ORGANICITY (OGC)

Consulting Recommendation Report

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Startup Consulting Studio Northeastern University — DOC Entrepreneurship & Global Consulting, Seoul, South Korea · Summer 2026

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Date July 2026

Tagline: “The Standard for Skin Transformation.”

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Executive Summary

Prepared by: Jackson Lamoureux

Organicity has already won the hardest thing a startup skincare brand can win: proof. In 2 years, it has gathered 16,179 reviews at 4.86 out of 5, 89% of them five-star, with near-zero complaints, with monthly review volume up 47× in six months. The product is not the problem. The problem is that almost none of that proof and the science behind it, currently reaches their current markets.

16,179	**4.86**	**89%**	**47×**	**66.8%**	**4**
reviews audited	avg rating	five-star	review growth, 6 mo	annual repurchase	countries

The Challenge

There is a gap between the consumer and the product. Customers experience Organicity as an affordable serum brand, while the company sees itself as a science-driven, R&D-led skincare system. That perception is misaligned with the company's vision, and the misalignment shows up as low brand awareness, unclear differentiation, and inconsistent communication across the name, packaging, and storefront. The core work of this engagement is to close that gap through clear communication and repositioning.

What We Found

- **Awareness is the bottleneck:** Organicity's review base is roughly one-third of the category incumbent's.
- **Positioning is stuck in the middle:** specialized products priced like a discount brand, so it wins on neither dimension.
- **The funnel is broken:** eight to ten clicks to purchase, and only 2.3% of product-page visitors completing an order.
- **The real differentiators are invisible:** the modular single-ingredient system, the neuroscience founder story, and the own-factory certifications.

Our Recommendation. Refine Organicity as **OGC**: a premium-clinical, science-driven, modular skincare system built for one customer: the 30–40 “skintellectual” who researches ingredients and will pay for proof. Lead with a website-first digital experience, with Naver and Amazon as reinforcing rather than defining channels. Six recommendations deliver it, in two tiers. Foundational: commit to one persona and a premium-clinical position (Rec 1–2), and unify the identity under the OGC name (Rec 4). Dependent on those: set a premium, accessible-clinical price tier (Rec 3), make the science legible on pack and page (Rec 5), and rebuild the storefront as the brand's primary surface (Rec 6).

Expected Impact and Immediate Next Steps. A brand whose perception matches its vision: clearer differentiation, pricing power toward the value already delivered, and stronger awareness. Progress is measurable against four indicators already in place — repeat share of orders (16.9% → 25%), product-page conversion (2.3% → 3.8%), bounce rate (48.5% → under 40%), and premium-tier share of revenue, which begins at zero. Repeat share is the earliest signal that the repositioning is retaining the loyal base rather than shedding it.

1 · Problem Statement

Prepared by: Jackson Lamoureux

The client arrived with a clear hypothesis of its own. Our task was to test and sharpen it against evidence: three client sessions, an audit of 16,179 reviews, and category research.

The Hypothesis We Set Out to Validate

“Organicity has strong scientific capability, in-house R&D, and differentiated product development. However, there is a gap between the consumer and the product. The consumer's view of the brand is misaligned to the company's vision, and clear communication and repositioning of the brand is necessary to expand into the U.S. market.”

The evidence supports that this is not a product problem, and the U.S. named at the end is the destination the work unlocks, not the substance of the work itself. The gap resolves into three specific misalignments:

- **Branding.** The identity is inconsistent and sends the wrong signal. “Organicity” reads as organic or botanical for a range that is clinical and active-led, and the name is split with the “OGC” nickname and the upside down riddle across packaging, Naver, and the homepage.
- **Communication.** The brand cannot convey what it is at the point of decision: packaging is not identical across the line, the homepage is incoherent, and the purchase path is long, so the science never lands.
- **Positioning.** Organicity sells specialized, differentiated products but is perceived and priced like a commodity, stuck in the middle, too special to be a bargain brand and too cheap to be believed as premium.

Scope and Why it Matters

In scope: brand positioning and target-customer definition, name and identity, communication (messaging and packaging), the customer journey and storefront, and differentiation.

Out of scope: new R&D and product, supply chain logistics, and the tactics of any specific market entry. Geographic expansion, including the **U.S. market the hypothesis names as the eventual goal**, is treated only as a brief future horizon in Section 7, because it depends on the repositioning being done first.

Why it matters: the gap caps perceived value, blunts differentiation, and holds back awareness, and until it is closed, no growth ambition (a Series A raise, new partnerships, or expansion abroad) can rest on solid ground. Fix how the brand is understood, and everything downstream becomes possible.

2 · Research Summary

Prepared by: Jackson Lamoureux

We report only what moved our thinking. Evidence came from three client sessions, an independent audit of 16,179 Organicity reviews, a competitor scan on Naver Smart Store, and category research across the markets Organicity sells in and is watching.

Company Analysis

Organicity (2024) is the consumer brand of Witan Company (2022), a Seoul biotech founded by CEO Song Bo-gyeong (neuroscience PhD). The origin is genuine: a co-founder's own atopic dermatitis drove the R&D toward an encapsulated active that reaches the skin before it degrades. The model is vertically integrated: raw material, in-house R&D, its own certified factory, and shipping; funding a consumer brand alongside a B2B OEM/ODM line. Its wedge is single-ingredient active serums that customers combine into a routine rather than pre-blended formulas. Growth is recent and real: brand revenue rose from ₩ 500M in 2024 to ₩ 1.7B in 2025, with a 66.8% annual repurchase rate, a customer-acquisition cost near ₩ 8,000 (about half the category average), and ISO 22716 / CGMP certifications held on its own factory. The engine works; the brand narrative around it does not yet.

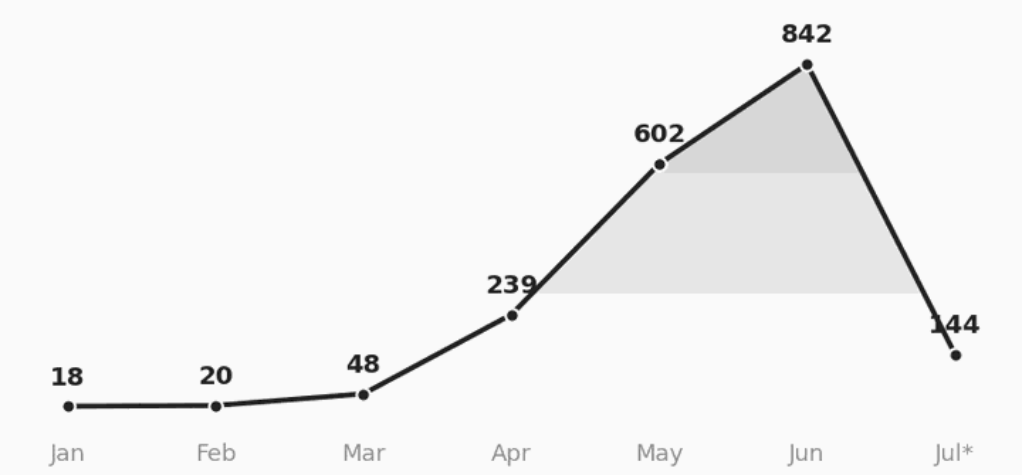


Fig. 1 — Review momentum: monthly reviews rose from 18 in January to 842 in June 2026, a 47× rise (July is a partial month). Proof is compounding faster than the brand story is being told.

Customer Research — Who the Brand Must Speak to

Repositioning starts with a clear target customer. The brand's natural audience is the "skintellectual", the science-curious, ingredient-aware consumer who treats skincare as research: she reads labels, knows AHA from BHA from PHA, is skeptical of vague marketing, and rewards brands that make the science legible and prove it. She is defined by behavior rather than age, but centers on the 30–40-year-old college-educated woman who researches actives before buying and pays a premium once efficacy is proven.

An early persona iteration centered on "Ella": health-conscious and curious, newer to clinical skincare, wanting the science explained simply. Competitive analysis later refined that work, the science-curious newcomer describes an on-ramp rather than an anchor customer, and the team

consolidated on the skintellectual as the single target (see Section 5). Ella nonetheless remains a precise description of who the current brand under-serves: Organicity has the substance she wants but does not communicate it. Rising ingredient literacy expands that pool each year, so today's newcomer becomes tomorrow's skintellectual. Defining and speaking to one such customer is the backbone of the repositioning.

The fit is natural: the K-beauty origin is a genuine asset, and the opening is the premium-clinical sweet spot, above mass brands, justified by transparency and proven efficacy rather than packaging or celebrity. It also rules out Gen Z: ingredient-literate but price-sensitive and trend-led, they chase cheap entry brands, and the tactics that win them erode the clinical restraint and price-as-quality signals a skintellectual trusts.

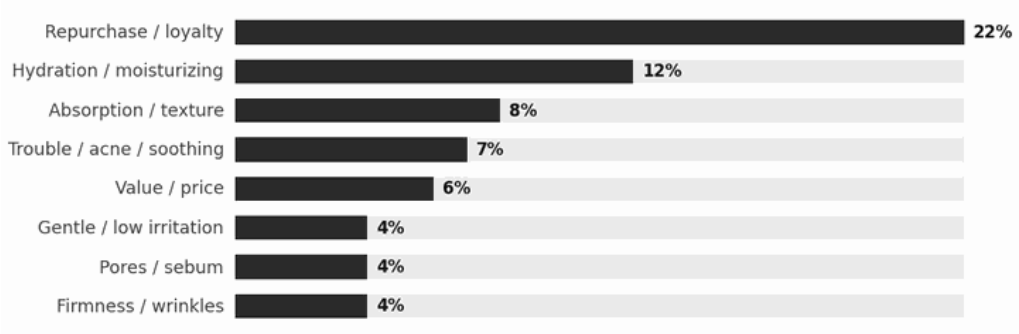


Fig. 2 — Voice of the customer (1,913 review texts): repurchase/loyalty 22%, hydration 12%, absorption/texture 8%, trouble/acne 7%, value 6%, and so on. Customers praise results and loyalty but rarely mention the science — the clearest sign of the consumer-product gap.

Competitor Analysis — The Perception Context

Benchmarked against One Thing, the incumbent that defined the single-ingredient serum category, Organicity is the cheaper, higher-rated challenger that lacks the incumbent's awareness.

Metric	Organicity	One Thing
Distinct products	22	18
Total reviews	16,179	52,346
Average rating	4.86	4.73
Five-star share	89%	78%
Median price	₩ 7,900	₩ 15,960
Reviews per product	735	2,908

On its shelf, Organicity is out-scaled: Derma Factory alone carries roughly 60,582 reviews (about four times Organicity's) and backs its claims with published trial data and EWG ratings. Organicity's price sits below The Ordinary yet above domestic ingredient brands: an unresolved middle that a fast-comparison shopper reads as “unclear value.” The lesson for repositioning is not to out-spend on volume but to own a clear, evidence-backed identity that no rival occupies: credible science at an accessible price.

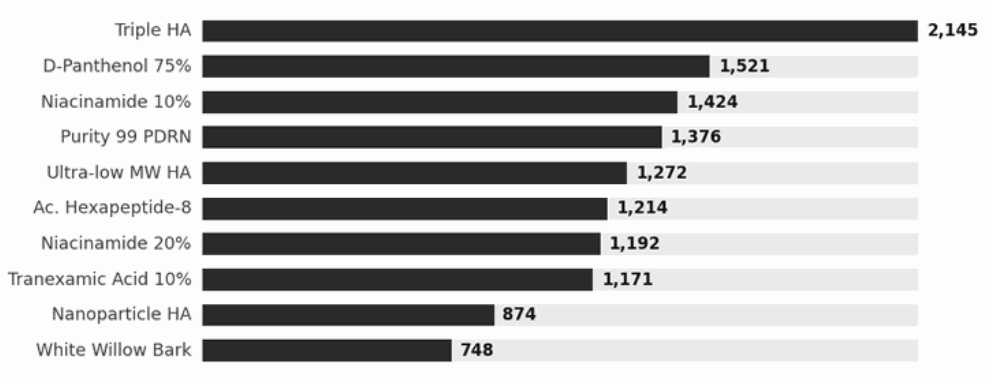


Fig. 3 — Most-reviewed products (review volume approximates units sold): Triple HA 2,145; D-Panthenol 75% 1,521; Niacinamide 10% 1,424; Purity 99 PDRN 1,376; and so on.

Category Context

Across the markets Organicity sells in and watches, the same pattern holds: consumers reward ingredient transparency and proof, punish irritation, and discover brands socially. Korea: the home market and proof engine, is moving toward slow-aging and dermocosmetic, evidence-led products, exactly where Organicity's science belongs. This tailwind favors a brand that can *communicate* its science; it does nothing for one that hides it. (A fuller market table is in Appendix B.)

Product and Service Assessment

Each SKU is scored on Quality, Momentum, Review Volume and Engagement, then mapped to its hero active's 2025–26 trajectory. The ride-the-wave heroes, Tranexamic Acid 10% (82.7), PDRN (80.9) and peptides, pair momentum with a rising ingredient trend and make the strongest banners for a repositioned, science-forward brand. Niacinamide 20% (83.4) carries momentum but sits in an oversaturated category, so it should lean on the brand, not the molecule. The full scorecard and trend map are in Appendix A.

Stakeholder Interviews

The client's own words point the same way. The CEO: **“The product doesn't matter - you win on brand, supply chain, partnering, or go-to-market.”** Brand and marketing lead Mackenzie: **“I don't know why we take pictures of every different item.”** The packaging is not identical across the line. The research settles that the product is proven and that leadership already believes brand and communication, not product, decide the outcome.

3 · Key Findings

Prepared by: Lily Kang & Tammy Banjo

These findings emerge when the evidence is tested against the hypothesis in Section 1. Each isolates a different point at which value is created but not conveyed: in the brand's story, in its price, and in its digital experience. Together they describe a company whose commercial engine already works and whose communication has not caught up to it.

Finding 1 · The proof is compounding, but the science behind it never reaches the customer

- 16,179 audited reviews at a 4.86 average rating, with 89% five-star and only 0.3% falling in the one- or two-star range. Roughly 73% include a photo.
- Monthly new reviews rose from 18 in January to 842 in June 2026 — a 47× increase in monthly volume.*
- Against One Thing, the incumbent that defined the single-ingredient serum category, Organicity rates higher (4.86 vs. 4.73) and holds a wider five-star margin (89% vs. 78%) at roughly half the median price (₩7,900 vs. ₩15,960). One Thing still carries 3.2× the review volume (52,346 vs. 16,179), and Derma Factory roughly four times Organicity's (60,582), backed by published trial data and EWG ratings.
- Across 1,913 coded review texts — a 12% sample of the audited base; method in Appendix C — "성분" (ingredients) appears in 3% of terms, against 12% for "효과" (effective) and 11% for "만족" (satisfied).
- None of the eight most-mentioned themes — repurchase, hydration, texture, trouble/acne, price, irritation, pores, wrinkles — names an active ingredient or a mechanism.

Why it matters. Customers describe what the products do to their skin. They do not describe why the products work. The encapsulation technology, the in-house R&D, and the certified factory, the assets that justify a premium, are absent from the language of the very customers who repurchase most reliably. The gap is therefore not in quality or in satisfaction but in awareness and in vocabulary. Organicity out-rates the incumbent that defined its category, and is out-scaled by every major player in it.

Client implications. The competitive constraint is legibility, not capability. Organicity does not need to out-spend larger rivals on volume; it needs to make its existing proof intelligible at the point of decision, so that the credibility earned after purchase becomes visible before it. This is the evidentiary basis for the repositioning in Recommendation 1, the identity consolidation in Recommendation 4, and the packaging and messaging changes in Recommendation 5.

Finding 2 · Loyalty is driven by results, not by price — which leaves premium headroom unused

- Repurchase and loyalty account for 22% of coded review themes, the single largest cluster. Hydration follows at 12%, absorption and texture at 8%, trouble and acne at 7%.
- Value and price rank eighth among customer-mentioned themes, at 6%.
- The annual repurchase rate is 66.8%, and customer-acquisition cost sits near ₩8,000 — roughly half the category average.

- The median price of ₩7,900 sits below The Ordinary yet above domestic ingredient brands.

Why it matters. Organicity prices as though affordability drives its business, but its own customers do not talk that way. They return because the products perform, and they acquire at half the category's cost. A price that signals commodity therefore works against the product it is attached to: in skincare, price is read as a quality claim, and a low one contradicts a clinical one. The current position — too specialized to read as a bargain, too cheap to be believed as premium — is an unresolved middle that a fast-comparison shopper interprets as unclear value.

Client implications. This indicates greater pricing headroom than the current strategy assumes, since the loyalty base was not acquired on price to begin with. The acquisition economics widen that room: at roughly half the category's average cost per customer, Organicity has margin to absorb some conversion loss during a premium transition. Real exposure to the marketplace buyers who did come for price remains, and is assessed in Section 8. Recommendation 3 sets the premium-clinical band and stages a pilot to validate it before any broad move.

Finding 3 · The digital journey loses customers before the brand can make its case

- 74.2% of website visitors record no navigation beyond the landing page; 48.5% bounce.
- 84.6% of visitors reaching a product page never advance to the cart.
- Only 2.3% of product-page visitors complete a purchase — 1,277 completed orders against 55,005 product-detail views.
- The path from entry to checkout takes eight to ten clicks, against a best practice of fewer than five.
- On-site search returns no results for common ingredient terms, including more than 500 misspellings of "tranexamic."
- 87% of reviews originate on Naver Smart Store; 13% on the owned D2C site.†
- Messaging, visual identity, and product presentation differ across the website, the Naver storefront, and social channels.

Why it matters. Each figure marks a point where an interested customer leaves before encountering the evidence that would justify the price. The search failure is the sharpest instance: a shopper typing an active ingredient is demonstrating exactly the behavior that defines the target persona, and the site answers with nothing. Beyond the funnel itself, the channel carrying most customer interaction is the one least able to carry a brand narrative, while the channel built to carry that narrative is the one customers rarely reach.

Client implications. Improving the owned digital experience is not a conversion project alone; it is the condition under which the repositioning becomes visible and measurable at all.

Review attribution, not a confirmed revenue or traffic split. It is a strong signal of where customer interaction concentrates — on a surface whose presentation Organicity does not fully control — but should not be read as a sales figure. See Section 9.

Taken together, the findings locate a single problem expressed in three places. The product creates value that the story does not tell, the price does not claim, and the journey does not survive long

enough to demonstrate. The recommendations that follow address the three in that order, because each depends on the one before it.

4 · Strategic Insights

Prepared by: Avley Kissi

Organicity's core challenges lie not in product quality but in how its value is communicated, perceived, and experienced across the customer journey. The research shows the company already has many of the capabilities needed to compete as a premium skincare brand, yet these strengths are not consistently reflected in its branding, positioning, and digital channels. The following strategic insights examine the relationships between these findings and identify the opportunities with the greatest potential to strengthen Organicity's competitive position.

Branding: Organicity Competes with a Stronger Product Than Brand

Organicity competes with products that are stronger than the brand itself, creating a gap between the value existing customers experience and the value prospective consumers perceive before purchase. Although the company has established the scientific credibility needed to compete in premium skincare, that credibility has not yet become a recognizable element of the brand. The findings suggest consumers appreciate Organicity's value mainly after using the products, meaning its greatest competitive advantage is realized later in the journey rather than at the initial purchase decision. This disconnect between product strength and brand identity makes it harder for prospective customers to immediately recognize what sets Organicity apart, and the scientific expertise that drives trust and loyalty is not consistently reflected across customer-facing touchpoints. In short, Organicity has built the foundation of a trusted brand, but its scientific credibility has not yet become a source of recognizable brand equity. Closing this perception gap is an opportunity to strengthen consumer understanding, reinforce differentiation, and ensure the brand's external identity better reflects the value its products already deliver.

Positioning: Organicity Delivers Premium Value Without Premium Recognition

Organicity delivers premium products while competing with the perception of a value brand. Although the company has developed many of the characteristics associated with premium skincare, its current market position does not fully reflect the value it already delivers. Premium brands compete not only through product performance but also through the expectations they create before purchase, and while Organicity's scientific expertise, in-house R&D, and differentiated formulations provide the foundation for premium positioning, these strengths are not consistently reinforced through its branding, pricing, and value communication. As a result, consumers are more likely to recognize Organicity's premium quality after using the products than before buying, and this disconnect shapes how they interpret price, making the brand appear more value-oriented than premium despite delivering premium outcomes. Organicity therefore competes from a weaker perceived position than its capabilities justify, limiting its ability to stand apart from competitors that project a stronger premium image despite comparable or fewer scientific advantages. Aligning market perception with the value Organicity already delivers is an opportunity to strengthen its premium positioning, increase perceived value, and ensure its place in the market reflects the quality of its products and scientific expertise.

Channel: Organicity's Digital Ecosystem Does Not Fully Support Its Growth

Organicity depends on Naver as its primary point of customer interaction, yet Naver is a price-comparison environment that ranks products by price and rating and offers no surface for conveying scientific credibility or premium positioning, meaning most customer contact happens where the brand's story cannot be told. Because consumers are more likely to complete purchases through this third-party marketplace than through Organicity's own channels, transactions occur where the company has the least ability to shape discovery, communicate its expertise, and build direct relationships, while inconsistent messaging across the website, Naver storefront, and social media further fragments the customer journey and weakens brand identity. This makes the owned storefront not just one sales channel among several but the only environment in which Organicity's repositioning, building equity from scientific credibility and closing the gap between premium delivery and premium recognition, can be expressed at all. Consequently, the owned digital channels function as strategic assets that shape trust, perceived value, and long-term loyalty, which is why a 2.3% product-page conversion rate is strategically costly rather than merely inefficient, and why investment in these channels must precede the broader brand work to create a cohesive experience that reflects Organicity's competitive strengths and supports sustainable growth.

5 · Team Point of View

Prepared by: Tammy Banjo

Throughout this project, our team's understanding of Organicity evolved significantly. At the start of the project, our initial observations focused on what we could see from the company's public-facing website. We questioned the pricing strategy, found the packaging difficult to understand, and felt the overall brand messaging lacked clarity. One thing we never questioned, however, was the quality of the products themselves. From the beginning, Organicity's scientific foundation and the founders' expertise gave us confidence that the products were effective. Every question we asked, every recommendation we developed, and every piece of research we conducted centered around one challenge of communicating that quality to consumers before they ever experience the product.

As we conducted additional research and met with the Organicity team, our perspective became much clearer. Receiving product samples, learning more about the founders' vision, and comparing Organicity's global website with its Naver storefront revealed an important insight: the company already has a strong foundation, but it communicates that value much more effectively to Korean consumers than to international audiences. The difference between the Naver experience and the global website helped explain why Organicity has been successful in Korea while facing greater challenges abroad. Rather than identifying weaknesses in the products, we identified gaps in how the brand, customer journey, and overall experience are presented to new consumers.

This shift in thinking also influenced how we approached the target customer. Early in the project, we focused on the "Ella" persona, believing it represented Organicity's ideal customer. However, after conducting market research and competitive analysis, we concluded that this audience did not align with Organicity's long-term vision of becoming a premium science-backed skincare brand. Instead, we recognized that successfully positioning Organicity as a premium brand would require targeting consumers who value scientific credibility, clinical efficacy, and long-term skin health rather than affordability alone. This ultimately led us to develop the "Skintellectual" persona, which we believe more accurately reflects the customer Organicity should target as it expands internationally.

Ultimately, our team chose to focus our recommendations on strengthening Organicity's brand identity because we believe it is the foundation upon which every other recommendation depends. We considered recommendations centered around pricing, marketing, website improvements, and channel optimization, but concluded that these initiatives would have limited impact without first establishing a clear and consistent brand identity. Marketing can only amplify the message that already exists, and channel improvements can only reinforce a brand that consumers already understand.

For this reason, we believe clarifying Organicity's brand identity is the highest-priority recommendation. A well-defined brand establishes who Organicity is, who it serves, and why it is different. Once this foundation is in place, improvements to positioning, customer experience, and digital channels become significantly more effective and sustainable. We believe this approach provides Organicity with the strongest opportunity to successfully expand beyond Korea while building a brand that can resonate consistently across international markets.

6 · Strategic Recommendations

Prepared by: Jackson Lamoureux & Kristine Min

Recommendation 1 · Positioning: Reposition Around One Clear Customer and a Premium-Clinical Stance

Recommendation. Commit to a single target customer, the skintellectual/the science-curious consumer, and reposition OGC as a premium, science-driven, modular skincare system (above commodity, justified by efficacy and transparency rather than packaging or price). Align every decision to that one position.

Supporting evidence. Price ranks only eighth among customer-mentioned themes while repurchase and results rank first, indicating that loyalty is earned on performance rather than price (Section 3, Finding 2); the "credible science at an accessible price" slot is open in the competitive map; and a single, clear position is the only way a repositioning lands.

Expected benefits. One coherent message across every surface; differentiation from commodity look-alikes; pricing power toward the value already delivered; a brand that finally reads the way the company sees itself.

Risks. Narrowing can feel like leaving reach on the table; some price-driven customers may resist a premium tilt; it demands discipline to hold one position.

Success indicators. Movement in brand-perception surveys (science-driven vs. cheap); premium-tier share of revenue; average order value; repeat-purchase holding as the brand repositions.

Recommendation 2 · Persona: Anchor on the Skintellectual, Bridge the Science-Curious Newcomer

Recommendation. Hold the skintellectual as the single anchor customer from Rec 1, and design the lab-prescription card to serve two readers off one asset: the ingredient-literate skintellectual who wants proof, and the science-curious newcomer who wants results but does not yet speak actives. Keep the front and card-top plain-language (benefit, then how-to); place the full actives, texture, description, mechanism, and QR one layer down for those who go looking.

Supporting evidence. The skintellectual is real but narrow, and sitting just outside it is a larger pool of aspiring buyers that rising ingredient literacy expands every year, so today's newcomer becomes tomorrow's skintellectual. One asset that reads simply on top and deeply underneath is the same "simple on the front, science on the back" logic already proven in the packaging.

Expected benefits. A wider top-of-funnel without diluting the one position; a lab card that doubles as education and conversion; newcomers that grow into repeat, ingredient-literate buyers; one design serving both readers, so no added SKU or redesign cost.

Risks. Two audiences on one asset can blur without disciplined layering; over-simplifying the top can read as un-clinical to the expert; the newcomer's on-ramp (the quiz) is still unproven.

Success indicators. Share of new vs. returning buyers; newcomer-to-repeat conversion (repeat-share of orders); quiz-to-routine completion; five-second comprehension among non-expert testers; lab-card QR scan-through.

Recommendation 3 · Pricing: Set a Premium, Accessible-Clinical Price Tier

Recommendation. Operationalize Rec 1's premium stance with an explicit price tier, above commodity actives and clearly below luxury, the "credible science at an accessible price" slot; do not fix a number here, but set the band against the competitive set and let a pilot (one hero SKU, one bundle) find the point.

Supporting evidence. Price is a positioning signal of quality to consumers, so sitting at commodity prices contradicts a premium-clinical claim and leaves margin on the table; the competitive map sets the band, with commodity actives (The Ordinary and peers, roughly low single- to low double-digit dollars) as the floor to leave, science-forward premium brands (Paula's Choice near ₩59,000–₩89,000 / $40–$60; Drunk Elephant serums roughly $52–$90) as the target neighborhood, and prestige (SkinCeuticals' benchmark serum well over $150; luxury reaching ₩118,000–₩592,000 / $80–$400) as the ceiling that makes the premium tier read as good value; vertical integration protects margin at that tier, and a higher price on fewer units can still grow revenue.

Expected benefits. Price that reinforces the reposition instead of undercutting it; higher margin per sale; a defensible "premium but attainable" slot between commodity and prestige; a validated number rather than a guessed one.

Risks. A visible increase can unsettle price-driven marketplace buyers; premium reads as empty if packaging and communication do not land first; discounting on Naver would erase the signal.

Success indicators. Premium-tier share of revenue; average order value; margin per sale; repeat-purchase holding through the move; pilot conversion vs. the current price.

Recommendation 4 · Branding: Unify the Identity and Lead with OGC

Recommendation. Standardize on the OGC name and one consistent identity across Naver, the homepage, packaging, and every channel (keeping the Organicity origin in the story), and claim one ownable line: “The Standard for Skin Transformation.” Add a QR “Scan to Understand” that opens the science story.

Supporting evidence. The current name reads “natural” for a clinical brand and is split with the OGC nickname; leadership endorsed OGC. A single, ownable identity is what turns scattered proof into recognizable equity.

Expected benefits. Instant legibility; consistent recall; an identity that represents the product accurately; the QR answers “what is OGC?” without cluttering the pack.

Risks. A name shift can unsettle loyal customers if mishandled; the Organicity story must stay alive; QR adoption is unproven.

Success indicators. Aided and unaided recall; branded “OGC” search; a 100% cross-surface consistency audit; QR scan-through rate.

Recommendation 5 · Communication: Make the science legible at the point of decision

Recommendation. Translate the science into plain language where people decide: color-code by skin concern (small dots, keeping the clinical white), state three things on the front; the ingredient, what it does in plain words, and why the science matters, use the brand's own line (“the actives break down before they reach your skin”) as a global explainer, and tuck a lab-prescription card (QR plus detail) inside the box.

Supporting evidence. Packaging is identical across the line, and reviews never mention the science; consumers decide in seconds and research before buying. The brief: reflect science without saying “science.”

Expected benefits. Removes the research barrier before purchase; separates OGC from commodity rivals; turns invisible science into visible value that supports the reposition.

Risks. Over-simplifying could dilute expert credibility; front-of-pack space is scarce; claims need care.

Success indicators. Fewer “how do I use / what is this” inquiries; higher product-page add-to-cart; comprehension in five-second tests; more review mentions of ingredients and science.

Recommendation 6 · Brand experience: Rebuild the storefront into one coherent experience

Recommendation. Turn the storefront into the brand's clearest surface: a short, guided path (a skincare quiz that builds a routine and adds it in one step), a consistent premium-clinical look that matches the Naver store, education built into the page, and a homepage that says what the brand is in seconds. A working prototype has been built (Appendix D).

Supporting evidence. The homepage is incoherent and disconnected from Naver, and the purchase path is long (eight to ten clicks against a best practice of under five). An owned, coherent experience is where the repositioned brand is finally legible and measurable.

Expected benefits. A premium first impression; a shorter, measurable path; recovered first-party understanding of how consumers engage; a surface the brand controls.

Risks. Build and maintenance effort; the design must not over-style away from clinical clarity.

Success indicators. Clicks-to-cart of three or fewer; quiz-completion to routine; time-to-find-a-product; email capture and returning-visitor rate.

FIND YOUR FIX

Shop by skin concern

NOT SURE? TAKE THE QUIZ

Dark spots & tone
Fade hyperpigmentation and even out uneven tone.
SHOP BRIGHTENING →

Dryness & dehydration
Multi-depth water-binding for plump, comfortable skin.
SHOP HYDRATION →

Redness & sensitivity
Calm reactivity and reinforce a stressed barrier.
SHOP SOOTHING →

Fine lines & firmness
Peptides and retinoids for visible resilience.
SHOP FIRMING →

Pores, oil & texture
Decongest, refine, and smooth rough texture.
SHOP PORE & TEXTURE →

Barrier & recovery
Ceramides, PDRN and growth factors to rebuild.
SHOP REPAIR →

Home / Shop / Hydration / Triple Hyaluronic Acid

HYDRATION



Multi-Depth Moisture
Hydration

Hyaluronic Acid
Hero active

30 ml
Lightweight watery serum

HYDRATION · GENTLE STRENGTH

Triple Hyaluronic Acid

3중 히알루론산 · 30 ml

★★★★★ 4.87 · 2,145 verified reviews

₩17,600

Three weights of hyaluronic acid, hydration at every depth

ADD TO BAG · ₩17,600

BUY IT NOW

Free shipping over ₩30,000 · 30-day returns

Triple Hyaluronic Acid combines three molecular weights of hyaluronic acid to hydrate skin at multiple depths in a single step. High molecular weight HA forms a moisture-binding film at the surface to limit water loss, while lower-weight fractions draw water into the upper layers, leaving skin plump, smooth, and comfortable. A gentle, lightweight formula built to suit every skin type.

- ✓ Hydrates at surface, mid, and deep layers
- ✓ Plumps fine lines from dehydration
- ✓ Lightweight, layers under any routine

PERSONALISED IN 90 SECONDS

Build your routine, backed by your skin.

Answer a few questions about your skin type, concerns and goals. We'll match you to a complete regimen from our 22 actives — and you can add the whole set to your bag in one click.

START THE QUIZ →

1 · Skin type · 2 · Concerns · 3 · Goals · → Your routine

7 · Implementation Roadmap

Prepared by: Kristine Min - Refer to Appendix E for References

OGC's central challenge is perception, not product capability. The company has demonstrated scientific capability, in-house R&D, and differentiated products, as evidenced by its own data (16,179 reviews, a 4.86 average rating, 89 percent five-star, and 47-fold growth over six months), yet its brand identity, positioning, and digital experience prevent new buyers from recognizing that value. This is reinforced by channel dependence: roughly 87 percent of reviews originate on Naver and 13 percent on OGC's own site — a signal of where customer interaction concentrates rather than a confirmed revenue split. The roadmap therefore addresses these internal issues first, treating repositioning and rebranding as foundational. Sustainable growth and eventual U.S. expansion are positioned as outcomes of this work rather than immediate objectives.

7.1 Immediate Priorities (0–30 Days): Foundational Brand Identity

The first phase resolves the misalignment at the root of the problem:

- **Confirm "The Standard for Skin Transformation"** as the core brand promise, anchored to the target persona ("The Skintellectual"). Fixing a single reference point before any packaging, pricing, or channel change ensures every subsequent decision aligns to one narrative. This is well-timed, as ingredient literacy is rising and consumers increasingly prioritize proven actives over brand names [1].
- **Rebrand to "OGC" across all channels as inventory turns over.** Vertically integrated production allows OGC to control this transition internally and phase it as stock cycles, avoiding write-offs. Brand consistency is a measurable lever: skincare brand loyalty reached 42 percent in 2025, a ten-point rise in two years, attributed partly to consistent identity [2].
- **Align the website homepage with the Naver storefront.** OGC's analytics show 48.5 percent of visits bounce and 74.2 percent record no navigation beyond the landing page. Because Naver cannot convey brand narrative, the homepage must, and the two experiences should be unified. Cart abandonment averages roughly 70 percent overall [3] and near 82.5 percent in beauty [4], making the entry experience a priority.

7.2 Near-Term Priorities (30–60 Days): Activate the Customer Experience

With identity stabilized, the second phase extends the brand into the product and digital experience:

- **Unify OGC packaging across all product lines.** Standardized, color-coded packaging with a simplified front, technical detail on the back, and a QR code reinforces credibility and premium positioning, which is defined above mass-market offerings by formulation quality, brand equity, and consumer experience [5].
- **Launch the routine-builder quiz for guided selection.** The persona seeks a guided routine, and the quiz addresses the largest funnel loss, where 84.6 percent of product-detail traffic never reaches a cart. Skincare quizzes convert at post-results rates of 6 to 10 percent, roughly three to five times a standard storefront [6], and can raise average order value by

about 20 percent [7]. OGC's target of 50 percent completion, converting above a standard visit, is achievable against these benchmarks.
- **Audit the purchase journey and reduce steps to checkout.** OGC's funnel declines from 55,005 product-detail views to 1,277 completed orders (2.3 percent). Streamlining checkout raises conversion by roughly 35 percent, while 39 percent of shoppers abandon over unexpected costs and 26 percent over forced registration [8]. On-site search should also be fixed, as "no results" on ingredient terms (including 500-plus "tranexamic" misspellings) reduces intent.

7.3 Intermediate Priorities (60–90 Days): Strengthen and Sustain

The third phase builds durable growth mechanisms and begins preparation for expansion:

- **Pilot a premium pricing strategy on one product and one bundle.** This operationalizes the repositioning toward the premium, science-oriented quadrant. A 1 percent price increase can yield roughly an 11 percent profit improvement in beauty [9], and the market is receptive, with prestige beauty growing 4 percent to USD 36 billion in 2025 [10]. This addresses OGC's concern about losing price-sensitive customers, since higher margin per sale can grow revenue even at lower volume.
- **Establish a named loyalty community, "CITIZENS,"** rather than a tier structure. Framing loyalty as membership converts the repeat base into retention and advocacy. Beauty loyalty members spend about 43 percent more and return roughly 5.2 times their cost [11]; DTC beauty loyalty programs raise retention by 20 to 30 percent [12]. This supports OGC's goal of increasing repeat share of orders from 16.9 percent toward 25 percent.
- **Pilot partnerships with selected creators.** The persona trusts dermatological educators and peer reviews over celebrity, so the pilot should favor derm and micro-influencers, which show 6.15 to 6.76 percent engagement versus 1 to 2 percent for larger accounts at far lower cost [13]. Beauty influencer campaigns return approximately USD 4 to USD 6 per USD 1 spent [14].
- **Begin allocating a marketing budget with the United States as the primary priority.** This is a preparatory phase, not a full launch. Concentrating early spend behind the stabilized identity, quiz, and creator pilots positions the eventual expansion to build on prior work.

7.4 Future Opportunities

The following extend beyond this engagement and may warrant future development or continued consulting support.

- **Expansion into the United States.** With identity, positioning, and the purchase journey addressed, OGC will be ready to enter the market it has prepared for. Retail is a principal driver, with Sephora doubling its K-beauty assortment in 2025 and Ulta reporting a 38 percent year-over-year increase in Korean skincare in Q1 2025 [15]. Expansion should be phased, building on established positions in Japan, Vietnam, and Thailand and piloting U.S. spend before scaling.

- **Sequenced dual-persona expansion.** OGC should lead with the Skintellectual and then incorporate a newer, less-specialized U.S. consumer. Roughly one-quarter of Gen Z consumers do not know the contents of their skincare products [16], and consumers report diminishing tolerance for complex routines [17]. OGC's Lab Card serves as the onboarding mechanism, translating technical detail into accessible guidance so one product can serve both personas.
- **Subscription and replenishment programs**, which retain beauty customers approximately 32 percent longer than one-time models [18].
- **Advanced AI personalization**, extending the quiz into AI-supported skin analysis and dynamic recommendations, which can improve conversion by up to 50 percent [19].
- **CITIZENS community activation and continued advisory support** to sustain advocacy and execute U.S. entry.

8 · Risks & Mitigations

Prepared by: Kristine Min - Refer to Appendix F for References

Challenges to Consider When Implementing the Recommendations:

Risk 1. Premium repositioning may unsettle a customer base concentrated in a price-driven channel. Roughly 87% of OGC's reviews originate on Naver Smart Store, a signal that the large majority of customer interaction occurs in a price-comparison environment, though not a confirmed revenue split (see Section 9). Moving OGC out of the low-price/scientific quadrant into the ~~₩~~59,000–~~₩~~89,000 ($40–$60) premium-science tier, alongside Paula's Choice, therefore asks a base accustomed to marketplace pricing to accept a substantially higher one. Because the true revenue split across channels is not yet established, the volume genuinely at stake cannot be sized precisely which is itself part of the risk.

Mitigation. The economics favor the move: fewer buyers at a higher price can still grow revenue, because margin per sale rises even as volume narrows, and OGC's vertically integrated production means more of that higher price is retained rather than paid to third-party manufacturers. A customer-acquisition cost near ~~₩~~8,000, roughly half the category average, provides further room to absorb some conversion loss during the transition. The market supports the direction: value-driven consumers increasingly prioritize proven efficacy over lowest price, and science-backed "masstige" brands are the ones cutting through the noise [1]. OGC's own review data points the same way, with price ranking only eighth among customer-mentioned themes while repurchase and results rank first (Section 3, Finding 2). The challenge is therefore transition management rather than demand.

Risk 2. The new “skintellectual” persona is unproven. Building the brand, packaging, and channel around an ingredient-literate, research-driven buyer is not validated. If that customer does not exist at scale, the repositioning has no audience.

Mitigation. The persona is not a guess, it is already visible in OGC’s own data and in the wider market. Internally, 16,179 reviews at a 4.86 average, an 89% five-star share, and a review vocabulary led by repurchase and loyalty (22%), hydration (12%), and absorption and texture (8%) describe a customer who evaluates and re-buys on demonstrated performance. . Externally, the “skintellectual”, a consumer who treats skincare as research and layers active ingredients, has surged roughly 30% in popularity and is now a named industry trend [2]. The 2026 U.S. skincare buyer researches actives and cross-references dermatologists before adding to cart [3], inside a U.S. K-beauty market worth about $27.6B in 2025 and growing ~9.5% a year [4]. OGC is aligning to a customer that demonstrably exists within their loyal customers and proven to be growing in the skincare industry.

Risk 3. Rebranding capital cost must be absorbed in-house. A full rebrand across packaging, website, and every consumer touchpoint carries real cost, and OGC absorbs it internally rather than passing it to partners.

Mitigation. Vertical integration turns this from a one-time write-off into a managed, staged expense. Because OGC controls production, new branding can be rolled in as existing inventory turns over rather than scrapping current stock. This allows OGC to spread the capital exposure across normal inventory cycles while preserving control over quality and timing. The 30/60/90 plan reflects exactly this sequencing: lock the promise and begin the rebrand as inventory cycles (30 days), unify

packaging across all lines (60 days), then pilot premium pricing on a single SKU and one bundle before committing further (90 days).

Risk 4. U.S. and international expansion carries marketing cost and uncertainty. The U.S. is the most expensive and most competitive market OGC could enter; committing marketing spend there all at once is high-risk.

Mitigation. Expansion is phased and builds on footholds OGC already holds. Rather than a cold U.S. launch, OGC leans on established positions in Japan (cosme), Vietnam (secured distributor), and Thailand (office established) to fund and de-risk the U.S. pilot, considering their U.S. existence is solely based on Amazon, treating early U.S. spend as a controlled test before scaling. The macro backdrop is favorable: North America is the largest K-beauty region at roughly 34% of the global market, and Korean cosmetics exports reached $11.43B in 2025 (+12.3% year-over-year), of which about three-quarters was skincare [5]. OGC would be expanding with the category's momentum, not against it.

Second-order Risks to Monitor

Brand-equity Dilution During the Rebrand. Loyal buyers can feel displaced by a repositioning. Framing them as "citizens", a founding community rather than a discount tier, converts that risk into an advocacy asset, provided the rebrand is communicated as continuity of the science they already trust rather than a replacement of it.

Monitoring against KPIs

Each risk should be watched through the KPIs already defined, treated as a live dashboard rather than a one-time slide. Repeat-share-of-orders (currently 16.9%, target 25%+) is the earliest signal that premium repositioning is retaining, not shedding, the loyal base — a falling number is the trigger to slow the price move. Bounce rate (48.5% → <40%), cart abandonment (84.6% → 78%), and product-page-to-purchase (2.3% → 3.8%+) track whether the funnel fixes are working. Context matters here: beauty already carries the highest cart-abandonment of any category at roughly 80–82%, versus a ~70% all-industry average, and first-time buyers abandon about 20% more often than repeat buyers [6]. That means part of OGC's 84.6% is structural to the category and part is addressable friction, a checkout that takes too many clicks, and site search that returns "no results" on 500+ misspellings of ingredient names. Separating the two is what makes the target realistic.

9 · Remaining Assumptions

Prepared by: Reese Balemian

A strong report is honest about its edges. These are the numbers we could not fully reconcile and the questions the client must answer. None changes the direction of the recommendation; all shape its pace.

Data that needs validation

Metric	What we saw	Action
ROAS	733% vs. 7,334% (10× gap)	Confirm before any external use
Units sold	80k vs. 800k (10× gap)	Reconcile to sales records
Repurchase	66.8%/yr; 32%/6 mo; a stray “342%”	Fix one definition and window
Marketing spend	Unknown	Size before scaling any campaign
Perception baseline	Not yet measured	Run a short brand-perception survey now

Open Strategic Questions

- Will customers accept a premium as the brand repositions, once the science is made legible? (The core bet.)
- Which single target customer converts best, and what one keyword should the brand own?
- Are the founders willing to be public and use their background as leverage? (A personal medical disclosure, to be asked directly.)
- What is the real end-goal, a raise, a strategic partner, or independent growth? It shapes emphasis.

A Note on Eventual U.S. Expansion

When the brand does pursue the U.S. market it names as its goal, it will need to clear a short list of requirements: a U.S.-registered “responsible person” (MoCRA), OTC rules for any SPF, and USDA limits on the word “organic” (a further reason the OGC identity helps). These are flagged here only so they are not forgotten; they are downstream of the repositioning and not part of the current work.