



Oceans' is the term used to describe strategies with which new markets are created. He described three steps:

1. Identify unspoilt markets
2. Generate demand
3. Protect this market so that potential competitors can be dealt with successfully.

As examples, Mark Mackenzie gave the introduction of digital surfacing and polishing at the turn of the century, as well as plastic lenses with the refractive index  $n = 1.56$  and multifocal contact lenses, also explaining the background to these innovations.

Digital surfacing and polishing led to the development of progressives, which could be made where the position of the frame in front of the eyes, the life style of the wearer and/or

the physiology of the wearer could all be incorporated into the design.

1.56 index organic lenses. This product, available in both clear and photochromic, appealed to consumers in poorer countries who wanted a thin lens at an affordable price. A pair of clear 1.56 index lenses is sold to the optician for between € 2.50 - € 5.00 and retailed to the consumer for between €7 - €10. In the Asia-Pacific region these lenses account for 79% of the market.

Appeal to the ageing population of contact lens wearers, as well as persons who wanted to continue with an active life style. There were between 500,000 and 600,000 multifocal contact lens wearers in 2015. EuromContact started recording multifocal contact lens sales in 2006.

## HOW TO CREATE MARKET SPACE IN THE OPTICAL INDUSTRY?

This icing-on-the-cake from **Mark Mackenzie** was a worthy finale of a highly topical congress for the labs and the optical industry.



Mark Mackenzie

He referred to W Chan Kim's book, 'Blue Ocean Strategy'. Professor Kim teaches Strategy and Management at the 'Insead' business school in Fontainebleau, France. 'Blue

