



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BMSW6103 Leading & Implementing Workplace Change

Student name: Veronica Capatina

Id number : 2113726

Lecturer : Charles Nwaogwugwu

Date of submission: 29.04.2024

Table of Contents

Introduction	4
Recent History of CooperVision	5
CooperVision starting and history.	5
The company's growth pattern and its record achievements are described briefly.	5
Revolutionary developments and milestone events.	5
The concerns CooperVision faces at present.	5
Impact of External Environment on CooperVision	6
Change Initiative: Transition from Red Prairie to JDI	7
Overview of the Red Prairie System	7
A justification of why the JDI System is applicable.	7
Planning and preparing for the process.	8
Barriers which I Have Been Confronting While Making This Transition.....	8
PESTEL analysis.....	8
Contemporary Issues Impacting Business Management	9
Actions for Addressing Fear, Anger, and Resistance.....	10
Strategic Implications of the Change Initiative	11
Leadership style in management of change.....	11
Lewin Change Management Model.	12
Unfreezing: Bringing right here and now.	12
Change: Applying the JDI Technique	12
Changes can be cemented by the refreezing process.	13
Conclusion	13
Organizational Culture and Change Management.....	13
An Evaluation of CooperVision's Organizational Culture.....	13
The cultural influences on the effectiveness of change management initiatives.	13
Techniques for maintaining sensitivity to cultural impact in change projects.	14

The need for precise communication and a well-being of staff.....	14
Impact Assessment and Performance Evaluation	14
Performance evaluation of the change initiative's effect in relation to key performance indicators.....	14
Stakeholder assessment and data provided by their feedback.	15
Determining the areas which emphasis is needed on to achieve efficiency.	15
Developing a Change Management Plan for the Future.....	16
Examination of Difficulties and Possibilities in terms of their form.	16
Knowledge and support to promote sustainability.	16
Framework of advancements and consistent improvement.	16
A Schematic Approach to Implement and Develop Innovation.....	17
Conclusion	17
Recommendations	18
References	19

Introduction



Cooper Vision is well-known for its creative thinking and improves its share in the market, due to the fact that the company is providing your contact lens (like ChromaGen® Color-Correcting, ARI Topography and the MyDay® 1- day disposable) and vision solutions (like Contact Lenses for Health and Ortho-K) which are customized to support the different demands of its clients all around Their firm unrelenting desire for quality, creation, and customers' satisfaction allowed to build the company's reputation of the leader in vision solutions on the world scale.

A whole new perspective occurred to me when I did the analysis of the Cooper Vision firm's development and strategic goals because of what I learned about the firm's blockade and objectives. Effective leadership is possible through data analysis, stakeholder engagement, and strategic planning, which are the backbone of remarkable projects targeting the improvement of operations and sustainable development. One of the major components of my job is to evaluate what positive effects as well as negative may arise because of changes made to the company, locate the areas where improvements can be made, and identify if the firm's methods and decisions are up to date with the current trends in the market.

To the JDI technology to be efficiently entrusted to the users, there was a need to meticulously plan, conduct comprehensive training sessions and integrate all the technology domains smoothly. Cooper Vision started in motion a radical shift to enhance efficiency of warehousing management and sustainability using information technology supported by in house specialists and cross functional teams.

The report comprises thorough analysis of strategic implications and external factors such as the Covid-19 pandemic which have an adverse impact on Cooper Vision operation, deep examination of the company's past experiences, assessment of the culture of organization in change management, and planning a process for future change management.

Recent History of Cooper Vision

Cooper Vision starting and history.

Ever since the establishment of the company in 1980, Cooper Vision has emerged as one of leading dynamics in the arena of vision care. A Cooper Companies, Inc. subsidiary was the startup that established the company and prompted its rapid expansion by primarily concentrating on inventing contact lenses and ocular products. Even in the times of enormous challenges that health care is facing finally, Cooper Vision has shown the firm commitment to the research and development (Barr, 2021) and thus the company set up the standard for innovations in the design of lenses, material science, and the development of production processes.

The company's growth pattern and its record achievements are described briefly.

Cooper Vision's growth and expansion have been remarkable propelled by both the acquisitions, strategic alliances together with huge R&D expenses (Crozier, 2011). The company has production facilities, distribution centres, and sales offices scattered through North America, Europe, Asia - Pacific, and Latin America which results in the substantial global presence it has. This gives the company both the capacity to penetrate different consumer categories and a good presence in various niches. Cooper Vision has earned a reputation as a customer satisfaction-oriented company that offers first-rate products through their consistent and client-reassuring focus (Kelby, 2012).

Revolutionary developments and milestone events.

Cooper Vision's pre-eminence in the vision care division is clear in the many awards and outstanding accomplishments it has received. Through silicone hydrogel lenses (Erdinest et al., 2023) and designing Toric and multifocal contacts (Li & Fang, 2019), the company has ventured into the unknown territory. As a result of its superb production and quality control programs Cooper Vision has become known as a leader industry (Bomgardner, 2017).

The concerns Cooper Vision faces at present.

Cooper Vision withstood many adversities and now it is a pioneer in this highly competitive market. Breaching the obstacles became difficult as competition, regulations, and consumer orientation were altered (Wolffsohn et al., 2019). Besides, operations, supply chains and their management

are subjected to added stress because of the global economic upheaval along with the geopolitical instability. Through an adoption of forward-looking thinking and innovation, Cooper Vision showcases resilience and occupies the merited market leading position, thus easily overcoming the challenges that may emerge (Crozier, 2011).

Impact of External Environment on Cooper Vision

In response to the disruptions caused by COVID-19, a lot of companies faced difficulties, including Cooper Vision, which is an important player in the vision care sector. Although Cooper Vision's operations cover the entire supply chain, from raw materials delivery to product distribution, the pandemic's lockdowns and restrictions have significantly affected its activities (Jones, et al., 2020). The market of non-essential healthcare products, such as contact lenses and vision care items, became dormant across the globe as different countries tried to contain the virus's spread. Moreover, the sales and revenue of Cooper Vision witnessed declines due to the abundance of eye care specialists or clinics which led to huge financial difficulties to the organisation (Jones et al., 2020).

Though it may also be hard, the epidemic is the catalyst of reform. The surging popularity of telehealth services and e-commerce platforms has given Cooper Vision a greater opportunity to discover innovative options for product distribution and raising the online presence (Vagge et al., 2021). Cooper Vision has grasped the opportunity to come up with new business models and create fresh approaches to engage clients because of the growth in the delivery of remote care and the changes in consumer behaviour. Cooper Vision has been using telemedicine technologies and internet platforms to keep the company informed and up to date with customers despite the remote effect of the epidemic.

Cooper Vision not only faces crisis in terms of Covid-19 but also with several external challenges like legislation, technology, and corporations that shape the world. Cooper Vision, being a company that values quality assurance and conformance to the laws and regulations, needs to adapt to changing standards and to the change of the requirements. Besides this, there is the rapid expansion of digital tech and analytics that brings more personalized approaches to eye care treatments and better consumer experiences (Khan, 2019). Nevertheless, these technological advancements also give birth to new challenges, such as the potential of cyber-attacks and issues about the safekeeping of personal data. (Khan, 2019).

Cooper Vision is not only dealing with technology issues but also finding itself in increased competition from e-commerce portals and traditional brick-and-mortar businesses (Vagge et al.,

2021). Being in such competitive atmosphere Cooper Vision must distinguish its products and offer services in an advanced way. That leads to design of customer-driven strategies and provision of added services and customized solutions to meet varying client demands.

Cooper Vision approach in handling the perceived external forces involves the establishment of strategic alliances, investment in technologies, and the creation of a culture of continuous innovation for effective management of the changes. Cooper Vision partners with healthcare providers, professional associations, and IT systems to drive the firm's position and its capacity in research, development, and distribution (Vagge et al., 2021). As well as this, the company can quickly respond to the changing consumer habits and the market conditions because of its investments into the digital platforms and e-commerce (Jones et al., 2020). Together, Cooper Vision promotes a corporate culture that emphasizes creativity and collaboration, which helps employees quickly adapt to the environment of change and take advantage of emerging opportunities.

While considering this, we can state that Cooper Vision has overcome a great number of challenges caused by the COVID-19 pandemic. It, however, has not disregarded the company's ability to react to negative occurrences and maintained sufficient chances for progress. To surmount internal challenges, Cooper Vision should develop a solid ground as a global leader in the vision care business by adopting agility, innovations, and international partnerships. Cooper Vision has got to bear in mind, adjustable, and client-oriented for securing the long-term achievement.

Change Initiative: Transition from Red Prairie to JDI

Overview of the Red Prairie System

Cooper Vision's warehousing operations received support right from the centralized Red Prairie system that in turn made it practical to execute orders, control inventory and operate logistics. Red Prairie Corporation implemented a comprehensive application which incorporated features such as order processing, inventory tracking, and workflow streamline (Red Prairie, n.d). Red Prairie system was widely featured with its convenience and human interface.

A justification of why the JDI System is applicable.

The reason the management team decided to go with JDI (JDI Solutions, nd) was because they adopted a modern approach based on their processes and warehousing technology. The JDI system showed greater flexibility to cover the unforeseen demands of the operational environment while also having an increased potential for integration and implementation of more complex

features. Establishing the JDI system, Cooper Vision's customers are seeking to achieve the objectives of the increased productivity, enhanced accuracy, and long-term sustainability of the warehouse system which is their infrastructure.

Planning and preparing for the process.

As a team of logistics specialists, warehouse managers and IT specialists were aiming to draw up a lay out a plan that contained all elements (Tannenbaum & Alliger, 2000). According to the plan, it would have involved a series of tests starting with a few trial runs and then, the deployment would have been by extending service to all dispensaries. Workshops and training sessions were provided to enable a problem-free transition to the new system and its employee familiarisation (Tannenbaum & Alliger, 2000).

Barriers which I Have Been Confronting While Making This Transition

Although the implementation aroused careful deliberations and preparations, the system had some challenges as well. Sufficient barriers were introduced by issues such data transfer problems and techniques problems such as staff resistance to change and technical malfunction (Kotter, 1995). To make it happen, we needed to develop perfect communication protocols concerning the older systems and processes and this process demanded continuous problem-solving and collaboration between our IT team and outside contractors (Kotter, 1995). Additionally, two of the fundamental problem-solving techniques-communications, trainings, and change managements approaches were used to tackle staff problems and hesitation towards the new system (Kotter, 1995).

PESTEL analysis.



Governments' stability is one of the critical factors of the company's business abroad. The supply chain, distribution outlets, and market opportunities of the company may be affected by change in trade agreements, policies, and regulations of national governments. Political instability in some locations can be a risk precursor to businesses as well.

The economic factors including HDI (e.g., GDP growth, inflation, and currency exchange rates) have a direct impact on the financial performance of Cooper Vision. It is probably the case that during hard times people do not think of spending money on items that are related to eye care. For instance, the development of latest products in the eyes care sector is likely to increase when the economy is growing.

Difference in cultural trends, habits and lifestyles and fluctuation is some of social events that affect consumer behaviour like buying our (Cooper Vision's) products. Rising eye health awareness and life span of people living with aging conditions as well as shifting contact lens tastes are the factors that influence new product development these days.

The company's distribution networks, product innovation, and manufacturing processes are all aspects of the current model that experience changes brought about by different generations of technologies. However, the technology if it's implemented adequately will increase the link with the client and can improve its efficiency and product development approaches, which means automation, telemedicine, and artificial intelligence.

The corresponding environmental regulations which are related to waste management, increased energy efficiency and suitable sustainability practices have an impact on the production, and the supply chain management of Cooper Vision. But if we adhere to legislation and use eco-friendly manufacturing, we can have a sustainable business over a long period of time.

The legislation on labour, product safety and intellectual property affect Cooper Vision operations on strategic business practices and risks management. Ensuring that international trade conventions and industrial regulations are followed is the core of any issue with avoiding legal problems and preserving the image.

Contemporary Issues Impacting Business Management

Cooper Vision faces advantages and issues created by digital evolution that happens at the pace of lightning. By the application of electronic technologies like telemedicine services, data analytics, and e-commerce systems in the business, customer engagement improvement, process streamlining, and product diversification can be achieved. Proactively one must invest in

preventive solutions and information technology infrastructure to achieve the outcome satisfactorily.

Pandemics, natural disasters, and geopolitical instability may be the cause of disruption of the supply chain all around the world, thus the company might run into the problem with the manufacturing process and the distribution networks. Establishing the proper supply chain management protocols, diversifying the sourcing techniques, and producing with agility are key components to anticipating dangers and carrying on the continuity of the process.

Sustainability Concerns: Cooper Vision should create sustainable business model which will be capable to operate in all areas of its business due to the growth of concern over environmental sustainability and corporate social responsibility (CSR). Incorporating sustainability practices into every aspect of business, like product design, packaging, and waste management, enables businesses to pinpoint and curtail their adverse environmental impacts, improving their reputation while meeting the needs of their stakeholders.

Actions for Addressing Fear, Anger, and Resistance



The problems of employee resistance, rage, and fear must be dealt with to ensure the success of the change initiatives, like the Red Prairie to JDI migration. Among the tactics are:

Sense of ownership and commitment is fostered by involving members of staff into the change process and by asking them for their input into the vision and goals of the change.

Addressing and resolving the problems that people might experience during the transition, such as their fear of joblessness or adjustment to new systems, contributes greatly to lessening their burden as well as elimination of their perceived losses. This thereby contributes to understanding and empathy.

Examining Approaches to Resolve Issues: Mitigating uncertainty and building trust during the change process implies facilitating open discussions and establishing effective communication channels for employees to share their concerns and together seek possible answers.

Encouraging Open contact: Creating a culture where people are open, listen critically, and give room for staff feedback enhances immediate contact between top management and employees. This provides for the evolution of dialogues and the adaptation of tactics to the situation.

For fear, anger, and opposition to be handled effectively, transparency, empathy, and engagement are key to this. These benchmarks ultimately create a climate of change and raise the level of employee engagement and participation.

Strategic Implications of the Change Initiative

Leadership style in management of change.



Firstly, during this transition from the Red Prairie system to the JDI system, strong leadership which showed a transformational approach—as described by Bass (1985)—made all the differences and the process went relatively smoothly. The task of a transformational leader is to put forward a concise vision that attracts people and encourages the open communication. In addition, a leader should vest people with authority to make their own decisions about the process of adopting new ideas. The managers from Cooper Vision acted proactively by being available

for discussions and addressing the concerns before they became problems, as well as providing support throughout the change process (Bass, 1985). While making the shift, leadership was significant in the formation of the organisational faith and toughness in fighting challenges when building a culture of trust, cooperation, and accountability.

Lewin Change Management Model.



The Cooper Vision team did the Lewin Change Management Model strategic application to fasten the innovation system transfer. Three separate stages comprise the paradigm, which was developed by Kurt Lewin in the 1940s: first unfreezing the old way of thinking, then changing it and finally refreezing the new way of thinking (Lewin, 1947).

Unfreezing: Bringing right here and now.

Cooper Vision predictably underlined the value of the high level of enthusiasm about the imperativeness of a restructuring shift during the beginning periods of unfreezing. This process included presenting shortcomings of the Red Prairie system in the current situation, focusing on the numerous advantages of transitioning to the JDI system, and articulating the strategic objectives of change initiatives. Cooper Vision's management team effectively convinced the whole personnel of the importance of change and ensured they were properly prepared for the transition (Lewin, 1947).

Change: Applying the JDI Technique

Cooper Vision successfully adapted the JDI System after Lewin model during the shift stage. For the sake of carrying out the planned change, this phase was characterized by gathering a team that had stake in it including the department heads, end users, as well as the top management (Lewin, 1947). Cooper Vision, thus, succeeded in attaching the stakeholders to the implementation process, allocated necessary resources and supported their commitment to the

change. Additionally, we used a variety of communications, training, and progress monitoring to deal with some of the obstacles of the process, such as resistance to change (Lewin, 1947).

Changes can be cemented by the refreezing process.

Cooper Vision was focused on establishing and implementing the newly set up systems and procedures that had been proposed in the JDI during the refreezing phase. At this stage, information on the JDI system should be disseminated, salient achievements of the organization should be commended and the whole process should be absorbed in the conduct of business and the organizational culture (Lewin, 1947). Cooper Vision made the change permanent and ensured that the JDI system would be successful in the future by linking the change with the day-to-day business activities and developing a culture of continuous improvement.

Conclusion

The creation of this plan resulted in the new system being implemented, promoted, and accepted smoothly by everyone. By adopting this method, Lewin Change Management Model, Cooper Vision managed to minimize risk factors and hurdles to change and optimized its performance on the strategic level as well as on the operational one.

Organizational Culture and Change Management

An Evaluation of Cooper Vision's Organizational Culture

Employing the culture of innovation, collaboration and client-focused-ness are the foundations of Cooper Vision Culture, as shown by Schein (2010). As a global pioneer in vision care sector, the company drives a culture where the employees are empowered to think with creativity. Discussion and diversity are cherished, while pursuing excellence and development (Schein, 2010). Honesty, teamwork, and customer satisfaction are what Cooper Vision looks the exact same way. It is shown in business by the ways it is carried out via policies, procedures, and employee interaction (Schein, 2010)

The cultural influences on the effectiveness of change management initiatives.

In addition to creativity and participation, the organization aligns itself towards progression, development, and openness because it always values innovation and adaptability. Besides, this culture fosters the idea of taking up something new, and they welcome it all with open arms (Cameron, & Quinn, 2011). Among issues that make change management initiatives effective and effective is the problem of adherence to culture and resistance against change (Cameron & Quinn, 2011). Change is often difficult to carry out and to embrace if the culture is characteristically resilient to established ways and is fraught with uncertainty and apprehension, and leaders are

not trusted. To reach this objective, these specific actions should be implemented to bridge the gap between a culture and its objectives (Cameron & Quinn, 2011).

Techniques for maintaining sensitivity to cultural impact in change projects.

Cooper Vision can act using strategies that make the organisation a place of fusion culture, transparency, and goals in order to increase a relationship between culture and transformation (Schein, 2010). The leaders must clearly show a picture of the change, they must be able to explain how cultural values and behaviours support company purpose (Schein, 2010). The managers should work on improving communications and soliciting employee feedback more actively so that all stakeholders could be able to provide for their concerns, exchange opinions, and participate in decision-making processes (Cameron & Quinn, 2011). The formation of such a learning culture as that of continuous performance, adaptability, and creativity is achieved by funding staff development, training, and reward programs aimed at boosting desired behavior and values (Schein, 2010). Through offering the right tools and support as to who may be advocating change, Cooper Vision can pioneer a culture that perceives change as the main catalyst of progress and wealth (Schein, 2010).

The need for precise communication and a well-being of staff.

Cooper Vision realizes that it is vital to involve both employees and adopt good communication as highlighted by Kotter (1996). Through open channels of communication, leaders can effectively communicate their expectation for change as well as sharing and adhering to their goals and vision. It helps them establish connections, solve problems, and counter rumours (Prince Albert 1996). Cooper Vision sustains a workplace built on transparency and trust for both management and workers thus, develops individual feelings of worth and dignity and enhances their self-confidence and positive impact to the change program (Kotter, 1996). In the process, the above-mentioned engagement techniques, like focus groups, town hall meetings, and multidisciplinary teams, help Cooper Vision to leverage the collective intelligence and resourcefulness of its employees, which ensures creativity and resilience.

Impact Assessment and Performance Evaluation

Performance evaluation of the change initiative's effect in relation to key performance indicators.

Once the former inner work system of Cooper Vision was replaced by the JDI system, the changes in key performance indicators in various operational areas were acknowledged to be substantial. These processes drove transformation which increased order processing efficiency, more

accurate inventory management, and more coordinated logistics (Hrebiniak, 2006). Cooper Vision is running on JDI system that allows the company to speed up order fulfilment, reduce mistakes, and improve resource utilization. (Hrebiniak, 2006). In addition, real-time visibility of inventory levels, demand trends, and supply chain dynamics provided remarkable opportunities for informed decision-making and wise resource allocation, which has turned the organizations into more adaptive and responsive (Hrebiniak, 2006).

Stakeholder assessment and data provided by their feedback.

The opinions of customers and public plays a vital role in determining the success and impact of Cooper Vision's change implementation program (Cameron & Quinn, 2011). Stakeholders can provide their feedback through surveys, focus groups, and performance reviews so that concerns, experiences, and suggestions can be beneficially taken on board (Cameron & Quinn, 2011). The stakeholders have mostly shown their appreciation of the move to JDI system because it is now said to be more interactive, and it is also more efficient with regular day-to-day operational requirements (Cameron & Quinn, 2011). However, experiences from numerous stakeholders have shown the concern regarding the extent of difficulty of the systems adjustment, the additional training and support the system needs as well as possible system failures and disruptions (Cameron & Quinn, 2011). Through taking active steps in collecting and implementing feedback from diverse stakeholders, Cooper Vision can determine the problems to be addressed thus enhancing processes and boosting user acceptance and satisfaction (Cameron & Quinn, 2011).

Determining the areas which emphasis is needed on to achieve efficiency.

However, the JDI system implementation affords some remedy but areas that need to be strengthened and fully realized are yet to be identified (Kotter, 1996). Ensuring the user's knowledge base and skill sets, however, it is a must to do training and development continually (Kotter, 1996). Cooper Vision can hold sessions with employees on specialised training courses, tutorials, and user manuals to improve their comprehension and efficacy in deploying the JDI system (Kotter, 1996). Cooper Vision can overcome its performance bottlenecks through investing in upgrades, enhancements, and technical support services for systems (Maybe through Kotter's 1996 strategy. Cooper Vision establishes the belief that staff ought to take the lead on improvement projects; as a result, employees become more accountable, engaged, and collaborative. This approach Berends, Schein (2010) are the breeding ground of operational excellence and sustainable performance.

Developing a Change Management Plan for the Future

Examination of Difficulties and Possibilities in terms of their form.

While facing some challenges, as Cooper Vision transitions into the quickly changing environment of the vision care industry, it also comes across great prospects. During the operation, different types of problems are being discovered such as the speed of technology evolution, consumers' tastes change and the growth of the regulatory authorities (Jones and others, 2020). The interaction of globalisation entails development of complexity in management of supply chains and market dynamics, furthermore, geopolitical risks and economic volatility are made prevalent (Jones et al., 2020). While these difficulties do exist, Cooper Vision could normally have through innovations, data analytics, and digital transformation to get more solid edge and adapt to the customers' changing needs (Vagge et al., 2021). Using cutting-edge innovations like telemedicine, personalized health plans, and sustainable practices, Cooper Vision will be at an advantageous position and will ultimately achieve longevity. (Vagge et al., 2021.)

Knowledge and support to promote sustainability.

The company should therefore implement a dynamic and agile change management approach that could facilitate growth and capitalize on emerging opportunities (Kotter, 1996). The influential leaders first and foremost ought to in a convincing turn of events, communicate them in a plain and straight forward. This involves ensuring that the set of strategic goals suit the organization which is in tandem with internal values and stakeholders' desires. (Kotter, 1996). According to Schein (2010), leaders with creativity, agility and cooperation can build up trust, increase participation from employees and, mobilise support for organizational change. Furthermore, dedicating staff development funds, successors' planning and activity diversity helps to create a team with applied skills and talents that can innovate and resolve sophisticated challenges (Schein, 2010). This is because Cooper Vision can deal with hinderances, adjust to changes and act quickly when it joins into strategic alliances, partnerships, and ecosystem collaborations by this great author (Hrebiniak, 2006). Cooper Vision strengthens its position in the market by cultivating connections with opinion leaders, business players, and technology enterprises (Hrebiniak, 2006).

Framework of advancements and consistent improvement.

Cooper Vision is capable of being as concentrated on innovation as it wants with the help of user-centric methodologies, design thinking, and rapid prototyping which often produce new ideas and solutions (Cameron, & Green 2015). Cooper Vision builds the kind of culture that constantly invites individuals to do new things, to learn something new, or to place themselves in challenging

situations. A culture like this inspires workers to question conventional wisdom, and to try new ways of working and they get noticed for their remarkable ideas (Cameron, & Green, 2015). Cooper Vision can in addition use cross-functional innovation teams, innovation labs, and incubation centres where research and development activities can be given higher priority, so that high-value projects can be accelerated. Cooper Vision may carry out reviews of innovation initiatives, trace outcomes, and make required changes to ensure that they comply with business's strategic goals and clients' demands by the usage of measurement methods, KPIs, and standards (Cameron & Green, 2015).

A Schematic Approach to Implement and Develop Innovation

The integration of stakeholders, dealing with risks, and building relations are the main things of any strategy for implementation of changes (Kotter 1996). As central leaders, you should focus on engaging the stakeholders early and often, being very proactive in seeking their input, satisfying consensus, and resolving the issues that occurred during the process (Kotter, 1996). Through emphasizing participation and control, leaders create commitment and endurance, both the key factors upon which successful change outcomes depend upon (Kotter, 1996). On the one hand, risk management which is foreseeable and mitigation tactics that anticipate the road bumps ahead prevent disruptions and are more likely to end in success (Kotter, 1996)

Conclusion

The final phase of Cooper Vision's transition of achieving operational excellence and development has been reached when it will switch from the Red Prairie system to the JDI system. Cooper Vision competently processed the challenges of change using detailed planning, the provision of excellent leadership, and stakeholder participation in turn making remarkable strides in the most important performance measurement indicators and the organisation's flexibility. The effectiveness of the JDI system has shown the company's procedures regarding stock control and it shows Cooper Vision's readiness to adopt new technologies and demonstrate its dedication to the concept of ongoing improvement.

The mentioned transformation plan emphasizes the significance of the strategy alignment, proactive communication, and cultural combination as comprehensive drivers of the quick and smooth change process. The company Cooper Vision is keen on the fact that to overcome organisational resiliency and adaptability as well as attain long-term performance amidst changing markets, strategic foresight and sound change management are vital.

Recommendations

- Cooper Vision can proactively purchase additional digital assets such as e-commerce, data analytics, and telemedicine services. This can include the variety of products and processes, as well as the improvement of client connections.
- The need for a comprehensive supply chain risk management and contingencies plan is an imperative for Cooper Vision to be able to withstand the effects of pandemics and other disruptions caused by natural disasters or geopolitical imbalance. A supply chain management system for this startup should involve establishment of robust procedures, utilizing different types of sourcing together with adaptable manufacturing approaches.
- Embrace corporate social responsibility (CSR) and sustainability in business operations: Cooper Vision could formulate a sustainable strategy that is CSR and green friendly in every department such as waste disposal, product design, packing and production. This strategy enables to company to address stakeholder's expectations, develop the good standing, and communicate about its environmental impact, and to be more responsive to the environment.

References

- Barr, J.T. (2021). HISTORY AND BACKGROUND. HISTORY.
- Bass, B. M. (1985). Leadership and Performance Beyond Expectations. Free Press.
- Bomgardner, M.M. (2017). Making better contact lenses. Chem. Eng. News, 95(13), 29-33.
- Cameron, E., & Green, M. (2015). Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change. Kogan Page.
- Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. John Wiley & Sons.
- Crozier, R.A. (2011). The engagement manifesto: a systemic approach to organisational success. AuthorHouse.
- Erdinest, N., et al. (2023). Peripheral defocus and myopia management: a mini review. Korean Journal of Ophthalmology: KJO, 37(1), 70.
- Hrebiniak, L. G. (2006). Making Strategy Work: Leading Effective Execution and Change. Wharton School Publishing.
- JDI Solutions. (n.d.). JDI Warehouse Management System.
- Jones, S., et al. (2020). The impact of COVID-19 on the global contact lens industry. Contact Lens and Anterior Eye, 43(4), 318-319.
- Kelby, J. (2012). Happy Anniversary!
- Khan, S. (2019). Challenges and opportunities in the ophthalmic industry. Journal of Ophthalmic Innovation, 12(3), 145-157.
- Kotter, J. P. (1995). Leading Change: Why Transformation Efforts Fail. Harvard Business Review, 73(2), 59-67.
- Kotter, J. P. (1996). Leading Change. Harvard Business Review Press.
- Lewin, K. (1947). Frontiers in group dynamics: Concept, method, and reality in social science; social equilibria and social change. Human Relations, 1(1), 5-41.
- Li, Q., & Fang, F. (2019). Advances and challenges of soft contact lens design for myopia control. Applied Optics, 58(7), 1639-1656.
- Red Prairie Corporation. (n.d.). Red Prairie WMS.
- Schein, E. H. (2010). Organizational Culture and Leadership. John Wiley & Sons.
- Tannenbaum, S. I., & Alliger, G. M. (2000). Using the Organization's Culture for Managing Change. In Research in Organizational Change and Development (Vol. 13, pp. 83-111). Emerald Group Publishing Limited.
- Vagge, A., et al. (2021). The impact of the COVID-19 pandemic on the eye care professionals and patients. Eye, 35(5), 1409-1418.

Wolffsohn, J.S., et al. (2019). IMI–myopia control reports overview and introduction.
Investigative ophthalmology & visual science, 60(3), M1-M19.