



CUSTOMER SATISFACTION INDEX OF SINGAPORE 2016

Q2 SCORES

AIR TRANSPORT, LAND TRANSPORT,
LOGISTICS, PRIVATE EDUCATION, AND
PUBLIC EDUCATION

RESULTS OVERVIEW



INSTITUTE OF
SERVICE EXCELLENCE
SINGAPORE MANAGEMENT UNIVERSITY





2016 Q2 SCORES
AIR TRANSPORT, LAND TRANSPORT, LOGISTICS,
PRIVATE EDUCATION, AND PUBLIC EDUCATION

75.7 Public Education

- 77.1 Universities*
- 80.5 SMU*
- 77.6 NUS
- 76.0 NTU
- 74.2 SUTD
- 73.0 SIT

72.5 ITE

- 71.5 Polytechnics
- 76.0 Singapore*
- 75.0 Temasek*
- 72.2 Ngee Ann
- 67.8 Republic
- 65.8 Nanyang

75.5 Air Transport

- 81.4 Airport*
- 81.4 Changi Airport
- 73.5 Airlines
- 76.7 Singapore Airlines*
- 75.1 Garuda Indonesia*
- 74.1 Emirates
- 73.3 Cathay Pacific
- 71.9 Qantas
- 71.7 Silkair
- 70.8 Other airlines

- 69.5 Budget Airlines
- 70.3 Jetstar Asia
- 69.9 AirAsia
- 68.6 Tigerair
- 68.2 Scoot
- 70.9 Other budget airlines

71.2 Logistics

- 72.4 Courier Services
- 73.6 FedEx
- 72.7 Speedpost
- 72.0 DHL
- 71.3 UPS
- 68.9 Other courier services

- 67.9 Postal Services
- 67.9 Singapore Post

66.8 Land Transport

- 70.0 Taxi Services*
- 72.2 Premier*
- 71.9 Transcab
- 70.1 SMRT
- 69.3 ComfortDelGro
- 68.5 Prime

- 68.8 Transport Booking App*
- 69.7 Uber
- 69.0 Grab
- 68.0 ComfortDelGro
- 67.2 Other transport booking app

66.4 Mass Rapid Transit System

- 66.5 SBS Transit
- 66.3 SMRT

62.7 Public Buses

- 64.4 SMRT
- 61.9 SBS Transit

65.0 Private Education

- 65.0 Private Education Institutions

This chart summarises the results of the CSISG 2016 satisfaction scores in the Air Transport, Land Transport, Logistics, Private Education, and Public Education sectors at the sector, sub-sector and company levels. 2016 is the second year of measure for the Air Transport, Land Transport, and Logistics sectors. Previously, they were measured as one sector (i.e., the Transport & Logistics sector).

The sector scores (in gold) represents a weighted average of their respective sub-sector scores (in blue). Satisfaction scores for sub-sectors with individual company scores are weighted averages of these individual company scores.

All scores displayed are accurate to one-decimal place. Entities are presented in decreasing levels of satisfaction.

* Companies indicated with an asterisk(*) are companies that have performed significantly above their sub-sector average.

* Sub-sectors indicated with an asterisk(*) are sub-sectors that have performed significantly above their sector average.

The sparklines indicate the satisfaction score of their respective sectors, sub-sectors and companies over the past few years.

statistically significant increase in customer satisfaction from 2015 to 2016

statistically significant decrease in customer satisfaction from 2015 to 2016

no significant year-on-year change in customer satisfaction score

CSISG 2016 SECOND QUARTER RESULTS OVERVIEW

The Customer Satisfaction Index of Singapore (CSISG) computes customer satisfaction scores at the national, sector, sub-sector, and company levels. The CSISG serves as a quantitative benchmark of the quality of goods and services produced by the Singapore economy over time and across countries. This is the CSISG's tenth year of measurement.

SECOND QUARTER RESULTS HIGHLIGHTS

Statistically significant* upticks in customer satisfaction were seen in the Air Transport, Land Transport and Public Education sectors from 2015. Meanwhile, the Logistics and Private Education sectors saw no statistically significant change from the year before.

Within the Air Transport sector, three sub-sectors were measured: Airport, Airlines and Budget Airlines. The sector improvement was led by a marked increase in the customer satisfaction score for Changi Airport at 81.4 points (+6.28 points/+8.4%). The other two sub-sectors, Airlines (73.5 points) and Budget Airlines (69.5 points), saw no statistically significant difference from the year before.

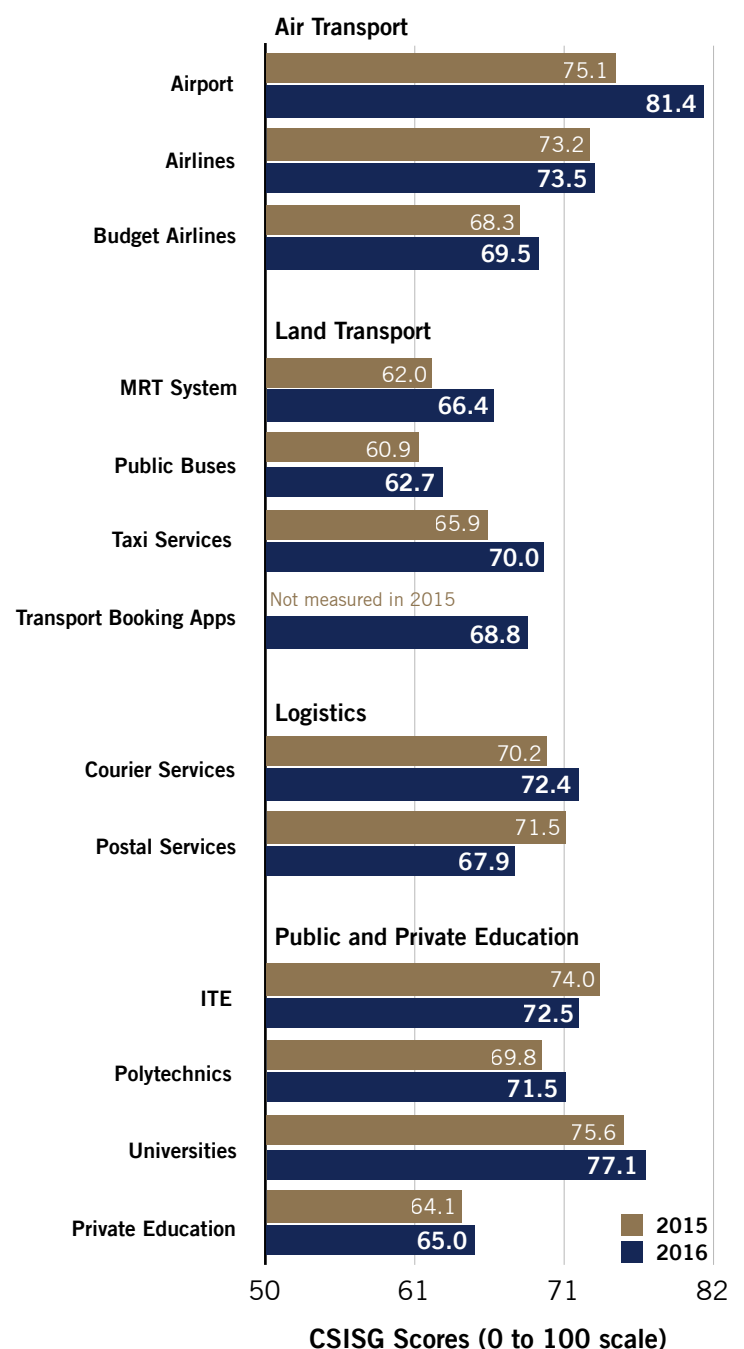
The Land Transport sector also registered a statistically significant increase in customer satisfaction with a score of 66.8 points (+3.44 points/+5.4%). Within this sector, Taxi Services scored 70.0 points (+4.07 points/+6.2%) and Mass Rapid Transit System scored 66.4 points (+4.40 points/+7.1%), both sub-sectors saw statistically significant increases in customer satisfaction scores. The Public Buses sub-sector scored 62.7 points (+1.82 points/+3.0%), a statistically similar performance from the year before. A new sub-sector termed Transport Booking Apps was introduced for the first time this year; it scored 68.8 points.

For Logistics, Courier Services registered a statistically significant improvement in score at 72.4 points (+2.24 points/+3.2%) whereas Postal Services, which is represented by Singapore Post, saw a statistically significant decline in customer satisfaction score at 67.9 points (-3.55 points/-5.0%), compared to 71.5 points from the year before.

The Public Education sector also improved significantly year on year with a score of 75.7 points (+1.56 points/+2.1%). Leading the pack was the Universities sub-sector with a score of 77.1 points (+1.43 points/+1.9%). This is followed by the ITE sub-sector which saw a statistically significant dip in scores to 72.5 points (-1.51

points/-2.0%) from 74.0 points the year before. The Polytechnics sub-sector on the other hand scored 71.5 points (+1.64 points/+2.3%), a change that is not considered statistically significant from the year before.

The Private Education sector performed similar to last year, scoring 65.0 points (+0.87 points/+1.4%).



*Statistical significance for the CSISG study is measured at a confidence interval of 90%.

SECOND QUARTER KEY FINDINGS

Getting commuters to their destination efficiently key to improving Perceived Quality

Analysis of the different service attributes of the MRT, Buses, and Taxis suggest that moving commuters to their destination efficiently was a common driver to significantly improve perceptions of quality. This is illustrated in Figure 1.

This was manifested differently in the different transport modes. For the MRT, it was train reliability and frequency. For buses, commuters associated this with clarity of route information and accuracy of bus arrival information. For taxis, it was drivers' road knowledge.

Also noteworthy was the significant impact human interactions had on improving Perceived Quality. Commuters seemed to appreciate staff helpfulness with the MRT and buses while taxi driver interactions positively influenced quality in the Taxi services sub-sector.

	MRT	Buses	Taxis
Increasing Impact on Quality ↑	Reliability of trains	Comfort of the ride	Payment process
	Helpfulness of staff	Helpfulness of bus captain	Taxi drivers road knowledge
	Train frequency	Clarity of bus route information	Fares charged by company
	Cleanliness of stations and trains	Accuracy of bus arrival information	Comfort of the ride
	Handling of train disruptions	Ease of moving within the bus	Interaction with taxi driver

Figure 1, Top 5 attributes that impact perceptions of quality, for each public transport sub-sector.

Tourist passengers of Budget Airlines more satisfied

Budget Airlines' tourist passengers reported significantly higher scores for Expectations, Perceptions of Quality, and Value, compared to local passengers. This is illustrated in Figure 2. As a result, they were also the more satisfied group of customers. This is in contrast to Full-service Airlines passengers, where local and tourist customers had similar levels of satisfaction.

Interestingly, of the top three attributes to impact Perceptions of Quality at Budget Airlines, two attributes were common to both local and tourist passengers, namely the "Cleanliness of Cabin" and "Food and Beverage Options".

Budget Airlines can effectively improve perceived quality for both these groups of customers by making improvements to these two attributes.

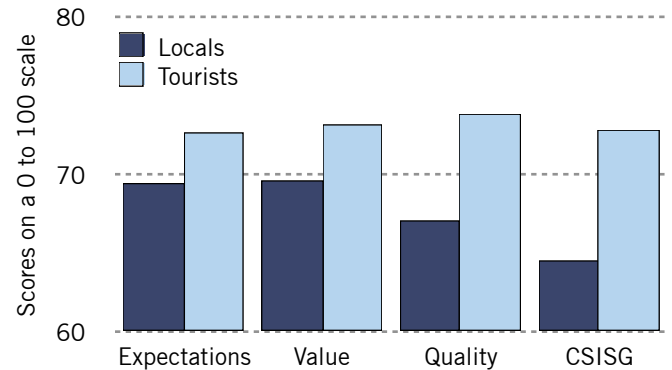


Figure 2, Budget Airlines Tourists' Expectations, Value, Quality, and CSISG scores significantly higher than Locals'.

Courier services sub-sector improved year-on-year due to higher satisfaction with Business-use and Local-delivery services

As a whole, satisfaction with the Courier services sub-sector improved significantly over the previous year.

Segmenting the customers of courier services by their purpose of use, i.e., personal or business, or by type of service used, i.e., local or international, it was observed the year-on-year improvements in satisfaction was led by business users and users of local delivery services, respectively. Figure 3 illustrates these observations.

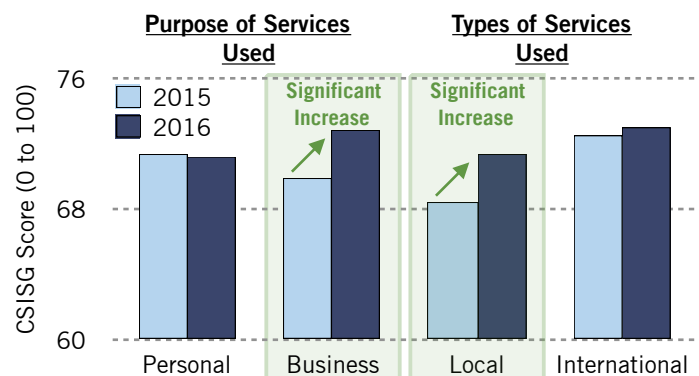


Figure 3, Satisfaction levels of Courier service customers, segmented by purpose of use and type of service used.

Student Support and Teaching key drivers of Perceived Quality in Education sub-sectors

Student support services in terms of counselling, career advice and financial assistance as well as quality, dedication and mutual respect exhibited by teaching staff were found to be the key quality

drivers for the Polytechnics, Private Education Institutions, and Universities sub-sectors. This is shown in Figure 4.

Improvements in these drivers will most effectively drive quality at each respective Education sub-sector.

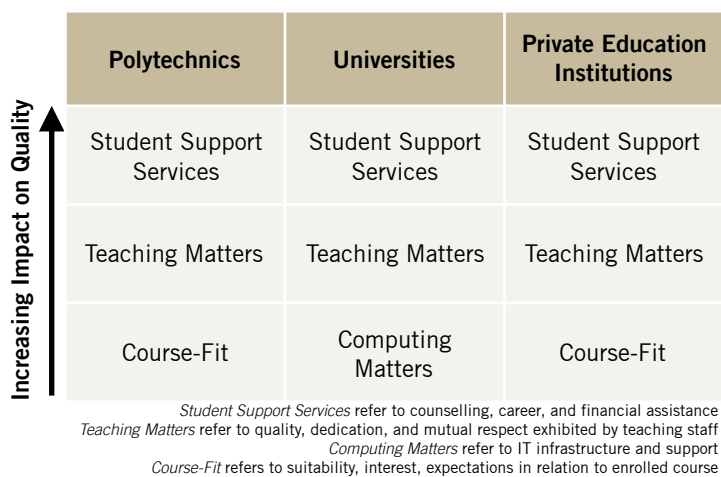


Figure 4, Top 3 drivers of Perceived Quality, for the Polytechnics, Universities, and PEI sub-sector.

CSISG BACKGROUND

CSISG scores are generated based on the econometric modelling of survey data collected from end-users after the consumption of products and services.

Company scores are weighted based on a separate incidence study. This incidence study helps determine each company's sample profile and the local-tourist weights. Sub-sector scores are derived as a weighted average of company scores, in proportion to the local and tourist incidence interactions with the constituent companies. Sector scores are derived by aggregating the sub-sector scores proportionately to each sub-sector's revenue contributions. Finally, the national score is weighted according to each sector's contribution to GDP. CSISG scores customer satisfaction on a scale of 0 to 100 with higher scores representing better performance.

Under a quarterly measure-and-release system, distinct industry sectors measured within each calendar quarter have their results released the following quarter. Companies in the Retail and

Info-Communications sectors were measured in the first quarter, Air Transport, Land Transport, Logistics, Public, and Private Education in this second quarter, Food & Beverage and Tourism sectors in the third quarter, and finally the companies of Finance & Insurance and Healthcare sectors, in the fourth quarter. The national score for 2016 will then be computed using the data collected over these four quarters.

For this second quarter of 2016, the Air Transport sector comprises of the Airlines, Budget Airlines, and Changi Airport sub-sectors. The Land Transport sector comprises of the Public Buses, MRT, Taxi Services, and Transport Booking Apps sub-sector. The Logistics sector is made up of the Courier Services and Postal Services sub-sectors. The Public Education sector is made up of the ITE, Polytechnics, and Universities sub-sectors, while Private Education Institutions (PEIs) make up the Private Education sector.

Based on the latest incidence study, this year's Q2 survey also introduced the Transport Booking Apps sub-sector and its three constituent companies. New measured entities were also introduced to existing sub-sectors: Garuda Indonesia in the Airlines sub-sector; Scoot in the Budget Airlines sub-sector; SIT and SUTD in the Universities sub-sector.

CSISG 2016 FIELDWORK PROCESS

Survey data was collected between April and July of 2016. Responses were primarily collected via face-to-face interviews with Singapore residents at their homes and departing tourists and transit passengers at Changi Airport. Responses from the ITE and PEI students about their institutions was collected via an online survey.

The Q2 fieldwork garnered 7,076 face-to-face interviews with locals and 2,295 with tourists and transit passengers at the airport. Online surveys for the ITE and PEIs garnered 3,984 responses.

In total, there were 13,355 unique responses covering 206 companies and entities in the Air Transport, Land Transport, Logistics, Private Education, and Public Education sectors; 40 entities have published scores.

