



GETTING US BACK TO HEALTH

*DESMOND KUEK, SMRT PRESIDENT AND GROUP CEO
SINGAPORE HEALTHCARE MANAGEMENT CONGRESS
18 AUGUST 2015, SANDS EXPO & CONVENTION CENTRE*

*SUBSIDIES FOR NEEDY
GROUPS*

SUSTAINABLE FINANCING FRAMEWORK

TIMELINESS OF RENEWAL

SAFETY AND RELIABILITY

MANAGEMENT OF PUBLIC EXPECTATIONS

COST-BENEFIT OF SERVICES AND QUALITY

FREQUENCY

CONGESTION

AVAILABILITY

AFFORDABILITY

MAINTAINABILITY OVER
LIFECYCLE

SMRT's Transformation Journey



1967



Balancing Needs and Profits

A new wholly government-owned company, Singapore MRT Limited, was incorporated in 1987 (later renamed SMRT Corporation) to operate the MRT line, and was granted a 10-year License and Operating Agreement (LOA). This was later extended to 31 March 1998. Under the lease, the non-operating and operating assets such as tunnels, tracks, stations and rolling stock were owned by MRTCL, and then its successor, the Land Transport Authority (LTA). SMRT paid a licence fee on the annual fare and non-fare revenues for the lease of the train fleet as well as accumulated funds under an Assets Replacement Reserve for the replacement or overhaul of major capital assets required to operate the MRT system. The government also funded the first set of operating assets, which were expected to be replaced after about 30 years of operation. The expectation was for the system to be able to continue running without further financial support from the government.

THE GREAT MRT DEBATE A "PRODUCTIVE FIGHT"



1936 - 2002)

Ong Teng Cheong, who was then Communications Minister, explained that Prime Minister Lee Kuan Yew was in favour of the MRT from the start, but Finance Minister Goh Keng Swee had been adamantly against it. However, the reclamation of Marina South helped to tilt the debate in favour of the MRT:

"The Prime Minister was in favour of MRT from the start. His view was that MRT was inevitable. The question was when to start, and how to finance it. I think Goh held his [negative] view because he was then Minister for Finance, and he had to finance the project... he was not convinced. He said, 'If you got to spend all this money and subsidise the system, why not spend the money and have an equally effective all-bus system? If an all-bus system is just as good as MRT, why have MRT if you have got to subsidise it?'"

"The breakthrough came with the reclamation of Marina South.... If there is no MRT, Marina South will remain predominantly an open space. Right? If you have MRT going to Marina South, then that open space can be developed. And all that you need is to sell only part of that developable land to pay for all your MRT costs.... So that settled all the arguments about financing.... Without the MRT, Marina South would have no hope for development."⁶³

Ngiam Tong Dow, who was Permanent Secretary of the Ministry of Communications at the time, gave his perspective on Goh's approach.



“...The MRT is much **more than a**
transport investment... The boost it will
provide to **long term investors’**
confidence, the **multiplier effect**
and how MRT will lead to the **enhancement of**
the intrinsic value of
Singapore’s real estate.....”



First MRT Trains delivered at Bishan Depot 1986



Photo Credit: National Archives of Singapore







GETTING US BACK TO HEALTH



**Low-income
workers**



**People with
disabilities**



Children



**Polytechnic
students**



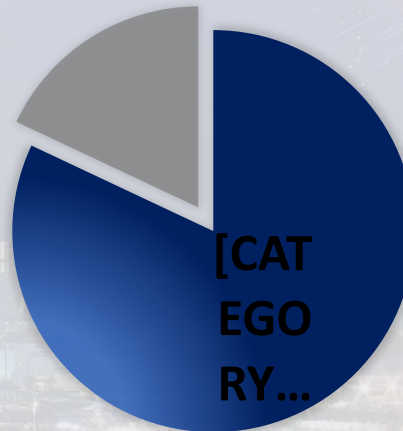
**Singaporean
students
pursuing
full-time
private studies**



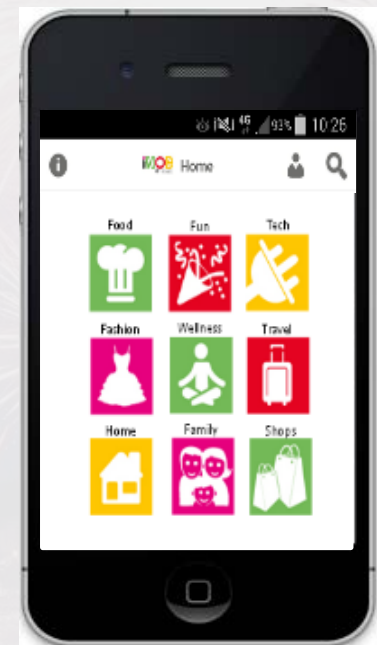
**Senior
citizens**



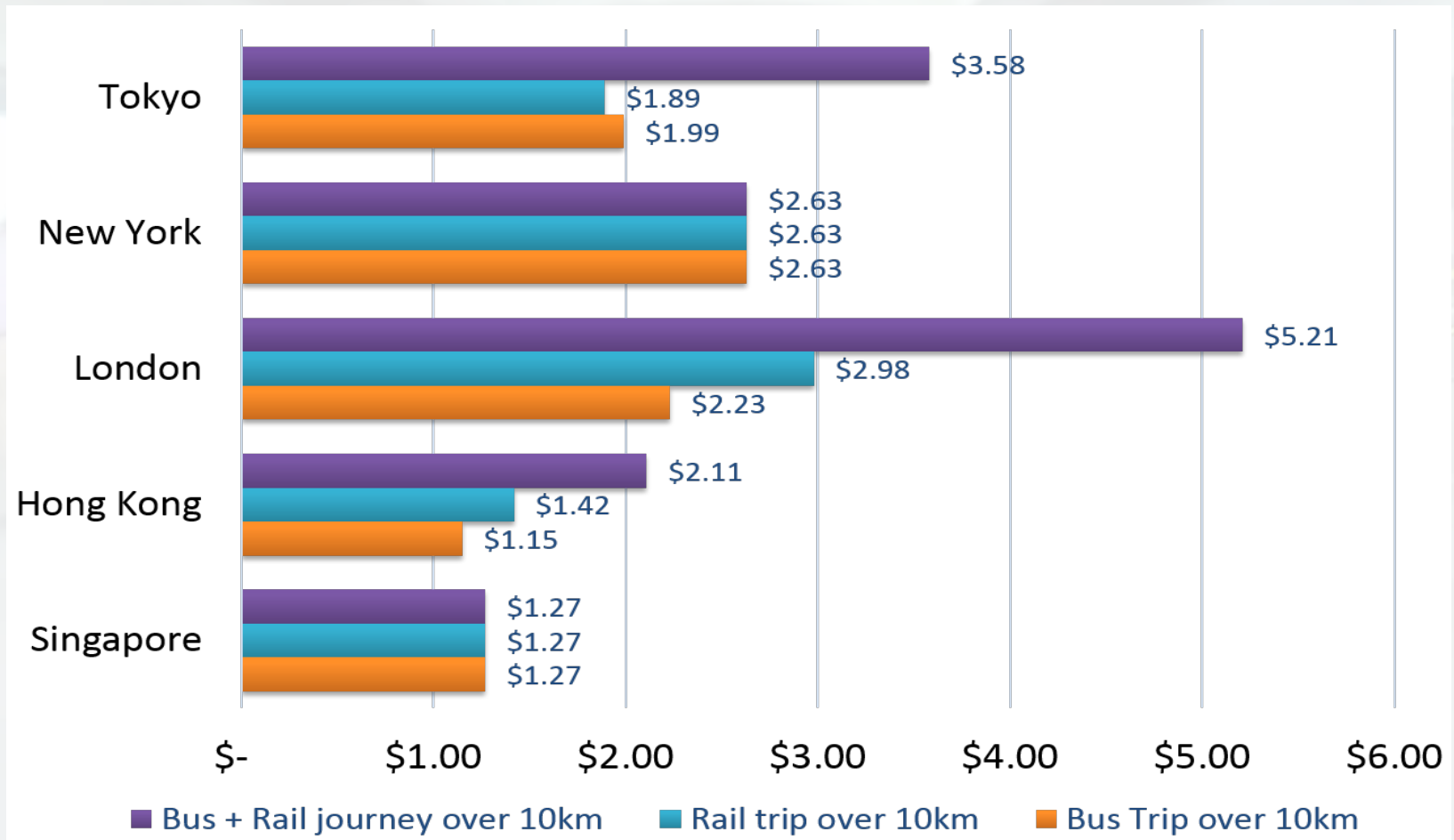
GROWING COMMERCIAL PROFITABILITY



iMOB
ON BOARD

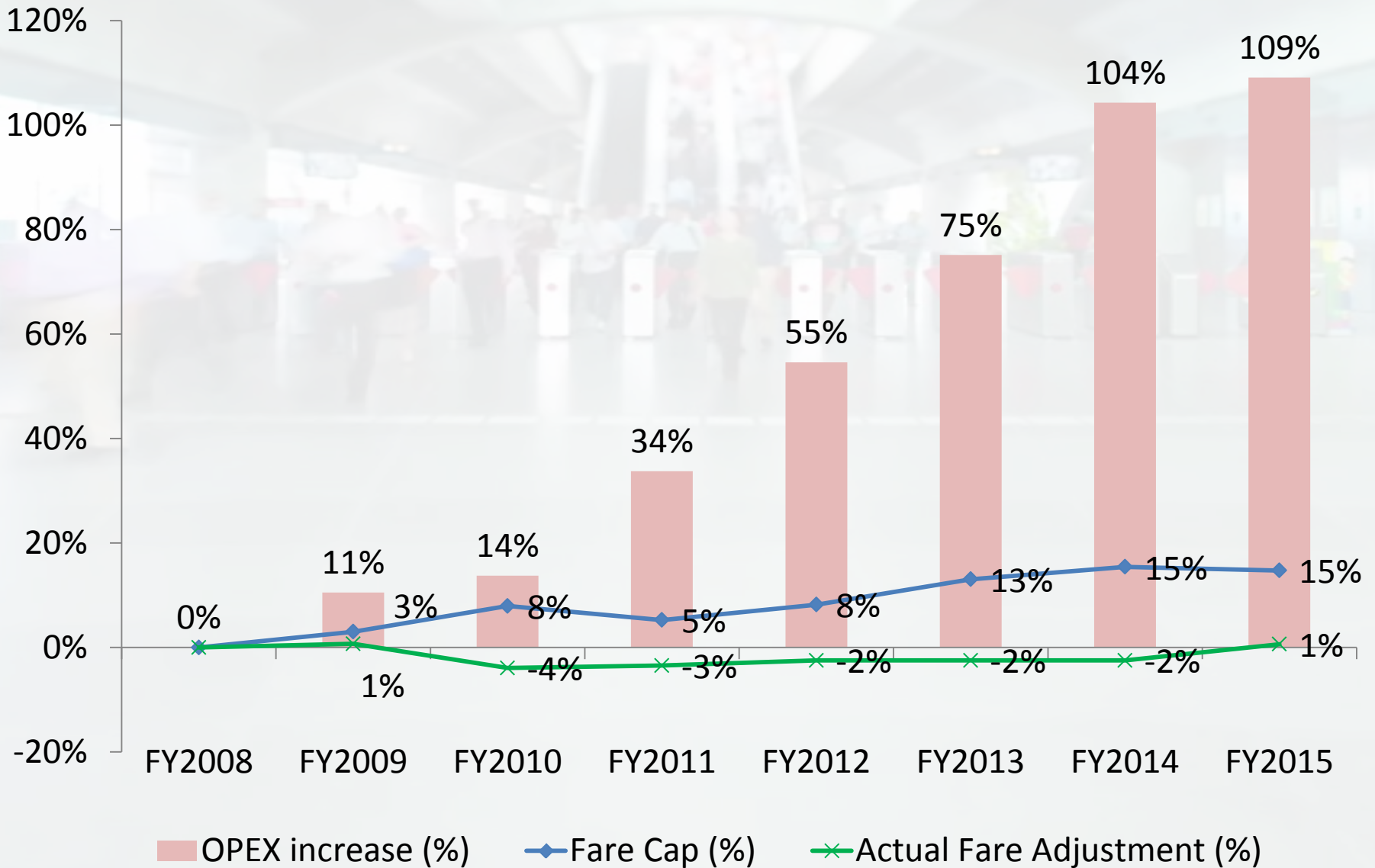


Comparison of Fares with Major Cities

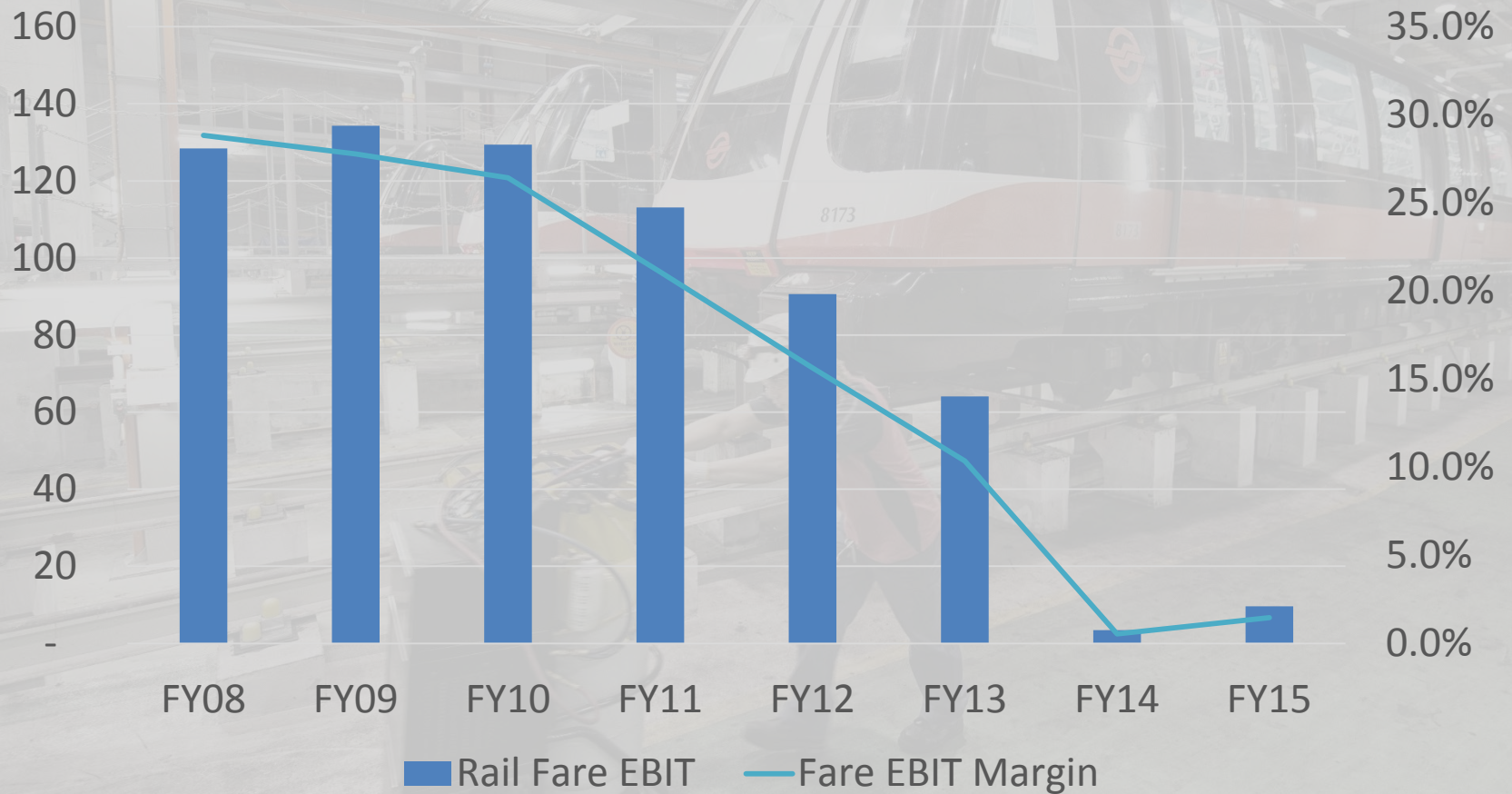


Source: COS 2014

Stagnating Fares vs Escalating SMRT Trains Costs



Trains Business Operating Profit



NEW INDUSTRY FRAMEWORK



New Bus Contracting Model



New Rail Financing Framework





Photo: Zaobao



PUBLIC

Media / Commuters



STAFF

Union / Employees



SHAREHOLDERS



GOVERNMENT

Regulators



BUSINESS PARTNERS

Commercial & International
Partners

People

1

On Board: Going back to basics with our shared vision, mission and values

2

On Track: Focusing on commuter as part of a 5-prong strategy

3

On Top: Inspiring a service excellence culture

BACK TO BASICS



VISION
Moving People, Enhancing Lives

MISSION
To be the PEOPLE'S CHOICE by delivering a WORLD-CLASS transport service and lifestyle experience that is SAFE, RELIABLE and CUSTOMER-CENTRIC.

CORE VALUES

SMRT n I
Live our core values

Service Excellence • Mastery • Responsibility & Respect • Teamwork • Nurture • Integrity

					
<i>Put others first.</i>	<i>Be the best you can be!</i>	<i>Give everyone the respect they deserve.</i>	<i>Together we can do anything!</i>	<i>Lead with a heart.</i>	<i>Do the right thing.</i>
SERVICE EXCELLENCE	MASTERY	RESPONSIBILITY & RESPECT	TEAMWORK	NURTURE	INTEGRITY

ALIGNING VISION WITH **STRATEGY**



Operational performance excellence is achieved with high standards and continuous improvements in safety, reliability, availability, maintenance, readiness and service delivery that preserve high public confidence in SMRT.

ALIGNING VISION WITH **STRATEGY**

Positive customer experience is achieved through a service excellence mindset, by improving customer touch-points, delivering more convenience and value, acting responsively and communicating effectively to meet the needs of our external and internal customers.



ALIGNING VISION WITH **STRATEGY**



Workforce health is achieved through a high performance and people-oriented workplace culture; a workforce that is optimally sized, competent, collaborative and continually learning; and people who are **valued, committed, engaged and cohesive.**

ALIGNING VISION WITH **STRATEGY**



Organizational excellence is achieved through continual learning and capacity to change, in alignment with maximum productivity and value generation, and adaptability to a changing environment while ensuring good governance.

ALIGNING VISION WITH **STRATEGY**



Sustainable growth is achieved by driving revenue and profit growth on a sustainable basis, supported by an entrepreneurial spirit, an innovative mindset and dynamic organization to deliver shareholder value over the long term.

ALIGNING STRATEGY WITH **PEOPLE**





Benchmarks

1

Availability

2

Reliability

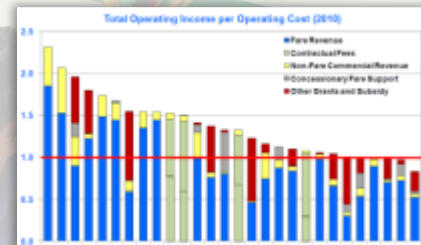
3

Safety

Injury Rate



Service Adherence



Fleet Availability



Mean Time Between Failure



Failures causing >10min delay

Total Operating Income per Operating Cost

Actual car km/ scheduled car km

Passenger

**Walking distance
to station**

**Waiting time
to next train**

Crowdedness

Punctuality

An aerial photograph of a city with a dense residential area. A railway line runs horizontally across the middle of the image, with several train cars visible. The city is characterized by numerous buildings with red-tiled roofs. The text '180 km of rail' is overlaid in large red font on the left side of the image.

180 km of rail

140 stations



More than **3 million** passenger journeys a year

Cumulative Train distance of **twice**
around the equator
per day

99.8% average train availability



Enhancing Commuter Touchpoints



GENERAL
QUEUE

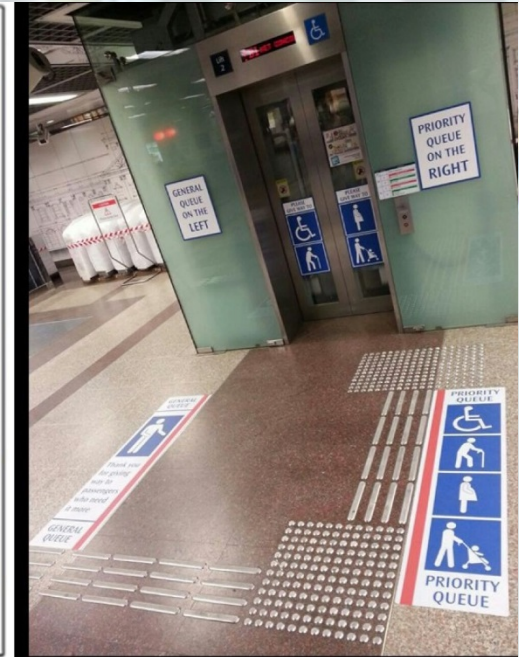


Thank you
for giving
way to

PRIORITY
QUEUE



PRIORITY
QUEUE



Look out for
the *Care Sticker*!

Improving Passenger Information Services

STARiS 2.0



Improving Passenger Information Services



WHAT DO THE LIGHTS MEAN?



GREEN



AMBER



RED



FLASHING
RED

**PLATFORM
NOT
CROWDED**

You can board
the next train

**PLATFORM
IS SLIGHTLY
CROWDED**

You may have
to wait
approx. 2
trains to
board

**PLATFORM IS
CROWDED**

Prolonged
waiting time
expected. Please
consider taking
the train at a
later time

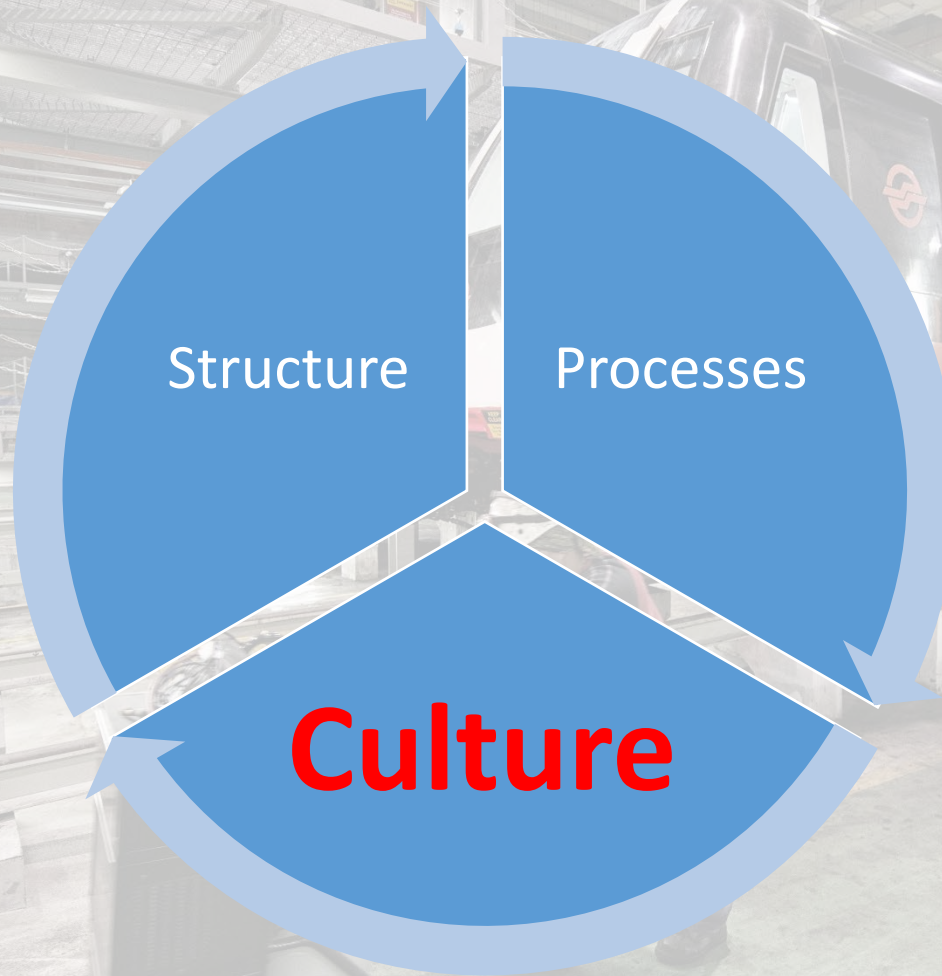
**SERVICE DELAY/
DISRUPTION**

Kindly seek
alternative
transport. Please
refer to station
announcements
for updates

Installed at station entrances, these lights are newly implemented color codes--they reflect how crowded station platforms are real time. We hope they can assist with better journey planning, so you can determine platform conditions even before you tap in.



DRIVING A SERVICE EXCELLENCE MINDSET



DRIVING A SERVICE EXCELLENCE MINDSET

Collaboration



Continual Learning



Customer Focus



Communication



Critical Thinking



DRIVING A SERVICE EXCELLENCE MINDSET



DRIVING A SERVICE EXCELLENCE MINDSET

From: Desmond Lee (CEO)

Sent: 26/09/2012 18:49

To: All Staff

Subject: What are you thinking?

I will be taking over as President and CEO of SMRT on Monday and am very much looking forward to it. As I remarked to the media when they asked me for my thoughts on this, it is an exciting time to be joining SMRT - both because of our challenges and also the opportunities before us. I also said that I am honored to lead a team of dedicated professionals who are committed to building a safe, efficient and reliable public transport service for Singapore. In the past weeks that I have been here, meeting our people, visiting the depots and receiving the briefs, I have indeed found this to be so.

What I think about a whole range of issues, and what my vision and emphasis will be. I will share with you all of this on Monday and certainly discuss this with you over many more sessions as we collectively seek a new way forward in excellence for SMRT.

But it is equally important that I know what you are thinking. I have been candid, open and direct about the organization that I trust you care about. So I would like to invite you to take a few minutes to tell me personally and directly what you are thinking along the following lines:

- what are we doing well that we must continue to build on;
- what we are not doing so well that we should seriously improve in; and
- what we should really consider junking because it is wrong, meaningless or counter-productive.

No idea is too small or unimportant. There is also no need for a long reply, just one or two thoughtful points to each question in bullet point will do, although of course I would be grateful if you expand on them if they are rather complex.

Please reply directly to me at this email address. Your views will be kept confidential.

I look forward to working with all of you.

Best regards.

DK

“What are you thinking?”

SERVICE EXCELLENCE



DRIVING A **SERVICE EXCELLENCE MINDSET**



DRIVING A SERVICE EXCELLENCE MINDSET

Bus driver sweetens commuters' journey with some free candy

Posted on 08 May 2014 | 3,716 views | 16 comments



PHOTO: Yeo Jiawei's Facebook

This article is contributed by the Stomp Team.

Mr Sng, a bus driver operating Service 75 certainly warmed his commuters' hearts with a happy smile and some free sweets at the entrance.



To: Station Staff, Maintenance, Drivers ALL staff mobilised on 7 Jul

Thank you to all staff who were mobilised n worked tirelessly during the NSEWL breakdowns. Sorry if some may have wrongly scolded you. I am unable to send gifts to all stations, but please convey my sincere thanks to the rest. It is not an easy job. Thank you for your hard work on behalf of Singapore

Grateful passenger who wants to remain anonymous from Kampong Singapore 2015-07-10

Thank you to all staff - from an anonymous commuter

10 July 2015



Just a \$50 note, but SMRT staff's effort priceless

Kok Xing Hui

When Mr Nishal John Vethanayagam saw a \$50 note slip from his hand and fall into the gap between the steps and side wall of the escalator at Novena MRT station, he did not expect to see it again.

He thought it would be troublesome for the staff of operator SMRT to stop the escalator to fish out the note, especially as it was the eve of Chinese New Year last Wednesday.

But within two hours of asking the staff for help, the Indian national got his money back.

On his Facebook page, he

posted an account of what happened and a photo of the greasy \$50 note, linking it to SMRT's Facebook page.

His post has been liked more than 5,000 times and shared 900 times as of 7.30pm yesterday, since it was created last Friday morning.

He wrote: "Now, just so we're all clear on how big a deal this is: To retrieve the \$50, they had to stop the escalator, open up each and every step (in case it was stuck inside any of them), and when they couldn't find it, go down to the bottom and fetch the \$50."

The 28-year-old, who works in marketing, told The Sunday

Times: "I am amazed at the speed at which it happened. Most would wait for Chinese New Year to be over or for the next maintenance schedule."

He was on his way home last Wednesday after withdrawing \$100 from the ATM when one of the \$50 notes fell into the escalator's crack.

Mr Vethanayagam reported the matter to the station staff at about 1.30pm, but had "mentally kissed goodbye to my \$50".

To his "utter shock", less than two hours later, the station staff called to say they had retrieved his money. He was overjoyed despite being told that the note was "a lit-

tle oily and grimy, and may be unusable".

He wrote: "I cannot think of any other country in the world where something like this can happen - I am blown away by the sheer efficiency and the simple honesty of these people."

Mr Vethanayagam, who has been living here for two years, intends to frame the note as a memento. "For someone new to the country with no family, being helped like that makes me feel connected to Singapore."

"The emotional value is higher than the value of the note."

✉ kxinghui@sph.com.sg



ST PHOTO: TIFFANY GOH

The retrieved \$50 note is a little grimy, but Mr Nishal John Vethanayagam wants to frame it as a memento for its emotional value.

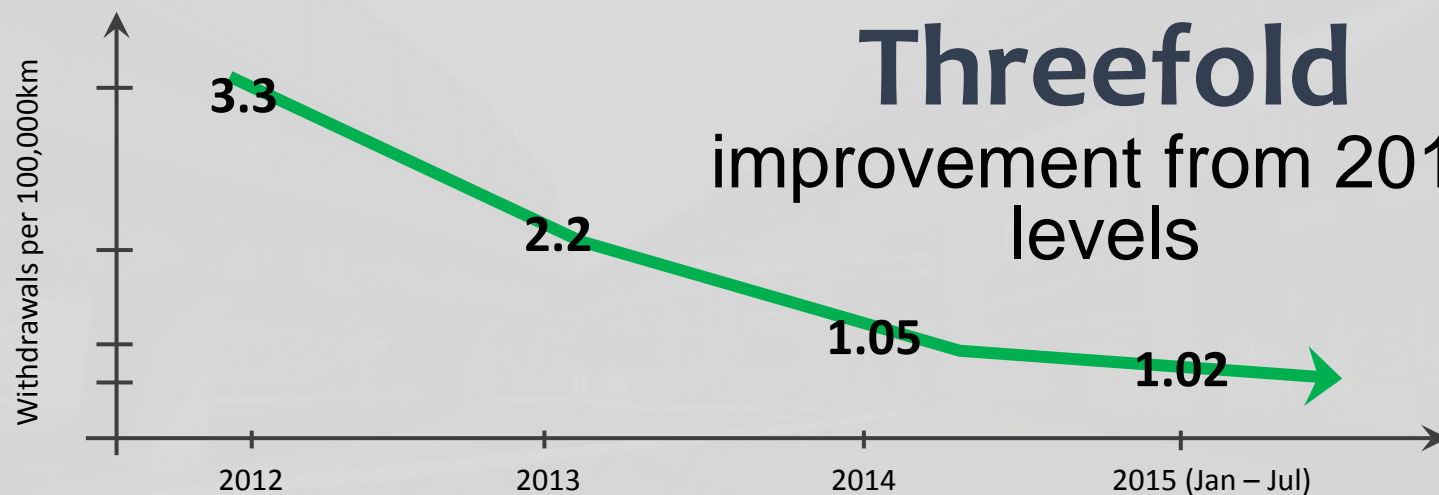
Train Withdrawals



North South Line



East West Line



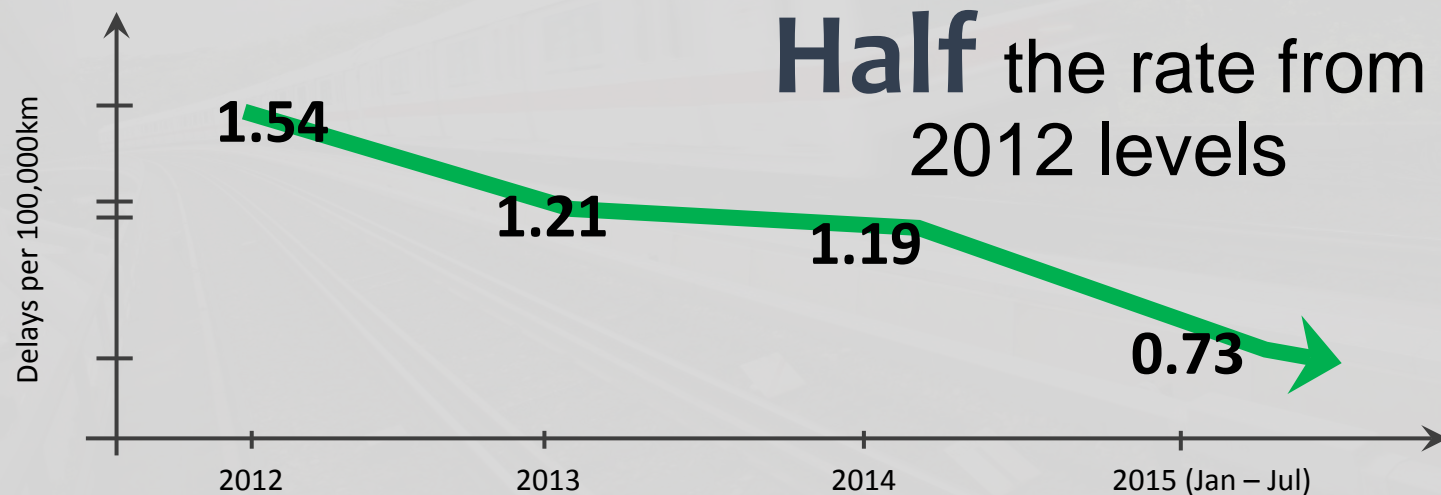
Train delays lasting more than 5 mins



North South Line



East West Line

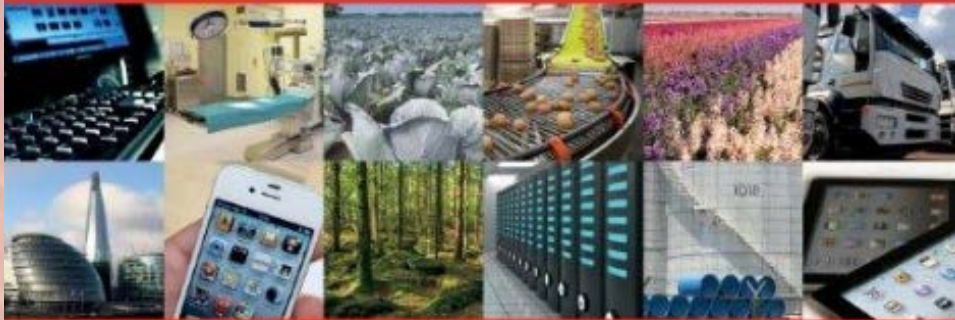


ISO 55001 CERTIFICATION FOR ASSET MANAGEMENT

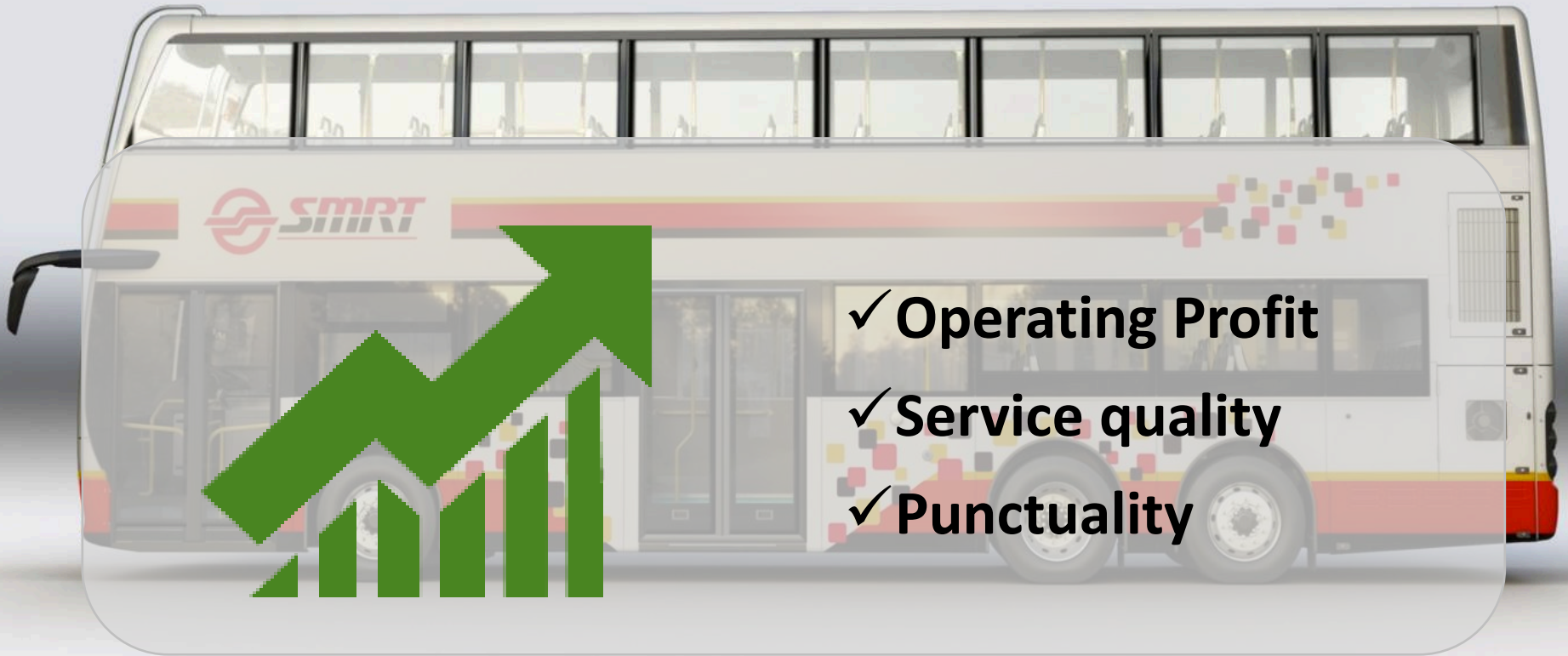
BS ISO 55001:2014

Asset management

Management systems – Requirements



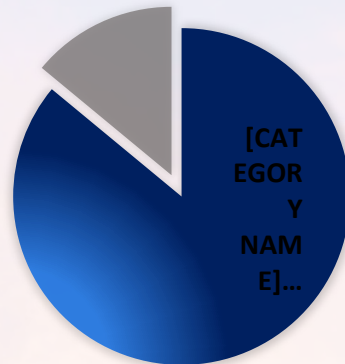
IMPROVING BUS OPERATIONS



- ✓ Operating Profit
- ✓ Service quality
- ✓ Punctuality

THE SMRT TRANSFORMATION JOURNEY

ORGANISATIONAL CLIMATE SURVEY



7% above Singapore Norm

9% above Transport Industry

10% above Global Transitional Companies Norm

MAY DAY PLAQUE OF COMMENDATION (GOLD)



INSTITUTE OF RISK MANAGEMENT GLOBAL RISK AWARDS 2015



Conclusion

Thank You