



A Radiant Glow From Within: Dahmeh Marine Collagen

Dahmeh Pte Ltd (www.dahmeh.com) is a young company incorporated in Singapore in January 2018, with the principal objective to produce and retail marine collagen in jelly form. The small and medium-sized enterprise (SME)'s beginning was spawned by the experiences of its founders, who had personally benefitted from the consumption of ingestible collagen. Determined to bring the advantages to the wider community as a viable business, the founding team set about to develop a unique recipe to extract collagen from fish scales, blending it with all-natural ingredients. The result is the company's signature product – the delectable Dahmeh marine collagen jelly, available in various flavours.

In the early days of its setup, Dahmeh had received significant support from the government agencies. Along with the positive industry trends towards nascent skincare and beauty products and word-of-mouth publicity among its satisfied customers, the marine collagen jelly quickly gained traction.

As the commercial environment becomes more complex, the SME wanted to refine its strategies in order to grow its business. Dahmeh approached the UOB-SMU Asian Enterprise Institute (AEI) with the aim to gather market insights, and develop an overarching digital marketing strategy to bring about greater brand and product awareness. Through the Institute's enhanced SME Consulting Programme (SCP+), a team of student-consultants, supervised by an industry veteran and supported by the Institute, undertook the project to carry out research and analysis, implement select strategies and provide recommendations to further Dahmeh's objectives.

The beauty profile

To gain an understanding of the skincare and beauty industry to which Dahmeh belongs, the student-consultants tapped on both secondary and primary research. Data from established sources painted a rosy picture – consumers were receptive to new products, and prized efficacy and individuality over brand loyalty and well-known brand names. Primary research featuring online and street surveys garnered qualitative and quantitative information about consumer profiles and their purchasing habits. From the intelligence gathered, the consulting team was able to discern the SME's potential target demography; this target audience would be re-validated during the research process.

An analysis of Dahmeh's competitors uncovered salient facts about their online presence. The student-consultants examined each of the competitor's social media strategies, namely, their marketing strategy and social media content approach, to assess their effectiveness among the target audience.

With all the findings, the consulting team crafted an overarching digital marketing strategy for Dahmeh with three principal foci – introducing a new aesthetic to create a



premium image, increasing social media engagement and reach through targeted advertising, and creating a promotion to drive reach and potential sales.



Dahmeh participated in. The team also used the new look in the social media advertising and marketing initiatives it implemented.

A healthful connection

The “plus” in the SCP+ brings the project beyond the recommendations stage (as in an SCP) to the implementation of some of the recommendations. More often than not, the SME would see almost-immediate results from the implementation phase, as Dahmeh did.

To ensure a consistent branding message which aligns with Dahmeh’s brand values, the student-consultants created a branding guide to shape the SME’s content and collateral. Comprising a colour palette, typeface and mood board that encapsulate the company’s brand values, the design elements would be applied across all Dahmeh’s platforms, interfaces and materials for a uniform visual identity. This visual identity was introduced in a set of new collaterals produced for a health fair that



Dahmeh at the Health Fiesta Fair 2019

The outcomes showed that Facebook advertisements were effective in elevating awareness of Dahmeh’s products. The results were analysed to discover the individual performance of each advertisement, to determine the type of advertisement and audience profile that provided the highest return-on-investment. On Instagram, where the student-consultants had produced different types of content, the effectiveness of the pictures and captions were measured based on the impressions, engagement, profile visits and website clicks. These statistics helped to streamline the sorts of content that were most effective in driving traffic to the Dahmeh website.

Armed with their research insights, observation of the business and implementation results, the student-consultants developed a list of recommendations for Dahmeh to spearhead its digital marketing approach. From the use of tracking tools such as pixel, sales and pricing strategies, and strategic partnerships, to content

creation and online engagement, each recommendation comes with details on the whys and hows for further action.



Mediacorp Artiste Chen Shucheng showing off Dahmeh marine collagen jelly.

Minimising the wrinkles

According to Dahmeh Director Jeremy Lee, the “initial expectation was to get assistance for the company’s digital marketing plan”. The expectation was met and the SME received “good recommendations targeting different customer segments”. He liked that the proposals from the student-consultants were “largely aligned with the company’s approaches”, which attested to the consulting team’s understanding of the SME’s requirements. “All marketing starts with research,” said Mr Lee, and he appreciated the scientific research methodologies behind the objective, reliable data and final conclusions. Dahmeh would be leveraging the findings for its future marketing plans.

The student-consultants welcomed the prospect of providing consulting services to a real-life company. The SCP+ gave them the opportunity to understand the issues faced by an SME, propose and develop the solutions, and also helm a series of social media initiatives. They picked up valuable skills relating to consulting including research capabilities, brand and strategy design, social media marketing and client management; they also enhanced their soft skills such as conflict resolution, collaboration and time management.

Project Advisor Adeline Teo described the student-consultants as “hardworking, smart and full of enthusiasm”. Despite their heavy curricular schedules, they were proactive and even went the extra mile, such as visiting Dahmeh’s booth when the SME took part in a health fair. Ms Teo enjoyed working with the team, and said she was “honoured” to guide the students to “achieve good outcomes”.

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