

COLLABORATIVE PLATFORM FOR MALL TENANTS TO PROVIDE COMPLEMENTARY SERVICES THAT DELIGHT MALL GOERS

CONTEXT

City Developments Limited (CDL) is a leading global real estate operating company with a network spanning 103 locations in 29 countries and regions. Its portfolio comprises residences, offices, hotels, serviced apartments, integrated developments and shopping malls.

As a developer and landlord, CDL constantly seeks to refresh and refurbish their properties so that they are able to continually attract tenants. One particular segment that they face challenges for, is that of shopping malls where the landlord is traditionally responsible to bring in footfall.

Over the years, the rise of online shopping, ease of delivery services and changes in consumer buying patterns have led to an overall decrease in revenue for shopping mall tenants. This is partly due to a decrease in the footfall of shoppers at malls. However, with shoppers becoming more price-sensitive than ever today, footfall does not always translate into sales. Tenants are in constant pressure to innovate around their business offerings so that they can convert footfall into actual revenue.

The current tenants in a mall are broken down into the various categories:

- F&B
- Fashion
- Education
- Sports
- Home & Living
- Services
- Offices

Each of these tenants have their own unique needs and requirements. CDL hopes to be able to maximise the value of its shopping malls for tenants and end consumers through an online collaboration platform where tenants can collaborate with each other regarding complementary services that will help to offer a differentiated experience for shoppers. For example, a tuition centre that opens early on a weekend might partner with an F&B outlet to provide a breakfast package for parents who have to send their children early for classes. A Home & Living retail shop might partner with a fashion retailer to put up a pop-up stall at the concourse to launch a new season of products.

With such a platform, tenants can expand their businesses and enlarge their customers' catchment through leveraging data-driven insights and information, so that they can better respond to the dynamic changes of the retail environment and provide better mall experience for shoppers.

As such, CDL is looking for a digital solution that will facilitate collaboration between tenants, powered by collective data that the mall has of its tenants and end customers, to enhance existing business models and help drive new revenue. This will also provide opportunity for CDL to gather actionable

insights that can eventually help to optimise facility management and offer differentiated services to enhance the malls' footfall and revenue for its tenants.

PROBLEM STATEMENT

How might we create a digital collaboration tool, powered by collective data insights, for shopping mall tenants to collaborate among themselves, so as to provide complementary products and services for the mall-goers?

WHAT ARE WE LOOKING FOR

A prototype digital collaboration tool that enables shopping mall tenants to have an overall bird's eye view of the resources and activities within the mall. The solution should:

- Be able to extract data from the mall's existing database to perform data analytics and potential matching of tenants based on information like service hours, nature of business, complementary customer segments, potential areas for collaboration, etc.
- Be able to amalgamate and analyse the data of tenants (e.g., service hours, type of service, etc.) and mall customers (e.g., shopper demographics and buying patterns).
- Provide a visual interface that allows tenants to easily filter each other's service information by categories so that they can easily identify partners or collaborators (e.g., common service hours, common end customer, common tier of products, current promotions happening etc.)
- Leveraging on technology such as data analytics and AI to augment the process of collaboration by identifying trends and patterns in tenant and customer behaviour not easily observed before. This information can then be pushed to tenants to initiate new collaboration possibilities.
- Provide a convenient way for tenants to communicate with each other to explore ideas.

There are no restrictions on the geographic location of the problem solvers who may choose to apply to this challenge. However, the prototype needs to be demonstrated in Singapore, within a mall provided by CDL.

POSSIBLE USE CASES

- A bespoke tailor receives constant feedback from customers of their preference to collect their finished items after the typical mall closing hours. The tailor goes onto the collaboration platform and searches for shops who open late at the mall. He finds that there are five F&B outlets who do so, with two of them who are open to partner other tenants to explore new service offerings. He approaches the two tenants on the platform and works out a system with them whereby customers can collect their products from their outlet late into the night. These customers end up getting a drink and some snacks at the bar, so the arrangement ends up benefitting everyone.

- A tuition centre receives a prompt from the collaboration platform that 65% of parents who visit the mall early on the weekends are not able to find activities to occupy them while they wait for their children to finish classes. The tuition centre puts up a message on the platform for interested partners to collaborate with them and receives replies from a massage shop and a café that opens early. Together, they come up with a promotional package where parents from the tuition centre can get discounted rates off breakfast set meals and a 1-hour massage. They market this together and succeed in tapping into a new customer base by working together. Seeing the demand, CDL, as the landlord, works with the tuition centre to provide a subscription-based system for carpark rates to make it more attractive for the parents.

WHAT'S IN IT FOR YOU

- SGD 30,000 of prize money for each winner of this challenge (see Award Model)
- Opportunity to work with CDL on tackling an issue that potentially will make an economic impact to the mall and tenants
- Opportunity to partner with CDL for local and overseas development
- Be associated with BCA's Built Environment Accelerate to Market Programme (BEAMP)

EVALUATION CRITERIA

The Applicants shall be evaluated in accordance with the evaluation criteria set out below.

Solution Fit	To what extent does the proposed solution address the problem statement effectively?
Solution Readiness	How ready is the proposed solution to go to the market? Is there any evidence to suggest capacity to scale?
Solution Advantage	If the solution is truly innovative, does it make use of new technologies in the market, and can it potentially generate new IP?
Company Profile	Does the product have user and revenue traction? Do the team members possess strong scientific/technical background?

AWARD MODEL

30% of the prize money will be awarded to each selected finalist at the start of the prototype development process, with the remainder 70% to be awarded during the prototype development process, based on milestones agreed between CDL and the solver.

Note that a finalist who is selected to undertake the prototype development process will be required to enter into an agreement with CDL that will include more detailed conditions pertaining to the prototype development.

DEADLINE

All submissions must be made by **5 June, 1600 hours (SGT/GMT +8)**. CDL and IMDA may extend the deadline of the submission at their discretion. Late submissions will not be considered.