

PRACTICE OPTIMIZATION SERIES

Should Your Practice Have an In-House Finishing Lab?

The Complete Guide to Choosing the Right Optical Lab and Maximizing Optical Profitability

A Financial and Operational Blueprint for Capital Expenditure, Break-Even Analysis, and Lab Partner Selection

Strategic Advisory & Custom Consultations

We understand that every independent practice or optical retail location possesses its own specific characteristics and a complex array of local variables, including distinct community demographics, patient spending power, clientele expectations, management preferences, and unique staffing dynamics. Therefore, Dr. Hettler and Mani can be contacted directly to discuss your specific requirements further and support your optical retail business long-term. By partnering together, we can set tailored operational benchmarks and build a retail strategy worthy of your practice's future goals.

www.opticalretailconsultants.com/contact

By **Dr. David Hettler** and **Mani Vaghedi, President & CEO, CNS | ORM | ORC**

OPTICAL RETAIL CONSULTANTSSM

Published: July 2026

Executive Summary: The Margin Leak in the Lab Bill

In the independent optometry ecosystem, the optical dispensary is typically responsible for 40% to 60% of gross practice revenue. However, gross revenue is meaningless if it is entirely consumed by Cost of Goods Sold (COGS). The monthly wholesale lab bill is historically one of the largest single expenses a practice incurs. Deciding whether to process optical jobs in-house or to outsource entirely to a wholesale optical laboratory is a foundational operational decision that directly impacts turnaround time, quality control, staff utilization, and bottom-line profitability.

This guide serves as a financial and operational blueprint to help practice owners navigate capital expenditures, evaluate their break-even points, and determine the optimal lab strategy to safeguard their independent practice equity.

"You are not just selling a frame; you are selling visual performance. How and where that lens is crafted dictates your margins, your patient satisfaction, and ultimately, your competitive edge."

Step 1: Define Objectives & Quantify the Lab Volume Threshold

An in-house finishing lab requires purchasing an edger, tracer, blocker, hand tools, and maintaining an inventory of stock single-vision lenses. This structural addition allows the practice to edge uncut lenses to fit the frames selected by patients on-site.

The barrier to entry for in-house finishing is capital. A high-quality, modern tabletop edging system typically costs between \$35,000 and \$55,000. Financed over a five-year term, this equates to roughly \$700 to \$1,000 per month. The break-even threshold can be modeled as:

$$J_{BE} = C_{monthly} \div S_{job}$$

Where:

- **J_{BE}**: Minimum number of finished jobs required per month to break even on the machinery.
- **C_{monthly}**: Monthly equipment finance payment.
- **S_{job}**: Savings realized per job by finishing in-house instead of outsourcing.

If outsourcing a single-vision polycarbonate job costs \$45 at a wholesale lab, and edging it in-house costs \$15 (\$10 for the stock lens plus a \$5 allocation for labor and consumables), the practice saves \$30 per job. To cover a \$900 monthly equipment payment, the practice must process at least **30 single-vision jobs per month** just to break even on the machinery.

Step 2: Evaluate the Hidden Costs of In-House Production

- **Staffing & Labor**: Edging lenses takes time. A high-volume practice may require a dedicated lab technician (\$40,000+ salary), while a smaller practice relies on opticians splitting their time between the retail floor and the lab.
- **Consumables & Maintenance**: Edging blocks, leap pads, coolant, water filtration systems, and calibration tools represent ongoing variable costs.
- **Shrinkage & Breakage Liability**: When a lens cracks during internal processing, or a frame breaks because the lens was sized incorrectly, the practice absorbs the entire replacement cost.

Step 3: Capitalize on the Strategic Advantages of In-House Finishing

- **Same-Day Turnaround Velocity:** In a retail environment dominated by instant gratification, delivering single-vision glasses in one hour is a decisive competitive advantage. Maintaining a smart inventory of stock lenses lets practices capture emergency sales, lost-glasses replacements, and impatient buyers.
- **Aggressive Margin Expansion on Stock Lenses:** The highest margin percentage in optical is found in in-house edged stock single-vision lenses. A pair of premium AR-coated stock polycarbonate lenses might cost \$12 to \$18. Selling those to a self-pay patient for \$150 to \$200 yields a gross margin exceeding 90%. The same job sent to a wholesale contract lab might cost \$40 to \$60.

Step 4: Analyze Full Outsourcing vs. In-House Finishing

Critical Decision Factor	Full Outsourcing (Wholesale Lab)	In-House Finishing Lab
Initial Investment (CapEx)	\$0 — no equipment needed	\$35,000 – \$55,000 (edger, tracer, blocker)
Cost Per Job (SV Poly AR)	\$40 – \$65 paid to wholesale vendor	\$10 – \$20 stock lens material cost
Turnaround Time	3 to 10 days	Same day / one hour for stock SV
Staffing Requirement	Low — opticians measure and order	High — requires trained operator labor
Breakage / Remake Risk	Lab entirely absorbs the cost	Practice entirely absorbs the cost

Step 5: The Hybrid Approach — Surfaced Uncuts

The most profitable independent practices often employ a hybrid operational strategy. They order high-margin stock single-vision lenses to edge in-house, and for complex prescriptions — progressives, high-cylinder, custom prism — they order surfaced uncuts from the wholesale lab.

A surfaced uncut is a lens the wholesale lab has digitally generated and coated with AR, but left as a raw circle. The practice receives it and edges it in-house to fit the patient's frame. This typically saves \$10 to \$20 in edging fees per job compared with having the wholesale lab finish the work, significantly accelerating ROI on internal machinery.

Step 6: Selecting the Right Wholesale Lab Partner

01

Independent vs. Corporate

Decide whether to support independent labs that keep revenue in the private sector, or use large corporate networks offering proprietary brand portfolios.

02

Turnaround Consistency

A quoted three-day turnaround is meaningless if jobs routinely take ten. Slow labs create frustrated patients and damage clinical reputation.

03

Remake & Warranty

Ensure a generous, no-hassle doctor-change and non-adapt remake policy, ideally spanning 60 to 90 days.

04

Software Integration

The lab must integrate cleanly with your practice management software and optical tracing systems.

Step 7: Mitigate Lab Commitments & Execute Your Strategy

- **Avoid Long-Term Corporate Traps:** Never sign a long-term exclusive contract with a single corporate optical lab without an independent business advisor reviewing the terms. Volume discounts can be lucrative, but aggressive exclusivity clauses trap your practice, limit product offerings, and lower your leverage in future negotiations.
- **Leverage Industry Connections:** Dr. Hettler and Mani's connections within optical manufacturing and their expertise in lab selection can save practice owners substantial capital and long-term operational headaches.
- **AI Visibility Planning:** Discuss your AI visibility strategy with Dr. David Hettler and Mani Vaghedi. It is one of the most important investments you can make in your practice's future.