



Eyeing the Future: Lifetime Vision Care Pte Ltd

In Singapore, myopia is a severe problem that starts developing early in the population. The prevalence of childhood myopia in seven- to nine-year-olds in Singapore is among the highest in the world. One vision care provider has sought to build awareness of myopia among Singaporeans and clear up the common misunderstanding of what optometrists do. These trained and experienced professionals not only prescribe spectacles but can also detect eye problems and common diseases. An optometrist, when visited regularly just like the dentist, can be the first line of defence against any eye issues.



Lifetime Vision Care Pte Ltd (LVC) provides eye health screening services to children in Singapore and educates them on myopia management. The prevalence of childhood myopia among seven- to nine-year-olds in the country is among the highest in the world.

Founded in 2021, Lifetime Vision Care Pte Ltd (LVC) operates on the ethos that eye care is integral to a healthy lifestyle. The company aims to bring quality optometric services, as well as eye-care education and awareness, to its customers at an affordable cost. With these goals in mind, LVC turned to the UOB-SMU Asian Enterprise Institute (UOB-SMU AEI) for help in building awareness of regular, quality eye care. Through UOB-SMU AEI's flagship SME Consulting Programme (SCP), a team of student-consultants — supervised by an industry veteran as

Project Advisor and a Project Manager from the Institute — embarked on a market research and strategies project for LVC.

Exploring the options

The key characteristic of the SCP is the use of scientific methodologies for research and analysis. The student-consultants began by conducting primary and secondary research to better understand the key trends and insights within the optical industry in Singapore. They supplemented this research with an analysis of LVC's competitors to better grasp LVC's current market positioning vis-a-vis optical companies that offer similar types and levels of service.

Through street intercepts and online surveys conducted among respondents who were not LVC customers, the student-consulting team could gauge the respondents' level of awareness and understanding towards myopia and LVC as a brand. A SWOT (strengths, weaknesses, opportunities and threats) analysis — an established and effective strategic framework in business — was also applied to identify and analyse LVC's internal strengths and weaknesses, as well as the external opportunities and threats that can shape the company's current and future operations.

Eye-opening insights

The student-consultants gained several enlightening insights into LVC's target audience, their pain points and the business opportunities available. For one, although public awareness of myopia and treatments in Singapore is high, many people harbour misconceptions about the consequences of myopia. As such, there are opportunities for LVC to tap into the myopia prevention space instead of myopia treatment. Additionally, the student-consultants found the top three sources of eye care-related information among customers, including walk-in consultations. Hence, they recommended that LVC should continue to educate its pool of customers on eye care-related aspects during walk-in consultations.

The team also identified opportunities to gain new online traffic and exposure by using digital strategies, such as implementing Google search ads and executing referral marketing to expand LVC's customer base. Additionally, LVC could gain greater customer trust through the endorsement and networks of its existing loyal customers.

Looking into the future

Using the marketing funnel model, the team proposed four key phases in its strategy: Awareness, Consideration, Conversion and Loyalty.

To raise awareness of eye health among LVC's target audience and gain increased presence in the market, the team suggested a website revamp with improvements to the user journey that would eventually lead to higher sales conversion. In addition, search engine optimisation (SEO) strategies — such as embedding the right keywords and links — would increase the visibility of LVC in the online space and improve the discoverability of the company's content. To achieve

sustained long-term success, the team suggested a paid and organic social media strategy rolling out quality yet fun educational content and collaborating with influencers whose messaging and target audience aligned with LVC's goals.

Finally, the team's research indicated that institutional partnerships could be an avenue for LVC to increase public awareness of myopia prevention and promote the company's suite of eye-care services. To this end, LVC could consider running vision care programmes.



A friendly LVC optometrist explaining the findings of a patient's retinal examination. To raise public awareness of myopia prevention and promote its eye-care services, LVC could consider running vision care programmes.

The suggested elements in this strategy take time to execute, however, and a return on investment may not be obvious in the short term. The student-consultants factored these aspects into a 12-month implementation plan, which incorporates timely evaluation and follow-up steps to ensure that the overall strategy remains effective.

Real experience, practical implementation

Addressing the company's business issues using methodological and scientific approaches such as framework and analytical tools, LVC's Consultant, Mr Ken Tan declared that the student-consultants understood the requirements from its perspective. Indeed, the company affirmed that the team's analysis was thorough and comprehensive. The team's recommendations were

also feasible and implementable, while the implementation roadmap was helpful as it could now know what to do for the short and medium terms.

LVC also shared that it would consider continuing with the work done by the team after the project handover, as a successful marketing strategy “needs a long and continued execution and implementation”. “The whole programme was well-organised and met our requirements, from project scoping to final presentation and deliveries. The team was very professional and even better than some commercial teams,” it noted. The company declared itself “very satisfied” with the team’s proposed strategies and recommendations — something that Project Advisor, Dr Patricia Lui, echoed. “The recommendations are practical with relevant actual examples, such as keyword strategy and advertising, for the client to implement,” she shared. “The team did a fantastic job!”

Interestingly, even though the young student-consultants admitted they had little “formal consulting experience”, they sought to rise above this challenge. As they put it, “our objectives included giving our best effort to the client company and ensuring that they were satisfied at every stage of the project. Such efforts included the posting of surveys to the public, gathering key insights from data collected and choosing which key insights to use for strategy preparations.” They strove hard to meet these objectives. “In our frequent team huddles, we would reflect on our work ethic and our next priorities. We would always have discussions on whether we had satisfied the client company at each stage of the project that we just took on.”



LVC’s team of optometrists. Working with the company on the project allowed the SMU student-consultants to understand the eye-care industry in Singapore and the challenges of local SMEs.

Indeed, the student team relished the opportunity to gain “real” experience on the ground. “This experience of working with LVC has helped us not only understand how the eye-care industry works in Singapore, but also opened our eyes to the challenges faced by local SMEs [small- and medium-sized enterprises] in retail,” they said.

Project Manager Lina Lee agreed and shared a piece of good news. “Our Institute has already been contacted to consult on another of the client’s brands,” she revealed. “This is the best form of testimony — when a client returns for a second project!”

