



CooperVision®

# Eye Care Practice Survival Guide

Part 2

April 2020

[www.coopervision.ca](http://www.coopervision.ca)

## ...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 a comeback situation”. (<https://www.fastcompany.com/3042431/the-biggest-business-comebacks-of-the-past-20-years>)

Here were the top five things these successful businesses implemented:

**01** New Products

**04** New Business Lines or Options

**02** New Leaders or Leadership Strategy

**05** Enhanced Advertising & Marketing

**03** Enhanced Brand Experience

Take a look at this recent article from Fast Company; “5 Creative Ways Small Businesses Are Succeeding During the COVID-19 Quarantine”: <https://www.fastcompany.com/90489203/5-creative-ways-small-businesses-are-succeeding-during-the-covid-19-quarantine>.

So, what 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...what next?
- Preparing for the new normal...what next?
- Marketing & messaging...what next?
- Start & drive new revenue streams...what next?
- 10 opportunities right in front of you...what next?
- 10 things CooperVision is doing to help practices now and in the future...what next?



## Building a relaunch plan ...what next?

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 reopening 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 a clean, organized and ready for business environment. 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 that bonus programs will be put on hold for the next six months 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 try to find communications from these organizations or find alternative solutions.

## Preparing for the new normal ...what next?

Business will certainly not go back to 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/spacing at all businesses.

### 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

Only two people from a  
family together at a time

Special day or time for  
seniors who are the most  
vulnerable to the virus

Online health test and  
questioning before coming  
in

Patient texts upon arrival  
and waits in car until  
reception texts 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

More hands-off implementation  
i.e.: online payments, online  
forms, online booking, shipping  
direct to patient instead of  
pick up

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

Sterilization protocols after  
each exam, dispensing,  
fitting, etc.

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.

## Marketing & messaging ...what next?



Many eye care practices will be hesitant to spend money on marketing yet that is what they should be doing. 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.

### Use it or lose it.

Many Canadians have been permanently laid off and have to use their health benefits within 30 – 90 days.

### Buy now, pay later.

Consider introducing a finance option so patients can take advantage of buying a \$1000 pair of glasses and paying off over time. Desjardins: <https://www.desjardins.com/ca/business/financing-credit/credit-cards/index.jsp>

### 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.

### 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>

### Targeted advertising.

Who has the most disposable income out of consumers? Seniors? Executives? 40 – 60-year old's? Work with your marketing agency to do targeted ads.

### 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.

### 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 are 10 things we're doing to ensure your safety".

### 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.

### 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 Marketing 2020 Playbook created to help eye care businesses adapt to the new economic climate: [https://marketing4ecps.com/wp-content/uploads/2020/03/Marketing4ECPs\\_NewNarrative-Playbook\\_2020-Final-min.pdf](https://marketing4ecps.com/wp-content/uploads/2020/03/Marketing4ECPs_NewNarrative-Playbook_2020-Final-min.pdf)



## Start & Drive New Revenue Streams ...what next?

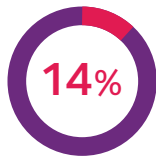
The eye care businesses that will recover and thrive after the pandemic will be the ones that are thought of as leaders and innovators - ones ready to take risks and try something new.

Here are 10 ways you can drive a new revenue stream:

- 01 E-commerce.**  
Take back the online sales you may be missing.
- 02 Retail.**  
Retail everything. What don't you 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.
- 03 Dry Eye.**  
Big opportunity as over 30% of Canadians suffer from dry eye. With the advancement of dry eye therapies and technology, the opportunity to earn a desired additional income is very real with dry eye. Check out: <https://mydryeye.ca/>
- 04 Specialty Contact Lenses.**  
Become the expert fitter in your area for scleral lenses, Rigid GP lenses, toric, multifocal and difficult fits.
- 05 Sports Vision.**  
Athletes will pay top dollar to be visually trained to react faster and more effectively thereby improving their game.
- 06 Vision Therapy.**  
Help correct certain vision problems and improve visual skills.
- 07 OTC Readers & Digital Eye Strain Eyewear.**  
How much business is going to pharmacies and online that could be going right into your business instead?
- 08 Myopia Control.**  
It's a growing epidemic and positioned to explode in Canada. Understand the options to offer patients for Myopia control and start a new medical niche.  
\*\* MiSight®
- 09 Subscriptions.**  
Set up all contact lens, dry eye & nutraceutical patients on an annual subscription, eliminating the need for them to "shop" or return for supplies.
- 10 Low Vision.**  
As the population ages, so does the need for enhanced corrective visual devices.

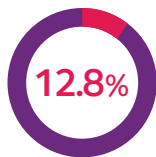
# 10 Opportunities Right in Front of You ...what next?

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.



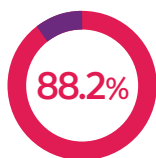
**Only 14% of Canadians Wear Contact Lenses.** (Q42019 Vision Council Report)

This number is substantially low considering the wealth of modalities, technology and powers available that suggest a minimum of 50% of RX's could be fitted in contact lenses.



**Only 12.8% of Canadians Have A Pair of RX Sunglasses.** (Q42019 Vision Council Report)

It's our obligation as eye health providers to be recommending protection from ultraviolet light. Everyone should be encouraged to buy prescription sunglasses.



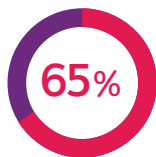
**Over 12.8% of Canadians Wear OTC Readers.** (Q42019 Vision Council Report)

Most of these OTC readers are cheap in quality and optics and don't match the prescription they have been prescribed. If the average person buys a few pairs a year, we should be moving them into a better-quality pair of prescription readers measured and made for their prescription.



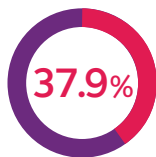
**Myopia Is a Growing Problem.**

It affects approximately 30% of the Canadian population (11M). ([Eyecarebusiness.ca](http://Eyecarebusiness.ca)). Offering Myopia control options such as MiSight® contact lenses not only assists in better eyesight but better quality of life.



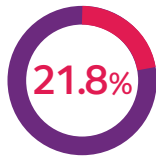
**Anti-Reflective Sales at 65% For 5 Years.** (Q42019 Vision Council Report)

This means 35% of the population is not wearing an anti-reflective coated lens. In today's digital world that is not appropriate. This category should be growing, not stagnant.



**37.9% of Canadians 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. Huge education opportunity to move them to a higher quality plano sunglass.



**21.8% of Contact Lenses in Canada are Sold Online.** (Q42019 Vision Council Report)

Good news, it means that 78.2% are still being purchased in a physical location. Bad news, the number is growing. You need to be able to compete.



**Only 1 in 4 Canadians Has a Second Pair of Glasses.** ([Eyecarebusiness.ca](http://Eyecarebusiness.ca))

This hardly needs any explanation. Everyone should have a back-up pair of eyeglasses in their current prescription.



**Eyewear Repurchase Cycle for Canadians is 2.8 years.** (Q42019 Vision Council Report)

This is even longer than the 2018 statistic which was 2.6 years. This is an area we can actively improve to recall and reactivate patients to come in quicker for eye health check-ups and promote new eyewear.

## 10 things CooperVision is doing to help practices now and in the future ...what next?

We've listened. We're here to help. We're acting fast to help eye care professionals with resources, assistance, tools and discounts that make tough times a little easier.

### 01 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.

### 02 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 for purchases made in March, April, and May 2020.

### 03 Free shipping for direct-to-patient orders.

CooperVision will be offering free Direct-To-Patient contact lens delivery until June 30. The lenses will be shipped to patients on your behalf, coming from the eye care professional they know and trust. We are also providing instructions on how to activate Direct-To-Patient delivery when ordering lenses, as well as a suggested email blast that you can customize and use to let your patients know that they can order their lenses and receive them at home.

### 04 Crediting "VIP" Bank Balances Owing.

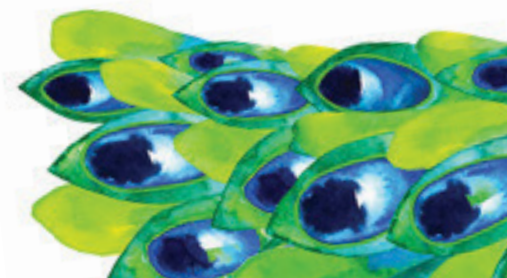
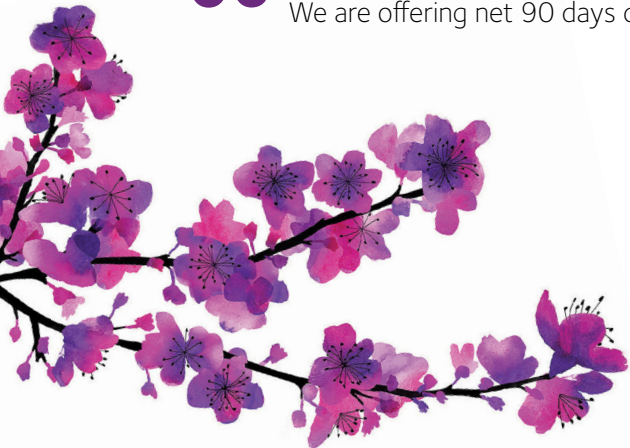
We will be automatically cancelling any VIP banks with amounts owing and crediting the difference between the remaining balance owing (what remains to be paid) on the VIP bank and the remaining value of the product in the bank. This will put those funds back in your pocket and we will continue to support you by locking-in your bank pricing until June 30th, 2020. This offer will apply to Customers who have a remaining balance owing on their VIP bank purchase in excess of the product value remaining in the VIP bank, and will apply to amounts owing during the period of March and onwards.

### 05 Extension of all Bulk Pricing.

We have automatically extended the price lock-ins of any inventory purchases (100 boxes or more of eligible products) until September 30, 2020.

### 06 Net 90 Days Dating.

We are offering net 90 days dating on any inventory purchases between now and May 31, 2020.





## 07 Supporting Ongoing Patient Communication.

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. In addition, you can access our marketing website which contains imagery, information and patient education tools that you can download to your social media assets to stay in touch with your patient base: <https://coopervision.ca/practitioner/marketing-resources>;

## 08 Emailable Consumer Rebates.

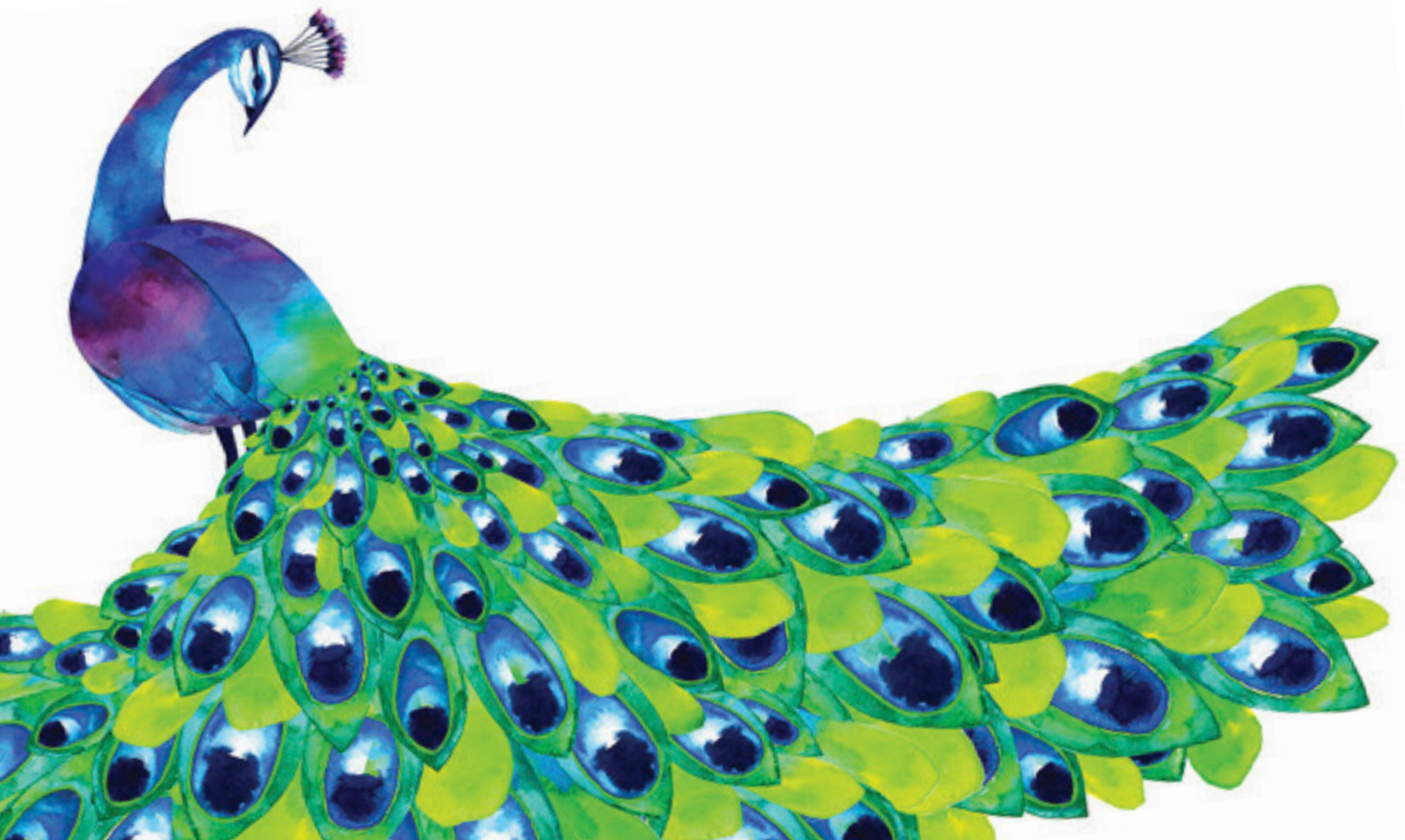
To ensure that you can still offer your patients the savings they deserve, all of our mail-in rebates are available in PDF format which can be easily emailed to your patients even when they are receiving their lenses directly at home. PDF rebates are available on our marketing resource website (<https://coopervision.ca/practitioner/marketing-resources>) or through your CooperVision sales representative.

## 09 Convenient Online Payment Method.

We have a new link you can use to pay your account online. <https://coopervision.ca/paynow>. This can be used for payments on products shipped directly to patients as well. Please note that certain customers may not be eligible due to a pre-existing payment commitment/structure. Please email our Accounts Receivable department at [payment@coopervision.ca](mailto:payment@coopervision.ca) to verify eligibility.

## 10 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 1-800-268-5367 (press 1 for Customer Service).



# We'll be stronger ...together

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

## Last Note:

Businesses have been tested before and survived. We've seen floods, forest fires, ice storms 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.

We are Canadian.

# Join us #CAeyecarestrong



## Sources

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**Businesslink:** <https://businesslink.ca/covid-19/>

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**Canadian Government:** <https://www.canada.ca/en/department-finance/economic-response-plan.html#businesses>

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