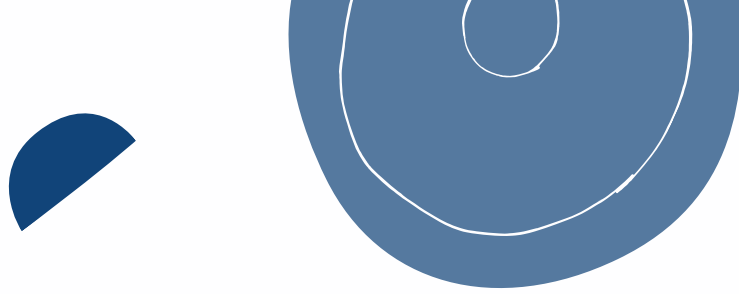


The logo for AKRINOS features the word "AKRINOS" in a light blue, sans-serif font. The letter "O" is replaced by a stylized green circular icon with a white center, resembling a target or a lens. The "S" is also in light blue.

ANALYZE. STRATEGIZE. IMPLEMENT.

360° Transition™

The 360° Transition™ is designed to support the sale of an established practice to a new practice owner through each phase of the transition process-- valuation, negotiation, and implementation.



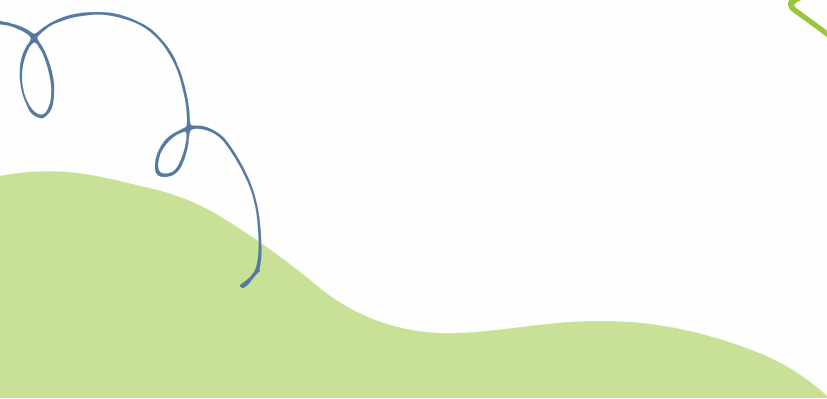
Who is AKRINOS?

Akrinos is an innovative, high-energy, results-driven team collaborating with doctors to achieve their personal & professional goals in private practice.

We strive to help eye care professionals thrive in the modern healthcare environment and experience security & freedom in practice ownership! How is Akrinos different? We are all about **implementation!**

Best regards,

Team Akrinos



360° Transition™

OBJECTIVE:

To support the sale of an established practice to a new practice owner through each phase of the transition process.

PHASES:

- ✓ Valuation
- ✓ Negotiations
- ✓ Implementation

01

VALUATION

Estimate the present fair market value of the practice

02

NEGOTIATIONS

Ensure an equitable, timely transition through Agreements & Negotiations and Business Foundations (Financial Forecast & Feasibility Analysis and Strategic Business Plan)

03

IMPLEMENTATION

Position new ownership for successful transition, modernization, & re-launch through Office Modernization, Infrastructure & Innovation, Talent Management, Re-Brand & Launch

01

VALUATION

The 360° Practice Valuation™ is a robust, comprehensive estimate of the present fair market value of your business enterprise composed of 17 sections:

1. Industry, Business, & Regional Overview

Quantitative & qualitative aspects of the unique investment opportunity that is your practice

2. Financial Statement Reconstruction & Forecast

Novel forecasting based on last 3-years and current YTD financial statements: Profit-&-Loss, Balance Sheet, & Income Statement

3. Valuation Methodology

Business valuation assessment through modern Asset-, Income-, & Market-Based valuation methods

4. Conclusion of Business Value

Business value based on aggregate across Asset-, Income-, & Market-Based values, and composite industry Rule of Thumb

5. Business Price Justification

Prospective buyer feasibility analysis assessing total annual cash flow required, inclusive of debt service requirements, and forecasted cash flows

02

NEGOTIATIONS

Agreements and Negotiations ensure an equitable, timely transition of the practice.

1. Audits & Agreements

Update, terminate, or renew current employment, occupancy, and business services agreements.

2. Contract Points

Advise and facilitate Bill of Sale* negotiations between Seller and Buyer inclusive of Inventories & Equipment, Terms of Sale, Seller Employment, and Covenants/Non-Competes; Manage Transition timeline (*in collaboration with legal counsel)

BUSINESS FOUNDATIONS:

✓ Financial Forecast & Feasibility Analysis

✓ Strategic Business Plan

LEARN MORE



GOAL

You've got an idea, let's start by gaining clarity on the exact capital investment & cash flow projections for your venture...

PROCESS

Quantify financial requirements and project cash flows and conduct feasibility analysis.
Includes: Capital Investment; Revenue & Expense Modeling; 36-Month Revenue Forecast; 3-Year Snapshot; Feasibility Analysis

RESULT

Everything you need to feel confident in the financial feasibility of pursuing your dream of practice ownership!

Composed of **SIX** key areas



1. Capital Investment

Total start-up investment. Includes all equipment, inventory, systems, and other necessary capital outlays to purchase or cold-start a practice.

2. Revenue Modeling

Your 1, 2, & 3-year targets, across 12 primary areas that drive revenue including: doctor coverage and exam volume, professional fees, materials revenue and conversion rates.

3. 36-Month Revenue Forecast

Monthly revenue forecasts based on your Revenue Modeling target assumptions over 36 months.

4. Expense Modeling

Industry benchmarks across the 7 primary expense categories.

5. 3-Year Snapshot

Projected Profit-&-Loss at 1, 2, & 3-year marks based on your Revenue & Expense Modeling targets.

6. Feasibility Analysis

Determine financial viability based on total project cost, deal structure elements and financial requirements. Forecasted cash flows as projected in your 3-Year Snapshot.

After completing these steps, you will feel confident in the financial feasibility of practice ownership!

GOAL

Now that the numbers make sense (your dream is financially viable!), we will collaborate to create a comprehensive roadmap of your vision, serving as the guiding light for the journey ahead...

PROCESS

Complete strategic business plan composition including *Company Description; Products & Services; Market Analysis; Strategy & Implementation; Organization & Management; Financial Forecast & Feasibility Analysis*

RESULT

Your vision, ideas, scope of care, and goals brought into focus, providing a clear path forward (and positioning you to secure third-party financing for your venture!)

Composed of SIX key areas



1. Executive Summary

Provides prospective investors, associates, & purchasers with a general snapshot and layout of the practice. **Includes:** *Company Information; Products & Services; Mission, Vision, & Purpose; Purpose of the Plan.*

2. Company Description

High-level view of the practice explaining who you are, how you operate, and what your goals are. **Includes:** *Organization; Products & Services; Customers; Suppliers; Goals.*

3. Products and Services

Describe scope of care & products with a focus on patient benefit, features, cross-selling, lifetime value, pricing strategy, and net revenue. **Includes:** *Scope of Care; Competitive Advantage; Patient Lifecycle.*

4. Market Analysis

Indicates industry trends, target customer segments, what needs you are filling for them, and the latest trends among these consumers in terms of growth and behavior. **Includes:** *Industry Snapshot; Patient Segmentation; Competitive Analysis.*

5. Strategy and Implementation

Summarize sales and marketing strategies, as well as operating plan for implementation. **Includes:** *SWOT Analysis; Marketing Strategy; Operations & Labor.*

6. Organization & Management Team

Outline company's organizational structure, and identify owners, management team, & board of directors. **Includes:** *Ownership; Management Team; Organizational Chart.*

By following this plan, you will develop a focused vision for your practice and a clear path to securing third-party financing!

03

IMPLEMENTATIONS

Position new ownership for successful transition, modernization, & re-launch through:

- ✓ Office Modernization
- ✓ Infrastructure & Innovation
- ✓ Talent Management
- ✓ Re-brand & Launch

[LEARN MORE](#)



GOAL

With your budget and plan in place, let's find and build the ideal office suited to your vision, scope of care, & goals (and within your *Master Budget!*)...

PROCESS

Quantitative and qualitative geo-spatial analysis for optimal practice placement given local economic and demographic trends; inform office design based on your vision and scope of care you will provide; establish and oversee renovation budget.

RESULT

You've now got the perfect space at the ideal location suited to your scope of care, constructed within your *Master Budget!*

Composed of SIX key areas



1. Demographic Analyses

Quantitative & qualitative geo-spatial analysis for optimal practice placement. Includes: Household Income & Property; Insurance Research; Traffic Patterns; Local Economic Trends.

2. Competitive Analysis

Evaluation of local competitive presence within geographical area. Includes: Private Practice; Corporate & Commercial Retail; Hospital & Medical Providers

3. Lease Negotiation

Secure lease with favorable terms, through both 1-on-1 advisory and joint meetings with landlord. Includes: General Lease Terms; Tenant Improvements; Master Budget; Lease Review; Permit Assistance; On-Call Negotiation Engagement with Landlord.

4. Design Optimization

Office design guidance based on your scope of care, materials offered, and future goals. Joint meeting representation with architect/designer and contractors. Includes: General Design & Floor-plan; Master Budget; Architect* Assistance; General Contractor* Assistance; On-Call Engagement with Vendor (*we work with your chosen local professional).

5. Budget Management

Create and oversee master budget for your buildout, and joint meeting negotiation and engagement with contractors. Includes: Master Budget, Bid Proposal Review; Materials Selection; Contractor Budget Management; On-Call Negotiation, Deadline, & Budget Maintenance with Vendor.

6. Furnishings, Equipment, & Inventory

Provide guidance based on scope of care, materials offered and future goals. Joint meeting representation and negotiation with vendors. Includes: Full Office Furnishings; Clinic Equipment; Optical Lab Equipment; Office Equipment; Product Inventory; Master Budget; On-Call Engagement with Vendor.

Completing these steps will help you secure the perfect space at the ideal location--all within budget!

GOAL

Your physical office is materializing, counting down the months to your opening, let's set up the processes best suited to delivering top level of care, delighting your patients, and ensuring growth and efficiency in your practice (with minimal headaches!)

PROCESS

Establish standard operating procedures that are simple and easy for training your personnel, utilizing innovative business solutions to prevent headaches, minimize overhead, and maximize ROI.

RESULT

You've got processes, procedures, & workflows in place, now it's time to hire and train your team!

Composed of SIX key areas



1. Technology Suite

Comprehensive office management hardware and software technology solutions advisory. **Includes:** Computers & IT; Telecommunications & Utilities; Electronic Health Records & Practice Management; Integrations; On-Call Integrations Architecture Engagement.

2. Procedures Manual

Organize and document standard operating procedures across departments and functional areas. **Includes:** Front Desk; Patient Intake; Billing & Insurance; Pre-Test; Clinical Processes; Optical; Ophthalmic Lab; Check-Out.

3. Team Tech

Internal process software solutions advisory and documentation. **Includes:** Applicable Software Solutions & Integrations; On-Call Integrations Architecture Engagement.

4. Patient Tech

Patient journey software solutions advisory and documentation. **Includes:** Applicable Software Solutions & Integrations; On-Call Integrations Architecture Engagement.

5. Practice Infrastructure

Establish and document additional office processes and policies. **Includes:** Pricing & Fee Schedules; Warranty & Cancellation Policies; Billing & Coding Practices; Patient Forms.

6. Licensing & Insurance*

Business and professional licensing and insurance guidance. **Includes:** Business Liability Insurance; Local Licensing Compliance; Professional Licensure Compliance; Insurance Panel Credentialing (*Akrinos provides guidance on necessary licenses and insurances necessary for business operation).

After you develop your office procedures, you'll have everything in place to be able to hire and train your team!

GOAL

Your office is set-up, processes are established, now it's time to build and train the team that will delight your patients, and help drive your operations & growth!

PROCESS

Comprehensive Human Resources functions, including employee recruitment, onboarding, evaluations, discipline, office policies and termination. Also included is physician recruitment, contract construction, and negotiation.

RESULT

Your *dream team* is on-board, trained, & aligned with your vision. You've got the tools, resources and guidance to lead and manage your team, and the policies are in-place to ensure you and your practice are protected!

Composed of **FOUR** key areas



1. Human Resources

Comprehensive HR systems, policies, solutions, and guidance. *Includes: Employee Handbook; Code of Conduct; Employment Forms; Employee Evaluations; On-Call HR Guidance.*

2. Leadership

Training and guidance on effective leadership and management functions. *Includes: Interviewing & Hiring; Job Placement; Training Methods; Collaborative Coaching; Team Meetings; Crucial Conversations; Disciplinary & Termination Processes; On-Call Leadership Guidance.*

3. Compensation & Benefits

Strategic compensation and benefits, and career track planning. *Includes: Base Compensation; Incentive Compensation Modeling; Master Budget (Salaries & Employee Benefits Budgeting); Advancement Policies & Procedures.*

4. Associate Provider

Associate and fill-in provider compensation and standards. *Includes: Associate Provider Expectations; Fill-In Provider Expectations; Provider Employment Forms; Associate Provider Compensation Modeling; Partnership Modeling*

Take these steps to assemble and train your perfect dream team, while also developing policies to protect yourself and your practice!

GOAL

You've made it (yet it's only just begun!)
— what was once a dream, has come
to reality, it's time for your **GRAND
OPENING!**

PROCESS

Implement an omnichannel marketing
strategy to maximize scheduled
exams, patient conversions, and
referrals for a *High Velocity* launch.

RESULT

Your vision is manifested:
CONGRATULATIONS on launching
your private practice, and **BEST
WISHES** for a prosperous future in
practice ownership!!

Composed of **SIX** key areas



1. Practice Website* & Social Media

Customized, mobile-first practice website (building, maintaining, and hosting); optimized optometry content, weekly posts, unlimited on-call re-designs & editing support; social media integration, branded platforms, management, support & training (*in association with select Akrinos partner, one-time set-up + monthly maintenance).

2. 12-Month Strategic Marketing Plan

Practice-wide and department (scope of care)-specific SWOT Analysis; omnichannel marketing plan aligning with practice's internal priorities, and production & scope of care goals; 30/60/90-day Marketing Liftoff activation plan and implementation (quarterly); professional referral & media kit.

3. Service Fee, Pricing, & Reimbursement Audits and Updates

Fee schedule and pricing maintenance, adjust professional service fees to current CMS maximum allowables, and strategic service and materials pricing; align materials & elective services pricing with margin targets; optimize coding practices to maximize managed care reimbursements; strategic pricing of new services and materials added to product mix.



4. Digital Marketing & Analytics

Search Engine Optimization (SEO) and digital marketing implementation to drive conversions (patient acquisition, e-commerce, patient self-service flows, etc.); Google Ads in accordance with seasonal and year-round conversion goals (NOTE: Ad budgets will be recommended accordingly, ad fees are billed separately); detailed reporting & analytics.

5. Data Analytics

Deliver *Akrinos Insights* powered by EdgePro (subscription included); close feedback loop to monitor performance and inform prudent change of strategy and/or implementation.

6. Monthly Strategy & Implementation Meeting

Assess performance, review feedback loop, tailor strategy, and implementation; incorporate new goals and priorities into strategy and implementation mix; team training and implementation.

Once you complete this phase, you will be fully prepared to successfully launch your own private practice!

Congratulations and best of luck!

Whether you're looking to cold-start or purchase a practice, we would love to help you achieve your goals through each step of practice planning, development, and launch-- from vision to grand opening!!

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Sincerely,

Team Akrinos

