How To Take Your Optical Dispensary To The Next Level

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The Path to Purchase

- The mental journey an eyeglass consumer is on
  - Before the exam
  - During the exam
  - After the exam
  - During the sales presentation
  - After the sales presentation
- Moments of maximum influence
  - How will you take advantage of these?
- Without adequate sales all metrics will appear too high.
Major Indicators of Success

1. Capture rate is near 60% (of Rx’s written?)
2. A closing percentage of greater than 85%.
3. Average complete pair sale is greater than $350.
4. Sales are near 30% of total practice revenues.
5. ‘No Change’ Rx’s are less than 30%.
6. ‘No Rx Required’ is less than 10%.
7. Cost of Goods is 35% or less.
8. Retail Selling Payroll is near 18%.
Capture Rate

- Most important statistic.
  - Will generate sales faster than anything you can do.
  - Change practice culture from medical only to one that understands the patient’s eyewear needs as part of the examination process and part of the path to purchase.
Capture Rate

“Optical sales begin when the telephone rings.”
  - Arthur De Gennaro

- Use scripting to assure that each patient is given the information you want transmitted.
  - Directly supervise to obtain compliance.
- Script the appointment secretary.
Office: “Doctor XXXXX’s office. This is (name) speaking. How may I help you?”
Patient: "I would like to make an appointment."
Office: "I would be happy to help you with that. Are you currently Dr. XXXXX's patient?"
Patient: "Yes I am."
Office: "That's wonderful, Dr. XXXXX loves when his patients return to see him. He will be very pleased to see you again."
Continues: "Did you receive a reminder card in the mail?"
Patient: "Yes I did."
Office: (Look up patient's file in the computer. Verify what procedure the patient is due for and that the timeframe is correct.)
Continues: (Look in the computer for an available appointment slot). "The next available appointment is on (day/date). Is the morning or afternoon better for you? Would you prefer (day) at (am time) or (day) at (pm time)?"
Continues: (Book the appointment.)
Continues: Mr./Ms. ______, Dr. XXXXX will see you on (day) at ___ o'clock. (Tell the patient that the appointment time is 15 minutes before it is actually scheduled. This will allow them ample time to fill out the Visual Lifestyle Inventory and other intake forms.)
Continues: "Mr./Ms. do you wear eyeglasses or contact lenses?"
Glasses: "Dr. XXXXX would like you to bring in all of the pairs of eyeglasses and sunglasses you currently use so that he can analyze them as part of your examination."
Contacts: "Please wear your contact lenses to the visit and bring your contact lens case."
Continues: "Also, please bring in a list of the medications you are currently taking, the dosages and what conditions you are taking them for."
Continues: "Mr./Ms. do you have any insurance that covers routine vision or eyewear?"
Continues: (If new patient) “Can I offer you directions to our office?”
Continues: Thank you Mr./Ms ____ for calling. I look forward to seeing you on (day).
At XXXXX we believe that your eyewear is the important final component to the success of your total eyecare program. To insure you the clear, comfortable vision you expect from XXXXX, Dr. YYYYY invites you to visit our optical department. You'll receive the same personalized care you've come to expect from us and the peace of mind of being cared for by professionals who have been selected and trained by Dr. YYYYY, who know you and about your individual eyecare needs.

At the XXXXX optical department, your glasses are always a perfect fit right from the start. Whatever your lifestyle, we'll help you make the right choice, so you'll look your very best and get the most out of everything you do—from sports and recreation, to working on your computer, reading and hobbies. We'll show you the hottest frame fashions, the newest in thinner and lighter lens materials, as well as the latest lens treatments that can improve your vision while reducing annoying glare.

Our professionals will craft your eyewear using the finest precision technology to standards far above those you'll find anywhere else. And all of this at prices that you'll find surprisingly affordable. That's what makes XXXXX optical department your clear choice.

When we come back on the line, be sure to ask our receptionist about our current promotion.
Average Unit Sale

- Teach your opticians how to sell
  - The sales presentation is the epitome of the path to purchase.
  - Most opticians have never been formally sales trained.
    - Patients purchase the benefits of the products you offer not their features.
    - The more benefits a product has the greater its value.
      - Increased value decreases sensitivity to price.
      - The more benefits the patient gets the greater the perceived value.
  - Your opticians must be ‘immersed’ in product information, especially new products.
Vendors and labs are good sources for training.

Sponsor your opticians to attend seminars on dispensing that you choose.

See that opticians read as many ‘throw-away’ journals as possible.

- Discuss pertinent articles with them.
‘No Change’ in Rx

- ‘No Change’ does not mean ‘no sale’.
  - Learn how patients use their eyes in pursuit of their lifestyle.
    - Extended Social History form.
  - Offer task specific eyewear that the patient does not presently own but could benefit from.
  - Most people purchase their second pair on the ‘off year’.
  - Many 2\textsuperscript{nd} pairs are being purchased on the Internet; “convenience”.

www.adegennaro.com           803-359-7887
"Mr. De Gennaro, your eyes are very healthy: I see no signs of cataracts, macular degeneration or other serious eye disease. In addition, I do not feel you would benefit from a change in your eyeglass prescription at this time. I did notice, however, that you do not own a pair of sunglasses yet you are an avid golfer. A quality pair of prescription sunglasses, made with Polaroid lenses could benefit you greatly. I'm going to recommend that you consider these, so I'm writing you out a prescription for them. If you'll stop by our dispensary XXXXX, my optician, will be more than happy to discuss and demonstrate these lenses for you. I'll look forward to seeing you next year for your regular checkup."
No Rx

- Non-prescription sunglasses.
- Colored contact lenses.
Cost of Goods Sold

- Incorrect retail pricing formula.
- Poor buying habits.
- Incorrect merchandise matrix.
  - Decreased inventory turns.
- Too much managed care.
- Exposure to loss from customers and employees (shrinkage).
  - Not enough management of the inventory
  - Reports, snap counts, physical inventory
Retail Selling Payroll

- A little bit of extra sales goes a long way.
  - Increases in average unit sales decreases the payroll percentage.
- What is each optician’s “closing rate”? 
  - How many sales presentations are not ‘closed’?
    - Higher closing rates lower payroll percentages.
- What about 2nd pairs?
  - Two pairs are better than one.
- Licensed or non-licensed opticians?
What I Learned From...

‘Belly Flops’

- Problems come in all shapes and sizes
- You are only limited by your imagination
- Making your problems disappear can be fun
Thank you for your time and attention

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