



VisionSpring™

Q3 REPORT **2024**



# Executive summary

On our path to correcting the vision of 2 million people by year-end, we lived our values to “constantly adapt, relentlessly improve” and to “learn together.”

In Q3, the board approved our updated strategic framework which lays out the models by which we deliver optical products and services, catalyze collaborative action, and influence the systems change agenda (pg. 3).

With terrific cross-organization teamwork, we executed one of the major initiatives for the year, introducing a new range of eyeglasses to bring the Dignity of Choice™ to our Africa, Bangladesh and multinational markets (pg. 4).

We tested and identified demand-side strategies to improve the scalability of our newest model – creating durable points of sale for reading glasses through pharmacies (pg. 5).

In Bangladesh, under the steady leadership of Country Director Misha Mahjabeen, we navigated the violence of a people-power revolution and the possibility of a brighter future with a new interim government. In the face of uncertainty, we quickly returned to delivering vision services for workers with new partners including Primark and BRAC Bank (pg. 6).

We also built support for the cause of closing the global clear vision gap with eyeglasses by attending and hosting seven banner events. These included a celebration of clear vision to preserve cultural heritage in Nigeria and the launch of a whitepaper on expanding access to reading glasses in India (pg. 7).



Onwards together,

*Ella Gudwin*

Ella Gudwin | CEO

## Q3 HIGHLIGHTS



New product launch

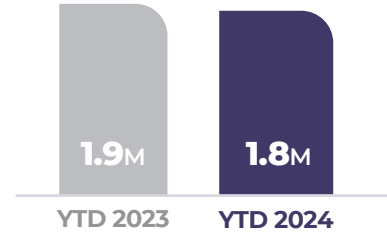


Update of our Strategic Framework

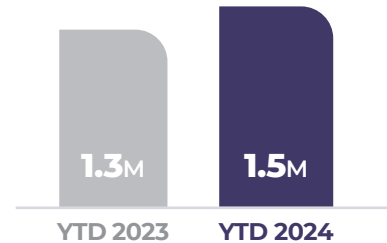
## Q3 YEAR-TO-DATE RESULTS



**1.8M**  
PEOPLE SCREENED



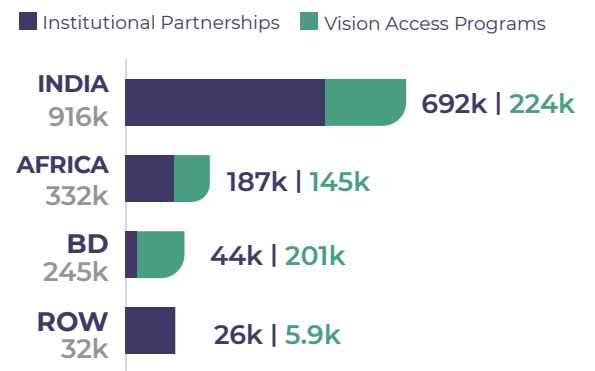
**1.5M**  
GLASSES SOLD / DISPENSED



EYEGLASSES  
BY CHANNEL



EYEGLASSES  
BY REGION



BD: Bangladesh Row: Rest of the World

# Refreshed strategic framework guides our mission

Our strategic framework depicts how we deliver on our mission: to increase earning, learning, safety and wellbeing through eyeglasses for people vulnerable to poverty, while reaching for our big goal, that everyone who needs eyeglasses has them by 2050.

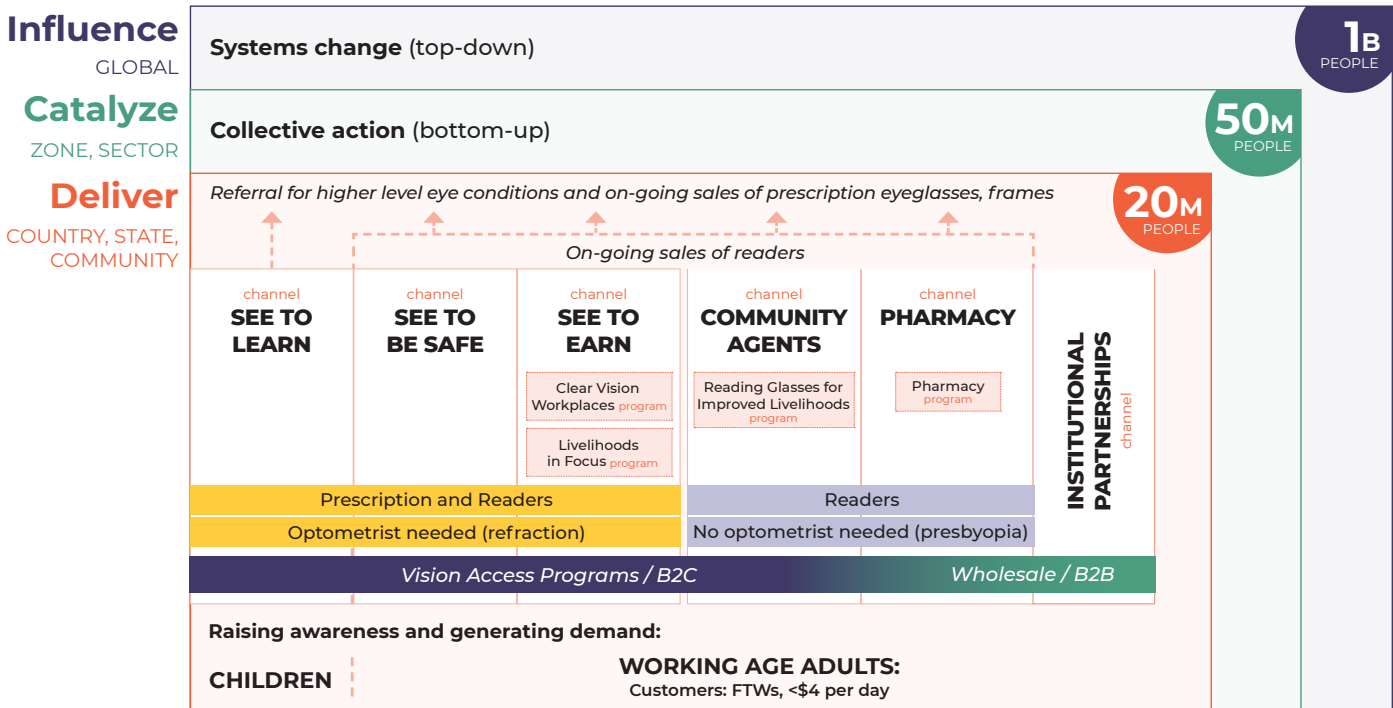
Over the years, we have evolved from a social enterprise that **DELIVERs** a product and service to one that also **CATALYZE**s collaborative action across sectors, and uses our know-how and evidence to **INFLUENCE** system change and shift the conditions that hold the 1-billion person clear vision gap in place.

The new strategic framework reflects the full scope of our work now and into the future. It serves as the architecture for our financial systems, performance indicators, and shapes our organizational structure.

We expend the majority of our resources and effort on DELIVER, operating three distinct social enterprise models that reach low-income consumers:

- **Business to consumer (B2C) Vision Access Programs:** *See to Learn, See to be Safe, and See to Earn* programs bring refraction services and prescription and reading glasses to end-consumers.
- **Business-to-business-to-consumer (B2B2C) Community Agents and Pharmacies** establish durable access to presbyopia screening and affordable reading glasses through community health workers and entrepreneurs.
- **Business-to-business (B2B) Institutional Partnerships** supply bulk quantities of affordable, quality, stylish eyeglasses to mission aligned health providers, NGOs and government agencies.

CATALYZE is a growth area and INFLUENCE reflects our long-standing mandate to solve for the whole of the clear vision problem.



# New eyeglasses range offers everyone the Dignity of Choice™

We executed this year's primary Institutional Partnerships objective – launching our new range of affordable, stylish, quality eyeglasses in Africa, Bangladesh and our multinational markets.

We introduced reading glasses and optical frames for adults and children in 29 unique styles and 23 vibrant colors. To develop the collection, we began with customer feedback. Then we worked with our trusted manufacturers in India and China to design models within strict cost and quality criteria that would meet the style preferences of diverse customer segments.

The catalogue features four tiered ranges for every budget:

## Standard | Classic | Premium | Exclusive

All ranges prioritize the factors that matter most to our B2B customers: design versatility, material quality, and prices for every budget.

The Standard maximizes the style choices available at a radically affordable price for people vulnerable to poverty, knowing that they are willing to pay 1-2 days wages for eyeglasses. They are made of lightweight polycarbonate (CP) and thermoplastic resin 90 (TR90).

The other tiers offer sophisticated and modern styles made of metal, acetate, and sustainable materials. They are designed to help budget-friendly optical providers elevate their offering for a variety of customers. We want them to earn a margin in order to sustain their services. When their businesses thrive, their communities benefit from lasting, affordable access to clear vision.

**Our virtual launch events were attended by 370 representatives** from mission-aligned eye care providers, governments and NGOs. We introduced our new line of eyeglasses at 6 in-person events across Nigeria, Ghana, Bangladesh, Uganda, Zambia, and Kenya, and at a virtual event focused on Latin America and globally distributed partners.

**24 in-market media outlets shared the Dignity of Choice message**, generating further excitement about the offering and customer leads.



## New line of eyeglasses LAUNCH EVENT

- Product unveiling
- Panel discussion
- Hands-on demonstration
- Lunch + networking

Save the date:  
**SEPTEMBER 17**

11am - 3pm  
Radisson Hotel,  
Ikeja



## Why the Dignity of Choice™?

We introduced the concept of 'Dignity of Choice' to encourage our partners to provide low-income customers eyeglasses they are excited to wear. Since our founding, we have offered style options for eyeglasses. We use feedback to update and match our designs with customer preferences. Offering choice, we respect people's dignity, confidence, and identity; increase demand and improve wearing habits.

# Demand-side tests in the pharmacy channel increase demand 3-fold

We first experimented with a pharmacy channel in Bangladesh in 2018, looking for a way for garment factory workers to acquire reading glasses after getting their first pair through our *Clear Vision Workplace* program. Understanding the potential for pharmacies to serve as durable points of sale for reading glasses for people engaged in vision intensive occupations, we replicated the model in a cocoa region of Ghana and rice milling region in Nigeria.



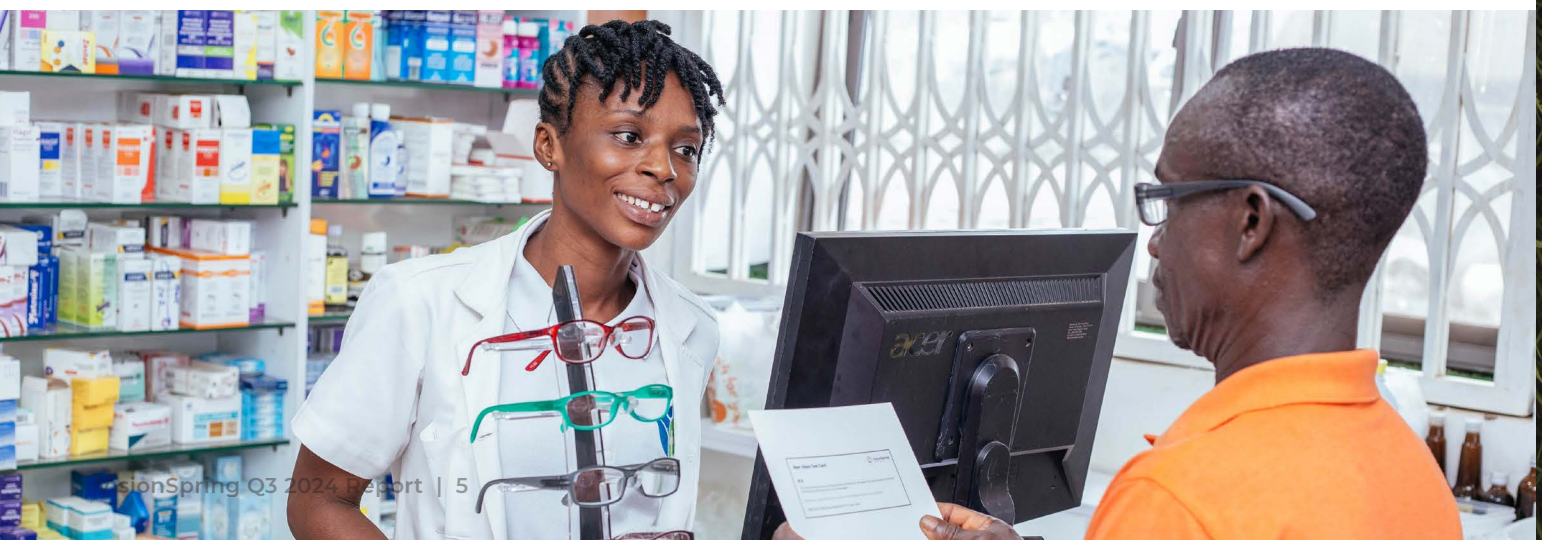
Last year, thanks to the Livelihood Impact Fund, we conducted behavioral research with a specialist agency, Appleseed, to ‘uncover and capture demand for eyeglasses’ at our partner pharmacies in Ghana. Appleseed’s findings validated what we suspected and revealed barriers that need tackling.

## Key findings included:

1. Most customers do not recognize blurry near vision as a problem for which reading glasses are a solution
2. Myths and misconceptions deter customers from acquiring glasses
3. Customers do not expect pharmacies to sell glasses
4. When made aware that pharmacies can conduct basic sight tests and sell reading glasses, customers are skeptical about their competence
5. Pharmacies do not proactively profile their customers as potentially needing reading glasses and miss the opportunity to cross-sell

Building on these insights, this year we experimented with giving people a “seeing-is-believing moment,” so they could experience the benefits of readers and go on to nearby pharmacies buy their own pair. Outreach agents tested this demand-generation approach at mosques, churches, marketplaces, and community centers. They gave people with age-related blurry vision referral cards to specific pharmacies, with their lens powers noted. The six referral pharmacies experienced a 3-fold increase in their glasses sales! And marketplaces were revealed as the most fruitful source of customers.

In 2025, we will replicate this approach to boost sell-through across our network of 600+ pharmacies in Ghana, Nigeria, and Bangladesh.



# New partners join the Clear Vision Workplace movement

In Q3 we welcomed two leading multinational clothing retailers as the first non-US brands to join the *Clear Vision Workplace* (CVW) Alliance, Primark of Ireland and OVS of Italy.

Primark is introducing vision screening and eyeglasses to garment workers in Vietnam, Bangladesh, and India. In Bangladesh, three Primark suppliers agreed to share the costs. Primark has said in their annual report that this “contribution is a reflection of their commitment to their workers’ health and their understanding of the importance of [vision correction] to their business.”

The partnership with OVS is a testament to our awareness raising efforts, as they found us at the Sustainable Apparel Forum in 2023. There we highlighted the stark, solvable problem of one in three garment workers not having the eyeglasses they need.

In Bangladesh, we also on-boarded BRAC Bank as a CVW sponsor. A private commercial bank, BRAC Bank is piloting the CVW program with workers in their clients’ factories, as well as their own employees.

Through these three new partnerships we will screen the vision of 65k workers with approximately 30k gaining clear vision with glasses by year-end.



## Leading through a constitutional crisis in Bangladesh

We witnessed historic events unfold in Bangladesh this quarter. A people-power revolution led to the ousting of ex-Prime Minister Sheikh Hasina and her government, prompting the army to step in and establish a transitional government. Our Bangladesh team navigated violence, curfews, economic challenges, and disruptions such as the internet and cellular shutdowns. Yet, they remained steadfast and navigated a cautious but expedient return to work and program delivery. We are grateful to Country Director Misha Mahjabeen and our entire team for their sound judgement and determined optimism in the face of uncertainty.

As an organization, we remain committed to Bangladesh and the building of an equitable and thriving nation, as we have been since 2006. During periods of instability and transition, it is low-income individuals and communities who face the greatest challenges, and we are dedicated to uplifting them.



# Clear vision advocacy events span sectors & cultures

## INDIA | Vision 2020

This July was the 20th year of the Vision 2020 conference, an opportunity to connect with longstanding partners and peers. VisionSpring India's Anshu Taneja (Managing Director), Rajan Kumar (Director, Vision Access Programs) and Noopur Srivastava (Director, Partnerships) all shared perspectives on panels, and our booth showcased our programs and Dare to Matter line of eyeglasses.



## MEXICO | 2030 IN SIGHT LIVE

The International Agency for the Prevention of Blindness (IAPB) hosted their annual conference in Mexico City. Ella Gudwin (CEO) presented the results of the THRIVE randomized controlled trial – that reading glasses boost monthly income by a third – and took part in a customer-focused plenary session, “Catalysing Patient and Consumer Voices in Eyecare.” We also revealed our new line of eyeglasses in the exhibition hall.



## NIGERIA | Nike Art Gallery Reception

We hosted a landmark event with legendary Nigerian artist Madame Nike Davies-Okundaye. More than 60 guests from the public and private sectors joined us for a celebration of clear vision, innovation and cultural heritage. Under Abimbola Ogundirahun's leadership (Country Manager, Nigeria), we established a multi-sectoral approach to vision care in partnership with the Ministry of Health, while celebrating the artists and artisans associated with the esteemed gallery.



## INDIA | charcha

For the first time we attended charcha, India's largest livelihoods convening – hosted by The/Nudge Institute. Eyeglasses took center stage during “Reading glasses and livelihoods,” a panel featuring Ella Gudwin alongside Livelihood Impact Fund, OneSight Essilor Luxxotica, and Lenskart. The/Nudge also released a [headlining report](#) with the same title which details the challenges and pathways to universal access.



## USA | UN General Assembly

For the first time, we hosted side events during the United Nations General Assembly in NYC this September. A reception at Warby Parker's Rockefeller Center store and a donor-lead roundtable co-hosted with Johnson & Johnson, Livelihood Impact Fund, and Warby Parker provided the opportunity to connect with stakeholders on the importance of clear vision in achieving the Sustainable Development Goals.





## COUNTRIES OF OPERATION

Bangladesh | Ghana | India | Kenya | Malawi  
Nigeria | Uganda | Vietnam | Zambia  
USA support office



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**See well.  
Do well.**

