

# Use Smart Money to



## Help Increase Your Capture Rate

### Higher Capture Rate and Multiple Pair Sales Immediately Benefit Your Bottom Line

Of the total eye exams conducted each year, more than two-thirds are by independent eye care practitioners, according to VisionWatch and Jobson Optical averages. Yet less than 50 percent of the eyeglasses sold come from independent locations. What could be happening and why does that matter? It's important that doctors and staff have a measure of the capture rate and multiple pair sales on an ongoing basis. These two key metrics can contribute to your bottom line immediately and effectively—without raising your prices or seeing more patients.

Based on the data above, the capture rate overall for independent practices is about 68 percent, calculated by dividing the number of eyeglasses sold in independent locations by the number of exams conducted by independent ODs. Your practice

$$\text{Capture rate} = \frac{\text{\# of complete eyeglasses sold}}{\text{\# of exams that generated an Rx for eyewear}}$$

should be measuring the capture rate at least monthly, but it's a simple enough calculation to run on a weekly or even daily basis.

◆ **Target:** Aim for at least 80 percent, but high-performing practices can achieve numbers that exceed 90 percent and some even exceed 100 percent.

There are two primary ways to help increase the capture rate: ensure that more patients buy from you instead of taking their Rx elsewhere, and encourage more patients to buy multiple pairs. Let's say you had 20 exams one day and 14 of those patients purchased a single pair of eyewear. That's a capture rate of 70 percent. But if two of those patients had also purchased a second pair of

eyewear, your capture rate gets a boost up to 80 percent.

Considering the large percentage of revenue that comes from an optical dispensary in most practices, letting patients walk out before they buy—or even consider buying—eyewear from your practice means you may be losing money every day. It may also indicate some other issues that are holding back your overall productivity, all of which are addressed in this issue of *Use Smart Money*. ○

### What Could Be Holding Back Your Capture Rate?

◆ **Delays:** If patients allot one hour for an eye care visit and bottlenecks or a backed-up schedule are keeping them waiting, they're going to feel like they don't have time to shop for frames.

◆ **Selection:** If your optical dispensary doesn't engage patients immediately, they will look elsewhere.

◆ **Atmosphere:** If patients don't feel welcomed and encouraged to browse or don't get the help they need promptly, they won't stay.

◆ **Price:** Are your prices transparent? Are patients reassured that you have great frames that fit every budget?

All of these spoken and unspoken cues might turn patients off to the point where they will prefer to shop online or at a place where they believe they will get better value, service or selection. ○

### Stop the Walk-outs

It's important to lower the walk-out rate of eyewear prescriptions. So the first and most important step is to measure this. If you don't, you're not alone. The *MBA's Key Metrics* shows that only about one-quarter of generally high-performing practices were routinely measuring their capture rate.

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## Where Do You Want to Buy Your Eyewear?

**J**ohn Bonizio, owner of Metro Optics, a three-location optical in Bronx, New York, says that another way of phrasing the capture rate question is by asking, "Where would you want to buy your eyewear?"



**John Bonizio**  
Metro Optics  
Bronx, New York

"Someone may have a great experience with the doctor, see all this fabulous equipment and receive a truly comprehensive exam. But then patients come out of that space and see a few display boards with middle-of-the-road offerings, not frames they see themselves wearing. Immediately, they're unsure. And when people are unsure, they delay the decision," he says.

For practices like that in the New York City area, frankly, their loss is Bonizio's gain. "Customers walk in here, after easily finding a place to park in the 600-spot lot, and see 2,400 square feet of display space with towers of eyewear, hand me their Rx and ask if I can fill it. I laugh and say, 'Sure.'" Bonizio says his capture rate—the percentage of patients who get a prescription there or walk in with an Rx and out with an order for eyewear—is about 99 percent.

"The truth of the matter is that this industry is a hybrid of a professional/retail animal," he says. That means that business owners need to pay equal attention to the professional and retail portions of the business. In his most recent location, Bonizio built a 5,100-square-foot space, with almost half of that dedicated to the dispensary. There's also a 600-square-foot lab, three exam lanes and a contact lens room. When people enter a building, they see the brand displays: Chanel, Cartier, Gilbert, sportswear, electronic eyewear. On the opposite wall are the sunwear brands people seek out: Oakley and Ray-Ban. Along the

### CareCredit offers financing options including No Interest if Paid in Full within 6 or 12 Months\*

**T**his is for purchases of \$200 or more made with the CareCredit credit card. Interest will be charged to the account from the purchase date if the promotional purchase is not paid in full within the promotional period, and minimum monthly payments are required.

\* Subject to credit approval. For new accounts: Purchase APR is 26.99%; Minimum Interest Charge is \$2. Existing cardholders should see their credit card agreements for their applicable terms.



area and reception desk, where they're greeted. People don't walk in and walk back out because they immediately have a sense of where they should go."

◆ **Mention financing options.** Bonizio knows that not every patient may have the cash on hand to purchase a designer pair of frames. So there's merchandising near the Cartier case, for example, that explains the CareCredit credit card option. "When patients realize

that they can purchase what they want and take advantage of promotional financing terms, that's very attractive," he says.

◆ **Upgrade managed vision care allowances.** Bonizio and the staff make sure that they tell patients that their managed vision care provides them with an allowance that they can use to upgrade to any frame. "That way, they start thinking about the upgrade, not 'what my insurance covers for free.'" ○

### Close the Gap

*Saying, "Here are the frames that your managed vision care covers," is not going to thrill most patients, especially not if beautiful and enticing frames are displayed nearby. Instead, tell patients, "Your managed vision benefits can be used as a dollars-off savings toward any of these frames, even the luxury brands. You can also save even more by taking advantage of our promotion on a second pair/sunwear/annual supply of contact lenses. Also keep in mind that we accept CareCredit, a health care credit card. Many of our patients take advantage of its promotional financing options to help with out-of-pocket costs. In fact, once you've made your product selections, I'd be happy to show you what your monthly payment would be..."*

long wall between these two are the "bread-and-butter" frames, and specially designed Kazal, CK and Celine towers among others that also line the walkway.

◆ **Encourage browsing.** Indeed, Bonizio's design of the optical almost mimics a sidewalk. "The carpeting is designed to lead people through the optical. It's a neutral black and grey, but in the middle is a black walkway that leads people to the sales



## Compare and Contrast *Displaying brand and value frames near each other can be helpful*

There are many ways of displaying frames from a lower price point. These eye care practitioners have created their strategies for slightly different impact.

**John Bonizio**, for example, puts his middle-range designer eyewear right next to higher-quality brands. “When a patient asks what his or her insurance covers, we bring the patient to the frames that are covered but are right next to the Dolce & Gabbana frames. We intentionally create a conflict in the minds of the consumers. If they have the desire to try the higher-end frame, we want to give them the opportunity. That’s where CareCredit plays a role,” he says.

**April Jasper, OD, FAAO**, of West Palm Beach, Florida, also places some lower-cost frames next to her

high-end offerings. She’ll look for a frame that is similar so that patient who falls for a high-end frame but just can’t justify or purchase it can be shown this alternative. It has a good outcome either way. The patient either makes the comparison and ultimately chooses the higher-end brand anyway, after deciding the brand name and quality justify the purchase after all, or the patient chooses the look he or she loves and walks out a satisfied customer with a new pair of eyewear. ○



With CareCredit Direct, patients can quickly and easily apply privately right in the practice—freeing up your staff’s time and increasing productivity.



**Dr. April Jasper**  
West Palm Beach,  
Florida

## What Motivates Your Patients?

**Aurora Susi**, a licensed optician, manager for one Metro Optics location and the buyer for all of the locations, says she’s a people-watcher whenever she’s out and about. “I look at what people are wearing, and people in the Bronx are very brand-conscious. In parts of Manhattan, some people don’t want to showcase any brand names, but here, people want the brands. So we have the opportunity to sell the Versace, Chanel, Dior and even Cartier sunwear to a bus driver who makes a decent living. People here want eyeglasses for work, a pair of dress-up glasses and nice sunglasses,” she says.

A tab for \$1,200 is not unusual, she says, but being able to offer patients the chance to use or apply for a CareCredit credit card can make the difference. In the optical, the budget frames are placed next to the designer frames. Patients might try on a budget frame, where the cost is covered by a managed vision plan, but their eyes are drawn to the designer frame right within



Promoting the CareCredit credit card option near the high-end frames generates questions and opens a conversation between staff and patients about the financing option.

reach. That’s when Susi will explain that for just \$200 or more, which they

can finance with a CareCredit credit card, they can get the frames they really want. “Some of these designer frames have real staying power. A pair of Cartier sunglasses never goes out of style.” ○

## Introduce Financing Option Early

**Sharron Sanchez**, a licensed optician with Metro Optics, says that it’s important to introduce the CareCredit credit card option at the beginning of a patient encounter. She mentions it early as a way to say that the practice accepts CareCredit credit cards and is happy to explain what’s involved in financing. By being proactive with it, she feels that patients sense that there’s no judgment in the information. She lets them know that if they want to try contact lenses, buy multiple pairs of eyewear or purchase a more expensive frame, this is simply

an easier way to pay for the order, whatever it is.

“I have patients who use it because it’s smart financing for a large purchase,” she says. “Patients also like knowing that they can use it for other health or dental services or even for their pets.”

She has also noticed that once patients make a purchase using a CareCredit credit card, in her experience, they’ll do so almost every year. ○



**Sharron Sanchez**  
Metro Optics  
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## 90210 ZIP Code Says “Charge It”

Even in Beverly Hills, California, there are 3,800 CareCredit cardholders. The sum total of their CareCredit buying power is \$20 million. These patients may well be affluent, but they also appreciate the terms and convenience of using CareCredit. For many patients, it’s not that they *need* to finance, but they *want* to finance. Practice owners in affluent areas should not assume that their patients don’t want or need to finance their purchases. ○

## A Sunny Opportunity for More Sales

About 104 million pairs of plano sunglasses were sold in the U.S. in 2016, according to VisionWatch. This number is up just slightly from the year before. Yet the percentage of nonprescription sunwear sales through eye care professionals’ offices is extremely low, at just 3 percent of the sales, according to VisionWatch. This represents a huge opportunity for practitioners.

New contact lens wearers are delighted to walk out of your practice wearing their contact lenses for the first time—until they step outside on a sunny day. That’s when they realize they will need to buy a pair of non-prescription sunwear. Do your patients a favor by anticipating this need and offering a package or special discount on sunwear with the purchase of an annual supply of contact lenses. ○



Patients want multiple pairs of eyewear to enhance the way they live. CareCredit credit cards can make it easier for them to buy what they need and want.

## Digital Device Fatigue Presents an Opportunity

As the U.S. population increasingly turns to digital devices for news, entertainment and education, eye care professionals have an opportunity to talk more about computer glasses and protection from harmful blue light. It’s a market that has been relatively untapped because this also affects emmetropes who have never worn eyeglasses.

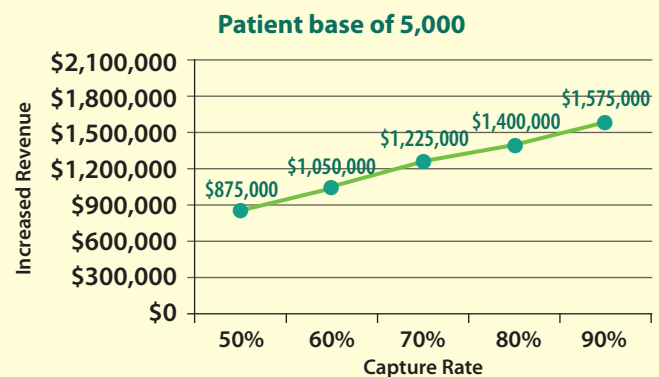
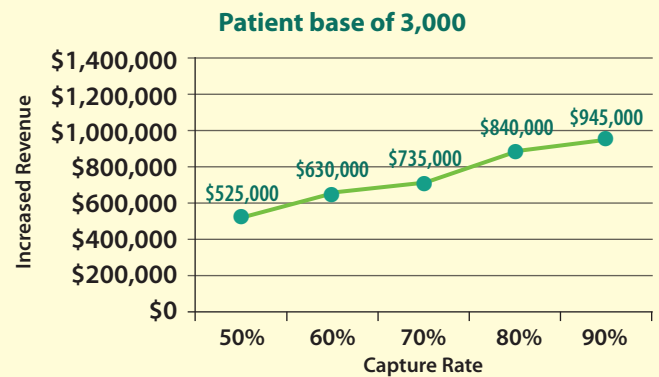
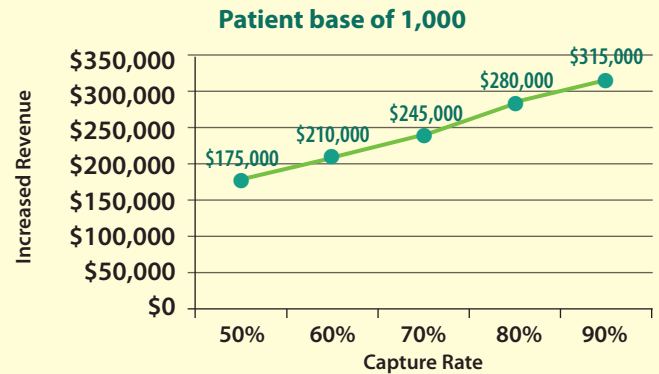
This discussion can serve as an entry point into the market of customers who might not otherwise need any refractive correction but would still appreciate the relief from digital eyestrain.

Encouraging these patients to buy newer eyewear that either reflects harmful blue light away from the eyes or provides a small boost for computer-range reading or both can be another way to increase the capture rate and bump up multiple pair sales. ○

## What an Increase in Optical Sales Can Mean to Your Practice

Assuming an average sale of a complete set of eyewear is \$350, see what could happen when you increase your capture rate. If your average eyewear sale is higher, the results would be even more dramatic.

### Increased Revenue as Capture Rate Rises



For 30 years, CareCredit has helped millions of patients receive the care and products they both need and desire. Its demand continues to grow as the card is now accepted at more than 200,000 locations nationwide and has 10+ million cardholders. In a recent survey, 95 percent of these cardholders rate CareCredit as a good to excellent value, and 96 percent would recommend it to a friend. CareCredit is also proud to have earned the highest Net Promoter Score of any credit card. For more information on CareCredit, call 800-300-3046 or visit [www.carecredit.com](http://www.carecredit.com).