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6-6 An Integrative Case Study of LensCrafters

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o illustrate how goods and services are designed in an integrated fashion, we will study LensCrafters—a well-known provider of eyeglasses produced “in about an hour.” We use the framework for goods and service design shown in Exhibit 6.1.

Steps 1 and 2—Strategic Mission, Market Analysis, and Competitive Priorities

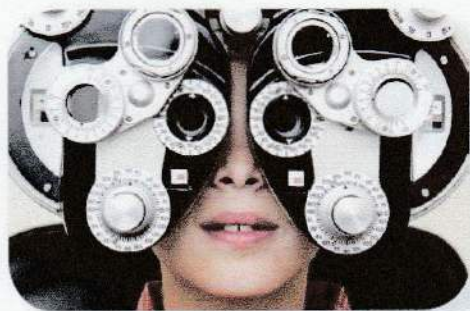
LensCrafters (www.lenscrafters.com) is an optical chain of about 860 special service shops with on-site eyeglass production capabilities in the United States, Canada, and Puerto Rico. All resources necessary to create and deliver “one-stop-shopping” and eyeglasses “in about an hour” are available in each store.

LensCrafters’ mission statement is focused on being the best by

- creating customers for life by delivering legendary customer service,
- developing and energizing associates and leaders in the world’s best work place,
- crafting perfect-quality eyewear in about an hour, and
- delivering superior overall value to meet each customer’s individual needs.²¹

Step 3—Customer Benefit Package Design and Configuration

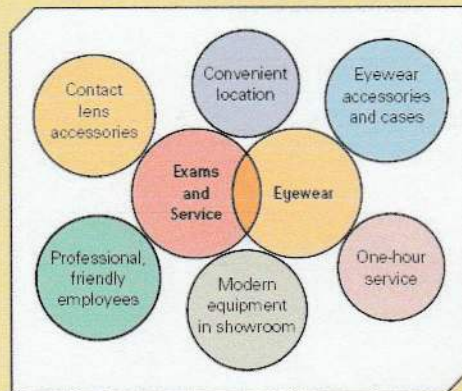
Our perception of the LensCrafters customer benefit package is the integrated set of goods and services depicted in Exhibit 6.11. The primary good (eyewear) and the primary service (accurate eye exam and one-hour service) are of equal importance. Peripheral goods and



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126 OM4 Part 2: Designing Operating Systems

Exhibit 6.11 One Example View of LensCrafters’ Customer Benefit Package



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services encircle the primary ones to create “a total LensCrafters’ experience.”

Steps 4a and b—Manufactured Good Design and Process Selection

The manufacturing process is integrated into the service facility to provide rapid order response, yet not sacrifice quality. In this industry, it is unusual for customers to watch their eyeglasses being made and this “service experience” is viewed as adding value. The equipment used in the labs is the most technologically advanced equipment in the industry. The eyewear is manufactured to specifications in a clean, modern, and professionally run facility.

Other issues that LensCrafters would need to consider in designing its manufacturing processes are the following:

- How are eyeglass lenses and frames ordered? Are these materials ordered by individual stores or consolidated by region/district? How can the high quality of eyewear be ensured? What new materials are available?
- What items should be stored at the region/district warehouse and stores? What type of purchasing and inventory control systems should be used? How should supplier performance be evaluated?
- What eyewear-making equipment should be used? What is the latest technology? Which equipment is most flexible? Should the equipment be purchased or leased? How should it be maintained and by whom?
- What is the most efficient production procedure to make the goods and meet time schedules? Where should quality be checked in the manufacturing process?