



## New Way of “Seeing” Things: Clear2Dark Pte Ltd

Clear2Dark Pte Ltd is a newly-established company specialising in photochromic lenses.

Such lenses automatically change colours in the presence of ultraviolet (UV) radiation from the sun, thus blocking more UV light and providing more protection and comfort to customers.

The pioneer of the Dual Surface Chromatic technology (DSC) which features a proprietary double-coating property, the company’s photochromic lenses are specifically designed to tackle the health hazards faced by wearers of both conventional ophthalmic and photochromic lenses. The lenses are manufactured in DanYang, a small industrial town in China where approximately 80% of China’s ophthalmic lenses are produced. After two years of intense focus on research and development to refine its photochromic technology, the science behind the lenses is now available for the benefit of customers.

With the mission to constantly reinvent ophthalmic lenses through continuous breakthroughs in cutting-edge technology, the company aims to make such advances affordable so that everyone will be able to correctly protect his/her eyes.

Clear2Dark’s photochromic lenses are retailed through local distributors in the company’s geographic markets. As a relative newcomer to the local photochromic lens market, it faces incumbents that have established a firm foothold for themselves.

With the aim to penetrate the Singapore market and attain a leading edge, the company approached UOB-SMU Asian Enterprise Institute (AEI) for a brand audit through the Institute’s flagship SME Consulting Programme.

### **Sheltered from harm**

A team of student-consultants, supervised by an industry veteran and supported by the Institute, undertook the project. Using scientific methods, the student-consultants engaged in primary and secondary research to ascertain the competitive landscape the SME faced. They looked at industry trends, customer perceptions and their preferences, as well as the SME’s innate strengths, to determine the niche where Clear2Dark could establish a leading edge. Research was focused on the client’s target market segment of working adults aged between 21 and 40 years.

A SWOT analysis was used to analyse Clear2Dark’s current industry standing. It evaluated the company according to its strengths, weaknesses, opportunities and threats, and provided useful input such as the opportunities that could be exploited to bolster the SME’s awareness among its target audience. The Porter’s 5 Forces model offered a comprehensive investigation of the external forces in the environment which could impact the client’s market penetration strategy.

Primary research was carried out via an online survey. This was followed by a series of in-depth interviews to corroborate the findings and also to garner more specific insights. Having attained objective information about the macro and micro settings, the team proceeded to craft the recommendations to forward the client’s objectives.

### **Seeing things better**

The methodological approach, which is the hallmark of the SME Consulting Programme, provided a robust framework as insights were obtained from respondents belonging to the target customer group, and scientific methods were used to collate and analyse the results. During the analyses, the responses/data were cross-checked using proven models, thus strengthening their efficacy.

In their review of the sustainability of potential customers for Clear2Dark, the student-consultants looked beyond the current target customer market. They examined the statistics pertaining to the incidence of myopia among local children, as today's children could become tomorrow's customers. Thus, relevant research conducted by other parties as well as optical-related trends, such as how Chinese are genetically predisposed to myopia, and that Chinese children spend hours on near-focus activities, were taken into consideration in their recommendations to the SME.

The team devised a positioning statement for Clear2Dark that encapsulates its value propositions, and designed the marketing strategies to leverage on these value propositions. To help in implementation, the student-consultants used a benefit-feasibility matrix for the formulation of an effective timeline. They proposed two plans according to the timeline – a short-term (seven-week) plan and a longer-term (one-year) plan with a mid-term review.

### **Clarity is king**

Clear2Dark's Marketing Manager Granville Boh said they had "high expectations" after their initial meeting with the student-consultants and their advisor. At the end of the project, he commented that the team did an "excellent job and our expectations were met". He commended them on having gathered "valuable insights" on consumer perception towards photochromic lenses as well as their "multiple implementable solutions". The scientific methods "extracted valuable information" which "validated our gut feelings about the industry," he shared. The SME found the recommendations "practical and employable", and has adopted a number of them.

Mr Boh gave his vote of confidence when he said, "It is too early to say that the recommendations will have an impact, but we believe it is a matter of time before the positive results will show."

The three student-consultants undertook the project with the aim to "help a local SME to resolve potential issues and come up with solutions which meet its needs". Their objective was met as the SME was "very satisfied" with their proposal, and has started implementing some of the recommendations. The hands-on experience proved invaluable to the team members as they had exposure to real-life business consulting, and were constantly challenged to apply the most appropriate concepts and marketing theories they have learnt, as well as research methodologies.

The student-consultants were grateful to Project Advisor Daisy Teh, who was "very kind and patient with us". She helped ensure that the work was of good quality and also shared her experience in formal report writing and client management.

**Project Advisor**  
**Student-consultants**

**Daisy Teh**  
**Asril Lee Kavan**  
Bachelor of Information Systems/ 2014  
**Jordan Tham**  
Bachelor of Business Management/ 2015  
**Kan Shing Chun**  
Bachelor of Business Management/ 2015