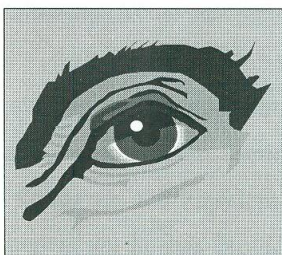




AMERICAN UNIVERSITY OF ARMENIA
College of Business and Management

Marketing Plan

**for Information Support & Consulting and Public Awareness
Programs of Armenia Optical Business Center**



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I. Executive summary

This marketing plan has been developed to resolve the problems that the client of our business group, Armenia Optical Business Center (referred to as AOBC), is currently facing. The problems encountered by AOBC are how to conduct marketing to disseminate information to Armenian optical business representatives, and how to create and enhance public awareness about vision problems and vision care.

AOBC was registered in 1997. The mission of AOBC is *to establish, encourage, and maintain the standard of competence, knowledge, and performance for the general welfare of the public and the participants. It is also to be an advocate for representatives of the Armenian optical business community as well as advance the business skills of the optical center.*

The center was established because of the existing situation in the Armenian optical industry; the operations of most optical businesses were inefficient, ineffective, and obsolete. AOBC was intended to compensate for the lack of experience in operating in a free market economy and to provide support for improving and expanding optical dispensaries' business skills.

AOBC is a non-profit organization, and in order to become self-sustaining it needs to conduct effective marketing. This would allow the optical dispensaries and general population to recognize the importance of the services and expertise that AOBC is able to render.

Statistical data provided by Armenia Optical Business Center suggest the following: according to the results of research conducted last year, the program most desired by optical business representatives in Armenia is Information Support and Consulting (90% of respondents answered positively).

Research conducted last year also revealed the fact that the level of Public Awareness about vision care in Armenia is extremely low. General population has rather limited knowledge about ways to discover vision difficulties and take proper care.

This marketing plan is designed to enable AOBC to define the consequence of steps necessary to disseminate information to Armenian optical business representatives efficiently and effectively. It also provides outlines of steps necessary to disseminate information to general population for enhancing public awareness about vision problems and vision care.

Thus, the plan is designed to satisfy the following objectives of AOBC:

- Exchanging and dissemination of appropriate business information
- Developing programs for public awareness
- Improving the business of all participants
- Providing opportunity for establishment of valuable business relations between AOBC and optical business representatives

While working towards development of the given marketing plan the business project group had undertaken the following consecutive steps:

- Collection and organization of pertinent information and data regarding Armenian optical dispensaries
- Conduction of marketing research to identify:
 - a) current average marketing knowledge of industry representatives and their attitude towards the development of the marketing guidebook
 - b) general public's preferable sources of getting information concerning vision problems and vision care
- Development of service marketing mix, seven P's, for two separate marketing programs of AOBC
- Performance of financial analysis
- Development of implementation plan

The marketing plan is composed of two subsets: Information Support and Consulting and Public Awareness programs. The seven P's for service marketing mix - product, pricing, place, promotion, people, process, and physical materials have been analyzed and presented separately.

The conducted research, investigation and analyses of pertinent information have afforded grounds for financial projections and implementation plan development, which have been carried out.

Pro-forma Income Statement is prepared for one year of the implementation of recommended activities. The Income Statement suggests that the revenue of \$2,059 from the project will not cover the incurred expenses of \$24,587 (Cost of Goods Sold of \$2,288 is included) and the positive cash flow could be maintained only at the expense of grants.

Financial analyses suggest that in order to carry out its operations effectively AOBC needs additional funding. AOBC would not be able to generate enough money from other sources than grant at this stage. Only when optical dispensaries would feel that the AOBC is the organization that can promote and facilitate their growth, provide them with worthwhile marketing expertise and support, AOBC could become self-sustaining.

And to be able to accomplish this goal AOBC should conduct effective marketing. To build, maintain and reinforce the strong reputation AOBC needs to promote itself and the services it is able to render. As its marketing activities become more established and recognized, the initial heavy reliance on grants and donations would be replaced by financing generated from inside activities (membership fees, money paid for rendered expertise and consulting).

Thus, this marketing plan is designed to perform the task of promoting AOBC activities and additionally to assist AOBC to attract funding necessary for carrying out its operations effectively and efficiently.

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III. Introduction

1. Background

Armenia Optical Business Center (AOBC) was established in 1997 after the drastic changes in all spheres of Armenian economy including the optical industry. The operations of most optical businesses previously managed by a state agency “ArmMedTechnology” were inefficient and ineffective. AOBC was established to unite fifty¹ optical dispensaries in Armenia and to provide support and technical assistance to overcome the inefficiency inherent in the system.

AOBC pursues the goals to:

- unite all people involved in the optical field
- exchange and disseminate appropriate business information
- improve the business of all participants
- facilitate exchange of information and publications
- foster a creative and competitive environment
- open and sustain a dialogue
- foster professional unity
- develop programs of public awareness
- protect and lobby for the interests of the optical sector

AOBC seeks to address the overall problems of the industry and to devise development programs. AOBC has intensely directed its activities towards accomplishment these goals and has proved to be successful despite the short period of time of its operations.

Although AOBC has been functioning for only one year, it has gained rich experience in conducting international seminars and training programs. The scope of these seminars captures such areas as:

- a) conversance with Western marketing concepts and methods employed in day to day operations
- b) ways of how to create value to customers and reach customer satisfaction

¹ The “street sellers” category is excluded from this number, however, AOBC considers their future involvement as possible and desirable.

- c) SWOT analyses of Armenian optical retail businesses and their Western counterparts
- d) quality assurance dimensions employed by Armenian optical dispensary representatives and their counterparts from the other countries.

AOBC has experienced much success in its efforts to become entirely operational during last year, however still remain problems needing to be addressed adequately.

The first tranche of the grant of \$12,000 received from the Eurasia Foundation in 1997 enabled AOBC to implement training programs only. The training programs represent just one direction of AOBC activities. According to the results of the research conducted in 1997, the program most desired by Armenian optical business representatives is Information Support and Consulting (90% of respondents answered positively). The optical dispensaries need skill development in marketing, management, knowledge in basic principles of how to build and run a successful business in increasingly competitive environment.

The research conducted last year also revealed that the level of public awareness of vision problems and vision care is extremely low. The general public lacks even basic knowledge of appropriate vision care and healthy lifestyle promotion concept.

Thus, this project is designed to provide AOBC with marketing techniques to disseminate marketing information to the optical business representatives efficiently and effectively as well as to provide AOBC with means to disseminate information to general public to create and enhance public awareness about vision problems and vision care.

While working towards accomplishing these goals, our business group has identified the problems and needs that our client is currently experiencing, objectives, and scope and constraints of the project.

2. Statement of problems

Armenia Optical Business Center in the second year of its operations faces the following problems:

1. Absence of comprehensive program to disseminate information (from AOBC to the optical business representatives).
 - 1.1 Absence of marketing tools to utilize efficient information support program (from AOBC to optical business representatives).
 - 1.2. Lack of understanding and knowledge of business representatives of usefulness and importance of marketing tools to utilize the efficient information support program (from AOBC to optical business representatives).
 - 1.3. Lack of medical skills of business representatives about vision care.
2. Lack of knowledge and ability to create public awareness.
 - 2.1. Absence of means to utilize public awareness program (from AOBC to public).

3. Statement of needs

Our business group has identified the following needs of the client:

1. Need to have efficient program to disseminate information (from AOBC to the optical business representatives).
 - 1.1. Need to have marketing tools to utilize efficient information support program (from AOBC to the optical business representatives).
 - 1.2. Need to increase an understanding and knowledge of business representatives of usefulness and importance of marketing tools.
 - 1.3. Need to increase the information to compensate for the lack of medical skills of business representatives about vision care.
2. Need to enhance the knowledge and ability to create public awareness.
 - 2.1. Need to have marketing tools to utilize public awareness program (from AOBC to public).

4. Statement of objectives

To satisfy the needs of our client our business group sets the following goals:

1. Develop efficient marketing plan for AOBC.
 - 1.1. Develop and recommend marketing tools to utilize efficient information support and consulting program (from AOBC to the optical business representatives).
 - 1.2. Provide information to increase an understanding and knowledge of business representatives about usefulness and importance of marketing tools to utilize efficient information support and consulting program (from AOBC to the optical business representatives). Recommend a strategy on the implementation of marketing tools.
 - 1.3. Provide information to enhance the knowledge and ability of business representatives to understand and deal with the peculiarities and problems of vision care given that most of them has no medical training (from AOBC to the optical business representatives).
2. Provide information to enhance the knowledge and ability to create public awareness (from AOBC to public).
 - 2.1. Develop and recommend marketing tools to utilize public awareness program (from AOBC to public).

5. Scope and Constraints of the Project

The investigation and analyses were conducted in Yerevan. However the scope of the project should be assumed to be wider and capture other regions as well as AOBC directs its activities throughout Armenia.

The project experiences a number of constraints:

- ◆ Lack of marketing knowledge resulting in uncertainties about implementation of marketing techniques. Armenian optical business representatives have never been engaged in marketing activities. As a consequence, representatives possess limited marketing information. Marketing efforts are employed at perceptual level rather than as conceptualized knowledge.

- ◆ Inadequate realization of need for healthcare education. Positive attitude of general public towards promotion of healthy lifestyle is only gaining momentum. Public health consciousness is still in its initial phase of evolution.
- ◆ Unawareness of crucial importance of marketing in building and running successful business.

Most of optical business representatives do not consider marketing as an essential activity to generate profit. Thus, such links in profit chain as external quality, patient satisfaction, and customer retention leading directly to profit are marketing issues that are inadequately addressed.

- ◆ Lack of financial resources. This limits AOBC's ability to implement its operational activities. The second tranche of \$25,000 from Eurasia Foundation is still pending approval.

IV. Market Research Objectives

The market research that our business group conducted was directed towards satisfying of the following objectives:

- Identify current average marketing knowledge of Armenian optical industry representatives and their attitude towards the development of marketing guidebook/teaching manual.
- Determine the optical industry representatives' preferences regarding the channels by which the necessary marketing information will be provided.
- Define the preferred promotional channels for industry representatives.
- Identify the level of information about vision care available to general public and the areas of public vision knowledge that need to be given the highest priority.
- Determine the most effective channels to disseminate information regarding vision problems and vision care from AOBC to general public.
- Define the preferred promotional channels for general public.

V. Market Research Methodology

1. Situation Analysis

A situation analysis defining the existing level of available information in optical sector was conducted. The purpose of this analysis was to determine whether the information required to conduct a marketing campaign was available.

The situation analysis provided our project group with the opportunity to talk to AOBC President and staff as well as to get acquainted with already existing data. This revealed that our research objectives could not be adequately met by data already available.

The lack of first-hand information concerning the needs of the optical market indicated that primary data would be required. Thus, while performing market research our business group made decision to rely on both secondary and primary data.

2. Research Design

Research design including the methods and procedures for acquiring the information needed for marketing plan preparation was performed by business project group. Primary and secondary research data analysis was carried out as well. The starting point of investigation was secondary data collection.

A. Secondary data

Sources available consist of prior research reports in 1997. These reports include "The importance of vision and eye care" survey and "EYE-Q" test results conducted by an AUA business project group in 1997. Other sources were optical dispensaries, AOBC's Course Syllabus, reports on seminars conducted at AOBC during the last twelve months functioning.

B. Primary data

The project relied heavily on primary data. Our objective was to provide more relevance and accuracy to this data.

Primary data collection required decisions on the research approaches, research instruments, sampling plan, and contact methods. The decisions and rationales behind them for each dimension are explained below.

a) Research approaches

The qualitative research approach in the form of in-depth interviews and the survey approach were selected. Qualitative research was chosen because its unstructured nature encourages respondents to speak openly. This method allows better identification of problems and needs.

The survey approach was chosen because it better suits our need for descriptive research, i.e. for learning about people's knowledge, beliefs, preferences, etc. In this respect it satisfies more completely the market research objectives.

b) Research instruments

The questionnaire was selected as research instrument for survey approach.

c) Sampling plan

The sampling methodology for this project was intended to ensure a representative sampling of our target population. Two subsets of sampling were employed. First one is related to the optical business representatives. The judgemental approach i.e. nonprobability sampling was used to select a sample. The members of our business project group contacted twenty-six optical dispensaries assuming that they would provide the necessary information.

The second one is related to public awareness program. The probability sampling (random selection) was used to eliminate any bias and to ensure representative sample. Participants were chosen according to specific demographic characteristics.

d) Contact methods

Personal interviews were used as a contact method. This method is more versatile than the other means of contact: telephone and mail. Personal interviewing provides the opportunity to ask more questions and supplement the interview with personal observations as well as to guide the respondents through the questionnaire. In Armenia personal interviewing is more relevant than the other two methods as the respondents need help in understanding marketing concepts and relating issues.

3. Data Sources and Data Collection

The following sets of techniques had been implemented for primary data collection:

- Sample consisted of optical dispensaries were personally interviewed to determine current average marketing knowledge and skills possessed. Twenty-six² direct structured questionnaires were distributed to interviewees (See Appendix A).
- Randomly selected respondents (any person at any place) were interviewed to identify their preferences of the channels by which the needed information on vision problems and vision care will be provided. Three hundred eighty-four³ direct structured questionnaires were distributed to interviewees. (See Appendix B).
- Optical business representatives were personally interviewed to identify their preferences of the channels by which the needed information will be provided. In-depth interviews were conducted with fourteen optical business representatives in Yerevan (See Appendix C).
- Randomly selected respondents – in-field specialists were personally interviewed using in-depth interview techniques to identify the areas of vision care knowledge to be given the highest priority. The interviews were unstructured and direct, special questionnaires were not applied. Instead the professionals were interviewed to identify the current level of eyecare education and need of healthy lifestyle promotion. Eight specialists were interviewed.

² This number is selected as a percentage of the total number of optical business representatives provided by AOBC.

³ Business Plan for Armenia Optical Business Center, AUA, 1997 (See Appendix D).

4. Limitations

Although the project was conducted in cooperation and support with the client some limitations arose:

- Scarcity of secondary data related to optical dispensaries in Yerevan and in other regions of Armenia.
- Constraints imposed on research capabilities of the business project group by the unwillingness as well as lack of knowledge of some optical business representatives to answer questions adequately.

VI. Market Research Findings

The market research findings can be divided into two main subsets:

- Findings related to the optical dispensary representatives' current average marketing knowledge and their attitudes towards developing marketing guidebook/teaching manual.
- Findings related to general public's awareness of vision care and its preferences over available channels by which the needed information will be provided.

The business project group acquired the following results regarding the *first* subset:

- About 40% of optical business representatives are not familiar with marketing concepts and philosophies such as ensuring customer satisfaction by suggesting range of quality services, and 46% are familiar with marketing basics only.
- Only 23% of those that are familiar with prevailing marketing concepts have attempted to implement them in their day to day operations.
- Only 15% of the industry representatives follow the quality assurance dimensions such as friendliness of staff, cleanliness of the office space, customers' feeling comfortable in the office, professional assistance provided by the staff in their practice.
- 65% of respondents do not provide any additional services except dispensing eyewear by prescription to their customers because of the lack of necessary marketing information, knowledge, and skills.

- 69% of those who provide additional services provide only general consulting. Only 12% provide face shape analysis and 8% provide some basics of color analysis. 4% provide lifestyle analysis, and 4% provide eyewear wardrobe consulting. Almost no one provides after sale service. The only respondent that answered this question positively was optical salon in SIL – PLAZA service chain. No one provides image preferences identification (See Exhibit 1).
- 88% of optical dispensaries consider the impact of service provided extremely or very important on customer retention.
- More than 80% strongly feel the need for improving and expanding their marketing knowledge and skills because the market for eyewear and the demand for professional eyecare services are currently increasing in Armenia.
- 89% agree with the assertion that eyewear marketing requires instruction and preparation.
- 77% of optical business representatives demonstrate extremely positive attitude towards development of study guide/teaching manual to successful eyewear marketing (See Exhibit 2).
- About 50% of respondents prefer to receive marketing guidebook/teaching manual through seminars, 31% through discussion groups, 15% through tradeshows, and 12% prefer to receive through mail, delivery or in some other way (See Exhibit 3). The reason why the priority is given mostly to seminars and discussion groups, is the opportunity to get detailed information and exchange ideas due to direct contacts with specialists and counterparts.
- 31% consider the seminars as the more effective way for AOBC to disseminate the appropriate business information. 23% prefer discussion groups and forums, 19% indicate periodicals, and 15% suggest consumer exhibitions. 12% desire tradeshows, and others (12%) view mail, E-mail, and other methods as more effective (See Exhibit 4).
- The optical business representatives seek not only information on how to run the business but also on updated technologies and trends currently prevailing in world optical industry.

The business project group attained the following results regarding the *second* subset:

- 84% of the respondents selected from public express desire to receive information about eyecare education even though they have no vision problems.
- 85% very rarely receive updated pertinent information, 11% receive rarely, 4% receive occasionally. No one receives such information often or very often (See Exhibit 5).
- The usual channels through which they receive pertinent information are TV-35%, periodicals-28%, directs consulting with medical staff-21%, friends-16%. No one receives information through public exhibitions or eye screening in the schools, universities, and other organizations (See Exhibit 6).
- More than 38% prefer to receive such information in the optical salons, 32% - in clinics, 20% - in schools and other educational institutions, and 10% - on consumer exhibitions (See Exhibit 7).

VII. The Service Marketing Mix: Seven P's

A. The Service Marketing Mix: Seven P's for Information Support And Consulting Program

a) Product

In co-operation with Armenia Optical Business Center a marketing guidebook/teaching manual tentatively named "Study Guide to Successful Eyewear Marketing" in English and Russian will be developed based on examination of survey's results, various materials and data sources, interviews with business representatives and field specialists. Development of the marketing guidebook/teaching manual will be conducted in an appropriate manner to satisfy peculiarities of Armenian customers, i.e. to respond to existing problems and needs.

The guidebook/teaching manual will also include all additional explanations of unknown terms and notions in order to provide necessary base for the understanding of the main concepts of the manual.

The manual will serve as a guidebook for the industry representatives. It will teach them the foundations of successful marketing and indicate how those concepts can be implemented. The manual will include a comprehensive approach to eyewear marketing and will be designed to help build and run a successful dispensing practice. This will enable individual businesses to easily apply the concepts and methods in their day to day operations by providing thorough grounding in all aspects of successful eyewear dispensing.

The guide will provide essential information on marketing for the entire eyecare profession. It will include:

- examinations of patient relations
- face shape and color analyses
- image and lifestyle considerations
- modes of communication and follow up techniques
- other essentials for building successful marketing strategy

The manual will serve as a blueprint for optical business representatives. It will enable the optical dispensaries to improve and expand their dispensing marketing skills by providing the expertise to:

- help customers to select eyewear that meets individual considerations of style and image
- create and maintain appealing office environment
- improve customers' satisfaction with their eyewear purchases by rendering the wide range of services
- satisfy customers' increasing interest in fashionable eyewear
- promote and advance the concept of eyewear wardrobe i.e. multiple-pair eyewear

It will give a marketing edge to anyone engaged in optical business regardless of if one is an experienced professional or a newcomer (See Appendix E).

b) Pricing

The guidebook/teaching manual will be distributed to the AOBC members free of charge. For other optical and related business representatives the price of manual will constitute 50% of the cost. Other interested users will pay 100% of the cost.

c) Place

Based on the preferences of the vast majority of AOBC members, channels through which the guidebook/teaching manual will be distributed are the following:

- Seminars that will include lectures, exhibitions, necessary explanations of the most unfamiliar concepts and terminology and questions answering.
- Discussion groups attended by optical business representatives which will enable the participants to exchange information and share opinions.
- Direct deliveries for those optical business representatives who can't attend the seminars, but are interested in acquiring the guidebook/teaching manual.

(See Appendix F).

d) Promotion

The most appropriate promotion strategy for the guidebook/teaching manual is considered direct promotion. Taking into account the small number of the optical business representatives mass media advertisement is not considered effective. Instead, direct announcements to AOBC members through mail, E-mail, phone calls are considered quite reasonable and appropriate.

Presentation of the guidebook/teaching manual will constitute the main part of promotion activity.

In addition, based on the results of interviews with optical business representatives, seminars and discussion groups also will serve for promotion purposes of the marketing guidebook/teaching manual.

Specialists conducting the seminars would emphasize a rapid payback through the employment of marketing techniques represented in guidebook. Seminars would create a positive attitude toward AOBC and stimulate interest in the manual.

e) People

Publication of the guidebook/teaching manual will be conducted by the specialists contracted by Armenia Optical Business Center.

Presentation and seminars will be conducted by AOBC and invited foreign specialists from International Executive Service Corps. Discussion groups will be organized by AOBC and its members, although participation of invited specialists could be considered rather useful. Direct deliveries will be performed by the AOBC staff.

f) Process

The guidebook/teaching manual is designed and elaborated according to peculiarities and specifications of AOBC and requirements of its representatives. Also, opinions and suggestions of the field specialists are taken into account.

g) Physical materials

Physical materials necessary include:

- Furnished space
- Equipment (overhead projector, visual aids)
- Supplies (paper, staplers, folders, covers)

Costs of physical materials are provided in financial section of the project.

B. The Service Marketing Mix: Seven P's for Public Awareness Program

a) Product

Public Awareness Program is designed to increase public knowledge about vision care enabling consumers to make qualified choice. The first step towards accomplishment this goal is the development of information brochures in English and Russian languages (See Appendix E).

These brochures will include the following essential information:

- signs that indicate a vision problem
- what parents should know about vision care and comprehensive exam by a qualified eyecare professional that lead to early detection of vision problems
- the importance of appropriately chosen glasses and contact lenses

b) Pricing

Information brochures would be distributed free of charge.

c) Place

To perform Public Awareness Program AOBC would use direct distribution of brochures in schools, optical salons, clinics, and other educational institutions (See Appendix F).

d) Promotion

Indirect promotion strategy would include preparation and placement of billboards on the streets, information bills in the underground carriages and in bus-stop's shelters, design and broadcasting of awareness announcements on radio.

The natural result of this promotion will be public's understanding of vision care importance, knowledge of methods for improvement vision and awareness of products available.

e) People

Direct deliveries of information brochures will be performed by the staff of the AOBC.

f) Process

Information brochures will be designed and modified according to specifications and peculiarities of Armenia.

g) Physical materials

Physical materials necessary include:

- Transportation required for direct delivery
- Supplies (paper, staplers, folders, covers)

Costs of physical materials are provided in financial section of the project.

VIII. Financial Analysis

The project will have the following sources:

- Grant
- Income from the sales of the marketing guidebook/teaching manual

Revenue from the sale of marketing guidebook/teaching manual is estimated to be equal to \$2,059 (See Exhibit 8). All costs associated with the project are shown below and sum up to \$22,757.

There are three types of taxes that should be paid: income tax (30%), value added tax (16.67%), and payroll tax (37%). Since the organization's non profit status will allow it to be income tax exempt, the taxes that are included in calculation are VAT and payroll tax.

The Pro-Forma Income Statement for the first month of programs' operation is presented in Exhibit 9. According to this financial report revenue from the project will not cover the incurred expenses and the positive cash flow could be maintained only at the expense of grants.

Budget Items

A. Publication of the marketing guidebook/teaching manual teaching manual/guide	
Cover (150gr/m ² , \$4/kg)	\$320 (80kg * \$4)
Paper (250gr/m ² , \$4/kg)	\$20 (5kg * \$4)
Cast (\$70/unit)	\$350 (5 units * \$70)
Paint and additional staff	\$70
Other expenses (including division of colors)	\$1,650
Profit	\$450
<hr/>	<hr/>
Total	\$2,860
VAT (20%)	\$572
<hr/>	<hr/>
Total	<u>\$3,432</u>
B. Promotion and distribution of the marketing guidebook/teaching manual	
1. Presentation of the marketing guidebook/teaching manual	
Furnished space rent (\$150 + 20% VAT)	\$180
Invitation tickets	\$4 (100 units * 20dr)
Distribution of invitation tickets	\$7
Visiting specialist (to arrange for an optical/professional expert from the USA)	
Travel US-Armenia	\$800
Living Expenses in Armenia	\$500
Honoraria for Visiting Specialist	\$1,000
Visas, Parking, and Misc. travel	\$150
Equipment (overhead projector rent (\$10 + 20% VAT))	\$12
Supplies (paper, staplers, folders, etc)	\$10
Refreshment	\$150
<hr/>	<hr/>
Total	<u>\$3,017</u>
2. Seminar	
Furnished space rent (\$200/day + 20% VAT)	\$480 (\$240 * 2 days)
Announcement in mass media (\$0.4/cm ²) ⁴	\$20 (\$0.4* 50cm ²)
Invitation tickets	\$4 (100 units * 20dr)
Distribution of invitation tickets	\$7
Equipment (overhead projector rent (\$10/day + 20% VAT))	\$24 (\$12 * 2 days)
Supplies (paper, staplers, folders, etc)	\$10
Translator honoraria	\$30 (\$15 * 2 days)
Visiting lecturers (to arrange for an optical/professional expert from the USA)	
Travel US-Armenia	\$800
Living Expenses in Armenia	\$500
Honoraria for Visiting Lectures	\$1,000

⁴ See Exhibit 10.

Visas, Parking, and Misc. travel	\$150
Total	<u>\$3,055</u>
3. Discussion Groups	
Furnished space rent (\$100/day + 20% VAT)	\$120
Equipment (overhead projector rent (\$10 + 20% VAT))	\$12
Supplies (paper, staplers, folders, etc)	\$10
Total	<u>\$142</u>
4. Transportation cost for direct delivery	<u>\$7</u>
C. Publication of information brochures	
Paper (200gr/m ² , \$4/kg)	\$200 (50kg * \$4)
Paper (150gr/m ² , \$3.5/kg)	\$140 (40kg * \$3.5)
Cast (\$50/unit)	\$200 (5 units * \$40)
Paint and additional staff	\$80
Other expenses (including division of colors)	\$1,250
Profit	\$550
Total	\$2,420
VAT (20%)	\$484
Total	<u>\$2,904</u>
D. Promotion and distribution of the information brochures	
1. Preparation and emplacement of billboards	\$220
2. Preparation and emplacement of information bills in underground carriages	\$184 (\$110+\$74)
3. Preparation and emplacement of information bills on the walls in underground	\$266 (\$160 + \$106)
4. Preparation and emplacement of information bills in bus-stops ⁷ shelters	\$930 (90\$*3+\$240*3)
5. Awareness announcements on radio ⁵	\$360 (\$6*2*30 days)
6. Transportation cost for direct delivery of information brochures to schools, institutions, clinics, optical salons, and other organizations.	\$14
Total	<u>\$1,974</u>
G. Emergency for unexpected and unplanned expenses	
	<u>\$350</u>

⁵ See Exhibit 11.

IX. Implementation Plan

The implementation plan is developed for the one-year period. The assumption is made that six thousand (one thousand of each type) information brochures would be republished for every four months period during the year. Thus activities connected with publication as well as promotion and distribution of information brochures would be repeated for every four months period during the year. However, recommended promotion strategies afford insignificant adjustments if deemed necessary to respond changing competitive environment adequately.

The implementation of the Information Support and Consulting and Public Awareness programs assumes dealing with many people. The plan would be implemented by the staff of AOBC and by specialists contracted by AOBC. A basic knowledge of marketing and good communication skills are prerequisite for the job.

Implementation plan suggested to introduce the proposed services of AOBC is the following:

A. Publication of the marketing guidebook/teaching manual and information brochures

Publication of the marketing guidebook/teaching manual and information brochures will be done by the specialists contracted by the AOBC.

150 copies of the marketing guidebook/teaching manual and thousand of each type of information brochures will be ordered by AOBC.

Different companies providing color division services and different printing houses have been considered before the selection of the most appropriate in terms of quality and price. Publication process will consist of two parts: color division and printing.

To perform the color division and printing it is necessary to contact: "ARGO" Ltd., 9, Teryan str.

B. Introduction of the marketing guidebook/teaching manual

□ *Presentation*

Presentation of the marketing guidebook/teaching manual will be organized by the staff of AOBC.

To conduct the presentation the following activities should be undertaken:

a) renting of appropriate space

To rent the space it is necessary to contact: “Tekeyan Center”, 50 Khanjyan str.,
Tel.: 57-30-57.

b) preparation and distribution of invitation tickets

Invitation tickets would be prepared by the staff of AOBC and would be distributed also by the staff of AOBC through mail and direct delivery.

c) invitation of a foreign specialist in marketing

A foreign specialist would be invited by AOBC.

To invite a foreign specialist it is necessary to contact International Executive Service Corps or to use already established personal contacts.

d) organization of refreshment

Organization of refreshment would be performed by the special service agency. To make order it is necessary to contact: “AVRI” Service Agency, 43 Arabkir, 37^a; Tel.: 53-65-40, 27-80-66, 25-61-07.

C. Advertisement and promotion of the marketing guidebook/teaching manual

□ *Seminar*

The seminar would last two days. For the convenience of participants it must last no more than three hours in a day.

To conduct the seminar the following activities should be undertaken:

a) invitation of a foreign specialist in the given field

A foreign specialist would be invited by AOBC.

To invite a foreign specialist it is necessary to contact International Executive Service Corps or to use already established personal contacts.

b) renting of appropriate space and equipment

AOBC would rent Small Auditorium in the building of AUA, 40, Marshal Baghramyan str. Equipment also would be rented in AUA.

To rent the space and equipment it is necessary to contact Armen Petrosyan, Associate Director of Administrative Services, Tel: 27-18-27, or 15-10-48 (satellite fax/phone)

c) preparation and distribution of invitation tickets

Invitation tickets would be prepared by the staff of AOBC and would be distributed also by the staff of AOBC through mail and direct delivery.

d) placement of announcement in a popular newspaper

The announcement would be placed in the “Hayastany Hanrapetutjun” newspaper with circulation of 15,000.

To place the announcement in the newspaper it is necessary to contact: 2 Arshakuniats Ave., floors #13,14. Tel: 52-82-92, 52-32-90, fax 53-86-11.

e) translator

A translator would be hired by AOBC. To hire a translator it is necessary to contact: of AUA Extension Program, 40, Marshal Baghramyan str., Tel.: 27-16-58, 27-32-39.

□ **Discussion Groups**

Two discussion groups would be organized by AOBC.

To conduct discussion groups the following activities should be undertaken:

a) invitation of potential participants

Potential participants, that is optical business representatives, would be invited by the staff of AOBC through telephone calls.

b) renting of appropriate space and equipment

AOBC would rent a classroom in the building of AUA, 40, Marshal Baghramyan str.

To rent the space and equipment it is necessary to contact Armen Petrosyan, Associate Director of Administrative Services, Tel: 27-18-27, or 15-10-48 (satellite fax/phone).

D. Distribution of the marketing guidebook/teaching manual

□ *Seminar*

The marketing guidebook/teaching manual would be distributed by the staff of AOBC after the seminar at the request of participants.

□ *Discussion Groups*

The marketing guidebook/teaching manual would be distributed by the staff of AOBC after the seminar at the request of participants.

□ *Direct distribution*

Direct distribution would be performed by the staff of AOBC.

The marketing guidebook/teaching manual would be directly delivered at the request of customers by the staff of AOBC.

E. Advertisement and promotion of information brochures

□ *Preparation and emplacement of billboards*

Three billboards would be prepared and placed in the following streets of Yerevan: Abovyan str., Teryan str, and in the cross of the Mashtots Ave. and Marshal Bagramyan Ave.

Billboards would be prepared and placed by the advertising agency at the order of AOBC.

To prepare and place billboards it is necessary to contact: “Garant”, Closed Joint Stock Company, 16 Abovyan str. Tel.: 56-14-65, 56-12-52, 58-28-53. Fax: 56-14-65.

□ *Preparation and emplacement of information bills in Metro carriages*

Hundred information bills would be designed and placed in all Metro carriages. Information bills would be prepared and placed by the advertising agency at the order of AOBC.

To prepare and place information bills it is necessary to contact: “Metro-DST “ Joint Stock Company, 76 Marshal Baghranyan Ave., room 507. Tel.: 22-96-54, 27-69-08.

□ *Preparation and emplacement of information bills in bus-stops' shelters*

Ten information bills would be designed and placed in bus-stops' shelters. Information bills would be prepared and placed by the advertising agency at the order of AOBC.

To prepare and place information bills it is necessary to contact: "Nushikyan Association", 15 Aghayan str. Tel.: 56-42-93, 56-35-68. Fax: 56-35-68.

F. Distribution of information brochures

□ *Direct delivery of information brochures to schools, institutions, clinics, optical salons, and other organizations*

Information brochures would be distributed free of charge by the staff of AOBC directly to schools, clinics, optical salons, and other organizations in Yerevan as well as other cities of Armenia.

At preliminary stage it seems reasonable to target at approximately 25% of schools, 50% of clinics, and 70% of optical salons in each city.

X. Recommendations

The market research and analyses, investigations and project results provide grounds to make a number of recommendations. Recommendations are divided into two subset; first marketing activities recommended for Information Support and Consulting Program, and second recommended actions for Public Awareness Program of Armenia Optical Business Center.

1. Information Support and Consulting Program

- Further development of training programs and seminars to provide optical business representatives with pertinent and updated information on the following topics:
 - a) Principles of optical salons
 - b) Eye diseases and medical issues
 - c) Eye examination and visual skills
 - d) Dangers of ultraviolet radiation
 - e) Frames, lenses, and dispensing skills
 - f) Contact lenses
 - g) Other optical products, such as antireflective coatings, polycarbonate lenses, etc.
- Development of efficient information network (mail, E-mail, periodicals, etc.) to support continuous provision of information on new technologies and processing emerging in the world optical industry.
- Organization and supply of management and marketing information to business representatives in order to keep them in line with current problems and trends. This may include information on:
 - a) Marketing strategies
 - b) Strategic planning
 - c) Leadership and management skills
 - d) Team building, conflict management and negotiation skills
 - e) Financial planning and sources of financial support
 - f) Pricing, selling, and profitability

- Organization and further coordination of consumer exhibitions and tradeshows expanding their scope beyond provision of pertinent information. Exhibitions and tradeshows should provide opportunity to business representatives to exchange not only information but new technologies and approaches as well as to establish long-term business relationships with foreign partners. At preliminary stage Armenian optical business representatives may be provided with starting information about optical good producers and suppliers abroad.
- Establishment of a “Train the Trainer” programs separately for ophthalmologists, optical salon owners and opticians to provide grounds for utilization of long-term approaches.
- Establishment and maintenance of close relationships with ophthalmologists. Involving them in AOBC’s activities would allow to benefit their assistance in terms of professional knowledge and expertise, and to compensate for the lack of medical skills.
- Development of guidelines for industry representatives on how to advertise and promote their activities.
- Establishment of specialized magazine for optical business representatives with involvement of marketing, management experts as well as ophthalmologists and other medical specialists.

2. Public Awareness Program

- Organization of and conducting lessons/ lectures in schools and other educational institutions for enhancing and improving
 - a) attitude toward vision and vision care
 - b) knowledge of vision care
 - c) attitude toward covered vision plan
- Organization of public exhibitions with demonstrations, eye screenings, handouts, illustrations, visual aids, and other pertinent materials.
- Accumulation and organization of data to prepare for publication or news releases for every newspaper, magazine, and for broadcasting on radio stations and TV stations (See Exhibits 11 and 12).

- Organization of brief (lasting ten-twelve minutes) eyecare educational talk shows on radio to provide the audience an opportunity for receiving an immediate and qualified response from a specialist.
- Development of consumer programs such as “Back to School”, “How To” (a guide for eyecare), student eye screenings, speakers at schools, institutes, other educational centers.

XI. EXHIBITS

EXHIBIT 1
Specific Services Provided By
Optical Business Representatives

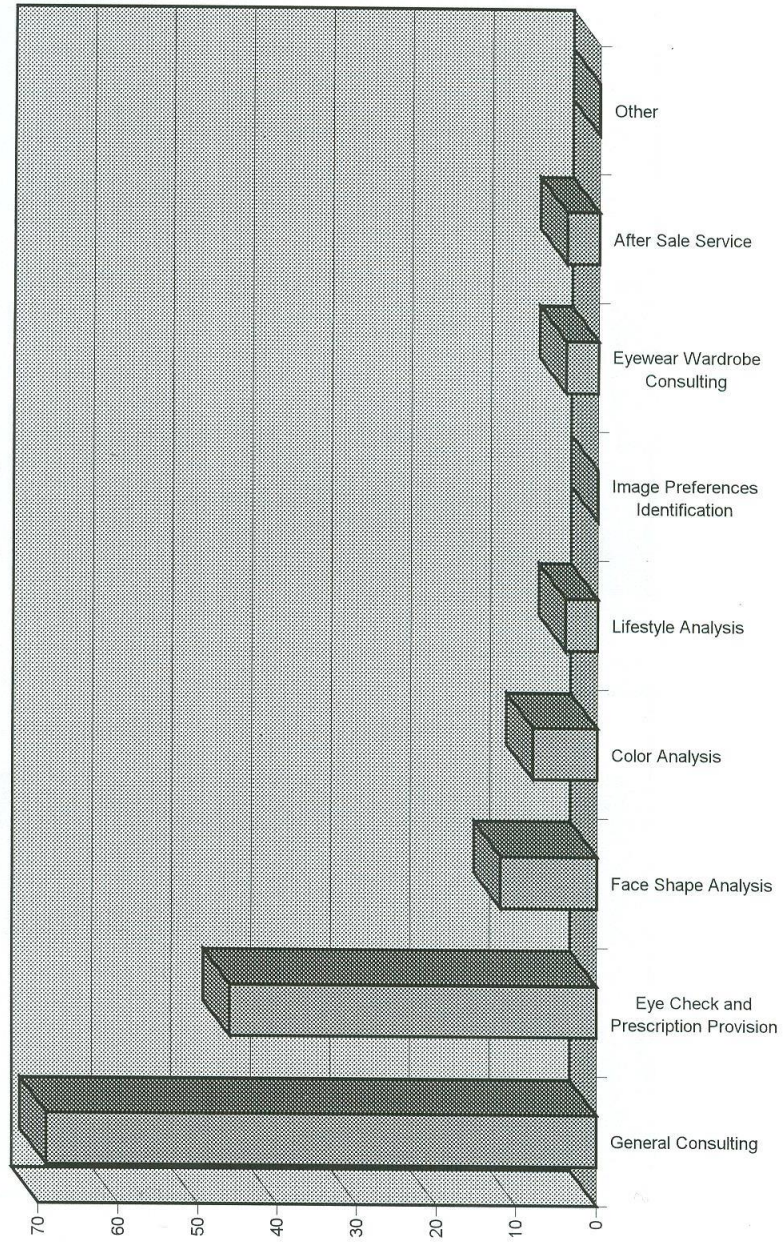


EXHIBIT 2
The Attitude towards the Development of Marketing Guide/Teaching Manual

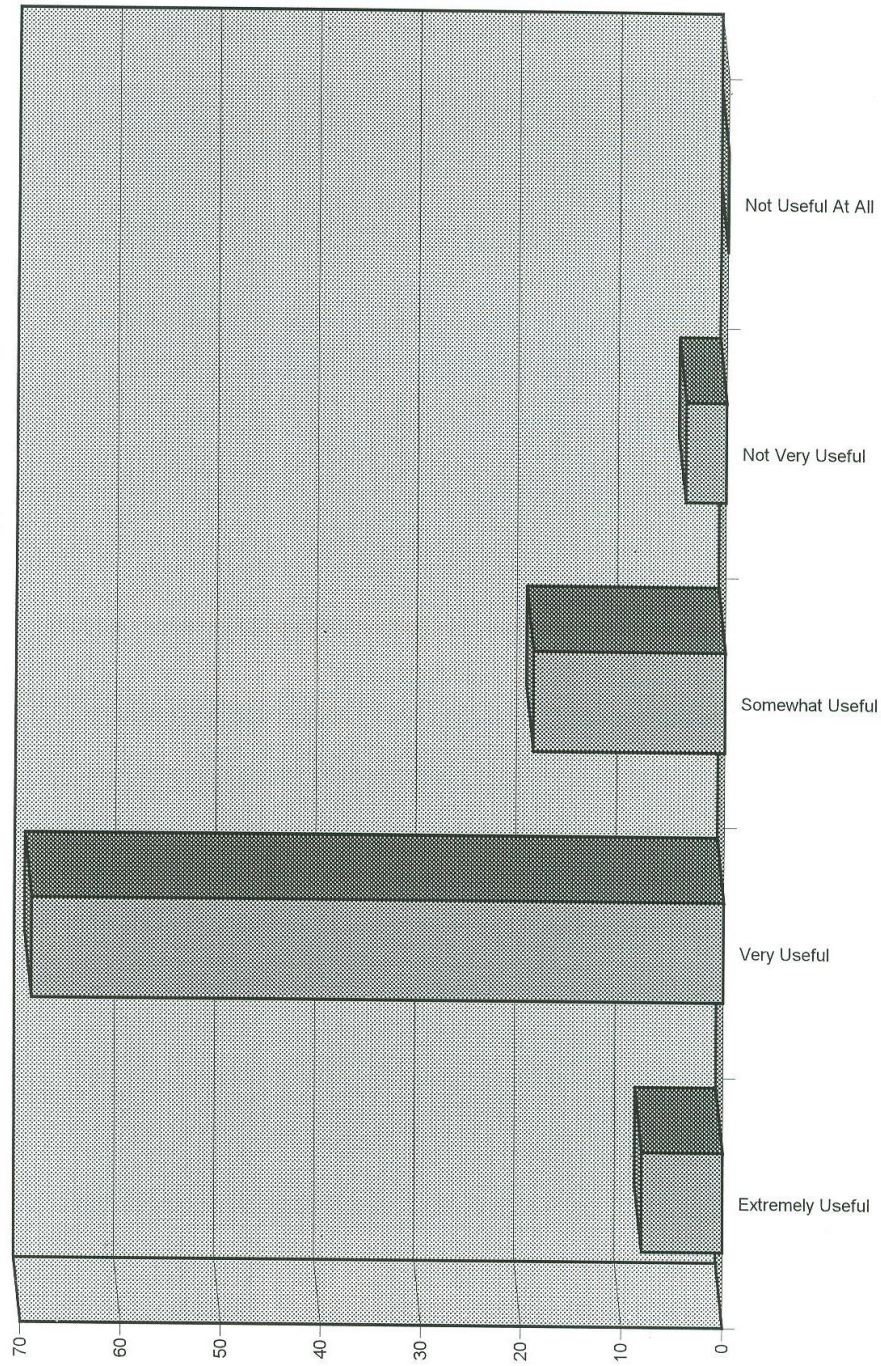


EXHIBIT 3
Preferable Channels of Receiving
Marketing Guide/ Teaching Manual

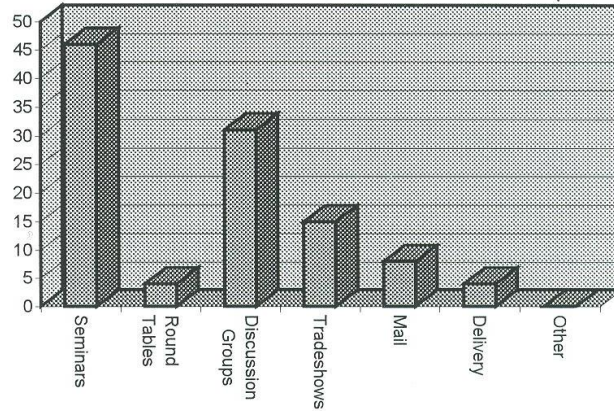


EXHIBIT 4
Preferable Channels of Information Dissemination
from AOBC to Optical Dispensaries

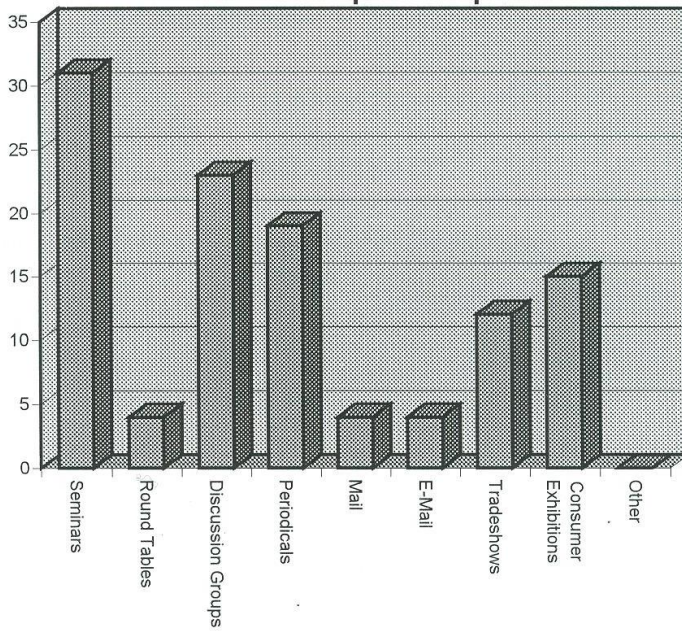


EXHIBIT 5
Frequency of Receiving Updated Eyecare Information

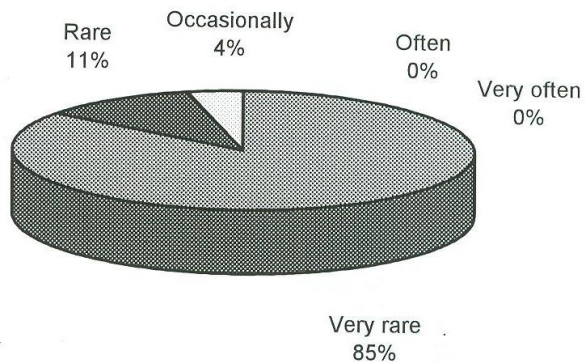


EXHIBIT 6
Existing Channels of Receiving Eyecare Information

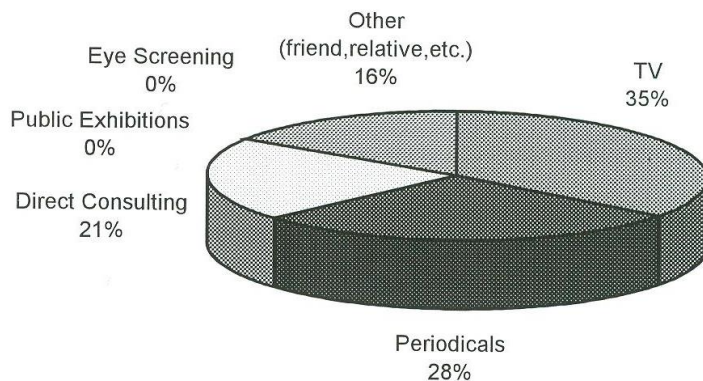


EXHIBIT 7
Preferable Channels of Receiving Eyecare Information

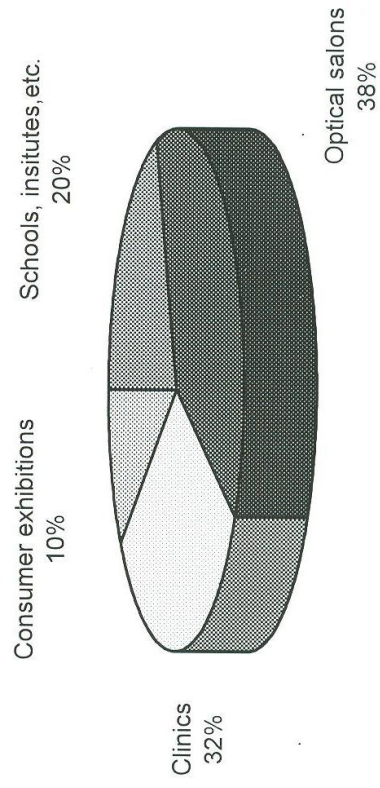


Exhibit 8.

Projected average revenues

Estimated number of orders	Payment status	Estimated revenues
80	100%	\$1,830.00 (\$22.88 * 80)
20	50%	\$228.80 (\$11.44 * 20)
50	0%	0
Total		\$2,058.80

Exhibit 9.

AOBC

Pro-forma Income Statement for one year of operations

Gross Sales	\$ 2,059
Less: Sales Discount	<u>229</u>
Net Sales	\$ 1,830
Cost of Goods Sold:	<u>2,288</u>
Gross Profit	(\$ 458)
Sales and Marketing Expenses	21,969
Other expenses	<u>350</u>
Income before Taxes	(\$22,777)
Income Taxes	<u>0</u>
Net income (loss)	<u>(\$22,777)</u>

Exhibit 10.

Advertisement Rates of Some Newspapers

Type	Space	Price (in drams)
Hayastany Hanrapetutjun (Arm.)	1 cm ²	200
Hayastany Hanrapetutjun (Rus.)	1 cm ²	150
Delovoj Express	1 cm ²	400
Eter	25 cm ²	10000

Exhibit 11.

Broadcasting Rates on Announcements on Armenian Radio

Station	Duration	Price
National Radio Station	30 sec.	\$7
Hi-FM (FM 105.5)	30 sec.	\$6
Nostalgia (FM 106.5)	30 sec.	\$5
Europe +	30 sec.	\$5

Exhibit 12.

Broadcasting Rates on Commercial Clips and Announcements on TV

Channels	Duration	Price
Armenian TV	1 sec.	\$3- \$4
NTV	1 sec.	\$0.5-\$2
RTR	1 sec.	\$1- \$2

XII. APPENDICES

APPENDIX A

QUESTIONNAIRE 1

The survey is aimed at identifying the current average marketing knowledge of Armenian optical industry representatives. It is also intended to reveal their attitude toward developing marketing guidebook/teaching manual relevant to Armenia.

1. Your educational background is

- | | |
|---|-------------------|
| <input type="checkbox"/> in ophthalmology or optometrist | 0.0% ¹ |
| <input type="checkbox"/> closely related to the field | 10.0% |
| <input type="checkbox"/> providing only basic field knowledge | 50.0% |
| <input type="checkbox"/> not directly related to the field | 40.0% |

If the answer is (c) or (d), please, go to the question #2, otherwise skip it.

2. Lack of appropriate background knowledge, skills, and training is best compensated by

- | | |
|---|-------|
| <input type="checkbox"/> consulting with field specialists | 30.0% |
| <input type="checkbox"/> cooperating with field specialists | 20.0% |
| <input type="checkbox"/> obtaining it from various sources such as specialized magazines, periodicals, pertinent research, Internet, etc. | 15.0% |
| <input type="checkbox"/> no available means | 35.0% |

3. "Your professional background and experience provide you with skills and abilities to deal successfully with marketing issues risen in your practice".

- | | |
|---|-------|
| <input type="checkbox"/> strongly agree | 10.0% |
| <input type="checkbox"/> agree | 12.0% |
| <input type="checkbox"/> neither agree nor disagree | 5.0% |
| <input type="checkbox"/> disagree | 65.0% |
| <input type="checkbox"/> strongly disagree | 8.0% |

¹ All numbers are rounded. If the total is not equal to 100%, it is due to the rounding.

4. How would you rate your familiarity with the concept of striving for “complete customer satisfaction” prevailing currently in marketing?

- | | |
|---|-------|
| <input type="checkbox"/> well familiar | 15.0% |
| <input type="checkbox"/> familiar with basics | 46.0% |
| <input type="checkbox"/> not familiar at all | 40.0% |

If the answer is (a) or (b), please, go to the question #5, otherwise skip it.

5. Have you ever exercise attempts to implement this concept in your practice?

- | | |
|------------------------------|-------|
| <input type="checkbox"/> yes | 23.0% |
| <input type="checkbox"/> no | 77.0% |

**6. What dimensions of quality assurance listed below do you follow in your practice?
You may check as many as appropriate.**

- | | |
|---|-------|
| <input type="checkbox"/> friendliness of staff | 35.0% |
| <input type="checkbox"/> cleanliness of the office space | 54.0% |
| <input type="checkbox"/> customers' feeling comfortable in the office | 38.0% |
| <input type="checkbox"/> professional assistance provided by staff | 27.0% |
| <input type="checkbox"/> all of above | 15.0% |

7. Do you provide any additional services except the main, i. e. to dispense eyewear by prescription, to your customers?

- | | |
|------------------------------|-------|
| <input type="checkbox"/> yes | 35.0% |
| <input type="checkbox"/> no | 65.0% |

If answer is yes, please, go to the question #8, otherwise skip it.

8. What specific services do you provide? You may check as many as appropriate.

- | | |
|---|-------|
| <input type="checkbox"/> general consulting | 69.0% |
| <input type="checkbox"/> eye check and prescription provision | 46.0% |
| <input type="checkbox"/> face shape analysis | 12.0% |
| <input type="checkbox"/> color analysis | 8.0% |

<input type="checkbox"/> lifestyle analysis	4.0%
<input type="checkbox"/> image preferences identification	0.0%
<input type="checkbox"/> eyewear wardrobe (evening, casual, career) consulting	4.0%
<input type="checkbox"/> after sale service (inquiring how comfortable the eyewear is, suggesting adjustment, etc)	4.0%
<input type="checkbox"/> other (please, specify)	0.0%

9. How do you consider the impact of service provided on customer retention?

<input type="checkbox"/> extremely important	15.0%
<input type="checkbox"/> very important	73.0%
<input type="checkbox"/> somehow important	8.0%
<input type="checkbox"/> not very important	4.0%
<input type="checkbox"/> not important at all	0.0%

10. What do you value most with the respect to customer retention?

<input type="checkbox"/> quality product	54.0%
<input type="checkbox"/> great service	12.0%
<input type="checkbox"/> fair price	23.0%
<input type="checkbox"/> all above	12.0%
<input type="checkbox"/> other (please, specify)	0.0%

11. How do you feel about need for improving and expanding your marketing knowledge and skills as market for eyewear and the demand for professional eyecare services are increasing in Armenia?

<input type="checkbox"/> very strong	12.0%
<input type="checkbox"/> strong	69.0%
<input type="checkbox"/> neutral	4.0%
<input type="checkbox"/> weak	15.0%
<input type="checkbox"/> very weak	0.0%

12. "The successful eyewear marketing requires instruction and preparation".

<input type="checkbox"/> strongly agree	12.0%
<input type="checkbox"/> agree	77.0%
<input type="checkbox"/> neither agree nor disagree	4.0%

- | | |
|--|------|
| <input type="checkbox"/> disagree | 8.0% |
| <input type="checkbox"/> strongly disagree | 0.0% |

If the answer is yes, please, go to the question #13, otherwise skip it.

13. How would you evaluate the usefulness of the “Study Guide to Successful Eyewear Marketing” if developed, for your business?

- | | |
|--|-------|
| <input type="checkbox"/> extremely useful | 8.0% |
| <input type="checkbox"/> very useful | 69.0% |
| <input type="checkbox"/> somewhat useful | 19.0% |
| <input type="checkbox"/> not very useful | 4.0% |
| <input type="checkbox"/> not useful at all | 0.0% |

14. If such guide/book teaching manual would be available, what way would you prefer to get it from AOBC?

You may check as many as appropriate.

- | | |
|---|-------|
| <input type="checkbox"/> seminars | 46.0% |
| <input type="checkbox"/> round tables | 4.0% |
| <input type="checkbox"/> discussion groups and forums | 31.0% |
| <input type="checkbox"/> tradeshow | 15.0% |
| <input type="checkbox"/> mail | 8.0% |
| <input type="checkbox"/> delivery | 4.0% |
| <input type="checkbox"/> other (please, specify) | 0.0% |

15. With respect to the previous question what areas of AOBC activities do you find more effective in terms of disseminating the appropriate business information?

You may check as many as appropriate.

- | | |
|---|-------|
| <input type="checkbox"/> seminars | 31.0% |
| <input type="checkbox"/> round tables | 4.0% |
| <input type="checkbox"/> discussion groups and forums | 23.0% |
| <input type="checkbox"/> periodicals | 19.0% |
| <input type="checkbox"/> mail | 4.0% |
| <input type="checkbox"/> E-mail | 4.0% |
| <input type="checkbox"/> tradeshow | 12.0% |
| <input type="checkbox"/> consumer exhibitions | 15.0% |
| <input type="checkbox"/> other (please, specify) | 0.0% |

If you have any need or expectation from AOBC activities, please express them. You are welcome to provide comments or recommendations.

Your help would be highly appreciated by AOBC staff.

Thank you for your assistance.

SURVEY A

Conducted by:
AUA Business Project Group
September 1998
for
Armenia Optical Business Center

METHODOLOGY

Interviews were conducted using a personal interview method.

OBJECTIVES

- To identify the current average marketing knowledge of Armenian optical industry representatives
- To reveal their attitude toward developing marketing guidebook/teaching manual relevant to Armenia

MAJOR FINDINGS

- About 40% of optical business representatives are not familiar with concepts and philosophies prevailing in current marketing
- About 65% of respondents do not provide any additional services except the main, i.e. to dispense eyewear prescription, to their customers
- More than 80% feel strongly a need for improving and expanding their marketing knowledge and skills
- 77% of optical business representatives demonstrate extremely positive attitude toward development marketing guide

APPENDIX B

QUESTIONNAIRE 2

The survey is aimed at identifying the most effective channels to disseminate information about vision problems and vision care to general public.

1. Would you like to get information about eyecare education even though you have no vision problems?

- | | |
|------------------------------|--------|
| <input type="checkbox"/> yes | 84.0 % |
| <input type="checkbox"/> no | 16.0 % |

2. You usually receive information about eyecare problems from

- | | |
|---|-------|
| <input type="checkbox"/> TV | 35.0% |
| <input type="checkbox"/> periodicals | 28.0% |
| <input type="checkbox"/> direct consulting with medical staff | 21.0% |
| <input type="checkbox"/> public exhibitions | 0.0% |
| <input type="checkbox"/> eye screenings in the schools, universities, other organizations | 0.0% |
| <input type="checkbox"/> other (please, specify) | 16.0% |

3. How frequently do you usually get updated information regarding new concepts and philosophies about eyecare education?

- | | |
|---------------------------------------|-------|
| <input type="checkbox"/> very often | 0.0% |
| <input type="checkbox"/> often | 0.0% |
| <input type="checkbox"/> occasionally | 4.0% |
| <input type="checkbox"/> rare | 11.0% |
| <input type="checkbox"/> very rare | 85.0% |

4. Where would you prefer to receive such information?

- | | |
|--|-------|
| <input type="checkbox"/> schools, institutes, other educational institutions | 20.0% |
| <input type="checkbox"/> optical salons | 38.0% |
| <input type="checkbox"/> clinics | 32.0% |
| <input type="checkbox"/> public exhibitions | 10.0% |

SURVEY B

Conducted by:
AUA Business Project Group
September 1998
for
Armenian Optical Business Center

METHODOLOGY

Interviews were conducted by the method of personal interview among the following sample:

PUBLIC - 384 adults age 18 and over in Armenia; random sample. Data are weighted to the most recent census figures by age, education and region.

OBJECTIVES

- To identify the most effective channels to disseminate information about vision problems and vision care to general public

MAJOR FINDINGS

- 84% of the respondents express desire to get information about eyecare education even though they have no vision problems
- 85% usually get updated pertinent information very really
- 38% preferred to get eyecare information in optical salons, 32% - in clinics, 20%- in schools and other educational institutions, 10% - in exhibitions

APPENDIX C

List of Interviewed Optical Dispensaries

1. Karmir Banaki str. 3, Kima Matanyan
Tel. 58-05-34, 52-02-00
2. Tamanzineri str. 14, Ravoyan Vidik
Tel. 42-38-90
3. Kasyan str. 3, Aramyan Aram
Tel. 27-69-00
4. Mashtots Ave., Grigoryan Achon
Tel. 53-80-16
5. Eritasardakan str (Students' Dormitory), Petrosyan Gamlet
Tel. 24-19-90
6. Abovyan str. 58, Petrosyan Samvel
Tel. 52-56-14
7. Zejtun, Nersisyan str. 7 (Klinic £ 8), Oganyan Boris
Tel. 28-38-94
8. Charentz str. 20, Oganyan Manuk
Tel. 55-17-47
9. Gnuni str., Hovhannisyan Burastan
Tel. 57-00-75
10. Norkskij Massive, Nazarian Ashot
11. 15 th kvartal, Tumasov Vladimir
12. Abovyan str.1, Ajryan Arshak
Tel. 1(821) 49-68-35
13. Mashtots Ave. 20, Salatyan Moso
Tel. 53-85-16
14. State Ophthalmology Clinics, Simonian Mnatsakan
Tel. 53-80-16

APPENDIX D

Sample Size Determination

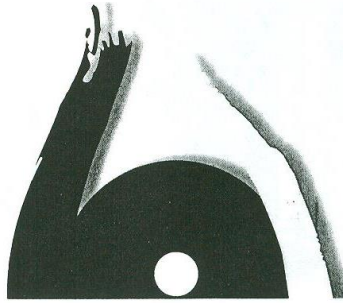
Sample size was determined by using the following formula: $n = z^2 p (1-p)/E^2$, where n is a population size, p – proportion of population who possesses the characteristics of interest, z- number of standard deviation units in the normal distribution that will produce the desired level of confidence, E – error, or maximum difference between sample proportion and population proportion that we are willing to accept for the confidence level we have indicated. In the present case $z=1.96$, $p=0.5$, $E=0.05$.

Therefore $n=1.96^2 * 0.5 (1-0.5) / 0.05^2 = 384$

Appendix E

Fragments of developed marketing guide/teaching manual and samples of information brochures

Face shape is an important factor in choosing appropriate frames. The shape of a face is generally described as either angular (square/oblong) or curvilinear (round/oval). Although most faces are a blend of the two types, one quality will always dominate, giving the face the total appearance of being angular or curvilinear.



Horizontal Thirds

When assessing a face shape it is important to consider balance. It is best to divide a face into horizontal thirds—to help identify facial balance. The goal is to create or maintain this balance.

Upper Third: hairline to just below the browline.

Middle Third: bottom of browline to bottom of the nose.

Lower Third: bottom of the nose to the bottom of the chin.

Solution:

- If the middle third of a face is too long, a deeper frame will minimize the imbalance.



Vertical Fifths

To assess facial balance it also helps to determine vertical fifths. A balanced face is approximately five eye widths across.

Outside Fifths: hairline to the outside edge of each eye.

Middle Fifths: the width of each eye.

Center Fifth: the width between the eyes.

Solution:

- If the center fifth is too narrow, a frame with a clear bridge will make the fifth appear wider.



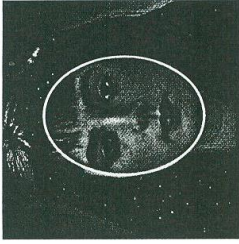
Diamond

Diamond-shaped faces are narrow at the eyeline and the jawline. Cheekbones are frequently high and dramatic. The diamond is the rarest face shape.

Goal: To highlight the eyes and bring out the cheekbones.

Look for:

- Frames that have detailing or distinctive browlines.
- Rimless frames, ovals or cat-eyes are all excellent choices.



Oval

The oval face is considered to be the ideal shape because of its balanced proportions. The oval face is neither curvilinear nor angular.

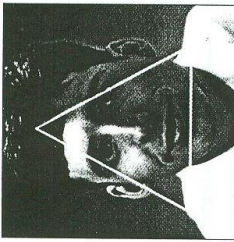
Goal: To keep the oval's natural balance.

Look for:

- Frames that are as wide as, or wider than, the broadest part of the face.
- Almond or walnut-shaped frames that are neither too deep nor too narrow so that they do not upset facial balance.

Envision Yourself®

Facial Analysis



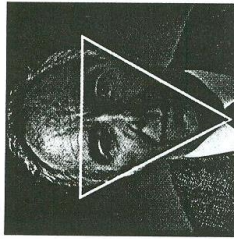
Base-down Triangle

The triangular face has a narrow forehead that widens at the cheek and chin areas.

Goal: To add width and emphasis to the narrow upper third of the face.

Look for:

- Bold frames that are heavily accented with color and detailing on the top half.
- Flattering, cat-eye shapes.



Base-up Triangle

This face has a very wide top third and small bottom third.

Goal: To minimize the width of the top half of the face.

Look for:

- Frames that are wider at the bottom half of the frame. Very light colors and materials which are effective.
- Rimless styles which are an excellent choice.



Square

A square face is characterized by a strong jaw line and a broad forehead. Width and length are in the same proportions.

Goal: To make the face look longer and soften the angles.

Look for:

- Curvilinear, narrow styles that soften facial angles.
- Frames that are wider than the widest part of the face.
- Frames that have more width than depth.
- Narrow ovals are an excellent choice.



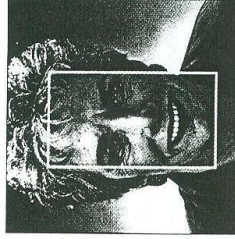
Round

A round face has curvilinear lines with the width and length in the same proportions and no angles.

Goal: To make the face appear longer and thinner.

Look for:

- Angular, narrow frames that will lengthen the face.
- High or mid-height temples, which help create a longer profile.
- A clear bridge that widens the eyes.
- Colored temples to add width.
- Frames that are wider than they are deep, such as an octagonal shape.



Oblong

This face is longer than it is wide and is characterized by a long, straight cheekline and sometimes a longer nose.

Goal: To make the face appear shorter and more balanced.

Look for:

- Frames that have top-to-bottom depth such as rounder P-3 shapes. Decorative or contrasting temples that can add width to the face.
- A low bridge to shorten the nose.

Three Keys to Face Shape Analysis

1. Frame shape should not repeat face shape.

2. Repeat the best feature (e.g., blue frames bring out blue eyes)

3. Frame proportion should match face proportion (e.g.; a short, wide face needs a shallow, wide frame).

Tinting Equipment

Selecting the proper tinting equipment is an important first step and depends on two factors: the volume of lenses to be tinted and your available work space.

There are a variety of products available to fit every practice's requirements. There are two basic types of tinting units:

Multiple tanks consist of stainless steel pots in a tank of heat transfer fluid (HTF) heated by an electrical element; **direct heat** application is performed on a hot plate with the use of a Pyrex-type container. Both options work well, but the multiple tank unit, available in different sizes, may be more convenient if you have a high volume of lenses to tint.

Basic Types of Tints

Solid: Color is applied to the entire lens by immersing the lens into the dye. This technique is best done with a lens holder.

Gradient: Color is applied from the top of the lens and gradually decreases to clear at the bottom. This technique requires a lens holder and is best done with a gradient machine, either gear-driven or computer-controlled. The computer-controlled units allow for smoother transitions on the lens and therefore lessen the chance of leaving lines in the tint.

What is Tinting?

Tinting is the application of pigment (color) to a lens. The nearest pigment, called dye, is absorbed by the microscopic pores of the lens.

high minus needs a strong definition between the clear eye area and the tint area to make eyes appear larger.

Choosing Dye Colors

The *Envision Yourself*® program uses a color key dictionary to assess the colors to use for your client's lens tint. A color key dictionary consists of paint chips in every shade of every color shown in both warm and cool bases.

Using a color key dictionary, you can make all tints from a combination of gray, blue, brown, pink, and yellow dyes and a neutralizer. To increase efficiency, you may want to add a green dye pot and divide your brown dye into two pots: one for warm-based and one for cool-based. These additional dye pots are especially helpful for tinting high-index lenses. Always keep dye pots at least 3/4 of the way full. Dye pots should be submerged only 3/4 of the way in HTF.

Fitting a Client for Cosmetic Tint

To fit a client for cosmetic tint, determine where his/her eye is in the frame. This can be done by stretching a strip of two-inch clear tape over the lens area of the frame so that you can trace the eye shape and frame outline.

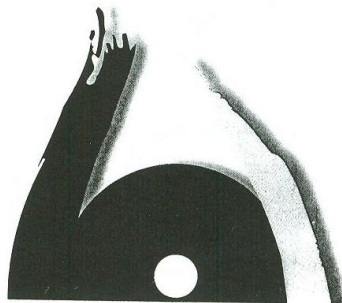
Cut the tape 1/4 inch larger than the frame size. Be sure to fold over the edge of the tape that is closest to the nasal side of the frame to avoid contact with your client. Use a permanent felt tip marker to outline the eye shape and the bottom and top edges of the frame. Remove tape from the frame and attach it to the order form to reference when tinting.

Selecting Your Client's Colors

Use the color key dictionary to choose the paint chip that most closely matches the eye color you are trying to emphasize and the brightest color in the client's skin tone. Be sure to choose a color that is in their own base (warm or cool). Note the colors on the order form.

Tinting the Lens

To tint the lens, the first step is to identify the temporal, nasal, top and bottom of the lens. Double check the lens with a lensometer to avoid mistakes (especially with today's lens shapes). Before you begin, make sure your lens is free of any markings, chemicals or oils. Lenses can be tinted using a lens holder or by hand. We recommend the lens holder method because it is



Envision Yourself®

Lens Tinting Guidelines

PRESBYOPIA

Presbyopia is a natural and unavoidable change in which the eye loses its ability to focus on near objects. It can cause blurred near vision, eye fatigue and headaches. Presbyopia...

- begins at age thirtysomething;
- affects a majority of people in their 40s; and
- affects everyone by age 55.

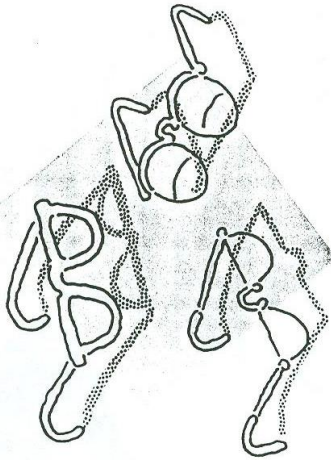
Seventy-six million baby boomers have either begun to experience presbyopia or soon will. Although not sight-threatening, presbyopia is a progressive condition which can only be properly diagnosed and treated by an eyecare professional.



Today's vision care advances offer the consumer a wide variety of attractive, comfortable and affordable lens and eyewear options to correct presbyopia. A myriad of new technologies, materials and treatments can help you *look good and see well*.

Eyewear options for presbyopes include a variety of lenses:

- Progressive lenses ("no-line" bifocal) — a continuous, gradual change in prescription strength from eye-level to the bottom of the eyeglass lens, providing correction for all distances.



- Bifocal or trifocal lenses — lenses designed for distance viewing through the upper portion, and near viewing through a defined lower area. If a trifocal lens is needed, it would also provide a middle section for arm's length or intermediate viewing.

- Reading glasses for close work — the traditional "half-eyes" or regular frames with progressive lenses (non-prescription at the top blended into the reading prescription at the bottom) — for presbyopes who do not otherwise need a distance vision correction.

Contact lens wearers also have a variety of options, including:

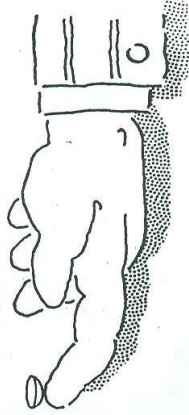
- bifocal contact lenses;
- monovision contact lenses — a contact

lens for near vision in one eye and a lens for distance vision in the other; and

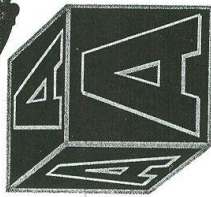
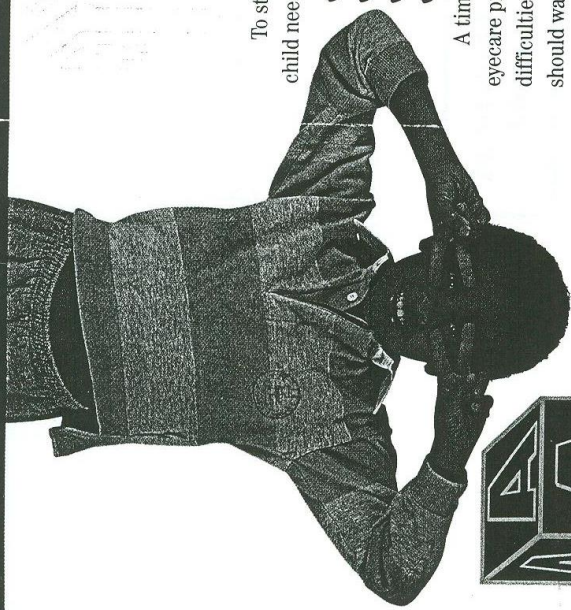
- reading glasses over regular contacts — the traditional "half-eyes" or regular frames with progressive lenses (non-prescription at the top blended into the reading prescription at the bottom).

Special lenses and lens options are available to give greater comfort to presbyopes with particular occupations and hobbies:

- artists
- computer users
- golfers
- knitters, needlepointers
- mechanics
- musicians
- and many others



See your eyecare professional for a thorough vision exam and for advice about choosing the newest eyewear options to help you *look good and see well*.

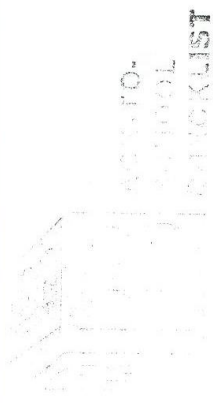


LESSON IN EYECARE

Young children with vision problems often don't know the world is different from the way they see it. They may never have seen *clearly*, and they have no way of knowing their vision is not normal.

Vision problems are treated more successfully during the growth and development of a child's visual system. By the time children finish elementary school, their visual system has virtually completed its development, so a delayed eye exam can spell trouble.

Children may not know what to expect during a routine professional eye exam. Calm your child's fears by setting an example: Get your eyes examined first! Then you can sit with your child for his or her eye exam.



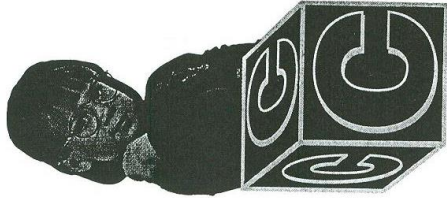
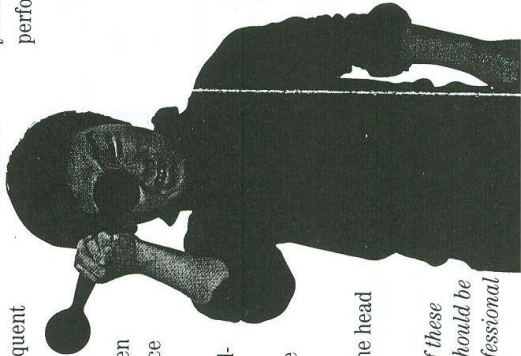
To start the school year off well, your child needs:

- ✓ A lunchbox
- ✓ New sneakers
- ✓ Pencils with erasers
- ✓ A *professional* eye exam

A timely, comprehensive exam by a qualified eyecare professional is key to discovering vision difficulties in children. Parents and teachers should watch for certain tell-tale signs of possible vision problems:

- ✓ Squinting, closing or covering one eye; excessive blinking or rubbing of the eyes
- ✓ Dislike and/or avoidance of close work; short attention span; frequent daydreaming
- ✓ Placing the head close to a book when reading, losing place while reading
- ✓ Complaints of headaches, nausea and dizziness; excessive clumsiness
- ✓ Turning or tilting the head to one side.

If you notice any of these symptoms, your child should be taken to an eyecare professional for an exam.



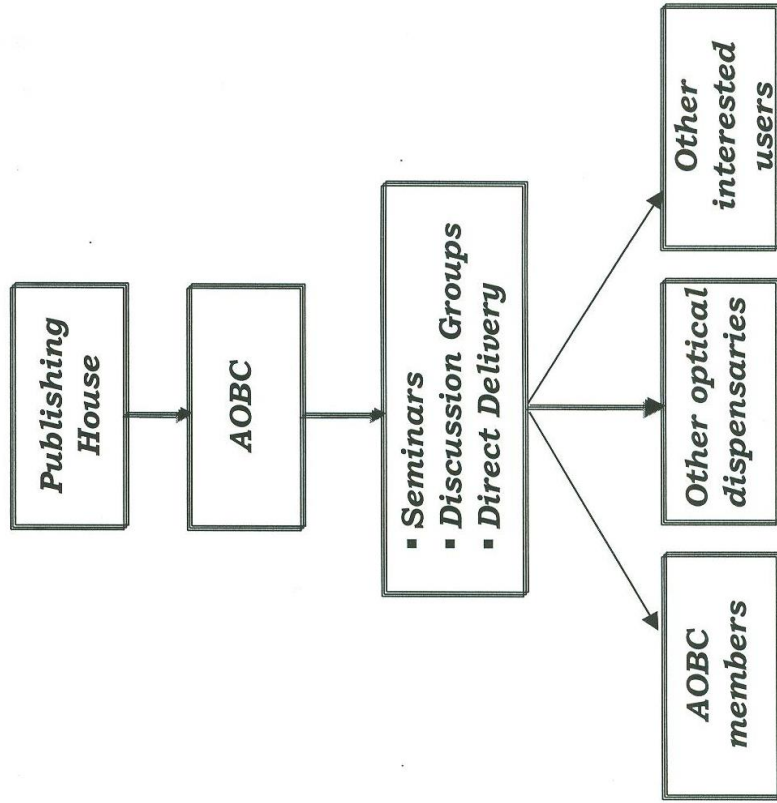
HILDREN'S VISION: TOO PRECIOUS TO TAKE FOR GRANTED

Good vision is fundamental to reading, and reading is essential to learning. By ensuring that your child is free of vision problems, you'll give your youngster the best chance to perform to his or her fullest potential.

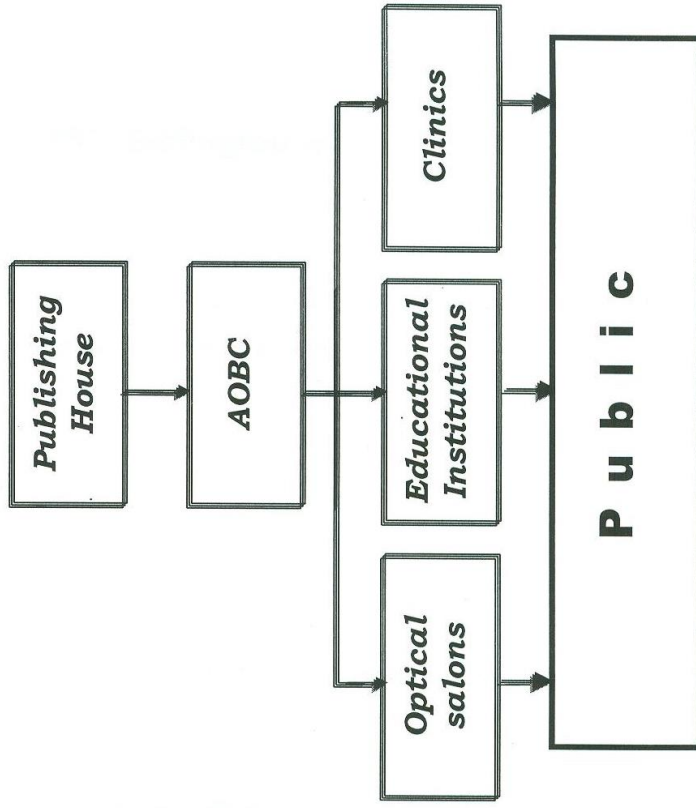
APPENDIX F

**CHAINS OF DISTRIBUTION OF MANUAL AND INFORMATION BROCHURES
TO ULTIMATE USERS**

MARKETING GUIDEBOOK/TEACHING MANUAL



INFORMATION BROCHURES



XIII. Bibliography

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