

Mission	VisionSpring 2019-2021 Strategic Framework		
Mission Indicators	<ol style="list-style-type: none"> <li>1. Value of new sustained earning potential</li> <li>2. Disability Adjusted Life Years (DALYs) averted</li> <li>3. Corrective Pairs sold (readers/Rx)</li> <li>4. Adults with near vision correction</li> <li>5. Students w/ increased school achievement potential</li> </ol>	<ol style="list-style-type: none"> <li>6. Customers who are first time wearers (FTW)</li> <li>7. Customers living on less than \$4 per day</li> <li>8. People screened by VS directly and in facilitated programs</li> <li>9. Philanthropic investment per pair (PIPP)</li> <li>10. 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>a. Help others to do well: customers, partners, colleagues.</li> <li>b. Advance equity.</li> <li>c. Constantly adapt. Relentlessly improve.</li> <li>d. Default to transparency. Reveal hard truths.</li> <li>e. Learn together.</li> </ol>	<p><b>Principles</b> that guide our choices</p> <ol style="list-style-type: none"> <li>a. Sell to seed markets, reach more people, and be accountable.</li> <li>b. Hold social impact and revenue in constructive tension.</li> <li>c. Solve for demand, availability, affordability and quality.</li> <li>d. Pursue opportunities that are replicable with a path to scale.</li> <li>e. Expand and organize the market for corrective glasses.</li> </ol>	
Strategic Goals	<ol style="list-style-type: none"> <li><b>1. Accelerate eyeglasses uptake among EARNERS and LEARNERS vulnerable to poverty.</b></li> <li><b>2. Shape active, lasting MARKETS for eyeglasses in low income target states/district.</b></li> <li><b>3. Deliver at SCALE through high volume, low margin blended business models.</b></li> </ol>		
Strategic Objectives	<ol style="list-style-type: none"> <li>1a. Make eyeglasses ubiquitous among workers through <i>Clear Vision Workplaces</i> and community camps conducted with producers, labor, government and brands.</li> <li>1b. Correct school children’s vision with glasses, collaborating with educators, government, corporations and NGOs.</li> <li>1c. Pilot the bundling of eyeglasses with financial and digital inclusion initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>2a. Penetrate key markets by building wholesale distribution channels to health, gov’t and social impact partners.</li> <li>2b. Create and sustain mass market access to reading glasses through pharmacies and other retail, leveraging vision camps to build customer bases.</li> <li>2c. Stimulate demand among end consumers through an aspirational, informative experience and issue awareness.</li> </ol>	<ol style="list-style-type: none"> <li>3a. Engage customers through seamless, IT-enabled professional sales operations.</li> <li>3b. Streamline processes and enhance performance visibility to maximize sales and scaling potential.</li> <li>3c. Promote creativity, learning and upskilling of a diverse team to strengthen competitive advantage and customer engagement.</li> <li>3d. Raise contributed capital as an investment in social impact results.</li> </ol>
Cross-Cutting Themes	<ol style="list-style-type: none"> <li><b>4. Innovate, LEARN and share promising practices and technology in a global network.</b> <ol style="list-style-type: none"> <li>4a. Rigorously test and adopt new processes, products, services, business models, financing mechanisms, and technology.</li> <li>4b. Build evidence of impact and disseminate promising practices and tools.</li> <li>4c. Stimulate collective action for large scale vision correction in alliance with peer organizations, investors and policy makers.</li> </ol> </li> </ol>		