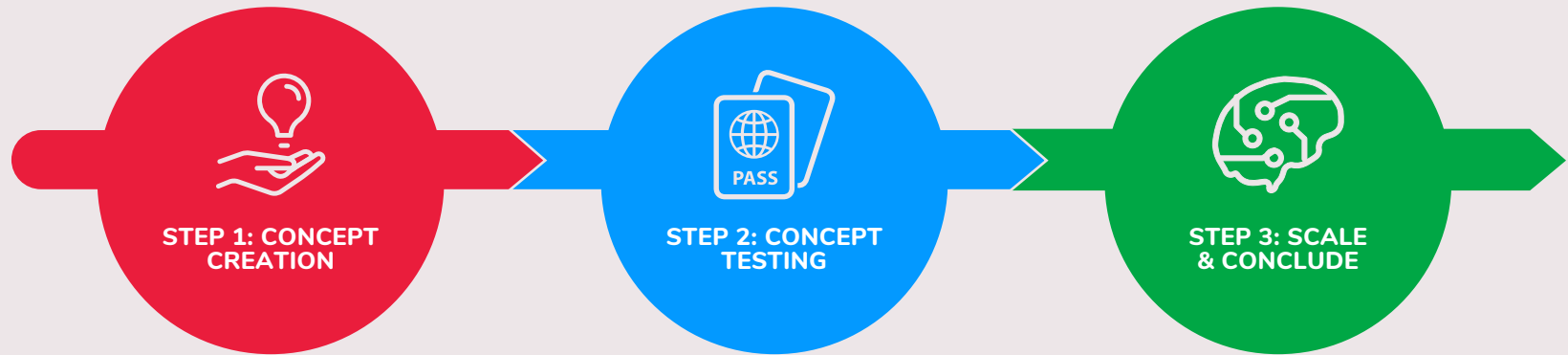


HERE'S HOW THE AFA MODEL WORKS

We have demonstrated the three steps using the EST's AfA on Facilitating Smart Commerce as an example.

Recognising that the pace of digitalisation had accelerated due to COVID-19, the Co-Leads felt that there was a need to think about the future of Retail, particularly in broadening the demand base for Singapore companies through a digital multiplier effect. They decided to convene an AfA in this area.



The AfA first took stock of the current retail landscape and initiatives from their respective companies, and decided to trial 2-3 pilots within three months that met the objectives of:

1. Creating new jobs, especially in the logistics and retail sectors.
2. Helping local businesses to grow internationally.
3. Positioning Singapore as a regional e-commerce centre.

The AfA decided to focus on two key areas:

1. Piloting online-to-offline shopping experiences.
2. Exporting Singapore retail brands through a joint incubator programme.

As the AfA worked on the project specifics, they also worked closely with government agencies to identify the relevant government resources and support required to materialise the Minimum Viable Products (MVPs) within the next three months.

The AfA took the opportunity of the upcoming Singles' Day to implement an 11.11 Campaign to drive sales and shopper traffic for offline tenants through gamification elements, while also increasing online footfall for online retailers.

The AfA gathered insights and data from this campaign, and later expanded its online-to-offline partnership efforts with the launch of a virtual mall.

Learning points from the partnership were translated to create an Exporting Singapore Brands incubator programme, which sought to reduce the lead time for retail partners to venture beyond the local market from a year to three months.

After the success of the pilots launched, the AfA Co-Leads decided to conclude the AfA.

The online-to-offline campaigns demonstrated the viability of omni-channel retail strategies that could be adopted for the wider Retail sector to help retailers and brand owners establish an extended online brand presence, and expand consumer base.

While the AfA has concluded, learnings from the AfA will be incorporated into the work of the Future Economy Council (FEC) Lifestyle Cluster.

