

COMOCLUB

Exquisite, Elevated Experiences: Comoclub Pte Ltd

The COMO Group is a contemporary luxury group offering exceptional lifestyle experiences through five business units spanning fashion, dining, gourmet groceries, wellness and hospitality. Headquartered in Singapore, the Group has established its international footprint through its hospitality and fashion businesses. Today, its principal experiential offerings in Singapore fall under the purview of four business units (BUs) and feature fashion (Club21 and Dover Street Market), dining (restaurants at COMO Dempsey), gourmet grocers (Supernature and Culina Market), and wellness (COMO Shambhala).

Comoclub is the Group's member privilege programme. Inspired by the idea that one size fits none, Comoclub is committed to offering a curated collection of exclusive experiences and limited-edition items that celebrates the distinctive passions of its members the world over. This translates to access beyond the expected and spans lavish, unparalleled, personalised experiences, invitation-only events and under-the-radar opportunities.



Comoclub brings members' diverse passion points together through its member privilege programme

When the SME was looking to reenergise its member privilege programme, it contacted the UOB-SMU Asian Enterprise Institute (UOB-SMU AEI) to conduct a customer journey evaluation, with the objective to nudge members towards exploring its elegant selection of fine offerings and sublime styles. The SME was also looking for innovative ideas to scale up the programme and deepen members' emotional ties with the aim to support the Group's overall longer-term sustainability.

The Institute undertook the project under its flagship SME Consulting Programme (SCP). A team of three student-consultants, supervised by a Project Advisor who is an industry veteran and a Project Manager from the Institute, commenced work on the customer journey optimisation project.

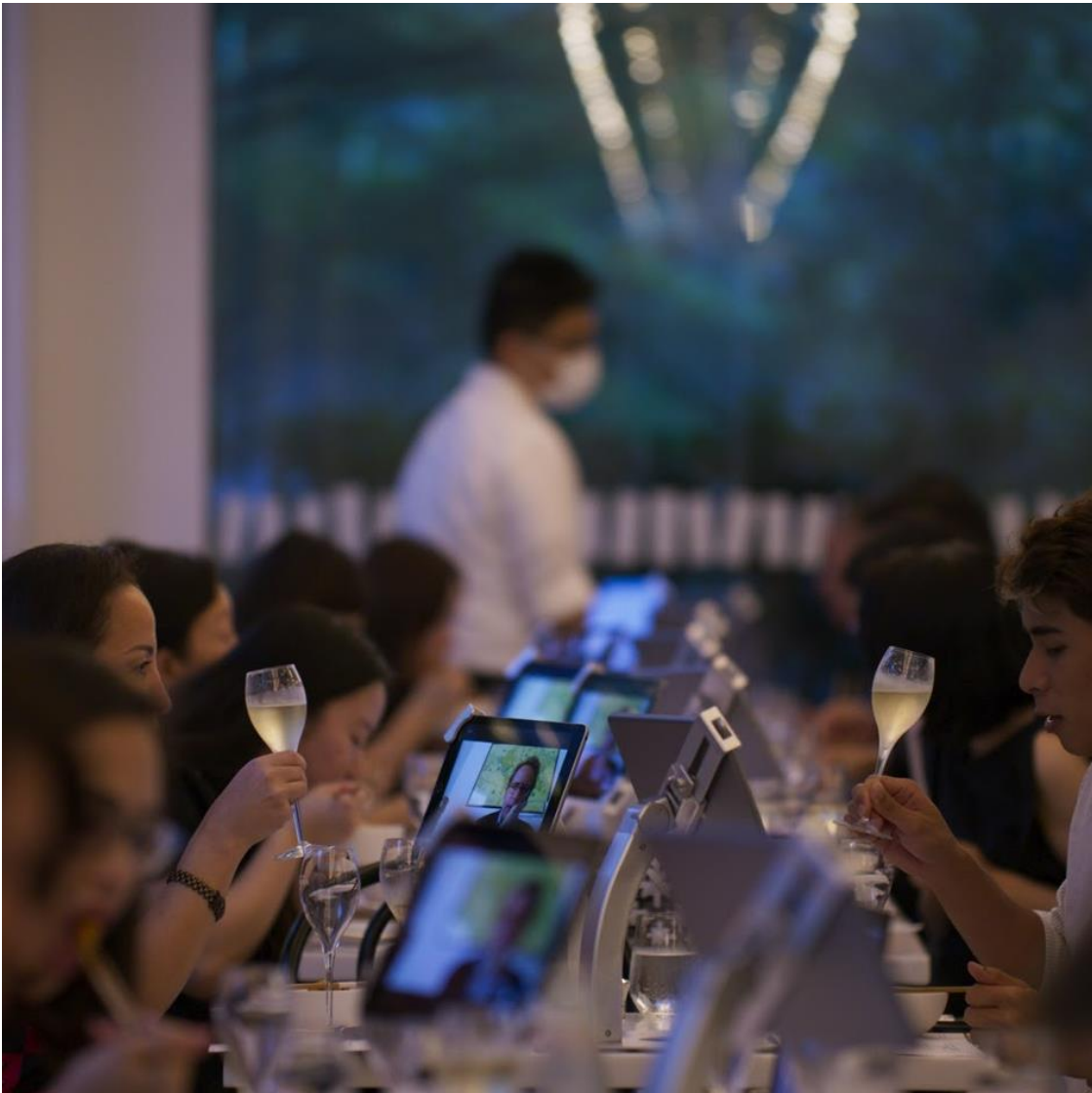
Unequivocally superior

As far as Comoclub was concerned, there was no such thing as too much of a good thing. In fact, it was on a mission to create a medley of alluring treats that would encourage navigation and discovery across its BUs through its member privilege programme. To achieve this, the student-consultants were required to identify the different customer segments for each BU, understand the customers' journeys across the respective BUs, as well as discover the friction points faced by current and future Comoclub members.

Using scientific methodologies, the student-consultants conducted primary and secondary research to obtain qualitative and quantitative feedback. These involved an observational study, a comprehensive survey and a focus group discussion. By examining the data, they garnered a better understanding of the customer demographics, holistic customer experiences as well as service processes across the respective BUs. The insights highlighted what members perceived to be an ideal experience offered by each BU at different stages of the customer journey. Additionally, the responses enabled the student-consultants to determine how closely aligned Comoclub was to the customers' expressed ideal experiences.

The findings were further examined and categorised according to the stages of the customer journey, namely, awareness, consideration, purchase decision and post-purchase.

What stood out in the primary research was the members' willingness to spend across the BUs; another significant finding was that a member privilege programme such as Comoclub had a huge impact in motivating a purchase. Elevated experiences and personalisation also featured prominently in the members' feedback.



Comoclubbers gathered at Culina for a one night-only champagne tasting guided by Clovis Taittinger, who dialled in from France, and a pairing menu by Chef Timothy de Souza

With the research findings, the student-consultants proposed a three-pronged approach to fill the identified gaps in the customer journey, raise awareness of Comoclub, improve the signup process, and boost its frequency of usage.

It's all about me, me, me!

Given the Group's expansive offerings, there was a need for brand consistency to unify the diverse labels and brands. To achieve this, the student-consultants proposed installing familiar, identifiable visual elements at all the touchpoints so that current and potential members would immediately think of Comoclub. For example, the payment counters at all

customer-facing establishments could be decked out in Comoclub's corporate colours as well as reflect its tagline.

The final report provided detailed information about the customer journey in relation to the BUs under study, followed by a comprehensive cross-BU strategy to build awareness of Comoclub through an impactful, experiential event marketing campaign. The student-consultants also recommended enhancements to the Comoclub app, to spur cross-BU activities and increase the rate of app utilisation in the short term. And, because bespoke experiences and exclusivity ranked highly among the customer preferences, the consulting team created prototype profiles of Comoclub's customers, along with tailored activities designed to create an impact.

For future sustainability, as Comoclub continued to work on its all-in-one lifestyle app which would enable members to explore, shop, earn and redeem membership points, the student-consultants recommended other innovative features that would provide members with a holistic end-to-end experience. An itemised budget and an implementation timeline were also included in the report.

Exclusivity begins here

Comoclub Chief Operating Officer Nikolaus Ong considered the research and findings to be "insightful and useful". For example, they revealed that "more than 90 per cent of the members will try out new brands/business categories due to the member privilege programme", while the focus group sessions uncovered "what is considered valuable to our most important member segments". Mr Ong found the recommendations "feasible and implementable", and a validation of his business plans for Comoclub.

The student-consultants wanted an opportunity to work on a consulting project, where they could apply their creativity and knowledge to solve real business issues. Although the project scope was rather complex, with multiple stakeholders all with different expectations and perspectives, "we did our best to speak to the different stakeholders in order to communicate our ideas to make sure everyone was aligned and in agreement", they said.

As Project Advisor, Simon Siah encouraged the students to learn as much as possible while keeping an eye on the latest trends. They were "given the freedom to share their insights" as they belonged to the target segment that the SME was hoping to reach. Mr Siah commended the students' "diligence" as individuals and "cohesiveness" as a team. He was "particularly surprised when they made the extra effort to create prototypes to better visualise their proposal to the COMO team". Although the brief was multifaceted, the student team was able to stay focused and provide the SME with insights into their customers' different touchpoints in relation to their distinct offerings.



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Project Manager Jennifer Leow found the student-consultants to be “mature and self-driven”. She complimented them on their ability to manage the stakeholders well, and called them “one of the best student teams that a project manager could wish for”.

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