

Marketing positioning for medical optics – S.C. Dayane GT Impex S.R.L.: Part III, Description of the Company

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Abstract

Market positioning, concept introduced by Jack Trout and Al Ries, initially focused on the idea of creating a unique position in the mind of the consumer through advertising and branding, and evolved over time to include a more comprehensive marketing strategy, including product design, packaging, pricing, and distribution strategies. Positioning in the medical optics industry requires a specific approach due to the highly specialized nature of the market and the importance of trust, precision and innovation. The field of medical optics is characterized by innovation and progress offering revolutionary solutions that redefine how medical conditions are diagnosed, treated and managed. The present work explores the marketing positioning in the case of a business that deals with the marketing of medical optical products, but also provides medical services in order to run the business (consultations, optometry exams, glasses repairs). To determine how this business positions itself against the competition, we can analyze the strengths for which the consumer chooses these services, but also the points that can be improved for better positioning on the market. Part III of the present work focuses on creating a clear image of the Dayane company, including information related to activity, shareholding, staff, products, etc., these are useful in order to carry out the case study. At the same time, both the micro-environment and the macro-environment are analyzed and the company's SWOT analysis is outlined to provide an overview of the market and Dayane vision respectively.

Keywords: Marketing positioning, Marketing of medical optical products, Marketing of medical services, Healthcare consumer

JEL Classification: D21; D83; L84; M31; M37

2.1.1. Company name and brief history

SC Dayane GT Impex SRL is a company founded in 1994 by three partners. It specializes in the marketing of eye care products and services. The company started out with the mission of giving as many consumers as possible access to quality products and services at affordable prices. Visual impairments have become more and more common, with company vision wanting to attract as wide a segment of customers as possible through its quality and prices.

2.1.2. Company legal form

The company is registered as a Romanian legal entity and is organized to operate as a Limited Liability Company (SRL) with an unlimited lifetime for optical instruments from the date of registration at the Trade Register.

2.1.3. Company address

The company has its headquarters, showroom and assembly workshop in 4th Sector, Bucharest, Berceni 3, Block 2, Stair 1. The location is an advantage because it is on the ground floor of a block and right in front of the bus station, also having the metro station - Piața Sudului 3 minutes away, but also a very large paid parking lot next to the metro station. All this makes the company enjoy a larger number of customers from several parts of Bucharest and beyond.

2.1.4. Shareholding structure

The company is a family business and the management of the company is the responsibility of three shareholders. The business was born more than 30 years ago, and the subscribed and paid-up capital of the company was 200 lei.

Shareholders can use the share capital as follows:

- Tălpeanu Paulică has a 40% contribution to the social capital, which is equal to 8 social shares, nominal value 10 lei/social share, total value 80 lei, profit share 40%, loss share 40%.
- Tălpeanu Sorin owns a 30% contribution to the social capital, equal to 6 social shares, nominal value 10 lei/social share, total value 60 lei, profit share 30%, loss share 30%.
- Tălpeanu George - Eugen also has 30% contribution to the social capital, which is equal to 6 social shares, nominal value 10 lei/social share, total value 60 lei, profit share 30%, loss share 30%.

2.1.5. Company activity object

The main purpose of the activity is “Retail trade of other new goods in specialized stores” –CAEN Code 4778. This code also includes activities related to the sale of items related to medical optics, and specific services.

The main activity of the company is the issuing of optometric prescriptions for glasses. The other activities, equally important, are the sale of spectacle frames, lenses, accessories, but also the fitting of lenses. The company also helps customers with glasses repair or cleaning.

2.2. Range of products/services, offer

Dayane carries out commercial activities and services. All the company's activity is focused on the client, his needs in order to improve the visual quality. One of the most sought-after optical services is the optometric consultation carried out in order to obtain a prescription for glasses. This is given increased importance, because the optician emphasizes on a correct diagnosis so that further the customer can be given the necessary products for the vision impairment.

The company also has its own workshop where the lenses are processed to obtain the final customer order. This is also where glasses are repaired (straightening/adjusting), when necessary.

On the marketing/merchandising side, the optical product range is varied, it has a multitude of eyeglass frames from several brands, in several shapes, colors and materials. At the same time, the company collaborates with almost all lens suppliers to give the customer what he wants, if he has a preference for a certain type of lens. The company also sells contact lenses to order for those who do not want to wear classic glasses every day.

In addition, specific accessories can also be found at the optics: glasses cases, microfiber cloths in different colors and designs, as well as solutions for cleaning and degreasing the lenses.

2.3. Organizational structure

In order to retain the customer, the optician emphasizes the continuous training of the staff, so that the company's activity fulfills and satisfies his every need or preference. The team consists of 10 employees who are divided into departments, such as technical, sales and marketing, all of which carry out their activities under the careful supervision of the appointed directors. As in any company well anchored in the market, the customer is put first, but this could not be possible if its staff did not carry out the activity properly or did not have the necessary qualities.

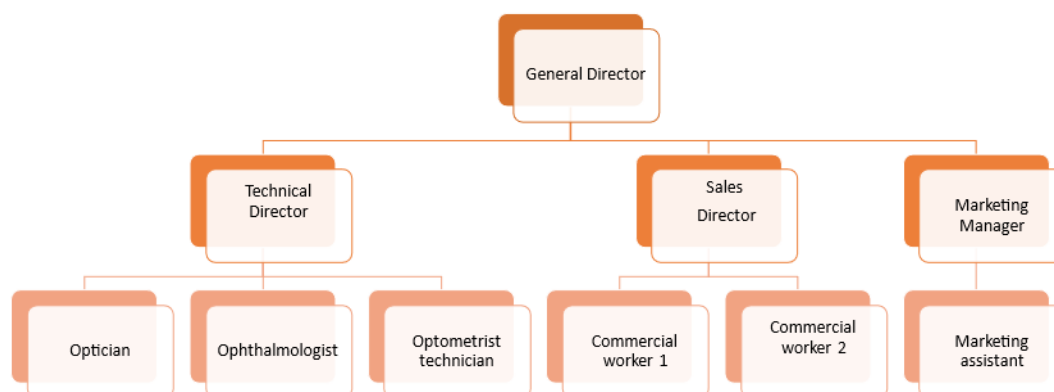


Figure 2.3.1: Dayane organizational structure

2.4. The medical optics market in Romania

The medical optics market in Romania plays a vital role in the healthcare sector, offering a wide range of optical instruments and devices. It is worth noting that the population of the country is more and more aware of the fact that they need to pay more attention to eye health. This awareness may also be due to the fact that, in recent years, more and more people end up with visual impairments even from an early age.

This medical optics market is influenced by several factors. First, an aging population is contributing to increased demand for ophthalmic diagnostic and surgical devices, eyeglass lenses, contact lenses, and intraocular lenses. As people age, cases of cataracts, glaucoma, and age-related macular degeneration increase, necessitating the use of advanced optical devices for diagnosis and treatment (Hendrickson and Bleything, 2001).

At the same time, more and more young people, and not only that, are exposed to digital screens both at work and in their free time. These are harmful to eye health, so there is a growing demand for lenses with protection against blue light generated by monitors, phones, TVs, etc.

2.5. Analysis of the marketing environment

Internal environment

The human resources of medical optics refer to its employees, they represent one of the most important factors for the smooth running of the activity. Organizational goals are achieved if the staff is well prepared and trained to solve the tasks assigned to them. Each employee has a well-established function and role within optics, so the company benefits from a determined, motivated and loyal workforce.

The company's material resources are represented by its assets, such as: the company's headquarters which is, in fact, an apartment on the ground floor of a block, the processing and assembly workshop - a room in the same block, the equipment and machinery necessary to carry out the activities (laptop, autorefractometer, lensmeter, automatic lens processing machines, lens kit, etc.), cars - necessary for travel, product stocks (frames, lenses, accessories).

Financial resources are obtained from the receipts of the optics. Most of the time, a large part of the profit is reinvested for a good performance of the activity, for example, they are purchased, and in installments, equipment, last generation equipment or other elements that help to modernize the company. However, the company's resources are closely monitored to meet planned expenditures and investments.

2.5.1. Analysis of the microenvironment

Optical customers

SC Dayane GT Impex SRL enjoys notoriety among consumers, having an experience of over 30 years. This is an advantage over competitors, as it has a clientele formed over time and a deep understanding of the requirements as well as the needs of the customers.

Understanding customers is crucial for medical optics companies operating in Romania, allowing them to offer products that meet the preferences and needs of their target audience (Gheorghe, Gheorghe and Purcărea, 2017). By offering the right combination of vision correction, style, comfort and functionality, companies can successfully meet the demands of the Romanian market (Gheorghe, Gheorghe and Purcărea, 2018).

Suppliers

The company's suppliers are carefully selected so that the products are of the best quality. The company works with most of the suppliers on the market in this field, but the main big suppliers of optics are:

1. Essilor International: As a leading optical lens supplier, it offers a comprehensive portfolio of eyeglass lenses and contact lenses. Their high quality products meet the diverse needs of patients in Romania.
2. Hoya Corporation: The company is renowned for its quality products, including eyeglass lenses and intraocular lenses. Their advanced lens technologies aim to improve visual experiences and address various eye conditions.
3. Carl Zeiss Meditec: A global leader in medical technology, it offers an innovative range of ophthalmic surgical and diagnostic devices. Their products are widely used in Romania and are known for their accuracy and reliability.
4. Luxottica: This is an international supplier of eyeglass and sunglass frames that carries most of the iconic brands on the market (Ray-Ban, Vogue Eyewear, Oakley and so on).
5. Rhein Vision: It is an international supplier of optical frames and lenses that stands out for its quality-price ratio. Their strategy is based on 5 principles: quality, variety, fast delivery time to partners, prompt service and affordable prices.

Competition

As is well known, the competition in this field is fierce. In Romania, there is a medical optician at every step. That is why it is very important for the company to analyze the competition very well and always find elements that can differentiate it.

The optician in question stands out from the competition due to the fact that it enjoys a long experience on the Romanian market, thus it knows very well the preferences of consumers and always knows what to offer them according to their needs. They also practice reasonable prices, recommend products according to the client's budget, and the execution of an order can take as little as 20 minutes, thanks to the fact that he has his own workshop and a considerable stock of lenses. The staff is very kind and trained, the consultation can be carried out by optometrists or even ophthalmologists.

Public bodies

Public bodies ensure a regulated framework regarding the conduct of any company's activity. They ensure compliance with all quality, marketing and safety standards. Some examples of public bodies that regulate the activity of medical optics are: ANDMR (National Agency of Medicines and Devices in Romania, ANAF (National Agency for Fiscal Administration), ANPC (National Authority for Consumer Protection, etc.

2.5.2. Analysis of the macro environment

The economic environment in medical optics can be influenced by certain factors that can affect the company's activity over time: income level, unemployment rate, inflation, etc. Optics must adapt to economic changes to maintain a balance. For example, in periods of imbalance, the optician recommends affordable products, thus managing to increase the demand for low-cost products. In periods of economic growth, the optician emphasizes the marketing of premium products.

The demographic environment is an essential factor to be analyzed for the good performance of the optical activity. The demand for the company's products can be influenced by the aging of the population (with age vision problems appear more often, but also conditions such as cataracts or glaucoma), the birth rate (in general, young people are recommended to have frequent optometric consultations), the level of education (people are becoming more and more aware of eye health), incomes (influences the demand for certain products, high quality products are increasingly demanded) etc.

The cultural environment needs to be analyzed by a company that markets products to the final customer. It requires a knowledge of consumption habits and preferences, the values by which a customer can be guided. For a medical optician, the cultural environment is not a decisive factor for the company's activity, because most people have ended up wearing glasses, whether they are to correct visual impairments or to protect against the light generated by digital screens.

The technological environment is essential in almost every field. And for medical optics, the advance of technology is crucial, because thanks to it, diopters can be determined very easily with the help of high-performance devices. Also, the fitting of the glasses is done with the help of automatic machines that have significantly shortened the execution time of the order.

The natural environment cannot be considered as an essential factor in the performance of the activity, but it can influence the demand for certain products. For example, any person is exposed to UV radiation, which can affect eye health over time, so lenses with protection against them appeared. At the same time, as in any other branch of activity, this field of optics is careful about protecting the environment, trying to reduce the negative impact on the environment by recycling certain materials, offering sustainable products, LED lighting, etc.

2.6. SWOT Analysis

Strengths

No. crt.	Strengths	Causes	Effects
1.	Quality of the products sold	Desire to give customers a positive impression of the products	Customer loyalty
2.	Varied prices	Target audience with different incomes	The company markets products for people with low, middle and high incomes
3.	Minimum execution time for orders	People are increasingly in a hurry	Differentiation from competitors
4.	Consultation carried out by ophthalmologists	The need to differentiate from the competition	Increasing the number of consultations, respectively orders
5.	Workshop location	Targeting several segments of people (those with their own car + those who also travel with public transport)	High number of customers
6.	The variety of products	The desire to satisfy the preferences of each customer	The increase in the number of orders placed
7.	Long experience in the field of medical optics	Distrust of people in the services and products of optics new to the market	Increases confidence in the services and products of optics

Table 2.1.: Dayane Strengths

Weaknesses

No. crt.	Weaknesses	Causes	Effects
1.	Reduced space	High costs to open other work points	Congestion caused by insufficient space
2.	No marketing campaigns	High costs	Low popularity on social media
3.	Difficulty in making decisions	Equal shares among shareholders	Long process for making decisions
4.	Lack of an appointment system	Non-appearance at appointments and refusal of customers who do not have an appointment	Overcrowding in the optical premises
5.	Large inventory of products	Anticipation of a large volume of sales	Locking up a considerable amount of money

Table 2.2.: Punctele slabe ale opticii Dayane

Opportunities

No. crt.	Opportunities	Likelihood	Attractiveness
1.	Educating people about visual health	9	8
2.	Increasing the number of people oriented to quality, not discounts	8	8
3.	Technological progress	9	9
4.	The possibility of obtaining a collaboration with the chain of Medlife clinics	8	7

Table 2.3.: Dayane Opportunities

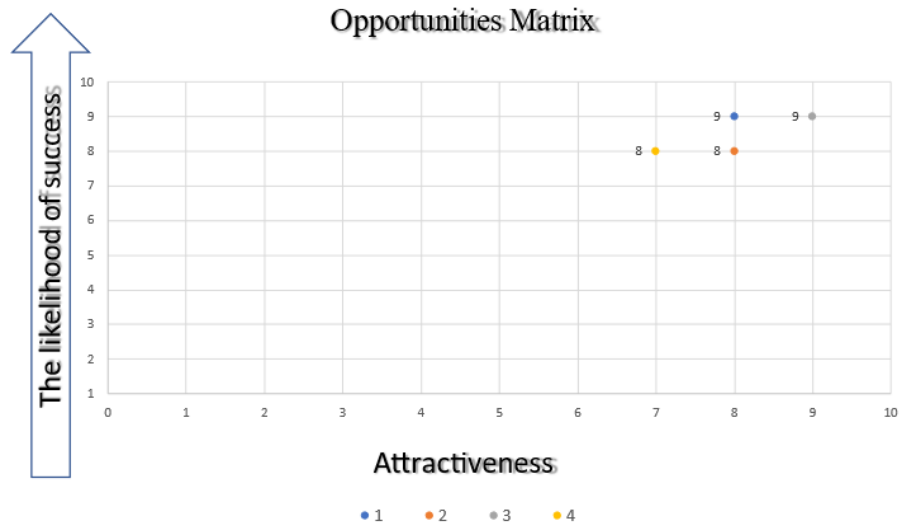


Figura 2.6.1.: Opportunities Matrix

Threats

No. crt.	Threats	Probability	Severity
1.	Significant online presence of competition	9	9
2.	Massive competition	8	9
3.	People's lack of confidence after other unpleasant experiences in other optics	5	6
4.	Increase in taxes payable to the state	8	8

Table 2.4.: Dayane Threats

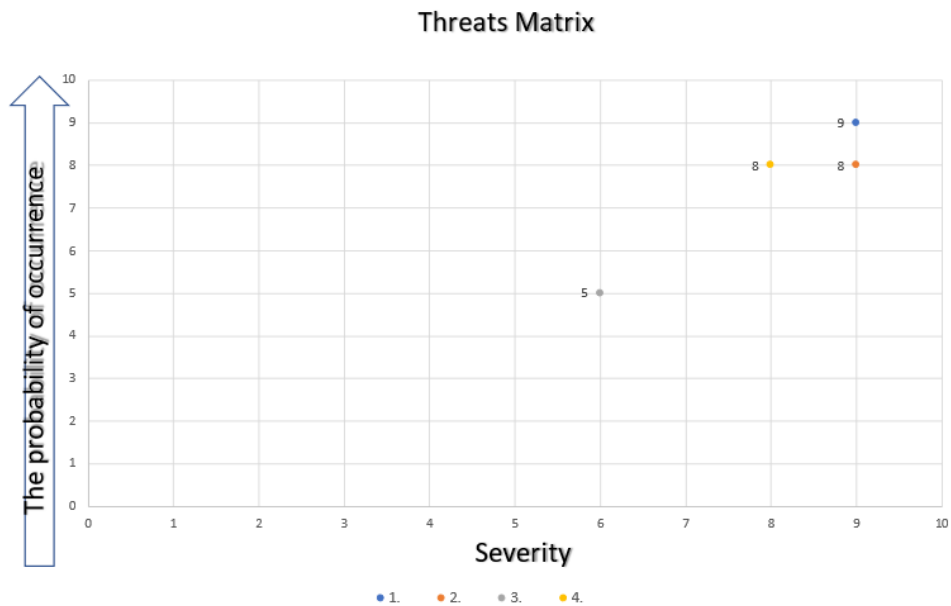


Figure 2.6.2.: Threats Matrix

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