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MGT.200

Case Study

This quarter our case study questions have worked to build your ability to apply course concepts to organizational events. Let's wrap up our case studies demonstrating our mastery of our ability to apply course concepts to the Warby Parker case.

1. In the Warby Parker case, we learn that the company had such a successful launch that "three weeks after its launch, Warby Parker had hit its first-year sales target. A week later, the waiting list amounted to more than 20,000 customers" (p. 6). Is the company poised for a tipping point, or does it experience one in the course of the case? Drawing on the three principles of tipping points from our video lecture, illustrate how Warby Parker is poised for a tipping point or experienced a tipping point.

The company is poised for a tipping point. The company has just launched its new brand that has attracted many customers. The founders are focused on long term goals and are dedicated at ensuring quality and affordable eyes glasses. The company is still looking for new partners who would satisfy the company's standards. In the short time of success, the company was still experiencing challenges that accompanied growth prefect momentum. The hiring rate was still increasing and the foundered wondered if the they would preserve their customer experience culture and social mission. Thus, the company is still poised for a tipping point. However, after addressing the issues company will be able to confidently preserve their culture and with the continued influx of customers, would experience a tipping point.

The various principles of tipping point include the law of few, the stickiness factor and power of context. Warby Parker founders are a few people who have been aspiring to develop the company since their college life. The idea they had has been effective and followed the idea to the latter. The law of few is demonstrated by the four founders who took their own responsibilities with understanding and dedication. While Raider and Giboa worked on operation that include eyewear designs, customer service and legal and finance, Hunt and Blumenthal were responsible on marketing and social mission and user experience on the website. The founders invested equal strength and amount and correspondingly divide equity aligning the company to future success. The company is thus poised for a tipping point.

The stickiness factor applies where the founders were able to change the whole context of customer experience with the purchase and use of eyewear. After through research in the eyewear market, Warby Parker started offering shipping and free return service that form a strong foundation for a tipping point. The customer friendly policies are also contributing to the stickiness factor. The power of context is demonstrated by friendly user experience in the company's website attracting many customers. Media article and online blogs also created brand awareness to many customers.

2. Warby Parker sought to change the eyewear industry. Select one change that Warby Parker made from industry practices, and then applying our reading on Kotter's 8-step model of change, consider how Warby Parker has led the change. How well do the company's actions fit Kotter's model of change? Would Kotter deem their approach successful?

One of the changes that Warby Parker sought to change the industry is via the opportunity to expand its offerings to progressive lens that made up to 40% to 50% of the eyewear market. In the context of Kotter's 8 step model., the company had a firm understanding of the eyewear market and sought to introduce the progressive lens offering that generated urgency among users. The company then incorporated the new offering with the industry existing quality and cost issues, raising the market up to 50%. Before the change the company had a vision to dominate the market by raising customer experience level. The change was communicated via the company's user-friendly website as well as online blogs. Through good customer service, buyers would be empowered to tell others about the eyewear offering necessitating the influx of customers.

The company had plan to hire new employees who would cater for the increasing number of customers. New employees would facilitate sales generating more income for the company. After two years, the founders examined the impact of the company to the industry. The company had revolutionized the company in terms of quality, accessibility and eyewear design. However, the company was still seeking continuous innovation. They sought to have their own technologies for improving virtual try-on experience. The company actions with the constant change and the desire to revolutionize the eyewear industry fits the Kotter's model well. Kotter would deem the founders' approach successfully since they were dedicated to change and dominate the industry.

Reference

Marquis, C., & Villa, L. V. (2012). Warby Parker: Vision of a “good” fashion brand. *Harvard Business Review*, *25*.

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