



Stepping Into the Limelight: JNR Entertainment

Founded in 2013, JNR Entertainment initially focused on providing entertaining magic shows, and fun services, such as balloon sculpting and face painting for kids' parties. As the company evolved, it began to execute a broad spectrum of indoor and outdoor events in Singapore, encompassing corporate family days, dinner

and dance (D&D) functions and diverse community celebrations.



JNR Entertainment's vibrant dinner and dance event in 2019, showcasing its expertise in creating memorable experiences early on.

Additionally, JNR Entertainment has been appointed as the event management company for several significant contracts in Singapore. These include responsibilities for both routine and high-profile events for the Whole of Government in Singapore, event planning for People's Association (PA), and providing tentage and audio-visual-lighting services for PA Headquarters.

Having navigated the trials of the COVID-19 pandemic, JNR Entertainment understands the critical need to streamline its operations, particularly in a business landscape that continues to transform.

To facilitate this, the company engaged student-consultants from the flagship SME Consulting Programme (SCP) at the UOB-SMU Asian Enterprise Institute (UOB-SMU AEI). The objective was to identify opportunity for growth and provide strategic recommendations to bolster operations and ensure the business's resilience in a post-

pandemic world. Under the guidance of an industry veteran as Project Advisor and a Project Manager from the Institute, the student-consultant team endeavoured to decode the challenges in retaining existing clients, and the complexities associated with acquiring new customers. In addition, the team explored the potential of search engine optimisation (SEO) strategies and social media marketing in attracting a business-to-business (B2B) clientele.



A moment of distinction: Mr Robin Goh (second from right), Founder and Managing Director of JNR Entertainment, receives the Entrepreneur of the Year Award 2022 for Business Resilience in the New Entrepreneur category from Mr Edwin Tong, Minister for Culture, Community and Youth and Second Minister for Law. Flanking them are Mr Tom Wolf, Vice-President of the Rotary Club of Singapore (on Mr Tong's right), and Mr Kurt Wee, President of the Association of Small & Medium Enterprises (on Mr Goh's left).

Gaining insight behind the scenes

Adhering to the SCP's hallmark scientific methodologies, the student-consultants embarked on comprehensive primary and secondary research to gather pivotal data and insights. The team's primary research centred around detailed interviews with past and prospective clients. This approach helped to ascertain the challenges in client retention, devise strategies to enhance JNR Entertainment's virtual offerings and identify areas requiring improvement.

These interviews revealed compelling observations. For instance, despite limited budgets, companies prioritise physical team-building events for internal employee engagement, unless dealing with cross-border teams. Furthermore, budgets for B2B events like trade shows and demo days are generally higher, making this segment a profitable opportunity. Most importantly, the student-consultants recognised the decisive role of efficient, timely and professional client liaison in client retention.

The team's secondary research focused on the analysis of effective sales and marketing strategies of competing B2B event management companies on the side. The intent was to develop insights that could aid in improving business development and lead generation, and enhancing brand visibility and conversion. In addition, although beyond the intended scope of the project, the student-consultants ventured into an exploratory study of potential countries in the region that could offer expansion opportunities for JNR Entertainment.



NCS' 40th anniversary and team-building event, managed by JNR Entertainment, successfully engaging a large crowd of 3,000 participants. It demonstrates the company's capacity to execute large-scale corporate events, which underpins its competitive edge.

Shining the spotlight on data

Applying established data analysis methods and techniques, such as the Customer-based Brand Equity Model, the team extracted valuable insights from its research findings, which formed the foundation for its recommendations. A significant proposal was to build upon JNR Entertainment's successful transition into the virtual events space during the COVID-19 era. This strategy not only helped the company to stay afloat during the pandemic, but could also enable it to expand globally quickly in a cost-effective manner, bypassing logistical and labour constraints.

As Singapore and other countries transition towards a COVID-endemic phase, it is essential to appropriately position virtual events to align with client sentiments and needs. For instance, JNR Entertainment could augment the virtual experience with customised templates, or explore the metaverse to create unique virtual environments and characters. Essentially, JNR Entertainment should strive to provide custom solutions that clients perceive as valuable and are willing to pay a premium for.

Enhancing client liaison would necessitate a two-pronged strategy: Improving employee engagement and training for the sales and client servicing teams, and standardising

resources and operating systems. An example of the latter could be the introduction of a Modular Rate Card that outlines the company's core, supplementary and extra offerings, ensuring easy and consistent communication from all staff.



Showing JNR Entertainment's dedication to community engagement, Mr Goh presents a \$5,000 company donation to the Punggol Coast Community Club Building Fund in October 2022.

Employee engagement could also play a pivotal role in securing more B2B business, particularly in relation to social media marketing. Studies suggest that some 75 per cent of B2B buyers and 84 per cent of C-Suite executives leverage social media during the purchase process. Moreover, content shared by employees generates over eight times more engagement than content shared by the brands themselves. Consequently, involving JNR Entertainment employees — such as sharing a video montage of live reactions from a virtual audience on TikTok, or posting work-related updates on LinkedIn — could be an effective way to attract more B2B business. This strategy should be complemented with SEO and search engine marketing (SEM) tactics. Finally, the student-consultants presented a detailed implementation timeline along with future steps for JNR Entertainment to execute over the next year.

A round of applause for the recommendations

The recommendations and the data they were based upon resonated with JNR Entertainment's expansion plans. Director Mr Robin Goh praised the methodological and scientific approach of the student-consultants team, complimenting their attention to

detail and quality of their presentation. “The team members are very detail-oriented, and the presentation was excellent,” he commented.

The student-consultants managed to deliver high-quality work despite some challenges of securing interviewees, which demonstrated their professionalism. “We were definitely able to apply both the hard and soft skills we acquired in the classroom,” said the student-consultants. “We used our communication skills when working with a real-world client, and of course, internally within our group. Working with JNR Entertainment gave us an insight into many of the operational challenges faced by businesses, such as budget constraints and allocation priorities, personnel management and manpower allocation, gaps in marketing, the difficulty in B2B sales, and so on.”

Project Advisor Ms Lilia Ng noted the student-consultants’ ability to highlight fundamental operational issues that many businesses often overlook. She lauded “the team’s quality of work, maturity and how they carried themselves through the meetings and presentations with the client”. Project Manager Ms Lina Lee concurred and was impressed by the team’s emotional intelligence and client engagement skills. “The students produced a very sincere report, given very limited resources,” she said. “They supplemented their primary research by conducting extensive secondary research to back up their recommendations — this showed professionalism.”

Through this collaboration with JNR Entertainment, the student-consultants showed that the application of scientific methodologies and targeted research can provide invaluable insights and robust strategies to drive business growth. The experience also underscored the importance of effective communication and adaptability in solving real-world business challenges, offering a practical and enriching learning experience for everyone involved.



Managed by JNR Entertainment, the Rotary Club of Singapore’s 50th anniversary gala dinner in July 2022 exemplifies the team’s ability to deliver high-quality experiences.

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