

## Why is Invisalign Experiencing Low Orthodontist Conversion Rates?

To start, orthodontists are not adopting the new Invisalign System because orthodontists tend to be quite averse to change. They prefer methods that are 100% viable, and upon the release of Invisalign were not convinced of its legitimacy as a product proven to be successful due to the short amount of time it had been available on the market and its founders having no background in dentistry. To make matters worse, the product, already considered unreliable, had a warranty that did not offer sufficient assurance that the outcome of the treatment would be positive. Furthermore, the product was inconvenient in many ways. If they chose Invisalign over traditional braces, patients would have to wait about 6 weeks to begin treatment as there is quite a long manufacturing lead time associated with the Invisalign product, whereas those who chose braces could begin treatment almost instantaneously. Additionally, not only would the patient be inconvenienced, but the orthodontist would also suffer consequences from choosing Invisalign. The Invisalign System cost orthodontists significantly more than standard braces due to production efficiencies not yet being optimized. Possibly even more concerning, an orthodontist who chooses Invisalign would potentially suffer a more limited customer base as Invisalign can only be successful in treating adults who have minor or moderate malocclusion cases. Moreover, although traditional braces can practically guarantee a patient's improvement, Invisalign requires a high level of patient compliance because the aligners are removable, and of course cannot produce successful results if they are removed.

## Which Segment of End Users Should Invisalign "Own" and What Positioning Should be Implemented?

Invisalign should "own" the end user segment of both middle to upper-middle class (for affordability and increased appeal for the product due to said affordability) male and female working professionals 35 to 50 years old. This would be an ideal segment for Invisalign because at the time that this customer group would have addressed their malocclusion, when they were younger in age, the Invisalign technology did not yet exist and there was no other option for treatment. Therefore, many in this segment may have opted out of treatment entirely due to the drawbacks including the poor aesthetics, oral hygiene, and discomfort associated with using braces. Another reason this segment presents a great opportunity for Invisalign is that it is profoundly more health conscious than other demographics, therefore those included in this group would be far more serious than others about straightening their teeth for both health and appearance (due to their status as adults and the high association of braces with adolescence, braces can be embarrassing aesthetically for this segment) purposes. Many orthodontists have already expressed their strong positive impression of the Invisalign product, and Invisalign could capitalize on this by shifting their positioning to be centered around orthodontist recommendations. This would appeal to the target segment because orthodontists would be a reliable and trusted source for advice, and the target segment highly values a professional expert opinion. Furthermore, the target segment likely knows a trusted regular orthodontist already, either within their family, close circles of friends, or because they have used the services of an orthodontist previously, and if Invisalign could reach a large amount of orthodontists it is possible to reach customers through a recommendation from one they (or a trusted person in their life) have been seeing for years and therefore regard with great respect. Additionally, positioning could be focused on a mix of product and price; if Invisalign is a problem-solver tool with an attractive price pattern then everyone who is dreaming of a perfect set of teeth will want to try it at least once. A potential positioning statement geared towards appealing to the end user could be "No age is 'too old' to finally invest in the perfect smile you've always dreamt of."

## How Should Invisalign Position Itself for the Orthodontists?

Given the desired positioning for end users emphasizing the appeal of product and price, Invisalign should position itself for orthodontists by focusing on the opportunity for growing their customer base to reach those who never got braces due to the associated aesthetic and discomfort challenges. Due to the direct comparison to braces as being an inferior product, Invisalign could create a competitive positioning statement, such as "For the respected orthodontist loved by their community that desires more quality time with patients and wants to expand to reach more community members, Invisalign is an innovative product that allows reduced labor during appointments for more interaction with patients and that appeals to patients who never considered braces." An advantage to this statement is that it addresses a main competitor of Invisalign directly, however a con to this statement is that it attempts to address multiple benefits of the product at once, blurring Invisalign's ultimate appeal. Other positioning statements can therefore address just one of each of these aspects. For example, a second positioning statement could be "For the community's orthodontist, Invisalign's expedited treatment system allows for the quality time with patients that creates valuable long-lasting relationships." A great advantage of this positioning statement is that it emphasizes a trait of the Invisalign System that makes it unique to other products. A disadvantage of using this statement, however, is that it cuts out the opportunity for capitalizing on the target segment's unique characteristics such as not having Invisalign available to them when they were younger. Alternatively, a third option for Invisalign's positioning statement could be "For the empathetic orthodontist who cares about their patients and implements innovative techniques for the best results, Invisalign gives patients what they always wanted but could never have before: the perfect smile, without braces." A pro to using this positioning statement is that it places value on empathy, a trending topic within many organizations today. Furthermore, it implies that if orthodontists don't use Invisalign, they are not empathetic and do not care about their patients, effectively incentivizing orthodontists to use the system. A potential negative outcome of using this positioning statement is that it does not take advantage of the opportunity for emphasizing the benefits of creating closer relationships with patients due to less time in the chair as a result of Invisalign's technology.

## Which Positioning Strategy is the Best for Invisalign to Implement and What Specific Tactic Should They Use?

Invisalign should target orthodontists who recognize an opportunity for growing their patient base through focusing on those patients that did not want braces when that was the only solution available to them, but are unhappy with the aesthetic of their current smiles. They should use the positioning statement "For the empathetic orthodontist who cares about their patients and implements innovative techniques for the best results, Invisalign gives patients what they always wanted but could never have before: the perfect smile, without braces." This statement hits on two very important concepts associated with the Invisalign brand: innovation and empathy. An ad campaign should be started based on these two qualities. A series of magazine/journal advertisements would be advantageous because they hit exactly the target customer: orthodontists. Magazines/journals such as Orthodontic Practice US, a dental journal and publication for orthodontists, are purely consumed by orthodontists, many of whom are particularly passionate about their profession and their patients. The magazine advertisements would feature the target end user directly in the center of the ad, smiling confidently and almost laughing due to their immense happiness and relief. "I finally got the perfect smile!" would be typed in large font next to the person featured, showing the relief of the customer that would be all attributed to the work of their orthodontist. It shows a grateful customer, and in slightly smaller text, the positioning statement would be shown. These ads would be printed in at least 3 publications to start, and they would fill a full page to garner as much attention as possible.