

Revolutionizing Eyewear - Lenskart's Journey to Accessibility, Affordability, and Innovation

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Abstract

Lenskart, started in 2010 by Peyush Bansal, Amit Chaudhary, and Sumeet Kapahi, is a key disruptor of the eyewear sector. Gaining entry into a fragmented Indian market with strong presence of small independent retailers, Lenskart found some crucial gaps in accessibility, affordability, and product assortment. With the combination of innovative e-commerce solutions along with emerging technologies such as augmented reality (AR) and artificial intelligence (AI), the firm transformed the eye care shopping experience. Its dual business model of both online and offline platforms made customers feel convenient and personalized. This case study examines Lenskart's path from a nascent startup to the market leader in India's eyewear industry, focusing on its innovative strategies, customer-focused policies, and expansion plans globally.

Introduction

Lenskart entered India's eyewear industry when the sector was highly fragmented with minimal choice, accessibility, and affordability (Islam, Dia, & Islam, 2025). The conventional optical market was controlled by independent small retailers providing a limited range of eyewear, along with poor personalized service, rendering the experience dull and costly. With the unavailability of quality and affordable eyewear, especially in rural towns and small cities, the market was ready to be disrupted. Lenskart capitalized on this with its new business models that married online convenience with the hands-on experience of retail stores. The firm was focused on offering a vast selection of eyewear at a reasonable price, making high-quality glasses universally accessible to everyone. In the coming decade, Lenskart's customer-centric strategy, technology focus, and international expansion plans made it a market leader in India's eyewear space, revolutionizing the way people buy glasses locally and globally.

The Struggle

A Fragmented Market: Prior to the establishment of Lenskart, Indian eyewear was a niche, usually pricey, and difficult to buy. The problems customers had in the eyewear segment were limited options, high prices, no personalization, and unavailability. Customers had to accept a few limited styles of eyewear with little room for customization. Glasses tended to be beyond the budget for a large section of the populace, particularly when low-cost options were scarce. Store staff would not provide frame recommendations based on facial shape, color, or individual requirements. Furthermore, quality glasses were not readily available in smaller towns and rural areas, and customers sometimes had to drive far to have a proper fitting.

This fragmented market was in need of disruption, and the founders of Lenskart saw the potential to innovate and meet the unmet needs of a mostly underserved market. The company aimed to use e-commerce to go deep and wide to reach customers and offer a large selection of eyewear styles at competitive prices.

The Turning Point: A Customer-Centric Strategy

Rather than being intimidated by the conventional hurdles of the market, Lenskart's entrepreneurs conceived a fearless and innovative customer-centric approach. It was not only about selling eyewear but improving the entire customer experience by prioritizing convenience, customization, and affordability. It was this vision that drove Lenskart to where it is today in the market.

Lenskart's business model blended online and offline to make its success. Lenskart developed an online platform on which customers could browse freely thousands of frames, complemented by physical shops in which they could experience the frames, get recommendations from professionals, and feel the product (Roy & Paul, 2023). This smooth convergence of online and offline experiences enabled Lenskart to service customers in multiple segments—those who enjoyed the convenience of online shopping and those who craved the haptic experience of coming to a store.

One of the major differentiators in Lenskart's business model was its application of augmented reality (AR). Lenskart's AR feature could be used by customers to "try on" various glasses virtually, viewing how each frame would look on their face in real-time. This enabled customers to try out different styles before purchasing, increasing confidence in their choices (Roy & Paul, 2023). The use of facial recognition technology with AI also had a significant contribution to personalization. By studying face shapes, fashion

tastes, and even budget limits, the site made recommendations specifically suited for each client to facilitate speedy and enjoyable shopping.

Lenskart also launched the home-eye-test service, delivering eye care services to customers in their homes. This was a breakthrough, particularly in rural India where individuals did not have ready access to optometrists (Roy & Paul, 2023). Customer visits were carried out by professionals who performed eye tests and delivered prescriptions, with a convenient service that eliminated existing barriers.

Innovation Strategy

The Role of Technology and Design: Lenskart's dedication to relentless innovation distinguished it from other retail eyewear players. The company saw that technology had the potential to drive a revolutionary change in the customer experience, and it made strategic investments in tech-enabled solutions.

In 2017, Lenskart introduced its 3D Virtual Try-On technology, enabling consumers to view how glasses would sit on their face through the use of smartphones. This action upended the market, which previously depended on retail outlets for the trial of eyewear (Roy & Paul, 2023). It was a revolutionary breakthrough that removed the necessity for consumers to travel to a store, making the purchase of eyewear more convenient and accessible.

AI-driven suggestions also made the experience more personalized. The site reviewed different factors, including the face shape of the customer, his or her fashion sense, and budget, and recommended frames accordingly. This helped customers make choices from the vast array of available options, leading to a smoother and more satisfying shopping experience.

Along with technology, Lenskart also emphasized green design and sustainability. Lenskart started making use of recycled and eco-friendly materials for frames and lenses, joining the international trend toward sustainability. This not only appealed to environmentally friendly consumers but also assisted Lenskart in creating a brand identity based on responsibility and concern for the environment (Islam, Dia, & Islam, 2025).

Navigating Challenges

Although successful, Lenskart encountered some challenges that questioned its capacity to expand and retain its market leadership. Supply chain and raw material prices were

one of the key challenges. With the cost of quality lenses and frames increasing, Lenskart needed to reconcile affordability with quality maintenance. Controlling these costs was critical in ensuring competitive prices while still delivering customer satisfaction (Roy & Paul, 2023).

The competition for the eyewear industry also strengthened over time. Lenskart competed with strong force from established names like Titan Eyeplus and global players like Warby Parker. New entrants like EyeMyEye and Zenni Optical also entered the market, competing with similar offerings at affordable costs. To maintain its competitive advantage, Lenskart needed to innovate and diversify its product line, ensuring it remained current and attuned to consumer needs (Dewan & Nagpal, 2023).

In addition, when Lenskart ventured into foreign markets, it faced challenges due to varying regulatory environments and consumer preferences. For instance, expansion into the Middle Eastern and Southeast Asian markets involved conforming to diverse cultural tastes and coping with new tax and import/export laws. These issues underscored the intricacies of global expansion and the necessity for strategic market adjustment (Rana, 2024).

Results and Recognition

By 2024, Lenskart had emerged as India's largest eyewear retailer, operating over 2,000 outlets in the country. The organisation had also gained international presence through outlets in Singapore, the UAE, and Southeast Asia, lending to its approximated valuation of ` 32,000 crore (Roy & Paul, 2023). Over 1,500 stores distributed across 175 cities in India alone are under the operation of Lenskart, which is a favourite destination for shopping for eyewear in India.

Lenskart's quality, innovation, and customer delight focus has led to several accolades. Lenskart has been ranked as India's Top 25 Most Innovative Companies and gained Unicorn status. It has also been certified under ISO 9001 (quality management), ISO 14001 (environmental management), and ISO 45001 (occupational health and safety), underlining its pursuit of excellence in operations. Lenskart also achieved the Great Place to Work certification, which identifies its excellent company culture and staff satisfaction.

The Road Ahead

In the future, Lenskart is looking to increase its international presence, especially in

Southeast Asia and the Middle East. The firm plans to open between 300 and 400 new stores in countries such as Thailand, Indonesia, and the Philippines within the next two years. Lenskart also intends to launch new product lines, such as eco-friendly eyewear, to meet the increasing demand for green products. In planning to reach one billion eyes in the world by 2025, Lenskart is ready to further disrupt the eyewear business while staying in touch with its customer-driven and innovative mindset (Islam, Dia, & Islam, 2025).

Conclusion

Lenskart's success is proof of the strength of innovation, technology, and customer-centric strategy. Not only did the company disrupt the way eyewear is retailed, but it also changed the entire shopping process, making it more accessible, personalised, and affordable for millions. With the synergy of emerging technologies such as AR and AI, customer-centricity, and targeted market expansion, Lenskart has emerged as a leader in both the Indian and international eyewear industries.

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