



ASK THE MBA!

PECAA MEMBER BUSINESS MANAGER BRYAN HOBAN ANSWERS DOCTORS MOST COMMONLY ASKED QUESTIONS REGARDING PRACTICE GROWTH

P **ECAA'S MEMBER BUSINESS ADVISOR PROGRAM** is aimed to give independent eyecare professionals structured plans to both maximize efficiency and profitability within the practice.

WHAT ADVICE WOULD YOU GIVE OFFICES LOOKING TO GROW THEIR PRACTICES?

Be sure to put a forecast together so you can properly plan for unforeseen financial needs. Growth requires capital — be sure you know how much you'll need, when you'll need it, and when you will be able to pay it back. At PECAA, we can help you develop these forecasts.

IN AN AVERAGE PRACTICE, WHAT AREA HAS THE MOST POTENTIAL FOR GROWTH?

In general, the optical department is the most likely. Be sure to understand what lines you are carrying, what is selling and what isn't. Know how long it takes you to sell your frames. There is always room for improvement and fine tuning in the optical.

TO WHAT KEY METRICS SHOULD PRACTICES PAY THE MOST ATTENTION?

This depends on what the practice is looking to accomplish. If you want more revenue, focus on capture rate, revenue per patient, and contact lens sales. More revenue doesn't always mean more money. If you want to increase your bottom line, look at cost of goods sold, staff pay, and overlooked opportunities for revenue such as charging a

fee for imaging. Focus on what matters to you and then pick 4 or 5 metrics that correlate with that goal.

WHAT IS THE MOST CREATIVE STRATEGY YOU HAVE SEEN REGARDING PRACTICE GROWTH?

A member that just opened up a cold start office has a photobooth in the optical. Patients are encouraged to try on glasses and take pictures in the booth with friends or post on social media for feedback. The doctor uses the photobooth in social media marketing efforts as an easy way to highlight new framelines or a sunglass giveaway promotion. It helps make the purchasing process much more fun!

ANY ADVICE ON HOW TO IMPLEMENT THESE IDEAS INTO THE PRACTICE?

Create a plan. PECAA's MBA team is a great resource for this. We work with members on how to identify the problem area and then implement a plan. The first step is to truly identify what part of the office has the most opportunity for improvement. Then identify who in the office will be responsible for each component and who will oversee the plan as

a whole. Next, set realistic goals on what is achievable. For example, if improvement of frame sales is your goal, identify key metrics like capture rate or average \$'s per frame sale to identify if your plan is working. Once the plan is complete, execute, measure for improvement, and then make adjustments as needed. PECAA MBAs can help you out with creating this plan, and if you use Glimpse, we can build a plan within the system!



Bryan Hoban
Member Business Manager
Bryan@pecaa.com

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