

Warby Parker: 'One-for-one' Model in Eyewear

BUS' AUC

Problem Definition

- Building a sustainable brand and maintain a growth momentum
 - Continue to meet a sustainable social commitment.
 - Solve the distribution channel problem in rural poor areas.
 - Finding partners to distribute responsibly in rural areas.
 - Utilizing the fund
- Recommendation
 - Expansion local & international
 - Financial Partnership
 - Causal & celebrity marketing

Situational Analysis

- A Social Entrepreneurship
- Online existence with an updated data and a huge database
- Simple, sleek and stylish designs, Low cost
- Innovative enterprise
- Growing industry

Situational Analysis

- A 65 billion \$ international market & 16 billion US market
- Luxottica:
 - Market leaders with 80% market share
 - Owning entire supply chain

Business Model

- Brand Value

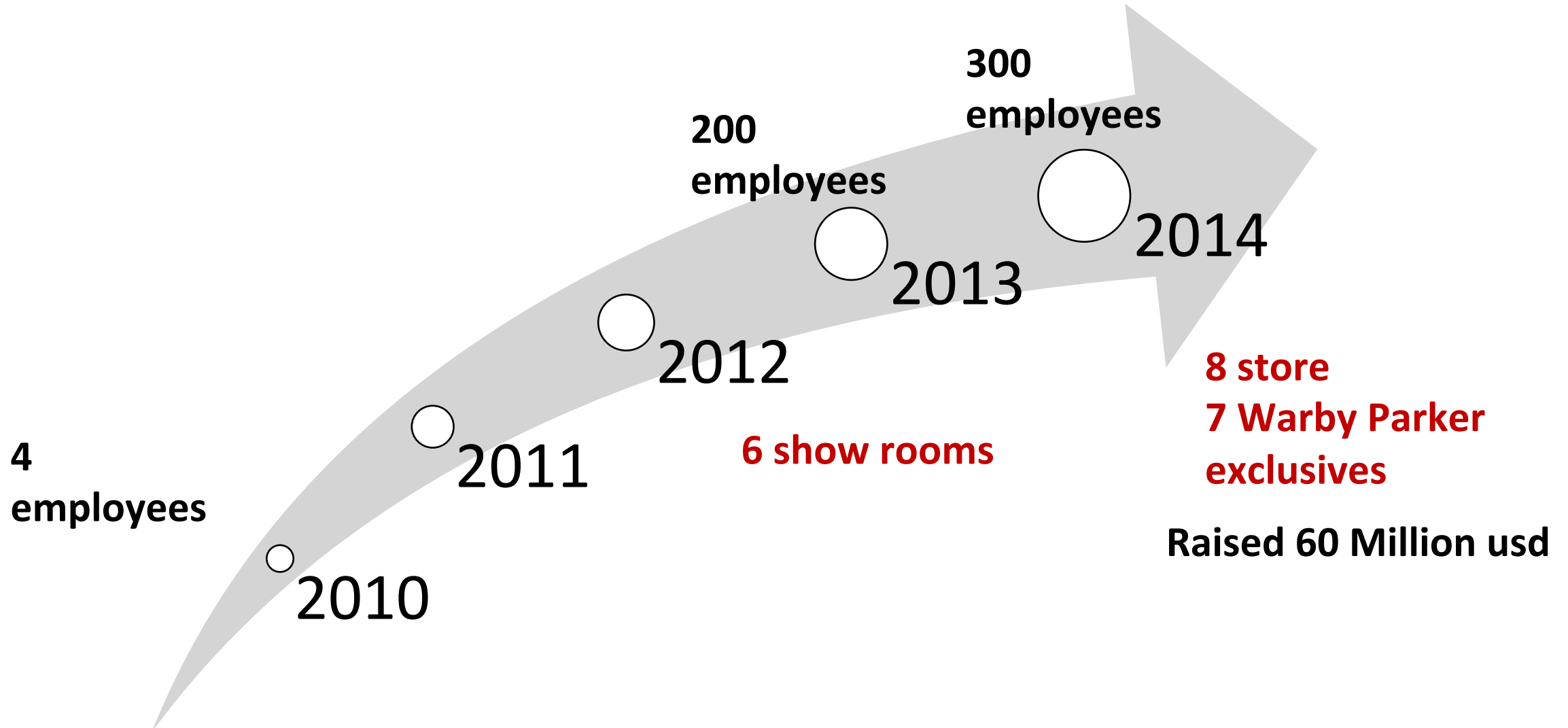
- Superior product with affordable prices
- Superior customer service
- Social Involvement

- Cost efficient

- Eliminating middle man
- Web based delivery model
- Partnerships

100 \$ vs 263\$

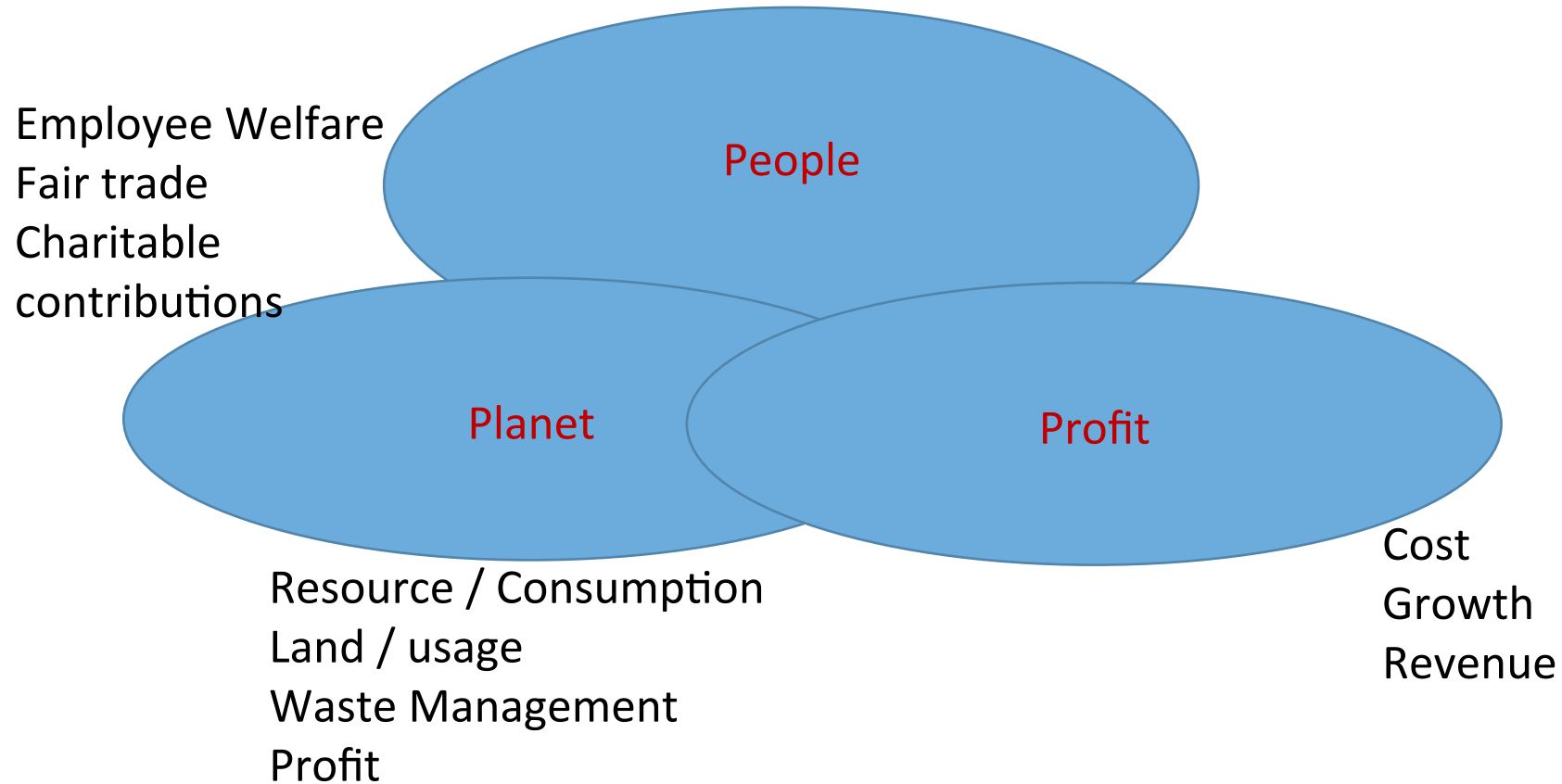
Warby Parker Growth



Growth vs Sustainability

Recommendations

PPP Sustainability



Branding & Marketing

- Lead by example
 - Actors seen wearing your glasses like Angelina Jolie and Brad Pitt
- Embrace causal business and sells for startups
 - Online store for startups to sell and define their causes
 - 5% commission for donations
 - Free delivery for orders that include your eyewear

Growth

- Financial partnerships with the trainees out of the NGO program
- Selling through large stores; e.g Barnes & Noble
- Partner with international online stores like Amazon & Ali Express
- Partnering with complimentary “Green” optical accessories

Social Impact

- Start a campaign for collecting donated glasses
 - “It is a time to change, donate your old glasses”
 - Maintain relation with your existing customers and online database,
 - Send them the new campaign and encourage them to donate and offer free accessories with the glasses they will buy
 - Collect through our retail stores and charitable fairs
 - Recycle & Refurbish collected glasses

Distribution

- Business: Selling through large stores; e.g Barnes & Noble
- Social Impact & Charity Distribution:
 - Volunteering distribution in rural areas with mobile buses that will carry volunteer:
 - Optometric
 - Drivers
 - Trained sales
 - International NGO Partnership for Distribution
 - Refugee Camps

Local Expansion

- California
 - SF / LA / SG
- Texas
 - Houston / Dallas / Austin
- Chicago

International Expansions



	Canada	Europe	Mexico	Brazil
Green Driven	Green	Green	Red	Red
Social Development Culture	Green	Green	Red	Red
Financial requirements	Green	Red	Green	Green
PPP	Green	Green	Red	Red
Treaties with USA	Green	Yellow	Green	Green
Accessibility & Supervision	Green	Red	Green	Green

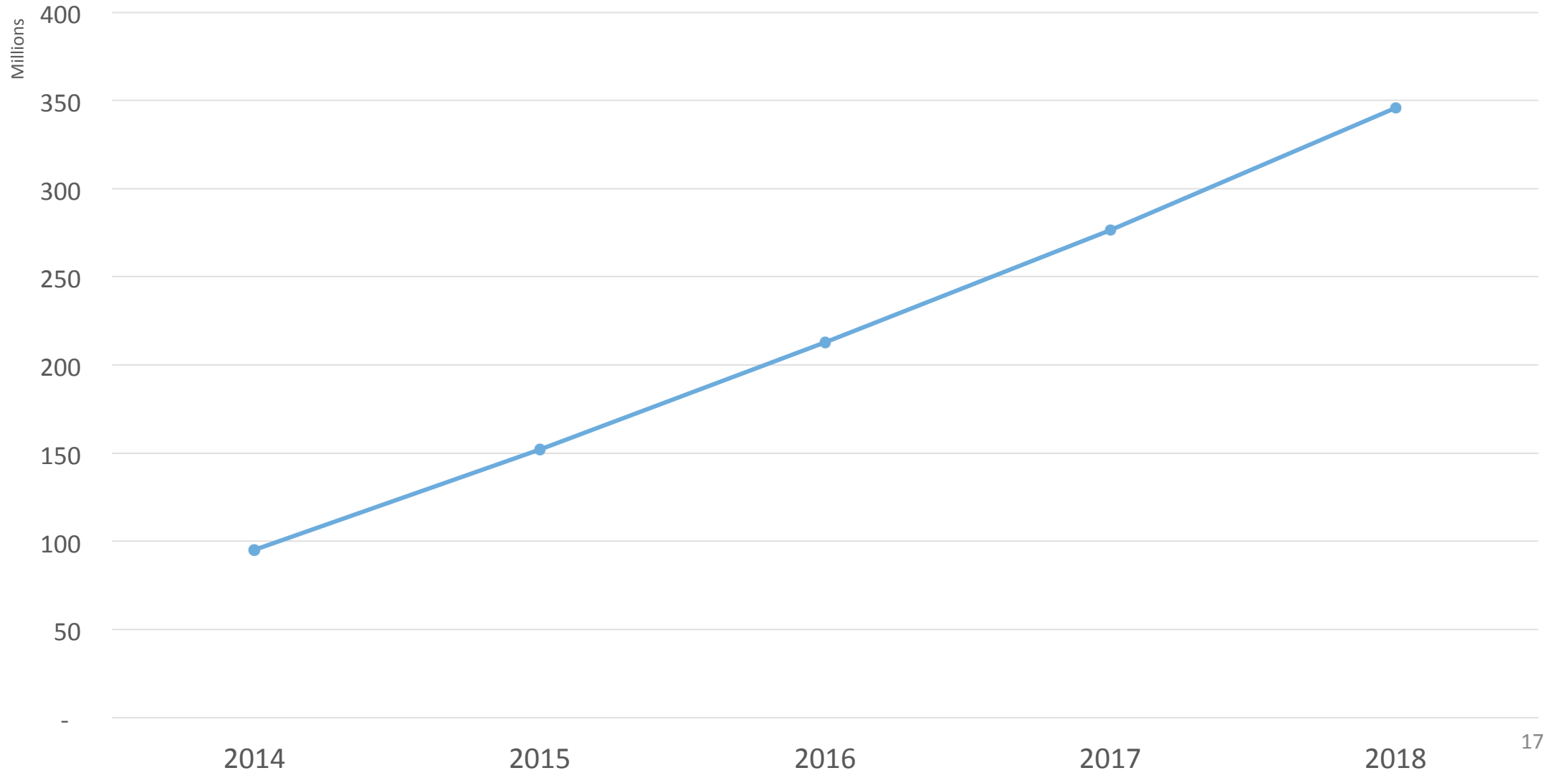
Risks & Mitigation

- Retaliation of Competitors
 - Causal Marketing
 - Marketing Innovation
 - Pricing
 - Social Image
- Frame substitute
 - Style
 - Irritation
 - Preference
 - Surgical Fear
 - **Promotion**

Financial Implications

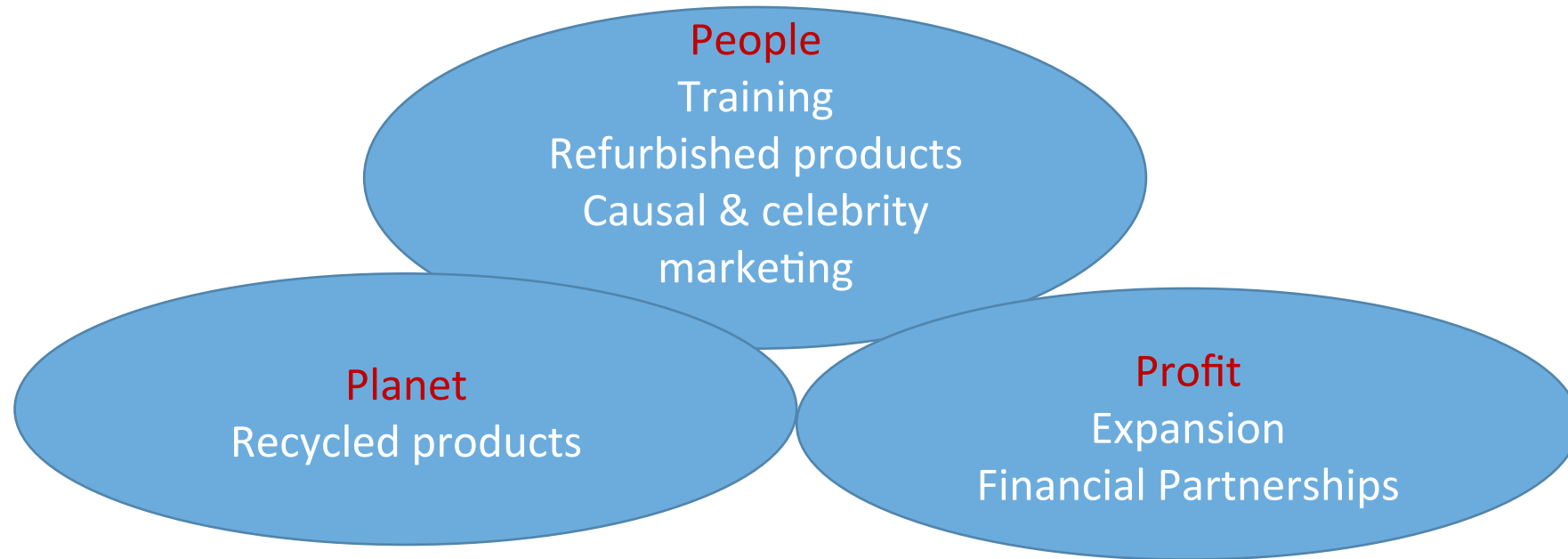
- Local Expansion in USA
- International Expansion in Canada
- Increasing headcount of Customer Service Team
- Investment in Technology

Revenue Trend 2014-2018



Recommendations

PPP Sustainability



What is Next