

DIFFERENTIATING STAYTION CO-WORKING SPACE AS A BUSINESS LIFESTYLE HUB

CONTEXT

This challenge is organised by Stellar Lifestyle, a business arm of SMRT Corporation Limited, with their partner Japan East Railway Company (JR East) to address challenges faced by retail and transit operators in Singapore and Japan.

- Stellar Lifestyle is the largest managing agent of retail and advertising spaces in Singapore's rail network and their growing portfolio includes mall management and outdoor media & digital engagement platforms. They have invested in new businesses such as co-working spaces, unmanned concepts and dark stores, with a vision to grow them into a new core.
- JR East is the operator for trains including Shinkansen (high speed bullet train) in eastern Japan. It is the largest passenger railway company in Japan, serving about 13 million passengers daily. JR East Group also operates a variety of lifestyle businesses such as shopping malls, retail shops, restaurants, hotels, as well as office building management. Outside Japan, JR East has a presence for its lifestyle business unit with the establishment of Japan Rail Cafe in Singapore and Taiwan.

Through this joint innovation programme, Stellar Lifestyle and JR East are seeking solutions to support online transformation, online-to-offline customer engagement, develop a vibrant environment inside train stations to improve commuter experiences, and introduce new last-mile robotics delivery platforms for retailers and F&B merchants, within SMRT and JR East-operated train stations.

Stellar Lifestyle owns and operates Staytion, which offers a range of flexible co-working solutions for businesses of all sizes, including dedicated spaces, monthly subscriptions, daily and hourly plans. Staytion has a unique advantage in its strategic location, being situated beside SMRT train stations, making it highly convenient for commuters and visitors to access, either as an ad-hoc or planned visit. Staytion customers' use of the space can range from on-need-basis phone calls to full-day remote meetings. Staytion offers a highly convenient and accessible location for people to conduct business or have meetings, providing an extension of the office or an option for working out of office, and enables Staytion customers to save time on travel, access proper remote-work facilities and have a more productive workday.

Staytion has the potential to transform into a successful business lifestyle hub by leveraging its strategic location and offering a wide range of unique amenities and services. They desire to differentiate itself from other co-working spaces and become a highly desirable destination for professionals and locals alike, by prioritising convenience, accessibility, and customer engagement. Hence, Staytion is looking for ideas/solutions to address customer awareness, enhance positioning, increase the ease of becoming a customer, and ways to expand the customer lifetime value. Potential ideas could include new services to be bundled with their membership models and pricing, or repackaging Staytion as a service for companies to help their employees in hybrid work, or partners and stakeholders who could benefit from having co-working spaces as a part of their ecosystem.

PROBLEM STATEMENT

How might we differentiate our Staytion co-working spaces in unique ways that are meaningful to customers (both B2C and B2B), enrich our station ecosystem and create new revenue streams?

WHAT ARE WE LOOKING FOR?

Stellar Lifestyle is looking for ideas to make Staytion a long-term success and grow their customer base and revenue. These ideas can range from business models to differentiation in customer experience and services, all the way to partnerships and collaborations. While ideating, please consider Staytion as a startup looking for its growth direction - all proven solution ideas with a solid business case to increase the engagement of customers and create a memorable experience for them, leading to higher customer retention rates, are welcome.

The possible direction, solution criteria, and use cases mentioned in this brief should not limit the Problem Solver's thinking. Winning solutions might arise from user behaviour-related insights, working needs of the future, and technology solutions that shape collaborations or improve accessibility to the space. Solutions can also focus on niche user groups such as strong unmet needs (e.g. sales staff needing spaces for meetups), specific user communities, or the wider general audience.

The Problem Solver should take into consideration when proposing ideas/solutions:

- Space optimisation/infrastructure. Maximise use of space and infrastructure within Staytion to accommodate different types of customers and their needs. Design space in a flexible and adaptable manner to create shared facilities that can be utilised by multiple customers based on their needs and purpose.
- Sustainable consumption. Prioritise power optimisation to reduce energy consumption which are required for the diverse range of activities and facilities, e.g. including the use of energy-efficient systems which can be designed to provide the necessary level of services while using less energy.
- Data analytics. Generate insights into how customers use the facilities and what amenities and services are most in demand to inform future design and operational decisions, to optimise customer experience.
- Little to non-manned operations. Aim to be unmanned to reduce labour and create a more streamlined customer experience with the use of automated systems. However, it is important to ensure there are still mechanics to address customer needs and concerns.
- Security. To ensure a positive customer experience and build trust with customers who can rely on Staytion as a safe and secure place to conduct their work and engage in various activities, it is important to prioritise security measures.

There are no restrictions on the geographical location of the problem solvers who may choose to apply to this challenge. However, the prototype must be demonstrated in Singapore.

POSSIBLE USE CASES

These are high level examples of some of the possible use cases. Proposed ideas/solutions need not limit itself into these, nor address them.

1. One-stop destination to increase customer traction. Lisa, a busy professional who commutes daily to work, discovers Staytion at her nearest train station from home. She signs up for a free trial for new members. She books a timeslot to work in between her client appointments and is impressed by the facilities and services, as well as the vibrant atmosphere that feels different from other co-working spaces. During the coming weeks, she becomes a regular customer of Staytion, not just for convenience but also the working facilities and lifestyle amenities it provides. She shared her positive experience with her friends and family, leading to an increased interest and traction. Knowing Staytion is easily accessible across the island, she recommends Staytion to her friends, family and colleagues for a one-stop destination for work and lifestyle needs.

2. Expanding usage to new groups of users. Lisa mentions Staytion to her boss Cally, who finds out that Staytion also offers company packages. Since their company is currently working in hybrid mode, Cally has been looking for new smaller office space. Cally looks into Staytion’s offering and decides to sign up for a company trial package that enables employees to do part of their hybrid work from Staytion co-working space. Cally also recommends Staytion spaces to her friend Lynette who has a tuition business, giving classes during evening hours. Lynette finds Staytion’s spaces and flexibility a fit for her needs. Her clients are happy with the convenience of the location. Many of them become members that start to use Staytion facilities on a regular basis.
3. After-hours unmanned access. John is an insurance agent, a self-employed individual who frequently meet his clients in the evenings at public spots. He needs a professional workspace that can provide him with a productive environment to work in between meetings, and a place to meet with clients that is private, convenient and accessible after office hours. On his way to the train station at 8pm, he discovered Staytion, and observed that he could access the space after-hours via an automated and unmanned system, allowing him to book a room for immediate use. John found out that Staytion is widely available across the island and decided to take up a package as it is more cost-effective and professional than to meet his clients at cafes or coffeehouses.

WHAT'S IN IT FOR YOU

- Up to SGD55,000 of prize money for each winner of this challenge (see Award Model)
- Access to IMDA’s innovation consultancies (e.g. Design Thinking, Digital Storytelling, UI/UX) and PIXEL corporate innovation hub (e.g. hot-desking, project studios, ARVR, usability, 5G test labs) for prototyping and commercialisation
- Aside from grants, shortlisted innovators will be provided with the Innovation Support and Resource Package comprising of mentors, consultants, workshops, labs, co-working offices, incubation platforms and more provided by SMRT, Singapore University of Technology and Design (SUTD), and JR East detailed below

Figure 1: SMRT – HIVE by Stellar Lifestyle @ Esplanade & Staytion Co-working Spaces



Incubation Hub to help innovators validate, commercialize and scale

- Corporate Mentors
- Subsidized Rent
- HIVE Studio & Kitchen
- Free & Extensive PR / Marketing



Co-working Space as Office Solutions

2023 Locations: Marsiling, Paya Lebar, Dhoby Ghaut, Woodlands, Jurong East

Includes POC validation and commercialization opportunities

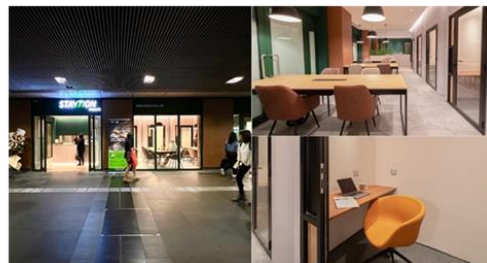


Figure 2: SUTD Innovation & Entrepreneurship Programmes

Shortlisted innovators will be invited to participate in the SUTD ARISE Program and SUTD ESG Impact Lab. The ARISE Program consists of a series of workshops that facilitate innovators to bring their technology to venture creation. Participants will develop business strategies, operation plans, financial projections and pitching strategies during the workshops. The SUTD

ESG Impact Lab is a series of masterclasses to develop the awareness of innovators on developments and opportunities in ESG and how they can achieve their corporate social responsibility goals.



Figure 3: JR East – Opportunities and Support to expand into the Japan Market



Language Barrier Support



Mentorship for integration into the Japan Market



POC Validation Platforms in the Japan Rail Club ecosystem



Access free Co-working Spaces in SG

EVALUATION CRITERIA

The evaluation process shall take place over two stages. Proposals shall be evaluated based on the evaluation criteria set out for the first stage. Thereafter, shortlisted proposals shall be subjected to a second stage evaluation in the form of an interview / pitch, and the scoring shall be based on a re-defined assessment criteria for the selection of the challenge finalist(s).

Solution Fit (30%)	<u>Relevance</u> : To what extent does the proposed solution address the problem statement effectively?
Solution Readiness (30%)	<u>Maturity</u> : How ready is the proposed solution to go to the market? <u>Scalability</u> : Is there any evidence to suggest capacity to scale?
Solution Advantage (20%)	<u>Quality of Innovation</u> : Is the solution cost effective and truly innovative? Does it make use of new technologies in the market, and can it potentially generate new IP?
Company Profile (20%)	<u>Business Traction</u> : Does the product have user and revenue traction? <u>Team Experience</u> : Do the team members possess strong scientific/technical background?

AWARD MODEL

The prize money will be awarded to each selected finalist based on milestones agreed upon between Problem Owner(s) and the solver. Prize money will be inclusive of any applicable taxes and duties that any of the parties may incur.

Note that a finalist who is selected to undertake the prototype development process will be required to:

- Enter into an agreement with Problem Owner(s) that will include more detailed conditions pertaining to the prototype development;
- Complete grant application form(s) with Stellar Lifestyle and its partners that will require more financial and other related documents for potential co-funding support.

Teams with public research performers are required to seek an endorsement from their respective Innovation and Enterprise Office (IEO) and submit the IEO form together with the proposal.

DEADLINE

All submissions must be made by **9 June 2023, 1600 hours (SGT/GMT +8)**. Problem Owner(s) and IMDA may extend the deadline of the submission at their discretion. Late submissions on the OIP, or submissions via GeBIZ, will not be considered.