

BOUNCING BACK TOGETHER



SUMMARY

As your Ally, we are an ECP-focused company with only you as our path to bring glasses to patients. When you lose the sale, we do too. We are very much in this together. We certainly want you to do what is most appropriate for you, your family, staff, and patients at a time that is safe.

To that end, waiting does not have to be unproductive. We reached out to your peers, in different stages of re-opening, to understand their perspective and challenges and share them with you here.

Please reach out to your Hoya Territory Sales Manager or Customer Service if we can be of further assistance. Many resources from [The Vision Council](#), various practice development groups, government agencies and Hoya are all catalogued on www.ecpally.com for your convenience as well.

TOPICS COVERED:

- + Leadership & Mentoring
- + Data Mining in Market Segmentation
- + Staff to Patient Outreach
- + Improving Capture Rate
- + Staying Connected with Patients
- + Conclusion

LEADERSHIP & MENTORING

As the owner and leader of your practice, it is important to be transparent with your staff about the situation. The biggest question is, “What will it take to keep our business going?”

For those who took on a PPP loan, you committed to maintaining payroll, and if you do not, the loan may need to be paid back. Regardless of where you netted out, the staff you have that is working will need to have a clear mission that contributes to the vitality of the practice.

One common struggle is many of your staff members have never worked from home before. You will need to have a crash course in how to do that productively. [“Remote Working: The Basics in Place”](#) is an article that can help you get started.

METRICS & ACCOUNTABILITY

Some staff will naturally adapt and get things done. Others will need more guidance and ways to measure their productivity and success. For example: A staff member is calling CL wearers to see if they need a back-up pair of glasses. You should know:

- The total # of CL patients on the list
- The results of conversations
- Who made an appointment
- How many were called
- Who followed up with email
- Who sold more CLs
- How many spoken to vs. left a message

[“Remote Time Management – 6 Best Practices”](#) offers suggestions you and your team can use to ensure you are effective.

HOYA

“ I DESIGNATED ONE OF MY STAFF TO BE THE PRACTICE ‘SAFETY OFFICER’. SHE IS IN CHARGE OF GATHERING ALL THE INFO FROM THE OSHA AND CDC AND ANY OTHER SOURCE. THEN, SHE’S GOING TO MAKE RECOMMENDATIONS AND WE’LL DECIDE TOGETHER WHAT IS BEST TO IMPLEMENT.”

GAMES & REWARDS

Doing the job is usually more fun than reporting. However, people will want to report the results if there is a reward. With the example of the CL patient recalls, there are lots of ways to reward the staff for successfully reaching out to patients - # or % completed and conversion to a sale are a couple of easy ones. If you have two people doing the same task, then it becomes a contest and the winner gets a kicker.

Here is an article, “[The Four Pillars of Virtual Team Building](#)” that can help guide you.



SIDE NOTE:

Regarding patient information: If you have staff working remotely please ensure you are maintaining the proper HIPAA compliant procedures as well as any other data protection and state and local privacy laws.

DATA MINING

Are you ready for a crash course in market segmentation?

Great news. You already know a lot about your patients. It is all in your practice management software. Bad news. How do you extract it? Organize it? Make it useful? Turn it into sales?

STEP 1 — EXTRACTING THE DATA

If you are not familiar or feel unsure about how to navigate your system, contact your software provider and ask for help. It is their job to service you and provide support. You will want to go into the conversation with a good idea of what you’d like.

Examples include:

- 1. Vision plan participants** — They have coverage. They may have time. They may even have money.
- 2. Contact Lens Wearers** — Well, if they didn’t believe you about needing an emergency back-up pair of glasses... they should now!
- 3. Occupations** — Look at anyone who could potentially be working from home – IT, sales, marketing, HR, data entry. There are countless jobs that have moved to a work-from-home model. These folks may have had beautiful ergonomic set-ups with multiple large screen in their office. Now they are confined to a hodge-podge of equipment, possibly only a lap top screen. The incidence of digital eye strain symptoms is on the rise for these folks.
- 4. Essential workers** — is there an opportunity to provide safety eyewear? Polarized sun wear for truckers and delivery service people?
- 5. People who have a valid RX** — Patient you saw in the past 6 to 9 months — they may have purchased one pair and put a second pair on hold (computer pair, sun pair, etc.).



“ CONTACT LENSES REALLY ARE A LUXURY; GLASSES ARE MANDATORY. THIS IS SOMETHING I NEED TO DO A BETTER JOB OF EXPLAINING TO MY CL PATIENTS.”



SIDE NOTE:

Some of these target audiences may only have a handful of people. That is ok! Targeting will lead to smaller groups, though now you can make very specific offers based on what you know are their needs. That level of relevance will increase your success rate.

Continue to be mindful of HIPAA and other data privacy laws. Ensure patients may have consented to use of their information for promotional purposes.

HOYA



STEP 2 — ASSIGN YOUR STAFF A TARGET AUDIENCE

- Go after the groups where you'll get the most bang for the buck.
- Provide the metrics discussed above.
- Provide scripting (tips and suggestions)
- Always have a call-to-action



SIDE NOTE:

Remember: not “making a sale” isn’t a failure. Staying connected to your patients is already a win. Some sales take multiple steps and more time. Every connection is a step closer to success.

STEP 3 — REACH OUT

Get the most out of tools you may already have such as Demand Force or Solution Reach, Mail Chimp, Constant Contact. Most of these are subscription services you already pay for and they are well versed in compliance rules and regulations. Dive in and maximize their power. Email readership is up as people have more time to read during this crisis.

Calls, texts and emails are all free and you have the time to personalize them. In essence, your team will be engaged in remote selling. This article, [“How to Succeed In Remote Sales,”](#) provides additional advice you and your team can implement.*

STAFF TO PATIENT OUTREACH

Topic Suggestions

SAFE PRACTICES

All of the things you are implementing to keep you, your staff and your patients safe are things your community would like to know. This is good info to publish on your social channels, in email, or on a flyer or poster. The precautions you are taking show you are ready and careful, and this will go a long way towards raising the comfort level of your patient base. Examples of things you can share:

- **Staggered and spaced out appointments**
- **Waiting room limits** – any policies you are putting in place including car side service
- **Frame cleaning process**
- **Alternative greeting practice** – see the [infographic here](#)
- **Spectangle PRO / Optikam** – how you are using technology to maximize social distancing when taking measurements and dispensing. [Visit the Optikam website](#) for their specific suggestions.
- **Personal shopping experience** – show off that you are curating the frame shopping experience, add exclusivity

“**I NEED TO SHOW MY PATIENTS THAT I’M TAKING THEIR SAFETY SERIOUSLY. EVERYTHING I’M DOING IN MY PRACTICE IS GEARED TOWARDS ENSURING MY PATIENTS FEEL COMFORTABLE IN COMING TO MY PRACTICE.**”

*Continue to be mindful of the [CAN-SPAM ACT](#), state and local laws as well as other data privacy laws. Ensure patients may have consented to use of their information for promotional purposes.



SHOP LOCAL

It is not the time to be shy. You know before COVID-19, there was a call or knock on the door every day for some worthy cause that needed you to take an ad in a program, buy cookies or put your logo on a t-shirt. And you did it... because you are a solid member of your community. Now it is your community's turn to support you. Some points you can expand on:

- My business is a family business. We've been taking care of your family's eye health for years. Now my family needs your support.
- The product I offer is backed by me and my reputation. I will care for and service anything you buy from me.
- If you have time, a vision plan, a need, it is time to come in and see me.
- Support your local businesses, not the big guys that compete with me.
- The big guys will remain in business with big dollar support – I count on my community to survive.
- Do you want to go to a big box store with a large gathering of people? Or would you prefer concierge service with monitored, staggered and limited patients in the office at any given time?
- When you offer premium lens designs, treatments and materials, differentiation is easier. Here are four white papers supporting products you already offer your patients:

+ [Blue Light Solutions](#)

+ [Binocular Harmonization Technology](#)

+ [Digital Eye Strain](#)

+ [Anti-Reflective Treatments](#)

“ I WILL REALLY NEED TO PROVE TO MY PATIENTS WHY MY CLEAR PIECE OF PLASTIC IS BETTER THAN ONE THEY CAN BUY ONLINE.”

VISION PLANS — THEY ARE YOUR FRIEND NOW

As we see the unemployment numbers rise weekly, the next thought is, “Who's going to have money to buy glasses?” The answer is, folks who have vision benefits.

We may also have the misconception that people will not have money for designer frames, premium AR or second pairs. The reason they may have money is other discretionary spending plans are not possible. Money otherwise spent on entertainment – tickets for concerts, sporting events, movies – is now available.

Many people who ordinarily may not exercise or go outside may have developed a new routine if they cannot go to their gym. You may be seeing a renewed need for sun wear.

GETTING THE MOST FROM THE PATIENTS YOU HAVE

Improving Capture Rate

There is a Marketing 101 axiom, “Your best customers are the ones you already have.” The point here is that it is easier and more profitable to keep an existing customer than it is to acquire a new one. A little twist on that is the patients you have right in front of you need to be maximized. How can we do this?

1. **TIME!** — The enemy of sales* is time. If you are spacing patients to maintain social distancing, you now have more time with them!
2. **Patient questionnaire** — Patient questionnaire – review your patient questionnaire to ensure it is covering every opportunity. [Here is a sample detailed patient questionnaire](#) you can use as a guide to make updates.

*Sales = we often hear that optometrists do like to “sell” or even want to use the term “sales.” Totally understood! However, at this time, to keep your business going, you will need to be more blunt ... and sell. Sell = educate. And education takes time. Use this time to educate. Your patients will sell themselves.



3. Educate — Have the materials and scripting in place to ensure you have the most educated patients. Remember, education is the new normal for SALES. They should leave impressed.

4. New Trends

- a. DES from increased screen time
- b. Working out and going outdoors
- c. Safety eyewear

5. 50% off second pairs — take advantage of Hoya's 50% off second pair extension from 30 to 120 days. All the patients you've seen in the past 120 days can be offered your second pair discount. This is a big opportunity to bring people back in. [Hoya has this and other opportunities](#) for you to manage pricing and cash flow.

“ I'M NOT SO CONCERNED WITH NOT HAVING PATIENTS WHEN WE OPEN. I'M CONCERNED ABOUT BEING ABLE TO MEET THE PENT-UP DEMAND AND HOW TO GET THEM ALL IN IF I'M ONLY SEEING ONE PATIENT AN HOUR, WHILE MAINTAINING SOCIAL DISTANCING.”



According to [The Vision Council](#), of the 78.6 million pairs of frames sold last year, independent ECPs sold nearly 41% of them. And Independent ECPs account for 54.7% of the 46.2 million pairs sold to patients with a vision plan. You are, far and away, the number-one channel for patients with a vision plan.

STAYING CONNECTED WITH PATIENTS

Using Social Media and Email to Stay Connected

It's not so much that you are the eye health and eyewear expert, it is that you are **liked** and **trusted**.

Social media helps bridge the gap of connection between patients and their eye care providers. At the same time, creating social media for your practice can be overwhelming.

COVID-19 has had an impact on businesses across all industries. We care deeply about how it's affecting ECPs. Communication with patients during this time becomes even more important, as you want to maintain that connection for your practice, now and in the future.

So, how do you make sure your patients know you're there for them? You use the avenues available to you: social media and email. These direct mediums will help you clearly convey your message of support to your patients, which keeps your practice at the top of their minds.

As your eye care partner, we have compiled the following valuable content that you can use — as is or as examples — for your social media and email communication effort. Ultimately, your patients will need to know:

- **How you're doing**
- **Your current hours during COVID-19**
- **Your contact information**
- **What you're doing to keep your employees safe**
- **What procedures you're open for**
- **If you're still scheduling appointments for the future**
- **When you'll be back in business, or at least a message of hope**



“ I RECEIVED MORE “LIKES” AND “SHARES” SHOWING MY PATIENTS WHAT I WAS DOING TO PASS THE TIME... MY VEGETABLE GARDEN POSTS FAR OUTNUMBERED THE TYPICAL COVID POST. I WAS ABLE TO HUMANIZE MYSELF, WHICH FURTHER SUPPORTS THE SHOP LOCAL APPROACH.”



The [two email templates](#) and [six social media posts](#) will cover all of this information and then some. Customize this content to your practice, and make that connection with your patients for a lasting effect, even after COVID-19. Then guess what’s most important?

ONCE YOU’VE ACKNOWLEDGED IT... STOP TALKING ABOUT COVID-19.

Start being yourself and your brand. If you need a guide on using social media, we have a [20-minute video here](#). There is also a quick [printed guide here](#). Ready to dive in? We have a ton of content you can use that includes social posts and emails:

- [Spring Month 1](#)
- [Spring Month 2](#)
- [Summer Sun Month 1, Month 2](#)

If you are ready to re-open, we saw [this email](#). Use it as a guide or sample to craft your own patient communications.



SIDE NOTE:

Note how they personalized the photos – very cool!

CONCLUSION

We are looking forward to bouncing back together and hope you found the suggestions and links enclosed helpful to your plans and future success!

Thank you to Dr. David Anderson, Dr. Paul Bernstein, Dr. Danny Clarke, Dr. Thomas Gosling, and Dr. Jeanne Klopfenstein for your time and collective wisdom.

The contents of this guide should not be considered legal advice. Take care that any actions are compliant with all applicable laws and regulations related to data privacy (HIPAA, CCPA, etc.), use of commercial/marketing emails (CAN-SPAM Act), promotional activity as well as state and local laws.

HOYA