



# **GROWING CUSTOMER BASE WITH SERVICE DESIGN**

Craftmark Group | Acuralle





## About

Acuralle—a stylised abbreviation of “a-cure-for-all”, is the brand’s commitment to improve lives.

With the proliferation of risky chemicals in aesthetic staples, founder Tan Ee Leng was driven to seek out natural skincare and wellness remedies with maximal safety and benefits. Acuralle is thus premised on high-grade production methods that retain quality and integrity of every product.

Of particular interest is the Acuralle Aloe Vera Gel. The brand exemplifies robust research and dedication to maintain high production standards to ensure retainment of all natural beneficial properties.

## Project overview

Acuralle embarked on a service design project with Singapore Productivity Centre (SGPC) to look at their product from the customers’ perspective. Service design ensures that the product is developed for their customers, focusing on the customers in this early stage of product development. Furthermore, service design takes a multi-faceted look at the customer experience. It explores the various interactions that customers would have with the product at different touchpoints such as online research, pop-up events or post-purchase mailing list. SGPC empowered the team to look at the customer experience from end to end, identifying areas of opportunities to reach greater heights. SGPC also stressed on the importance of the co-creation process where all relevant stakeholders, from the marketing team to product development team were identified and involved in ideation.

With a global competitive landscape, Acuralle has to define a unique value proposition as a new brand for its aloe vera product to grow in visibility and dominance. To boost its market share, Acuralle is proactively adopting a customer-centric approach and develop relevant products to serve customers’ needs.

# Discover and Define

Using the Double Diamond Process, the SGPC team first helped Acuralle to gather insights from the market and from their customers, before analysing the data to converge into specific problems and opportunities in the “Define” stage.



## 1. Desktop Research and Market Observations

An initial Google search for “aloe vera gel” turns up a myriad of results, including reviews offering brand comparisons in Singapore.

The SGPC team made market research trips to wellness and beauty stores such as Guardian, Sasa and The Body Shop, then conducted competitive analysis with the following observations, shown in the figure on the right.

### OBSERVATIONS

Aloe vera gel is often:

- Merchandised as after-sun care or as a vanity product under women’s beauty.
- Categorized as moisturising and/or a key beauty ingredient with dedicated whole ranges.

## 2. Interviews and Focus Group for Opportunity Identification

The SGPC team:

- Carried out in-depth interviews with 6 of Acuralle’s external and internal customers (2 males and 4 females, aged 30s–50s) to understand consumer behaviours, habits and attitudes towards the use of aloe vera gel.
- Gathered another 5 participants (aged 20s–40s) who have used aloe vera gel before to understand consumers’ feelings, motivations and behaviours in using aloe vera, as well as their responses to aloe vera’s attributes.

Two key opportunity statements were derived from the aforementioned researches:



### Targeted usage

Market research showed that most customers:

- Are unfamiliar with benefits of aloe vera beyond moisturising and pain/itch relief properties.
- View aloe vera gel as an ad hoc solution with multiple substitutes.

**OPPORTUNITY STATEMENT 1:** How might we (Acuralle) identify the specific value proposition to the target segment with the highest potential for Acuralle?



### Building awareness in the right channel

Customer interviews provided insights that:

- Sampling helps in customers’ buy-in.
- Customers want to know the time taken for results to be apparent.
- There can be clearer messaging on product applications.

**OPPORTUNITY STATEMENT 2:** How might we (Acuralle) use the right touchpoints to deliver key messages on aloe vera gel that are meaningful to our selected customer segments?

### 3. Research Synthesis: Personas

Informed by research findings on customers’ attitudes and behaviours towards aloe vera gel and with a deepened understanding on different customer segments, the SGPC team synthesised the findings by crafting three customer personas. This helps to discern and address the different concerns of customers.



#### CUSTOMER PERSONA TYPE 1

**Name:** Super Achiever  
**Gender:** Female  
**Status:** Married with 2 children  
**Nationality:** Singaporean but has lived abroad previously  
**Occupation:** Owns a jewellery business

#### WHO

**Personality:**

- Discerning
- High expectations, over-achiever
- Achieved stellar success in career

**Values:**

- Believes in giving back to society
- Supports causes on environment sustainability and for women

**Skills:**

- In the know on dining choices and skincare

**Interests:**

- Tennis and meditation to maintain youthfulness and balance in wellness

#### WANTS

**Motivations:**

- To age gracefully
- To be relevant by looking out for business opportunities despite being in semi-retirement

**Goals / Dreams / Aspirations:**

- To be remembered as a good friend, loving mother and supportive wife

**PERSONAL PHILOSOPHY**

“Self-love is asking yourself what you need every day and then making sure you receive it.”

#### LIKES

**Favourite Brands:**

- Dom Perignon—quality and prestige
- Singapore Airlines—quality, trustworthiness and consistency

**Technology / Devices:**

- iPhone X—for communication

#### REASONS TO USE ALOE VERA GEL

- Wholesome goodness
- 100% organic and natural
- Customised service that allows her to feel connected with the brand
- Ease and convenience of use

#### REASONS NOT TO USE ALOE VERA GEL

- Mediocre packaging and unclear benefits from usage
- Lack of relevance and emotional connection to brand
- Poor service and after-sales efforts



## CUSTOMER PERSONA TYPE 2

**Name:** Supermum

**Gender:** Female

**Status:** Married with 2 young children

**Nationality:** Permanent Resident

**Occupation:** Full-time home maker

### WHO

#### Personality:

- Passionate mother.
- Dedicated to provide the best for her children
- Family is of utmost importance

#### Values:

- Independence and being a hands-on mother
- Humility and social responsibility and to instil the same qualities in her children

#### Skills:

- Do-it-yourself housewife—runs all home errands without assistance, prepares all 3 meals for her family

#### Interests:

- Reading on natural healing properties of plants and cookbooks for meal preparation inspirations

### WANTS

#### Motivations:

- To provide her children the best childhood and learning environment
- Cautious in her skincare purchases as her oldest girl has eczema

#### Goals / Dreams / Aspirations:

- To create a social enterprise to help children with eczema

### PERSONAL PHILOSOPHY

“If it’s plant-based, natural, organic, it should be safe to use.”

### LIKES

#### Favourite Brands:

- iHerb—convenience and variety

#### Technology / Devices:

- iPhone XS and iPad—to read, transact and communicate

### REASONS TO USE ALOE VERA GEL

- 100% natural so it’s safe for children
- Efficacy of product—speed and duration of relief for children with skin troubles
- Ease of usage
- Convenient access to purchase

### REASONS NOT TO USE ALOE VERA GEL

- Side effects from usage, e.g. alcohol content that dries skin
- Bad reviews on social media/e-commerce platforms
- Not from a trustworthy country of origin and/or manufacturer



### CUSTOMER PERSONA TYPE 3

**Name:** YOLO  
**Gender:** Female  
**Status:** Single  
**Nationality:** Singaporean  
**Occupation:** Office executive

#### WHO

##### Personality:

- Outgoing and sporty
- Sociable and has a large circle of friends

##### Values:

- Open-minded and tries everything at least once
- Believes in giving back to society, volunteers at a pet shelter

##### Skills:

- Good communication and interpersonal skills
- High EQ, makes people feel very comfortable around her

##### Interests:

- Spending quality time with friends over good food
- Very active on Instagram
- Trying out new eateries

#### WANTS

##### Motivations:

- Motivated by happiness from the people around her

##### Goals / Dreams / Aspirations:

- To travel the world
- To get married and start a family next year

#### PERSONAL PHILOSOPHY

*“Aloe Vera has a more calming effect than healing effect.”*

#### LIKES

##### Favourite Brands:

- Decathlon—convenience and value

##### Technology / Devices:

- Apple watch—to stay connected with friends, as an activity tracker for her active lifestyle

#### REASONS TO USE ALOE VERA GEL

- Recommendations from close friends or family members
- Prior purchase by family member(s)
- Easily accessible with clear instructions and benefits
- 100% natural product that lowers risk of adverse reactions

#### REASONS NOT TO USE ALOE VERA GEL

- High price point or unavailable purchase channels
- Availability of substitute that targets same pain-points but is more convenient to get

## 4. Mapping Customers' Journeys

With the customer personas and expected behaviours established, their purchasing journeys are then examined to allow Acuralle to identify opportunities to engage and persuade. An example of a customer journey of Supermum is mapped out on the next page.





**SCENARIO**

Child had a recent eczema flare-up. Supermum disapproves the use of steroid-based creams for safety concerns and doesn't like the smell of these creams. She wants to find a high percentage aloe vera concentrate gel product without additives/artificial ingredients/perfume, with easy topical application from a trustworthy country of origin.

**GOALS AND EXPECTATIONS**

- A natural plant-based remedy
- Safe for children
- Provides relief for her 4-year-old daughter's eczema
- Easily available for repeat purchase

**AWARENESS**

**CONSIDERATION**

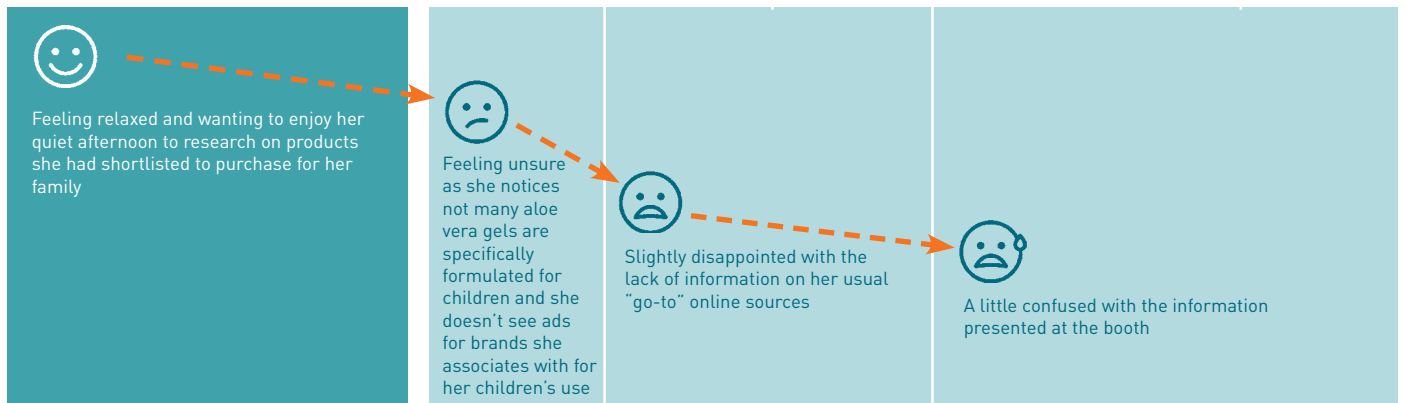
**TOUCHPOINTS** Things, devices, media that customers use

<p><b>Google Search Bar</b></p>	<p><b>Google Search Results Page</b></p>	<p><b>iHerb</b></p>	<p><b>Mummy Sites/ Parenting Blogs</b></p>	<p><b>Google/ Facebook</b></p>	<p><b>Mummy Fair</b></p>	<p><b>Acuralle Booth, Acuralle Product</b></p>	<p><b>Product Brochure at Mummy Fair</b></p>
---------------------------------	--	---------------------	--	--------------------------------	--------------------------	--	--

**ACTIONS**

<p>Conducts online research</p> <p>Reads mummy blogs and family health sites</p> <p>Search terms used: "aloe vera gel for child eczema"</p>	<p>Noted that Fruit of the Earth Aloe Vera Gel is available on a sponsored ad on iHerb</p> <p>She clicks on the ad to see what other aloe vera options are available on iHerb</p>	<p>She appreciates the ratings and reviews available for her reference</p> <p>She searched for "Aloe Vera Gel Children" and sees 21 pages of results</p> <p>She refines her search keywords to "natural aloe vera gel children eczema" and still sees 17 pages of results</p>	<p>Searches on mummy blogs SassyMamaSG and theAsian-Parent but does not see many posts or comments from users on aloe vera gel usage</p>	<p>Sees Banner Ad for Mummy Fair happening and remembers that she has registered interest on Facebook to attend</p> <p>Decides that she will continue searching for aloe vera gel at the fair.</p>	<p>Attends Mummy Fair</p> <p>Picks up catalogue of fair listings and deals</p> <p>Visits booths and plans shopping route</p>	<p>Approaches Acuralle booth and picks up product</p> <p>She is unsure what "Therapeutic Grade" means and how that differs from other aloe vera gel</p> <p>She notes that the packaging says it's safe for babies.</p>	<p>She picks up the brochure and is glad to know it is paraben-free but is unsure why the gel is touted to be anti-aging</p>
---	---	---	--	--	--	--	--

**EMOTIONAL EXPERIENCE**




**OPPORTUNITIES**

<p></p> <p>These are opportunities identified where Acuralle could leverage on to improve engagement with customers resulting in increased sales.</p>	<p><b>iHerb</b></p> <p>Sponsored Ad on iHerb</p> <p>Listing of product range on iHerb</p>	<p><b>Mummy Sites/ Parenting Blogs</b></p> <p>Sponsored product features on Mummy Blogs</p> <p>Showcase testimonials from comments and reviews by previous users</p>	<p><b>Google/Facebook/Mummy Fair</b></p> <p>Sponsored Ad and listing on Mummy Fair</p> <p>Links where Facebook users are encouraged to use to 'add &amp; save' items in shopping cart to make shopping at fair easier</p> <p>Have a featured write-up in the fair catalogue or magazine</p> <p>Put out a product feature and list booth clearly with discount coupon tag</p>	<p><b>Brochure and Packaging</b></p> <p>Redesign brochure with clearer benefits statement for target segments</p>
---	---	--	--	---

# Develop and Deliver


## 5. Idea Development

The “Develop” stage marks the start of the process to find a solution. This process revealed two Opportunity Statements (see page 3). Ideas that address these statements are explored divergently before the selection and implementation of chosen solutions in the “Deliver” phase.



**Targeted Usage**

- How might we (Acuralle) identify the specific value proposition to the target segment with the highest potential for Acuralle?



**Building awareness in the right channel**

- How might we (Acuralle) use the right touchpoints to deliver key messages on aloe vera gel that are meaningful to our selected customer segments?

### ACTION PLANS:

#### Areas of concern

#### Solution

There is currently low awareness of Acuralle in channels more frequented by target segment (Supermum).



#### 1. ONLINE MUMMY PORTALS

- To approach mummy and parenting portals such as Sassy Mama SG, theAsianparent, HoneyKids to include write-ups and banner ads etc

Acuralle is not immediately visible and well-known to the target segment as a brand associated with natural products and aloe vera gel.



#### 2. SEARCH ENGINE MARKETING/SOCIAL MEDIA MARKETING

- To identify keywords that resonate with target segments

Acuralle is now not readily accessible to target segment.



#### 3. ONLINE SHOPPING PLATFORMS

- To expand online presence
- To refine existing Acuralle website: update images, content, include Call-To-Action
- To target listings on wellness and beauty websites
- To target listings on marketplaces

The current collaterals are vague and do not provide pertinent information to the target segment.



#### 4. BROCHURE AND POSM REDESIGN

- To catalyse demands with clear and sharp communication of product information



With the guidance of SGPC service designing team on the service design methodology, the Acuralle team utilised tools such as the customer persona mapping, customer journey map and service blueprint to uncover opportunities so to create experiences that are consistent across the touchpoints and designed around the needs of their customers. Service design helps the team to discern unmet needs and create value from insights. The project allowed the team to gain a greater understanding of the customers and the ability to retain them, and at the same time be equipped with a richer understanding of organisational issues, breaking down organisational silos.

## Conclusion

### The Best Is Yet to Come

The consultancy provided by SGPC equips Acuralle with the toolkits to further harness the strengths of the service design methodology to grow and adapt its strategic market position. Through constant engagement with internal and external customers, as well as monitoring of outcome and output indicators like sales conversion and social media engagement, Acuralle can stay nimble as a new brand even in the saturated market.

Above that, regardless of the success indication, the transformation team is now adequately adept at the service design methodology to kickstart another service redesign project. These skills and toolkits can be flexibly applied in their course of work to make decisions and formulate strategies through both internal and external customers' perspectives.



## How Singapore Productivity Centre (SGPC) can help

The collaboration with Acuralle exemplifies the remarkable results of expert consultancy from SGPC in identifying and making small but smart and significant changes to improve and align the brand with the business strategy.

Companies can tap on SGPC's comprehensive range of solutions targeted at boosting productivity and building capabilities. We offer various assistance schemes that cover areas such as service design, digital transformation, workflow redesign, job redesign, automation, central kitchen implementation and shared services.

### Brought to you by



The Singapore Productivity Centre (SGPC) is a one-stop competency and resource centre supported by Enterprise Singapore (formerly SPRING Singapore) and is a wholly owned subsidiary of Singapore Productivity Association (SGPA).

With a focus on the retail, food services and hotel sectors, SGPC's vision is to be the go-to experts for enterprise excellence, playing leading roles to guide small and medium-sized enterprises (SMEs) in creating a roadmap for growth.

SGPC provides a comprehensive range of services and programmes including in-depth productivity consultancy, workshops, study missions, benchmarking for best practices and industry insights. Through its expertise and services, SGPC helps enterprises to be future-ready in and beyond Singapore by creating value through innovation, productivity improvement and capability building.

For more information visit [www.sgpc.sg](http://www.sgpc.sg)

### Supported by



Enterprise Singapore is the government agency championing enterprise development. Its vision for Singapore is a vibrant economy with globally competitive Singapore companies.

International Enterprise Singapore and SPRING came together on 1 April 2018 as a single agency to form Enterprise Singapore. Its mission is to grow stronger Singapore companies by building capabilities and accessing global opportunities, thereby creating good jobs for Singaporeans.

The agency works with committed companies to build capabilities, innovate and internationalise. It also supports the growth of Singapore as a hub for global trading and startups. As the national standards and accreditation body, Enterprise Singapore builds trust in Singapore's products and services through quality and standards.

For more information visit [www.enterprisesg.gov.sg](http://www.enterprisesg.gov.sg)



11 Eunos Road 8, #08-01  
Lifelong Learning Institute,  
Singapore 408601  
Tel: 6745 5833

[www.sgpc.sg](http://www.sgpc.sg)



Transform.  
Innovate.  
Future-ready.