

Invisalign® Secrets of Success for the Orthodontic Practice

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Member of Align's Alpha Group (Original Clinical Advisory Board)
Align's Speakers Bureau (10 years): 250 GP and Orthodontic Certifications
Former Chief Consultant: Invisalign® Consulting Services (ICS)
Chief Consultant: ClinReview® Consulting Services
Invisalign® Study Clubs (10 years): 350 GP Members
Private Practice: San Jose and Mountain View
Invisalign® Treated Cases: 1425+
Beta Test Office: New Invisalign® Products (Invisalign® Assist, Invisalign® Teen, Viverra®, Dual Layer Aligners, Optimized Attachments, New Attachment Kit)

Disclaimer

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Attendees are responsible for legal and regulatory compliance of any marketing and care-to-share programs.

Outline

1. **The Orthodontic Market**
 - a) Unbelievable/untapped potential
 - b) Plant and Bloom (my orthodontic theme for 2009)
 - c) The Economy vs. Your economy
2. **Referral Network Model**
 - a) Changing referral patterns/increasing Orthodontic education in GP offices
3. **Marketing**
 - a) External, internal, building your Invisalign® brand
4. **Invisalign® Teen**
 - a) Breaking down the "Tribal Knowledge" roadblocks
 - b) Teen care-to-share
5. **New Patient Flow Process / Third Party Financing (Chase® Financial)**
 - a) Creating an 85% acceptance rate each month for new patients

Invisalign®

**The Orthodontic Market
(Plant and Bloom)**

New Patients, New Opportunities

75% of US needs straighter teeth*

- Epidemiological study by NCHS
62% of malocclusions are 6mm or less

Esthetics is a major barrier**

- 49% want straighter teeth
- But they're more likely to not seek treatment than to seek treatment with either ceramic or metal braces

These prospective Invisalign® patients walk into your office every day!!

Category	Percentage
Need Straighter Teeth, Don't Seek Rx	74.2%
Don't Need Straighter Teeth	25.0%
Orthodontic Patients Annually	0.8%

Brunelle, et al. in Journal of Dental Research (2/06)
** Data on file. Align study of 18,000 adults 25-49.
NCHS = National Center for Health Statistics

New Patients, New Opportunities

Every adult/teenager in your practice is a potential referral source.

Care-to-Share can be a powerful referral source.

Plant and Bloom. Focus on what you do have.....

Plant and Bloom (team building opportunity)

"The Economy"

"Your Economy"
 You
 Staff
 Patient List
 Marketing
 Attitude
 Knowledge
 Experience
 Resources
 Plan
 Formulae
 (USE CONTROL)

Stock Market Unemployment
 Housing Crisis Car Sales
 Gas Prices Media
 Politics TV
 Banks Iran
 (No Control)

Focus ALL your energy on what you CAN control and none on the things that are out of your control!

Sample Month (Results may vary month-to-month)

Aug 09 IE

Referral Source	Percentage
Care to Share	40%
Internet	24%
Dr. Referral	21%
Other	8%

Why do Invisalign®?

- Invisalign® patients refer 4X more than traditional orthodontic patients.
- Average demographics for Invisalign® patients: female (72%), age (25-42*), disposable household income (\$82,500*). *commissioned Align research
- It's not about the Invisalign® you turn away, it's the lack of future referrals.

The Numbers (Why am I showing you this?)

1000 Invisalign® starts (2/20/2008)
Average Invisalign® starts since 2000: 142/year
Average Fee: \$5600
Total Gross Production: \$5,600,000
Total Lab Bill Cost: \$1,000,000 (average lab bill \$1000 due to Loyalty Rebate Programs)
Net Revenue: \$4,600,000 (average \$657,142/year of Invisalign®)
Average Total Orthodontic Starts/year for last 7 Years: 600
Percent of Invisalign® Starts/year for last 7 Years: 23.6%
Average Treatment time: 11.5 months
Average Number of Appointments: 7
Average Revenue/appointment: \$800



Referral Network Model

History of Referral Network

1. New office, young Orthodontist, looking for referrals
2. Needed to differentiate myself from other Orthodontist
3. Prior to working with General Dentist: 10-15 Invisalign® starts/quarter
4. Within 2 years of working with General Dentist: 75-85 Invisalign® starts/quarter
5. Systems approach: General Dentist, Orthodontist, Territory Manager (all must work together to make this work)
6. 8 years later (Boschken Orthodontics is Invisalign® branded)
7. Takes time to see results. One GP at a time. One patient at a time.

Goal: Change referral patterns and raise the overall orthodontic knowledge for dentist and their team!!!

Mentoring Doctors (Changing Referral Patterns!)

Invisalign® Study Clubs (Ortho/TM development)

Lunch/Learn Seminars (invite GP's for lunchtime lectures)

Hygiene Lectures (emphasizing the need for Invisalign®, referring patients, and getting into treatment themselves)

Office House Calls (troubleshooting difficult cases, case recovery)

ClinAdvisor® Assessment (great tool to show sample ClinCheck®)


Mentoring

- Records taking (photos, x-rays, PVS impressions)
- Diagnosis, Treatment planning, ClinCheck® Review
- IPR assistance
- Attachment placement
- Auxiliary techniques (buttons/elastics, brackets, TADs, etc)
- Detailing/finishing (detail pliers, case refinement)
- Retention (Hawley, lingual .0155 coaxial wire, Vivera®)



Marketing

Begins with the Team...



Team Building

1. **Team marketing:**
 - a) For every patient that a team member refers to our office and starts treatment receives a \$100 Visa Credit Card
2. **Employee of the Month (\$100 gift certificate)**
3. **Team Birthday lunches:**
 - a) Have every team member's birthday added to schedule
 - b) Each birthday should be celebrated at a local restaurant
 - c) Each team member should contribute \$10 for an office gift
 - d) The doctor gives a \$100 Visa Credit Card
4. **Set team monthly goals:**
 - a) Have a goal set/month for new patients/new patient starts/production/collections
 - b) Have a game board in the office to track monthly goals (visual aids are powerful)

Team Building

- 5. **Team building after hours event:**
 - a) Have 2 team members plan it together (spouses are included)
 - b) Give them a budget
 - c) They pick the team event (manicure, dinner, massage, sports event, etc.)
- 6. **For every start in the office:**
 - a) \$25 goes into a savings account used for Education
 - b) Money is used for trips (AAO, PCSO, Invisalign® Summit, etc.)
 - c) The more money you have, the more fun you get to have on the trip.....
- 7. **Rebate check**
 - a) Return the full rebate back to the Team

Team Building (Giants Game)



Team Building (Bowling)



Team Building (Bocce Ball)



Using Invisalign® To Build Your Brand







Power of Branding....

Invisalign® is the #1 orthodontic brand in the world

1. The branding is not complete. You still have the opportunity to become an Outlier.
2. Early branding of products
 - Kleenex, FedEx, Xerox
3. Align Technology has spent approximately \$300 million in marketing (last 10 years)
4. Direct consumer approach
 - TV, magazines, radio
 - Social Networks (Facebook, YouTube, Twitter, etc.)
 - High Schools (current beta test)
 - Conventions, trade shows, etc.

It's not too late to establish your Invisalign® brand!

Invisalign® Brand Appeal

1. Have an Invisalign® Month for:

Realtors

- Send special offer (postcard) to realtors in your area
- Offer special package (for themselves or their children)
- Free exam, records, whitening, discount 10% (\$750 total value)
- Get them to promote your office (they are the best at this)
- (Insurance agents, Teachers, Law Enforcement, Military)

2. On the Web:

Google, Yahoo, and other search engines

- Invisalign® recognized by half the US/Canadian population
- Invisalign® searched 220,000/month (average)

3. Have an Invisalign® Day:

Practicemarketer.com and Vision Trust (Jeff Behan)

Plan 3 months in advance

- Mail postcards to existing patients
- Include households in your neighborhood
- Consider newspapers/radio ads
- Banners & posters
- Statement stuffers

External Marketing

- Internet (Pay-per-click)
- Newspapers, Magazines, TV, Radio, etc.*
- Real Estate mailing list
- Letters to Local Health Professionals (Cross promotions)
 - Lasix, Vision, Plastic Surgery, Health Clubs
 - 10 mile radius
- Invisalign® Branding
 - Vehicle Wraps
 - Window and Poster signs
 - Lobby Videos
 - On-hold Messages
- Community Programs
 - Yearbook advertisement
 - Feature article in local newspaper
 - Orthodontic case/whitening/mouth guard donation to school auction
 - Send letter home to parents during Orthodontic Month (October)
 - Sports team sponsorship
 - College scholarship

* Cost lots of money and you need to do it frequently for several months and even years.

Yearbook Photo...



Internal Marketing


1. Care-to-Share Program:

- Visa® Debit/Credit Cards (bankofamerica.com/giftcard)
- Can be used everywhere to brand your office and name
- Initial \$500 setup fee: \$2.50/card
- \$100 value for each patient referred who starts treatment
- Present cards in the waiting room for other patients to hear
- Treatment and financial coordinator explain program at initial appointment and signing of contracts

Results:

2004: 59
2005: 128
2006: 232
2007: 252
2008: 323
2009: 352 (as of October 1st)

Sample Visa® Debit Care-To-Share Card







Internal Marketing

2. Patient Appreciation:

- Roller-skating Party
- Family/office picnic
- Baseball Outing
- Newsletter
- Adult Patient Wine and Cheese Party

3. Patient Incentive Program:

- You're a Winner (monthly drawings)
- Ortho bucks/Wooden Nickels

Internal Marketing

4. Prizewheel.com:

- \$25 gift cards for all patients who start treatment (Starbucks, Barnes and Noble, AMC Movie Theater, Target, Macy's, Jamba Juice, CPK, etc.)

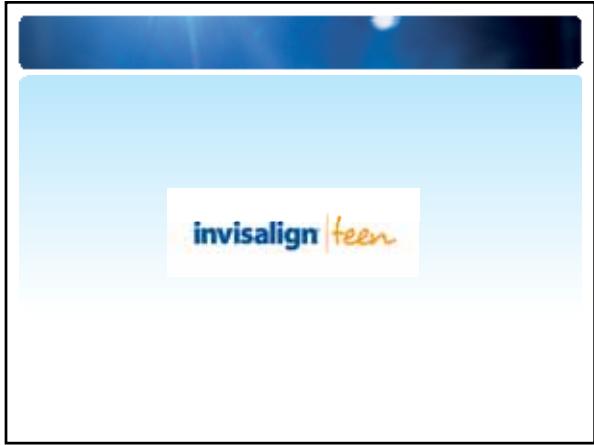
5. Glamour Photo Session:

- Portrait Gift Cards (\$25 gift cards given to each patient that finishes treatment)

6. Celebration letter (formal letter to end treatment):

- Congratulations on finishing treatment
- Cost of replacement retainers
- Cost of future retreatment/refinement
- Before/after photos
- Magnet business card
- Care-to-share flyer






invisalign teen

- One recent study estimated that **3.5 million teens 13 to 17** are considering retainers, braces or other types of orthodontic devices to help straighten their misaligned teeth.
- Awareness of Invisalign® is strong among both **parents (56%) and teens (68%)**, although teens are significantly more likely to have heard of the brand.
- Invisalign® is the top choice for the **majority (67%) of teens** surveyed considering teeth straightening treatment.
- Invisalign® is the best known orthodontic brand among teens.


* Data from Hall & Partners Research survey, April 2008, commissioned by Align Technology, Inc.



Tribal knowledge treating Teens with Invisalign®


- **Compliance** (emphasize team approach, switch to braces charge, unique opportunity to wear)
- **Hygiene** (dramatic reduction in hygiene issues)
- **Lost aligners** (less than 1% recorded at Align Technology)
- **Canine rotations/anterior extrusion** (optimized attachments)
- **2nd molar eruption** (eruption Tabs)
- **Anterior root torque** (Power Ridge® Technology)
- **Class 2 and 3 skeletal correction** (TAD, elastic control)
- **Treatment cost** (charge the same as traditional orthodontics)

These potential roadblocks are overcome by your investment in this product.



The Reasons Why are Clear

- **New branding** (full scale national marketing campaign)
- **Teen Care-To-Share** (Ryan example)
- **Exploding segment of population** (pent up demand for orthodontics)
- **Teens are selecting their own health care decisions** (coming into offices requesting Invisalign®, not braces)
- **Practice Builder.** The high acceptance of the product attracts teens to practices offering the Invisalign® Teen product and expands the pool of teens willing to enter treatment.
- **A large potential pool of 3.5 million teens*** may be ready to start treatment with orthodontic devices to help straighten their misaligned teeth.
- **And,** the Teens are looking for a product that is comfortable (87%), fits their lifestyle and needs (69%), and is hygienic (69%)^{*}.
- ** Data from Hall & Partners Research survey, April 2008, commissioned by Align Technology, Inc.*



Up-to-date observations (85 Invisalign® Teen cases)

- **99.8% compliance** (approximate 2 have needed motivation)
- **Not a single aligner has been lost or needed replacement** (consistent with Align's internal research)
- **Refinement rate: 22%**
- **Care-To-Share: 35 patients referred, 30 started**
- **Teen acceptance has been high especially with high school kids:**
 - Prom and senior pictures
 - Modeling and acting
 - High impact sports (football, karate, ice hockey, motorcycle racing, etc.)
 - Socially, esthetically aware of themselves



New Patient Exam Process

Many People Think....

Converting a New Patient is about how well the Doctor and the Treatment Coordinator do in the exam together.

Well, It's not the case. It's about the entire process

Customer Service Rules!!!!

It's About.....

- The new patient phone call
- The atmosphere in the office
- How well you market the products you offer
- How well the patient/parent is educated
- The meet and greet of the Treatment Coordinator and doctor

It's About.....

- Figuring out obstacles
- Briefing the doctor about new patient
- The total case presentation
- Financial arrangements that work
- Working the pending/recall system
- Scheduling

If any of these areas are not implemented well...

The start rate will decline and your production/collections will suffer

NOT GOOD!!!!

Treatment Coordinator

Create 1 Hour Exam:

- 20 minutes (Medical History, Tour of Office, Records)
- 10 minutes (Treatment Coordinator)
- 10 minutes (Exam with Doctor)
- 20 minutes (Financials and Scheduling)

Bringing It All Together....

New patient phone call



Superior Telephone Management

- Enthusiasm (energy level)
- Respect (name usage, make them feel important)
- Friendliness (caring attitude)
- Helpfulness (managing the purpose of the call)
- Hold Management (Televox; 1 minute max)
- Courtesy (do they feel better afterwards?)
- Appreciation (thank you for calling)
- Polished Exit (hang up gently, hang up last)

New Patient Phone Slip

The form includes fields for Patient Name, Address, City, State, Zip, Phone, and Fax. It also has a section for 'What is your primary concern?' with a large text area for notes.

Meet and Greet

The form contains a list of questions such as 'How long have you been in the area?', 'What is your primary concern?', and 'How do you feel about the staff?'.

When asking whom may we thank for referring you...

Take this opportunity to introduce the doctor

Say: "did (referring person) have the opportunity to tell you a little about Dr. Boschken?"

They will say something like: "yes (referring person) said that he's a great doctor and very friendly."

Three Points...

"Well yes, Dr. Boschken is very friendly" (always repeat their compliment and then address your three points).

- Invisalign® Elite provider (top 1% of Invisalign® users)
- Been in practice for over 10 years
- And he practices using the most advanced technology available (Damon® and Invisalign® Systems)
- I'll be sending you some further information in the mail regarding Dr. Boschken and Team, services offered, and what to expect at the first appointment.

By Addressing the Three Points...

You've just introduced the Damon® or Invisalign® System
Created Excitement about the office and Doctor
And you've taken the time to set your office apart from any competitors

Team Informs Caller...

Appointment will be 1 hour
Records will be taken prior to consultation
Meeting with TC and Doctor
No charge for the appointment
First available appointment is....

Prior To The Patient Hanging Up...

Team member should ask if they have **any further questions...**

She should also **direct them to your website** where they can find more information about the office and services offered

Let them know a **New Patient Packet** will be sent out which includes (health history, directions, insurance info., financial options, newsletter, and business card magnet)

Message On Hold (Televox®)

Doctor's Education

Payment options

Office Policies

Damon®/Invisalign® System

Laser Treatment (soft tissue)

Zoom Teeth Whitening

Fewer Extractions

Shorter Treatment Time

No Headgear

The Team Approach...

Call the **new patient** the night before

Make sure that the **health history form is filled out** prior to the exam (encourage online form submission)

Inform the patient again that the **appointment will be one hour**

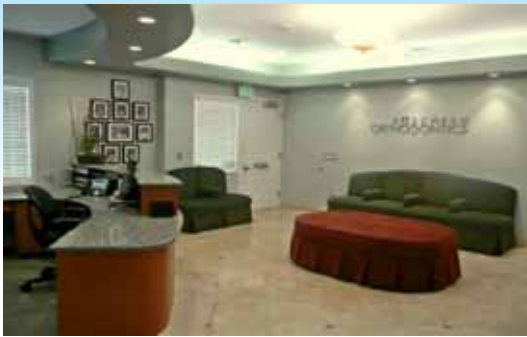
Ask them if they **need directions** to the office

And if they have **any further questions** for you

New Patient Arrival....

Patient Relations Coordinator and Treatment Coordinator welcomes patient
Received Patient Health History
Informs Parent/Patient appointment is 1 hour
Informs them x-rays/photos will be taken/No charge
Doctor welcomes patient in waiting room (address patient by first name)
TC gives tour of office prior to records taken

Meet and Greet...



The Office Tour....

Introduce key people and explain what they do for the patient
Mention diagnostic records and thorough treatment plan
Point out practice differentials (positioning)
Briefly mention sterilization of instruments
Other...

While The Patient Is Waiting...

- Show them how to check in (touch screen)
- Office bottled water or espresso
- Show them the Thank You Board
- Video Game area
- Finished Patient Case Portfolio

Refreshments/Entertainment



News and Notes...



Monthly Starts...



Check-In Computer



On Deck...



There Are Four Types Of Patients....

The treatment coordinator should be able to identify what type of new patient/parent she is dealing with

Each personality type needs to be handled differently

Ready To Go....

These are the people who want to know:

- How long is it going to take
- How much is it going to cost
- And how do we get started

These people you don't want to bore or irritate them by offering them a ton of details.

Permission Seekers....

These are the people who:

- Need to speak to their husbands and or wife's before getting started

These people like your office and want to get started but need you to convince them that it's ok for them to schedule an appointment.

Shoppers....

These are the people:

- Who have seen 2-3 other orthodontist
- They are looking for the best deal in town
- And they want to bargain the price with you

These people will require your facts to be correct when presenting fee's and treatment plan.

Analyzers....

These are the people:

- Who are generally engineers, doctors, lawyers or people who work in the medical field
- They have a ton of questions and always want an explanation for everything

Be prepared to spend a lot of time with them.

Treatment Coordinator role...

The Treatment Coordinator has 10 minutes to greet the patient/parent, gather information, and educate the patient

- How the Invisalign® system works
- Getting the patient excited about Invisalign®
- What makes the Invisalign® system more advanced than traditional orthodontics
- Show the parent/patient Clincheck® examples
- Get an idea about money and timing issues

Treatment Coordinator Informs Doctor...

They were referred by (Care-To-Share)
We are their third opinion
They have a class II bite
One doctor said Invisalign® would not work
They really do not want extractions- they like the idea of the using
elastics
They have a heart murmur and they are on meds for it
They have two fillings that still need to be done
They had a cleaning 3 months ago
They really want the space closed between the two front teeth

The new patient should never have to wait for the doctor...

The new patient should always be TOP priority over any scheduling errors
You only have ONE chance to make a good impression.
Waiting on the doctor is not one of them!

Doctor Greets Patient...

Doctor should always **say something positive** about the patient
Ask the patient what they **don't like about their smile or teeth**
While reviewing the records **repeat what the TC has already said** (esthetics, function, access to cleaning, etc.)
Doctor should already know the information from the TC and **should be repeating it not re-asking it**
By repeating the answers it makes the NP feel everyone is on the same page and that the **patient has been heard**
The number one reason a new patient will start in your practice..... They feel heard.

The S-O-F-T-E-N Technique

- S**miling – the universal sign of friendliness
- O**penness – getting the patient to talk about themselves
- F**orward leaning – shows that you've been listening with attention and respect
- T**ouching – safe-zone touching – from the shoulders to the hand
- E**ye contact – 80% contact, 20% looking away
- N**ame usage – the name they like to be called. The highest level of respect

Doctor Exam....

- Doctor should emphasize the **Problem-Consequence-Solution model**
- Doctor should provide a tentative treatment plan, approximate length of time, and overview of the Invisalign® system
- Answer any clinical questions
- When the exam is complete Doctor should inform the TC of treatment options, estimate of time, and cost.

I always say before leaving the consult room...

- "My Team and I would be honored to have you join our orthodontic family. We feel privileged that you have come today to hear how we approach your orthodontic needs."
- "My Team and I want you to know that we do not want finances to be a barrier to you getting into orthodontics."
- "My Treatment Coordinator will discuss your financial options with you shortly, but you will be excited to learn that we have financing options of zero down, 24 months interest free (I pay your interest rate), and your monthly rate can be lower than your cell phone bill."

Financial Presentation
(Treatment Coordinator goes over financial options)

1. **Option I**
 1. Pay-in-Full (7% discount, normally 5%)
 2. Patients ask what Chase® charges us
2. **Option II**
 1. Zero down: 12,18,24 interest free months
 2. Chase® (9.99% for 24 months interest free)
 3. High volume users (7.9%)
 4. 82.5% acceptance rate (depending on zip code)
 5. Acceptance is done online with minutes
 6. Monthly payments can be lower than cell phone bill
3. **Option III**
 1. In house Financing (30% down, 12 month financing)

Chase® Financial Excel Spreadsheet

Dr. David R. Boschken
6128 Camino Verde Drive, Suite D San Jose CA 95119

Patient name: Jane Doe Date: September 8, 2009

Treatment	Knowledge Orthodontic Treatment: 12 months	\$5,000.00
The total fee for this treatment is		\$5,000.00
Less: Insurance Dials		\$1,500.00
Less:		
Patient responsibility		\$4,000.00

Patient responsibility
This fee covers all aspects of treatment including initial diagnosis, all orthodontic appointments, or adjustments, removal of brackets, initial retainer, final diagnosis, and all scheduled follow-up appointments.
Please contact our office for "NO" sign.

Our practice offers the following payment options:

Cash/Check	20% financing discount. We payment a full at start of treatment.	\$4,000.00
12 Months No Interest Payment Plan**	Financing account with a MasterCard Monthly Payment due each month.	\$370.04
18 Months No Interest Payment Plan**	Financing account with a MasterCard Monthly Payment due each month.	\$244.04
24 Months No Interest Payment Plan**	Financing account with a MasterCard Monthly Payment due each month.	\$164.00
Extended Payment Plan	12 months monthly payments. At least each month and will pay off the in approximately 24 months.	\$145.52 - \$182.16
In-House Payment Plan	30% cash payment due at the office when treatment begins.	\$1,200.00
24	Monthly payments for your convenience. The monthly payments will be automatically debited from your checking account or by Visa/MasterCard/Discover.	\$166.60

**Interest rates are subject to change and are subject to credit review. **The interest rate applied to the monthly payments is dependent upon the credit score. Our office has been approved for the Chase® credit card program. The interest rate is 9.99% for 24 months. The interest rate is 7.9% for 12 months. The interest rate is 11.99% for 18 months.

Getting Started...

You don't ever want to say things like:

- So, would like to schedule an appointment?
- Would you like a morning or afternoon appointment?
- When would you like to start?

This gives control to the patient
You should always speak in terms as if you are confident they will be starting

When booking the appointment...

Offer to **get them in the chair today** to take impressions. Otherwise...

Your new patient should **never have to wait more than 7 days** to get the impressions or braces

If the schedule has production slots build into it, there should always be availability

If the patient has to **wait longer than 7 days they start to lose interest** and might try to back out

Exit Packet...

- Financial contracts signed
- Copy of records
- Printed treatment plan
- Appointment policies
- Office policies
- Informed consent
- Automatic Payment authorization sheet

Good Books to Read....

1. Million Dollar Dentistry: Gary Kadi
2. Purple Cow: Seth Godin
3. The Power of Focus: Jack Canfield
4. Action! Nothing Happens Until Something Moves: Robert Ringer
5. The Art of the Smile: Rafi Romano
6. Outliers: The Story of Success: Malcolm Gladwell

Summary

1. Plant and Bloom (this just might be the best it ever gets)
2. Don't compete with the GP in the shallow end of the pool
3. Branding is never complete. The future of Invisalign® is just beginning
4. Empower the Teen to build your brand
5. Become an Outlier.....

Thank You!

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