

Contact lens player go-to-market strategy in Asia

Client context

- One of the top contact lens manufacturers in Asia
- Retail industry was under severe price war, and client brand was being damaged as a “traffic driver”
- Client was considering several strategic options
 - Direct-to-consumer
 - Manage retail relations with key accounts
 - Promote eye health and safety to mitigate risk of losing share to lower cost brands

Client name: X
Team set-up: X
Fees Structure: X

Approach

- Multi stakeholder research to understand fully consumer and retail dynamics
 - Consumer focus groups and surveys to thoroughly understand purchase journey as well as role of various influencers
 - Ophthalmologist
 - Retail staff
 - Fitters
 - Family, friends
 - Key account in-depth interviews to understand current brand position within the store from retailer view, and key account needs
- Developed a mid-term strategy based on insights gained to innovate the way customers choose contact lenses and refill, with focus on specific segments

What was unique: X

Impact

- Launched direct-to-consumer online store
- Developed a retail partnership program to further enhance brand equity and promote eye health
- Opened new channels for direct-to-consumer marketing

Stability in retail price levels

Increased brand equity

(other results still TBD as client is in roll-out phase)