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The Times Center - New York, NY

**VM Exclusive—A conversation with  
Safilo's CEO Luisa Delgado**

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## MEET THE MILLENNIALS

### Defining a Generation That Defies Description

VM  
**m**illennial  
project

**“THE MILLENNIAL CONSUMER IS HERE TO FORCE THE  
VISION CARE INDUSTRY TO MAKE BIG CHANGES.”**

— Jim McGrann  
President, VSP Vision Care







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## FROM THE EDITOR

### Leadership Tip: Know What You Don't Know



Someone once gave me some good advice. He said, "Be confident about what you've learned. But try to understand what it is that you don't know. That's how you'll really widen your understanding—and make better decisions."

Somehow that advice seems especially true when it comes to the need for all Boomers and Gen-X'ers to better understand Millennials. And that's the thinking behind our year-long, multi-platform (print, web, live events) approach to *Vision Monday's* **Millennial Project**. In tandem with our sister publication, *20/20*, who will address this phenomenon via its GenEye features, we will zoom out high above and dive in deep to examine the attitudes, predilections, affinities and aversions of this huge and influential group of people.

Whether it's their ethnic diversity, their love of individuality, their interest in carving out their own futures for themselves, their friends and their own families (yes, a good portion of older Millennials are young parents), these are customers and patients who are reshaping the way virtually all businesses will (or not) succeed.

This is also not a futuristic "trend" that you can take care to pay attention to "one day." This is a cultural sea change making waves right now.

Deirdre Carroll, *VM's* senior editor who is heading up *VM's* **Millennial Project**, reports in the kick-off cover story this month that "Millennials' relationship with technology has completely changed their relationships with just about everything." The U.S. Chamber of Commerce Foundation found, "With brands and services, what used to be a one-way conversation is now a multifaceted, 24-hour-a-day, seven-day-a-week dialogue between brands and their customers and among their customers." This "intrinsic technological connectivity," has a tremendous impact on their consumer (and patient) behaviors.

It's a development that's requiring those optical businesses and eyecare professionals who want to reach them—the ones who are current and future eyewear customers (60 percent now use some form of vision correction)—to step up their game.

Stay tuned for future **Millennial Project** stories and interactive **VM LIVE** events. And, starting next month, visit [VisionMonday.com/MillennialProject](http://VisionMonday.com/MillennialProject) for a full range of resources, clips, stats and tools that can help you and your practice teams/associates learn what you may not yet know. ■

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**JANUARY 19, 2015**



# Is Your Website Stuck in the '90s?

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## WHAT'S ONLINE

### Ten Things You Need to Know About Vision Economics

**D**id you know that globally, \$272 billion in worker productivity is lost due to uncorrected vision? In its continuing effort to raise awareness about the need for healthy vision worldwide, the Vision Impact Institute has gathered concise facts on vision economics and listed them as the Ten Things You Need to Know.

Among them are the fact that poor sight is linked to 59 percent of road accidents worldwide and the fact that up to 70 percent of U.S. juvenile offenders have undiagnosed poor vision. Go to VisionMonday.com's Multimedia section to read all 10 stats and find out how many you know. ■



### Facts and Figures on Digital Eye Strain

NEW YORK—The New Year is a time for resolutions and staying healthy tops many people's lists. Help educate your patients about their risk of developing digital eye strain from using smartphones, tablets or other digital devices that affects their eyes and vision health.

#### HINDSIGHT IS 20/20/20 Protect Your Eyes from Digital Devices

1/3 of adults (30%) spend most of their waking hours (9+) on digital devices

A majority of adults (61%) experience digital eye strain due to prolonged use of electronic devices



Check out the report and infographic in VisionMonday.com's Multimedia section—Most American Adults Suffer From Digital Eye Strain, Vision Council Report Says—and learn about the tools and products that can alleviate or even prevent the onset of symptoms as well as protect the eyes of your patients. ■

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## OPINION

/mary kane

## Life With a Millennial



Understanding how a Millennial thinks is not always easy. Trust me, I've had firsthand experience trying to figure them out. Up until a few weeks ago, my boyfriend's 27 year old son Brett lived with us. In some ways he's very typical of his generation, in other ways, not so much.

After a brief stint at a Connecticut community college, he was smart enough to realize that college isn't for everyone (Sallie Mae was so disappointed) and was able to turn a part-time retail job into a full-time gig at a high-end furniture store, where he's landed on his feet with a good salary and health benefits. He works hard for his money but like most of his peers, loves his material things, treats his iPhone like a lifeline and is very brand conscious.

When it comes to spending money, Brett fits the

Millennial mold with apparel, technology and food at the top of his shopping list. Like many of his generation, he studiously researches quality products and compares prices, usually on his iPhone. He shops regularly at Costco for the bulk buying deals and uses his J.Crew and Banana Republic credit cards carefully, always on the prowl for a sale. Although he doesn't wear glasses, he only buys Ray-Ban sunglasses and has a growing collection totaling six pairs.

When it comes to technology, he is instinctively expert, whether it's controlling his home environment through his iPhone or wiring the family room for surround sound. I suspect he's not fond of talking on the phone and rarely answers it. Texting us, even while he was downstairs and we were upstairs, was often the preferred form of communication. However, he never failed to immediately respond to my text asking "Will you be home for dinner?"

The house has been eerily empty the past few weeks but when he comes home for a visit we both still smile at his "Hey Kids" greeting, which is music to a Boomer's ears. ■

*mkane@jobson.com*

## /OVERHEARD



"Nearly seven in 10 (68 percent) Millennials report symptoms of digital eye strain and most own smartphones (84 percent), according to a new report by the Vision Council." **akarp@jobson.com**



"Millennials have favorite brands, and your goal is to be a favorite brand, according to author Jeff Fromm." **jsailer@jobson.com**



"The best input I got researching Millennials? 'You can't fake it.' Thanks, Julia Gogosha! Stay tuned to the Millennial Project in 2015 to learn how NOT to fake it." **dcarroll@jobson.com**



"Millennials are optimistic about what the future holds. Almost half of them, 49 percent, believe the country is on the road to its best years." **jklemstine@jobson.com**



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## OPINION / HEAR/SAY

# HEAR/SAY

## Key quotes on MILLENNIALS, THE NEXT GENERATION

“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.”

– **GEORGE ORWELL**, *author*

“They’re optimistic, they’re confident and they’re pragmatic at a time when it can be difficult just to get by. Those aren’t bad qualities to have, even if it means they spend too much time on their phones.”

– **JOEL STEIN**, *Time Magazine*

“In 2015, the oldest wave of Millennials turns (gulp) 35—a milestone with significant implications for the job market, stocks and the economy at large.”

– **PAUL J. LIM**, *Money Magazine*

“Today, the number of Millennials in the workplace is small. They are just gently tapping on our management door. In the very near future, they will be a large percentage of our work force and instead of tapping, they will be knocking the door down. Do you want to

follow them now or be run over later?”

– **ALICIA BLAIN**, *The Millennial Lab*

“Who can recall the last time in America that young kids preferred ads and shows that portrayed people their own age as smart, studious and articulate—the way they are starting to do now?”

– **NEIL HOWE AND BILL STRAUSS**, *Millennials Rising: The Next Great Generation*

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# PEOPLE

## MOVES



*Kikuo Urayama*



*Harry Aida*

### CHARMANT USA NAMES URAYAMA PRESIDENT AND CEO, AIDA AND FERRARO TO RETIRE

MORRIS PLAINS, N.J.—Charmant USA has announced that Kikuo Urayama will be the new president and CEO of the company as of Feb. 1, 2015, upon the retirement of current president and CEO, Harry Aida. Additionally, Charmant USA has announced the retirement of vice president of finance, Bill Ferraro.

Urayama joined Charmant Group as managing director of Charmant U.K. in 1994. After working in the U.K. for two years, he held the position of vice president of the U.S. office from 1996-2000. In 2000, he transferred to Charmant Italia as vice president, and in 2007, moved back to Japan to become the general manager of the international business division and chief auditor of the internal audit department. He most recently held the position of chief operating officer of the western business division.

Bill Ferraro, vice president of finance for Charmant USA will also retire at the end of January. He joined Charmant in 1994 as senior accounting manager, in 1996 he was promoted to director of finance, and in 2004, was promoted to vice president of finance and administration.



*Joseph Tallier*

### TALLIER APPOINTED NEW CEO OF OGI EYEWEAR

MINNEAPOLIS—Ogi Eyewear has appointed Joseph Tallier as their new chief executive officer, effective Jan. 1, 2015.

Tallier has been part of the Ogi Eyewear team for six years. He started his career at Ogi in 2008 as vice president of global sales. During that time, his visionary leadership was instrumental in growing sales at Ogi Eyewear by 300 percent, communicating the company's value through marketing, leading the direction of the design vision, and promoting worldwide expansion, the company said. He became an equity partner in 2012 prior to being named CEO.

Tallier said, "This is a very exciting time to be appointed CEO as we continue to grow the market segment of affordable luxury that we have been so successful in pioneering."



*Maureen Cavanagh*

### CAVANAGH APPOINTED PRESIDENT OF VISION IMPACT INSTITUTE

DALLAS—Maureen Cavanagh has been named president of the Vision Impact Institute, which is supported by Essilor.

The mission of the Vision Impact Institute is to raise awareness of the importance of healthy vision, including the socio-economic impact of Uncorrected Refractive Errors (URE) and quality of life benefits of visual correction. The Vision Impact Institute provides a unique database featuring scientific research and peer reviewed studies directed to government policy-makers, industry leaders and influential advocates. At an annual cost of \$16.1 billion, URE is the most costly eye condition in the U.S., and the Vision Impact Institute is using evidence of this kind to reinforce the need for healthy vision, eye examinations and eye screenings with a provision for optical correction, a statement said.

Cavanagh joined Essilor in October of 2005, as the director of Definity lenses, launching Definity throughout the Essilor network following the acquisition of The Spectacle Lens Group. Soon after she was named vice president of integrated retail,

carving out a separate division and launching a new platform to specifically meet the needs of surfacing retail customers for Essilor. In December 2009, Cavanagh was promoted to president of Nassau Vision Group and OOGP, overseeing several stock lens and contact lens distribution centers, along with a local digital lens laboratory, Nova and the Shore lens division.

In May 2012, Cavanagh was elected as the U.S. representative for Essilor employee shareholders on the Valoptec board of directors. She was also nominated to represent Valoptec on the Essilor International board of directors.

Prior to Essilor, Cavanagh held various executive positions within the optical industry including time with Cohen's Fashion Optical, Marine Optical and Johnson & Johnson Vision Care. A 23-year veteran in the optical industry, Cavanagh is a certified optician and graduated from Bridgewater State University.



*Jeff Grumbling*

### GRUMBLING NAMED CHIEF OPERATING OFFICER OPHTHALMIC DIVISION NORTH AMERICA FOR OPTOTECH U.S.

Germantown Wis.—OptoTech, a leading manufacturer of ophthalmic equipment and precision optics has named Jeff Grumbling, COO, Ophthalmic Division North America.

In his new role, he will be responsible for building OptoTech's ophthalmic business in the U.S. He also will be responsible for all ophthalmic sales, service, support and training in the U.S., Canada & Mexico. Grumbling will be located at OptoTech's new facility in Germantown Wis.

Grumbling brings a strong knowledge of the industry to the position, with more than 25 years in the optical industry. His career began with Pearl Vision, then more than 13 years with Wal-Mart in both retail optical and leading the lab division as



## PEOPLE

director of operations.

He also served as senior director of operations for Carl Zeiss Vision based on the West Coast and had responsibility for half the U.S. lab division for more than seven years.

Roland Mandler, president of the worldwide OptoTech organization said, "We plan to make a major investment into the North American market to support our current and future customers and are fortunate to have acquired the talents of Jeff Grumbling, as well as our latest member of the board Matt Schmidt, a former president of LOH Optical Machinery to support us in our endeavors."

#### SANTINELLI NAMES GRECO SOUTHEAST REGION SALES REP

HAUPPAUGE, N.Y.—Robert Greco has recently joined the Santinelli International sales team, representing the Southeast region, comprised of Florida, Southern Georgia and Southern Alabama. Greco is a highly-seasoned professional with over 25 years of optical experience, including lens



Robert Greco

finishing equipment sales.

"With his extensive experience, Rob is sure to be a huge asset to our company and a great resource for ECPs in the Southeast," said Santinelli executive vice president of sales and service, Rick Clemente. "Rob's comprehensive understanding of the industry makes him a perfect addition to our knowledgeable and professional sales team."

#### KENMARK PROMOTES GANTT TO SOUTHWEST REGIONAL MANAGER

LOUISVILLE, Ky.—Kenmark has promoted Pat Gantt to the position of Southwest regional manager. In her new position she will oversee the



Pat Gantt

Southwest Region, which includes Arizona, California, New Mexico, Oklahoma and Texas.

"I am excited about the new chapter I am beginning with Kenmark. I look forward to continued growth and innovative designs and product lines," said Gantt.

She has been with Kenmark for over 16 years and has been integral in the company's sales growth. Chief executive officer Mike Cundiff said, "We are pleased to add Pat Gantt to our team of regional managers, she brings a depth and breadth of knowledge of the optical industry to her region that will definitely enhance our company." ■

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## Taking on Roles and Responsibilities: Make Them Clear, Measureable and Accountable for Staff

BY EVAN KESTENBAUM, MBA, AND REBECCA L. JOHNSON, CPOT, COT, COE

In today's fast-paced optical environment, employees are often expected to be cross trained to perform more than one role in the office. A technician may fill in as needed in the optical dispensary, or the optician may be called upon to check in patients, pull authorizations and schedule appointments. As a result, the lines of responsibility can become blurred. Everyone is doing everything, yet no one is accountable for anything.

While cross training can be effective, each employee needs to understand their individual role and key responsibilities in order to be accountable. Developing clear roles and measureable key responsibilities is extremely important in multi-location practices where employees are sometimes moved from one location to another.

### Clarify Roles

When discussing roles, a job description alone does not necessarily bring clarity because it is often a long list of tasks and responsibilities rather than a statement of expected outcomes. For role clarity, develop specific and measurable goals. Go to the *dba* tab on VisionMonday.com for a chart showing some examples.

Employees are better equipped and motivated when the role is defined so that they understand the expectations and what constitutes a win. In other words, what the job must accomplish and what is the expectation for success.

Ask yourself the following questions to determine whether you have provided appropriate role clarity for your team:

1. Am I doing all within my power to ensure the communication of expectations is clear?
2. Does the staff understand that they are being held accountable to specific deliverables?

GOAL CHART				
Role	Receptionist	Billor	Optician	Technician
Goal	appointment schedule utilization	clean claims and quick follow up for prompt payment	increase the number of AR add-ons	promote annual contact lens supplies
Measurement	percentage of appointments utilized	percentage of insurance claims that are 90+ days old	increase in AR sales	increase in contact lens supply sales
Rating Scale	1=>80% 2=80% 3=85% 4=95%	1=>10% 2=10% 3=5% 4=0%	1=>70% 2=70% 3=75% 4=80%	1=>55% 2=55% 3=65% 4=75%

Source: GPN

3. Does the staff understand how their individual deliverables are tied to the business goal?
4. Do we have a process in place to review roles and responsibilities?

### Set Individual Staff Goals

Once roles are clear, increase accountability by setting goals that are tied to compensation. Create four to seven individual goals based on your expectations for each staff member. Consider how each position generates revenue. For example, technicians may be responsible for promoting retinal photography or annual contact lens supplies. Clearly articulate your expectations, including what staff can do to exceed them.

### Measure and Rate Performance

To measure performance, we recommend a rating scale of 1 to 4, in which 1 barely gets by, 2 meets expectations, 3 exceeds expectations, and 4 is clearly outstanding. The majority of employees will average a rating somewhere between 2 and 3.

Hold quarterly one-on-one reviews with each employee. Encourage employees who rate high

and coach employees who received low ratings. During the review, discuss each area of accountability, where the employee is succeeding and areas that need improvement. You want to determine whether the employee needs additional training or resources to help accomplish goals. Remember: As employees prosper, so does the business.

### Align Raises and Bonuses

This is where entitlement compensation ends. Pay increases and bonuses should be tied directly to these ratings and only given when the overall practice goal is met. By aligning raises and bonuses to individual ratings, employees receive fair compensation based on their participation toward meeting the practice bonus. Review-based compensation creates a positive environment to reward success.

*Evan Kestenbaum, MBA, is chief information officer of GPN, exclusive provider of The EDGE, and Rebecca Johnson, CPOT, COT, COE, is the executive director of business services for GPN and managing director, VHR-Advisor. Contact them directly at [clientservices.gpn@gmail.com](mailto:clientservices.gpn@gmail.com). ■*

## FRONTLINES

FIRST PERSON/Dr. Michael Gorman

### Building Blocks to Succession: Passing on the Leadership Reins of Your Practice

**D**ictators have no succession plans—they know that someday their people will rise up and replace them with another dictator. There's a lesson here for optometrists—don't be a dictator in your office. It's bad for office morale and won't help you find a successor.

History has shown that theocracies and democracies have succession rules, but their procedures may not help identify a new leader who is as good or better than the last leader. The lesson here is that succession plans should not be based on who is the most pious person or the most popular, but who is the most qualified and has the potential to ensure the practice will continue to grow.

Here's what worked for me when I began to contemplate retirement and the future of my practice, Family Vision Center, without me at the helm. My building blocks to succession have the following five components.

#### Age

No one can predict the ideal age when you should begin to develop a succession plan. Common sense and my own experience says the average optometrist should begin around age 50, but it becomes more pressing to have a plan in place around age 65. Never start this endeavor without the advice of a lawyer, accountant and/or financial advisor. Those who begin a succession plan early, approximately 5 to 10 years before retirement, stand a better chance of passing the business on to their optometrist(s) /non-optometrist(s) / family member.

I suggest purchasing life insurance, especially between 45 to 50 years of age, to protect your practice debt and family obligations. Term insurance is the cheapest form of coverage. Also try to have a disability policy with a short waiting period to receive benefits.

#### Gross Practice Income

Different practice incomes command different priorities on how to spend that income. Which one is more important—gross vs. net—is usually presented as the chicken vs. egg question. I will always take gross over net. Net profits have too many options that can be manipulated by a good accountant while fewer options can be applied to gross income.

The larger the practice income the greater the number of priorities you have to make. A practice grossing \$1 million doesn't have as many priorities on spending as an office grossing \$4 million. Remodeling, equipment purchases, hiring techs and even buying the building are priorities of larger grossing practices.

Larger practices are faced with implementing more delegated duties—marketing officer, human resource manager, CFO, sales manager. Also, I have observed that larger practices offer more services than smaller practices. Many have on-premises optical services, including surfacing and edging. Dry eye treatment, low vision evaluation, vision therapy and special testing (ie. OCT imaging) are more frequently found in larger practices. These services not only provide outstanding value to patients, they also result in increased practice revenue.

Annual budgets are critical. It often takes three to four annual budgets to get a handle on what you spend your money on. There are many off-the-shelf software programs (QuickBooks) that will help you develop your practice analysis. Based on your practice size and gross income you can be aggressive in your practice priorities to make the practice grow through improvements in advance medical technologies or optical machinery.

Finally, create a reserve fund, with after tax dollars to bankroll future needs as well as unexpected changes such as purchasing the building you are in or moving to a larger one.



#### Number of ODs and Employees

When you complete your succession plan, everyone in the practice needs a clear understanding of the transition you have made and what role all of them play with the new owner or owners.

I recommend meeting with managers and office techs monthly and meeting with optometrists and opticians on a quarterly basis. These meetings will give you feedback on what employees see as to what could improve the practice. Listen carefully to everyone as it will reduce stress on you in the future. Remember, employees give you short-term priority needs while owners provide the practice with long-term priorities. Trying to balance these priorities is what can make your office succeed or fail.

As your practice grows from a few people to dozens, you must develop a team approach to management. Teams have a two-fold nature—“group think” and “group homogeneity” which can give you the innovation and creativity your practice needs to grow. From the numerous practices I have seen over the years, very few grow because of a single person. The vast majority had rapid prosperity via the team approach.

Continued on page 22



## FRONT LINES

NEWSMAKER / A Conversation With Safilo Group CEO, Luisa Delgado

## Envisioning A Modern Future

BY MARGE AXELRAD / EDITORIAL DIRECTOR

NEW YORK—Just over a year since her official appointment as CEO of Padova, Italy-based Safilo Group (SFLMI), Luisa Delgado is looking back at heritage as Safilo concludes 2014, its 80th anniversary. But, by employing modern tools and taking a proactive approach to a new design and a consumer-focused brand sensibility, she is working with her team to reinvent the future for Safilo, one of the world's largest players in the eyewear and sunwear business.

In an exclusive interview with *Vision Monday*, Delgado, who had been a non-executive director on Safilo's board before she took on the CEO role in October 2013, described her travel over the past year to virtually all markets where Safilo operates. Based on those tours, her knowledge of the company, its teams and capabilities along with discussions with customers, large and small, around the globe and in North America, she is sharing some of the organizational and operational approaches the company will be undertaking in the near- and longer-term. (A more detailed strategic view will be presented to the investment community in mid-March.)

In addition to her former position on Safilo's board, Delgado was also a member of the global executive board and chief human resources officer of SAP AG from September 2012 to July 2013. Prior to that, she spent over 21 years at Procter & Gamble (P&G) where she worked in several local and international roles based in Portugal, the U.K., Belgium, Switzerland and Sweden. In her last role at P&G as vice president and CEO for the Nordic region, she was responsible for the turnaround of the P&G business in the Nordic region and a market leader in digital marketing. Delgado is a Swiss national who graduated from the Université de Genève, and holds a LL.M.



Luisa Delgado, CEO, Safilo Group

from King's College/University of London.

Safilo Group reported sales of €1.12 billion for 2013. In the first nine-months of 2014, Safilo reported increased sales of €867.5 million compared to the prior year, with net profit climbing to 24.0 percent. The company noted that North America was a driver of that overall performance. Safilo Group is present in about 130 countries and markets its products directly through 30 commercial subsidiaries as well as via a network of local representatives and distributors that reach more than 80,000 points of sale around the world.

After a period of financial stress at the company after which the founding Tabacchi family transitioned from the group, in October 2009, Safilo's board approved a recapitalization plan for Safilo, executed in connection with an investment agreement underwritten by HAL Holding N.V. HAL Group also operates one of the largest international groups of optical retail companies in the world. Its Multibrands

Italy, B.V. subsidiary became the reference shareholder of Safilo Group. Today, Multibrands Italy B.V.'s stake in the share capital of Safilo is about 42 percent. Said Delgado, "Safilo Group is very lucky to have an investor like HAL, a group extremely well-respected around the world, and one with the long-term, best interests of Safilo in mind. As a retail customer, the stores of HAL represent about 6 percent of our turnover. HAL is not involved in the day-to-day operations or management of the company. This is by design—we are together, at arm's length."

Safilo's portfolio of brands includes its own brands of Carrera, Oxydo, Polaroid, Safilo and Smith Optics. The company is also licensed to produce eyewear for other leading fashion brands including Alexander McQueen, Banana Republic, Bobbi Brown, BOSS, BOSS Orange, Bottega Veneta, Céline, Dior, Fendi, Fossil, Gucci, HUGO, J.Lo by Jennifer Lopez, Jimmy Choo, Juicy Couture, Kate Spade, Liz Claiborne, Marc Jacobs, Marc by Marc Jacobs, Max Mara, Max&Co., Pierre Cardin, Saks Fifth Avenue, Tommy Hilfiger and Saint Laurent.

**VISION MONDAY:** How would you describe the past year and what you've undertaken at Safilo?

**LUISA DELGADO:** Safilo has a tremendous and successful history. There are not many companies in the world, including in eyewear, which actually got their start in 1878. Remember, the company began then in Pieve di Cadore and then Safilo began operating under that name in 1934. This is a company with a passion and a tremendous commitment to creating and innovating. Whether I speak to customers in Seoul, San Paolo, Dubai or in the U.S., we have a tremendous loyalty and partnerships stretching over decades.

This is our 'starting point' and while we are pre-

serving and nurturing this history, we are respecting that past, but modernizing and moving forward. We did, in our 80th year, go back to the archives and the extensive library we have at Safilo. We re-examined our historical values, the passion for excellence of products and the energy and enthusiasm of our customers across the world.

We also recognize that we now all live in a digitally connected, globally connected world. We developed what we call 'Purpose, Values, Principles and Competencies' (PVPC) which is guiding us in all our activities. What came through to us is that all of our stakeholders—our employees, our licensor partners, our customers are looking for a partner with long-term values. Brand-driven, design-inspired, premium quality eyewear is the heart of our purpose.

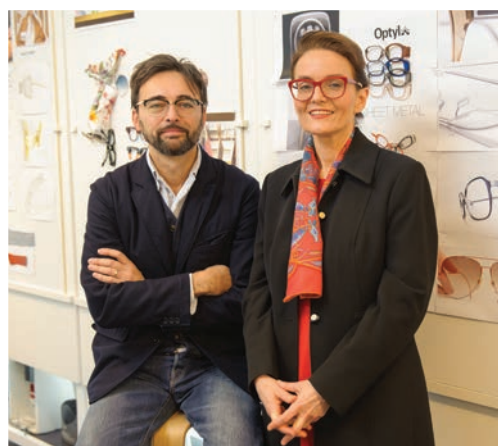
**VM:** How does this play against today's changing consumer attitudes?

**LD:** There is an interesting consumer segmentation in our industry that is actually evolving very fast. People buy eyewear and engage with it for very different reasons. Each of those cluster of reasons is a segment, this is not at all as simple as just 'price' and leave it at that. We've identified five of these and Safilo wishes to serve the consumers in all of them.

There is of course Fashion Luxury, where many of our fashion house partnerships are and consumers still seek value for the money there including brands like BOSS, Max Mara and others. We also see a higher segment emerging which we call Atelier or Specialist Luxury, distinguished by more selective distribution, and a very engaged consumer who wants something



(L.) Henri Blomqvist, global commercial director of Safilo Group and (r) Glenn Rusk, senior vice president and commercial director, Safilo North America.



(L.) Delgado with Nicola Bonaventura, artistic director of proprietary brands. (R) Delgado looks at designs with Vladimiro Baldin, global product creation director.



special like a Dior, Celine, Jimmy Choo and others. We see a strong Fashion contemporary/lifestyle sector which is growing nicely where a Tommy Hilfiger, Marc by Marc Jacobs, Carrera, Kate Spade has vitality, it's a lifestyle aspiration. A sector where price does play a stronger role is what we define as Mass/Cool, it's turning fast, it's enormous and growing the quickest, where we have a strong presence with Polaroid, which is the fastest-growing eyewear brand in Europe and we will continue to build on this. And of course, Sport is the fifth segment, no longer what you do at the gym, but it's outdoors, a lifestyle choice. As you know, we announced that Smith will become an integrated part of our efforts in this area, rooted in snow, but moving to new ideas as well.

**VM:** As you speak with Safilo stakeholders and customers, what are the key competitive issues on their mind?

**LD:** Today, the operational excellence of a partnership is key. People want long-term ways of working together; not just making deals but how to build joint business over the long-term. They want partners not just committed to the sell in but the sell out and performance. We will provide tools against that 'sell out' approach.

We also hear an enormous need for product training. We are very committed to this, not just an occasional webinar but bringing real expertise to stores so the selling can include technical and brand and style information, teaching the staff to build the story around the eyewear brand as well.

**VM:** How does Safilo view that role in the U.S. market, particularly where managed vision care drives much of the buying and decisionmaking?

**LD:** The most important force in the market must be the brands and the way they speak to consumers. If anything, our industry has the opportunity to be even more 'consumer-centric,' so the strength of the brand carries the purchase decision. Safilo is not affiliated with any managed care program and yet we still have an extremely high share of market selling our brands to consumers who have other managed vision care plans. We want to help accounts leverage the power of brands in their store. This will continue to favor us in the long term.

**VM:** Can you speak to the way you're viewing the organization of the group and relate some of the changes you've made? Are they more centralized or decentralized?

**LD:** One thing that is crucial is supply chain. In fact, we view it really as 'supply network.' Are we organized globally to leverage the best from all of our factories? For all of our regions and for all of these very diverse customers? We have three factories in Italy, one in Slovenia, one in China and one in Salt Lake City; we make polarized lenses in Glasgow, Scotland. Until about a year and a half ago, Safilo was organized in terms of three relatively independent regions of The Americas, EMEA and Far East. But we saw that with such enormous regions, we were

**Continued on page 20**



## FRONT LINES

## Safilo's Modern Future

Continued from page 19

sub-optimizing what we could be doing in certain countries, certain markets within those large communities. The capabilities were there but if connected properly and in new ways—and this is an investment in IT and people—we could remobilize the whole corporation.

Sometimes, this results in a new approach to our own manufacturing capacity: Our Safilo brand is now Made in Italy, in-house. We are just relaunching this in the U.S. and have had such positive feedback, this is returning to what made us so strong. 'Safilo' is not a house brand—it's the brand on which the house was built!

Latin America is stand-alone now. We are diving deeper into Brazil, Mexico and other markets where we are dedicating people and resources to grow our presence. The same is true in EMEA. Italy and France are now reporting directly while in the Middle East, we have a new HQ in Dubai. We've set up a showroom there and created a hub for Africa and the Middle East. We are prioritizing our activities in Germany and the U.K. as well. In the Far East, we've also adjusted. Our emerging markets (Brazil, Mexico and China) are growing at high double digits.

**VM:** And from a leadership point of view, what types of changes have occurred across the teams?

**LD:** Global integration doesn't mean local managers have less power. But we are developing new types of leaders. During my 21 years at P&G we liked to promote from within and develop talent. But we have brought some new folks in as well. The new head of Asia Pacific is our former Iberian head. Our new France leader was from Viva. Our new head of Latin America came from SAP. Our new commercial director, Henri Blomqvist, comes from P&G. Glenn Rusk, who was with us in Canada now heads commercial sales for North America.

We also created a new global product development

and creation organization; our transformation is really product-centric. We want to take stylistic designs and translate these into cost-correct and on-time product. We have a new product creation director, who comes from Diesel. On the design front, we've started to open studios across the world, including a new one in Portland, Ore., for outdoor sports; one in our Parsippany, N.J. office will bridge New York and be a global design studio; another in Milan.

Another important new project for us is the creation of a product design school. We launched a three-year apprenticeship program, which we'll run every year. We are taking up to 10 young people who will learn eyewear artisan and design skills, here in Padova, and then who will job rotate across our plants and in our offices.

**VM:** Can you speak to the role of brands, in particular licensed brands, in Safilo's future? How does the recent announcement of Kering's decision to take its Gucci and other licensed brands back in-house in 2017 impact that?

**LD:** The brand business is core to Safilo. Today, licensed brands are some 80 percent of our business. We do see a strong future of our own proprietary brands and we are working so they can fulfill their true potential, so that perhaps they can grow from 20 or so percent of the total to 40 percent or more. But we don't see that we would be growing them at expense of our licensed brands overall.

Part of who we are as a group is to be the partner of trust and quality to our licensed partners. Our licensors want to stay with us and new ones want to come with us because we're known as a humble partner with long-term experience. We are at the service of every brand.

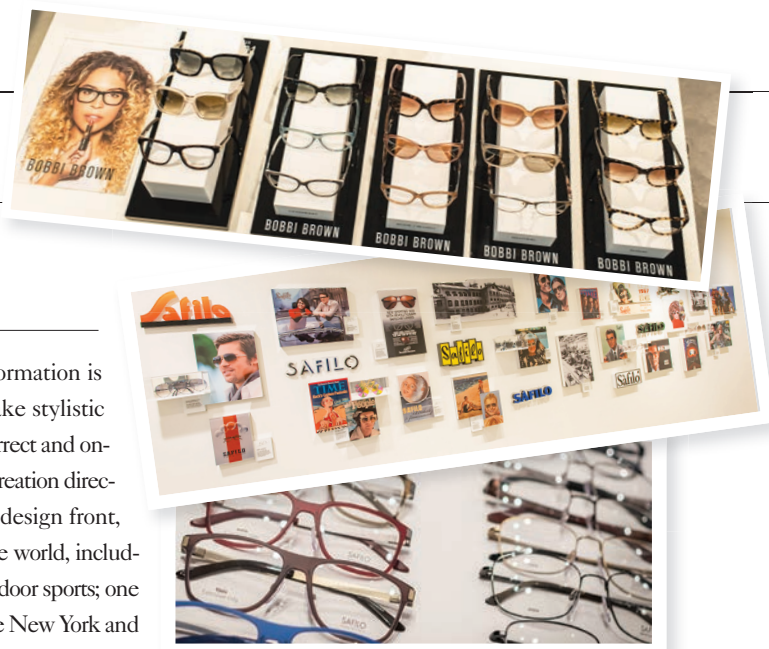
Kering, the parent company of Gucci, approached us last summer about changing the model of the eyewear category for their company and they were interested in taking the license earlier than its scheduled

*The successful launch of Bobbi Brown, (top) and the reintroduction of a new Made in Italy Safilo brand (bottom), are some of Safilo's new initiatives. (Center) Safilo's 80-year heritage is illustrated via advertising and product images on the wall of the firm's NYC showroom.*

expiration which was to be 2018. We reached an agreement to become their product partner and determined that the license of Gucci would conclude at the end of 2016 instead of at the end of 2018. We are agreed with Gucci/Kering to do product development and produce Gucci eyewear for four years, starting in January 2017 and finishing at the end of December 2020. And Kering will pay us a compensation of €90 million.

I cannot comment on Kering's intentions. But we do not see a trend of other licensors going in this same direction. We've actually seen, during this year, other licensors moving in the opposite direction—wanting to strengthen their partnerships with Safilo; they are interested in research and innovation; they want a partner with the skills we present around the world. The licensing brand management model is evolving fast. But quality distribution, along with high caliber product and technological capabilities will remain paramount. This is what licensors are looking for.

The world today is about networks of companies working together. What we need to be and what our partners expect us to be is a licensee which is brand-driven. Which holds the brand equity in as equally high esteem as the brand's owner does. The stakes are indeed going up. ■



## SCENE &amp; HEARD

## Metro Optics Eyewear Opens New Flagship Store Featuring Electronics

BRONX, N.Y.—Metro Optics Eyewear threw a party on Dec. 9 to celebrate the opening of its new flagship store in the Throgg's Neck Shopping Center. Employees, vendors, local celebrities, a Bronx assemblyman and a cable TV crew filled the 4,000 square foot high ceilinged space, which resembles an Apple store infused with elements of a Las Vegas boutique.

In addition to its stylish decor, the store has other features that distinguish it from the other three Metro Optics Eyewear stores in the Bronx, including an

electronic eyewear department featuring the latest products from Vuzix, Epson and other vendors.

"M4, as we refer to it, marries health care, technology, and fashion, for a show-stopping impact," explained John Bonizio, Metro Optics general manager, who hosted the event with Metro Optics founder Michael Ungaro. "Virtually every industry is being disrupted by technology, and the optical industry is no exception. We saw a valuable opportunity to take the lead by creating a dedicated electronic eyewear department, in order to ensure the safe and effective

use of wearable technology within the context of our extensive optical expertise."

Additionally, the store is fully "wired," not only with electronic medical records and the latest digital eyecare tools to aid in proper patient diagnosis and measurement, but also with a full audio-visual outfitting to supplement patient communication through educational videos and product information. M4 also houses a fully equipped in-store finishing lab which fabricates lenses for all four Metro Optics Eyewear locations. ■

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*Metro Optics general manager and partner John Bonizio (front row, third from right) is surrounded by co-workers at the ribbon cutting marking the opening of the company's new flagship store in the Bronx. Also on hand was Exa Yan, OD, who is also a partner (front row, center), Metro Optics founder and partner Michael Ungaro (directly behind her) and Bronx Assemblyman Michael Bennetto (front row, third from left).*



*Metro Optics Eyewear's new 4,000 square foot flagship store was built to spec, which allowed for the most effective utilization of the space.*



*The entrance to the new Metro Optics store in the Throggs Neck Shopping Center in Bronx, New York.*



*Several vendors were on hand to celebrate the opening of the Metro Optics flagship store, including Roger Shyer of Eastern States Optical, who was interviewed by a local TV reporter.*



*Among the guests were (l to r) Daryl Squicciarini, Jennifer Palopoli and Jeff Podolsky of OptiSource International.*



## SCENE & HEARD

### VSP Global and the AOF Announce Scholarship Recipients

RANCHO CORDOVA, Calif.—VSP Global and the American Optometric Foundation (AOF), an affiliate of the American Academy of Optometry (AAO), recently announced the 44 recipients of this year's Practice Excellence Scholarships. \$166,000 will be distributed among top-performing fourth-year optometry students in the U.S., Puerto Rico and Canada.

The scholarships are funded through the VSP Global Eyes of Hope Global Charitable Fund in collaboration with FYidocors in Canada and administered through the AOF.

"VSP is excited to team up with the American Optometric Foundation and FYidocors to help the future leaders of optometry," said Cheryl Johnson, senior vice president of Eyecare Delivery Solutions at VSP Vision Care. "As a key component to fulfilling our mission to help people see, VSP remains committed to the advancement of optometry, investing more than \$1 million dollars in scholarship support to hundreds of optometry students over the last 10 years."



2014 Practice Excellence Scholarship Recipients with Kathy Dumbleton, PhD, MCOptom, FAAO, president of the American Optometric Foundation (first row, far left); Randy Lee, OD and chair of the VSP Global Board (center); Greg Fulginiti, development director for the American Optometric Foundation (second from end on the right, in suit); Gary Gimpel, OD, FYidocors (far right).

Kathy Dumbleton, PhD, MCOptom, FAAO, president of the American Optometric Foundation, said, "The collaboration with VSP and the schools and colleges of optometry is critical in advancing optometric

education to help the next generation of optometry continue providing access to eyecare and meeting the needs and choices of consumers. ■

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### Passing on the Leadership Reins of Your Practice

Continued from page 16

#### Develop Leadership

You should prepare successors over several years by letting them work in different areas of the practice, such as the dispensing, imaging, edging and product purchase departments. Over time, put them in areas where they excel and then gradually relinquish responsibilities to them.

In smaller practices, that responsibility is given to the younger optometrist. In larger practices optometrists and non-optometrists may show outstanding abilities, knowledge and desire to run your practice. So keep your options open. In our succession plan, we decided optometrists and non-optometrists would have ownership shares. Percentages of ownership do not have to be equal. It is very possible low percentage owners can have a higher salaries

due to their significant importance to the practice.

Remember no one is indispensable. The caveat here is that the true value of practice ownership really matters when one decides to sell to another person or be bought out. And that value can vary over 20 to 30 years depending on the practice assets and liabilities at any one time.

#### Create a Legal Entity

Prior to 1977, all professions were highly regulated by state boards. They regulated promoting, advertising and marketing of practices. Many considered their local regulations as anti-competitive. In 1977, the U.S. Supreme Court ruled that all professions could advertise. In 1978, a FTC regulation allowed all professions to use trade names, advertise and open multiple offices without State Board approval.

Professional competition now flourishes.

We decided to become a Limited Liability Corporation (L.L.C.). Other entities such as Professional Corporations and S-Corporations are acceptable. The purpose of these entities is to protect your personal assets from being subject to inclusion in a legal case involving your practice.



Dr. Michael Gorman, with over 50 years of service, retired from Family Vision Center in 2013 and is a consulting optometrist at the practice which has locations in Stratford and Bridgeport, Conn. In 2013, Dr. Gorman sold the practice to Family Vision Center's Shawn Burns, OD and opticians Kathy Raucci and Kristine Heslin, while retaining a small stake in the practice. He can be reached at [FamVision@aol.com](mailto:FamVision@aol.com). ■



## A GREATER VISION

### One Million Dollar Gift Helps Optician's Mission Go Mobile

LAS VEGAS—With a \$1 million gift from Elaine Wynn, wife of the owner of the Wynn Hotel, optician Joseph G. Carbone put his philanthropic eyecare model, EyeCare4Kids, on wheels to help the children of Las Vegas. The showroom-fresh mobile eyecare unit, outfitted with donated Tomey diagnostic equipment and a board of donated frames from companies such as Tortoise & Blonde, was unveiled in July 2014 at the Boys & Girls Clubs in Las Vegas. It also made an appearance at Vision Expo West in September 2014 (pictured).

Carbone began his journey to help children see better in 2001 when he started EyeCare4Kids in a 6,000-square-foot clinic in Midvale, Utah, running it side by side with his optometric practice. By 2006, he had closed his practice and mortgaged his house to focus solely on EyeCare4Kids, which had already started venturing beyond its home base to help other children in need, such as those on Navajo reservations in Southeastern Utah and at St. Joseph Hospital in Orange County, Calif.

With a \$25,000 donation from Nevada State Bank, EyeCare4Kids agreed to come to Southern Nevada in 2012 to provide free eyeglasses to low-income school children, and between July 2013



and June 2014, the organization completed 4,000 exams and distributed 1,500 free pairs of eyeglasses to needy children. The following month, with Wynn's generous donation, EyeCare4Kids unveiled its mobile unit.

While Carbone has received national media

attention for his efforts, appearing in *People* magazine and on NBC News, he remains humble, remembering his childhood days, as Harry Smith of NBC described: "Joe was a poor kid who got in trouble and hated school until he got a pair of eyeglasses." ■

### Education in Sight Helps Rural Students in China and the U.S.

CHICAGO—Education in Sight is taking steps to help the over 30 million rural students in China and 3.5 million students in the U.S. suffering from uncorrected poor vision by bringing optometrists to perform eye exams in schools, providing free eyeglasses, and educating communities in proper eyecare to promote long-term change.

Since 2012, Education in Sight has visited 58 schools, performed 22,000 eye exams, and delivered 3,300 pairs of eyeglasses in China. The non-profit has set a goal of solving poor vision for every rural student (about 915,000) in Yunnan province



within two years. From there the plan is to expand province by province to the rest of China. In the U.S., Education in Sight has first focused on Detroit, where the spring 2014 pilot at Henry Ford Academy elementary school screened 400 students by local optometrists.

This will expand to 10 more schools in Detroit by the end of 2014 and eventually to other high need regions across the U.S. Students will receive screenings, comprehensive exams and glasses.

To learn more about this initiative, go to A Greater Vision on [VisionMonday.com](http://VisionMonday.com) and watch the video. ■

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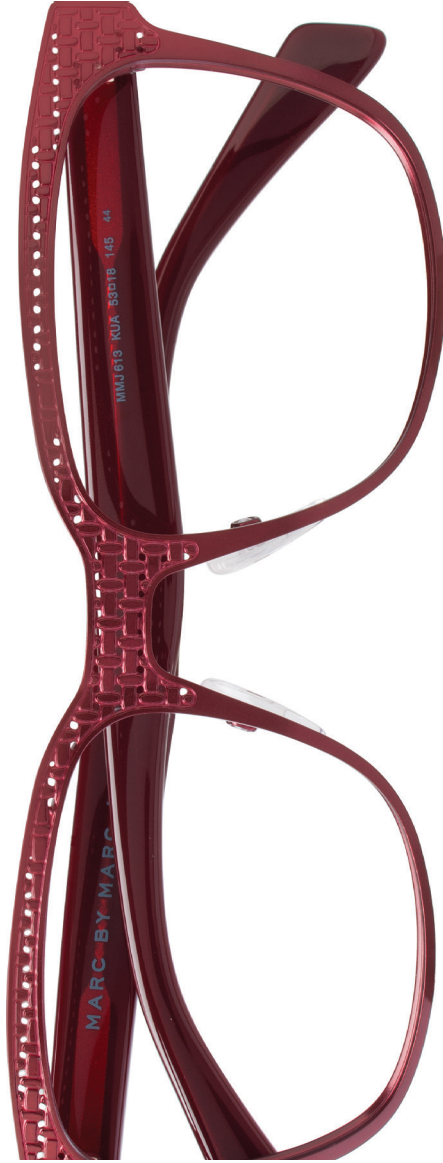
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JANUARY 19, 2015



# style. PAGES

Who. What. Wear. Why.



PANTONE®  
18-1438

## Marsala

DEIRDRE CARROLL / SENIOR EDITOR

**WHO:** The Spring 2015 runways of Hervé Léger, Tommy Hilfiger and Dennis Basso; Kylie Jenner at the American Music Awards; Blake Lively at Cannes, Italian grannies and other fans of the fortified wine that is its namesake.

**WHAT:** Declared **THE color of the year** for 2015 by the Pantone Color Institute, **Marsala** perfectly translates onto frame boards and eyewear designers are embracing it. Appropriate for men or women, Marsala makes sense for **sun or ophthalmics**, as well as **metals or plastics**.






ALL FRAMES SHOT BY: RACHEL REDNOR BLACK BOX STUDIO

**WEAR:** (Top to Bottom) Saturated and textured, the **Ogi 4304** optical style highlights the dramatic, feminine side of the hottest color of 2015. The **Salvatore Ferragamo SF2666R** from Marchon offers up this red-brown color in a milky finish for those looking for a bit more subtlety. The **Marc by Marc Jacobs MMJ613** from Safilo couldn't be more on trend; a deep metal frame front with a perforated, woven brow detail done in the "it" color of the season, immediately raises the cool factor of anyone wearing it. Men can wear color too. The **Original Penguin** The Collins sunglass from Kenmark proves it with its sleek metal silhouette in a rich, shiny Marsala. The **Swarovski** Eileen sun style from Marcolin, in a lush translucent version of the sexy shade, ups the glam factor with crystal embellished endpieces.

**WHY:** "Marsala enriches our mind, body and soul, **exuding confidence and stability**. Marsala is a subtly seductive shade, one that draws us in to its embracing warmth," said Leatrice Eiseman, executive director of the Pantone Color Institute. That's a pretty compelling reason, but Marsala also happens to be **flattering against many skin tones**, equally suitable for **men or women** and attractive as either an ophthalmic or sun style. So the question isn't why would your patients wear Marsala? But **why wouldn't they?**

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# style.PAGES

## Check.Out

### Carolina Herrera New York From De Rigo Vision



a fresh look through harmonious color combinations and intricate specialized detailing; the rest of the line features contemporary styles in neutral and bold tones.

MSRP is \$135 to \$175

Carolina Herrera New York is an international fashion house recognized for timeless elegance and femininity. The ready-to-wear collection exudes an effortless sophistication that is inherent in the iconic style of designer Carolina Herrera. The 2014 optical collection from De Rigo possesses the aesthetic elements of the designer with effortless elegance and refinement embodied in

luxurious and intricate detailing. The introduction of slightly worked leather and precious metal detailing offer fresh sophistication, while classic frameworks exude an effortless femininity. A key theme of

the 2014 collection is the cat eye given



### Johnna Dukes

Owner and Optician, Optique, Spirit Lake, Iowa

“Our clientele loves that frames are getting bigger and we’re seeing a definite nod toward unique and distinctive eyewear.”

#### What are you selling?

One of the favorite brands recognized by our patients is the Carolina Herrera line from De Rigo Eyewear.

#### Who’s buying it?

With 2015 upon us, we’ve seen an influx of ladies looking to ring in the New Year with a new look.

#### Why do they like it?

This line is classically tailored and beautifully made, the frames flatter and enhance female features and have just enough color to make them distinctive and unique. These frames are allowing our patients to feel great about the new person looking back at them in the mirror for 2015!

**Website:** [www.optiqueiowa.com](http://www.optiqueiowa.com)

**Instagram:** [optique111](https://www.instagram.com/optique111)

**Facebook:** <https://www.facebook.com/pages/OPTIQUE-Spirit-Lake-Iowa/137065796315095>

#THECOLLECTION

Are you a retailer or an ECP who has a frame or collection you think others should “Check.Out”?

Contact senior editor,  
**Deirdre Carroll,**  
[dcarroll@jobson.com](mailto:dcarroll@jobson.com).

## LAUNCH / eyewear

# Oakley Adds Garmin Action Camera to Airwave Goggle

BY ANDREW KARP / GROUP EDITOR, LENSES + TECHNOLOGY

FOOTHILLS RANCH, Calif.—Oakley has teamed up with Garmin to expand the functionality of the next evolution in Oakley Airwave alpine goggle technology. Wireless technology and a specially designed app will allow the goggle's heads-up display to be used with the Garmin VIRB Elite action camera.

Customers with the Oakley Airwave 1.5 snow goggle will be able to wirelessly connect their goggles to the VIRB Elite action camera, allowing the goggle to serve as a live video heads-up display, as well as a remote control. The glove-friendly remote for Airwave 1.5 enables the user to control camera features, and the goggle's heads-up display can serve as the camera's LCD display to show live video previews, as well as data from the camera's built-in GPS sensor.

Oakley Airwave goggles feature a heads-up display



developed by Recon Instruments that integrates GPS, Wi-Fi, MFi Bluetooth and more with a host of onboard sensors to offer instant access to information. The Garmin VIRB Elite action camera features built-

in GPS, an accelerometer and an altimeter, and data seen in the Airwave 1.5 heads-up display can be overlaid onto the video recording. ■

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# Safilo Introduces the Rebranded Global Collection

BY ASHLEY GROHOSKI / CONTRIBUTING EDITOR

NEW YORK—Safilo USA's Elasta and Emozioni collections will adopt a new name and look in 2015, rebranding as the Safilo Collection. Beginning in January, Safilo USA will introduce 12 new styles including eight new styles featuring the Elasta 80 hinge and four classic styles from Safilo's international collection.

The eight Safilo styles include the ultra-lightweight Elasta 80 hinge featuring a temple closing mechanism and has been minimized to remain discrete. The styles also include a screwless cross-



bow mechanism thanks to "skillful welding techniques," according to Safilo.

The newly rebranded Safilo collection has also introduced the XE 4066 polymer style to the collection. This particular ultra-lightweight material is a resistant plastic that is friendly for this style's ultra-slim profile. The style is featured in matte and transparent color combinations. The XE 4066 includes adjustable metal nose pad arms for comfort.

Dispenser Price Guide: \$\$ ■

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DISPENSER PRICE GUIDE: \$—LEAST EXPENSIVE —————> \$\$\$\$\$\$—MOST EXPENSIVE



## LAUNCH / eyewear

### Shwood Launches First Rx Collection

BY ASHLEY GROHOSKI / CONTRIBUTING EDITOR

PORTLAND, Ore.—Shwood has expanded its product offering by launching the brand's first Rx collection. The collection includes eight unisex frames featuring Shwood's top selling silhouettes and four newer shapes. Each frame is available in several variations of wood, acetate, titanium and stone materials.

Shwood's Rx Wood Originals collection features an aircraft birch core and proprietary metal lens grooves for accurate fit and durability. The wooden construction is available in the Canby, Belmont and Eugene styles. The Fifty/Fifty Acetate collection is offered in six shapes including two core frames, the Canby and the Francis. New models include Quimby, Fremont, Astoria and the Newport. The new Rx option is also available in the ultra-lightweight



Fifty/Fifty Titanium collection and is offered in three frames including the Fremont, Canby and Francis. Each frame is handcrafted in Shwood's

Portland-based workshop.

Dispenser Price Guide: \$\$\$ ■

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### US Optical Introduces Thin Series Sunlenses

BY ANDREW KARP / GROUP EDITOR, LENSES + TECHNOLOGY

SYRACUSE, N.Y.—US Optical is expanding its proprietary lens technology with two additional sunglass free-form lenses: Thin Wrap HD progressive and Thin Single Vision Wrap HD.

While higher minus Rx lenses have a thick edge and higher plus lenses have a thicker center and nasal area, US Optical's lenses and technology offer customers any fashionable sunglass frame with substantially thinner results. This is achieved by creating a dynamic engineered viewing zone and with advanced mathematical algorithms thinning the edges in a blended area creating thinner plus and minus lenses.

"The most important headline is that we can now make the 6 & 8 base Sunglass Wraps 40 percent thinner," said Ronald Cotran, co-owner and vice president of US Optical. "Whether it's a plus 4 or a minus



6, our new Thin Lens series is 40 percent thinner than any other sunglass technology."

US Optical's Thin Lens technology is protected under U.S. patents 8,002,404 and 8,449,111.

US Optical is the third largest independent lab in America, as ranked by Vision Monday's 2014 Top Labs Report. It is owned by Ralph, Ron and Robert Cotran. ■

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## LAUNCH / eyewear

# A&A Optical Launches Exclusive Crocs 2015 Eyewear Collection

BY ASHLEY GROHOSKI / CONTRIBUTING EDITOR

DALLAS— A&A Optical has launched the Crocs Eyewear collection for adult men and women.

The Crocs eyewear collection includes 12 adult styles and uses an assortment of high quality materials featuring ultra-lightweight stainless steel and hypo-allergenic silicone rubber. The high-tech materials used to make the frames lightweight also includes a flexible polymer for the wearer with an active lifestyle.

The new Croc collection incorporates bold and vibrant colors that are iconic to the Crocs shoes. The styles will feature soft curving designs for women and clean-cut designs for men. According to A&A Optical, the collection interprets the “relaxed and distinctly fun Crocs spirit,” and is available this month.

Dispenser Price Guide: \$\$\$ ■

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## Study Shows Effectiveness of i-Lid Cleanser

BY ANDREW KARP / GROUP EDITOR, LENSES + TECHNOLOGY

SAN RAFAEL, Calif.—The Eye Institute, based here, recently announced that an informal nationwide survey of eye doctors and patients shows success with the use of a recently launched product, i-Lid Cleanser from NovaBay Pharmaceuticals, to treat evaporative dry eye syndrome associated with blepharitis and meibomian gland dysfunction. The condition is the result of over-colonization of Staph bacteria, resulting in inflammation of eye lids and blockage of meibomian glands that help lubricate the eye surface.

“We’re finding this innovative product has had significant impact in helping many patients,” said Kathryn Najafi-Tagol, MD, founder and medical

director of the Eye Institute.

i-Lid Cleanser has broad in-vitro antimicrobial activity and has been cleared by the FDA as a skin and wound cleanser. i-Lid Cleanser maintains its antimicrobial activity by the use of NovaBay’s proprietary ingredient, Neutrox, which contains the same active ingredient used by white blood cells as their first line of defense against bacteria and other microbial invaders. Lab tests show Neutrox not only kills bacteria, it also neutralizes the bacterial toxins that contribute to blepharitis and another condition called dry eye syndrome. ■

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COVER TOPIC

# MEET THE MILLENNIALS

## Defining a Generation That Defies Description



**NEW YORK**—In order to address any group, especially to sell or market to it, you have to understand it. Figuring out how its members think, behave and react is integral to engaging with it and motivating it to act or buy.

But what do you do when the group you would like to understand and want to appeal to is ginor-

mous in size, has a highly diverse ethnic makeup, spans several life stages, depends on technology like air and almost universally prides itself on its individuality?

Meet the Millennials; the generation that defies description...

—Deirdre Carroll

**“THE MILLENNIAL CONSUMER IS HERE TO FORCE THE  
VISION CARE INDUSTRY TO MAKE BIG CHANGES.”**

— Jim McGrann  
President, VSP Vision Care





# MEET THE MILLENNIALS

**M**illennials have a slew of alternative monikers, among them; Generation Y, Digital Natives, Echo Boomers, Generation Next; and the sheer amount of data available on them is staggering.

Unfortunately, that data is often highly varied and sometimes even contradictory. Not surprising when you consider that Millenni-



als themselves are full of contradictions. *Vision Monday* has culled through much of the information available and in the next several pages, and throughout 2015 with our ongoing **Millennial Project**, we will share the best, most pertinent information to help optical retailers and ECPs better understand the largest and most influential consumer group ever.

In addition to sharing pertinent demographic and psychographic facts and figures on Millennials, we are also sharing the thoughts of a few retailers in the industry who are successfully walking the walk and talking the talk with this nascent group of customers.

Because what is important to keep in mind is that they aren't just a large group of "young consumers," they are unlike any other "young consumer" before them. They aren't just different from older generations. They are different from older generations back when those generations were the age of Millennials today. It is that difference that is setting up an entirely new consumer model going forward.

## Size and Break Down

The first hurdle in quantifying this generation is that there is no "official" agreed upon age range for them. The youngest Millennials are widely considered to still be in their teens with no definitive chronological end date yet to be set. Generally, those born from the early 1980s (some argue the late 1970s) to the early 2000s fall into this cohort. For the purposes of

23.5 percent of our current population, and because of the fluid age range of the group, some marketers put their numbers as high as 80 million. That means the number of Millennials roughly exceeds the number of Baby Boomers, the last significant consumer group to drive the economy forward, by about 3 million and by 2020, they will account for fully one-third of the adult population.

**"Since this age group is very social and active, their size might be smaller than its actual influence. The styles that they wear get copied more than other groups. They are also impossible to ignore because as they age, and become 40 or 50, they become the future. By embracing their wishes, wants and desires now, it positions us well going forward."**

*-David H. Hettler, OD, May & Hettler, Alexandria, Va.*

They are also the country's most racially diverse generation. According to Pew Research Center, this is a trend driven by the large wave of Hispanic and Asian immigrants who have been coming to the U.S. for the past half century, and whose U.S.-born children are now aging into adulthood.

*Vision Monday's Millennial Project* we will be referring to those currently between the ages of 18 and 34 years old, unless otherwise noted.

According to the Census Bureau's Resident Population Estimates as of July 1, 2013, there are 74.3 million 18 to 34 year olds in the U.S.,

Some 43 percent of Millennial adults are non-white, the highest share of any generation. That falls in line with U.S. Chamber of Commerce Foundation figures that cite 60 percent of 18 to 29 year olds and 70 percent of those 30 and older classified as non-His-

## For More on Millennials...

U.S. Chamber of Commerce Foundation, "The Millennial Generation Research Review" Sally Seppanen and Wendy Gualtieri, 2009-2012.

*Ad Age*, "Millennials Want to Party With Your Brand But On Their Own Terms" Erin Mulligan Nelson, August 2012.

U.S. Census Bureau, "Census Explorer: Young Adults: Then and Now Edition" American Community Survey, 2009-2013.

U.S. Census Bureau, "U.S. Population Estimates by Single Year of Age" July 2013.

*Forbes*, "Tight Budgets Don't Mean Millennials Won't Pony Up for iPhones and Chipotle" October 2013.

Boston Consulting Group Center for Consumer and Customer Insight, "The Reciprocity Principle: How Millennials Are Changing the Face of Marketing Forever" January 2014.

Pew Research Center, "The Rising Cost of Not Going to College" February 2014.

Pew Research Center, "Millennials in Adulthood" March 2014.

The Vision Council's VisionWatch U.S. Eyewear Study, September 2014.

Young Invincibles, "Where Do Young Adults Work?" Tom Allison and Konrad Mugglestone, November 2014.

**More →**





# MEET THE MILLENNIALS

panic white from 2009-2012. The foundation's figures reflect a record low number of white Americans, with 19 percent identifying as Hispanic, 14 percent as black, 4 percent as Asian and 3 percent mixed race or other.

Marry these figures with those from The Vision Council's VisionWatch as of September 2014, which state that 60.1 percent of all 18 to 34 year olds use some form of vision correction and these population and race figures not only have huge implications on the size and power of this consumer generation for the optical industry, but on the increasing importance of things like alternative fits and marketing that reflect this diversity.

## Education and Employment

Though ethnically diverse, Millennials also happen to collectively be the most highly educated generation of any before them, and educational attainment is highly correlated with economic success, even more so for this generation than previous ones.

The U.S. Census reports that 22.3 percent of 18 to 34 year olds had a bachelor's degree or higher between 2009 and 2013. Compare that with only

19.5 percent in 2000, 17 percent in 1990 and 15.7 percent in the same age group in 1980.

Pew dug even deeper to determine that fully a third (34 percent) of older Millennials today, those aged 26 to 33, have a four-year college degree or more and college-educated Millennials are more likely to be employed full time than their less-educated counterparts (89 percent versus 82 percent) and significantly less likely to be unemployed (3.8 percent versus 12.2 percent).

Thanks to the effect of two economic recessions, today's young, college-educated workers are having more difficulty landing work compared to earlier generations of young adults. They are more likely to be unemployed, and it takes them longer, on average, to find a job. The good news is that once they are employed, their earnings are higher than those received by the young, college-educated adults of earlier groups.

According to the U.S. Census, the median earnings for all 18 to 34 who worked full time, year-round and regardless of education level (in 2013 inflation-adjusted dollars) was \$33,883 a year. While Pew's analysis found those Millennials who were college graduates, working full time, earn more annually—about \$17,500 more—than employed young adults with only a high school diploma.

Perhaps a necessity when you consider

vincibles, a national organization working to engage young adults on issues, such as higher education, health care and jobs. However, they report that nearly 50 million Millennials are currently working across the nation, comprising a third of the work force today. Eventually, the organization said, that will grow to half of the work force by 2020.

Recognizing that where young people work and how their earnings have fared since the economic downturn has enormous implications for the economy's future, Young Invincibles analyzed what industries Millennials were employed in and which sectors were the most popular. They found that younger Millennials (18 to 24 year-olds) predominantly work in service industries: leisure and hospitality or retail and wholesale.

Most significant for the optical industry, the organization found that health care is already



**“The language is relevancy. These are not people who come in blind. They come in knowing something and having an expectation of an ‘experience.’ We always ask – ‘How did you hear about us?’ – to find how we are relevant to them and customize each experience. If you start talking to a demographic like they’re a ‘demographic’ they are going to tune you out.”**

*-Julia Gogosha, Gogosha Optique, Los Angeles, Calif.*

increased levels of educational attainment means Millennials are entering adulthood with record levels of student debt. Two-thirds of recent bachelor's degree recipients have outstanding student loans, with an average debt of about \$27,000. Two decades ago, only half of recent graduates had college debt, and the average was \$15,000.

The great recession of 2007 hit young workers hard, leaving roughly 5 million still unemployed five years later, according to Young In-

vincibles, a national organization working to engage young adults on issues, such as higher education, health care and jobs. However, they report that nearly 50 million Millennials are currently working across the nation, comprising a third of the work force today. Eventually, the organization said, that will grow to half of the work force by 2020.

**More →**

# MILLENNIAL WAKE UP

## 74.3 Million

(or 23.5% of the total population) Americans are between the ages of 18 to 34, according to the U.S. Census Bureau as of July 1, 2013, though marketers put the number of Millennials as high as 80 million.



## 43%

are non-white. That is the highest share of any generation, making it the most racially diverse group in American history. According to Pew, this trend is driven by the large numbers of Hispanic and Asian immigrants who have come into the U.S. in the past 50 years whose U.S. born children are now coming of age. This fact will have a huge impact on the demand for international, Asian and alternative fit eyewear options.





# 60.1%

*of 18 to 34 year olds use some form of vision correction, according to the latest VisionWatch U.S. Eyewear Study from The Vision Council, dated September 2014.*



# \$10 Trillion

According to Ad Age, that is the amount of money Millennials will spend in their lifetimes.



# 50 Million

Millennials are currently working across the nation, comprising a third of the work force today. By 2020, that will grow to half of the work force. (Young Invincibles)

More →

VM  
**@millennial**  
project

# MEET THE MILLENNIALS

## Spending Power and Values

In addition to their size, diversity and education levels, Millennials are different from older generations thanks to their spending habits and values.

In 2012, *Ad Age* reported that Millennials will spend more than \$10 trillion in their lifetimes; but a January 2014 report released by The Boston Consulting Group's (BCG) Center

By all accounts, Millennials aren't spending all that money in the same ways older generations have spent. Generally attributed to their increased levels of school debt, trouble finding employment and formative experience of witnessing multiple economic downturns, Millennials are more financially leery and aren't making (and have little interest in making) large purchases, like buying homes or cars.

What they are spending money on? According to *Forbes*, apparel, food and technology. *Forbes* cited a MasterCard survey that found 53 percent of Millennials ranked technology as their top passion with computer and electronic stores ranked among their top five spending categories.

Not surprising, since perhaps the Millennials most singularly uniform characteristic is that they are the most technically savvy, connected generation ever. "Digital Natives," they are the only generation for which the internet, mobile technology

24-hour-a-day, seven-day-a-week dialogue between brands and their customers and among their customers," they reported.

It is this intrinsic technological connectivity that has had the largest impact on their consumer behaviors and it's those behaviors that are creating an entirely new consumer model going forward.

Meet the Millennials: they are many, they are educated and they are the future of your business. ■

—Deirdre Carroll



**"Millennials have a world of information at their fingertips due to smart devices and social media. They quickly and easily compare costs and even research the companies they buy products from. Because of this, Millennials often seek quality at a great price and align themselves with companies that showcase similar values as their own."**

—Cindy Keil Olson, Eye Care Associates, a MyEyeDr. company, Raleigh-Durham, N.C.

for Consumer and Customer Insight found that U.S. Millennials already account for an estimated \$1.3 trillion in direct annual spending, of which at least \$430 billion is estimated to be discretionary, nonessential spending. Their estimates do not include substantial Millennial-influenced spending from parents or grandparents. And this sum is only expected to grow dramatically as more Millennials reach adulthood and therefore hit peak earning and buying power.

ogy and social media were not something they had to adapt to, but was inherent to their development. A digital world is all Millennials have ever known and navigating new media is a sixth sense for them.

The U.S. Chamber of Commerce Foundation found that it was Millennials' relationship with technology that has completely changed their relationships with just about everything. "With brands and services, what used to be a one-way conversation is now a multifaceted,



*Vision Monday's Millennial Project* is a year-long, integrated, multimedia initiative led by senior editor, Deirdre Carroll, that will explore the characteristics of today's Millennials. Its purpose is to help optical retailers and ECPs better understand the influence of this game-changing customer segment, the influence that they're having on the business and how essential it is to find relevance with these emerging eyewear and eyecare customers. Over the course of 2015, this cover story will be followed by six targeted Front Lines features focused on topics like Millennial men and women; mobile, e-commerce and digital usage; Millennials' vision and Rx needs, their spending habits and how to market to them, as well as Millennial ECPs and how they shape their practices. The online component, [www.Visionmonday.com/MillennialProject](http://www.Visionmonday.com/MillennialProject), launching soon, will feature a special landing page and be a resource center for articles, images and tips. *Vision Monday's Millennial Project* will culminate in two **VM Live** events in 2015, one in late spring, the other in the fall, that will further explore this significant market segment in an interactive manner with expert speakers from both inside and outside the optical industry. For more information on *VM's Millennial Project* contact Deirdre Carroll at [dcarroll@jobson.com](mailto:dcarroll@jobson.com).





## ENDPAGE.

### A Look Back

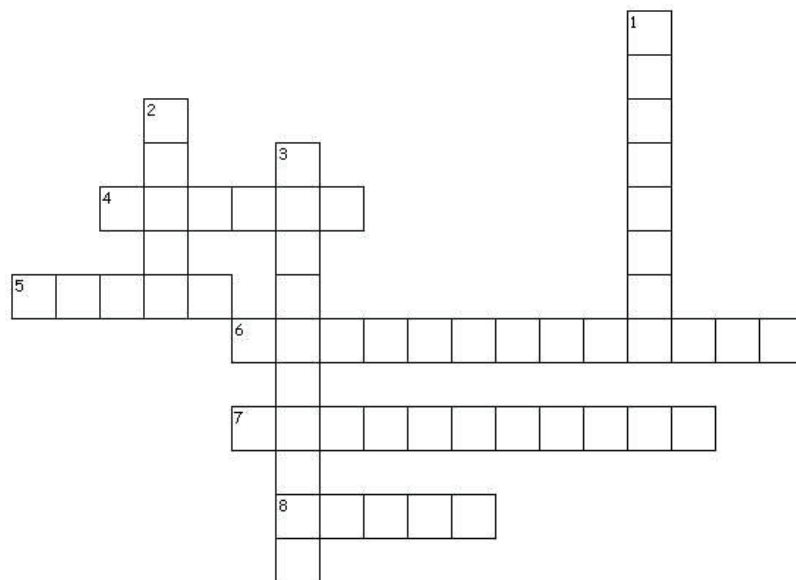
There were many products and developments that made an appearance in 2014. Try and ID some of them in this month's Criss Cross.

#### ACROSS

4. This year, Mei extended their services to this country.
5. Mineral \_\_\_\_ lenses are making a comeback as they are arriving thinner and lighter than ever before.
6. On this day, many companies contributed their resources to improve eye health around the world.
7. Marchon Eyewear's Nike Vision teamed up with this basketball MVP for the newest collection.
8. Shamir released this digital measurement device for the Apple iPad.

#### DOWN

1. This app fills last minute cancellations.
2. Safilo's Bloggers Day took place in this beautiful city.
3. This optical company recently teamed up with Habitat for Humanity to provide a local family a home.



For the answers to this month's *CRISScross*, go to the *EndPage* category on *VisionMonday.com*.

### Missed Perceptions.

/ Optigram

Like sand through an hourglass, Father Time keeps marching on. Out with the old and in with the new. Happy 2015 from *Vision Monday*!



Have anything to add? We'd love to hear from you!  
E-mail your comments to [visionmonday@jobson.com](mailto:visionmonday@jobson.com).

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