



FAST-TRACK LEADERSHIP SUMMIT

recap

APRIL 24–25, 2019 | TEMECULA CREEK INN | TEMECULA, CA

sponsored by



THE VISION COUNCIL

EMERGING OPTICAL LEADERS



On April 24–25, 2019, an invited group of “rising stars” in the optical industry convened in beautiful Temecula, California for the inaugural Fast-Track Leadership Summit.

Summit participants—who were nominated by industry CEOs—were immersed in hands-on learning and ideation. The summit was designed to inspire, motivate and provide the tools, techniques and experiences that young leaders can use to improve their career and their company. We turned the standard industry conference on its head by creating an environment where we built meaningful and authentic relationships in a casual, outdoor environment.

Participants also got outside to enjoy the beautiful setting of the Temecula Creek Inn and surrounding mountains.

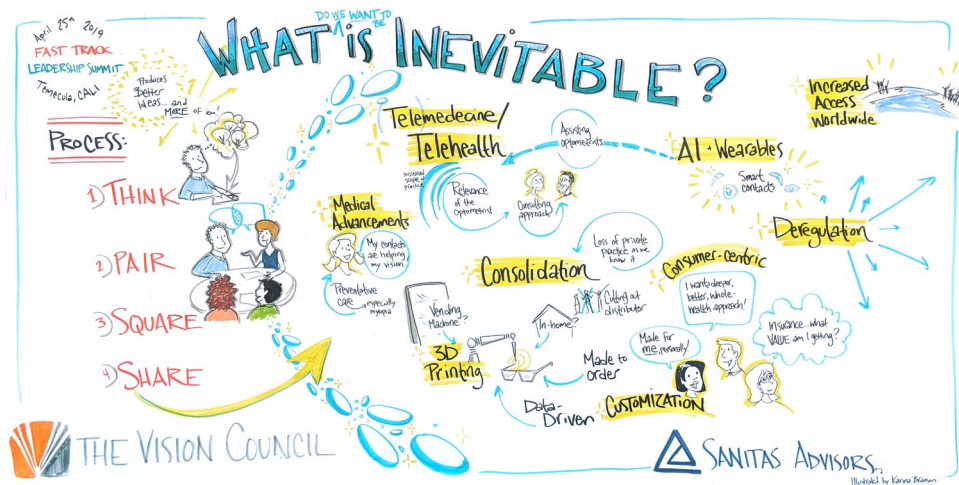


We had a diverse group of leaders with amazing backgrounds and stories, including mothers, fathers, TV stars, pilots, professional skiers, grandparents, international explorers, band members, singers, song writers, paintball professionals, ultra-runners, cat lovers, business owners and more.



INEVITABLE CHANGES

The optical industry continues to change faster than the speed of light and with that, our industry must keep up and anticipate what's next. Attendees discussed and debated what is inevitable in the next 10 years in our industry. During the session, participants created a top-fifteen list of what they believed was "inevitable" in the next 10 years.



1. Non-traditional technology companies will enter the eyecare market in a big way
2. Managed vision care will dramatically change with more control being with employers and consumers
3. Genetic testing and gene therapy will be used for early detection and diagnosis of eyecare diseases
4. Telehealth (soon to be called just health) and online refractions will finally gain a foothold and enable eyecare providers to offer better access with fewer costs
5. Regulatory barriers are going to decline resulting in new business models, new technologies and a more empowered consumer.
6. Additive and micro manufacturing (specifically 3D printing of lenses and frames) will become mainstream
7. Online sales will continue to grow with new subscription models taking hold and improvements in virtual try-on technology
8. Contact lenses will be used for drug delivery
9. Continued vertical integration, such as the Essilor/Luxottica merger, further open up opportunities for smaller companies and niche brands
10. Private label contact lenses will become a sizable part of the market and ultimately increase the size of the entire category
11. Augmented reality and virtual reality will power "smart glasses," changing the way eyewear is used and worn
12. Downward pressure on pricing will force margin erosion
13. The massive increase in myopia, especially in children, will change the standard of care and open opportunities for new treatments and service models
14. Independent eyecare practices will continue to get rolled up by private equity firms to gain scale horizontally
15. Eyecare practices will expand their scope of practice speeding up new treatments and product opportunities (e.g. auditory, cognition, genetic testing, eye health, etc.)

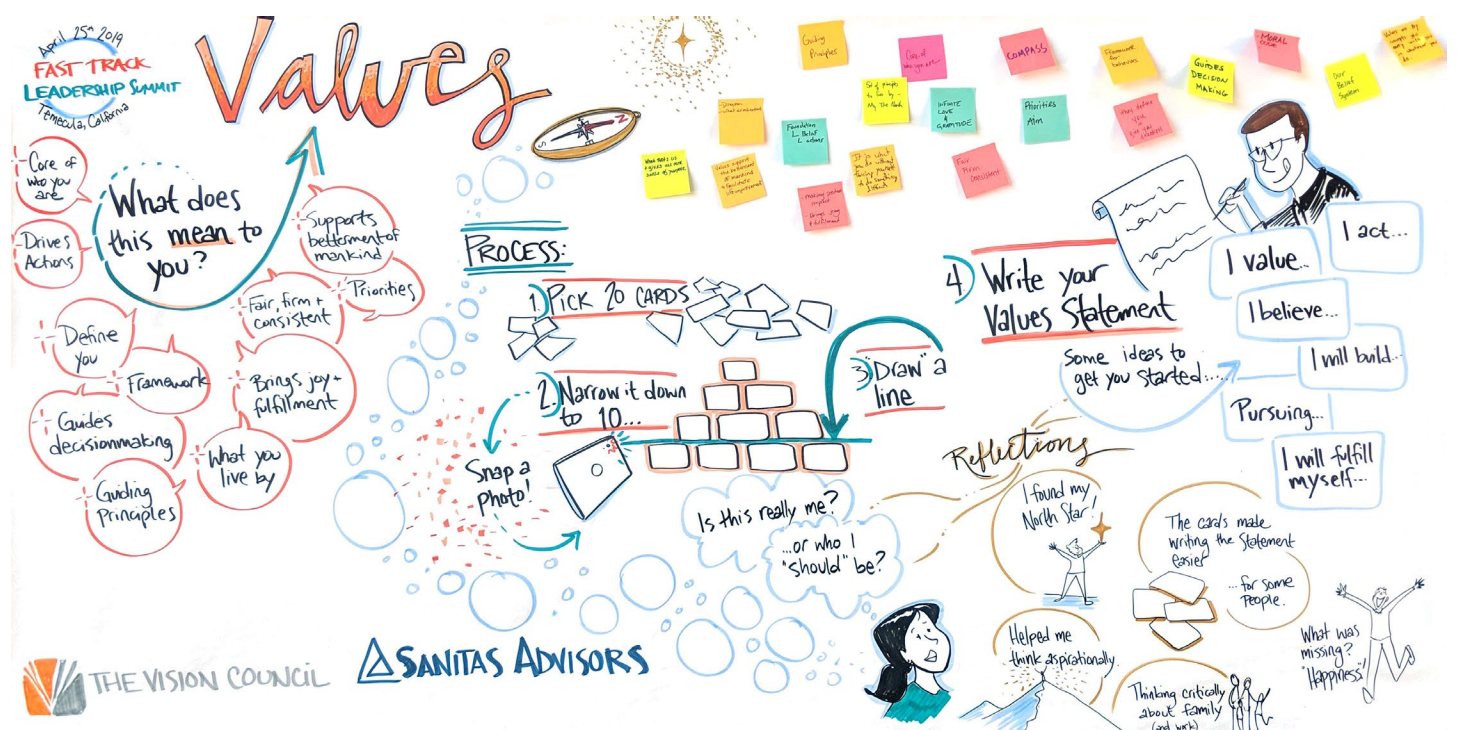
*Note: The list above are only predictions and are not indicative of specific industry insights. The Vision Council does not endorse any such initiatives, but rather is the facilitator of dialogue between industry participants and member companies.

VALUES EXERCISE



"Personal leadership is the process of keeping your vision and values before you and aligning your life to be congruent with them" - Steven Covey

Participants developed personal values statements providing a "north star."



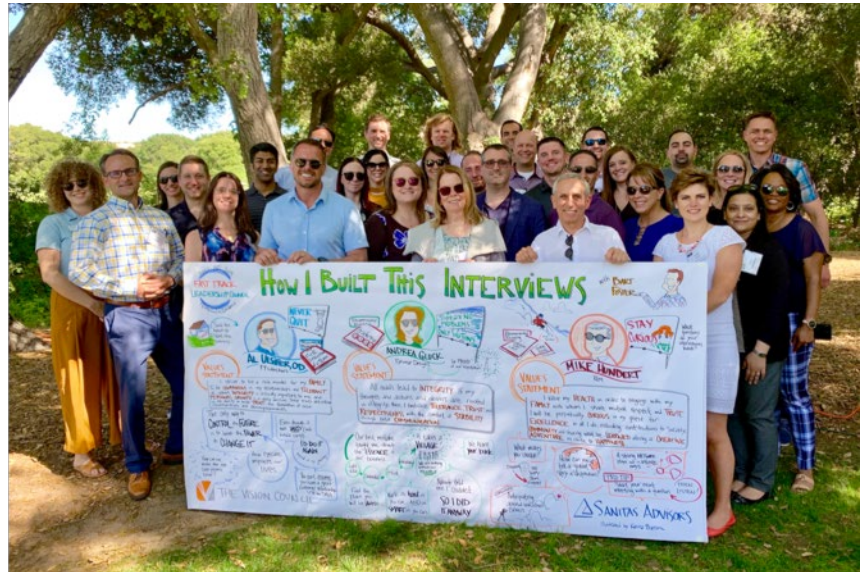
"HOW I BUILT THIS"

The highlight of the event was the "How I Built This" session, modeled after the now famous pod-cast by Guy Raz of NPR. The session was a narrative journey marked by the triumphs, failures, serendipity and insights of panelists Alan Ulsifer, CEO and founder of FYiDocs; Andrea Gluck, CEO of Eyewear Designs; and Mike Hundert, CEO of De Rigo REM.

Host Bart Foster, a consultant of The Vision Council, spoke with these change-makers and risk-takers, who told stories about hustling, perseverance and the sheer joy of creating something from nothing.

They taught us that we each have a choice:

1. Fear the future,
2. Wait for the future to arrive, or
3. Help create the future.



AL ULSIFER, OD
FYiDocs

VALUES STATEMENT:
I strive to be a role model for my FAMILY. To be COURAGEOUS in my relationships and TOLERANT of others. INTEGRITY is critically important to me, and PERSONAL GROWTH is a daily mission. These traits are critical in my ability to build TRUST—the foundation of solid relationships and accomplishments.

NEVER QUIT

Sold his house to start this business

Recommended Position: FIVE DIRECTIONAL in a TEAM

The only way to CONTROL the FUTURE is to have the POWER to CHANGE IT.

Even though it was HARD (and kinda crazy)... I'D DO IT AGAIN

How eyecare impacts our lives.

You can't assume you have a great customer relationship. USE the DATA.

THE VISION COUNCIL

MIKE HUNDERT
REM

VALUES STATEMENT:
I value my HEALTH in order to engage with my FAMILY with whom I share mutual respect and TRUST. I will be perpetually CURIOUS in my quest for EXCELLENCE in all I do, including contributions to Society, COMMUNITY and sharing what he LEARNED along a CREATIVE ADVENTURE on route to HAPPINESS.

STAY CURIOUS

What questions do your interviewees have?

A strong NETWORK plays an infinite ways

PRO TIP: Start your next meeting with a question THEN LISTEN!

Anticipating around unknown careers

SANITAS ADVISORS
Illustrated by Keno Branson

ANDREA GLUCK
Eyewear Designs

VALUES STATEMENT:
All roads lead to INTEGRITY. If my thoughts and actions and drivers are rooted in integrity, then I embrace TOLERANCE, TRUST and RESPECTFULNESS with the comfort of STABILITY through total COMMUNICATION.

Recommended Reading: Leadership at Google

There are NO PROBLEMS. ONLY SOLUTIONS.

In FROOD of our reputation!

Our best mistake taught me about the ESSENCE of our business...

It takes a VILLAGE!

We have your back

Nobody told me I couldn't. SO I DID IT ANYWAY.

Work as hard as you can... AND as SMART as you can

Find the Place you will be HEARD

friendship

trust

connected

fight-kick



KEY TAKEAWAYS

At the conclusion of the event, attendees were asked to think about the most memorable moments and sound bites. Below are key takeaways from the participants:

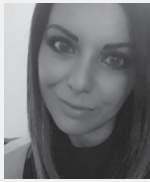


- Determine what makes you different and use it!
- Have a story with passion
- Put it all on the line for what you want
- No problems, only solutions
- Start meetings with a question
- Create a big hairy audacious goal (BHAG)
- Work-life balance just becomes life
- Believe in your dreams... be brave
- You want buyers asking, "what will I learn today?" when they see you coming
- Telemedicine is just medicine/experience
- It's dark and feels like a concrete avalanche
- You are as strong as your team
- If you want to change the future, you need the power to shape it
- Great potential is accelerated with inspiration
- Focus on regret minimization
- Being first, isn't necessarily best
- Make it Happen!
- Accelerate the inevitable





PARTICIPANTS



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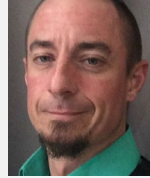
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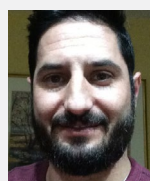
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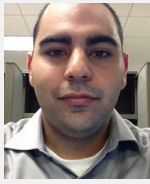


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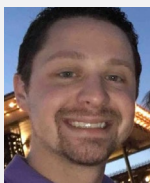
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Do you know someone who should be included in the 2nd Annual FastTrack event in 2020?

If so, please email: BartFoster@sanitas-advisors.com

GUEST SPEAKERS



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