



CooperVision®

Eye Care Practice Survival Guide

What next?

coopervision.com | May 2020

Part 2 ...What Next?

Fast Company did an analysis of companies over the years of their publication and came up with the [top five most successful strategies and moves for businesses in comeback situation](#).

Here were the top five things these successful businesses implemented:

- 1 New Products
- 2 New Leaders or Leadership Strategy
- 3 Enhanced Brand Experiences
- 4 New Business Lines or Options
- 5 Enhanced Advertising & Marketing

Take a look at this recent article from Fast Company:
[5 Creative Ways Small Businesses Are Succeeding During the COVID-19 Quarantine](#)

So, what's next for an eye care business?

The goal of the second part of this e-book is to give you actionable checklists and resource links to help you prepare for the future.

Here are 6 topics we will cover in Part 2 of this e-book:

- What's in a relaunch strategy?
- Preparing for the new normal
- Marketing & messaging
- Start & drive new revenue streams
- 10 opportunities right in front of you
- 8 things CooperVision is doing to help practices now and in the future

Building a relaunch plan

The eye care practices that come out this pandemic the best will be the ones that took advantage of every opportunity and prepared for the reopen of their business, including potential changes to what that future might look like.

Here are a few ideas to consider:

- **Office hours.** To recapture lost business and revenue as well as accommodate the backlog of patients waiting to be rescheduled in perhaps a much more spaced out schedule, offering extended or expanded office hours is an immediate solution. This may mean longer days and hours for you and your employees but most employees will be glad for the extra overtime pay and happy to be back to work. Consider lots of night and weekend availability at the beginning.
- **Employees.** Depending on your situation with either laying off, reducing hours or having staff work from home, bringing them back should include a strategy. You don't want everyone coming back the day you open; you want to offer an organized approach, that allows you to be ready for business. That might mean bringing a few employees back the week before to get things ready. Find out which employees can work overtime and are willing to work extra hours to prepare your comeback schedule.
- **Immediate messaging.** Think of all the things you had to do to close your business as you now need to reroute with new communications and updates that you are back open for business:
 - On-hold messaging and voicemail
 - Website pop up and banner
 - Office hours on website, Google My Business, Facebook
 - Remove signage from door
- **Services.** Reactivate services that have been shut down. Mail delivery, software, credit card payments, all need to be made active again.
- **Salaries, bonuses, etc.** Set up payroll again for staff who had been laid off, inform employees if you are making adjustments to incentive or bonus programs while business gets back to normal.
- **Childcare.** Many employees with small children will be subject to schools reopening as well as childcare options. Be patient as staff work with these organizations or find alternative solutions.

Preparing for the new normal

Business will certainly not go back to exactly the way it used to be. In fact, if we take examples from China and Singapore into account, they have slowly integrated back to business which includes everyone wearing masks and social distancing.

What could that look like for an eye care business?

- Spaced out appointments – one every 30 minutes or one every hour.
- Appointments required to choose eyewear, pick up eyewear or contact lenses.
- Limiting the number of family members accompanying the patient.
- Special day or time for seniors and others who are the most vulnerable to the virus.
- Online health test and questioning before coming in.
- Patient text upon arrival and wait in car until it is time for them to enter the practice.
- Temperature checks at the office door.
- Staff distancing patients in different designated waiting areas.
- Sterilization protocols as a patient enters the practice.
- Sterilization protocols after each exam, dispensing, fitting, etc.
- Guidelines for activities that include touching the eye such as contact lens fitting, drop insertion, pre-testing, lid manipulation, etc.
- Staff safety outfits including scrubs, plastic gowns, rubber gloves, medical masks (not N95), protective safety eyewear with shields.
- More hands-off implementation i.e.: online payments, online forms, online booking, shipping direct to patient instead of pick up.
- Tele-health follow-up appointments instead of in person.
- Tele-health for all non-required in person appointments.
- Pre-visit instruction sheet.
- Subscription services so patients don't need to come back into the office.

How will you prepare for this?

Smart practices will build a plan ahead of time for each one of the potential situations listed above. [Here is a link to a great webinar with Dr. Lorie Lipiatt, O.D., detailing how a practice will need to re-open.](#)

Marketing & messaging

Many eye care practices will be hesitant to spend money on marketing yet it is the exact opposite of what they should do. Advertising costs will be at an all-time low to purchase exposure on Google, Facebook and Instagram. Competitors may not be advertising giving even more exposure opportunities.

Advertising plan for the relaunch:

- **We're open campaign package.**
Including email blast to all patients, social post, text message, digital ads, social media ads and website.
- **Targeted advertising.**
Who has the most disposable income within your customer base? Seniors? Executives? 40 – 60-year old's? Work with your marketing agency to do targeted ads.
- **Use it or lose it.**
Those who have have been permanently laid off may have to use their health benefits within a specific number of days.
- **Value Package.**
People will be price conscious after this pandemic more than they ever have been. It's important to have either a value package or product that is on clearance pricing.
- **Buy now, Pay later.**
Consider introducing a finance option so patients can take advantage of buying a \$1,000 pair of glasses and paying off over time. Care Credit is one option: <https://www.carecredit.com>
- **Care marketing.**
This type of marketing is common during a crisis and tends to get great results. Develop messages like, "We're here for you," "We may be closed but you can always reach us," "Here's 10 things we're doing to ensure your safety."
- **Cause marketing.**
Similar to care marketing but giving to charitable causes. Example: Buy a new pair of glasses and we will donate \$10 to the food bank.
- **Safety marketing.**
There will be a lot of concern over cleanliness, sterilization and safety measures. Build advertising around how you are making it safe for patients in your practice.
- **Marketing Grants.**
Work with your marketing agency to take advantage of grants like the ones being advertised by Facebook and Google. <https://www.facebook.com/business/boost/grants>
- **Advertise NEW.**
No matter what is happening with the economy, consumers are always enticed by anything new and trending. Whether it's a new product line, new medical niche or new technology, make sure you build it into your marketing plan.

Want more marketing ideas?

Download this [2020 New Marketing Playbook](#) created to help eye care businesses adapt to the new economic climate.



Start and drive new revenue streams

The eye care businesses that will recoup and thrive after the pandemic will be the ones that are thought leaders and innovators. Ones ready to take risks and try something new.

- 1 E-commerce.** Take back the online sales you may be missing.
- 2 Subscriptions.** Set up all contact lens, dry eye and nutraceutical patients on an annual subscription, eliminating the need for them to “shop” or return for supplies. Lensferry is a great option for your contact lens patients.
- 3 Retail.** Retail everything. Consider adding items you don't currently retail like eye drops, dry eye therapies, vitamins, eye makeup, eye lid cleansers, contact lens boxes, accessories and solutions. Then build a “retail area” for self-service.
- 4 OTC Readers & Digital Eye Strain Eyewear.** This is an opportunity going to pharmacies and online that can be going right into your business.
- 5 Specialty Contact Lenses.** Become the expert fitter in your area for scleral lenses, Rigid GP lenses, toric, multifocal and difficult fits.
- 6 Myopia Management.** It's a growing epidemic and positioned to expand in the United States. Understand the options to offer patients for myopia management and begin to develop your education and implementation plans.
- 7 Dry Eye.** With the advancement of dry eye therapies and diagnostic technology, the opportunity to earn additional income is very real with the integration of a dry eye component within the practice. Check out: <https://www.dryeyeuniversity.com>
- 8 Vision Therapy.** Help correct certain vision problems and improve visual skills. <https://www.covd.org>
- 9 Sports Vision.** Athletes will pay top dollar to be visually trained to react faster and more effectively thereby improving their game. <https://www.sportsvision.pro>
- 10 Low Vision.** As the population ages, so does the need for enhanced corrective visual devices. <https://www.acvrep.org>



WE ARE
CLOSED
TEMPORARILY

10 Opportunities Right in Front of You

Sometimes the biggest opportunities in our business are right in front of us. Here are some interesting facts, statistics and trends that show immediate revenue and business opportunity at our fingertips.

- 1 Only 11% of Americans Wear Contact Lenses.** (Vision Council Report)
This number is substantially low considering the wealth of modalities, technology and powers available that suggest a minimum of 50% of prescriptions could be fitted in contact lenses.
- 2 12.6% of Patients Wear Multifocal Contacts.** (Q42019 Vision Council Report)
Of those requiring multifocal prescription only 12.6% are wearing this modality. 17.7% of patients said they never knew multifocal contact lenses existed.
- 3 Anti-Reflective Sales at 45.7%.** (Q42019 Vision Council Report)
This means 54.3% of the population is not wearing an anti-reflective or blue light filter coated lens. This is a big opportunity in today's digital world. This category should be growing not stagnate.
- 4 42.7% of Americans Wear Plano Sunglasses That Cost Under \$50** (Q42019 Vision Council Report). This means they are wearing drug store, dollar store or gas station quality sunglasses. This is a huge education opportunity to move them to a higher quality plano sunglass.
- 5 20.9% of Contact Lenses in America are Sold Online.** (Q42019 Vision Council Report) Good news, it means that 79.1% are still being purchased in a physical location. Set yourself up to compete however your patients want to buy.
- 6 14% of Total Eyewear Sales Will Be Online By 2023.** (Statistica, September 2019)
And this projection was before COVID-19 which will be teaching everyone how to purchase products online. Build your own e-store.
- 7 31.6% of Patients Did Not Book Due to Availability.** (Starr Surgical Study)
The availability of the eye doctor was also a key reason, with 1 in 3 Americans not able to secure a convenient time for an appointment. Perhaps most worrying, nearly a quarter of respondents (23%) say they just don't find eye appointments important. Change that!
- 8 5% of Americans Have Never Had An Eye Appointment:** (Starr Surgical Study)
How does this happen? Educate, educate, educate!
- 9 61 million adults in the United States are at high risk for serious vision loss,** but only half visited an eye doctor in the past 12 months. (CDC Gov)
- 10 Myopia Is a Growing Problem.** It affects approximately 42% of the US population. (PRNnewswire.com). Offering myopia management options not only offer better vision but better quality of life.



8 things CooperVision is doing to help practices now and in the future

For everyone at CooperVision, our values of partnering, and being inventive, friendly and dedicated do not just apply during the best of times, they are even more critical in more challenging times like these. Our teams are examining every area of our business to identify opportunities to support you, mindful that many of you as small business owners are seeking additional resources to support your practices and your contact lens-wearing patients. In turn, CooperVision has instituted the following:

1 Continued manufacturing and shipping.

We are still in production, with full supply. Contact lenses are a medical device, and we understand their importance to your patients in their daily lives.

2 Free shipping for direct-to-patient orders.

CooperVision is now offering free freight for direct-to-patient contact lens delivery of any two boxes or more. The lenses will be shipped to patients via FedEx 2-Day Air or USPS on your behalf, coming from the eye care professional they know and trust. We are also providing reimbursement for Authorized Distributors to participate in this direct-to-patient delivery program; if you work with a distributor, please speak with them for details.

3 Modified consumer rebate policies.

To ensure your patients have enough contact lenses on hand—and to help you continue to drive sales of annual supplies—we have also temporarily modified our rebate policies. If a patient is in need of contact lenses or wants to purchase additional lenses before their supply is up, CooperVision will honor the patient rebate for an early annual supply purchase. And if you would like to extend contact lens prescriptions on a case-by-case basis for patients unable to get to their scheduled annual eye exam or if your office is closed, these patients can still take advantage of the CooperVision patient rebate. In both situations, your office will need to provide the patient with a copy of their last exam, along with proof of purchase of the annual supply. All other terms and conditions still apply.

4 Extended payment terms.

For eligible independent eye care practices in good standing, we are offering extended payment terms on current pending invoices. Given that your cash flow and business processes may be interrupted, we have implemented a 30-day payment extension, which will also apply to all orders placed directly with CooperVision and through our participating Authorized Distributor Network until May 31, 2020.

5 E-commerce contact lens services.

As office closures, limited hours, or emergency-only care hinder your usual services, we understand that you may also be exploring options for online contact lens purchases through your practice. We'd like to remind you that EyeCare Prime, a subsidiary of CooperVision, offers LensFerry—a doctor-friendly e-commerce contact lens service that enables patients to order lenses from your practice 24/7 via text, tablet, or computer, with deliveries directly to their homes.

CooperVision's Best Practices honorees will be presenting Best Practices for Reopening your Practice, and educational webinar series.

To learn more about these webinars, please visit coopervision.ecp-viewpoints.com.

6 Supporting patient education.

We know your patients have questions about the safety of contact lenses, lens wear and care in relation to COVID-19, and the direct-to-patient shipping process. We're providing answers via our website and social media channels to support your own patient communications.

7 CooperVision customer-facing team.

Although our sales team is operating from home, they are still fully available to help and support you. Reach out to them if you need anything, and they will also be actively reaching out. Our aim is to help in whatever way we can. Customer Service also continues to operate at full strength and are there for you as well at **1-800-341-2020** (press 1 for Customer Service, 3 for service in Spanish, 4 for Consultation Support).

8 Continuous Communication.

You will continue to hear from us but please feel free to reach out to us through your sales representative or to our customer service team. We are committed to supporting you in any way we can. Together, we will get through this.

We'll be stronger...together

Businesses have been tested before and survived. We've seen floods, forest fires, ice storms, hurricanes, earthquakes and tornados. We are resilient. We will adapt, pivot and pick up the pieces. We will take this time to prepare for better days and we will be strong.

Thank you from the entire CooperVision US team for your support and best wishes for a speedy business recovery.

#USEyecarestrong