

# Annual Performance Report

## 2018



**VisionSpring**  
See well, do well



## VISIONSPRING BECOMES AN IMPACT UNICORN

You've heard of start-up unicorns – how about an impact unicorn? In 2018, VisionSpring crossed a major milestone by generating \$1.1 billion in economic impact. That's the power of clear vision created by 5.4 million pairs of corrective eyeglasses now worn by adults and children since our founding in 2001.

With clear vision, customers experience an increase in income averaging 20%. For someone earning \$2 per day, that amounts to \$216 in incremental income over the two-year lifespan of a pair of glasses, minus the cost of glasses.

Using \$4-5 in philanthropic funds per pair of glasses delivered, every \$1 contributed to VisionSpring unlocks \$43 in income earning potential at the household level. VisionSpring has an Impact Value Multiple of 43.

*The fine print:* In 2019 we will release results of a new randomized control trial on the impact of reading glasses on income. Preliminary results are consistent with the above. Small modifications to the calculation are expected.



The Wonder Glasses campaign invites customers to connect eyeglasses with their aspiration for a better future. Borrowing visual influences from Indian and Nigerian film posters (Bollywood and Nollywood), we introduced the campaign across all of our key markets in 2018.

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# Year in Review





# Year in Review

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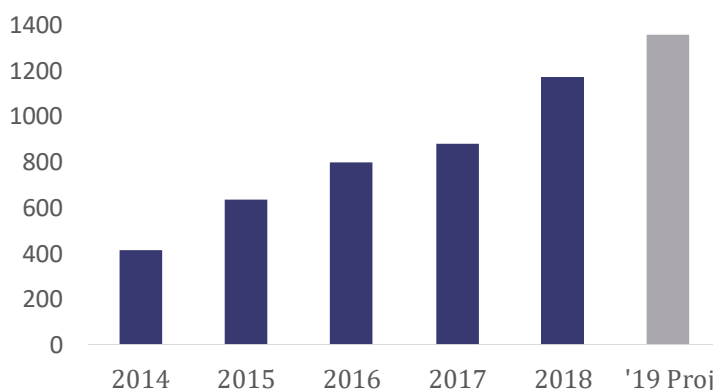
Corrective

\$253m



Income  
Earning  
Potential

Corrective Glasses



## HIGHLIGHTS

2018 was a headlining year. We became an impact unicorn crossing the milestone of generating \$1.1 billion in economic impact since our founding. We sold our first million corrective pairs in a single calendar year. And, we literally made headlines with top media covering our randomized control trial results and recognizing eyeglasses as a high impact tool for economic and social development.

Enterprise-wide, we sold 1.173 million pairs of corrective pairs of eyeglasses, growing our sales and impact by 30% over 2017.

The theme for this year was *Healthy Growth*.

We focused on renewals, expanded relationships with existing B2B clients, and added new partners. Our total partner network grew to 369, serving customers in 19 countries.

Building on 2017 pilots, we assertively replicated *See to Earn* initiatives. We doubled our capacity in India to conduct vision screenings and dispense glasses in slums, rural villages, and cooperatives. We launched *Varanasi Weavers*, formalized *Clear Vision Workplaces* for factory

and agricultural workers, and replicated *Reading Glasses for Improved Livelihoods* in Uganda.

To support our growth, we invested in a new warehouse and lens lab in India. This tripled our dispatch capacity and ability to produce prescription eyeglasses. We improved our real-time performance visibility with Salesforce and SAP, and deepened our bench strength, hiring 127 new team members.

To build on evidence, we undertook research, shared outcomes with allies, and conducted extensive surveys with first-time wearers to inform product and service design.

All business units achieved or exceeded targets, except for Hub & Spoke. While our retail operation has been a learning lab, we did not see a path for it to scale and decided to discontinue the model.

Across the portfolio, we manage to a top-line philanthropic investment per pair (PIPP) which varies by business unit in accordance with its unit economics and maturity. In aggregate, 2018 PIPP came in under target at \$4.36 per pair.



## PAIRS

Three business units in India (a team of >200 people) sold 689.6k corrective pairs, growing 31% over 2017.

Our Global Partnerships team of 20 people (based in key markets and New York) sold 483.9k pairs, with Bangladesh reading glasses representing 38% of sales.

Worldwide, wholesale partnerships accounted for 66% of total volume.

CORRECTIVE PAIRS	2017 Actual	2018 Budget	2018 Actual	Act. vs Budget	YOY Growth
<b>India</b>	<b>524,560</b>	<b>600,197</b>	<b>689,566</b>	15%	31%
Wholesale Partnerships	356,162	432,000	501,050	16%	41%
Vision Access Projects	140,467	147,305	174,957	19%	25%
Hub & Spoke	27,931	20,892	13,559	-35%	-51%
<b>Global</b>	<b>374,737</b>	<b>428,100</b>	<b>483,892</b>	13%	29%
Wholesale Partnerships	186,361	221,000	273,284	24%	47%
RGIL-Bangladesh	170,376	180,000	181,579	1%	7%
Vision Access Projects	17,995	27,100	29,029	7%	61%
<b>Total</b>	<b>899,297</b>	<b>1,028,297</b>	<b>1,173,458</b>	14%	30%

## PIPP

Philanthropic Investment per Pair (PIPP) is our north-star efficiency metric. We set targets for top-line PIPP, which has hovered between \$4-5 in recent years, and PIPP for each business unit.

Business unit PIPP depends on underlying unit economics, business model maturity, and sales growth relative to levels of strategic investment. As programs scale, PIPP trends down or levels-out at an optimal subsidy. However, testing new models and entering new markets drives up PIPP.

PIPP	2017 Actual	2018 Budget	2018 Actual	2019 Plan
<b>India</b>	<b>\$ 2.89</b>	<b>\$ 2.81</b>	<b>\$ 2.72</b>	<b>\$ 3.06</b>
Wholesale Partnerships	\$ 1.46	\$ 1.30	\$ 1.41	\$ 1.75
Vision Access Projects	\$ 5.20	\$ 5.30	\$ 4.59	\$ 5.74
Hub & Spoke	\$ 9.45	\$ 16.37	\$ 27.10	N.A.
<b>Global</b>	<b>\$ 4.03</b>	<b>\$ 4.13</b>	<b>\$ 3.76</b>	<b>\$ 4.70</b>
Wholesale Partnerships	\$ 4.18	\$ 4.37	\$ 4.28	\$ 4.26
RGIL-Bangladesh	\$ 3.67	\$ 3.47	\$ 3.45	\$ 3.61
Vision Access Projects	\$ 5.87	\$ 16.15	\$ 0.89	\$ 11.76
<b>Total</b>	<b>\$ 4.76</b>	<b>\$ 4.77</b>	<b>\$ 4.36</b>	<b>\$ 4.77</b>





## TYPES OF GLASSES

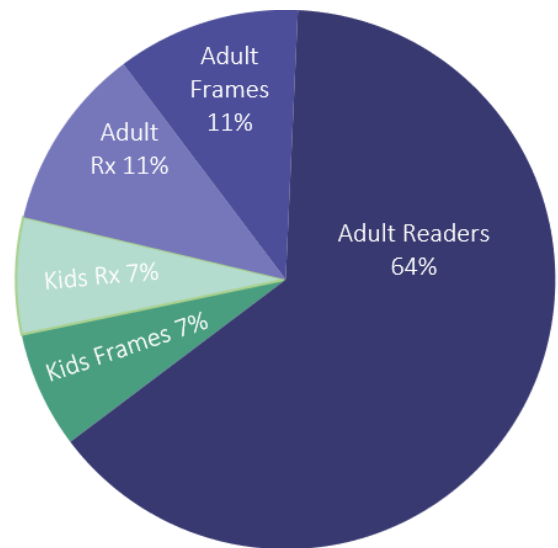
Corrective glasses fulfill our mission, enabling customers to maintain and gain functioning, productivity and income. While we sell a limited number of sunglasses and post-operative glasses, we do not count them as *impact pairs*.

Readers are non-prescription glasses that correct blurry near vision, which is the largest, global burden of vision impairment. Readers are our core business and account for 64% of sales.

In our Delhi Lens Lab, we produce custom prescription glasses for adults and children (18% of sales). And through wholesale partnerships, we sell ophthalmic frames (18%) so opticians can make prescription glasses.

\*We sold 43k loose lenses, enough to convert 21,500 ophthalmic frames into Rx glasses. Taking lenses into account, frames-only represents 16% of 2018 pairs.

2018 GLASSES SOLD BY TYPE

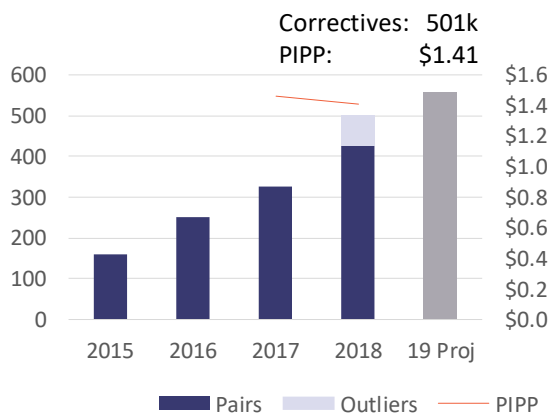




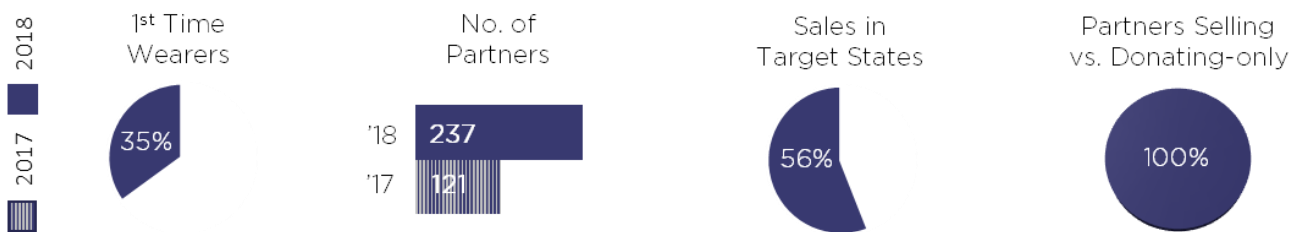
# Business Unit Performance



# India Wholesale Partnerships



ATTRIBUTES	
Business Model	Wholesale w/ sell-through support and training
Model Formalized	2014
Payer	B2B partners, government
Main Products & Services	Readers, adult and child frames; Bulk prescription fulfillment
Top 5 Partners	45% of sales
Business Risks	Grey market product and race to bottom pricing



## HIGHLIGHTS

India Wholesale Partnerships (IWP) is our most prolific source of corrective pairs. This year we crossed the half million pair milestone!

We exceeded IWP's optimistic target, growing 41% year-on-year. As we drive volume and efficiencies, PIPP continues to drop, and in 2018 reached \$1.41.

**Network expansion:** Results were propelled by doubling our partnership network from 121 clients in 2017 to 237 active partners in 2018. We renewed 76 partners and added 161 new organizations to the network, attending eight industry conferences to aid new customer acquisition. The network consists of hospitals and vision centers (182), optical outlets (33), NGO and other (12), and government agencies (10).

**Government tenders growth:** New tenders drove unit volume for prescription eyeglasses as well as readers. We fulfilled first-time contracts awarded by the governments of Uttar Pradesh, Assam, Misoram, Telengana, Gujarat, and wrapped up a two-year contract with Punjab.

The Telenga tender stretched and rallied us! We delivered 85k pairs of Rx eyeglasses in just two months by running lens lab shifts seven days per week, and sub-contracting some production. Thanks to high quality, the contract was renewed.

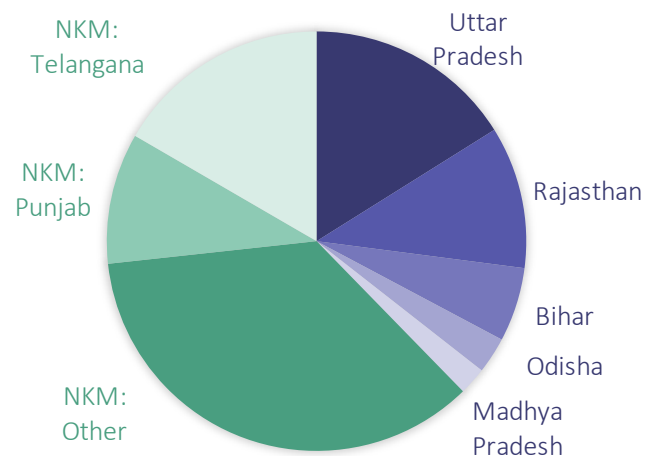
**Clients in 24 states:** We deepened reach into five of the poorest states – Bihar, Odisha, Madhya Pradesh, Uttar Pradesh and Rajasthan. Sales in these target states grew by 30% over 2017, and now represent 57% of total sales, excluding tenders.

**Minding our margins:** We protected narrow margins by maintaining minimum order quantities, monitoring receivables, and dispersing commissions only after receiving payments.

We systematically discounted and worked down slow-moving stock (thanks to new inventory visibility), and instituted discounting tiers which adjust with order size and according to partner's mission orientation and payment history.

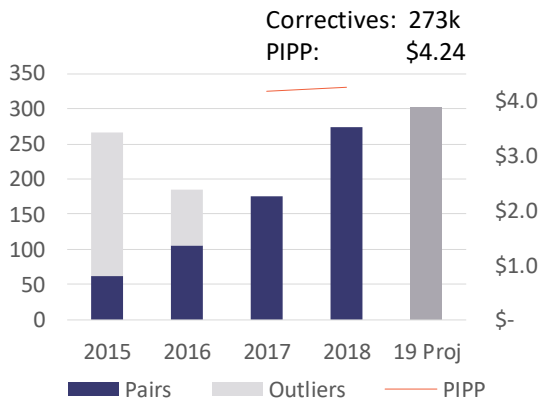
**Leadership:** We worked through a failed hire for the IWP director role, but ended the year having selected a promising, new sales leader to join us in January 2019.

## CORRECTIVE PAIRS BY MARKET

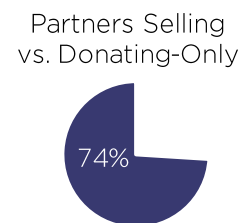
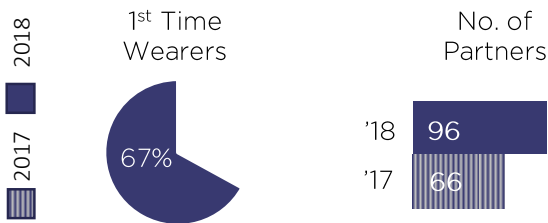




# Global Wholesale Partnerships



ATTRIBUTES	
Business Model	Wholesale w/ sell-through support and training
Model Formalized	2016 - GP 2.0
Payer	B2B partners and government
Main Products & Services	Readers, adult and child frames. Outreach training and marketing support.
Top 5 Partners	54% of sales
Business Risks	Regulatory changes, elections, conflict, slow sell-through curtailing reorder rate (29%)



## HIGHLIGHTS

2018 was a big year for Global Wholesale Partnerships (GWP), marking the first year in which we were staffed in all six key markets, having added Zambia in January.

Sales totaled 273k pairs, growing globally over 2017 by 24%, and 330% in key markets—Nigeria, Kenya, Ghana, Bangladesh, Zambia and Uganda.

**Network expansion:** We added 72 new organizations to a total of 96 in 17 countries. 67 VisionSpring partners shared that we helped them expand their existing vision services to serve more people, and 32 introduced eyeglasses to their services or began selling glasses (vs. giving them away) for the first time.

As the network grows linearly, our points of distribution, and, thus, community access, grows exponentially. Eyeglasses reached end-consumers through 891 hospitals, clinics, workplaces, outreach camps and community sales representatives.

**Key markets:** Nigeria surpassed its ambitious 2018 goal. The team sold 56k pairs by joining alliances for school screening, securing corporate social responsibility commitments, and supporting partners with outreach.

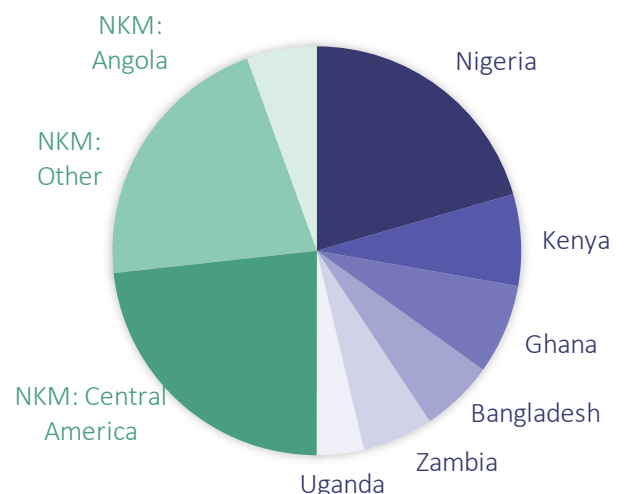
While we focus on key market penetration, fully half of sales come from across the globe, most notably Central America (63k pairs). There we established an important

new relationship with Scentia, whose door-to-door sales representatives are selling readers for the first time in Guatemala, El Salvador, Nicaragua and Honduras.

**Overcoming supply chain challenges:** In Kenya and Ghana we navigated the reclassification of glasses as “medical devices” which impeded importation; and we replaced costly and ineffective logistics providers.

**Team building:** GWP has come together through regular knowledge sharing, Salesforce reviews, our first Africa Team Summit, and a super active WhatsApp group (!).

### CORRECTIVE PAIRS BY MARKET





## Varanasi Smart Cities Limited, India

In 2018, we piloted a program to correct the vision of Varanasi's legendary weavers who produce some of the finest sarees in India. With special support from Warby Parker and approval from Smart Cities India, we expanded the program to screen 100k weavers and their family members. We expect to sell 65k subsidized glasses, thereby preserving weavers' mastery of their craft and extending their incoming earning years.

In five months, we achieved these results:

People Screened	32k
Refractive Error Rate	66%
Glasses Sold	17k
First Time Wearer Rate	87%



## Aspire Coronation Trust Foundation, Nigeria



“

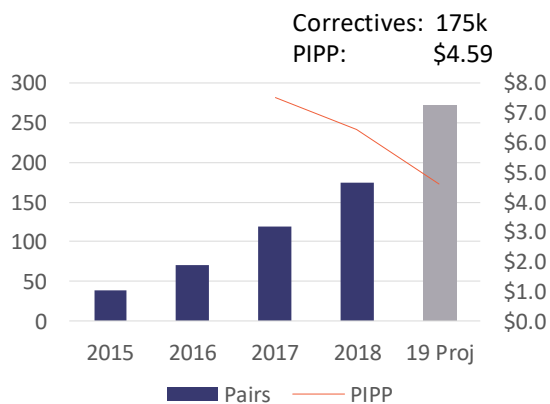
There is an enormous deficit in the provision of eye care among low and middle income economies. We partnered with VisionSpring to ensure that eye care is made affordable and readily available to our communities, because improving eyesight with glasses gives people the power to do greater than they ever could have imagined.”

- Osayi Alile, CEO, ACT Foundation

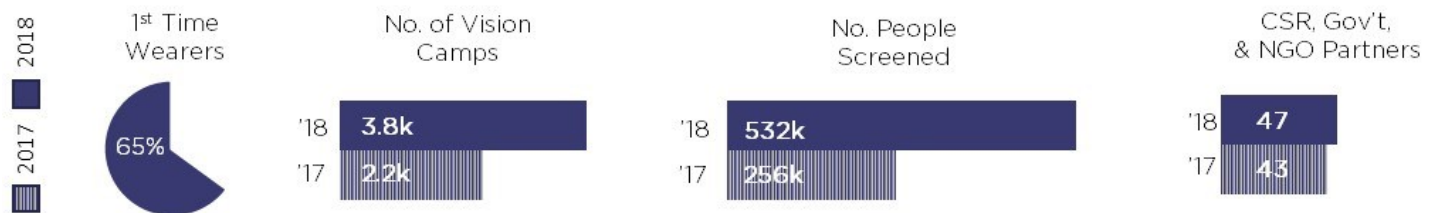
People Screened	25k
Refractive Error Rate	52%
Glasses Sold	10k
First Time Wearer Rate	53%



# India Vision Access Projects



ATTRIBUTES	
Business Model	Third party payer, subsidized
Model Formalized	2016
Payer	CSR clients, gov't, plus B2C customers
Main Products & Services	Full service vision camps in workplaces, schools and community; readers and prescription
Top 5 Partners	65% of sales
Business Risks	Partner dependencies, limited control of space, growth in fixed costs as team expands



## HIGHLIGHTS

Through 49 Vision Access Projects, we brought full service vision camps to workplaces, schools, and rural and slum communities.

In 2018, we doubled outreach, screening 512k adults and children. We corrected the vision of 175k people (119% of target), 65% of whom were first time wearers.

Building on an early mover advantage, our India-based business development efforts took root. We secured \$483k in new local contracts. We worked with 27 CSR clients in all, with a 58% renewal rate from 2017.

**See to Earn:** Partnering with international brands and local manufacturers, we screened 36,500 garment and home goods workers through a newly developed Clear Vision Workplace program (page 13). We also served the informal sector, launching the Varanasi weavers initiative (page 11); extending community outreach efforts with Bajaj, L&T, ICICI Bank, Mahindra & Mahindra and Reliance; and we concluded a two year program that corrected the vision of 29,000 micro-entrepreneurs and dependents with Equitas and SEWA .

**See to Learn:** 51,700 children received VisionSpring eyeglasses in 834 schools with financial backing from Warby Parker, BlackRock, and India's National Program for the Control of Blindness, principally in Delhi, Maharashtra, Rajasthan and Bihar.

**See to be Safe:** We collaborated with Castrol, RPG and Ola to advance Sustainable Development Goal 3.6 — to halve deaths and injuries from road traffic accidents. In transit hubs and bus depots, we saw 19,700 drivers and allied workers, 49% of whom required glasses.

**Building on evidence:** We published the PROSPER randomized trial (page 22) which led to higher-level engagement with corporations and government agencies; and undertook new impact assessments. Interviews with 1,000 first-time wearers revealed a broad range of livelihood gains, quality of life benefits, as well as wearing habits, preferences and attitudes that we are using to guide and improve program design.

## LEARNING INTO PRACTICE

Getting one child into eyeglasses requires screening the vision of 10 children. Expecting that scarce optometrists will see every child is inefficient and not scalable. So, we formalized our force multiplier approach, training teachers and other education champions to identify children with suspected vision errors and short-list them for eye exams.

Using this approach, partner and education trailblazer, Pratham, screened 100k children in Maharashtra. We also introduced the approach to the state government of Bihar.

## Clear Vision Collective, Bangladesh

VisionSpring spearheaded the formation of the Clear Vision Collective (CVC), a coalition of twelve organizations coming together to dramatically increase the uptake of eyeglasses and vision services in Sherpur, as a model district in Bangladesh. The CVC is comprised of the Ministry of Health, BRAC, Essilor, Jeeon, Dr.K. Zaman BNSB Eye Hospital, National Vision (USA), National Eye Care Bangladesh (NEC), OneSight, Orbis, RestoringVision, Sightsavers and VisionSpring.

In 2018 we created and funded a joint action plan to deploy social enterprise and charitable models side-by-side. Between 2019 and 2020 our objectives are to:

- Train 400 health workers to conduct vision camps;
- Introduce readers for the first time through 100 rural medical providers (pharmacies);
- Open four financially sustainable vision centers;
- Open 25 Eye Mitra optical shops;
- Provide children's glasses through school screenings;
- Perform 4k cataract surgeries.



“

It was amazing to see every genre that we respect coming together in a coordinated way, and it's my belief that these sorts of collective actions will turbocharge the effort to bring glasses to the world's poor, in ways that we have never before seen. “

- Reade Fahs, CEO, National Vision

## Clear Vision Workplaces, India, Bangladesh, Philippines

In 2018, we began replicating the *Clear Vision Workplace* program. In 118 factories and production sites in India, Bangladesh and the Philippines, we screened the vision of 59k workers who make garments and home goods for Levi Strauss, Williams-Sonoma, Target and VF.

To understand the impact of the CVW program, we interviewed 828 workers about changes and benefits they experienced with regard to productivity, quality of work, and overall well being.

**Key Survey Findings:** Glasses significantly improved quality of life and positively affected productivity. To get accustomed to wearing eyeglasses, workers need additional support.

After glasses workers reported:

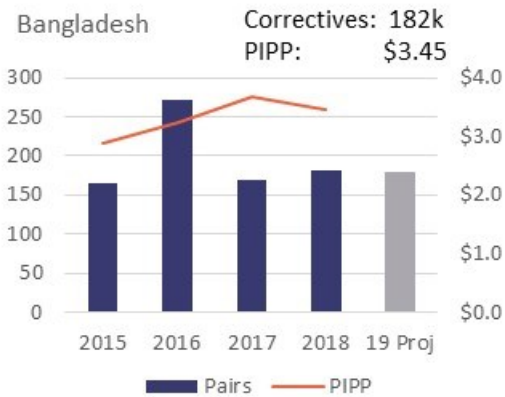
- 94% decrease in difficulty **threading a needle or sewing**
- 89% increase in helping **children with homework**
- 79% decrease in **headaches and fatigue**



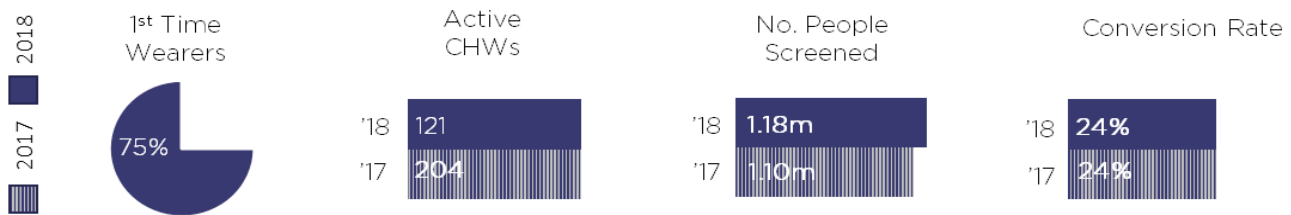
Aleya (age 36) was a sewing machine operator for 12 years before being downgraded to putting finished products on hangers, as a result of her blurry near vision. With her new glasses she hopes to return to her high paying position.



# Reading Glasses for Improved Livelihoods



ATTRIBUTES	
Business Model	Third party payer, subsidized
Model Formalized	2006 in Bangladesh, 2017 in Uganda
Payer	B2C customers subsidized by philanthropy
Main Products & Services	Visual acuity screening, readers, community health worker training, technical assistance
Top 5 Partners	100% (one partner—BRAC)
Business Risks	Partner dependencies, political risks, disasters. Early replication in a new market.



## BANGLADESH HIGHLIGHTS

In 2018, 26k community health workers (CHWs) conducted 1.18m vision screenings in 61 (of 63) districts, and corrected vision for 181k people, (101% of target). Reading Glasses for Improved Livelihoods (RGIL) is the largest single source of glasses in Bangladesh.

BRAC and VisionSpring rebounded from a highly disruptive 2017, stabilizing the program such that monthly sales increased from an initial 9.9k pairs month to 17k pairs. Three initiatives resulted in this success:

- 1) Hired and trained 89 salaried project staff to support CHWs in conducting vision camps. They are supervised by six super-seller program officers.
- 2) Trained 4,341 CHWs with new responsibilities for adult health days and non-communicable diseases;
- 3) Provided extra support to districts with purchase conversion rates below 20% (average is 24%).

As a mature program, RGIL's growth trajectory is limited, but as part of the Clear Vision Collective (page 13), we will expand the CHW cohort in Sherpur district to 650 women in 2019.

Using our RGIL know-how to develop a new distribution channel, we piloted reading glass sales in 71 bazaar-based pharmacies. This is a national first in Bangladesh. To scale, we must reduce distribution costs.

## UGANDA REPLICATION

BRAC supports 3,000 health workers in Uganda selling a range of health products. In 2018, we trained 700 CHWs in 28 (of 111) districts. They screened 27.6k people, and sold 6.9k pairs of readers. The high purchase conversion rate, averaging 53%, is promising and indicative of pent-up demand.

Our learning centered on effective support for CHWs and supervisors. We also overcame an expansion barrier when the Ministry of Health approved vision camps being held in churches, marketplaces, and other venues.

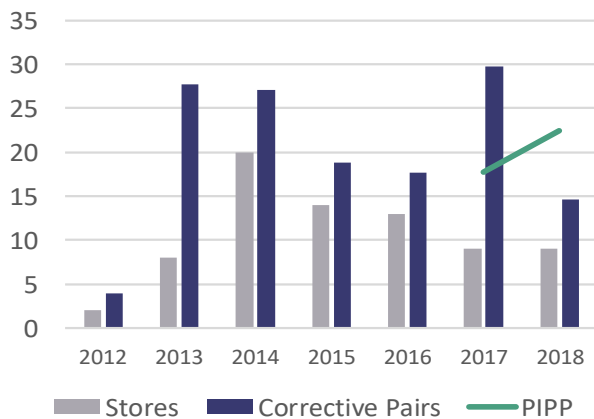


“This is a great project that should be supported by everyone. I am glad VisionSpring and BRAC are bringing these glasses to communities.”

- Dr. Gerald Mutungi, Director of Non-communicable Diseases, Ugandan Ministry of Health (Center)

# India Hub & Spoke

Hub & Spoke: Stores, Pairs, PIPP



ATTRIBUTES & CUMULATIVE RESULTS (2012-2018)

Business Model	Retail to consumer with community outreach
Payer	B2C customers, government
Main Products & Services	Full range of glasses, eye exams, full service vision camps
Screenings	210k total adults and children
Corrective Pairs	140k total
Revenue	\$1.4 million total

## DECISION TO DISCONTINUE

After six years of Hub & Spoke (H&S) operations, we have decided to discontinue the model.

We first began the business in India in 2012, replicating to 20 free standing stores and optical counters in mission hospitals by 2014.

In 2015, we could not see a path to scale without going upmarket and off mission, serving customers living on more than \$4 per day. We chose to maintain operations (using challenges and attrition to reduce the store count to nine), because H&S was effective as a learning lab where we trained staff, honed product selection and service, tested technologies, and incubated capabilities.

2017 was promising for H&S as a result of government contracts for school screenings. However, our home states did not reissue tenders in 2018, and we determined a physical presence is not required to secure future contracts.

In 2018 we were challenged by information technology, inventory reconciliation, and underperforming staff. In the end, we chose not to continue because we could not justify a PIPP of \$27.10 and significant management attention relative to the low overall impact (13.5k pairs) and associated financial opportunity cost (\$300k).

In Q1 2019, we will transition assets and team members to other departments. The stores will continue to serve customers, run by the hospital hosts or other parties. We are delighted that two former VisionSpring associates will run three Hubs as new entrepreneurs.

## CAPABILITIES IN OUR DNA

The legacy of Hub & Spoke lives larger than ever, having given rise to many of our core capabilities.

### Hubs as Incubator

### Legacy by 2018

#### Mission Hospital Network

Wholesale model ignited while searching for hospital hosts	>	237 hospital, NGO and government wholesale partners across India
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#### Lens Lab for Prescription Glasses

First lens fitter hired to make Rx glasses in Karnal store	>	Centralized lens lab in Delhi produces ~20k glasses a month
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#### Vision Access Business Unit

"Spoke" community outreach capacity secures first CSR contract awarded	>	47 CSR clients and >100 outreach team members across India
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#### See to Learn Program

School-based screening models tested as "Kids Access Projects"	>	S2L implemented with multiple states gov'ts, screening 240k kids
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#### Customer Centricity

Focus on preferences and product selection	>	WonderGlasses sub-brand. Customer experience as strategy
First Net Promoter Score.		

#### SAP-Based Financial System

Acquisition of a Point-of-Sales system to track Hubs inventory and sales	>	BOOST (ERP) rolled-out across all business units
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# Meet Some of the Team Behind the Results

## Khanindra Kalita, Reading Glasses for Improved Livelihoods

For the last eight years Khanindra has worked with BRAC to make the Reading Glasses for Improved Livelihoods program the largest source of reading glasses in Bangladesh, and he is adapting the program to Uganda and Kenya. Khanin's hands-on coaching of area managers and health workers helps them gain confidence in their screening skills and see the possibilities of success.



## Tinuke Adeyinka, Nigeria Business Development

In 2018, Tinuke Adeyinka and Optometrist Dr. Friday Oke increased sales by 216% over 2017, with 68k pairs in Nigeria. Tinuke joined us in 2016 as our first sales rep in Africa, and has since established VisionSpring as the go-to source for community vision access solutions for hospitals, state governments, and emerging CSR initiatives.



## Sam Brundrett, Global Sales and Procurement

Sam is the top-performing sales rep at VisionSpring, selling 142k corrective pairs in 2018. Sam's contributions extend far beyond sales. He is also a product specialist, working with our manufacturers to introduce new styles to meet customer preferences, and he is leading our go-green initiative to remove plastic packaging from our supply chain.



## Virender Sharma, Lens Lab & Quality Control

Virender has led the extensive development of our lens lab over the past two years, expanding production capacity five-fold to >20k pairs per month. His focus on quality has reduced defect rates from 10% to 0.1%. A 25 year optical sector veteran, Virender shares his wisdom with all new team members as a teacher in our orientation sessions.



## Ramrao Raosaheb Pole, Vision Counsellor

Ramrao is a counselor on one of our most active India vision camp teams. Last year, they conducted 37k screenings across Maharashtra state; Ramrao personally helped 20k people choose their glasses. He takes special care to help customers get comfortable with their first pair of eyeglasses, and dispels myths about blurry vision.



# Investments & Improvements

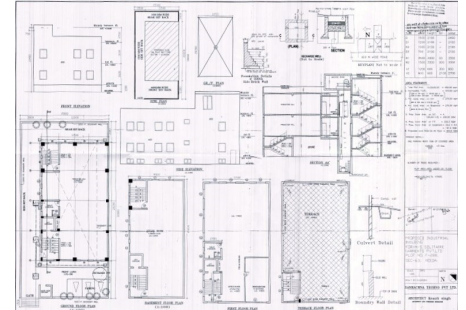




# New Warehouse, More Possibilities

In April 2018 we moved to a new warehouse in Noida, India, which nearly tripled our storage, dispatch and lens lab production capacity. The extra space has also allowed for additional office space, picking and packaging areas, better lighting and ventilation, and a special room for training.

Parameters	Old	New
1 Square footage	5,000	10,000
2 Glasses Storage Capacity: Pairs	400k	1.3m
3 Lens Lab Capacity: Rx Pairs Monthly	6k	20k
4 Separate inbound/outbound areas	Comingled	Separate
5 Lighting, ventilation	Poor	Good
6 Office, server room, traing room, break area	None	Ample



## Before ➤ After



Desk space and inbound receipt area intermingled with storage racks. Lens technicians squeezed into limited available space.



Well lit storage on separate floor. New lens lab with fitting bench for eight technicians, quality control and assembly areas.



# Investments and Improvements

## TECHNOLOGY



### Boost: Enterprise Resource Planning (ERP) System Fully Adopted in India

In 2017, we introduced Boost (our SAP-based ERP) in India to centralize all activity pertaining to sales orders, inventory management, and finance. In 2018, we lived into the system, with the goal to enable business unit managers to make agile business decisions leveraging timely and accurate data.

By the end of Q2, Boost was producing profit and loss statements for our entities, expense reports by project codes, and business unit sign-offs. In Q3, managers were using a host of auto generated reports to manage activities from monthly close calls and receivables aging to stock rotation and order turn-around times. In 2019, we will expand Boost's use to New York and global operations.

### Salesforce: Leveraged for Performance Visibility

In 2018, Salesforce.org awarded VisionSpring an in-kind grant of its powerful customer relationship management (CRM) software, extending us 100 free licenses and other support for five years. This renewed product contribution will save \$150k through 2022.

Most importantly, we used the software to transform how we manage our sales pipeline and mission indicators. With our monitoring and evaluation team, we structured the data to produce dashboards correlating with our Theory of Change and as an alternative to Excel-based logic models. Additionally, the GWP team leveraged the system to new effect, using it to understand sales velocity and document partner attributes, such as points of distribution and B2B clients selling glasses for the first time.

Ahead of schedule, we brought the India Wholesale team onto the platform, and began customization for vision camps. GP sales performance coordinator, Martin Quinn, presented on the good and the painful of our experience at the 2018 Dreamforce mega-conference.



We are so proud to support VisionSpring's mission.

VisionSpring is leveraging Salesforce.org technology to coordinate international sales and supply chain management, and measure results. To do this they put a lot of upfront work into the data structure, importantly linking it to their theory of change. Salesforce didn't happen to VisionSpring; VisionSpring happened to Salesforce.

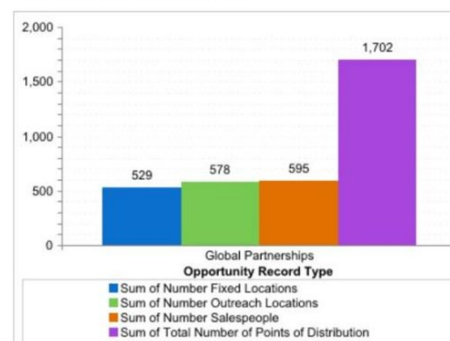
- Jim Stroka, SVP, Customer Success Group, Salesforce.org

### Dashboard Excerpt: Real time status of topline mission indicators

1.1.a \$ increase in earning potential:	278,298,072
1.3.a # of DALYs averted (total):	13,073
10.1.a # eyeglasses sold - total:	1,288,417
10.1.e # kids eyeglasses sold:	43,146



Partner Points of Distribution



Children's Correctives:	18,671
% Correctives - Children:	8
Adult Correctives:	221,319
% Correctives - Adults:	92
Reading Glasses:	149,427
% Correctives - Reading Glasses:	81
Optical Frames:	35,384
% Correctives - Optical Frames:	19



# Investments and Improvements

## FIRST STEPS TO A GREENER SUPPLY CHAIN

We established the Go Green Committee to begin reducing our plastic and carbon footprints.

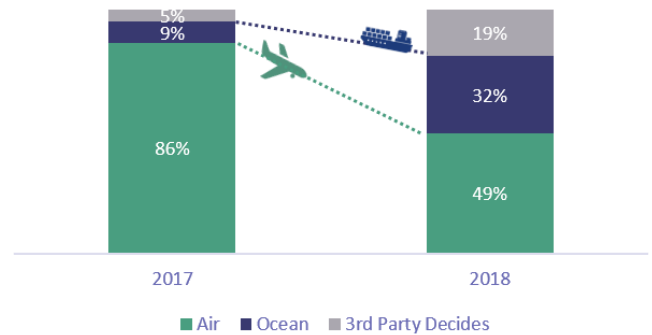
**Carbon footprint reduction:** Global Partnerships took steps to reduce our use of air freight, cutting volumes shipped from China by air from 86% in 2017 to 49% in 2018. This averted 3,320 grams of CO<sup>2</sup> being released into the atmosphere.

**Plastic waste reduction:** As a first step, we requested that our manufacturers eliminate plastic sleeves which cover glasses' arms, and cease using dummy lenses in our ophthalmic frames. Over a few months, this eliminated ~60 kg. (132 lbs.) of plastic otherwise destined for communities served by Global Partnerships. India starts the new procurement practice in January 2019.

We started testing alternatives to the plastic bags that protect our glasses. Trying paper options and microfiber pouches last year eliminated 167k plastic bags from our supply chain. We will select a cost and weather-effective option in 2019.

In our lens lab, we installed a new system for managing waste water and disposing of the acrylic lens shavings, generated when we make prescription glasses. We also require that all lab personnel wear masks to protect against particulates.

Reduction in Air Shipping,  
Increase in Ocean Freight



## WONDER GLASSES NOW IN AFRICA



## NEW TRAINING CENTER, INDIA



To host partner workshops, and training for a growing team (127 people joined us in 2018), we created a training center in our Noida facility. Pictured, Jordan conducts a session for 36 new optometrists.

## Game Changer: Glasses Prioritized for Scale-up Globally

In July, the World Health Organization, USAID, DIFD, Kenyan Government and others launched the *Global Partnership for Assistive Technology* to reach 500 million people by 2030. They have prioritized glasses in the top-five, life-changing products to be scaled-up through service delivery and market-shaping. Glasses have a new place on the global health agenda!





# Sharing What We Are Learning







## THE LANCET

### Global Health

Effect of providing near glasses on productivity among rural India tea workers with presbyopia (PROSPER): A randomized trial

Reading glasses increase productivity, measured in kilograms of tea picked daily, by 22% on average, 32% among tea pickers over age 50 years. The largest increase in productivity resulting from a health intervention to be recorded in a trial study.





# In The News

To advance Strategic Objective 4: Innovate, learn, and share

## Featured in media:

- [A Simple Way to Improve a Billion Lives: Eyeglasses](#), *The New York Times*
- [Interview by Denver Frederick](#), *The Business of Giving*
- [How a Lonely Moment on a Mountain Sparked a Nonprofit That Helps Millions](#), *The Chronicle of Philanthropy*
- [Good news segment](#), Fox 5 News NY with Ernie Anastos
- [Lancet study: 'Spectacles increase productivity among tea workers with near vision,'](#) *The Indian Express*
- [Wear glasses. Earn more](#), *The Economist*
- [A simple pair of eyeglasses increases earnings and productivity for tea pickers in India](#), devex
- [How spectacles transform the lives of tea-pickers](#), *The Financial Times*
- [Incredible results of a new study](#), BBC World News
- [Williams-Sonoma, Inc. Demonstrates Strong Momentum in Commitment to Deliver Vision Services to Over 20,000 Factory Workers](#), *Business Wire*
- [The Power of Sight: VisionSpring](#), Front + Main, West Elm
- [Being Customer-Centric Means Testing, and Re-testing, the Assumptions in Your Value Proposition](#), iBAN
- [1 Lac Weavers to Access the Power of Clear Vision in Varanasi](#), *The Week*
- [Lean Impact](#), by author Ann Mei Chang
- Additional press mentions: 193 in India, 11 across Africa

**The New York Times**

**FT FINANCIAL TIMES**

**The Economist**

**BBC WORLD NEWS**

**The Indian EXPRESS**  
JOURNALISM OF COURAGE

**devex**  
Do Good. Do It Well.™



**THE BUSINESS OF GIVING**

**THE CHRONICLE OF PHILANTHROPY**



## Presented at conferences hosted by:

- Duke University Social Business & Social Impact
- Skoll World Forum
- All India Optometry Conference (AIOC)
- Vision 2020 India

- International Agency for the Prevention of Blindness
- India CSR Summit and Exhibition
- Fast Co. Innovation Festival
- Salesforce Dreamforce (SF), and World Tour (NY)

**Participated** in 25 CSR expos and trade shows

**Featured case study:** [Financing for Scaled Impact](#), CASE, Duke University, Scaling Pathways

## Guest lectured at:

- Stanford University
- American Optometric Association
- Aspen Institute
- McNulty Foundation
- SUNY School of Optometry

## Hosted:

- *See to Earn* Alliance Symposium, Bangalore
- Reinventing Corporate Social Responsibility Symposium, Delhi and Mumbai

**Awarded:** VOSH Humanitarian of the Year to Jordan



# 2018 Score Card & Financials





# 2018 Strategic Objectives Score Card



Achieved Target



Solid Progress



Changed Tactics

## OBJECTIVE 1: Accelerate uptake among EARNERS and LEARNERS vulnerable to poverty



### 1a. Vigorously replicate *See to Earn* programs.

- Screen a total of 110k adults by renewing CSR-backed community vision camps for 60k people and initiating *Clear Vision Workplaces* for 50k workers.

**Total Screened** **290.8k**  
CVW India, Bangladesh 58.5k  
India community: 216.0k  
GP community: 16.3k



- Sustain Reading Glasses for Improved Livelihoods in Bangladesh to correct the vision of 180k adults

Screened: 1,120k  
**Pairs Sold: 182k**

- Train 1k health promoters in Uganda in multidistrict RGIL roll-out.

**CHW Trained:** ... **1.0k** (700 retained)  
Pairs Sold: ... 7.0k



### 1b. Steadily grow *See to Learn* initiatives, enabling 90k kids to acquire glasses, partnering with Indian gov't agencies and partner NGOs, and providing children's ophthalmic frames globally

**Total Pairs** **215.8k**  
IWP: 143.0k  
IVAP & Hubs 53.8k  
GP: 19.0k



### 1c. Drive word-of-mouth recommendations and brand recall by delivering a localized "Wonder Glasses" customer experience and sub-brand in all key markets.

#### India: Chamatkari Chasma (CC) Phase 1 complete

- Customer experience training
- Local language collateral (162 pieces)
- Standardized conference / trade show kit

**Africa:** WonderGlasses introduced in key markets.

## OBJECTIVE 2: Shape active, lasting MARKETS for eyeglasses in low-income target states



### 2a. Launch a pilot Clear Vision District in Bangladesh as a collective action, with peer organizations and the Ministry of Health.

**Clear Vision Collective** initiated July 2018 to catalyze transformative reduction in uncorrected refractive error and access to vision care in Sherpur district

**11 Members:** BNSB Hospital, BRAC, Essilor/2.5NVG, Jeeon, Ministry of Health, National Vision, OneSight, Orbis, Restoring Vision, Sight Savers, VisionSpring,



### 2b. Know and grow key markets.

- Achieve >60% of GP sales in Ghana, Kenya, Nigeria, Uganda, Zambia and Bangladesh
- Achieve >50% of total IWP sales in Bihar, Odisha, MP, UP, and Rajasthan.

**GP:** 61%

**IWP:** 57%



## OBJECTIVE 2: Shape active, lasting MARKETS for eyeglasses in low-income target states (cont.)



- 2c. Create the foundation for healthy growth by retaining current clients, achieving >50% renewal rate in GP, IWP and IVAP.

### Renewals Rate

IVAP: 58%  
IWP: 50%  
GP 29%



- 2d. Implement mass-market approach for readers, targeting 50 rural medical providers/pharmacies in Bangladesh. Initiate a retail test in one other country.

Bangladesh: Introduced glasses in 71 pharmacies  
2nd country test on hold until 2019

## OBJECTIVE 3: Deliver at SCALE with high volume, low margin blended business models



- 3a. Launch GlobaleYES Minimum Viable Product (MVP) for e-commerce and refresh VisionSpring website in Q3.

- Ecommerce MVP tested. New website architecture 90% complete
- Initiated brand refresh. Go-live Q2 2019



- 3b. All business unit managers make agile business decisions, pertaining to P&Ls, sales pipeline, and camp results; based on timely, accurate Boost (India ERP) and Salesforce (GP CRM) data.

### **BOOST (P&Ls)**

- Project codes database
- Business unit P&Ls auto-generated

### **Salesforce**

- Customized to generate Mission Indicators and KPIS from sales data
- GP full team use
- Data entry operators unit expanded



- 3c. Strengthen organizational sustainability by managing each business unit to disaggregated PIPP targets, and standardize wholesale and VAP product tiers, pricing and margin

**Disaggregated PIPP:** Exceeded target. Reported in each close call for all business units

**Pricing:** E&Y pricing strategy engagement. Pricing changes pushed to 2019

**Product Tiers:** Product consistency committee recommendations pending Q2 2019

### **Protect Margin**

- New payment terms for B2B clients decreased outstanding receivables
- New frame styles to maintain margin
- No adhoc promotions or discounting
- Maintained minimum order quantities



- 3d. Raise budgeted philanthropic capital requirement of \$5.3m.

Raised \$5.9m

## OBJECTIVE 4: Innovate, LEARN & share promising practices/technology in global network

- 4a. Attract new resources/partners for vision correction as an input to SDG1, by publishing and disseminating Assam RCT results.

Complete Bangladesh RCT, including initial write-up by Q4.

**Assam RCT:** Completed and published in *The Lancet Global Health* in July. Disseminated through multiple high profile media.

**Bangladesh RCT:** Endline data collection completed. Findings drafted.

- 4b. Iterate and standardize training modules, refreshing presbyopia/reading glasses modules, to be accessible from GlobalEYES Partner Portal by Q4.

**India:** Training center in new warehouse

**GP:** First Africa summit

**Bangladesh:** CVW training for 88 new PAs

**2019:** Hire Global Director of Training





# Financial Summary

BUSINESS ACTIVITY <i>millions</i>	2018			2019
	Budget	Actual	Variance	Budget
Corrective Units	1.00	1.173	17%	1.36
Earned Revenue	\$1.40	\$1.90	36%	2.9
Total Expenses	\$6.30	\$6.40	2%	8.8
<i>Cost of Goods Sold</i>	\$0.73	\$1.10	51%	1.2
<i>Operating Expenses</i>	\$5.60	\$5.30	-5%	7.6
Net Loss	(\$4.90)	(\$4.50)	-8%	(\$5.90)

PHILANTHROPIC FUNDING <i>millions</i>	2018			2019
	Budget	Actual	Variance	Budget
Total Philanthropic Revenue	\$5.30	\$5.90	11%	\$6.6m





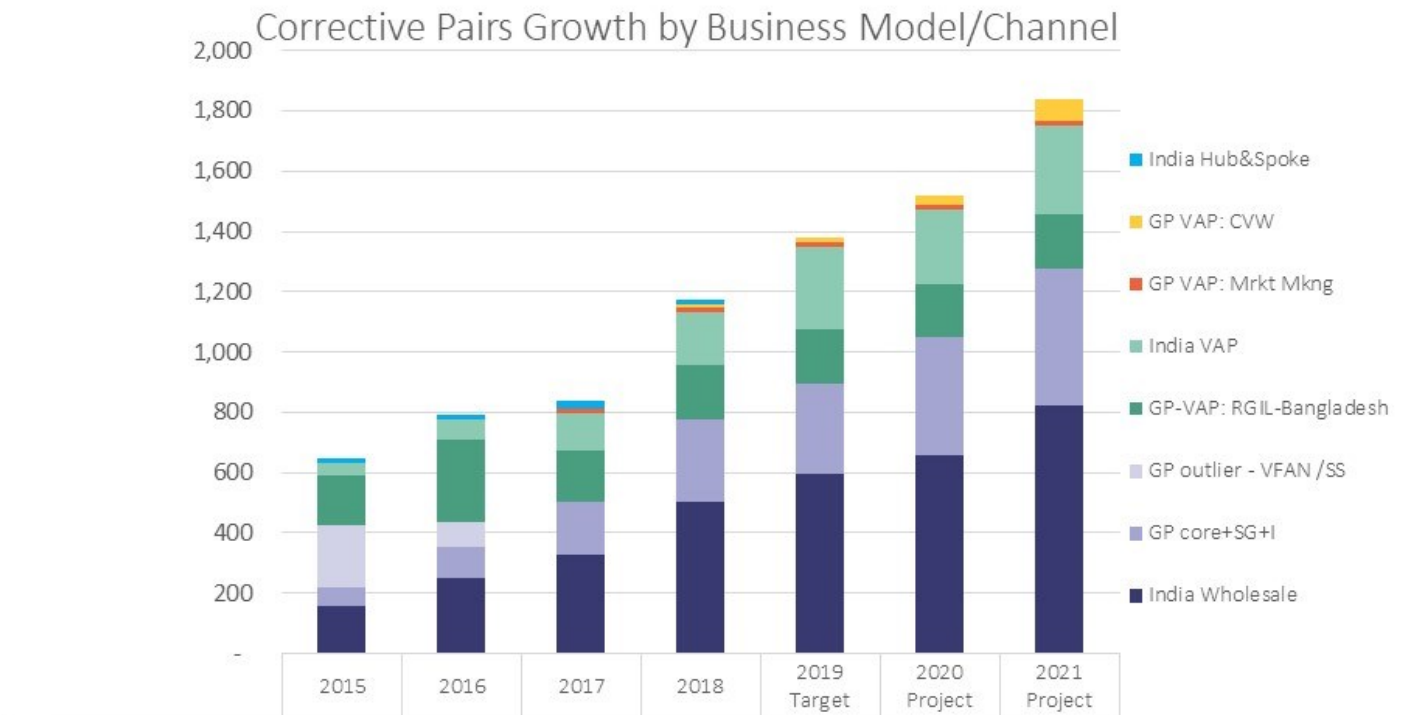
Looking Forward



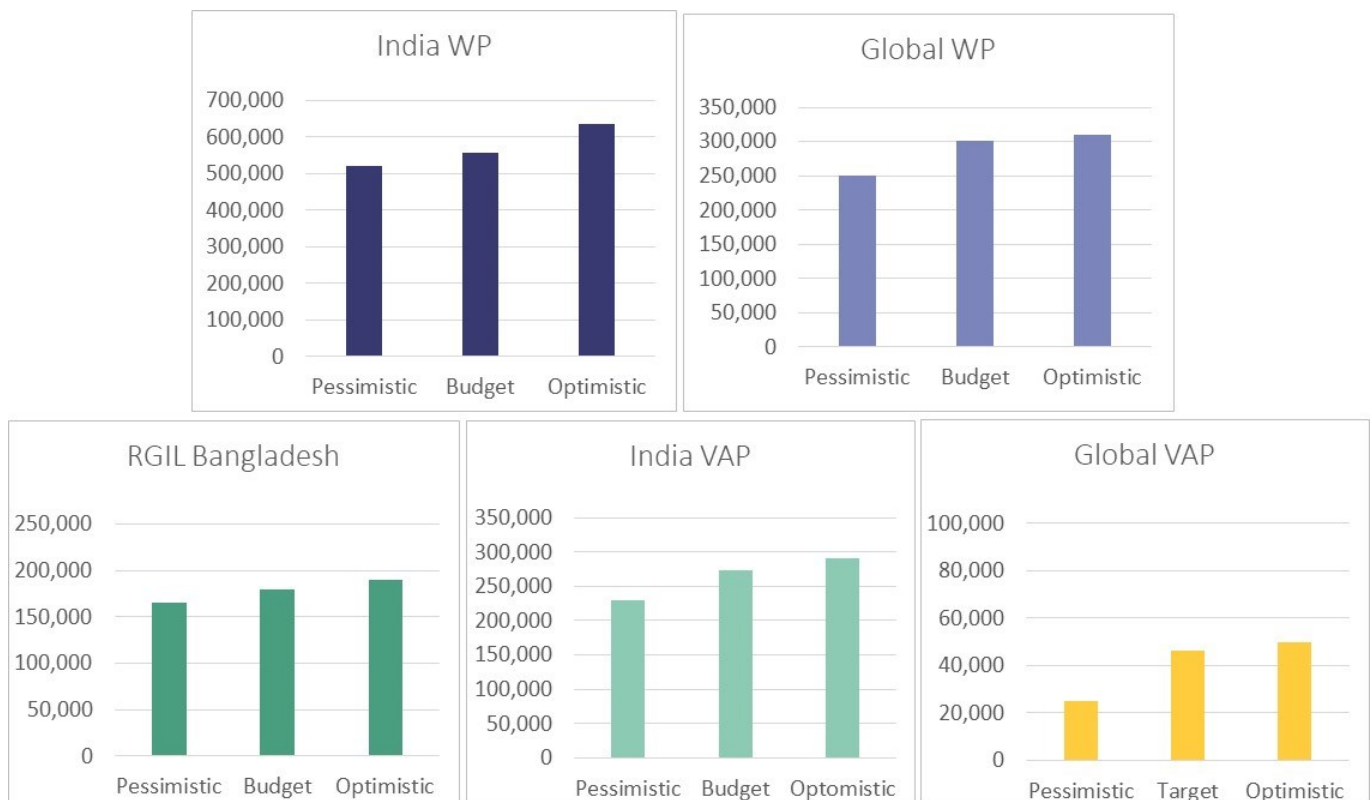


# Looking Forward

## Sales Growth Scenario thru 2021



## 2019 Performance Range: Pairs by Business Unit



# 2019-2021 Strategic Framework

Mission	Create access to affordable eyewear, everywhere.		
Mission Indicators	<ol style="list-style-type: none"> <li>Value of new sustained earning potential</li> <li>Disability Adjusted Life Years (DALYs) averted</li> <li>Corrective pairs sold (readers/Rx)</li> <li>Adults with near vision correction</li> <li>Students w/ increased school achv't potential</li> <li>Customers who are first time wearers</li> <li>Customers living on less than \$4 per day</li> <li>People screened by VS &amp; facilitated programs</li> <li>Philanthropic investment per pair (PIPP)</li> <li>Points of sale and distribution (PODs)</li> </ol>		
Values & Principles	<p><b>Values</b> that guide our actions</p> <ol style="list-style-type: none"> <li>Help others to do well: customers, partners, and colleagues</li> <li>Advance equity.</li> <li>Constantly adapt. Relentlessly improve.</li> <li>Default to transparency. Reveal hard truths.</li> <li>Learn together.</li> </ol> <p><b>Principles</b> that guide our choices</p> <ol style="list-style-type: none"> <li>Sell to seed markets, reach more people, and be accountable.</li> <li>Hold impact &amp; revenue in constructive tension.</li> <li>Solve for demand, avail., afford. and quality.</li> <li>Pursue opportunities w/ a path to replicate or scale.</li> <li>Expand and organize market for corrective glasses.</li> </ol>		
Strategic Goals	<ol style="list-style-type: none"> <li><b>Accelerate eyeglasses uptake among EARNERS and LEARNERS vulnerable to poverty</b></li> <li><b>Shape active, lasting MARKETS for eyeglasses in low income target states/district</b></li> <li><b>Deliver at SCALE through high volume, low margin blended business models</b></li> </ol>		
Strategic Objs.	<ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li>Make eyeglasses ubiquitous among workers <i>through Clear Vision Workplaces</i> and community camps conducted with producers, labor, government and brands.</li> <li>Correct school children's vision with glasses, collaborating with educators, government, corporations and NGOs.</li> <li>Pilot the bundling of eyeglasses with financial and digital inclusion initiatives.</li> </ol> </li> <li> <ol style="list-style-type: none"> <li>Penetrate key markets by building wholesale distribution channels to health, gov't and social impact partners.</li> <li>Create and sustain mass market access to reading glasses through pharmacies and other retail, leveraging vision camps to build customer bases.</li> <li>Stimulate demand among end consumers through an aspirational, informative experience and issue awareness.</li> </ol> </li> <li> <ol style="list-style-type: none"> <li>Engage customers through seamless, IT-enabled professional sales operations.</li> <li>Streamline processes and enhance performance visibility to maximize sales and scaling potential.</li> <li>Promote creativity, learning and upskilling of a diverse team to strengthen competitive advantage and customer engagement.</li> <li>Raise contributed capital as an investment in social impact results</li> </ol> </li> </ol>		
Cross-Cutting Themes	<ol style="list-style-type: none"> <li><b>Innovate, LEARN, and share promising practices and technology in a global network</b></li> <li> <ol style="list-style-type: none"> <li>Rigorously test and adopt new processes, products, services, business models, financing mechanisms, and technology.</li> <li>Build evidence of impact and disseminate promising practices and tools.</li> <li>Stimulate collective action for large scale vision correction in alliance with peer organizations, investors and policy makers.</li> </ol> </li> </ol>		



# 2019 Objectives

## OBJECTIVE 1: Accelerate uptake among EARNERS and LEARNERS vulnerable to poverty

1a. Vigorously replicate *See to Earn* programs.

- Screen 225k adults through workplace and targeted community camps, growing the newly established *Clear Vision Workplace* program and strategic CSR partnerships.
- Sustain RGIL Bangladesh to correct the vision of 180k adults. Expand RGIL Uganda to 1.8k health workers & conduct test pilot in Kenya.

1b. Steadily grow *See to Learn* initiatives, enabling 160k kids to acquire eyeglasses by partnering with Indian national and state governments and providing children's ophthalmic frames globally.

## OBJECTIVE 2: Shape active, lasting MARKETS for eyeglasses in low-income target states

2a. Deepen market penetration in key wholesale markets, with articulated channel strategies.

- Expand sales in India Key States by 30% (Bihar, Odisha, MP, UP, Raja.); and in GP Key Markets by 22% (Ghana, Kenya, Nigeria, Uganda, Zambia).
- Focus on renewals and resurrections. 50% of 2018 clients renewing in India and 30% in GP.
- Conduct end-customer survey to validate service to target customers through B2B partners.

2b. Introduce reading glasses into 100 new pharmacies in Bangladesh for a total of 170. Conduct pharmacy test in India, leveraging vision camps to build their customer base.

2c. Stimulate demand by increasing customer knowledge about vision and eyeglasses through a new program of counseling in vision camps. Improve issue awareness, particularly among employers and corporate clients.

## OBJECTIVE 3: Deliver at SCALE through high volume, low margin blended business models

3a. 70% of eligible Global Wholesale Partnership orders leverage GlobalEYES, with regard to lead generation quoting, order confirmation and/or delivery notification. India beta test in Q4.

3b. Refine processes and enhance performance visibility to maximize sales and scaling potential.

- Salesforce rolled out in India. Used by India Wholesale Partnerships (IWP) and Vision Access Projects (VAP) to manage B2B pipeline, and to track vision camp activity globally.
- Close nine Hubs while retaining top performers and key relationships, and transition assets to aligned parties.

3c. Upskilling team on customer engagement (B2C) and consultative selling (B2B). Hire Training Director (Global) and Managers (India).

3d. Raise budgeted philanthropic investments to \$6.6m, with an expanded development team.

## OBJECTIVE 4: Innovate, LEARN, and share promising practices and technology in global network

4a. Beta test new system (DigitEYES) for gathering customer information electronically, in order to eliminate paper records in a majority of camps and enhance knowledge about end consumers.

4b. Build evidence of impact and disseminate promising practices:

- Publish results of RCT on the impact of reading glasses on income of adults in rural Bangladesh.
- Disseminate white paper on workplace vision screenings. Initiate garment sector RCT.

4c. Serve as coordinator for the *Clear Vision Collective* in Bangladesh to dramatically increase eyeglasses coverage in Sherpur district.

1,173,000  
People  
See  
Clearly...



See  
To  
Earn

See  
To  
Be Safe

because  
of  
you!



See  
To  
Learn



2018



Thank  
you!