

LUXOTTICA FRAMES ADVISOR

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THE OPTICAL SHOPPING EXPERIENCE

Today's consumer has more choice than ever before to purchase eyewear, from independent optometrists, ophthalmologist, opticians to mass merchandisers, department stores, drug stores, and online. To be competitive and stay consumer centric in our practices, we need to discover ways to not only differentiate ourselves but also to provide an in-store value proposition that goes beyond what someone can get in this self-selecting dotcom world and the cheap alternative brick and mortar shopping experiences.

Eyewear has a strong impact on our personal image and it's an emotional process for two reasons. One, the choice of eyewear is an important decision as we typically wear one frame for one to two years. Secondly, the choice of eyewear has an impact on the consumers personal image. In fact, research shows that consumers view eyewear as one of the only accessories that impacts not just the way their outfit looks, but on their overall image ranking it higher than any other accessory out there. Think about it. We put a frame on one of the most visible areas of our bodies and it's one of the first areas people connect with us on, when we greet them. It's also an accessory that we probably wear every single day for at least a few years.

With that said, studies point out that consumers often find the task of choosing a new frame difficult, and that this part of the consumer journey is often perceived negatively. This could be why industry data tells us that one in three patients* (roughly 35%) walk out of a practice to purchase from somewhere else if they are not able to find or are comfortable with the frame shopping experience in our practice.

While the actual buying journey, from the need to buy to the actual purchase, typically lasts one week, a patient only spends about an hour in the store – which is your opportunity to make an impact! The good news is, is that 85% of consumers* are telling us that they want to know and hear about all the options available to them including shape and material regardless of price. Also, it's shown that between the doctor, the optician, and sales associate our power to be influential on the final frame selection makes two of the top five factors for why someone purchases. The onus then is on you to provide a level of service with your expertise in frames and fitting that can take the guesswork out of the frame selection and help making choosing a frame a memorable experience which in turn will help practice capture rates increase and garner a more loyal patient base.

Let's discuss how we can improve the patient experience. We will discuss a process we call the Smile Approach. With the smile approach you will be able to transform the patient's negative emotions into a smile! The smile approach focuses on your role during different phases of the shopping experience in which, you are in direct contact with the patient. So how do you make choosing a frame a positive experience?

YOUR ROLE AS A FRAME ADVISOR

We know that the shopping experience is influenced by three main factors

- 1) The point of sale in-store layout and design, lighting, visual merchandising, design, atmosphere and location.
- 2) The assortment of brands, models, stock availability, colors, good prices, promotions, and new collections.
- 3) The service staff, laboratory, sales and technical skills, product knowledge, after sale, maintenance & additional services.

As a FRAME ADVISOR, you will be able to offer your patients a valuable consultancy service that will exceed their expectations and focus on that third influential part of the shopping experience; the service.

EDUCATE

Patients expect professional advice from you. In order to create a good atmosphere and build credibility, educating the customer on frame morphology (shape) and facial features will help to transform the task of choosing and fitting frames into an easier process. Learning more about a patient's needs enables you to guide and inspire them as they search for the right frames to suit and enhance their personal image.

To get them to the right frames we need to consider face features, personality and their lifestyle. During this phase we will educate the customer and discover his or her needs and expectations of new frames. Let's have a look at the different aspects that we need to consider when choosing the frame, as these will determine why one frame fits better than another.

The Three Aspects To Consider

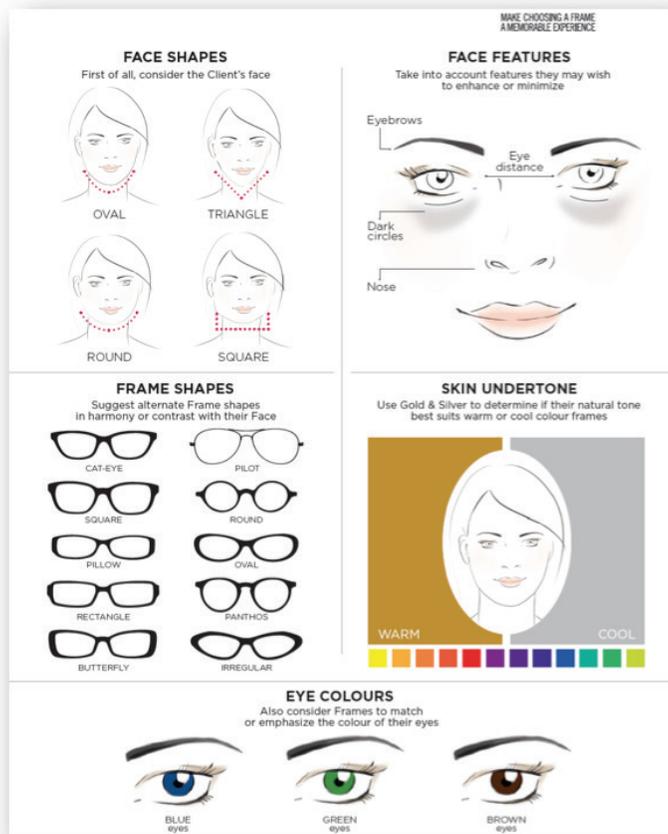
First, we will consider the morphology of your face, simply meaning the shape of your face and certain face features, like the shape and size of your nose, your eyes and your eyebrows. We will also show you the different frame shapes and their link to face shape, as this will help you distinguish which frames suit your patient best.

Second, we will focus on skin, eye and hair color, as frames can make a big difference if they are in harmony or in contrast with one or more of these features.

Lastly, we will discuss lifestyle, as your patient's preferences and daily activities can also influence their choice of frame.

Let's introduce you to the visual tools that we will be using.

Look at the five sections pictured here. They are Face Shape, Face Features, Frame Shapes, Skin Undertone and Eye Colors.



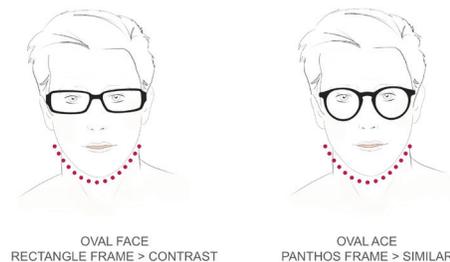
Understand Face Shape

There are countless face shapes that we could discuss but for us to keep it simple and effective we will narrow it down into two major categories. Face shapes can be categorized as either angular or rounded. Within those we will focus on round and oval, and, square and triangle. It is usually quite easy to identify your face shape by looking at the jaw line i.e., look at the shape only from the nose down. Practice doing this in your practice to become comfortable with

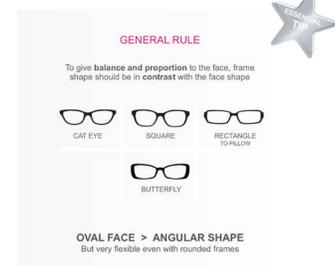
identifying face shapes discretely and confidently. Before we however start to frame advise, it's also critical that we are familiar with all the different types of frame shapes and in particular, the ones you carry in your dispensary. Take time to review your board space and identify the shapes as either angular or rounded. Once we are comfortable with identifying face shapes and you know your dispensary well, you can then start to effectively frame advise.

So, what is the best frame fit for each face shape? The key is to play with contrast. By playing with contrast we provide our patients with fashion advice that helps to offer balance to their morphology and enhance their look. Let's discuss a few examples to illustrate this. Let's say that we have determined our patient's face is an oval shape. If our patient has an oval jaw line, and we now know to play with contrast, our frame choice should look to provide angularity to their oval shape. This means we should be looking to choose frames that are more angular in shape. Look at the image pictured here. In this example we would be looking for this patient to be fitted with frame shapes like, cat-eye, square, rectangular to pillow and even shapes like butterfly.

CHOOSE FRAME SHAPE ACCORDING TO FACE SHAPE



CHOOSE FRAME SHAPE ACCORDING TO FACE SHAPE



Let's look at another face shape. What if we have determined the patient's face shape is more angular (square or triangle). In this example, let's say the face shape is square. Again, we want to play with contrast to provide balance. Choosing a frame that is also angular, although not terrible, is not optimal for providing this balance. If the individual has a square face,

you should look to balance their look by choosing frames that are rounded. Keep in mind the final choice is always the consumers, but take this opportunity to guide and educate. Frames that would fit this criterion then would be, pilots, rounds, and even panthos for a more angular face.

CHOOSE FRAME SHAPE
ACCORDING TO FACE SHAPE

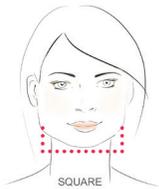


SQUARE FACE
PANTHOS FRAME > CONTRAST



SQUARE FACE
SQUARE FRAME > SIMILAR

CHOOSE FRAME SHAPE
ACCORDING TO FACE SHAPE



SQUARE

GENERAL RULE
To give balance and proportion to the face, frame shape should be in contrast with the face shape

PILOT PANTHOS & ROUND OVAL TO FOLLOW

SQUARE FACE > ROUNDED SHAPE

Let's take this a step further and look at an advanced fitting opportunity. Let's focus on how to advise when it comes to the temples of the frame and a person's profile. Most often little consideration is given to how this might impact a person's look since its usually very hard for the patient to get a good look at his or her own profile. A frame temple size and color can actually change the length of their profile or face and help to provide balance. For example, in the case of a shorter face or profile (especially for square or round faces), to make the face appear longer the most appropriate, the frame would have thin temples, high fitting and no decoration. Contrasting that, in the case of a longer face (especially for oval or triangle faces), to make the face appear shorter the most appropriate frames have thick temples, central fitting and decorations or color contrast.

CHOOSE FRAME ACCORDING TO FACE FEATURES
LONG / SHORT FACE

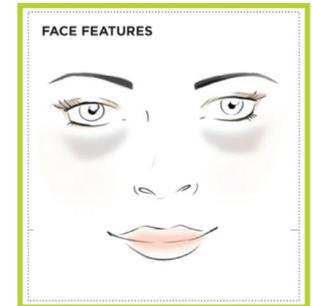
TO MAKE THE FACE APPEAR LONGER

CHOOSE
Thin temples, high fitting
No decoration

TO MAKE THE FACE APPEAR SHORTER

CHOOSE
Thick temples, central fitting
Decoration or colour contrast

Now that you have mastered this, let's look at another area you can educate and guide when it comes to providing the perfect fit. Let's see how a frames shape can enhance or soften facial features. We will focus on the eyebrows, the nose, and even dark circles or bags under the eyes.



When it comes to the right fit for someone's eyebrows the first rule to keep it mind is how the frame sits in relation to the eyebrow line. We should avoid choosing frames that cover the eyebrow completely or that allow for the eyebrow to be visible through the lenses. The optimal fit would be to find a frame that sits right below the top of the eyebrow and that follows the shape of the eyebrow line.

CHOOSE FRAME ACCORDING TO FACE FEATURES
EYEBROWS



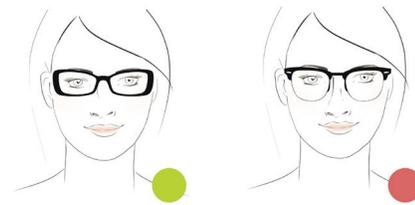
The top of the frame must fall just below the eyebrows and follow their shape:



Eyebrows should not be visible through the eyeglasses

What about the nose? If we have a patient who has a large nose and they either express that they want to reduce its appearance, or we want to choose a frame that provides balance, we should look to find a frame that could give the appearance of a shorter nose. In this case, we should choose a frame that has a thick bridge, heavier frame and decorations. This will help to mute the length or size of the persons nose. To make a thick nose appear thinner, frames with squared shapes are to be preferred.

CHOOSE FRAME ACCORDING TO FACE FEATURES
NOSE



TO MAKE LONG NOSE APPEAR SHORTER

THICK BRIDGE
GO HEAVY ON THE FRAME



Lastly, we can even help our patients to look and feel younger with the right fit especially when addressing things like bags or dark circles which are usually a product of getting older or can be sometimes genetic. As a rule of thumb here, to soften the dark circles around the eye, look to fit someone in a full rim frame to semi thick. Lean towards lighter tones and keep in mind the frame size should slightly cover your under-eye circles. Frames that you should look to avoid are rimless or semi-rim frames or frames that are very thick or are big black glasses which will call too much attention to the features we are trying to mask. Keep in mind that you should use discretion and tact when handling these more sensitive elements of their face so as not to offend and make them feel uncomfortable.

In addition to frame shape, frame colors also have an influence on the image we project. As a frame advisor, your job is to help your patients understand which colors complement their face so that they feel more comfortable with their image and more confident about wearing eyewear. Some people may also consider their eye or hair color to be a highlight of their appearance (i.e. blue eyes) or a feature that is particularly characteristic of their personality (i.e. a particular hair color).

SKIN UNDERTONE, EYE AND HAIR COLOUR

IN ADDITION TO FRAME SHAPE, FRAME COLOURS ALSO HAVE AN INFLUENCE ON THE IMAGE WE PROJECT.

AS A FRAME ADVISOR, YOUR JOB IS TO HELP YOUR CLIENTS UNDERSTAND WHICH COLOURS COMPLEMENT THEIR FACE SO THAT THEY FEEL MORE COMFORTABLE WITH THEIR IMAGE AND MORE CONFIDENT ABOUT WEARING EYEWEAR.

SOME PEOPLE MAY ALSO CONSIDER THEIR EYE OR HAIR COLOUR TO BE A HIGHLIGHT OF THEIR APPEARANCE (E.G. BLUE EYES) OR A FEATURE THAT IS PARTICULARLY CHARACTERISTIC OF THEIR PERSONALITY (E.G. A PARTICULAR HAIR COLOUR).



TIP To find out whether Clients instinctively prefer warm or cool colours, ask them to comment on their reflection next to gold and silver colour cards:

- If the Client appears more pleased with their reflection next to the gold card it means that he/she prefers warm colours
- If the Client appears more pleased with their reflection next to the silver card it means that he/she prefers cool colours

For visual harmony, choose shades similar to the Client's natural colours

- To emphasize the Client's eye colour, choose shades that contrast with the client's colours
- For Clients with red hair, choose strong frame colours
- For Clients with grey hair, choose clean, bright colours
- For Clients with platinum hair, choose cool frame colours

Most people feel more comfortable wearing certain colors, and instinctively avoid others. This usually has something to do with skin tone and comes down to whether the colors are in harmony or in contrast with their natural tones.

The same concept goes for eyewear, as some colors can do a lot to brighten and enliven your face, while others can make you look tired or anonymous. To find out whether your patient prefers warm or cool colors, ask them to comment on their reflection next to gold or silver

colored cards. If this patient is more pleased with their reflection next to the gold card it means that he or she prefers warmer colors. If they are happier with their look next to the silver toned card it means, then that they prefer more cool colors. Also, if your patient wants to dial up a particular color tone, let's say their blue eye color, a trick would be to offset the cool tones of the blue eyes with the warm tones of the frame. This contrast will call more attention to their blue eyes. Likewise, if you want to downplay the color palette we recommend you go same on same (i.e. warm on warm) and this will add harmony to their color tones.

DISCOVER

To help patients find the right frame, we need to know their needs and feelings. Learning more about your patient will make it quicker and easier to find the right sales arguments and achieve upselling and cross selling goals, but most importantly, your approach to discovering the patient's preferences will make them feel that they are in good hands and appreciate your services.

Ask questions and make sure you listen to your patients. Remember physiologically speaking we have two ears and one mouth which is a good ratio to remember in that we should listen twice as much as we speak. Frames should not only look good, they also need to be comfortable and fit your lifestyle. Some may even want frames to express their identity. Here are some areas of consideration to focus on as you start to better understand more about them and how they will be using the frame which can help us determine lifestyle and frame preference.

1. Current Frame: Let's take a look at your current frame to understand what you are happy with and what you would like to change. What did you or didn't you like about it?

2. Lifestyle & Usage: Let's understand their lifestyle. Ask them questions like what do they do for work, or how do they plan to use these glasses and where do they spend the most time? Here we want to make sure we find the function and comfort balance for their needs.

3. Style Preferences: Lastly, each one of us has a style preference. Ask questions that help us determine brand, style, and decoration that meets their personal sense of expression.

In the following section, are a variety of question in each category intended to start the conversation. Use these or have at least three of your own that can do the same.

CURRENT FRAME (If the patient is wearing frames)

- Why do you need to change your frame?
- How do you feel about your current frame?
- What aspects of your current frame would you like to improve?

LIFESTYLE AND USAGE

- When do you use glasses?
- Will you use new frames for a particular occasion (work, spare time, reading, home, ...)?
- What are your daily/weekly activities (professional, hobbies...)?

STYLE PREFERENCES

- Do you have a favorite brand?
- Let's do a small test, I will read a few statements and you tell me which one better represents you, ok?
 - I am confident about my look
 - I look for simplicity with an original touch
 - I want to make an impression
 - I am passionate about innovation and technology
 - I prefer comfort over fashion
 - I don't like wearing glasses

Summarize their answers in a repeat question-phrase like...

“Am I right in thinking you prefer fashion frames with minimal logos?”

“Let's look at the board again so we can summarize what we have discussed so far.

These kinds of identifications help confirm the frame choice and the direction that the optician can take to give the patient what they are comfortable with or to take a daring step and find something that they will appreciate as a new kind of look or a new attitude.

GUIDE AND INSPIRE

To guarantee that choosing new frames becomes a positive experience, we have to guide and inspire our patients during all phases of fitting and choosing frames. We guide our patients by showing them frames that are in line with the outcome of the Discovery Phase, and by asking questions that will help them to find their ideal frames, without ever dictating whether a frame is right

or wrong. In this phase you should adopt a playful, spontaneous approach and include the following:

- Invite your patient to stand up and try on frames suited to his or her morphology and personality.
- Tell the story of the frame using product focus points and sales arguments aligned with the outcome of the Discovery Phase. Telling a story is very important in being able to make an emotional connection with the frame and helps to remove some of the price sensitivity they may even have.
- Ask your patient how they feel and how they see themselves in each frame that they try on. Let them make the decision and be in control as we guide and inspire.

If we have the technology in our practice, it's a good idea for us to take pictures of the different frames they are trying on and even the different angles to compare each. Controlling this element helps to keep the dialogue between us and them versus the patient taking selfies of themselves on their smart phone and sharing on social media or with their friends. If this happens we lose control of the conversation and of the opinions which we want to continue to guide.

As we continue to guide and inspire remember to try to overcome any potential doubts the patient may have and make a shortlist of the “winning” frames and giving the patient more information about the frames they liked the most. Let's see this play out.

“Thanks for your time! Now that we have a clear understanding of your face features and your needs, let's play with frames! Based on what we have discussed in terms of your face shape, colors and personality, let me show you styles that will enhance your personal image. Let's try on this broad frame, how does it make you feel in terms of your facial proportions? A broad frame provides nice balance for your particular face shape.”

Keep in mind we are talking about some elements which can be sensitive if not correctly articulated and can even be off putting. Practice ahead of time what you might say. Refer to the chart here for some common DO's and DON'Ts that can provide a good template for a successful frames advisor interaction.

	DO	DON'TS
When presenting frames, ask the customers how they feel and see themselves, without mentioning the improvement of a defect.	<i>"Let's try on this broad frame, how do you feel if you look at the proportion of your face?"</i>	<i>"Look how this broad frame makes your long face shorter"</i>
Never speak about a defect, rather speak in general.	<i>"A broad frame could give balance to your face shape"</i>	<i>"Broad frames will make your long face appear shorter"</i>
Don't share your opinion first, ask the Client!	<i>"How do you see yourself with this frame?"</i>	<i>"I think this is the best frame for you"</i>
Guide and inspire means sharing a moment of joy!	Smile! Assist the customer, suggesting frames. Make it a playful moment!	Simply stand and watch the customer while he/she is trying on the frames.
Use the proper argumentation while proposing a frame.	Tell the story of the frame and use product argumentation according to consumer personality. Always keep in mind whether he/she is more a "functional" or "expressive" consumer type.	Avoid listing technical features or generic statements not linked to the person.
If the customer is having doubts or is raising objections.	Try to find out what the doubts are, and why! Ask: <i>"What is not convincing you?" "Are your doubts more about the colour or about the shape?"</i>	Tell your Customer that they are wrong or don't understand.
The customer might want the opinion of friends and family	Share the moment by offering to take a picture of them wearing the frames you have selected together.	Simply letting your Customer look at themselves in the mirror without encouraging them to capture the moment.

THE CLOSING

Make sure you secure the next step and leave the customer with a good impression.

Depending on the outcome of the fitting and choosing frames phase, follow the steps of your own sales method, but in any case, reinforce a good experience!

How? "Thanks for your time, now you know how to choose your frame!" Not only have you guided them and removed the guesswork out of the shopping experience, you have educated them and made them more aware of how to approach the technical fit better next time.

If the patient is not yet ready to make a purchase, record the details of the frames they selected and invite them to come back, or just call since you have all the information on file. You may even want to explore and ask why they aren't ready today to get a better understanding. Be prepared as you may hear some things that will surprise you. First, they may decide that they did not like the final selection. Or, they may have felt pressured that you actually didn't listen. That's why I say be prepared for any and all answers. The more we prepare and practice the better we will be able to overcome and increase our capture rate and close the sales.

However, the most often stated reason for not purchasing is that the value proposition was not met, i.e., they most often say, they didn't understand the benefits versus the price. Sure, we might have even helped them understand that the frame went through over 100 steps of manufacturing and quality control but if we aren't able to connect them to how the frame benefits them there will still be a disconnect. Be sure that you confirm that each customer understands the purchase and how it will improve their overall daily experience and look.

Frames change the way we look and feel. Consumers are telling us that they don't typically enjoy the process of selecting eyewear at the dispensary as they find it confusing, overwhelming and sometimes too technical in getting the right fit. Remember unlike most other purchases we do in life, consumers are only making an eyewear purchase roughly every two years or more and most aren't aware of all the different shapes, size options and how they have a strong impact on our appearance. Consumers are looking to those in your practice to help and guide them. Providing a frames advisor service will not only quickly assess facial features that every customer can understand but it also can help to differentiate our practice versus others by providing an elevated consumer shopping experience. Let's take the guesswork out of the frame selection, and in guiding the patient to the right fit, providing a memorable in-store experience that will build loyalty and improve our business.