Women's liberation Cold War	Watergate Advent of MTV	AIDS Technology	9/11 Iraq / Afghanistan Wars Market crash
Major Traits	Hard working Loyal Respect authority	Explore Optimistic Work-centric	Individualistic Flexible Skeptical	Tech-dependent Family-centric Optimistic	Political mistrust Always connected Multi-taskers

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Generations By Birth Year		
Gen Z	1996 – Present	
Millennials	1977 – 1995	
Gen X	1965 – 1976	
Baby Boomers	1946 – 1964	
Silent Gen	1945+	

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### Quiz Time!!

Which generation is the largest?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents

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### Quiz Time!!

Which generation is the largest living adult population ?

- A. Gen Z'ers
- B. Millennials
- C. Gen X'ers
- D. Baby Boomers
- E. Silents

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### The Silents

Born 1945+



### #DYK

More than half of people aged 65 and above (54%) report they shop online

64% said they'd be willing to try telehealth in some situations

Sick when traveling

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**However...****E-Commerce**

7% of Silents do not have internet at home and report that they "don't need it"

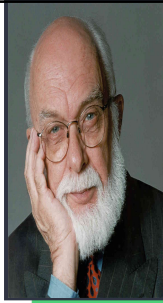
33% of Silents report privacy or security concerns for not going online

Up from 7% a year ago!

Why??

Cybersecurity shortfalls

Facebook, Target, etc

**Telemed Exams**

More than 70% of the respondents voiced concerns that providers couldn't do a physical exam over a webcam or smartphone camera

68% suggested that remote care wouldn't be as good as in-office visits

Among the 4% of respondents who had used telehealth within the past year, 58% said office visits offered better care quality, and 48% were concerned about privacy

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**Baby Boomers**

Born 1946-1964

#DYK

40% of Baby Boomers currently report shopping online

Baby Boomers spend more on online purchases than any other generation

Keep in Mind...

Baby Boomers control 70% of all disposable income

42% of Baby Boomers are delaying retirement

90% of Baby Boomers are married




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**However...****E-Commerce**

84% of Baby Boomers, despite their presence online, prefer purchasing their eyeglasses from their ECP

Why??

Multifocal Rx's

Occupational & Activity Specific Eyewear

The "Aging Eye"

**Telemed Exams**

Only 2% of Baby Boomers report having used telemedicine

But...

19% of Baby Boomers rank telemedicine as 'important'

87% of Baby Boomers report wanting to remain in their homes and communities as they age

Demand likely to increase??

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## Gen X

Born 1965-1976



### #DYK

Gen X'ers are the most likely generation of all to do their research online and then shop in person

Gen X'ers are the least influenced by online reviews of any other generation  
They prefer to do their *own* research

Like Baby Boomers, Gen X'ers have greater buying power than the younger generations

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## Tipping of the Scale??

### E-Commerce


46% of Gen X'ers currently report shopping online

Like Baby Boomers, the majority of Gen X'ers (64%) prefer to buy their eyeglasses from their ECP

Why??

Research suggests a combination of behavioral tendencies and the "aging eye" (i.e., Presbyopia)

One Exception  
"Presbyopia Denial"



### Telemed Exams

27% of Gen X'ers currently report using telemedicine

But...

57% of Gen X'ers said that they 'could be convinced to do it'

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## Millennials

Born 1977-1995

### #DYK


Split Breakdown

Ages 27 to 31: 38% prefer in store shopping and 62% prefer online

Ages 32 to 37: 43% prefer in store shopping and 57% prefer online

Millennial e-commerce spending currently comprises 30% of all online spending

Marketing experts predict that 85.9% of millennials will be digital buyers by end of 2020



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**And...**

**E-Commerce**

40 percent of eyeglass purchases online are made by Millennials

16 percent of Millennials report buying their eyewear from their ECP

Other remaining sources?

Walmart, Target, etc



**Telemed Exams**

"Telemed Boulder Pushers"

45% of Millennials currently report that they don't have a family practice doctor

60% of Millennials express a great deal of interest in telehealth

4% prefer a telemedicine visit to an in-person appointment

26% would switch current doctors over to one that offers telehealth

75% that have used telehealth rated it as superior to a traditional on-site office visit

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**Gen Z**

Born 1996 - Present



**#DYK**

Prepare yourself...

81% of Gen Z'ers prefer to shop in stores

Seriously though...prepare yourself...

More than half (51%) of Gen Z'ers report that shopping in stores allows them to 'disconnect from social media and the digital world'

73% like the 'discovery' aspect of brick and mortar shopping

The new 'retail therapy' trend

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**And...**

**E-Commerce**

The majority (61%) of Gen Z'ers purchase their glasses from their ECP or a local retailer

But...

Most likely generation to price compare and shop accordingly

Best of both worlds

Most frugal of all generations

40% of all Gen Z'ers have no debt



**Telemed Exams**

Limited statistics on Gen Z'ers, likely due to age (i.e., <18 y/o)

However...

92 percent of Gen Z'ers want full two-way electronic communication with their providers

83 percent of Gen Z'ers look for a doctor who allows them to access all their patient information online

71 percent of Gen Z'ers expect providers to offer online scheduling

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## Remember...

Although there is an increase in e-commerce and will be, brick and mortar remains to be the consumer preference

9.3% of all eyeglass purchases were made online in 2019  
This means that 90.7% of all eyeglass purchases were made with you

Neil Blumenthal, Andrew Hunt, David Gilboa, and Jeffrey Raider (Founders of Warby Parker) incorporated the brick and mortar modality to their model through the realization that people still value and prefer the 'customer experience' of shopping for their eyewear

How can you provide your patients and customers with the ideal customer experience??

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Solomon Gould

Thank You!!

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