lenskart

Brand Tear-Down Analysis

India's largest omnichannel eyewear company

Strategic brand positioning, equity valuation, and growth recommendations





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Overview

India's Largest Omnichannel Eyewear Company

Founded 2010 • Listed November 2025 • 2,806 Global Stores • 100M+ App Downloads

Company Information

Founded

2010

Founders

Peyush Bansal, Amit Chaudhary, Sumeet Kapahi

Headquarters

Gurugram, India

Listing

BSE & NSE, November 2025

₹69,676 Cr

IPO Valuation

November 2025

₹66,52 Cr

FY25 Revenue

Annual

Market Position

Market Share (Organised)

~41%

Market Share (Total)

~25%

Stores in India

2,137

Global Presence

2,806 stores

2,806

Global Stores

Across 30+ cities

100M+

App Downloads

iOS & Android

Market Context

The Market Lenskart Disrupted

India Eyewear Market: $4.7B (2024) → $17.2B by FY2030 at 13% CAGR

Market Size & Growth

$4.7B

2024 India Eyewear Market

↑ 13% CAGR → $17.2B by FY2030

80% Unorganised	**20%** Organised
41% Lenskart Share	**25%** Total Market

Growth Drivers

- Rising screen time & myopia rates
- Growing fashion consciousness
- Aging population
- Rising per capita income
- Digital adoption

The Gap Lenskart Filled

- ✓ Opaque pricing → Transparent pricing
- ✓ Limited selection → 5000+ SKUs
- ✓ Clinical stigma → Fashion choice
- ✓ No digital experience → AI try-on
- ✓ Multi-layer markups → Direct-to-consumer

Brand Essence

One-Word Brand Essence: DEMOCRATIZE

"Affordable, technology-enabled, fashion-forward eyewear — available to every Indian, at every price point, through every channel."

DEMOCRATIZE

Making high-quality, stylish eyewear accessible to all through technology, vertical integration, and omnichannel presence

Internal Brand Mantra

Empowering · Accessible · Eyewear Solutions

"Vision for All" — Combating avoidable blindness while making eyewear a joyful lifestyle product

Strategic Decisions & Democratization Impact

Vertical Integration	Cuts prices by removing middlemen, enabling direct-to-consumer model with 60% gross margin
3D Virtual Try-On	Removes the physical store barrier, 3.86 crore try-ons in FY25
Home Eye Tests	Reaches every consumer, doorstep checkups & frame trials
Gold Membership	Rewards and retains loyal buyers, 71.2L members with perpetual BOGO
Price Architecture	₹500 (Vincent Chase) → ₹35,000+ (John Jacobs), covering all segments

3C Positioning Matrix

Where Lenskart Plays

Strategic zone placement analysis showing competitive positioning and market dynamics

3C Positioning Zones

Winning Zone · Risky Zone · Losing Zone · Dumb Zone

Zone Analysis & Strategic Positioning

Zone	Brand	Positioning	Key Insight
Winning	**Lenskart**	Affordable + stylish + tech-enabled	No competitor replicates this combination
Risky	**Titan Eye+**	Strong Tata trust, limited speed	Eyewear <5% of Titan's revenue
Losing	**Local Opticians**	Nimble on price, losing on variety	Losing on digital & brand equity
Dumb	**ClearDekho, EyeMyEye**	Valid segments, no capital scale	Cannot match Lenskart's differentiation

PoP & PoD Analysis

How Lenskart Competes- PoP & PoD

Points of Parity and Points of Difference analysis with primary survey data

Points of Parity

How Lenskart Matched Titan Eye+: Scaled to 2,137 stores in India → neutralised Titan's physical trust advantage

Key achievement: 2,806 global stores with 100M+ app downloads

Competitive Advantage

Lenskart has successfully created a differentiated position through technology, vertical integration, and omnichannel presence.

41% share of organised eyewear market

Points of Difference

PRIMARY DATA

Feature	What They Do
Robotic Manufacturing	German lens-cutting to 3 decimal places precision
AI Virtual Try-On	3D facial mapping · 3.86 crore try-ons in FY25
Home Eye Services	Doorstep checkups & frame trials
Gold Membership	₹500–600/year · Perpetual BOGO · 71.2L members
Price Architecture	₹500 (Vincent Chase) → ₹35,000+

Top 3 Reasons Consumers Choose Lenskart (Survey Data)

- **72.2%** Lower prices
- **67.8%** Wider variety
- **50.0%** Convenience

Kapferer's Brand Identity Prism

Brand Identity- Lenskart

Six-dimensional brand identity analysis showing the relationship between sender and receiver

6 Facets of Lenskart's Brand Identity

Physique

Sender / External
Infinity-loop logo · Teal #00ADEF · Sleek retail stores · Lenskart Sans & Serif typefaces

Self-Image

Receiver / Internal
"I am smart, modern, and value-conscious — I use technology to curate my style."

Personality

Sender / Internal
Disruptive · Friendly · Witty · Energetic

lenskart

Reflection

Receiver / External
Urban, tech-savvy millennial treating eyewear as a fashion statement

Culture

Sender / Internal
India's startup DNA · "Disrupt or be disrupted" · Data-driven · Agile

Relationship

Receiver / External
Phygital Companion — high-touch human + low-touch AI personalisation

Key Insights

- **Strong Visual Identity:** Infinity-loop logo and teal color create instant brand recognition
- **Disruptive Personality:** Friendly, witty, and energetic brand voice resonates with millennials
- **Startup Culture:** "Disrupt or be disrupted" mentality drives innovation
- **Phygital Relationship:** Seamless blend of human touch and AI personalization

Brand Positioning

- **Target:** Urban, tech-savvy millennials
- **Position:** Fashion-forward eyewear as lifestyle choice

Prism Gap Analysis

The Brand's Biggest Strategic Challenge

Gap between intended and perceived brand identity based on primary survey data

Intended vs Perceived Brand Attributes

Attribute	Intended	Perceived (Survey)
Personality Brand character	Aspirational · Exciting · Identity-defining	Practical · Affordable · Convenient
Self-Image Consumer identity	"I choose Lenskart because I can"	65.6% feel no strong identity connection
User Profile Target audience	Fashion-forward millennial	89.3% say typical buyer is price-conscious

Key Gap Metrics

The gap between what Lenskart intends to project and what consumers actually experience is the single most important finding of this analysis.

65.6%
No identity connection

89.3%
Price-conscious perception

Strategic Implication

The brand needs to shift from functional positioning to emotional connection to build stronger brand equity.

Critical Finding

The gap between intended brand personality (aspirational, exciting) and perceived personality (practical, affordable) represents the core strategic challenge. This misalignment is preventing Lenskart from building strong emotional resonance with its target audience.

ESM Framework

Enemy · Stand · Mantra (ESM)

Strategic framework defining Lenskart's competitive position and brand purpose

ENEMY
What we fight against

Traditional Experience

Opaque pricing, multi-layer markups, clinical stigma, poor selection, no digital access

High Cost Barriers

Multiple intermediaries inflate prices, making eyewear unaffordable for many

Limited Access

Rural and underserved areas lack quality eye care services

Target: 80% of India's eyewear market remains unorganized, representing a massive opportunity for disruption

STAND
Our unique position

Democratization

Making high-quality, fashion-forward eyewear accessible through technology

Technology-Enabled

3D virtual try-on, AI recommendations, seamless omnichannel experience

Lifestyle Choice

Transforming eyewear from medical necessity to fashion statement

Approach: Phygital companion — high-touch human + low-touch AI personalization

MANTRA
Our core purpose

"Vision for All"

Combating avoidable blindness while making eyewear a joyful, accessible lifestyle product for every income level

Social Impact

Making eye care accessible to underserved communities

Global Vision

Expanding beyond India to international markets

Survey Overview

Primary Research- CBBE Consumer Survey

21 questions across all 6 CBBE layers · Distributed digitally

CBBE Survey Details

PRIMARY DATA

21 Questions

Comprehensive survey covering all 6 CBBE layers: Salience, Performance, Imagery, Judgments, Feelings, and Resonance

60%
Daily use

75.6%
Purchased before

27.8%
Regular customers

21.1%
Aware but never purchased

47.8%
Purchased once or twice

3.3%
Never heard of Lenskart

Age Group Distribution

PRIMARY DATA

Age Group	Distribution	%
18–25	28.9%	28.9%
26–35	48.9%	48.9%
36–45	12.2%	12.2%
45+	7.8%	7.8%
Under 18	2.2%	2.2%

CBBE Level 1- Salience

Salience: "Who are you?"

Brand awareness and recognition analysis based on primary survey data

Depth of Awareness

3.33/5

Stage	Distribution	%
Never heard of Lenskart	3.3%	3.3%
Heard of, never interacted	13.3%	13.3%
Browsed, never purchased	7.8%	7.8%
Purchased once or twice	47.8%	47.8%
Regular / repeat customer	27.8%	27.8%

56.7%

Unaided Recall

More than half mentioned Lenskart spontaneously alongside Ray-Ban, Oakley, and Prada

Breadth — When consumers consider Lenskart

- **Prescription glasses** 65.6%
- **Eye checkup** 60.0%
- **Contact lenses** 44.4%
- **Blue-light glasses** 41.1%
- **Fashion sunglasses** 28.9%
- **Gifting** 18.9%

Insight: Strong for utilitarian occasions. Weak for aspirational ones. Lenskart is primarily seen as a practical choice rather than a lifestyle brand.

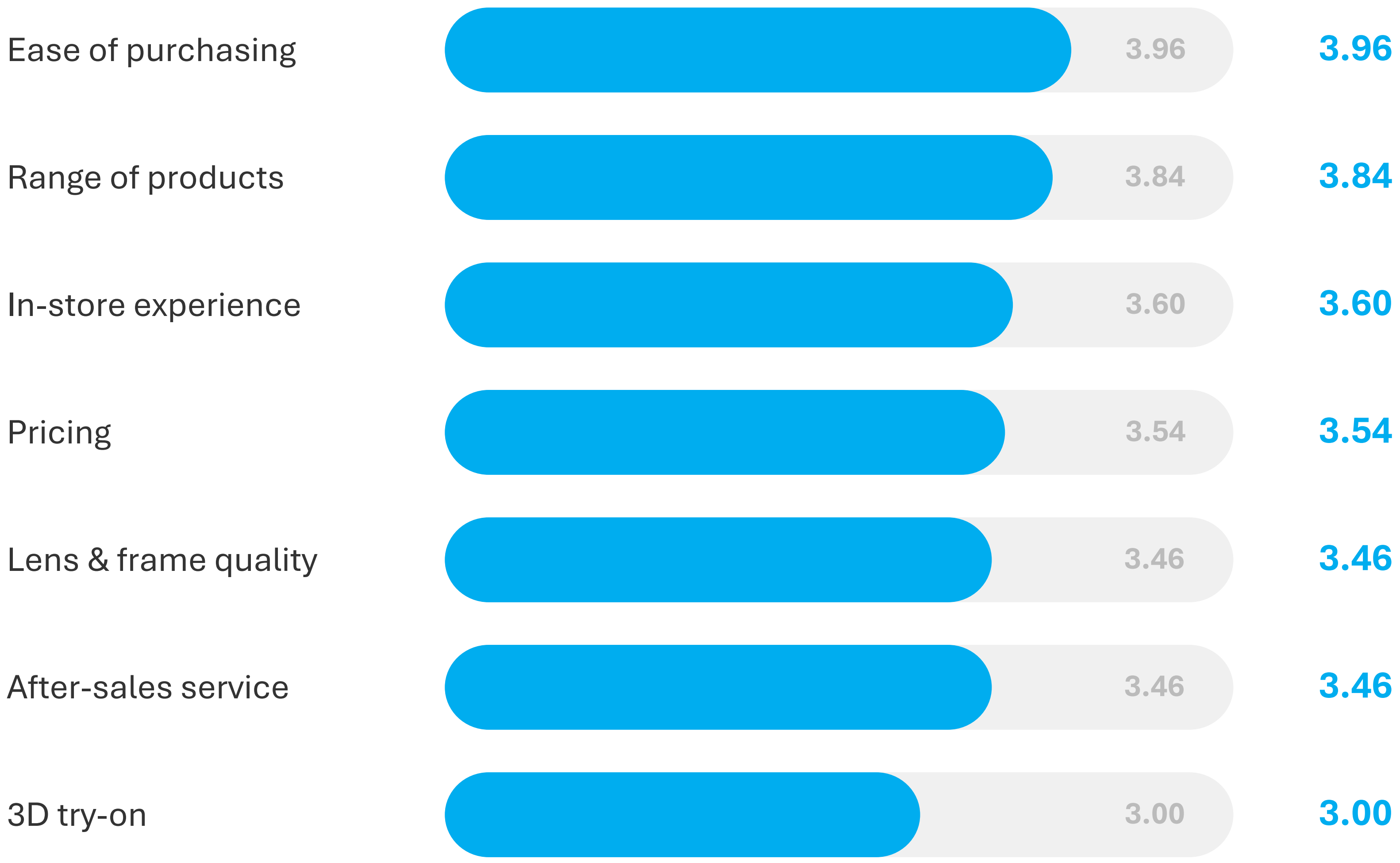
CBBE Level 2A- Performance

Performance: "What are you?" (Rational)

Rational brand performance evaluation based on 7 key dimensions

Performance Dimensions (out of 5)

3.58/5



Prescription accuracy: **3.80** Consistent quality: **3.54** Fair pricing: **3.54**

Customer service: **3.51**

Warning: The 3D Try-On Gap

3.86 crore try-ons in FY25 - yet scores only 3.00/5. A marquee PoD is underdelivering on consumer experience.

3.86Cr	**3.00**	**-1.86**
Total try-ons	Experience score	Gap vs target

Insight: The 3D Try-On feature is a key differentiator but underperforming on user experience. This represents a significant opportunity for improvement across digital touchpoints.

CBBE Level 2B- Imagery

Imagery: "What are you?" (Aspirational)

WEAKEST LAYER — Brand imagery and emotional perception analysis

Semantic Differential Scores (out of 5)

2.74/5

Affordable ↔ Premium	2.30
Traditional ↔ Modern	3.40
Functional ↔ Aspirational	2.42
Mass market ↔ Niche	2.24
Cold ↔ Warm	3.32

Top Word Associations

Affordable	78.9%	Convenient	75.6%
Accessible	61.1%	Reliable	57.8%
Trustworthy	42.2%	Youthful	38.9%

Key Finding

89.3% of respondents who chose a user profile described the typical Lenskart buyer as **price-conscious**, not fashion-forward or aspirational.

89.3% of respondents perceive Lenskart buyers as price-conscious consumers

Imagery Gap Summary

Built: Functional · Affordable · Accessible · Convenient
Not yet built: Exciting · Aspirational · Sophisticated

CBBE Level 3A- Judgments

Judgments: "What do I think?"

Brand credibility, consideration, and superiority analysis based on primary survey data

Brand Credibility

3.28/5

Statement	Score /5
Trust for vision correction	3.49
Cares about eye health	3.28
Understands eyewear deeply	3.20
Celebrity endorsements authentic	3.14 ↓

Note: No dimension crosses 3.50 — the threshold for strong positive judgment. Credibility is adequate but lacks deep emotional trust.

Competitive Standing

13.3% call Lenskart their **clear first choice**

35.6% say it is among top options **but not the first**

Price Premium Willingness

- Only **7.8%** would stay loyal through a 15–20% price increase
- **63.3%** would be neutral or switch to competitors

Warning: Consideration achieved. Superiority not yet.

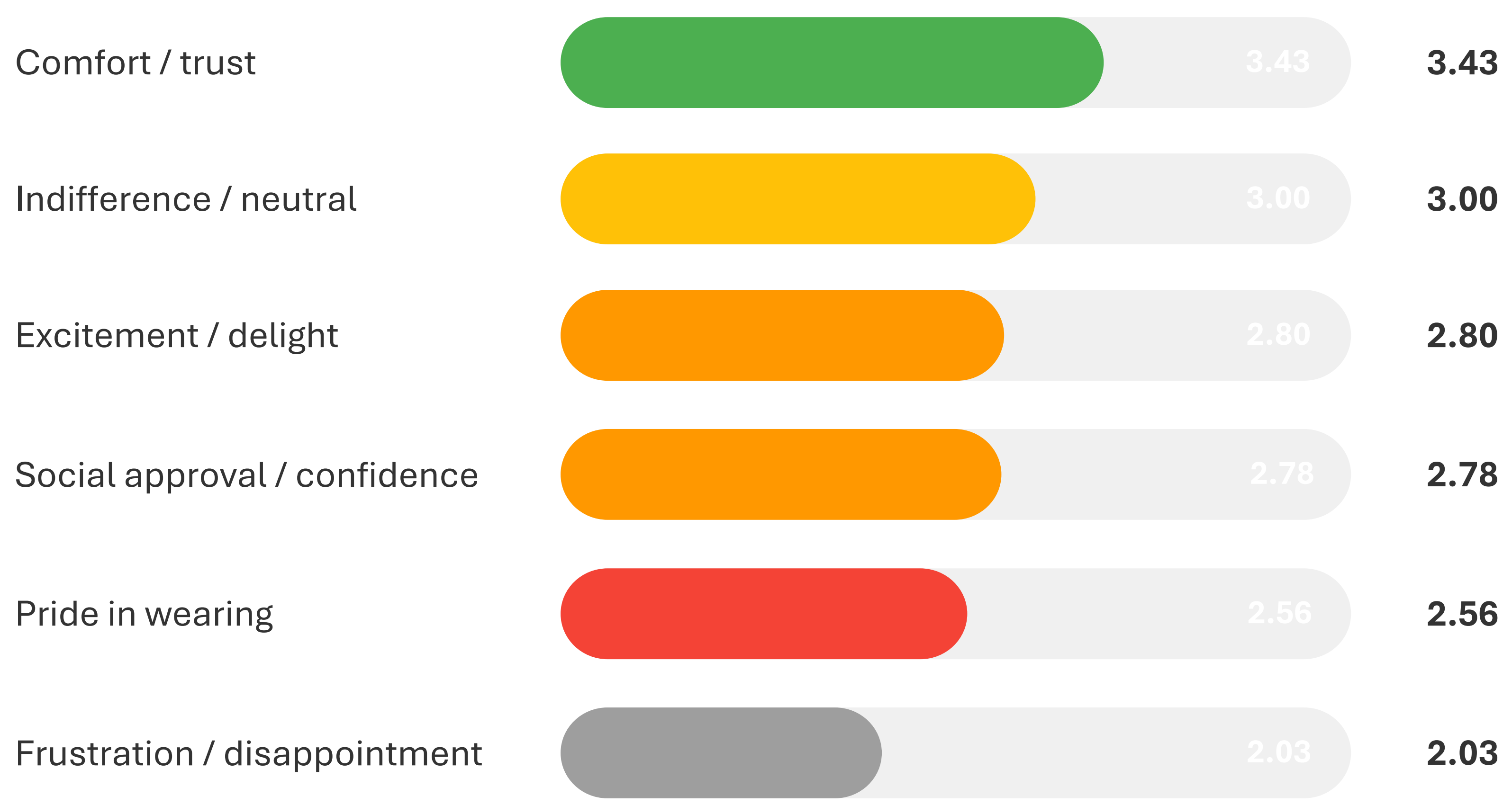
CBBE Level 3B- Feelings

Feelings: "What do I feel?"

Emotional brand perception and self-concept alignment analysis

Emotion Intensity (out of 5)

2.89/5



Self-Concept Alignment

Neutral — don't think about brand	33.3%
Somewhat — practical	32.2%

Key Finding

65.6% feel no strong identity connection with the brand. Comfort exists, but pride and excitement are largely absent.

65.6% of respondents feel no strong identity connection with Lenskart

Insight: The brand evokes comfort and trust, but lacks the emotional depth needed to create pride and excitement. This is a critical gap in the brand's emotional resonance strategy.

CBBE Level 4- Resonance

Resonance: "What about you and me?"

Brand relationship strength and loyalty analysis based on primary survey data

Brand Relationship Statements

3.09/5

Statement	Score /5
Brand understands customers like me	3.46
Would be disappointed if shut down	3.11
First place I think of for eyewear	3.09
Actively seek new collections/offers	2.70 ↓

Engagement Beyond Purchasing

- No engagement 52.2%
- Gold membership 24.4%
- Shared product 16.7%
- Followed social 14.4%
- Left review 13.3%

NPS Analysis — Headline Finding

-13.3

- Promoters (9-10): 27.8%
- Passives (7-8): 31.1%
- Detractors (0-6): 41.1%

Critical Finding: More detractors than promoters. **41.1%** of customers are detractors, indicating significant loyalty and satisfaction issues.

Brand Personality Perception

- No strong impression 31.1%
- Reliable friend 27.8%
- Tech-savvy founder 12.2%
- Stylish influencer 8.9%

CBBE Equity Score

CBBE Equity Score- 63.9 / 100

Weighted calculation of brand equity across all six CBBE layers

Weighted Score Calculation

63.9/100

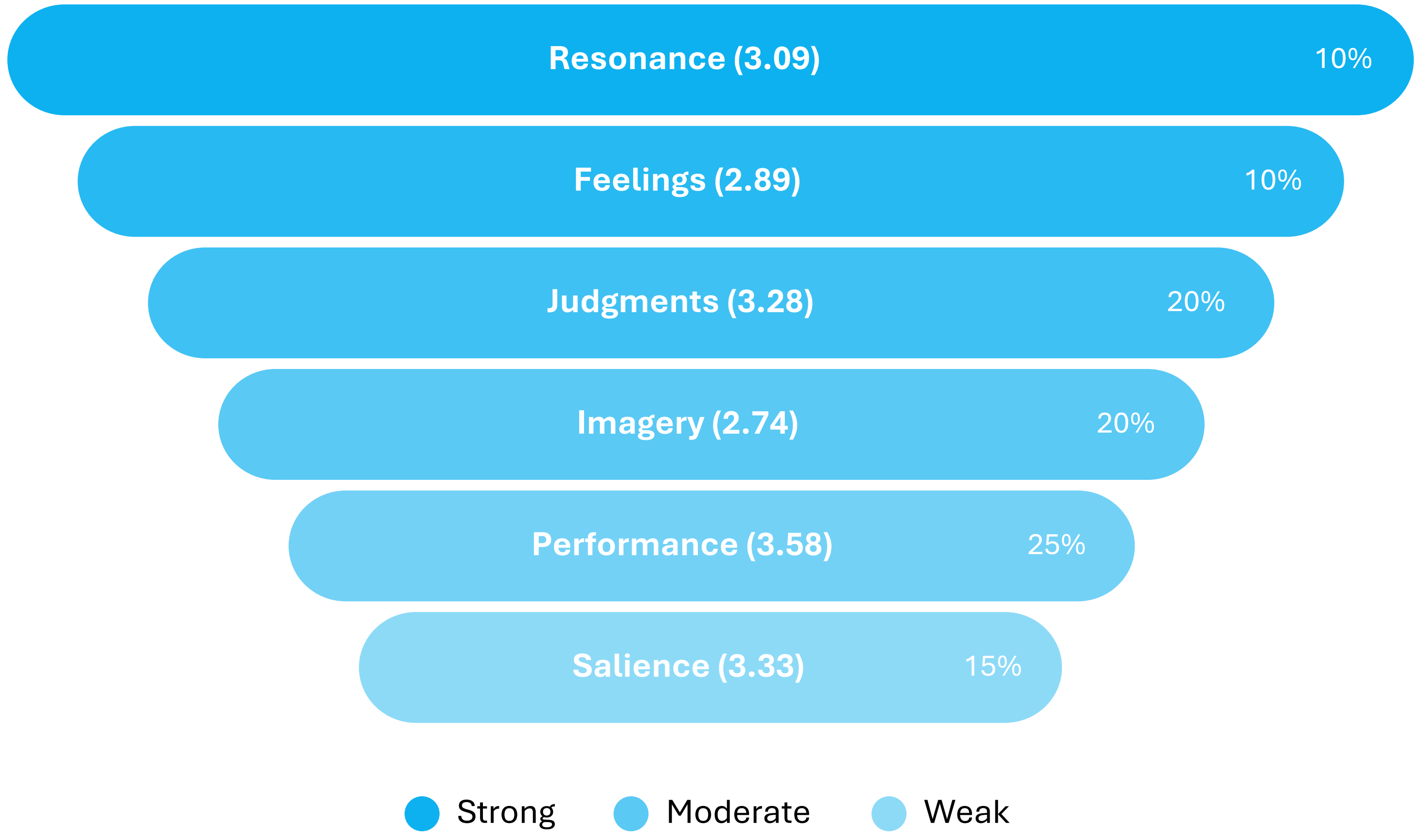
Layer	Weight	Score /5	Weighted
Salience	15%	3.33	0.50
Performance	25%	3.58	0.89
Imagery	20%	2.74	0.55
Judgments	20%	3.28	0.66
Feelings	10%	2.89	0.29
Resonance	10%	3.09	0.31
Total	**100%**	**3.19**	**0.64**

Salience- Strong

Performance- Adequate

Imagery- Thin

CBBE Pyramid



63.9 / 100 = Developing Power Brand
Note: 75+ = True Power Brand territory (Amul, Nike, Apple)

Financial Brand Valuation

The Brand IS the Business

Financial valuation and brand premium analysis based on IPO data and market metrics

₹66,52 Cr	14.6%	₹69,676 Cr	28.27x	~238x
FY25 Revenue	EBITDA Margin	IPO Valuation	IPO Oversubscription	Trailing P/E Multiple

Brand Premium Logic

Generic Lenses	Lenskart Branded	Brand Premium
₹800–₹2,000	**₹1,500–₹4,000**	**₹700–₹2,000**
Market rate for unbranded	Premium positioning	Per pair margin

Annual Equity Contribution: ₹700–₹2,000 × 30–40 million pairs = substantial annual value

Why 238x P/E is Justified

- **Defensible technology moat:** AI try-on, robotic manufacturing, and 3D facial mapping create barriers to entry
- **100M+ app download data repository:** Proprietary consumer behavior insights for personalization
- **Proven replicable brand architecture:** International expansion with localized strategies
- **Gold membership loyalty economics:** 71.2L members with high retention rates

Valuation Multiple Analysis

238x

Trailing P/E Multiple
Justified by brand equity, technology assets, and growth potential in the eyewear market

Brand Personality: Aaker's Five Dimensions

Brand Personality

Analysis of brand personality traits and their perceived strength based on consumer survey data

Brand Personality Dimensions

Score out of 5.0

Dimension	Score	Rating
Competence	3.90	Strong
Sincerity	3.20	Moderate
Excitement	2.40	Weak
Sophistication	2.20	Weak
Ruggedness	1.60	Absent

Personality Perception Gap

Intended: **Excitement–Competence hybrid**

Perceived: **Competence–Sincerity hybrid**

Strategic Gap

The brand aspires to be **exciting and aspirational**, but consumers perceive it as **practical and reliable**. This gap needs to be addressed through targeted brand building.

Brand Archetype

Jungian Archetype: Creator + Magician

Brand aspires to Creator/Magician archetypes, but consumers experience Everyman

Archetype Analysis

Dual Archetype

THE CREATOR

Brings new visions to life through 5,000+ SKUs and campaigns that say "change your glasses, change your vibe"

5,000+ SKUs | Self-reinvention

THE MAGICIAN

Transforms burden into opportunity — poor eyesight → stylistic enhancement through AR try-on

AR Try-on | Home Delivery

Survey Reality- Everyman Perception

27.8% chose "reliable and practical friend"	**Everyman**
Only 12.2% see "tech-savvy startup founder"	**Creator**
Only 8.9% see "stylish influencer"	**Magician**

The Strategic Gap

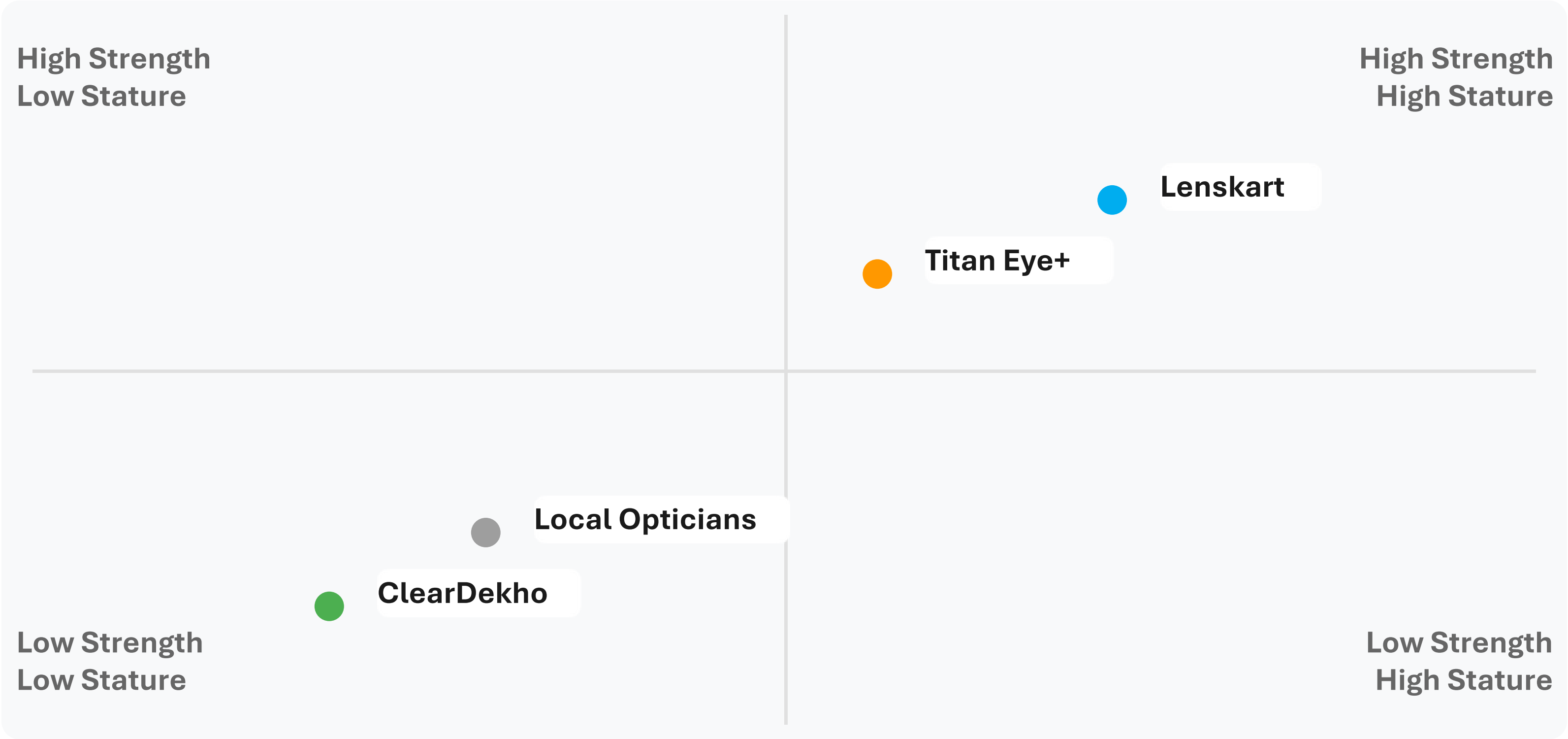
Brand aspires to **Creator/Magician**. Consumers experience **Everyman**. This is the single most important strategic challenge for Lenskart's brand positioning.

Y&R BAV: Power Grid

Brand positioning analysis across Brand Strength (Y-axis) and Brand Stature (X-axis)

Brand Positioning Map

2x2 Quadrant Analysis



Pillar	Lenskart	Titan Eye+	Status
Energized Differentiation	HIGH	MODERATE	Strong
Relevance	VERY HIGH	HIGH metros only	Strong
Esteem	MODERATE-HIGH	VERY HIGH (Tata halo)	Moderate
Knowledge	HIGH	MODERATE among Gen Z	Strong

Four Pillars Comparison

Energized Differentiation
HIGH vs MODERATE

Relevance
VERY HIGH vs HIGH

Esteem
MODERATE vs VERY HIGH

Knowledge
HIGH vs MODERATE

Differentiation Warning

As **Relevance ↑** (mass market) → **Differentiation ↓** naturally. Counter-strategy: Ajna Lens smart glasses · John Jacobs · Owndays

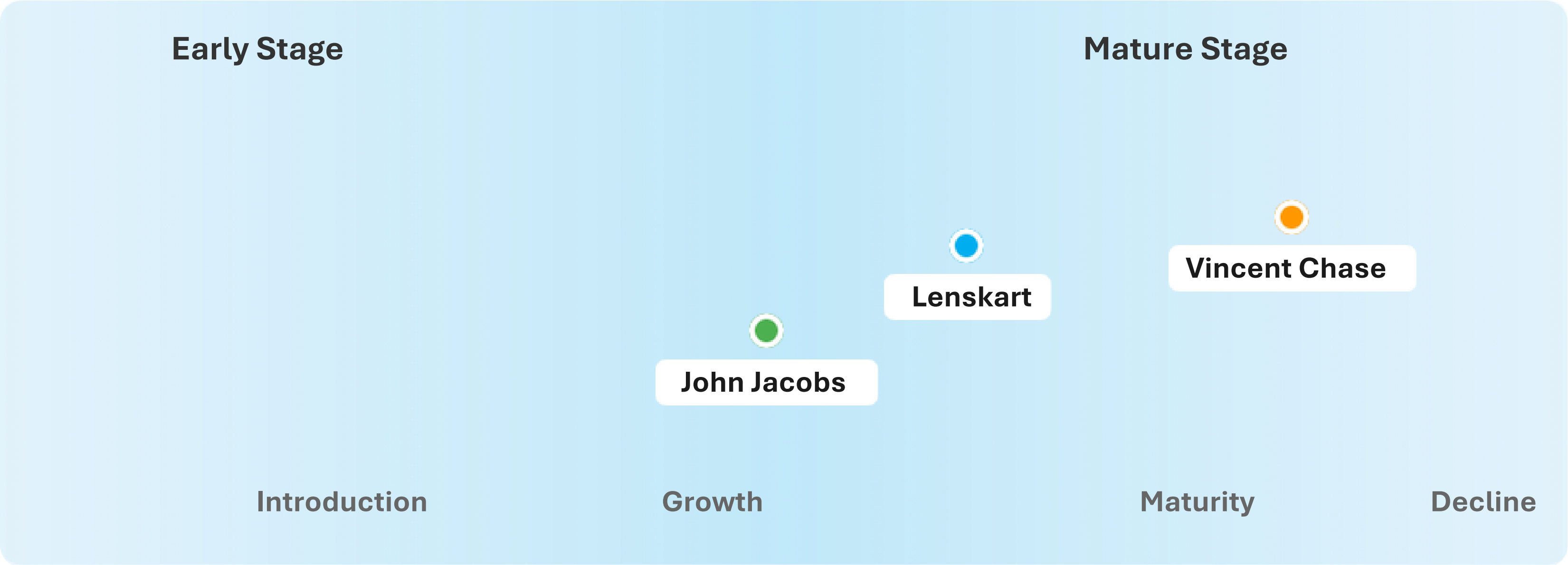
Brand Lifecycle Analysis

Where Each Brand Stands

Strategic positioning of Lenskart and competitors across the brand lifecycle curve

Brand Lifecycle S-Curve

Stage: Late Growth / Early Maturity



Brand	Stage	Key Characteristics
Lenskart (Master)	Late Growth	2,806 stores, 100M+ app downloads, omnichannel dominance
John Jacobs	Growth	Premium positioning, 5,000+ SKUs, fashion-forward
Vincent Chase	Maturity	Mass market, price-conscious, high volume
Titan Eye+	Maturity	Tata trust, established presence, limited innovation

Strategic Implication

At **Late Growth**, the biggest risk is **commoditisation**. The brand must differentiate through innovation, premium positioning, and customer experience to avoid price wars.

Counter-Move Strategy

- Smart glasses integration (Ajna Lens)
- Eye health technology development
- Premium tier development (John Jacobs)

Brand Architecture

From Branded House → Sophisticated Hybrid

Evolution of brand architecture with strategic roles and positioning across all tiers

Brand Architecture Hierarchy

→ Branded House → Hybrid Model

Brand	Type	Price Range	Strategic Role
	Master Brand	₹500–₹35,000+	Umbrella trust & tech showcase. Core brand for omnichannel eyewear with 2,806 stores and 100M+ app downloads.
	Fighter Flanker	₹999–₹1,400	Attacks unorganised sector with aggressive pricing. Mass market positioning to capture price-sensitive consumers.
	Premium Flanker	₹2,400–₹5,000+	Steals premium share from Titan Eye+. Fashion-forward positioning with 5,000+ SKUs and lifestyle branding.
	Line Extension	Added to frames	Computer glasses + lightweight technology. Targets digital natives and screen-time users.
	Brand Extension	Contact lens prices	Extends trust to adjacent category. Contact lens market entry with Lenskart brand equity.
	Multi-Brand	Children's pricing	Captures family lifecycle early. Kid-friendly eyewear with playful design and durability.
	House of Brands	Premium-mid	International premium; Lenskart link not visible to consumers. Japanese heritage and quality positioning.

Brand Stretch Matrix

Line Extension

Existing Brand + Existing Product

Lenskart Blu / Air

Computer glasses + lightweight technology for digital natives

Lenskart Blu · Lenskart Air · Lenskart Kids

Lenskart Gold Membership

Perpetual BOGO offers for loyal customers

Gold Tier · Platinum Tier

Brand Extension

Existing Brand + New Product

Aqualens

Contact lens market entry with Lenskart brand equity

Contact Lenses · Eye Drops

Smart Glasses (Ajna Lens)

AI-powered smart eyewear integration

AR Try-on · Health Monitoring

Multi-Brand

New Brand + Existing Product

Vincent Chase

Fighter flanker targeting unorganised sector

Mass Market · Price Fighter

John Jacobs

Fashion-forward eyewear for urban consumers

Premium · Fashion

New Brand + New Product

New Brand + New Product

Eye Health Monitoring Wearables

Not yet executed — potential for health tech expansion

Health Tech · Wearables

AI Vision Assistant

Advanced AI for vision correction and eye health

AI · Vision Tech

Brand Elements

Name & Logo

Brand name analysis, strengths/limitations, and logo evolution from 2010 to 2022

Brand Name: Lenskart

Compound + Descriptive

Strengths

- Immediately communicates category
- "-kart" familiar to Indian digital consumers
- Short, memorable, easy to pronounce

Limitations

- "-kart" anchors perception in e-commerce
- Does not evoke fashion or aspiration
- Does not travel well internationally

Logo Type

Combination Mark- Infinity symbol + custom wordmark

Logo Evolution (2010–2022)

4 major redesigns

Year	Design	Signal
2010	Heavy blue banner	Basic e-commerce startup
2013	Colourful infinity spectacles	Playful, product-centred
2019–21	Monochrome infinity loop	Premium, digital-first
2022	Full 'Vision' design system	Institutional maturity, IPO-ready

Brand Elements

Colour & Typography

Visual identity system with colour palette, typography, and design specifications

Colour Palette

4 core colours

Primary Teal	#00ADEF	Trust · Modernity
Matte Black	#1A1A1A	Premium · Sophistication
Metallic Silver	#C0C0C0	Technology · Precision
Pure White	#FFFFFF	Clarity · Accessibility

Strength	Weakness	Suggestion
Teal is distinctively owned in the eyewear category	Palette is cold — no warmth signal	Add Gold #C9A84C for premium sub-brands

Vision System Typography

2 typefaces

Typeface	Use	Purpose
Lenskart Sans	Headlines · UI · Advertising	Trust · Modernity
Lenskart Serif	Editorial · Lifestyle · Lookbooks	Warmth · Aspiration

Note: Typography system designed for maximum readability across all touchpoints, with clear hierarchy for digital and print applications.

Brand Elements

Packaging & Tone of Voice

Packaging design, brand voice, campaign impact, and critical misalignment analysis

Packaging Design

Current & Suggested

Current Packaging

Matte-finish teal/white boxes with infinity logo, interior soft fabric lining, hard-shell cases for premium sub-brands, unboxing includes personalised card and QR code

Weakness

Functional and clean but lacks emotional distinctiveness

Suggestion

EcoVision Initiative — biodegradable packaging targeting Gen Z

Campaign Impact

2020–2024

Campaign	Year	Impact
Nazar Ghati	2020–21	AR try-on usage grew 3x post-campaign
Glasses Badlo	2023–24	Best imagery-building campaign to date
Pride 22	2022	Gen Z loyalty · Clear ESM stand

Brand Voice & Tone

Fixed & Adaptive

Brand Voice (Fixed)

Witty · Culturally intelligent · Energetic · Accessible — speaks like a smart friend, not a corporation

Brand Tone (Adapts)

Energetic on social/IPL · Informative on product pages · Quieter/editorial for premium sub-brands

Critical Misalignment

John Jacobs and Owndays use the same deal-oriented tone as the master brand → **premium signal destroyed**. Separate tone, visual language, and media needed for premium sub-brands.

Crisis Management

Analysis of two crisis scenarios: Nepal Earthquake SMS (2015) and IPO Valuation Backlash (2025)

Case 1: Nepal Earthquake SMS (2015)

2015

Sacredness: Low · Transgression: High

"Shake it off like this Earthquake" — promotional SMS sent after mass-casualty disaster

Matrix Position: Brand Betrayal

Retributive backlash → Swift apology → Full equity recovery

SMS Marketing | Crisis Response | Brand Recovery

Crisis Response Matrix

Position Analysis

Sacredness Level

Low (2015) vs Moderate-High (2025)- determines severity of impact

Transgression Level

High (2015) vs Low-Moderate (2025)- affects recovery speed

Case 2: IPO Valuation Backlash (2025)

2025

Sacredness: Moderate-High · Transgression: Low-Moderate

FEMA/RBI violations in DRHP · 238x earnings multiple questioned

Matrix Position: Brand Misdemeanour

"Backlash means people care" — Peyush Bansal. IPO subscribed 28.27x

Key Learning

Strategic Insight

High Brand Equity Buffer

High brand equity acts as a buffer against misdemeanours. Symbolic transgressions would be far harder to survive.

Recovery Pattern

Both crises navigated effectively — 2015 and 2025 both resulted in full equity recovery

SWOT Analysis

Strengths

5 items

- **Vertical Integration:** ~60% gross margin via vertical integration
- **Store Network:** 2,806 global stores · 100M+ app downloads
- **Technology Moat:** AI try-on · Robotic manufacturing
- **Gold Membership:** 71.2L members → economic lock-in
- **Founder Equity:** Peyush Bansal — unquantifiable asset

Weaknesses

5 items

- **Imagery Score:** 2.74/5 — functional not aspirational
- **NPS:** -13.3 — more detractors than promoters
- **Price Sensitivity:** 63.3% would switch at 15-20% increase
- **3D Try-On:** 3.00/5 despite being marquee PoD
- **Thin Margin:** Adjusted net margin ~1.96%

Opportunities

5 items

- **Market Growth:** Eyewear → $17.2B by FY2030 at 13% CAGR
- **Tier 2/3/4:** 300M+ rural internet users unserved
- **Smart Glasses:** $15B market by 2032

Threats

5 items

- **Tech Giants:** Meta, Apple, ByteDance entering smart eyewear
- **Price Anchoring:** Vulnerable to challengers
- **Competitors:** ClearDekho/EyeMyEye gaining ground

Strategic Recommendations

Six Recommendations

Prioritized action plan to address key brand challenges and opportunities

01 — Critical
Close the Imagery Gap

One major emotional campaign annually — no features, pricing, or deals. Sustain and deepen "Glasses Badlo, Vibe Badlo."

Campaign · Emotional · Branding

02 — Critical
Fix the NPS

Standardise in-store experience · Eliminate aggressive upselling · Full pricing transparency · Post-purchase follow-up

In-store · Service · Follow-up

03 — High
Differentiate Premium Sub-Brands

Separate tone, visual language, and media for John Jacobs & Owndays — editorial, fashion-forward, zero sale language

Visual · Premium · Editorial

04 — High
Rescue the 3D Try-On

Improve accuracy and speed · Dedicated campaign to drive feature awareness and adoption

App · AR/VR · Target

05 — Medium
EcoVision Packaging

Biodegradable packaging across all tiers · "Vision for All" extended to the environment

Packaging · Sustainable · Eco

06 — Medium
Gold Membership Onboarding

Target the 47.8% who have purchased but not enrolled · Highest-ROI resonance investment available

Target · Incentive · ROI

Strategic Conclusion

Final Assessment

Final assessment of Lenskart's brand position and future direction

63.9/100

CBBE Equity Score

Developing Power Brand

75+ = True Power Brand territory (Amul, Nike, Apple)

56.7% Unaided Recall

Strong brand salience in market

What Lenskart Has Mastered

- **Winning Zone positioning-** no competitor replicates the combination
- **Dominant salience-** 56.7% unaided recall
- **Strong performance-** omnichannel ease, product range
- **Flanker architecture-** leaving minimal white space
- **Crisis intelligence-** 2015 and 2025 both navigated effectively

What Lenskart Must Now Build

- **Imagery-** close the aspirational perception gap
- **Feelings-** move from comfort to pride and excitement
- **Resonance-** NPS must turn positive
- **Brand loyalty-** purchasers must become advocates
- **Premium positioning-** differentiate sub-brands

Lenskart is not merely an eyewear company. It is a global vision technology platform in the earliest stages of its most significant growth chapter.

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