**BUSINESS PLAN**



An establishment of accessible optical services

to sustain social programs in Juigalpa, Nicaragua

MIRAMIRA = SEE SEE

See better to see a better world!

Juigalpa, Chontales, Nicaragua

Executive Abstract

April 2021

**Short General Information**

Name of business: ÓPTICA MIRAMIRA S.A.

Owners: Astrid Delleman and Sanna Laitamo

Sector: Service and Commerce, Health

Geographical location: Juigalpa, Chontales, Nicaragua

**Objectives**

* Contribute to the visual health of the inhabitants of central Nicaragua: Boaco, Chontales, Río San Juan, Nueva Guinea, Muelle de los Bueyes, El Rama.
* Generate an income for the Ruach Foundation to finance its social programs for people with intellectual disabilities, aiming at becoming independent from international donations.

**Expected results**

A fully equipped and profitable Optics Shop is providing basic optometric services to the inhabitants of Juigalpa and other municipalities in the central area of Nicaragua.

Ruach Foundation’s social programs are run using Óptica MIRAMIRA’s profits.

**Beneficiaries**

* The Ruach Foundation since the optical shop will generate revenue for its social programs with people with intellectual disabilities and their families.
* The 6 core members of the community home and 15 participants of the workshop of the Ruach Foundation.
* The workers of the optical shop because it provides them with a job and income.
* The clients of the optics since eye healthcare will become available for poorer people.
* Local and national government through the collection of taxes, i.e. the municipal mayor's office and the Revenue Administration.

**Contact Information**

Lic. Astrid Delleman

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Juigalpa, Nicaragua

**Budget & Required Investment**

Budget available: USD $ 10,000

Required Investment: USD $ 28,850

Total Budget: USD $ 38,850

**Main idea – Summary**

The purpose of optical shop MIRAMIRA S.A. is to offer accessible optical services mainly to the low- and middle-income population of 10 municipalities of the department of Chontales, Nicaragua. By establishing an optical service and shop, enough profit will be generated to create a source of permanent revenue to help social programs such as the Ruach Foundation and other social programs in Juigalpa. The Ruach Foundation is a local foundation that responds to the needs of social protection and support for adults with intellectual disabilities and their inclusion in the community.

**Justification**

Through several investigations about the needs for eye health, and interviewing specialists in the industry, it is clear that there is a great need for eye care in Nicaragua. Here are some facts:

* 0.67% of Nicaragua’s population is blind, as compared to 0.15% in the United States.
* 3.05% of Nicaragua’s population has moderate to severe vision impairment or **moderate to severe visual impairment** (MSVI) as compared to 1.25% in the United States.
* Nicaragua’s Cataract Surgical Rate is 1,749 per million as of 2013.
* There are 17 ophthalmologists/million people (101 total).[[1]](#footnote-1)

Some of the contributing factors to declining eye health are related to various conditions of visual exposures and the increase in technology and the excessive use of them, which has led to the need for glasses both for protection and measures to improve vision. Today there are more visual disturbances as a result of the use of the computer and other electronic devices. Also due to visual effort, excessive fatigue occurs, especially in those people who have a small refractive error and have not yet corrected it. In the case of television, there are studies that assure that it emits radiation and that its excessive exposure can be harmful in the long term.

Life habits greatly influence eye pathologies, especially factors related to diet and lack of vitamins. In addition, poor hygiene habits increase the likelihood of conjunctivitis; poor lighting accelerates eyestrain and eye fatigue; squeezing your eyes and touching them constantly favors keratoconus (corneal disease), and more serious diseases also occur of the cornea due to improper use of contact lenses.[[2]](#footnote-2)

Visual impairment is also associated with severe economic productivity losses, defined as the loss of income/earnings incurred by people with blindness or MSVI, who are not able to work or work at reduced productivity as a result of their visual impairment.

MIRAMIRA Optics is located in Juigalpa, the capital city of Chontales which has 79,581 inhabitants. The department of Chontales has been selected because it covers the majority of the municipalities with the highest concentration of inhabitants (2019; 189,871 inhabitants). There are 10 municipalities: Juigalpa, Santo Tomas, Acoyapa, Comalapa, Cuapa, Villa Sandino, La Libertad, Santo Domingo, San Pedro de Lóvago and El Coral. There are only three optical shops in these municipalities, so there is a gap in the market for Optica MIRAMIRA which favorable returns expected from the initial investment.

Conclusion:

* Low vision is seen as a health problem which need to be addressed. People are used to acquiring spectacles, but the high prices of lenses and frames make these not affordable for people with low incomes.
* Sometimes it creates a vicious circle when visual problems are an obstacle for a person to make a living.
* Although the increase in usage of spectacles has caused an increase in the number of optical establishments and competition between them, the Central Region of Nicaragua is still highly underserved for optical services.

**Our projection**

* We will sell glasses with a lower profit margin than regular optical shops, to make these services accessible for lower-income groups in the Central Region of Nicaragua.
* By basing our business model on increasing sales’ volumes by offering lower prices rather than focusing on higher profit margins, we will ensure profits while addressing needs for poorer population groups.
* The projection is to start with 5 brands and 2 workers: an experienced sales person/administrator and an optometrist.
* Occasionally we will run mobile clinics in the surrounding municipalities in order to reach more people.
* More contribution for the Ruach Foundation´s social programs will be generated.

**Services**

MIRAMIRA S.A. will offer a range of standard optical services to detect visual problems such as:

* Visual acuity with the usual correction, both in distance vision and in near vision according to the age of the client.
* Adaptation of contact lenses and contact lens fitting.
* Keratometry and measurement of ocular parameters.
* Carry out maintenance service of frames (platelets, rods and screws).

MIRAMIRA S.A. will work closely with an optical laboratory in Managua, where lenses are produced and fitted to the frames according to the prescriptions and delivered to the clients within a week.

**Products**

The products that MIRAMIRA S.A. will offer are:

* A range of frames for ophthalmic lenses from low cost to higher end brands, and frames for children (1).
* Bi- and multifocal and single vision lenses, with different kinds of materials and finishing
* Pre-prescription reading glasses to compensate for presbyopia or eyestrain.
* Cleaning materials.

**Who are we? Our experience**

We, Astrid Delleman (Dutch) and Sanna Laitamo (Finnish) are the founders of MIRAMIRA`s Optics. We both have lived for more than 15 years in Nicaragua, working in the field of services for people with disabilities. Nicaragua is one of the poorest countries in Latin America. We want to start MIRAMIRA to make eye health services available to people who cannot afford to pay for what usually is charged for this service. We also want to help social programs in Nicaragua to become more independent of (inter) national donations.

We are working together with professionals who have a lot of experience in the optical field. One of them is a woman who has 15 years of experience in the field and owns several ‘optics’ shops. Her motivation to join us and help with the start of MIRAMIRA S.A. is that she would like to support the social programs of the Ruach Foundation, knowing there is a lack of services and attention for people with an intellectual disability in Nicaragua. She is our main ally providing us the services of her optical laboratory.

We will also be working together with an optometry specialist in Juigalpa, who is interested in contributing his knowledge about the suppliers of optical products and the eye care needs of the clients.

**Marketing and advertising strategy**

Advertising : Online, Print, Radio, Cable television, signs in the street near the shop;

Business website; Social media marketing; Email marketing; Mobile marketing; Content marketing; Print marketing materials (brochures, flyers, business cards); Networking; Word-of-mouth; Referrals

**Potential Risks and Possible Solutions**

1. Create high expectations and not be able to serve all the needs. Therefore, we have to involve more professionals in the business and look for volunteers.
2. Due to the current economic situation of the country, it is not the best time to start a new business in general. But for a lot of people getting a pair of glasses is a basic need, so a popular optical store can actually be useful in these times.
3. The possibility that the optical shop will not bring in enough profits to reach our main goal, which is to support the Ruach Foundation and other social programs in Juigalpa, Nicaragua. Yet a survey has shown that the business can generate sufficient incomer We are confident that if we provide the best service, people will use our products and knowledge.

**Budget details**

The opening of MIRAMIRA S.A. requires a starting capital of US$38,850, of which we have already *USD $ 10,000* in hand. An additional investment of *USD $ 28,850* is needed for the acquisition of equipment, inputs and basic complements. It is expected that the shop will be self-sustainable after some time.

Our total expenses per month are $ 2,500. And the expected profits in the quarter (months 1-3) is US$3,000 per month; increasing to $6000,- in the second quarter (months 4-6).

**US$ Bankaccount**

To : Astrid Jeanne Delleman

Address: de la Normal 1 c al norte, 75 vrs al oeste Juigalpa, Nicaragua

Bank : Lafise Bancentro S.A.

Account: 107255522

Swift : BCCENIMA

*Every donation to help us start the optical shop will be a great help and support!*

**Summary of the costs**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Observation** | **Amount to**  **start** | **Total**  **$ 38.850** |
| Operational investment | This investment will be converted into an evolving fund from the profits of the first investment. | $ 10,000 | $ 10,000 |
| Physical space for selling products | Showcase  Desk  Computer  Safe  Chairs  Camera  Construction and adpation | $ 350  $ 230  $ 200  $ 30  $ 180  $ 100  $ 200 | $ 1,290 |
| Racks  Sheets (8)  Mirrors  Frames | $ 720  $ 400  $ 20  $ 5,200 | $ 6,340 |
| Consultant room: Ophthalmological equipment | Projector  Sheet  Test box  Chair and stand  Lensmeter  Warmer  Toolkit  Optotype  Autokeratorefractometer  Monitor  Bench with wheels  Table | $ 1,000  $ 80  $ 650  $ 3,000  $ 800  $ 150  $ 150  $ 850  $ 2,800  $ 150  $ 150  $ 50 | $ 9,830 |
| Legal Documentation | To comply with the basics in legal matters: Sollicitor, DGI, local government, etc. | $ 80 | $ 80 |
| Account and inventory system and instalment |  | $ 350 | $ 350 |
| Printing legal papers and invoice |  | $ 200 | $ 200  ½ year |
| Cleaning and material maintenance | The requirements of cleaning and maintenance of the premises. | $ 100 | $ 100  ½ year |
| Basic services for a ½ year | Basic services (water, electricity, telephone, internet, cable) and rent of the building. | $ 3,000 | $ 3,000  ½ year |
| Promoting material and costs | Periphoneum, brochures,  tv / radio (2x a year). | $ 600 | $ 600  ½ year |
| Staff costs/salaries | Customer service = $300 a month  Optometrist = $550 a month  Accountant = $60 a month  Proportional bonus, INATEC and INSS Patronal | $ 1,800  $ 3,300  $ 360  $ 1,000 | $ 6,460  ½ year |
| Diesel, supervision |  | $ 600 | $ 600  ½ year |

**ANNEX 1 – The Ruach Foundation**

The Ruach Foundation is a young, non-governmental organization which began operating in 2016. An external evaluation expressed that it responds to the needs of people with intellectual disabilities over the age of 15 in the city of Juigalpa, Nicaragua. The foundation aims to protect and support adults with intellectual disabilities in their inclusion to the community through a workshop, a community home unit and PR. The foundation is a pioneer in Nicaraguan society since there are very few services for people with disabilities in the country.

**Impact**

Currently six particularly deprived adults with intellectual disabilities, coming from difficult family situations, live in the community home with a family atmosphere inspired by the organization L‘Arche . A staff of five persons and one coordinator keep the community home running providing care, learning, stimulation and improved quality of life. The group of friends and volunteers is constantly growing to support the community home in different ways, changing their attitude towards its habitants.

Additionally, the skills and gifts of ten to fifteen people with intellectual disabilities are stimulated through their daily participation in the workshop where they make handicrafts. Their products are sold in three libraries in the city, promoting the vision that persons with disabilities have talents. One person guides the activities in the workshops and two staff (administrator and account assistant) work in the office of the Foundation.

The Ruach Foundation has started its work supported by a Dutch organization called *VivirJuntos*. In addition, smaller funds and in-kind support contribute to the implementation of the projects. The annual budget is around USD $ 55.000. It is envisaged that there will be a gradual shift away from reliance on external funding which currently is about 60%. In three to five years the foundation wants to reach financial self-sufficiency.

1. <http://www.seva.org/pdf/Seva_Country_Fact_Sheets_Nicaragua.pdf> [↑](#footnote-ref-1)
2. <https://www.opticasvision.com.ni> [↑](#footnote-ref-2)