

JR Life Sciences Pte Ltd For Enterprise 50 Award



Business Model, Management Ideals, and Innovation



About JR Life Sciences



JR Life Sciences Pte Ltd (JR) was incorporated in 2007 by its founder Mr. Ricky Ong.

Motivated by the potential of the business, and inspired by his enthusiasm for success coupled with over 30 years of experience in the health food and supplements industry, Mr. Ong has since established JR as one of the top three health supplements importers and distributors in Singapore through self-assurance, hard work and perseverance.



About JR Life Sciences



JR is an established distributor of vitamins, minerals and various health supplements, with "Holistic Way" and "JR Life Sciences" as two principal brands owned by JR, sold in over 300 counters in pharmacies, health and personal care stores as well as departmental stores in Singapore and online marketplaces.

As the owner and exclusive distributor for a wide range of world leading multivitamins, antioxidants and fish oil brands, JR's products are natural health supplements which help cleanse and vitalise the body holistically to improve body immunity & wellness.















Key Milestones and Awards



2007

- Established JR Life Sciences Pte Ltd
- · Appointed exclusive importer and distributor of Holista products

2008

Appointed exclusive importer and distributor of Webber Naturals products

2009

Developed own brand – Holistic Way Health Supplement Brand

2013

Developed own brand – JR Life Sciences Health Supplement Brand

2020

- Business Excellence (BE) Certification Singapore Quality Award
- Singapore Prestige Brand Award (SPBA) Established Brand & Promising Brand
- SME 1000 Award

2021

- Influential Brands (Top Brand)
- Brands For Good (Business For Good) Honouree
- Golden Bull Award
- SME 500 Award
- Entrepreneur 100 Award

2022

- Superbrands
- SME Excellence & Consumer's Choice Award

- Superbrands
- Great Place To Work (GPTW)
- Influential Brands Top 1 Brand 2023
- Brands For Good (Business For Good) Distinction
- Prestige 100 award & Elite Enterprise Award

Awards and Achievements











































Mission and Vision



MISSION

Our mission is to deliver premium health supplements, crafted with consumers in mind as our top priority, locally and worldwide to improve the quality of life for everyone to attain the highest degree of optimal health

VISION

JR Life Sciences aspires to be the leading provider of health supplements that are loved, trusted and appreciated by every household locally and around the world, and expand our distribution network globally



Core Values





COMMITMENT

We commit to providing *quality* and value to our customers, our people and our partners



INTEGRITY

We uphold the highest ethical standards with honesty, fairness and accountability



QUALITY

We strive to provide customer satisfaction with product and service reliability



PASSION

We take pride
and ownership in
what we do to
bring out the
best in our
achievements at
all times

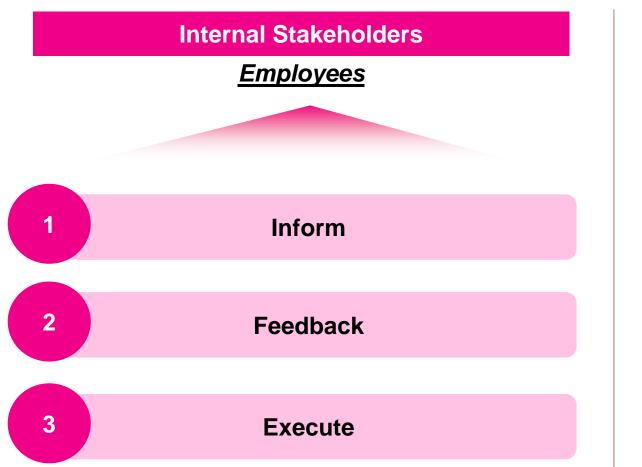


TEAMWORK

We communicate, cooperate, coordinate and collaborate single-heartedly as a team at all times

Communication Approaches to Different Stakeholders













1

Inform

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Meetings Knowledge Sharing, weekly work-in-progress meetings, learning, open door policies	All Employees	Weekly
Training Onboarding programmes	All Employees	As required
Internal Communication Brainstorm session, emails, WhatsApp Group Chat	Relevant Group	Randomly as and when



2

Feedback

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Meetings Knowledge Sharing, weekly work-in- progress meetings, learning, open door policies	All Employees	Weekly
Feedback Channels WhatsApp Group Chat, Appraisal, Employee Satisfaction Survey, open door policies	All Employees	Yearly as and when



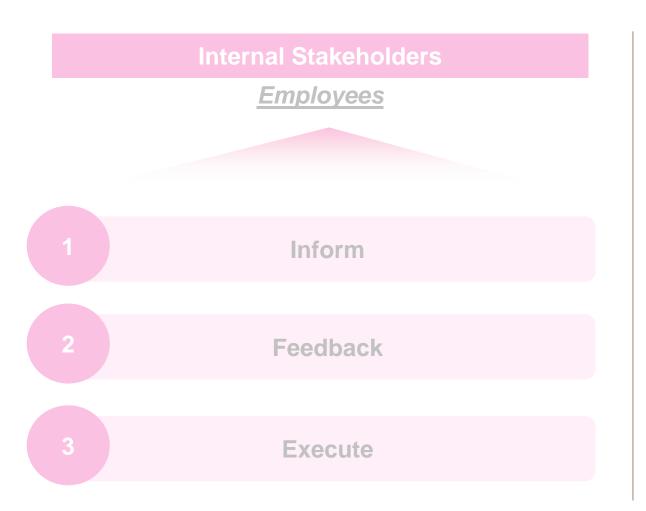
3

Execute

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
SOP Creation	Relevant Group	As required
Audit Financial Audit	Relevant Group	Yearly
Rewards Performance reward, Incentive trip, Healthy Employee Award	All Employees	Yearly / Monthly

Communication Approaches to Different Stakeholders







External Stakeholders – Suppliers and Partners



1

Inform

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Meetings / Emails Change in policies or new product brief	Suppliers and Partners	As required

External Stakeholders – Suppliers and Partners



2

Evaluate/Feedback

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Meetings Internal review and evaluation of terms and policies, product evaluation	Relevant Group and Sales Promoters	As required
Feedback Channels Emails, calls, personal visit	Suppliers and Partners	As required

External Stakeholders – Suppliers and Partners



3

Execute

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Meetings Contractual agreement	Relevant Group	Half yearly

External Stakeholders – Customers



1

Inform

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Dissemination of Information Media release, marketing activities, sales promotions materials, websites, social media platforms, corporate events, product showcase, One to one sales interaction	Marketing and Business Development Group	As required

External Stakeholders – Customers



2

Evaluate/Feedback

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
Feedback Channels Email, website, social media	Marketing and Business Development Group	As required

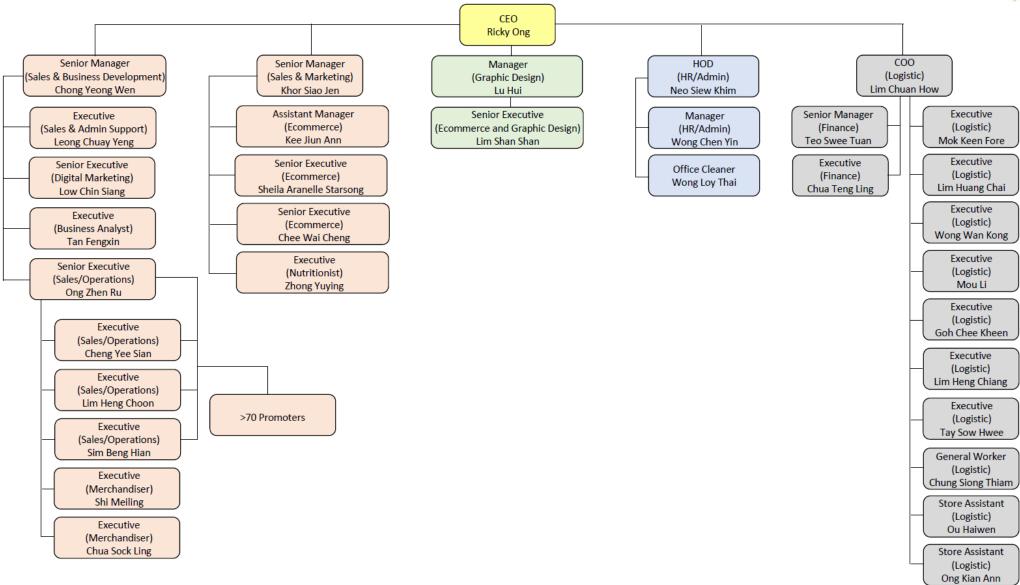
3

Execute

COMMUNICATIONS CHANNELS	STAKEHOLDERS INVOLVED	FREQUENCY
SOP Creation	Relevant Group	As required

Organizational Structure





Business Model

Internationalisation

Knowledge Initiatives

Marketing Branding & Presence

Risk Management & Governance

Sustainability

Viability and Sustainability of the Business Model



REGULAR REVIEW AND ANALYSIS			
STRATEGIC PLANNING EVENT	OBJECTIVE	FREQUENCY	STAKEHOLDERS INVOLVED
5-year Vision Sharing And Management Review	To share goals and projections for the next 5 years.	Yearly	Senior Management and key representatives from all departments.
Yearly Work Plan Review	Department yearly work plan reviews across all departments to align KPIs to business goals.	Yearly	Senior Management and key representatives from all departments.
Bi-annual Managers Meeting	For middle management to have close engagement with senior management to brainstorm on strategies and key issues.	Twice a year	Senior Management.
Weekly Operations Meeting	A meeting to discuss and review work-in-progress and day-today issues, and align development and operations support.	Weekly	Management Team.



The strategy development will produce short and long-term goals that:

- Respond to market changes
- Forward-looking
- Goes beyond a business operation plan, incorporating a dynamic business model and new employee acquisitions.

Viability and Sustainability of the Business Model



Financial budgeting and manpower allocations are conducted in a yearly manner

- Discussed among JR Management Team at Q3 of the previous year
- Reviewed regularly
- Continuous feedback, comments and guidance to staff on work direction in the course of weekly updates

STAGES OF INITIATIVES	STAKEHOLDERS	RESOURCES ALLOCATION	TYPE OF RESOURCE
Planning	Key Management and Staff	Pre-planned	Finance and Human Resource
Early Execution	Key Management	Need Basis	Process and orders from Management
Continuing Execution	Quality Management Team and Staff	Need Basis	Finance, Equipment and Training
Feedback	Key Management and Staff	Need Basis	Research and analysis

Organizational Direction



To achieve JR's vision to be the *trusted* health supplements company in Singapore with market penetration in every household, the company focuses on *key strategic priorities* to ensure that business strategies are *aligned internally and externally*



Organizational Direction



To keep JR's competitive advantage amongst an immensely competitive industry, the company recognises the following key success factors



Key Performance Indicators (KPIs)



DEPARTMENT	TYPEOFKPI	KPI	
Management	Financial ratio and staff evaluation.	Net profit and net profit margin return on equity ratio.	Monthly and half-yearly review of financial statement ratio and annual review on staff evaluation.
Sales	Beat hourly sales	Comparison of monthly counter sales while sales performance is pegged to monthly set targets.	Half-yearly sharing and year-end review.
Warehouse	Productivity, quantity of output, products quality and efficient delivery.	Comparison of man-hour savings before and after the implementation of productivity initiatives.	Half-yearly sharing and year-end review.
Accounts	Accounting excellence.	Avoid new and recurring accounting lapses.	Half-yearly sharing and year-end review.



The KPI is shared half-yearly and performance is *reviewed on an annual basis*.



The KPI results are translated into individual staff commitment and contribution which measures their *overall performance*. Non quantifiable elements are kept to the minimum in the assessment.

Succession and Career Progression Plan





Grooming of future leaders is part of JR's efforts to ensure **succession** and **successful transfer of knowledge**. JR's management places strong emphasis on **identifying future leaders** and **guiding** them through business decisions and empowerment.

1

Involve key talents in most of our business decision making process and the decision itself with Mr. Ricky acting as a mentor.

2

Encourage team members to take ownership of assigned task and run it like our own.

3

Require team members with assigned tasks that will act as project leaders to be familiar with the cost and profitmargin of the sales or business transaction.

4

Task team members to take over the reins of colleagues' workload when on long or urgent leave

Succession and Career Progression Plan





JR Management Team actively grooms this pool of potential future leaders through *character-building opportunities* such as:

- Assuming leadership roles in business functions, or
- Being appointed as key organisers for employee engagement programmes.

Such appointments also create *platforms* for the management team to *provide mentorship and guidance*, such as providing word of advice, to the future leaders.

Innovation Management Process



The innovation management process largely involves the management, staffs, suppliers/partners, and the customers.



<u>Management</u>

Involved in key areas; concept development, preliminary testing, and selection



<u>Staff</u>

Involved in most stages of the innovation process and are duly rewarded for contributing ideas that will increase the initial phase of product brainstorming and preliminary testing



Customers' feedback

Involved in post-product launch. Products that are well-received will be retained as part of the permanent offering.

Innovation, Research and Development - Process



The innovation management process is made up of three key stages.

ТҮРЕ	PROCESS FLOW	KEY FEATURES	STAKEHOLDERS
Ideation	Business Concept Strategic Planning And Development Market Survey Product Brainstorming, Filtering and Discussion	Internal Sources: Benchmarking, Organisation Reviews, Ideas Sharing. External Sources: Feedback, Seminars, Partners' industry studies, Market Survey, Nutritional and dietary supplements journals.	Staff gather information, inputs and feedback from customers and partners. Staff translate surveyed results into requirements.
Evaluation	Preliminary Testing Selection Based on Business Concept Product Development Quality Assessment Management Decision	Key Criteria in Evaluation: Idea surface to Management for evaluation and inputs, Cost benefit analysis, Production on-boarding, Consensus among business units. Development of Products: Nutritionist to identify and evaluate requirements, Connect with relevant supplier and partner, Consult staff and stakeholders.	Staff and management prioritise and validate against requirements. Staff and partners identify constraints and requirements. Partners, suppliers and customers contribute solutions, and staff propose and develop the concept.
Activation	Launch Rewards Product Monitoring Product / Process Optimisation Permanent Offering	Implementation: Product launch via retail and eShop channels.	 Staff, partners, customers and suppliers involved in the process give feedback for review and product improvement. Staff, partners, customers and suppliers review the new process and make recommendations for implementation.

Innovation, Research and Development – In-House Nutritionists



Goal



The company strives to *create quality natural health products* by utilising:

- Information derived from competitor analysis
- Partners' industry studies
- Nutritional and dietary supplement journals.

Initiative



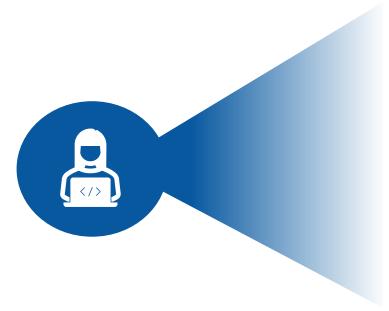
The hiring of *in-house Nutritionists* to:

- Create space for new product research and development, manufacturer engagement, effective regulatory environment monitoring
- Provide a good resource for understanding market trends to facilitate new product development while abiding to authority requirements
- Deliver quality products to the market consistently

Measures to Improve Productivity



Technology and Systems used



- Company Share Folder
- SAP Accounting System
- Network Server
- Windows Server 2012 Operating System
- Desktop PCs
- Adobe Creative Cloud web based
- Apple iMac Desktop Computer
- eStore HTML web browser
- Power BI Excel
- Web based sales reporting system
- Whyze HR system

Measures to Improve Productivity





Japanese 5+1S workplace organisation method

To organise warehouse for efficiency and effectiveness by:

- Identifying and storing the products at the right temperature
- · Maintaining the floor area and items
- Sustaining the workflow efficiently in the warehouse

Resulting in

- Reduced operation costs
- Higher quality
- Increased productivity,
- · Greater employee satisfaction
- · Safer work environment.

JR Warehouse scanning system

Helps to churn out immediate delivery orders upon scanning

The process saves time for its delivery workflow within the central system as well as logistics and delivery to product advisors.

WhatsApp Group Chat Ordering System

Procurement platform that allows product advisors to procure and deal with the JR Warehouse Team **digitally** instead of manually calling to place their orders.

It allows better

- Ordering management
- Efficient sorting and packaging
- Timely delivery arrangement



Measures to Improve Productivity





<u>Digitalizing accounting</u> <u>processes</u>

JR has moved towards
digitalising manual
accounting and work
processes to improve
productivity and reduce
costs. This is using the SAP
accounting system



Time savings achieved

Time savings of **50%** were achieved and human errors were minimised



Allows the company to identify

- Sales off-take trends for products ordering
- Growth planning
- Revenue maximisation



Significant and precise results

Allows the company to **analyse and visualise data**, including historical data from revenue & contracts.

This enables management to **predict future trends** and translate them into actionable insights.

Approaches to Measure Productivity



Operations



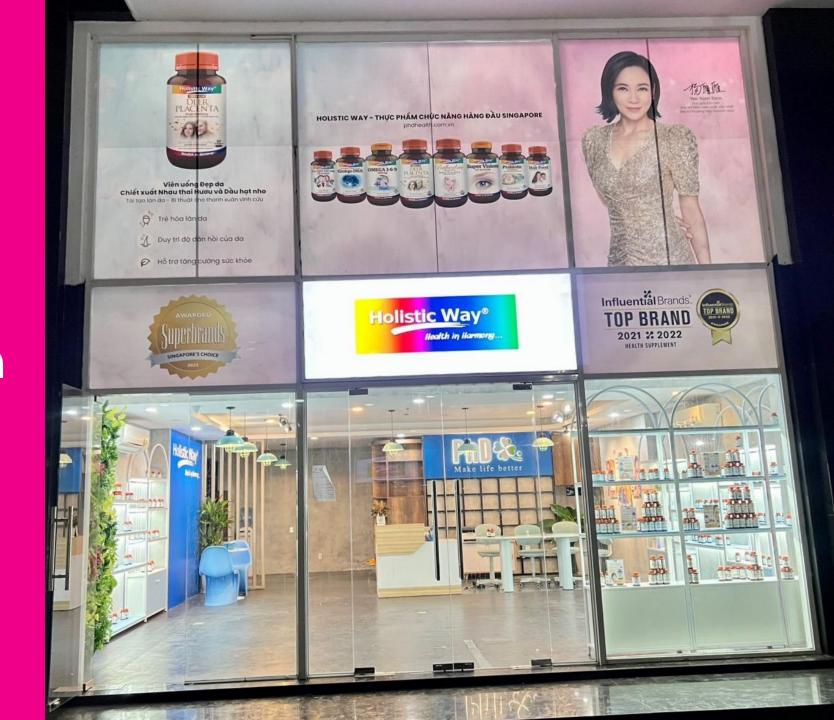
- Inventory turnover report to monitor turnover
- Power BI Excel to generate report to measure productivity (eg. ROI, P&L etc.)
- Daily stock movement report

Internal Management



- Annual appraisal to assess employee's contribution, ability to meet target and overall effectiveness
- Time-based analysis (tracking time spent on activities and comparing estimated versus actual time for completion)
- Efficiency measures which includes analysing metrics

Internationalisation



Internationalization Plans



As we have a stable local Singapore market, we have opened up the opportunity to go into neighbouring markets by leveraging on Singapore Market Readiness Assistance (MRA) Grant



JR is discussing with overseas distributors and looking into business expansion in *Malaysia*, *Indonesia*, *Thailand*, *Philippines*, *Vietnam*, *China*, *Taiwan* and *Cambodia*.



The internationalization plan uses a combination of *partnership, distributorship* and cross-border channels.



Marketing strategies involving *localized marketing* materials, *digital* campaigns, and
trade shows or *exhibitions*



Vietnam Market



Opportunities

Plan

Goal



Increasing demand from:

- Older consumers due to exposure to the benefits of products
- Younger generation to improve their vision and memory
- Middle class population being increasingly health conscious

- Engage Innovative Hub's service to establish unique brand voice and personality
- Marketing initiatives, including digital content advertising and setting up product displays at pop-up locations.

Launch our products into retail pharmacy, health & beauty stores, departmental stores, supermarkets, medical halls and online platforms.

Malaysia Market



Opportunities

Plan

Goal



- Well developed retail infrastructure
- Existing well established brand name in the Malaysian market
- Execute by **Q4 2023** with Johor Bahru as headquarters
- Gummy range as first launch
- Followed by Holistic Way health supplements & other food products

Launch our products into 100

pharmacy stores and
supermarkets in prime areas
(Kuala Lumpur, Klang, Johor Bahru
and Penang) by Q4 of 2024.





CONTINUOUS LEARNING



- We expand our skill-sets in response to the changing environment and new development
- We keep an open mind to learn and improve continuously





Sales Training



- Internal training for our Sales Associate every 2 to 3 months to strengthen their product knowledge, selling and communication skills.
- This provides an opportunity for bonding as well

Enhancing Existing Talents



- Constantly sending staffs for courses that are needed to brush up their knowledge and skills
- Examples: Enterprise Leadership for Transformation (ELT) Course, Career
 Conversion Programme (CCP), TikTok Fundamentals and Advertising, etc



The knowledge management process

To improve customer responsiveness, we leverage technology to support knowledge management

JR-Share Folder value adds by providing a space for *effective and quick knowledge management control*

The business information will be *retrieved by staff* sat in any work station in the office.



This allows employees to analyse and share information for effective decision-making via a common share folder called JR-Share Folder.

The shared folder provides a platform that facilitates the work process in collating work and business information



DATA TYPES	EXAMPLE OF DATA OBTAINED	KNOWLEDGE OWNER	STORAGE FOLDER	REVIEW OF DATA	DATA USED FOR:		
					STRATEGY / PRODUCT	DECISION MAKING	ORGANISATIONAL LEARNING
Customer	CRMFeedback platformsThird-party surveys	Sales And MarketingTraining	 JR-Share E-commerce and online feedback platforms 	• Weekly	V	V	V
Market	Comparison of competitive products & pricing strategies Social media analytic tools and ad agency	Sales And Marketing Business Development	• JR-Share Folder	Weekly One-off for new project	~	V	~
Purchase	 Price lists and product lists of overseas suppliers Inventory list from retailers 	• Purchasing	E-procurement system	Bi-annually for product development Monthly for inventory management	V	V	V
Financial	P&L Credit control processes	• Finance	• Finance Server	• Monthly • Yearly	~	V	V



The information are collected and shared during weekly meetings. Internally, staffs are *empowered to apply the information* to decision-making on operational and customer needs.



The data serve as a structured guide to systematically *gather* information and *translate them into knowledge*, *learning and insights*.



We select and collect information that enables us to effectively carry out our key business processes such as provision of products, marketing management, invoicing, payment collection and customer service.

Knowledge Initiatives - Grants



The following grants are claimed from government or statutory boards for training or productivity programmes within JR Life Sciences





Absentee Payroll Funding



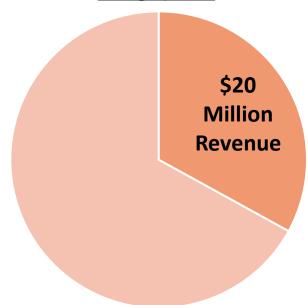


Productivity Solutions Grant (PSG)





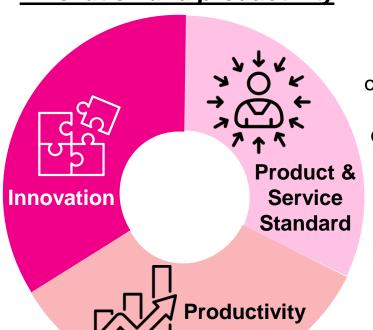
JR has a market share of approximately 33% in the retail pharma industry in Singapore



Total Market Value of \$60 Million Revenue

JR is consumer-centric, aims to deliver high quality products with innovation and productivity

- To be openminded and sensitive to the market trend
- To be forefront of new product development and offering



To ensure sufficient manpower to promote and deliver our products

- Understand customers' need and deliver quality products
 - Ensure product safety and quality



75% of total revenues come from physical stores



25% of total revenues come from E-commerce platforms



Departmental Stores

MUSTAFA, BHG, VENUS, ROBINSONS, OG & METRO

HW e-STORE, Shopee, Lazada, Qoo10, REDMART, Amazon and in most online marketplaces in Singapore

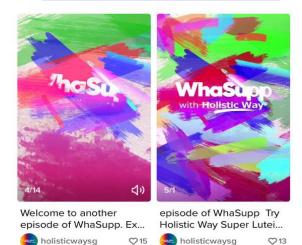
Pharmaceutical Chains

WASTONS, GUARDIAN, UNITY, BHG WELCIA, AIRPORT PHARMACY, etc



Short Videos Content







JR ongoing series "WhaSupp" on Tik Tok

Online Campaigns



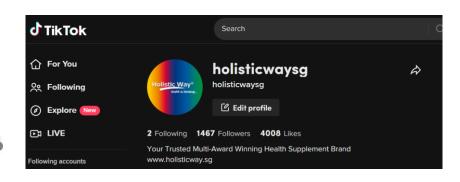




Online Media







Facebook



Instagram



Tik Tok



Youtube LinkedIn XHS



Press Ads & Media



THE BUSINESS TIMES

Tuesday May 30, 2023 BTf \mathfrak{S} \mathfrak{S}



By Business Times

By Prime Magazine

HEALTH OVER AN ENTIRE NATION



All Clear

OUR SINGAPORE, WITH LOVE

A local feast for the eyes



Personality Endorsement



Violet Fen Ying FM97.2 DJ Holistic Way Ambassador

Zong Zijie NoonTalk Media Holistic Way Ambassador

Yeo Yann YannGolden Horse Award Best Actress
Holistic Way Ambassador

YixinArtiste-Co
Holistic Way Ambassador

Consumer Engagement Strategy

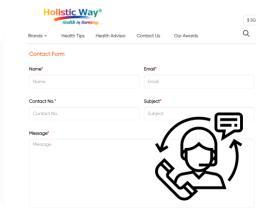




Consumer Engagement Strategy



Reputation Management Process



- JR receives customer feedback or complaints via our promoters, enquiry emails, phone calls, and e-commerce platform chat rooms
- JR has a target of **2 working days** to resolve customer's requests and complaints. JR's next target is to resolve all customers request and complaint to within 1 day
- JR would evaluate their feedback, verify the root cause of the issue, followed by attempts to offer satisfactory solutions
- JR practises a 'no-questions-asked return policy' for our customers

Strategic Plans for Brand Expansion



SHORT-TERM STRATEGIES (1-3 YEARS)

- Enhance Brand and Marketing Development capabilities
- Intense advertising and activations
- Push earned, paid and owned media content in online and social media platforms
- Enhance Business and Service Excellence
- Increase productivity focusing on retail chains and e-commerce
- Step up Product Advisor hiring through incentivising word of mouth recommendation and maintain onsite and offsite initiation programme for new hires
- Leverage current staff strength and experience to move up the value chain focus on better training and higher value work in both retail front and e-commerce platforms

LONG-TERM STRATEGIES (4-5 YEARS)

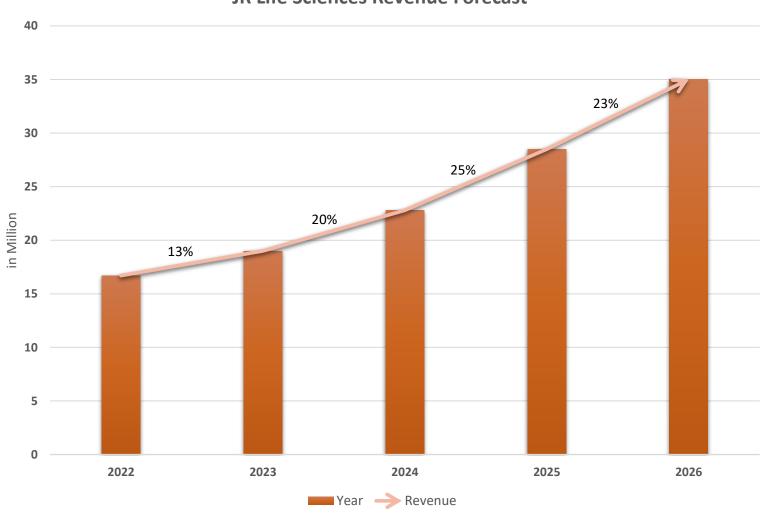
- To be the leading provider of health supplements that are loved, trusted and appreciated by every household locally and around the world, and expand our distribution network globally
- Increase number of counters by 10% per annum
- Implement appropriate technological systems to help and align the business to increase productivity and efficiency
- Products expansion; introduce innovative and natural health supplements with scientifically-proven benefits and preventive care
- Strive to be the best employer in the health supplement industry

J

Revenue Forecast



JR Life Sciences Revenue Forecast



Risk Management and Governance



Risk Management Strategy





JR Management Team puts in place continuity plans to assist staff in identifying risk factors and alleviations, and ensures that they are periodically reported, reviewed and managed.

Risk Management Strategy



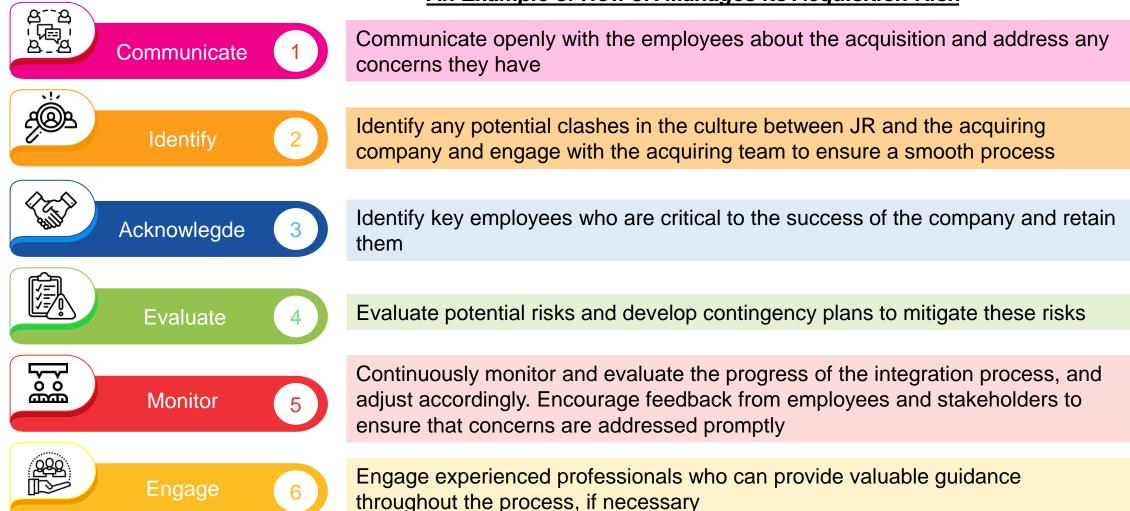
JR has identified the following risks and comes up with ways to mitigate them

PLAN	TYPE OF RISK	ORGANISATIONAL RISK	RISK LEVEL	MANAGE ORGANISATIONAL RISK
E-commerce	Intensified competition between brands	Reduced revenue	Moderate	Diversify into alternative and in-demand products such as those identified based on market trend findings and development to differentiate ourselves in the market.
More Sales Touch Points	Products pilferage at counters	Affects bottom-line	High	Working with retail chains to employ mirrors at counters and electronic tag surveillance to prevent theft.
ProductShelfLife	Expiring products	Revenue loss	Moderate	Establish SOP for Product Advisors to apply FIFO (first in first out) products display and monitor product shelf life and return any products that are less than 12 months to expiry date to the company. These products will be cleared at other channels through higher discount or clearance sales to prevent revenue loss.
More Product Variety	Shortage of supplies	Supplies lapse due to manufacturing delay, lost in transit and natural disaster	Low	Buffer inventory based on products and UTC, and continuous sourcing of other suppliers to procure similar products.

Internal Risk Management Process



An Example of How JR Manages its Acquisition Risk



Business Contingency Plan



JR has in place a business contingency plan to mitigate against potential risks

Management Team



Ricky (CEO) and HODs

COO will step in to lead Team A when CEO is out of action

Every HOD will groom a deputy to look after the department when the HOD is engaged.



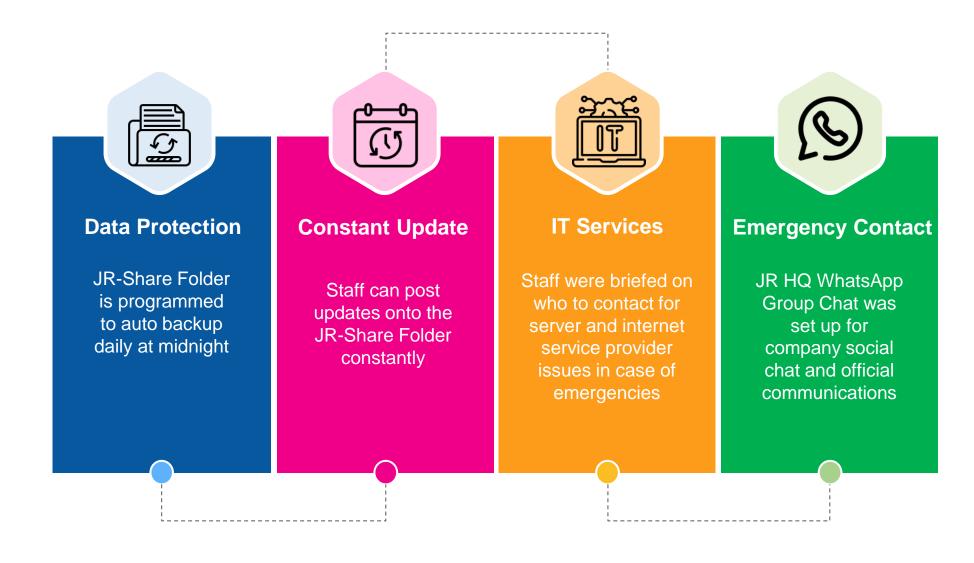
Team B

Mr Lim (COO) and Department Deputies

JR has **key person insurance** to provide the liquidity to keep the business running. JR maintains a minimal **40%** of required cash flow on a daily basis

System Protection and Continuity Plan





Bad Debt and Reputation Risk Management



Credit Management









- JR gives retailers a 30 days credit term for payment
- JR management and Finance Manager always ensure timely payment to suppliers
- JR Accounts personnel to alert management once collection hits certain red flag
- Early payment allows JR to negotiate for better rates with suppliers

Sustainability



JR Product Contribution to Environmental Sustainability



1

2



JR takes effort in reducing carbon emission by using more paper box so to minimise plastic bottle usage



JR offers consumers
economy pack that is more
value-for-money and
sustainable as compared to
individual bottles, thereby
reducing plastic waste



JR encourages consumers to be environmentally conscious by recycling the bottle after usage

JR Internal Practices to Environmental Sustainability



<u>REDUCE</u>



- Adoption of AGHRM, which enables employees to apply, view leave application and payslip seamlessly using mobile app for reduced paper usage
- Electricity saving practice

<u>REUSE</u>



 Draft papers are reused for printing of unofficial documents

RECYCLE

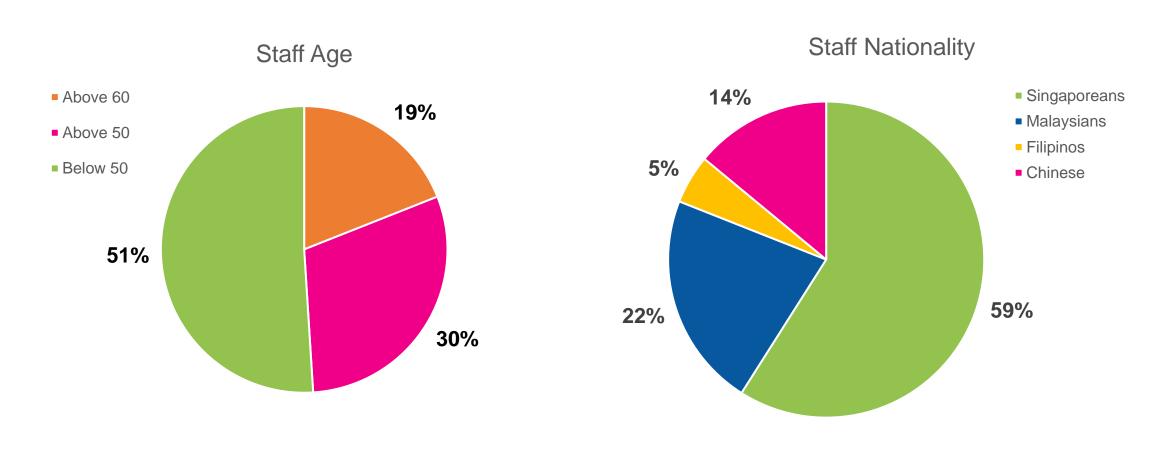


 JR has a recycle paper and plastic box in the office

Socially Conscious Initiatives



Embracing age diversity Hiring of experienced individuals & local talents



Socially Conscious Initiatives



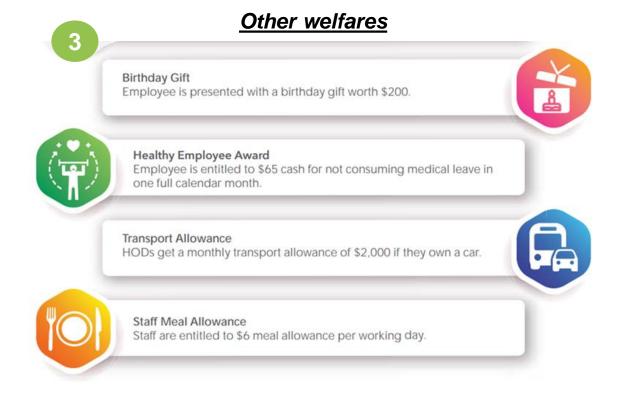
Supporting staff wellness & satisfaction

Establishing employee motivation via WhatsApp group



2 Annual incentive trips (pre-COVID)
We value our employees and recognize their hard work and achievements





Corporate Social Responsibility (CSR) Initiatives



Community engagement

We also prioritize giving back and actively seeks to create a positive social and environmental footprint.











Top (from left to right)

- Donation to support ART:DIS (2023)
- Metta Charity Run (2022)
- Care & Share Programme (2021)

Bottom (from left to right)

- Product donation (2021)
- Visit Gifts of Love Home (2018)





Thank You