

KELTURE
 the art of hairdressing

Lustrous Crowning Glory: Kelture Salon

Kelture Salon is a leading hair salon located in the prime shopping precinct of

Orchard Road. As an upmarket salon, it has been positioning itself as a premium brand – from its use of quality hair products to services including facial and nail services. Underlined by the belief that hairdressing is an art, the salon uses innovative botanical products from Aveda to ensure that its customers leave the salon looking and feeling good the “natural way”.

Kelture had previously participated in the SME Consulting Programme (SCP), the flagship programme of the UOB-SMU Asian Enterprise Institute. At that time, Ben Yeo, Manager of Kelture, had shared that the company wanted to “find out more about millennials and their consumption behaviours and expectations”, as well as “understand digital and its importance and potential”. The SCP project had delivered on these and more.



Following the success of its first project, Kelture returned for the Institute’s SCP+, which is an enhancement of the SCP. In SCP+, the consulting team would extend its services beyond providing a set of recommendations to the implementation phase, where selected proposals are carried out. To date, the Institute’s SCP+ clients have been able to see immediate and concrete results when the student consultants proceeded to carry out the approved initiatives.

In Kelture’s SCP+ project, a team of three student consultants, supervised by an industry veteran as Project Advisor and supported by an Institute manager, worked on an overarching digital marketing strategy to create awareness of Kelture among its target audience, and increase its presence in the digital space.

Strong foundation, healthy growth

Kelture has expressed interest in knowing more about the hair salon landscape and target audience in Singapore, so that it can curate more relatable and effective digital marketing campaigns. This was completed in the first project. As there was no need to repeat the primary research, the SCP+ consulting team went directly to secondary research to gain a deeper understanding of the target audience – aged 25 to 35 – and Kelture’s competitors.

A social media audit of Kelture revealed that on numerous occasions, there was a surge in the number of organic likes, reach and engagements on its social media platforms. Clearly, certain types of content resonated more than others with the target audience; sponsorship collaborations also heightened awareness of the Kelture brand.

A SWOT (strengths, weaknesses, opportunities, threats) analysis established Kelture’s positioning vis-a-vis its competitors. Its less-than-stellar online presence, such as its lack of reviews on third-party websites and generally low social media engagement rates, corroborated the need to strengthen its digital presence. While the use of Aveda products used to be its key differentiating factor, it was no longer the case as other salons have started using the brand. Also, other upmarket competing hair products have come into the market.



In terms of its strengths, Kelture’s advantages continued to reside in its strategic location, highly skilled and professional team, superb service delivery, and diversified services for the face (facials, makeup) and nails. It has also been registering more likes and followers on its social media platforms – albeit in modest numbers compared to its competitors – which points to a slow but increasing brand awareness.

There are opportunities ahead as both the SCP and SCP+ research pointed to a positive outlook for the local hairdressing industry. This augurs well for Kelture’s desire to garner a healthier market share.

A bespoke approach

Using scientific methodologies and analyses, the student consultants crafted a digital marketing strategy to fulfil Kelture’s objective. The tactics revolved

around content marketing, media outreach, enhancing reputation on listing sites, influencer marketing and advertisements. Pre- and post-activity results were collated and examined, to determine the effectiveness of each initiative. For example, for content marketing, the student consultants curated a consistent image for Kelture’s online profile and organised the stories (posts) into new, user-friendly categories. Engagement rates were calculated for every post to determine which types of content appealed most to the target audience. For influencer marketing, the team contacted a few micro influencers for potential collaboration opportunities, before shortlisting and working with two of them. The influencers had to post pre-agreed types and quantities of content, and again, engagement rates were measured.

After a thorough investigation of all the data, the consulting team refined its proposal and submitted a final list of recommendations – including detailed action plans and timelines – to Kelture. The implementation timeline covered four distinct phases and span September to November 2019, December 2019 to February 2020, March to May 2020 and June 2020.

Throughout the SCP+, the team kept true to the overall aim to increase the SME’s social media awareness and engagement rates, with a consistent Kelture brand image.



Progressing in style

As communicated by Mr Yeo, Kelture wanted to “understand the behaviour of social media users from various perspectives, namely, age, lifestyle and trend”. The recommendations provided by the consulting team were “useful and more structured”, and provided a good guide on how to use “social media in a more systematic way”. Significantly, the recommendations and detailed action plans enabled his team to “stay focused” and “move forward purposefully” in the desired direction.

The student consultants put into practice their marketing knowledge, especially content marketing and digital marketing. They appreciated the opportunity to gain deeper insights into various marketing channels such as media marketing, influencer marketing and running advertisements on Facebook. Client management and time management were their biggest challenges but they managed to overcome them. The project gave the student consultants real-world, hands-on experience, providing them a taste of what professional consulting would entail. Among several useful takeaways were the “importance of balancing the ‘yes’ with the ‘no’”, and that “doing small favours outside of our project scope can help to improve client satisfaction”, they shared.

Project Advisor Peggy Kuo commended her young charges for their dedication to the success of the project, calling it “impressive”. “They are resourceful, proactive and could adopt new learning very quickly. It is such a pleasure to see how they mature into young professional consultants throughout the project,” she said.





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