Institute of Service Excellence

ISE Industry Forum

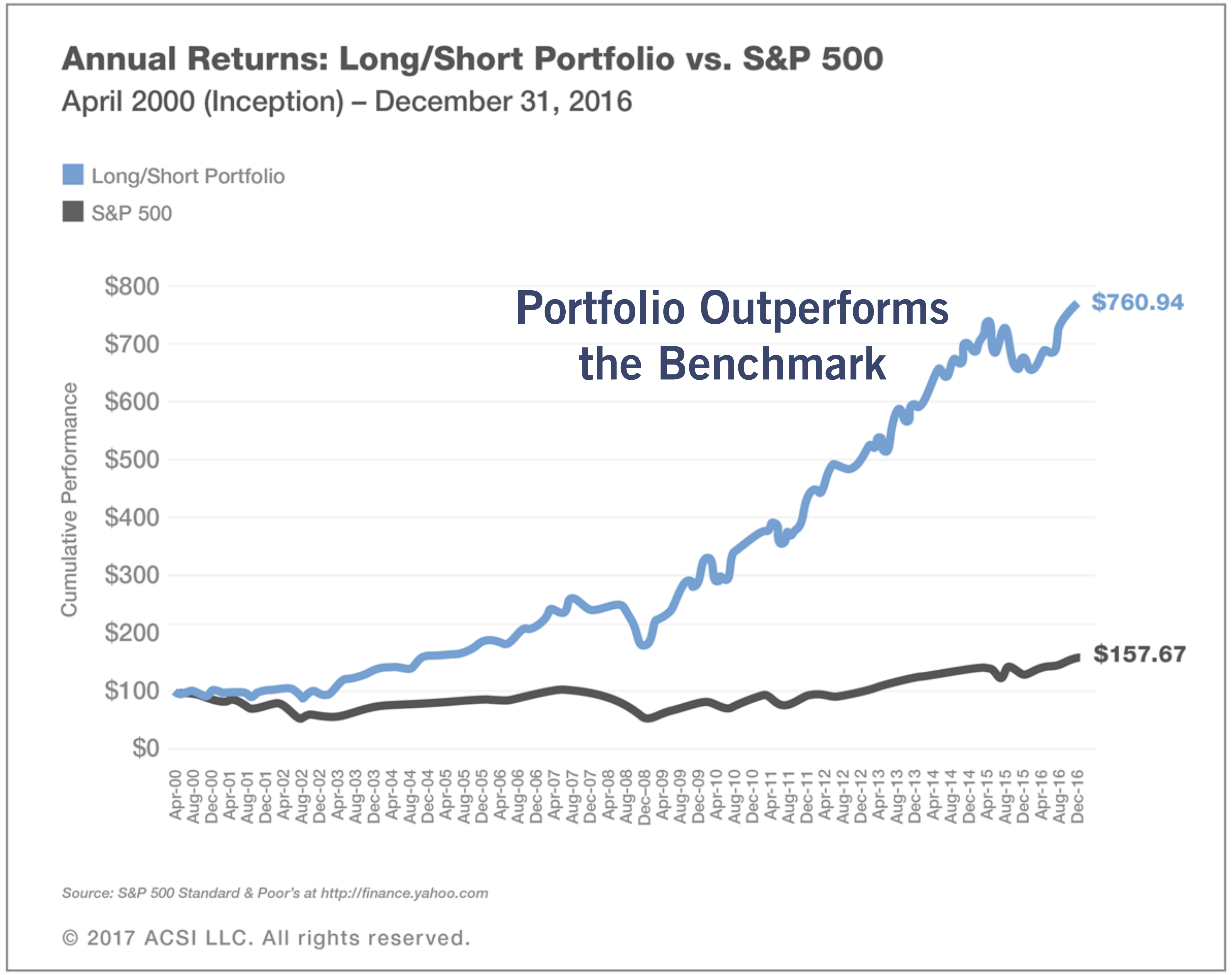
CSISG 2021 Q1 Results Announcement

Retail & Info-communications

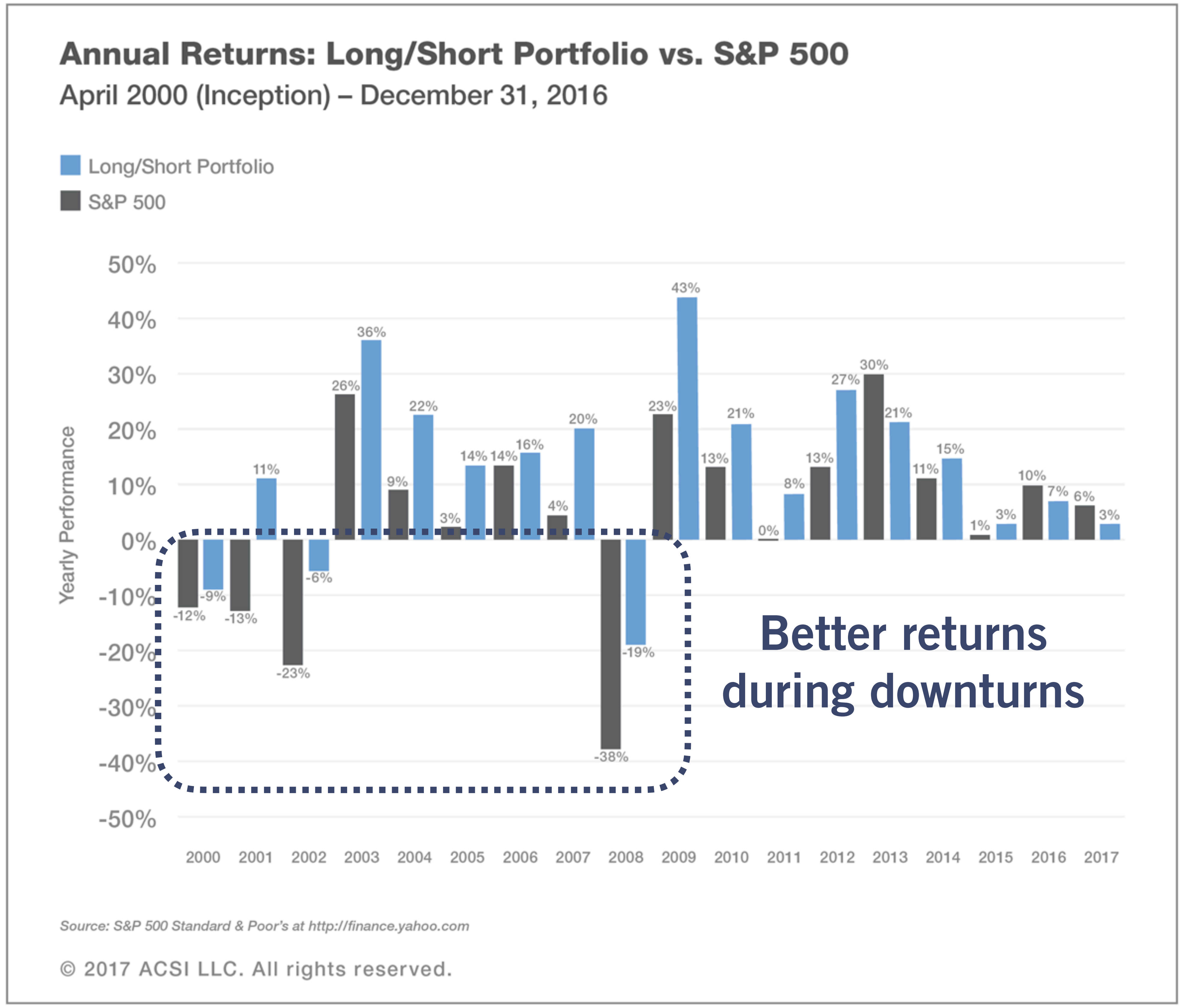
DOES CUSTOMER SATISFACTION STILL MATTER?

Research Shows A Positive Relationship Between Customer Satisfaction And Financial Performance

Companies Performing Well on Customer Satisfaction Outperform the Benchmark Index



Companies with more satisfied customers generally more resilient even during downturns



Source:
Note: Fund is named The American Customer Satisfaction Core Alpha ETF (ticker: ACSI)

Why Customer Experience & Satisfaction Matters

Customer Experience → **Customer Satisfaction** → **Customer Loyalty** → **Firm Performance**

- Great customer experiences tend to lead to satisfaction or even delight.
- Happy customer tend to be more loyalty to the brand.
- Poor experiences tend to lead to customer dissatisfaction and defection and negative word-of-mouth.

- High repurchase behaviour
- Price insensitivity
- Positive word-of-mouth
- Higher customer referrals
- Stays longer with brand in downturns
- Returns to the brand faster in a recovery

CSISG METHODOLOGY

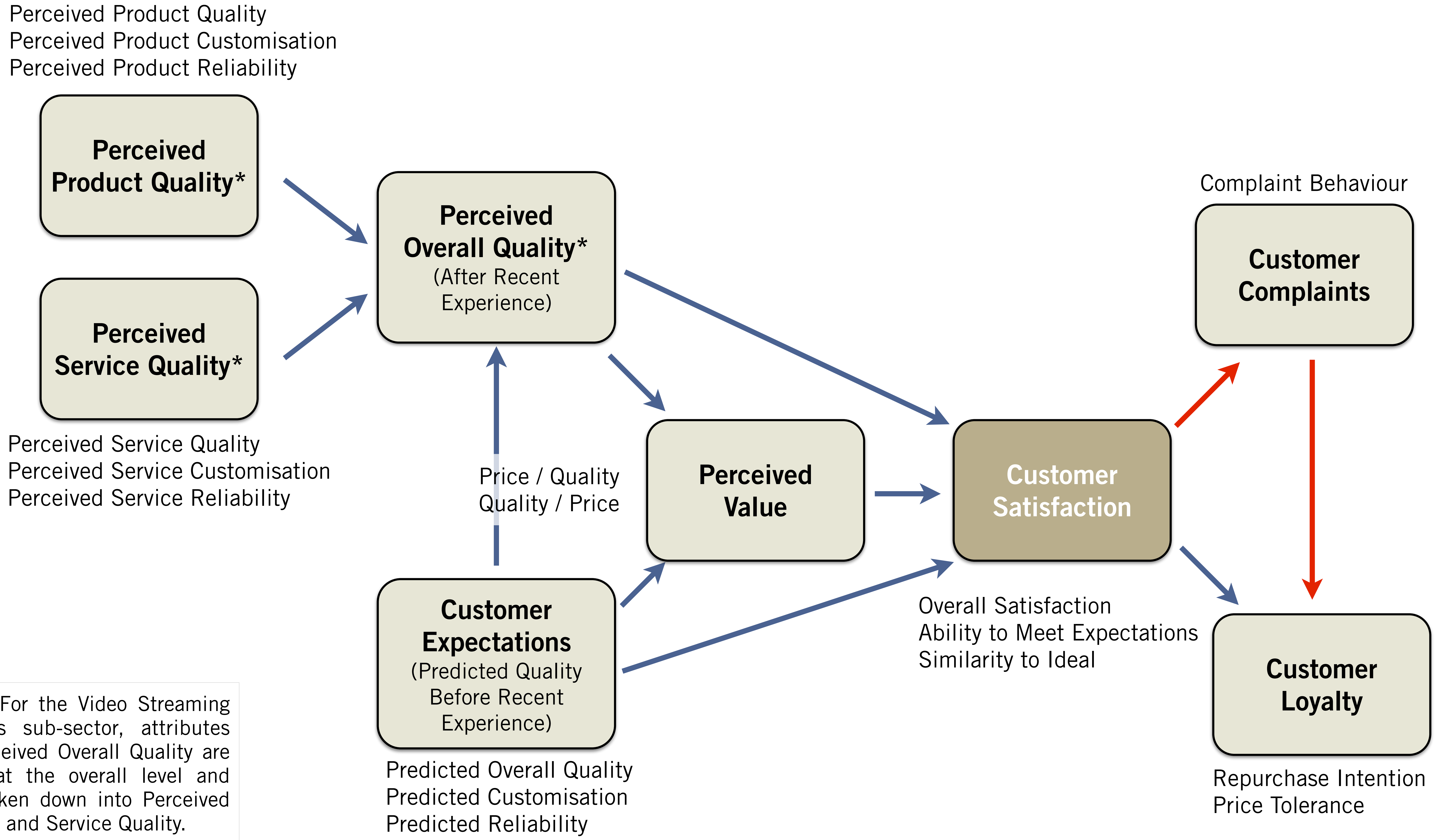
How Well Did Companies Satisfy Their Customers?

The CSISG Score

Customer
Satisfaction
CSISG
(Scale of 0-100)

1. Overall Satisfaction
2. Ability to Meet Expectations
3. Similarity to Ideal

CSISG Structural Model (For Retail & Infocomm)



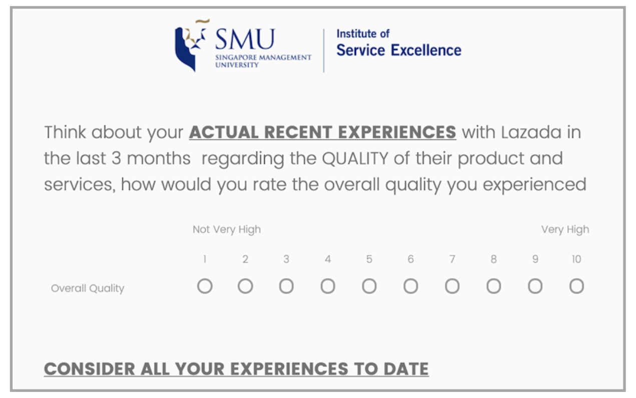
*Note: For the Video Streaming Services sub-sector, attributes on Perceived Overall Quality are asked at the overall level and not broken down into Perceived Product and Service Quality.

General CSISG Fieldwork Methodology

(For Mobile Telecom, Broadband, PayTV & Wireless@SG Local Respondents)

Singapore citizens and PRs were interviewed at their homes.

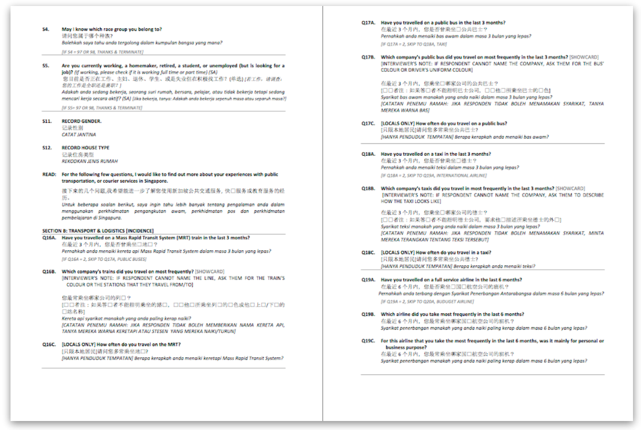
Homes are selected from a random address listing that matches the housing profile of Singapore resident population.



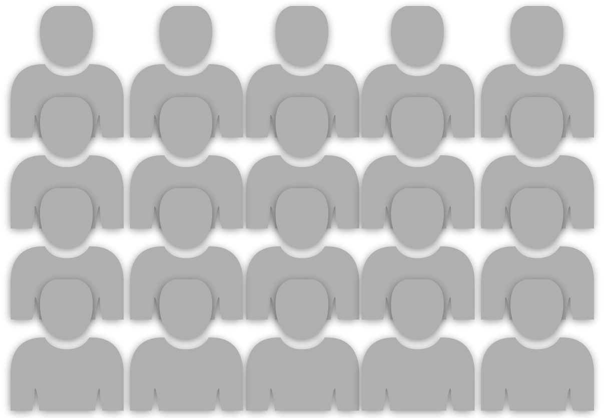
(For Retail Sector & Video Streaming Services Local Respondents)

Singapore citizens and PRs were asked to complete an online survey.

Respondents were randomly selected from a nationally representative online panel.

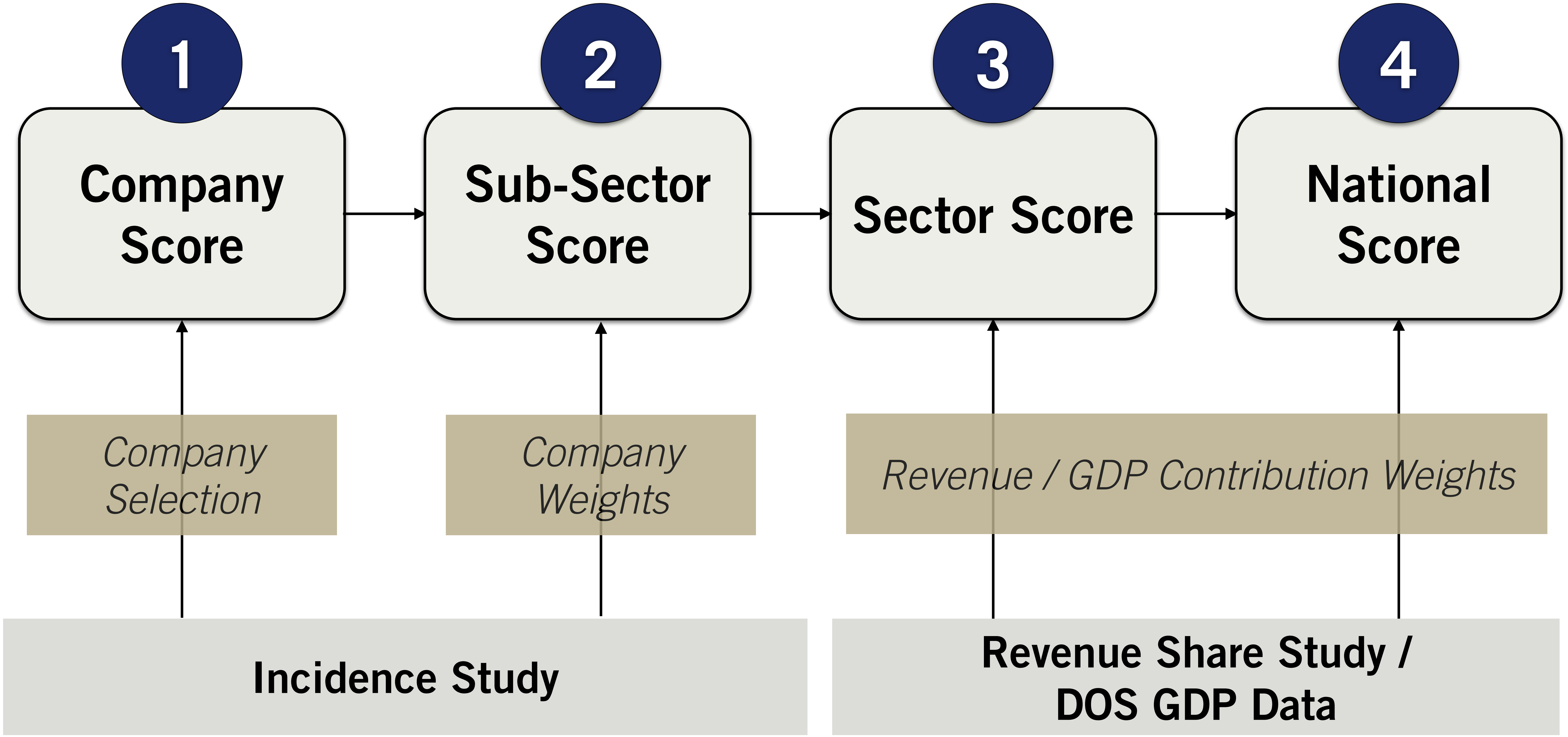


Each respondent answers up to 21 CSISG questions and about 25 industry-specific attribute/touchpoint questions about the company/brand they had recent experiences with. Each respondent evaluates only 1 company/brand.



Typically 50-200 respondents per company would have answered the CSISG questionnaire.

Overview of Score Calculation



- Identify companies with highest interactions with locals.
- Locals survey either through randomised door-to-door interviews or online surveys through nationally representative online panels.

- Identify revenue contribution of each sub-sector to its respective sector.
- Identify GDP contribution of each sector to the total GDP of sectors measured in the CSISG.

CSISG 2021 Q1 Sub-sectors

Info-Communications Sector

Face-to-Face

- Mobile Telecom*
- Broadband
- PayTV
- Wireless@SG

Online

- Video Streaming Services ***NEW***

Retail Sector

Online

- Department Stores*
- Supermarkets*
- Fashion Apparels*
- e-Commerce

Changes to sampling in 2021: (1) MVNOs and TPG were newly included in the measurement for Mobile Telecom sub-sector. (2) Customers who only shopped at the respective company's online store were newly included in the Department Stores, Supermarkets and Fashion Apparel sub-sectors.

CSISG 2021 Q1 Quick Facts

Sectors Covered	**Retail** **Info-Communications**
Survey Period	**Jan to Apr 2021** *(Face-to-Face)* **Jan to Mar 2021** *(Online)*
Total Questionnaires Completed	**5,050**
Face-to-Face (Locals)	**2,050**
Online (Locals)	**3,000**
Distinct entities measured	**90**
Entities with published scores	**47**

CSISG 2021 Q1 RESULTS

How Well Did Companies Satisfy Their Customers?
CSISG 2021 Q1 Results Overview

72.4 Retail

73.3 Fashion Apparels
- 74.1 Giordano
- 73.6 G2000
- 72.4 Uniqlo
- 71.9 Cotton On
- 71.2 H&M
- 73.9 Other fashion apparels

72.7 Department Stores
- 75.7 Takashimaya
- 74.6 Tangs
- 74.5 Mustafa
- 73.2 Isetan
- 73.1 Metro
- 71.2 Marks & Spencer
- 70.9 BHG
- 68.7 OG

72.0 Supermarkets
- 76.1 Market Place/Jasons*
- 75.2 Sheng Siong
- 74.8 Cold Storage
- 70.3 NTUC FairPrice
- 69.9 Giant
- 68.4 Prime

71.1 e-Commerce
- 75.8 Amazon*
- 72.7 Taobao/Tmall
- 72.3 Lazada
- 71.8 Zalora
- 71.1 Fave
- 70.1 Carousell
- 69.8 Qoo10
- 69.5 Aliexpress
- 68.6 Shopee
- 73.2 Other e-Commerce

68.5 Info-Communications

73.4 Video Streaming Services*
- 75.1 Apple TV+
- 75.0 Viu
- 74.2 Netflix
- 70.6 Amazon Prime Video
- 70.4 HBO Go
- 64.6 MeWatch

69.8 Wireless@SG

69.2 Mobile Telecom
- 70.2 StarHub
- 69.1 Singtel
- 69.1 Circles.Life
- 68.6 M1
- 68.3 Other Mobile Telecom Providers

66.9 Broadband
- 68.0 StarHub
- 66.4 Singtel
- 66.2 M1

65.3 PayTV
- 66.2 Singtel
- 63.9 StarHub

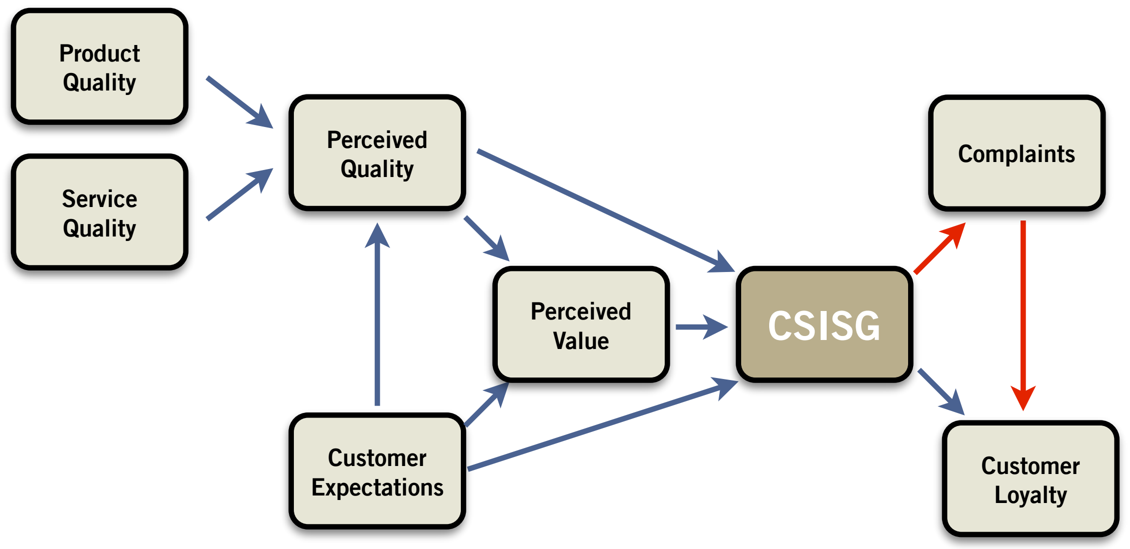
QUALIFIER FOR RESPONDENT
(1) Recently interacted with companies/brands (Past 3 months)
(2) Each respondent evaluates satisfaction with 1 company within either sector

** Refers to companies/sub-sectors that are statistically significantly above their sub-sector/sector scores*

Note: Entities shown in this scorecard have samples of N≥50

CSISG 2021 Q1 RESULTS
RETAIL SECTOR

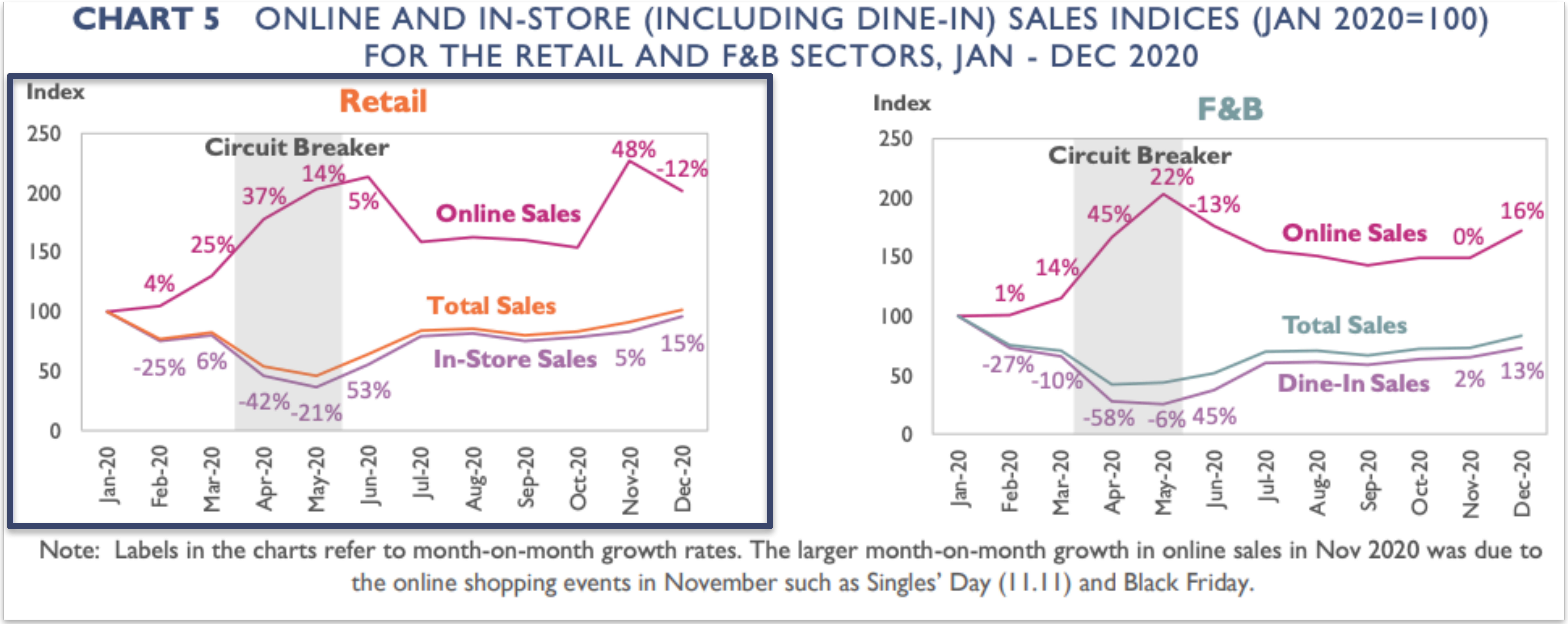
Retail Sub-Sectors Scores



	Customer Expectations (Predicted Quality Before Recent	Perceived Quality (After Recent Experience)	Perceived Value	CSISG	Customer Loyalty
Fashion Apparels*	73.3	74.1	72.2	73.3	73.8
Department Stores*	73.2	73.6	70.6	72.7	71.1
Supermarket*	71.7	73.1	70.9	72.0	70.2
e-Commerce	69.6 ■ (-1.7%)	71.1 ■ (-1.6%)	70.2 ■ (-1.1%)	71.1 ▼ (-2.4%)	70.1 ■ (-1.9%)

▲▼ Statistically significant year-on-year increase/drop at 90% confidence
■ No statistically significant year-on-year change at 90% confidence

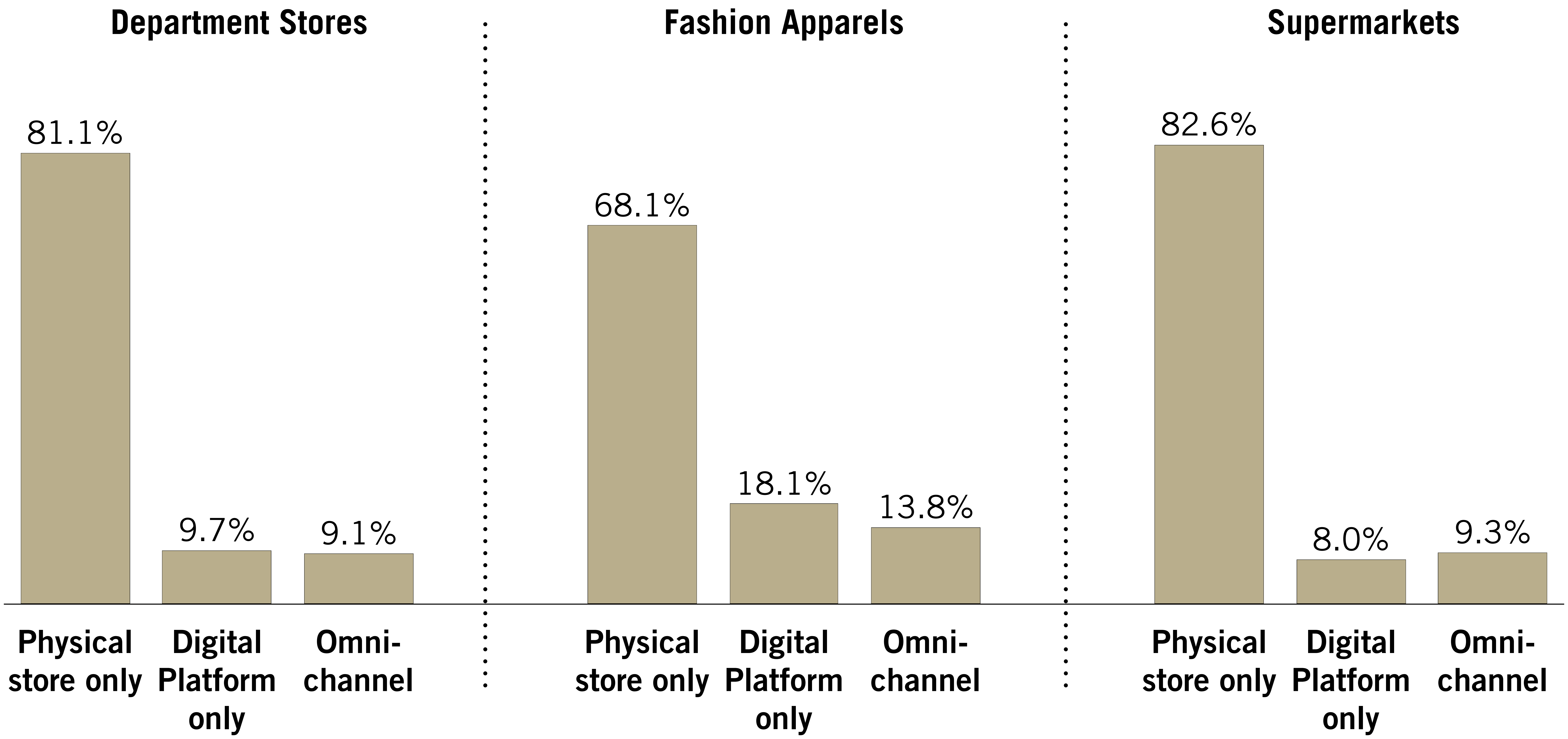
Growth of Online With COVID-19 Sustained Post-Circuit Breaker



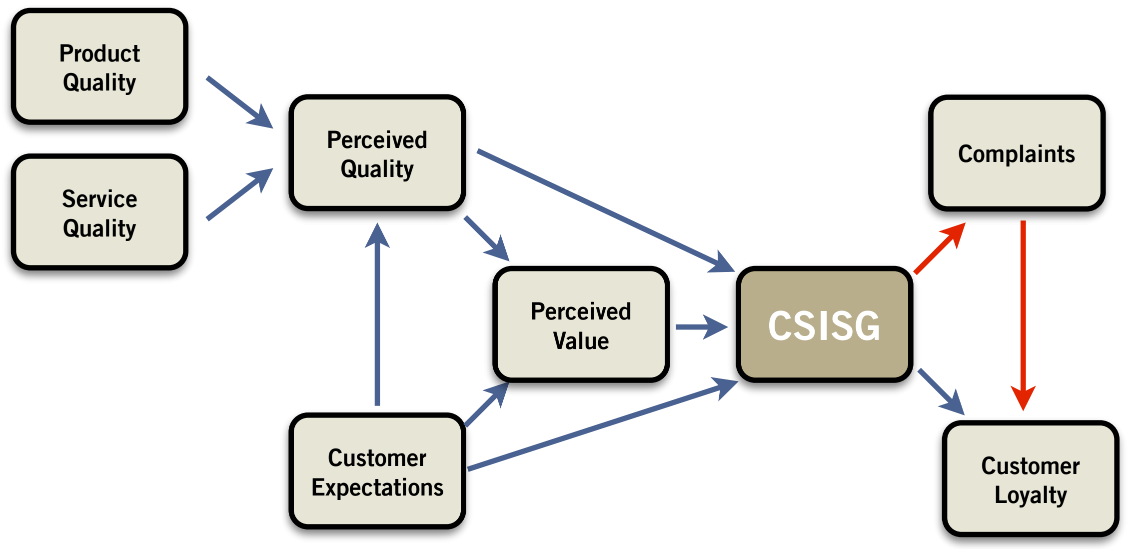
Source: Singstats, Statistics Singapore Newsletter Issue 1, 2021. Link: https://www.singstat.gov.sg/-/media/files/publications/industry/ssn121-pg1-5.pdf

Inclusion of Customers Who Shopped Only On Company's Digital Platform

How did you make your purchase from (INSERT NAME) in the last 3 months?



Retail Sub-Sectors Scores (Base: Physical & Omni-Channel Customers)



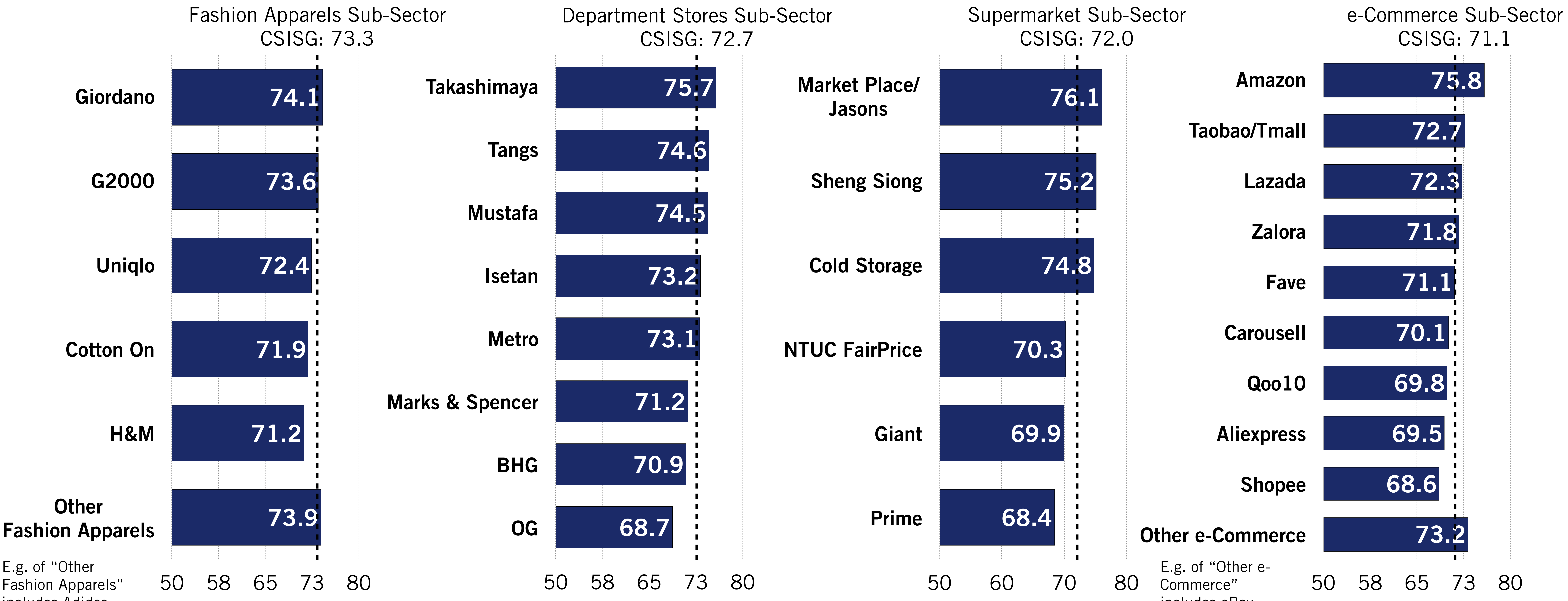
	Customer Expectations (Predicted Quality Before Recent Experience)	Perceived Quality (After Recent Experience)	Perceived Value	CSISG	Customer Loyalty
Fashion Apparels	72.8 (-0.1%) ■	73.0 (-0.3%) ■	70.8 (+0.2%) ■	72.4 (+0.3%) ■	71.9 (+1.7%) ■
Department Stores	72.4 (+0.9%) ■	72.8 (+0.2%) ■	69.3 (+0.4%) ■	71.6 (+0.6%) ■	70.0 (+2.1%) ■
Supermarket	71.4 (+3.0%) ■	72.8 (+3.8%) ▲	70.6 (+3.4%) ■	71.9 (+2.9%) ■	69.9 (+0.6%) ■

Satisfaction dimensions saw marginal movements except for Supermarkets

▲▼ Statistically significant year-on-year **increase**/**drop** at 90% confidence

■ No statistically significant year-on-year change at 90% confidence

Retail Company Scores



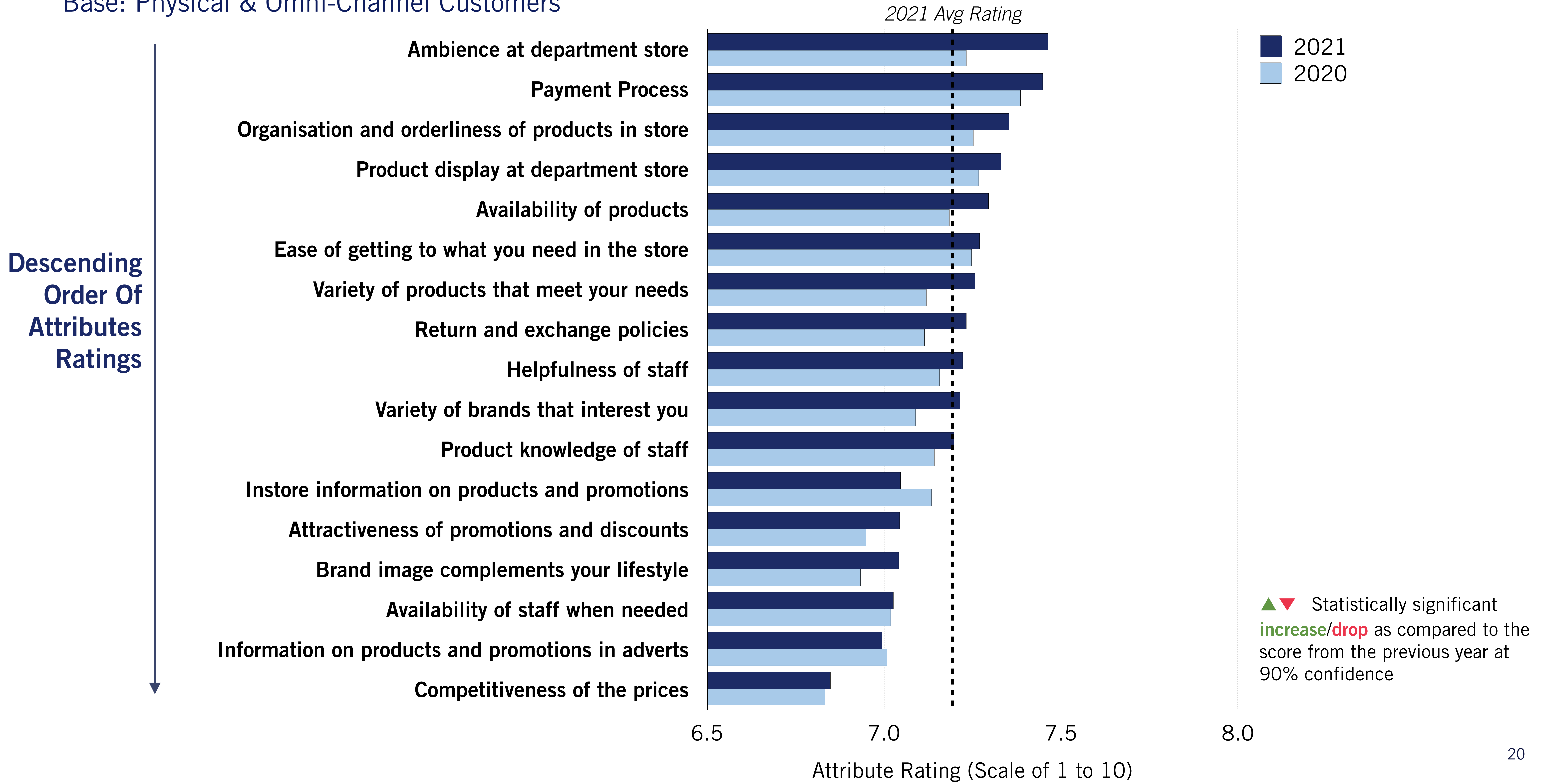
E.g. of "Other Fashion Apparels" includes Adidas, Zara, Levi's

E.g. of "Other e-Commerce" includes eBay, Reebonz, Deluxemall

Notes: Entities shown above have samples of N≥50.

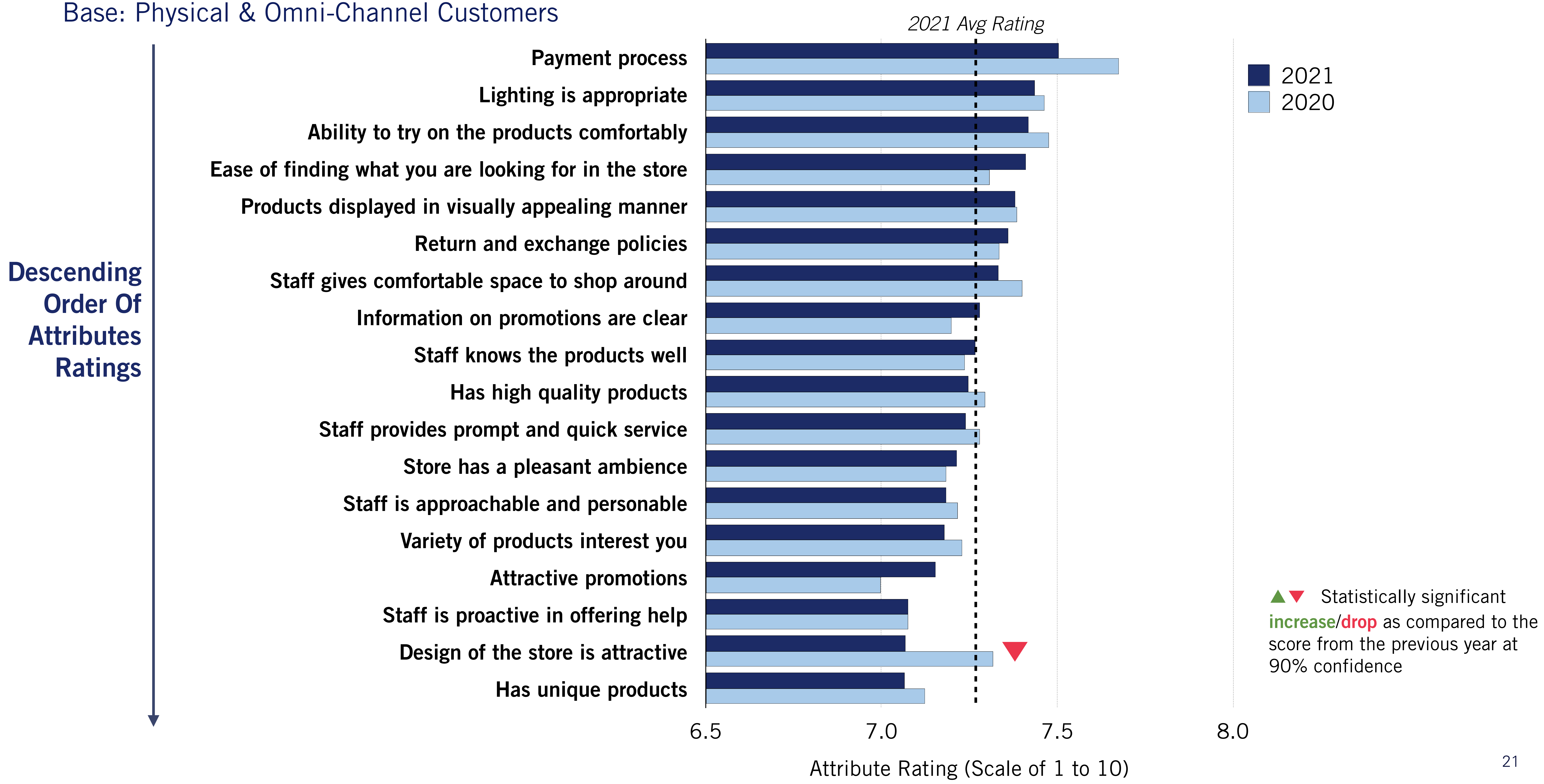
Department Stores: Marginal Movements Across Attributes

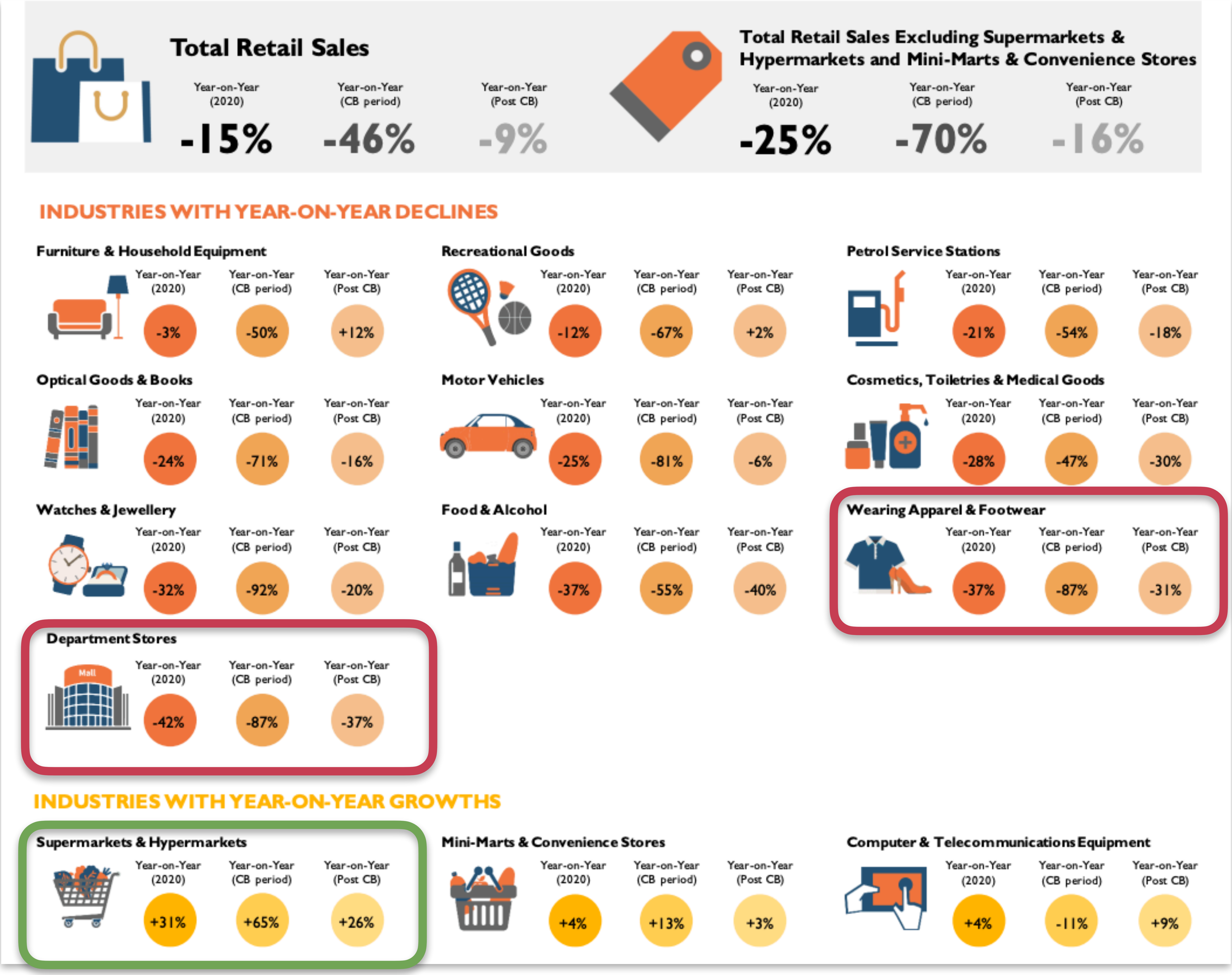
Base: Physical & Omni-Channel Customers



Fashion Apparel: Marginal Movements Across Most Attributes

Base: Physical & Omni-Channel Customers



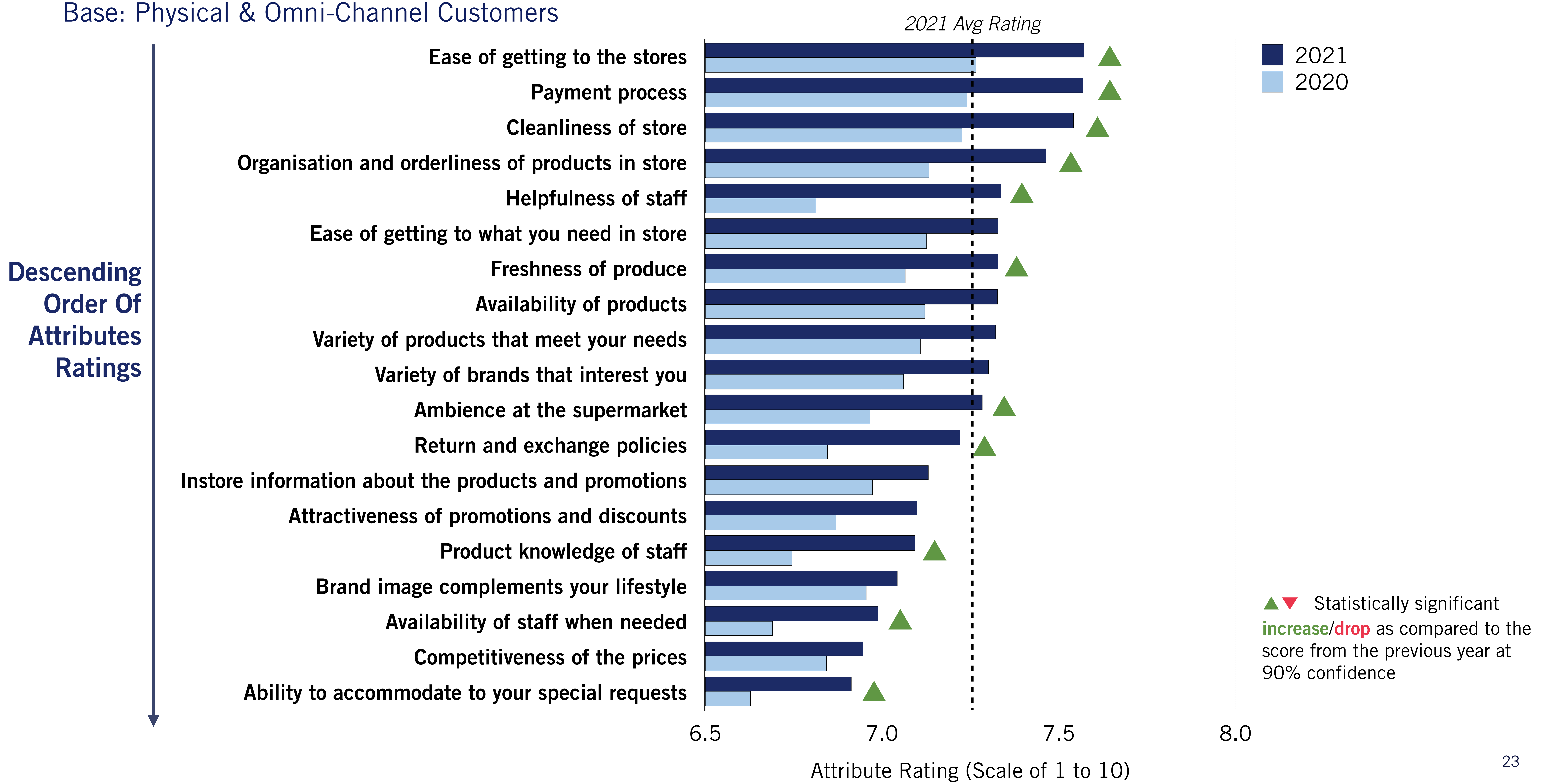


- **Department Stores & Fashion Apparel:** Declines in spending especially during Circuit Breaker Period
- **Supermarkets:** Increase spending especially during Circuit-Breaker Period

Source: Singstats, Statistics Singapore Newsletter Issue 1, 2021. Link: https://www.singstat.gov.sg/-/media/files/publications/industry/ssn121-pg1-5.pdf

Supermarket: Significant Increase Across Various Attributes

Base: Physical & Omni-Channel Customers



Grocery shopping COVID-19 measures

TODAY
about a year ago

IN PHOTOS: Scenes at several supermarkets across Singapore after Malaysian prime minister Muhyiddin Yassin announced in a televised address that his government would implement the Movement Control Order from March 18 until 31 to prevent the further spread of Covid-19 within Malaysia.

Trade and Industry Minister Chan Chun Sing said that although Singapore is not facing any shortages, everyone should "continue to purchase in a responsible manner and to purchase only what you need".

STORY: https://tdy.sg/33rf7ZB

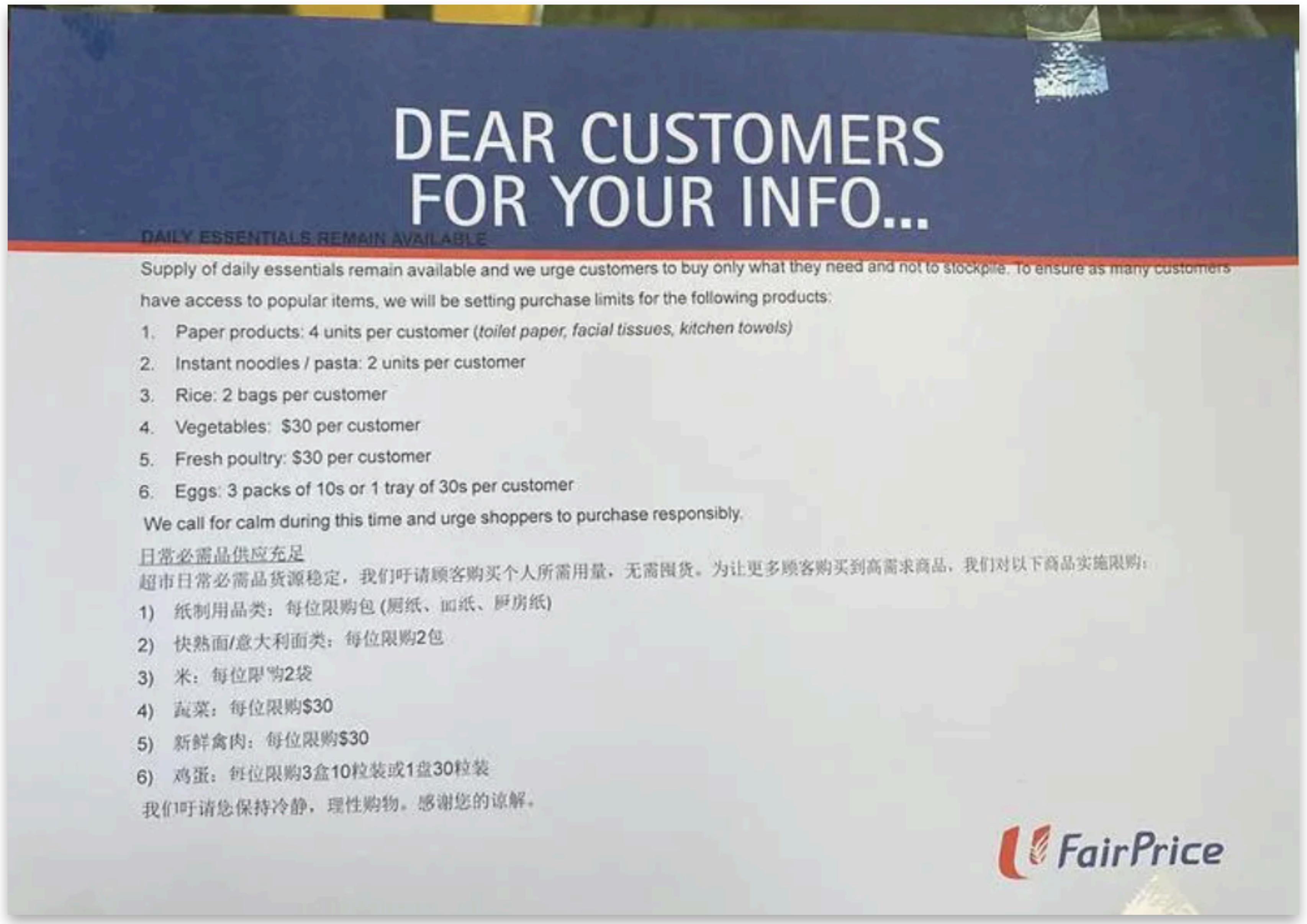
Seah Kian Peng
about a year ago

It has been a Long night and early start for my team. First , we want to thank everyone for their understanding and support. While queues are there and buying has increased, it has been orderly and certainly not chaotic. Likewise volumes have increased significantly on our digital platform. These are to be expected and we can understand it too.

Since this morning, we have instituted buying restrictions on a few categories (eggs, vegetables and fresh poultry) where Malaysia is an important but not the only source of supply. Previous buying restrictions (rice, paper and instant noodles) remain in place. As before the limits are set at levels which are adequate for every household.

We need time to replenish these items from our various Distribution Centres. As Minister Chan Chun Sing has said, we have been diversifying our sources of supply so that we are not overly dependent on any one source. At the same time for certain categories, we have been deliberately and carefully building up the inventory holding in our warehouses. This remains an ongoing process .

As is, we are doing more supply runs to our stores as I write . It will as before take time to get these items to our stores. Housekeeping will not be at the usual standards.



DEAR CUSTOMERS
FOR YOUR INFO...

DAILY ESSENTIALS REMAIN AVAILABLE

Supply of daily essentials remain available and we urge customers to buy only what they need and not to stockpile. To ensure as many customers have access to popular items, we will be setting purchase limits for the following products:

1. Paper products: 4 units per customer (*toilet paper, facial tissues, kitchen towels*)
2. Instant noodles / pasta: 2 units per customer
3. Rice: 2 bags per customer
4. Vegetables: $30 per customer
5. Fresh poultry: $30 per customer
6. Eggs: 3 packs of 10s or 1 tray of 30s per customer

We call for calm during this time and urge shoppers to purchase responsibly.

日常必需品供应充足
超市日常必需品货源稳定，我们吁请顾客购买个人所需用量，无需囤货。为让更多顾客购买到高需求商品，我们对以下商品实施限购：

1) 纸制用品类：每位限购包 (厕纸、面纸、厨房纸)
2) 快熟面/意大利面类：每位限购2包
3) 米：每位限购2袋
4) 蔬菜：每位限购$30
5) 新鲜禽肉：每位限购$30
6) 鸡蛋：每位限购3盒10粒装或1盘30粒装

我们吁请您保持冷静，理性购物。感谢您的谅解。

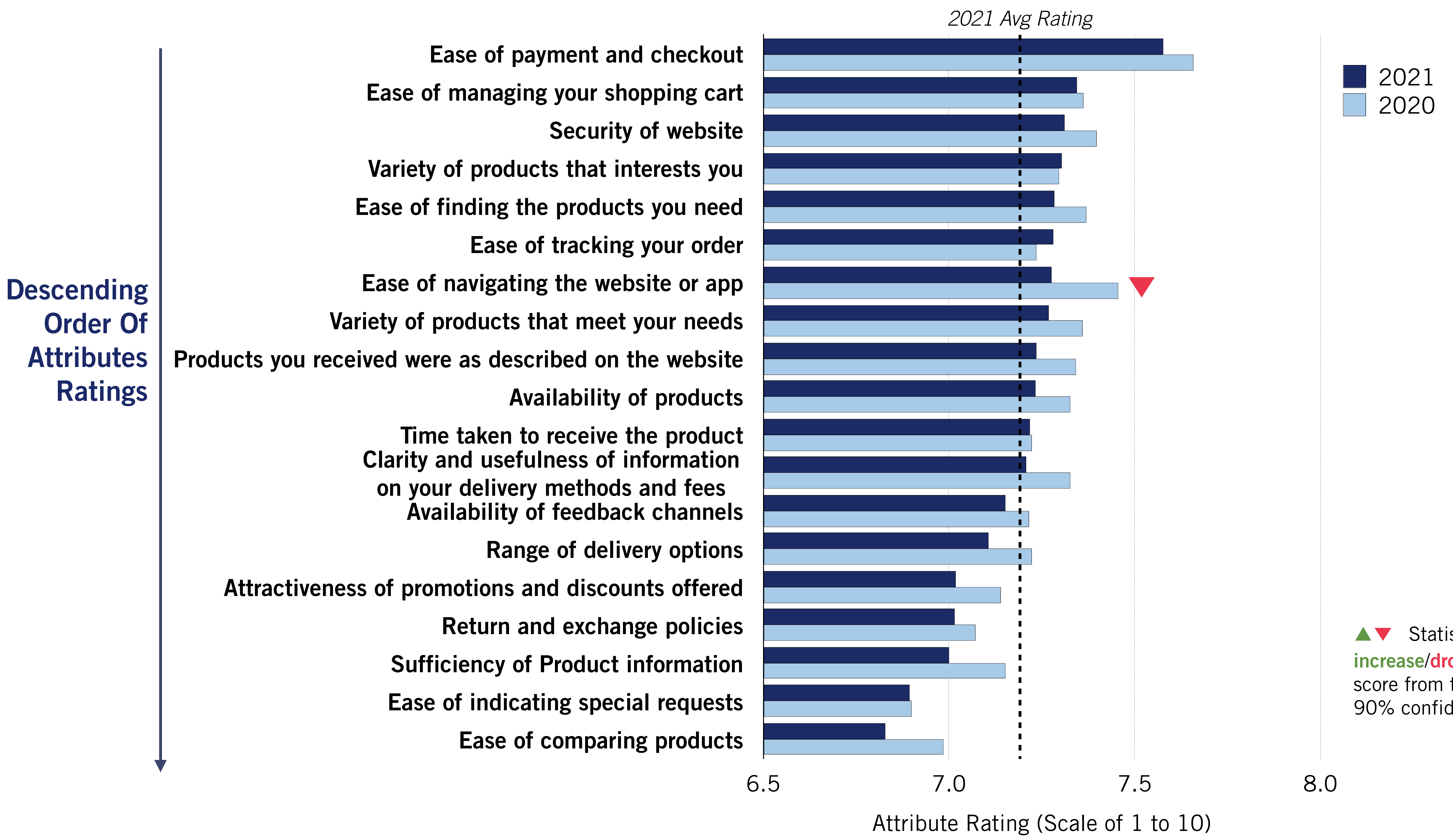
FairPrice

" Essential services will continue running so that all of us can cope with this new situation, as we batten down to fight this virus. We have enough food supplies to last us through this period and beyond. "

– PM Lee Hsien Loong

Sources: (1) https://www.channelnewsasia.com/news/singapore/ntuc-fairprice-purchase-limits-toilet-paper-rice-eggs-12545610
(2) https://www.todayonline.com/singapore/singaporeans-rush-supermarkets-after-malaysia-announces-lockdown
(3) https://www.gov.sg/article/pm-lee-hsien-loong-on-the-covid-19-situation-in-singapore-3-apr

E-Commerce: Marginal Movement Across Most Attributes

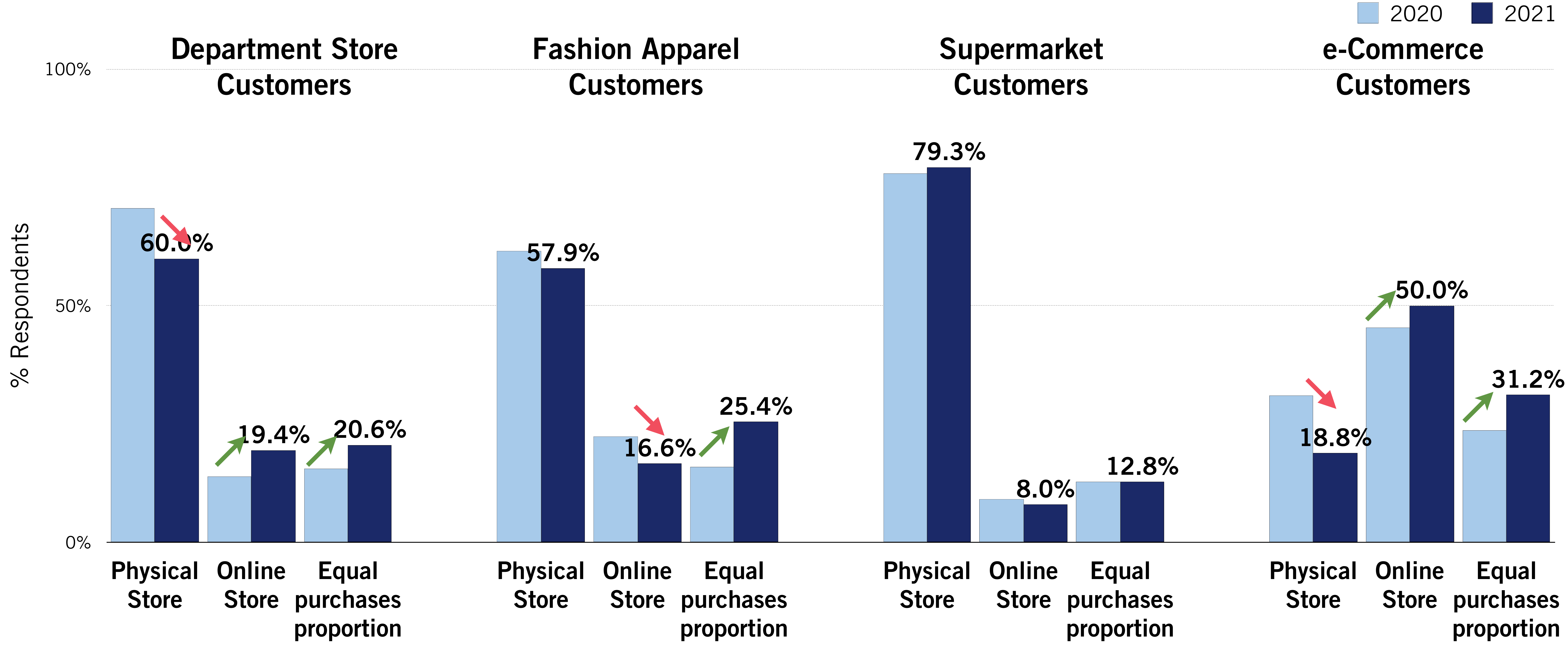


▲▼ Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

CUSTOMERS GOING DIGITAL

Consumer Behaviour Gravitating Towards Purchasing At Digital Channels

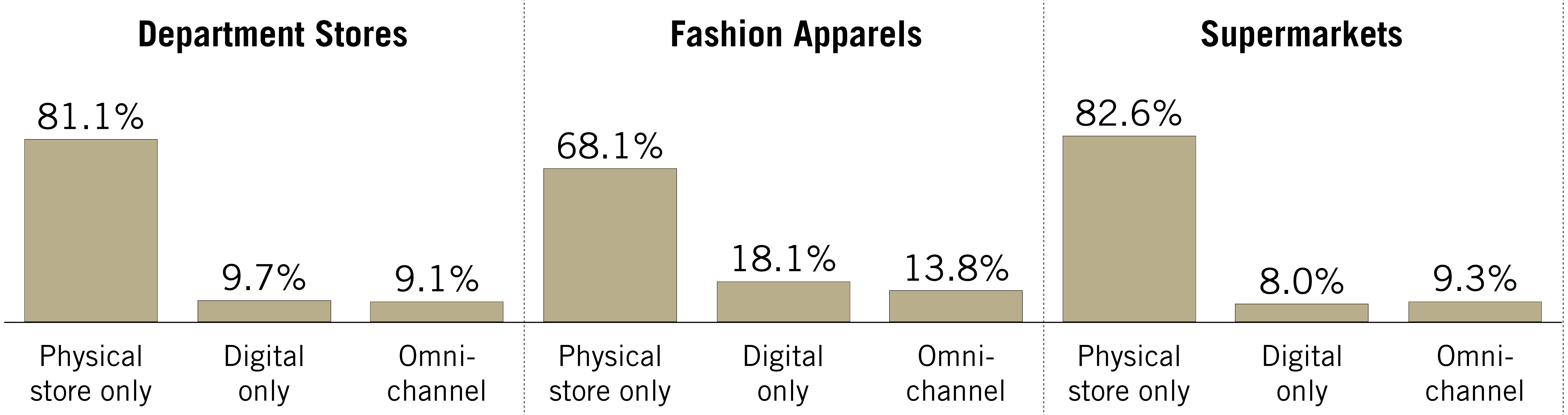
IN GENERAL, in the last 3 months, were most of your purchases from the physical store or an online store?
(Base: Physical & Omni-Channel Customers For Department Stores, Fashion Apparels, Supermarkets)



↑↓ denotes statistically significant year-on-year **increase**/**decrease** at 90% confidence.

Customers Who Used Digital Channels Generally More Satisfied & Loyal

How did you make your purchase from (INSERT NAME) in the last 3 months?

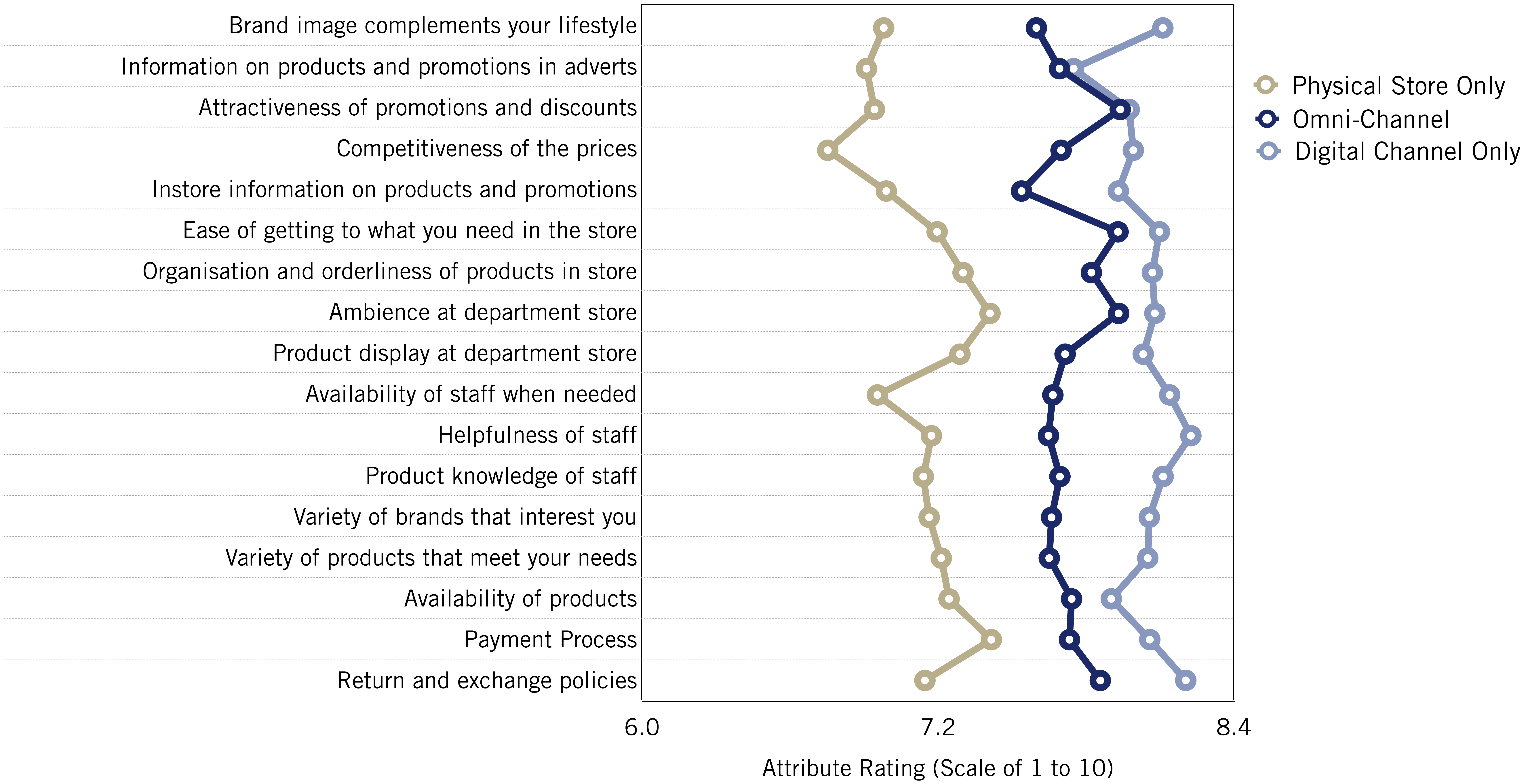


	Department Stores: Physical store only	Department Stores: Digital only	Department Stores: Omni-channel	Fashion Apparels: Physical store only	Fashion Apparels: Digital only	Fashion Apparels: Omni-channel	Supermarkets: Physical store only	Supermarkets: Digital only	Supermarkets: Omni-channel	e-Commerce
CSISG	71.4	**82.6**	73.5	71.4	**78.2**	**76.8**	71.6	74.4	74.8	71.1
Quality	72.6	**81.3**	74.7	72.4	**79.0**	**76.2**	72.5	75.9	75.5	71.1
Loyalty	69.4	**80.3**	**75.7**	70.8	**79.5**	**77.1**	69.5	71.2	73.5	70.1

GREEN/**RED** scores indicate **BETTER**/**WORSE** performance than those who purchased from physical store only with statistical significance.

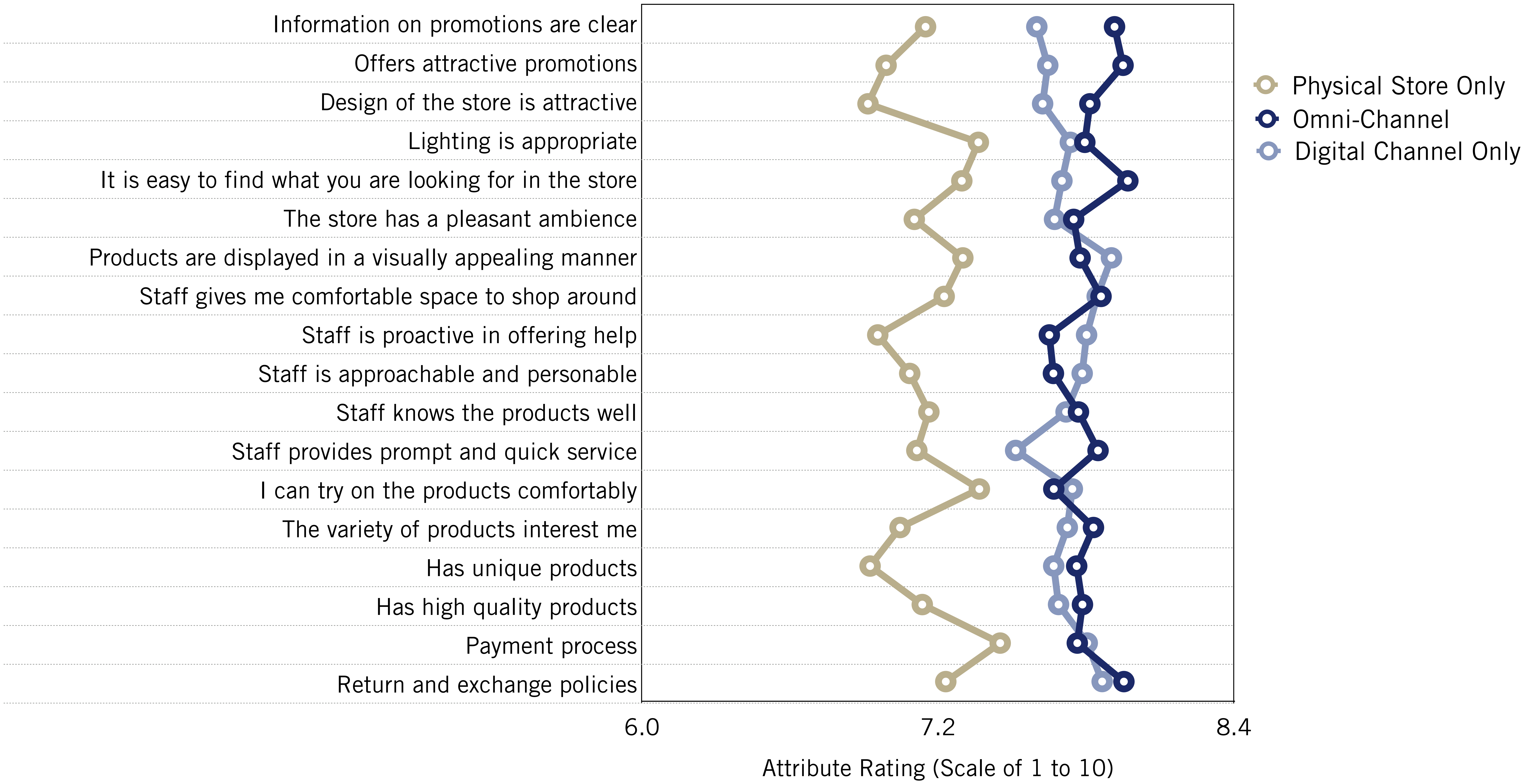
Digital & Omni-Channel Customer Rate Experience Better

(Department Stores Customer Journey By Channel Of Purchase In Last 3 Months)



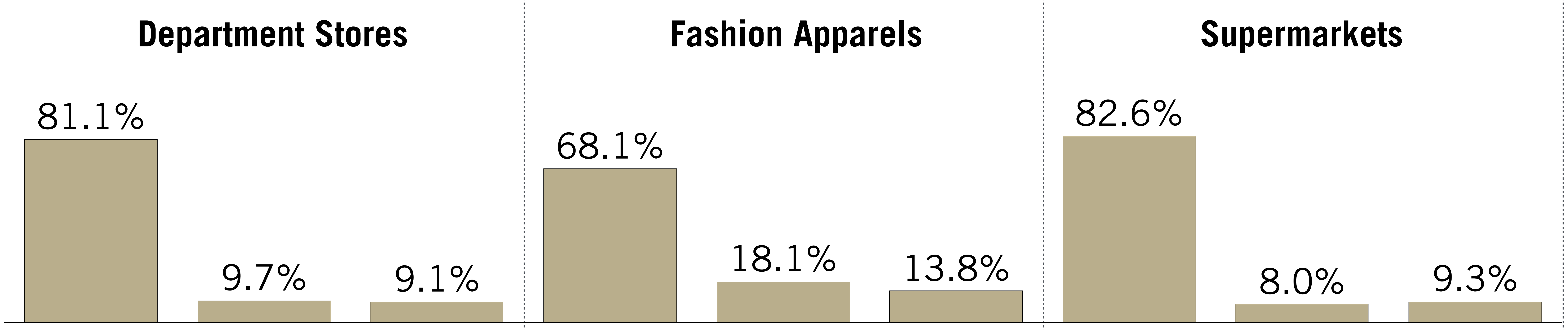
Digital & Omni-Channel Customer Rate Experience Better

(Fashion Apparel Customer Journey By Channel Of Purchase In Last 3 Months)



Customers Who Used Digital Channels Generally More Satisfied & Loyal

How did you make your purchase from (INSERT NAME) in the last 3 months?



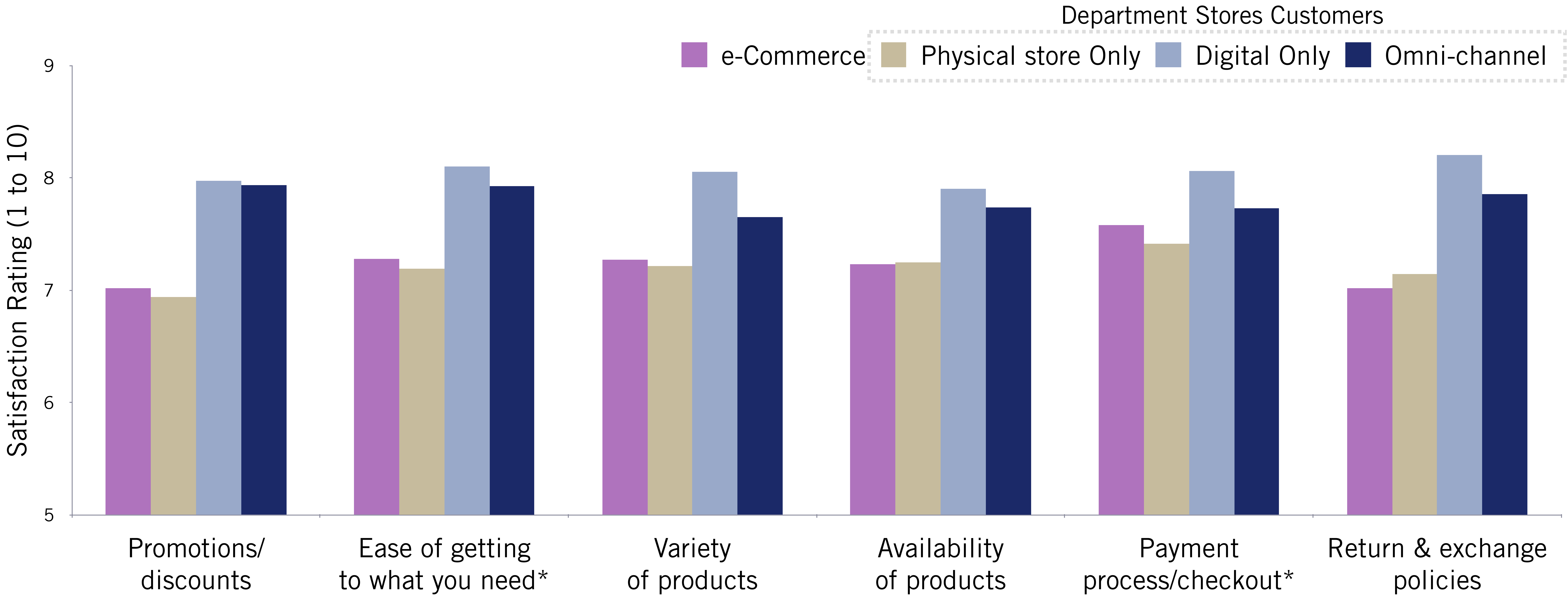
	Department Stores			Fashion Apparels			Supermarkets			
	Physical store only	Digital only	Omni-channel	Physical store only	Digital only	Omni-channel	Physical store only	Digital only	Omni-channel	**e-Commerce**
CSISG	71.4	**82.6**	73.5	71.4	**78.2**	**76.8**	71.6	74.4	74.8	**71.1**
Quality	72.6	**81.3**	74.7	72.4	**79.0**	**76.2**	72.5	**75.9**	**75.5**	**71.1**
Loyalty	69.4	**80.3**	**75.7**	70.8	**79.5**	**77.1**	69.5	71.2	73.5	**70.1**

GREEN/RED scores indicate **BETTER/WORSE** performance than e-Commerce sub-sector with statistical significance.

SMU SINGAPORE MANAGEMENT UNIVERSITY | Institute of Service Excellence

Department Stores: Digital & Omni-Channel Customers Rate Various Attributes Better Than e-Commerce Customers

Department Stores Customer Types vs e-Commerce



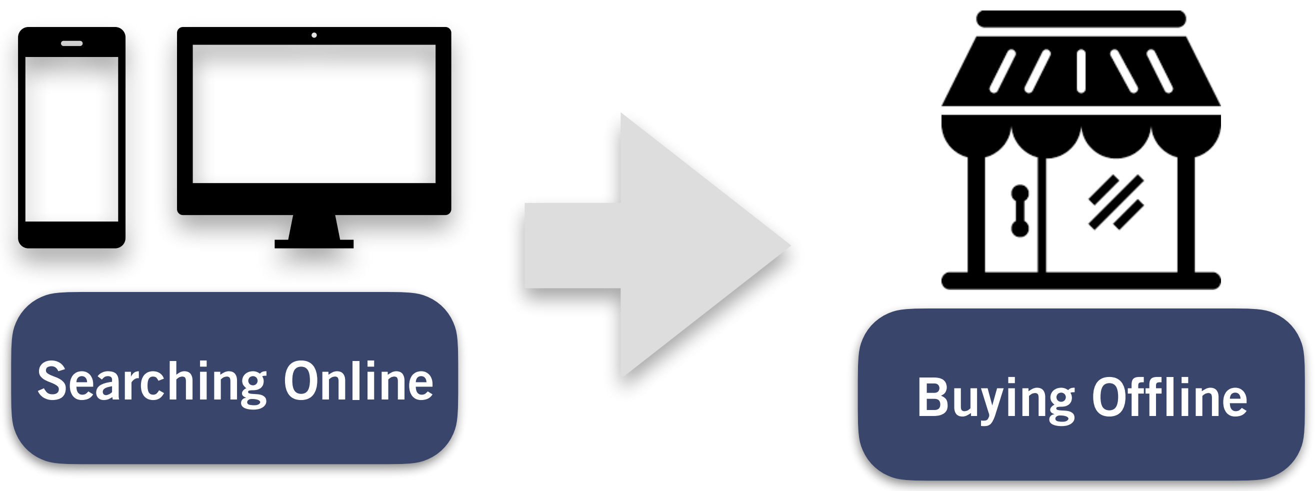
**Note: Slight difference in how these attributes were phrased for Department Store and e-Commerce.*

CHANGES IN PRODUCT INFORMATION SEARCH BEHAVIOURS

How Are Customer Searching For Product Information Before Purchasing?

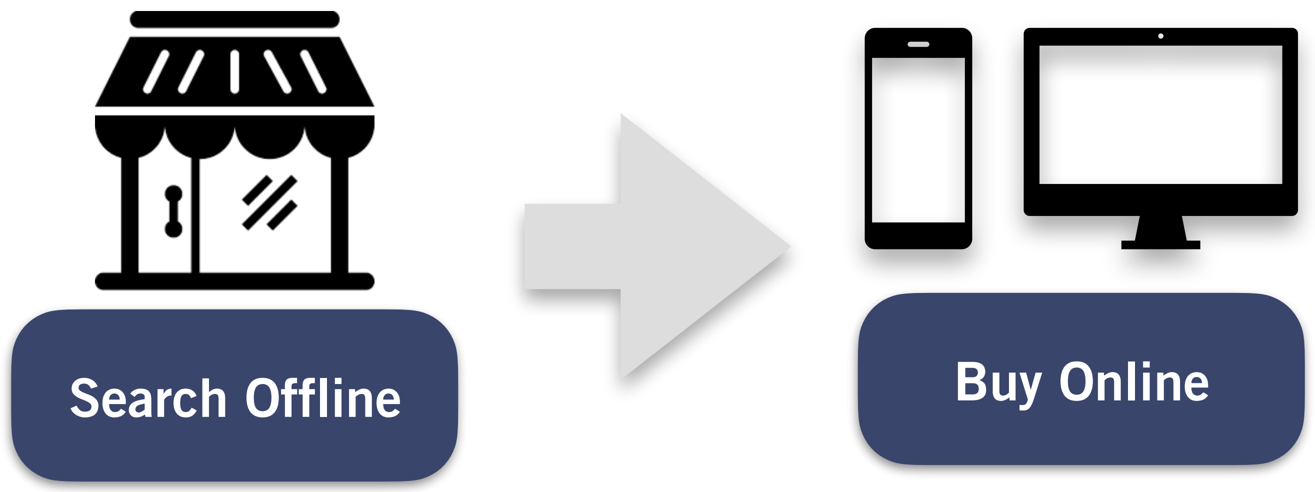
WEBROOMING

Department Stores / Supermarkets / Fashion Apparels:
For your recent purchase at Brand X, did you search online for product information BEFORE making the purchase?

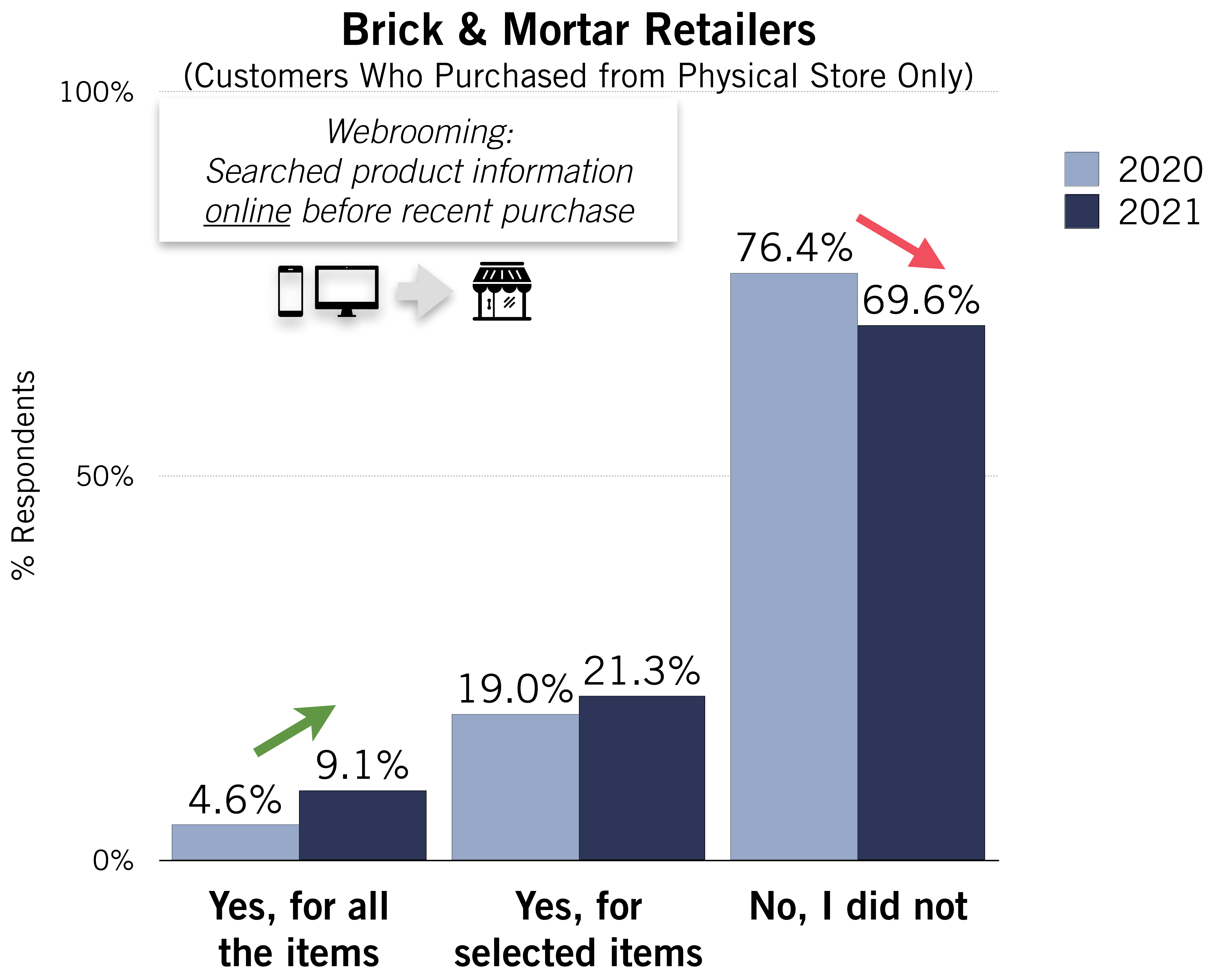


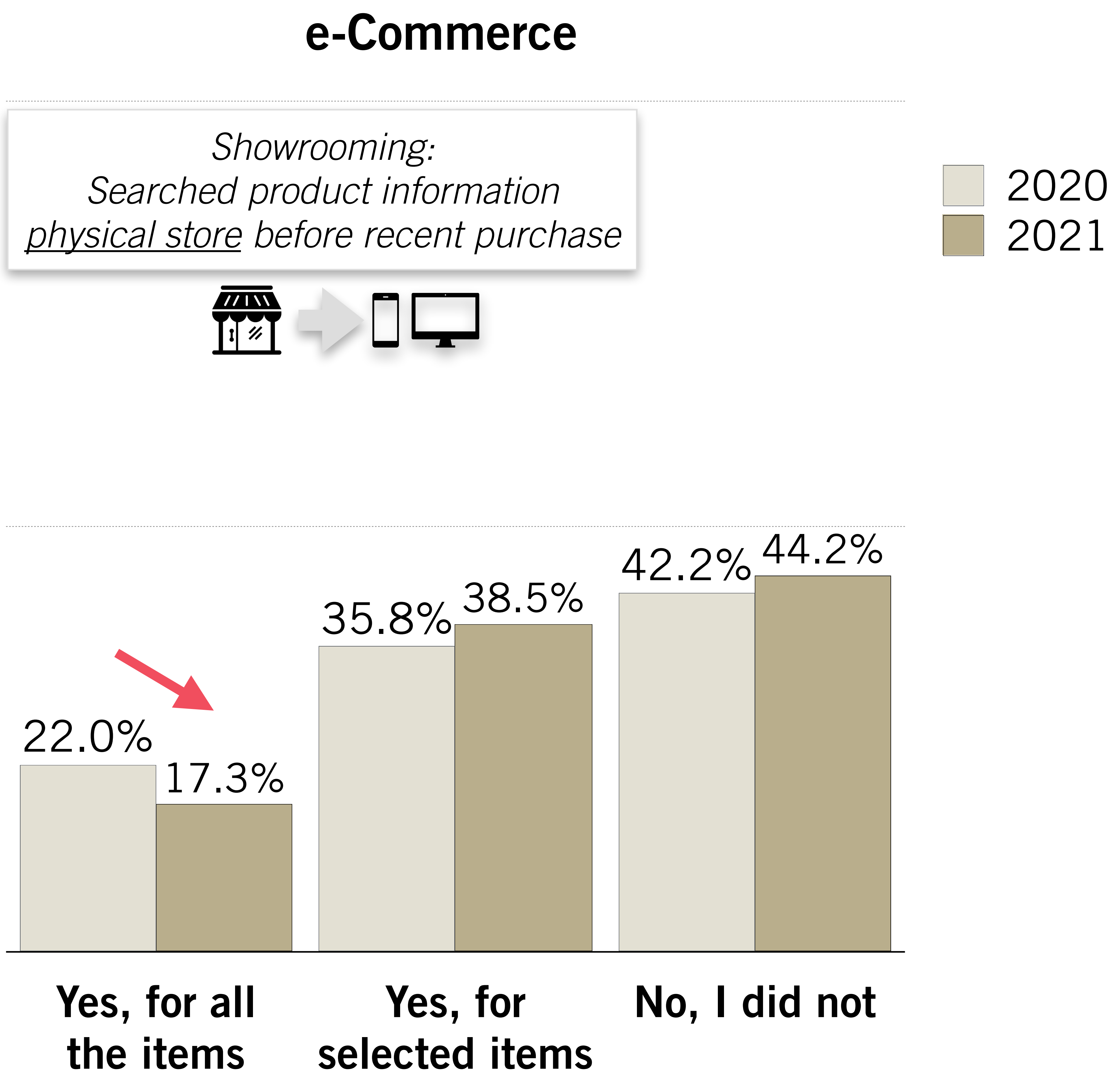
SHOWROOMING

e-Commerce:
For your recent purchase at Brand Y, did you find out more about the product(s) at a physical store BEFORE making the purchase?



More Webrooming Less Showrooming: Customer Increasingly Going Online When Searching for Production Information





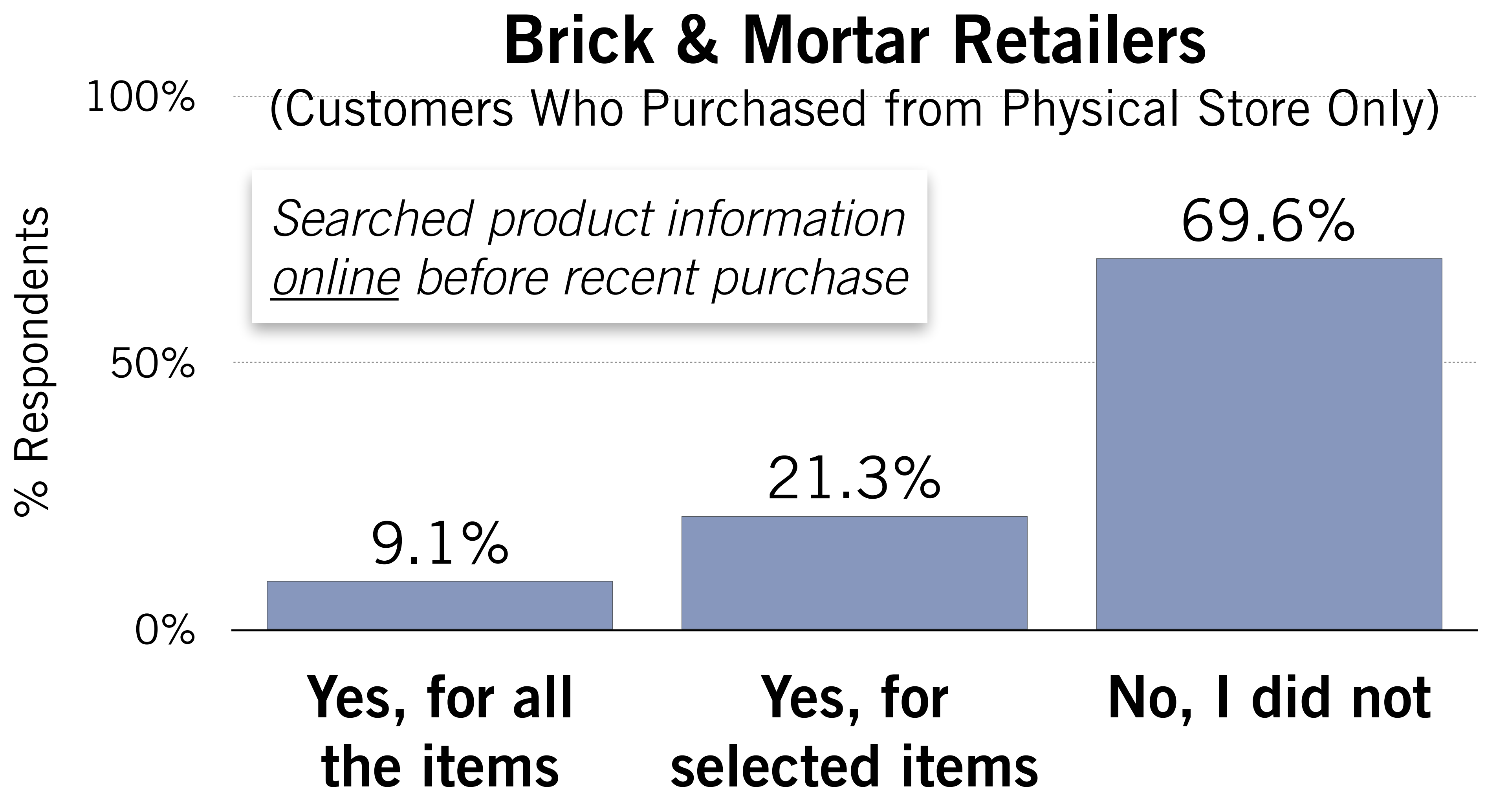
↑↓ denotes statistically significant year-on-year **increase**/**decrease** at 90% confidence.

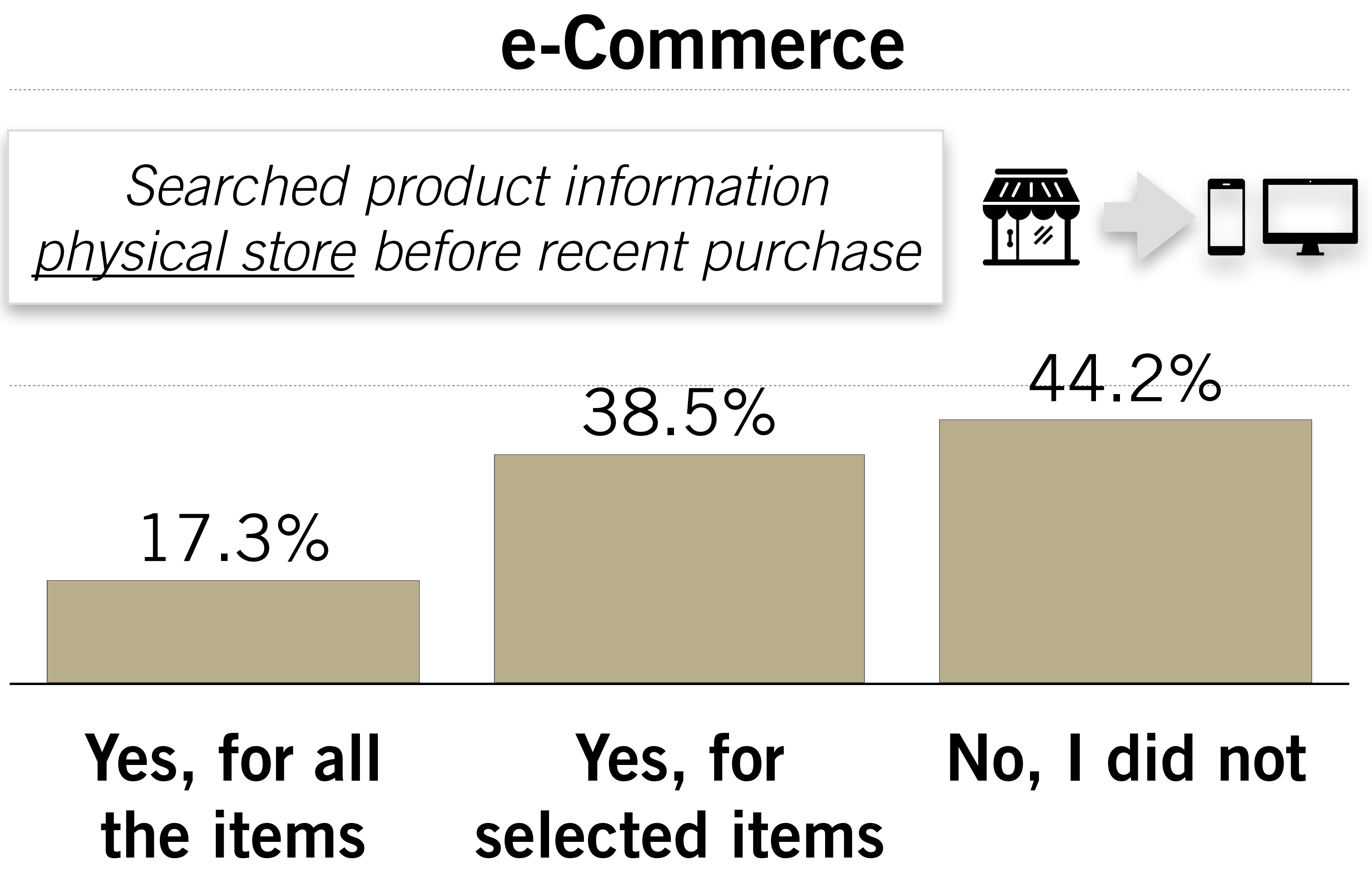
Note[1]: Brick & Mortar data is unweighted

Note[2]: Brick & Mortar data excludes respondents those who purchased from digital channel only.

e-Commerce Showrooming Customers More Satisfied & Loyal

(Webrooming vs Showrooming)





Score (0 to 100)		B&M: Yes, for all the items	B&M: Yes, for selected items	B&M: No, I did not	e-Commerce: Yes, for all the items	e-Commerce: Yes, for selected items	e-Commerce: No, I did not
	CSISG Score	70.0	72.0	71.6	73.9	72.5	69.0
	Loyalty Score	69.8	70.4	69.0	73.2	71.2	68.0

GREEN/**RED** score or rating indicates segment performed **BETTER**/**WORSE** than those who did not search for information with statistical significance.

Note[1]**:** Brick & Mortar data is unweighted

Note[2]**:** Brick & Mortar data constitutes of only respondents who purchased from physical stores only.

Online Going Offline And Vice-Versa: Omni-Channel In e-Commerce?

Sep 2019

Taobao's first physical store in South-east Asia opens in Funan

The shop is a partnership between Taobao and Virmall, a local business partner that helps to curate and bring in products from merchants on Taobao for Singapore consumers. ST PHOTO: LIM YAOHUI

April 2021

Lazada pop-up store at Raffles City takes over space formerly occupied by Robinsons

1 of 4 Lazada will be showcasing home furnishings and smart home products at its 10,000 sq ft pop-up store. ST PHOTO: GIN TAY

June 2021

Robinsons to reopen as online mall on June 24

1 of 4 After exiting Singapore earlier this year, the iconic mall will return as an online department store. ST PHOTO: LIM YAOHUI

Sources: (1) https://www.straitstimes.com/singapore/taobaos-first-physical-store-in-south-east-asia-opens-in-funan, (2) https://www.straitstimes.com/singapore/consumer/lazada-pop-up-store-at-raffles-city-takes-over-space-formerly-occupied-by (3) https://www.straitstimes.com/singapore/robinsons-to-reopen-as-online-mall-on-june-24

Service Staff Key To Drive Perceived Quality

Retail Sector: Top 5 Drivers of Quality

Increasing Positive Impact to Quality

Department Stores	Fashion Apparels	Supermarkets	e-Commerce
Helpfulness of staff	Staff provides prompt and quick service	Payment process	Ease of tracking your order
Availability of products	Staff is approachable and personable	Organisation and orderliness of products in the store	Products received were as described on website
Variety of products that meets your needs	Lighting is appropriate	Availability of staff when needed	Variety of products that interests you
Payment process	Attractiveness of promotions and discounts offered	Freshness of produce	Availability of feedback channels
Product knowledge of staff	-	Product knowledge of staff	Ease of navigating website or app

Legend: *Product* *Staff*

Product-Related Attributes Increasingly More Key To Driving Loyalty

Retail Sector: Top 5 Drivers of Loyalty

Increasing Positive Impact to Loyalty

Department Stores		Fashion Apparels		Supermarkets		e-Commerce	
2021	2020	2021	2020	2021	2020	2021	2020
Brand image complements your lifestyle	Information about the products and promotions in advertisements	Has high quality products	Products are displayed in a visually appealing manner	Ease of getting what you need in the store	Return and exchange policies	Attractiveness of promotions and discounts offered	Variety of products that meet your needs
Helpfulness of staff	Brand image complements your lifestyle	Variety of products that interest you	Has high quality products	Brand image complements your lifestyle	Ease of getting to the stores	Variety of products that interests me	Return and exchange policies
Variety of products that meets your needs	Ease of getting to what you need in the store	Ease of getting what you need in the store	Variety of products that interest you	Variety of products that meets your needs	Brand image complements your lifestyle	Time taken to receive the product	Attractiveness of promotions and discounts offered
Attractiveness of promotions and discounts offered	Competitiveness of the prices	Has unique products	Has unique products	Payment process	Organisation and orderliness of products in store	Variety of products that meet my needs	Security of website
Ease of getting what you need in the store	Ambience at department store	Lighting is appropriate	Offers attractive promotions	Product knowledge of staff	Helpfulness of staff	Availability of products	Ease of finding the products you need

Legend: *Product* *Staff*

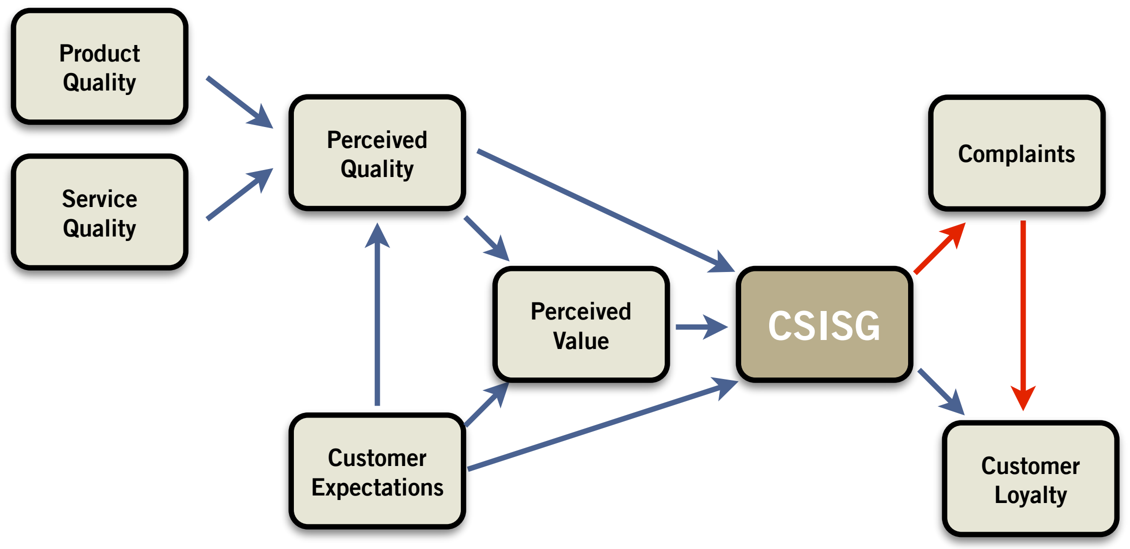
CSISG 2021 Q1 RESULTS
INFO-COMMUNICATIONS SECTOR

Info-Communications Sector CSISG Trends

▲▼ Statistically significant increase/drop between the 2021 and 2020 scores at 90% confidence

■ No statistically significant change between the 2021 and 2020 scores at 90% confidence

Infocomm: Decline in Various CSISG Dimensions



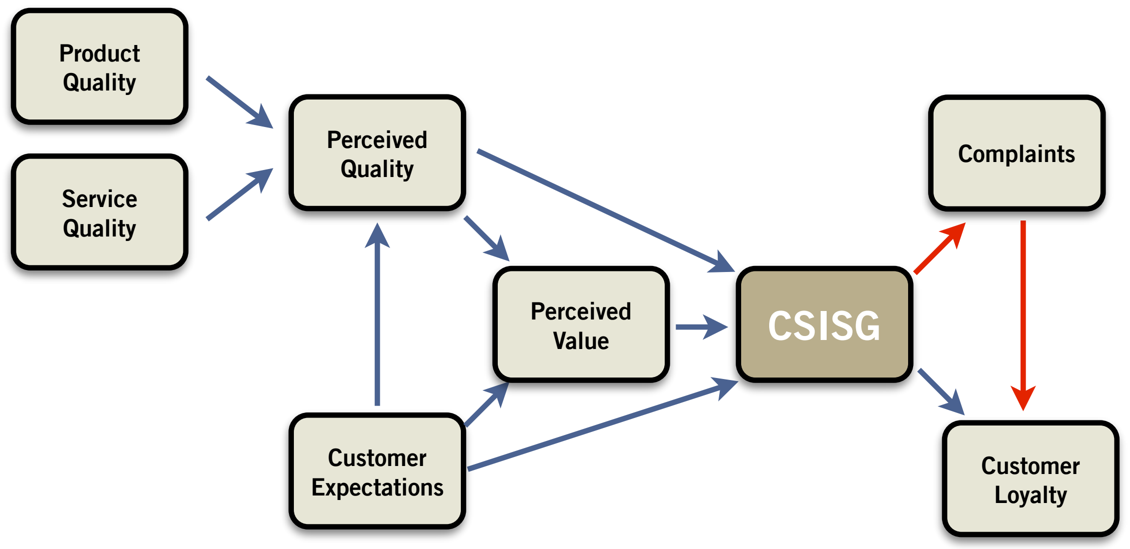
	Customer Expectations (Predicted Quality Before Recent	Perceived Quality (After Recent Experience)	Perceived Value	CSISG	Customer Loyalty
Mobile Telecom	72.0 ▼ (-4.0%)	73.2 ▼ (-3.1%)	73.2 ▼ (-4.3%)	69.2 ▼ (-3.5%)	68.7 ▼ (-6.4%)
Broadband	70.4 ▼ (-2.6%)	71.8 ▼ (-3.8%)	72.4 ▼ (-4.1%)	66.9 ▼ (-4.5%)	68.8 ■ (-0.1%)
PayTV	70.3 ▼ (-2.6%)	71.4 ▼ (-4.5%)	71.7 ▼ (-4.5%)	65.3 ▼ (-7.4%)	69.1 ▼ (-2.9%)
Video Streaming Services *NEW*	76.6	74.7	73.0	73.4	71.5

▲▼ Statistically significant year-on-year **increase**/**drop** at 90% confidence

■ No statistically significant year-on-year change at 90% confidence

Note: In 2021, MVNOs and TPG were included in the measurement for Mobile Telecom sub-sector.

Infocomm: Decline in Various CSISG Dimensions



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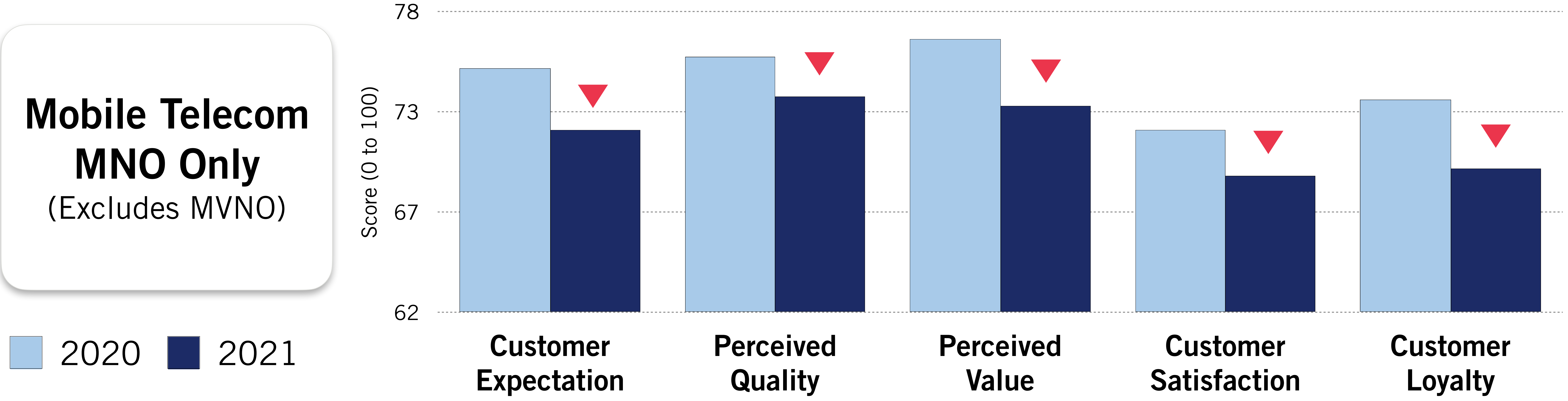
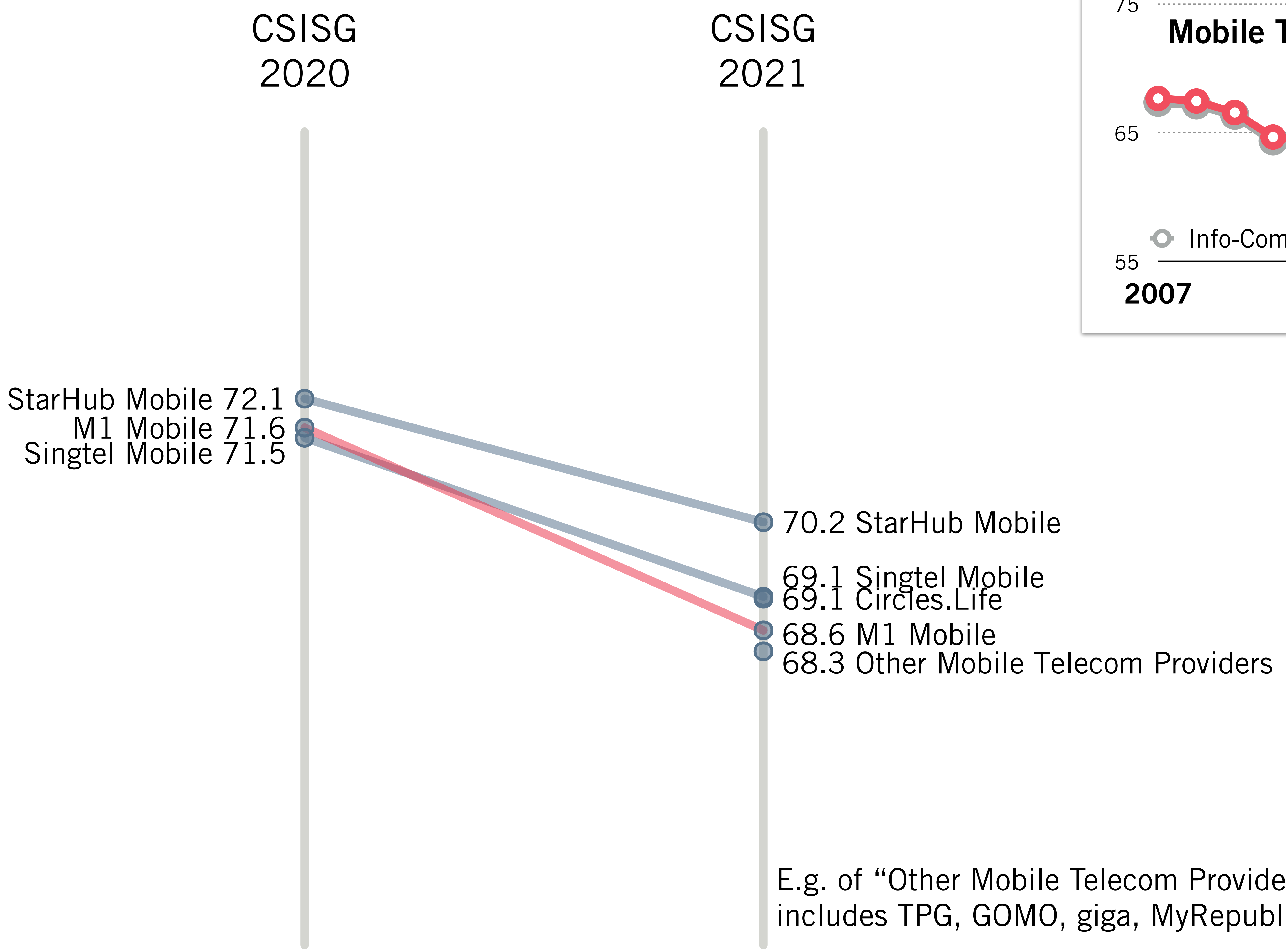
Mobile Telecom MNO Only
(Excludes MVNO)

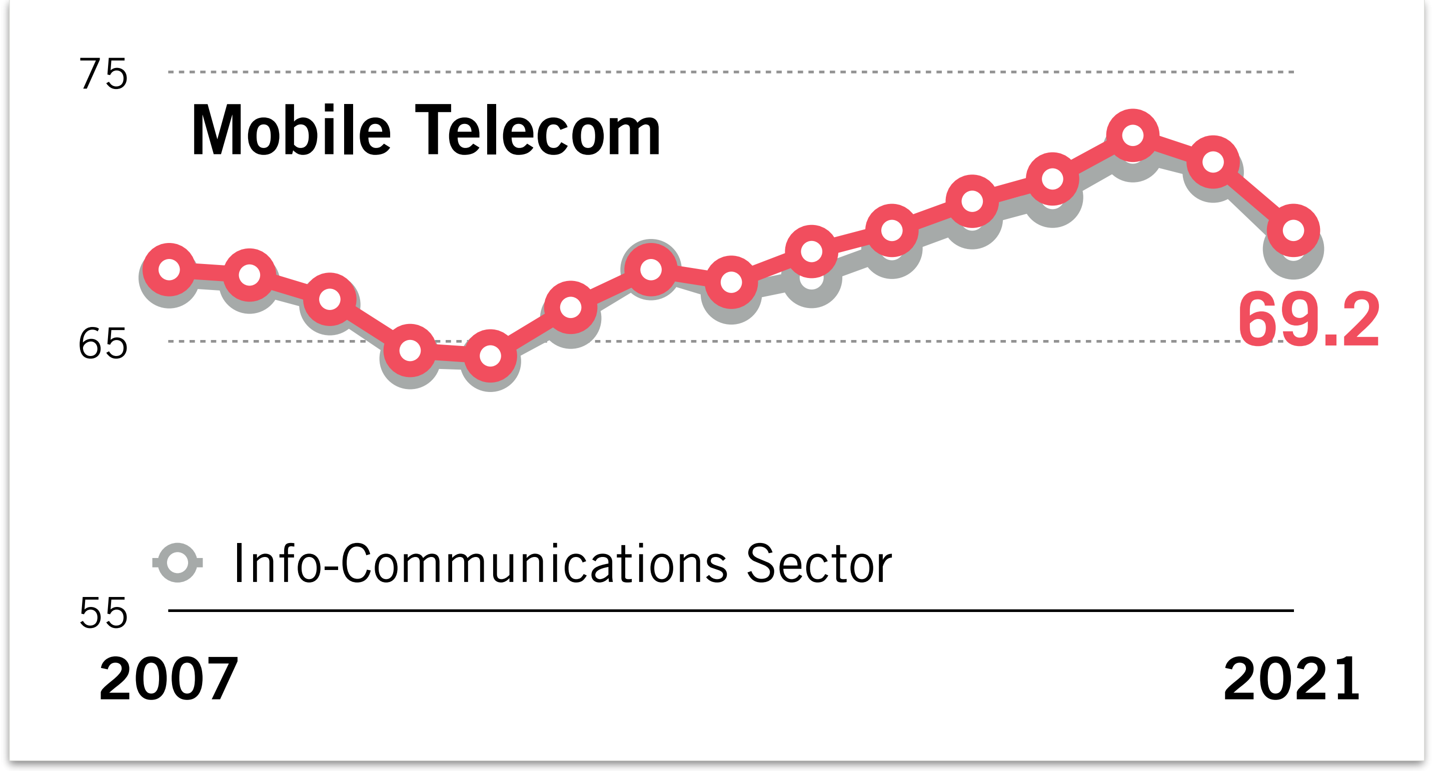


▲▼ Statistically significant year-on-year increase/drop at 90% confidence
■ No statistically significant year-on-year change at 90% confidence
Note: In 2021, MVNOs and TPG were included in the measurement for Mobile Telecom sub-sector.

Institute of Service Excellence

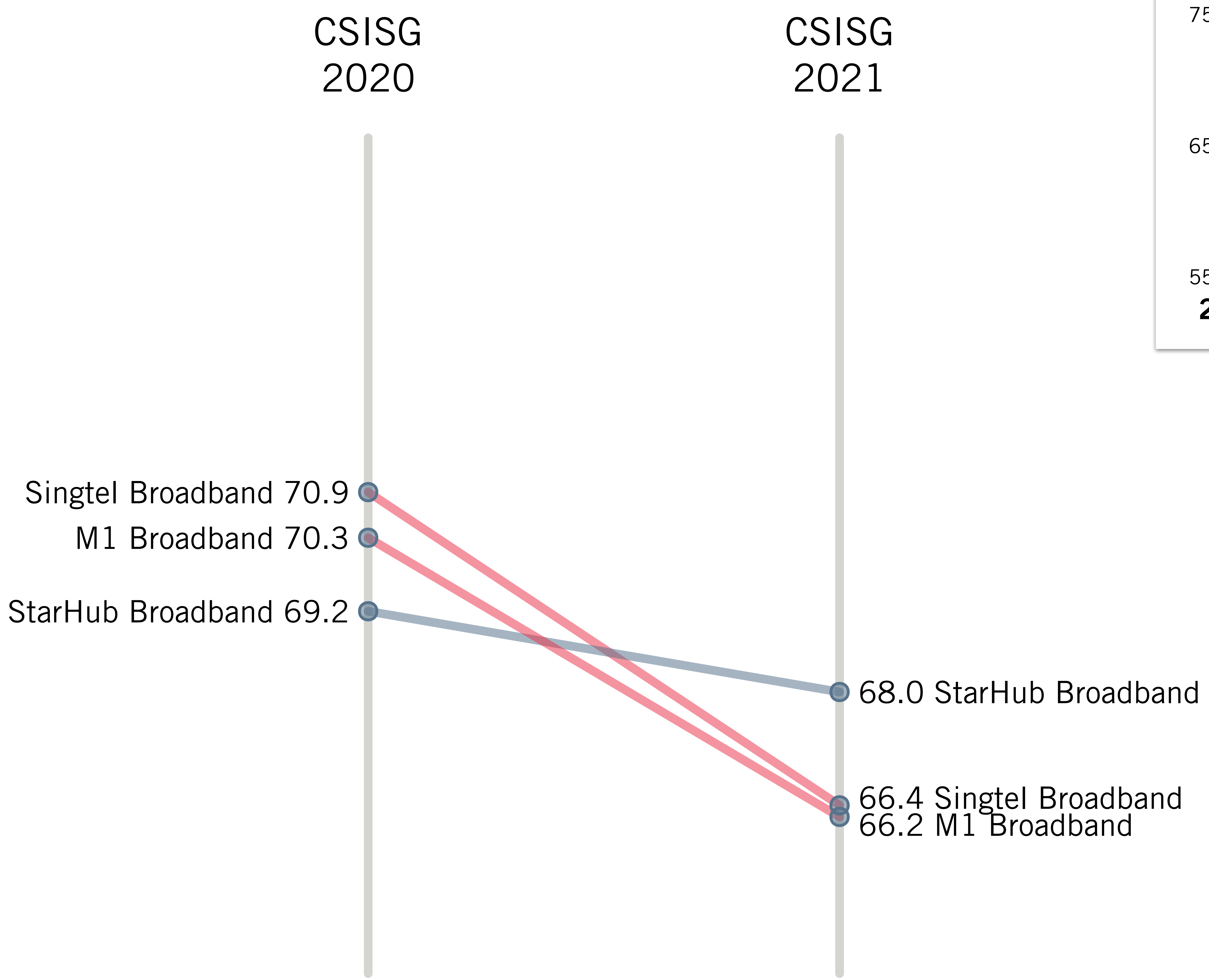
Decline in M1 Mobile's CSISG Scores
(Mobile Telecom)

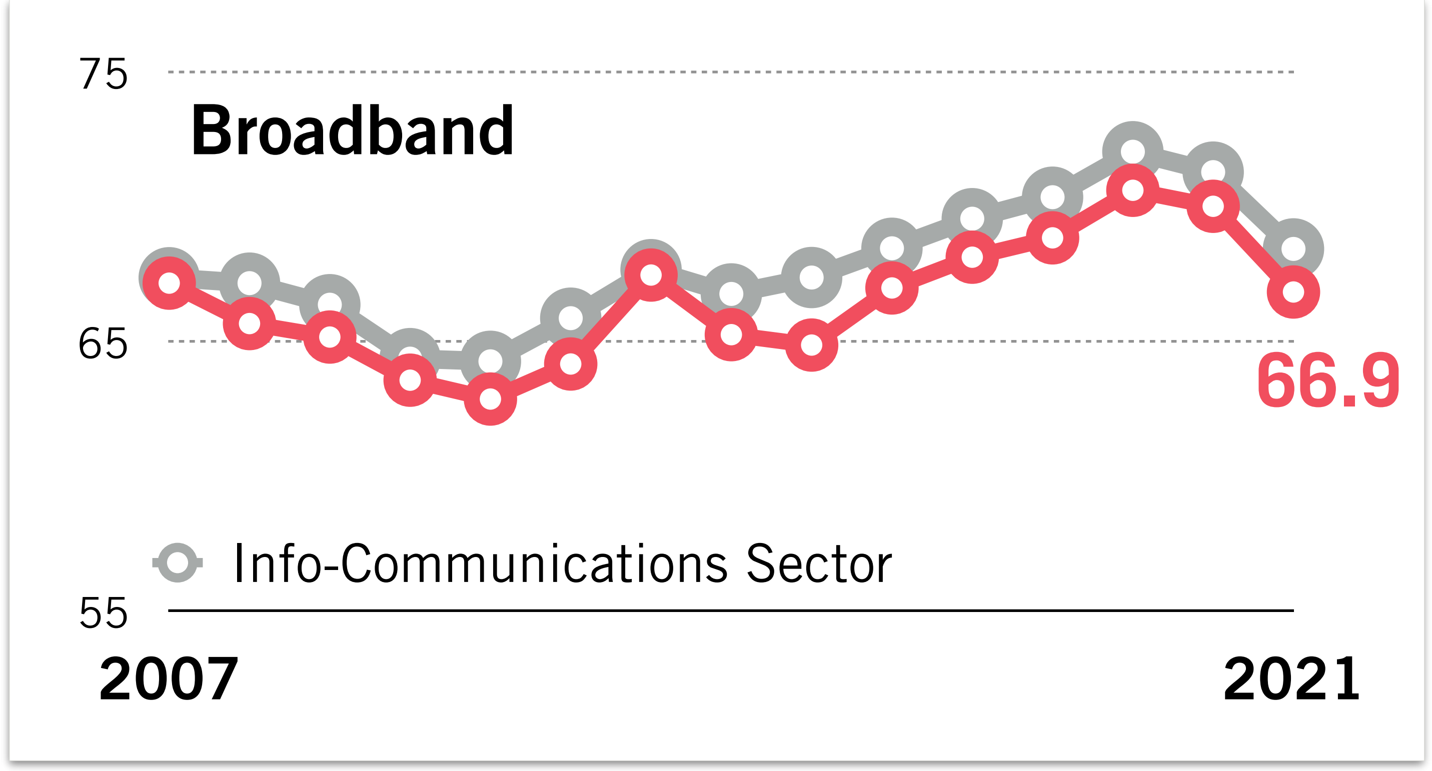




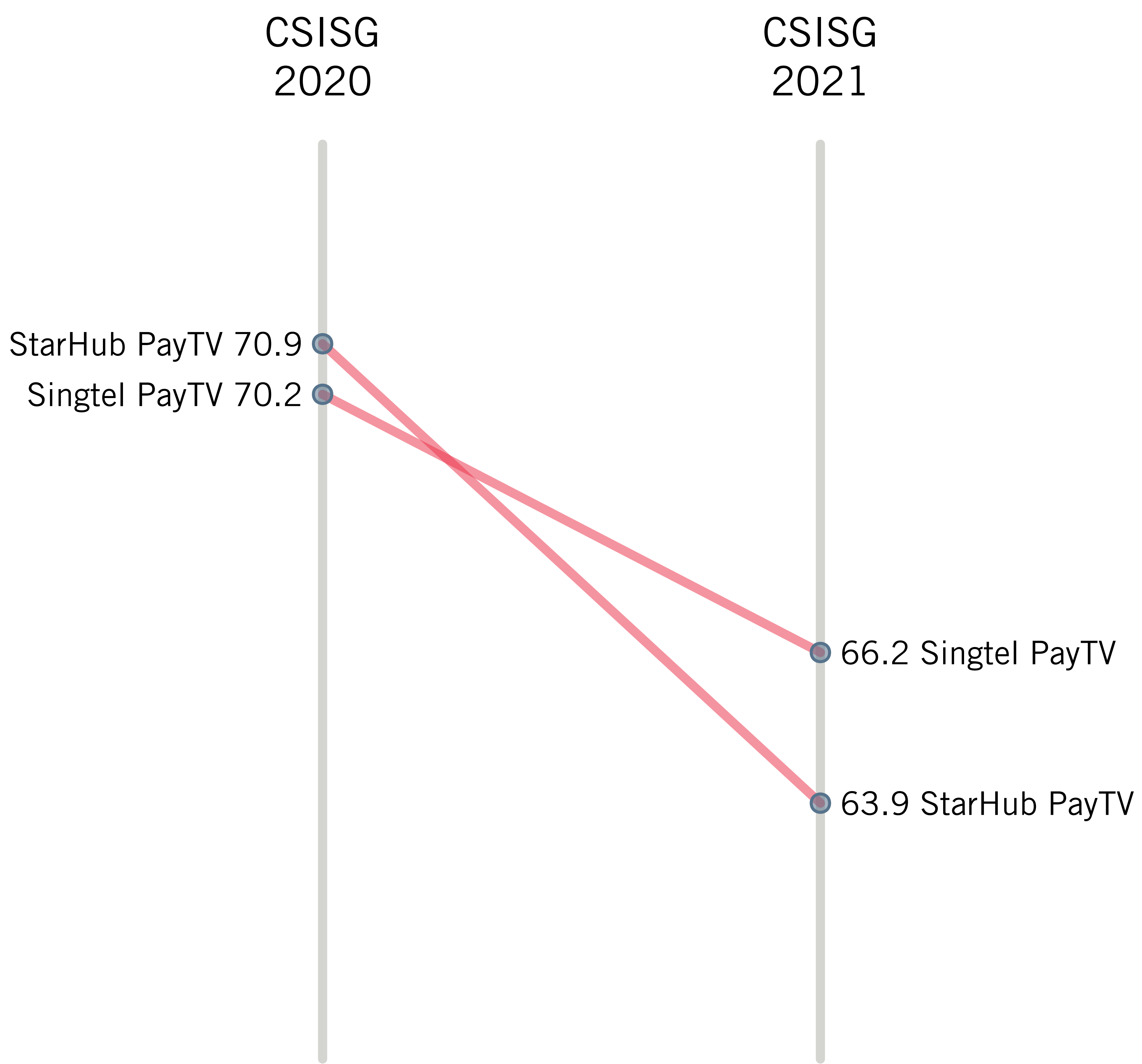
E.g. of "Other Mobile Telecom Providers" includes TPG, GOMO, giga, MyRepublic

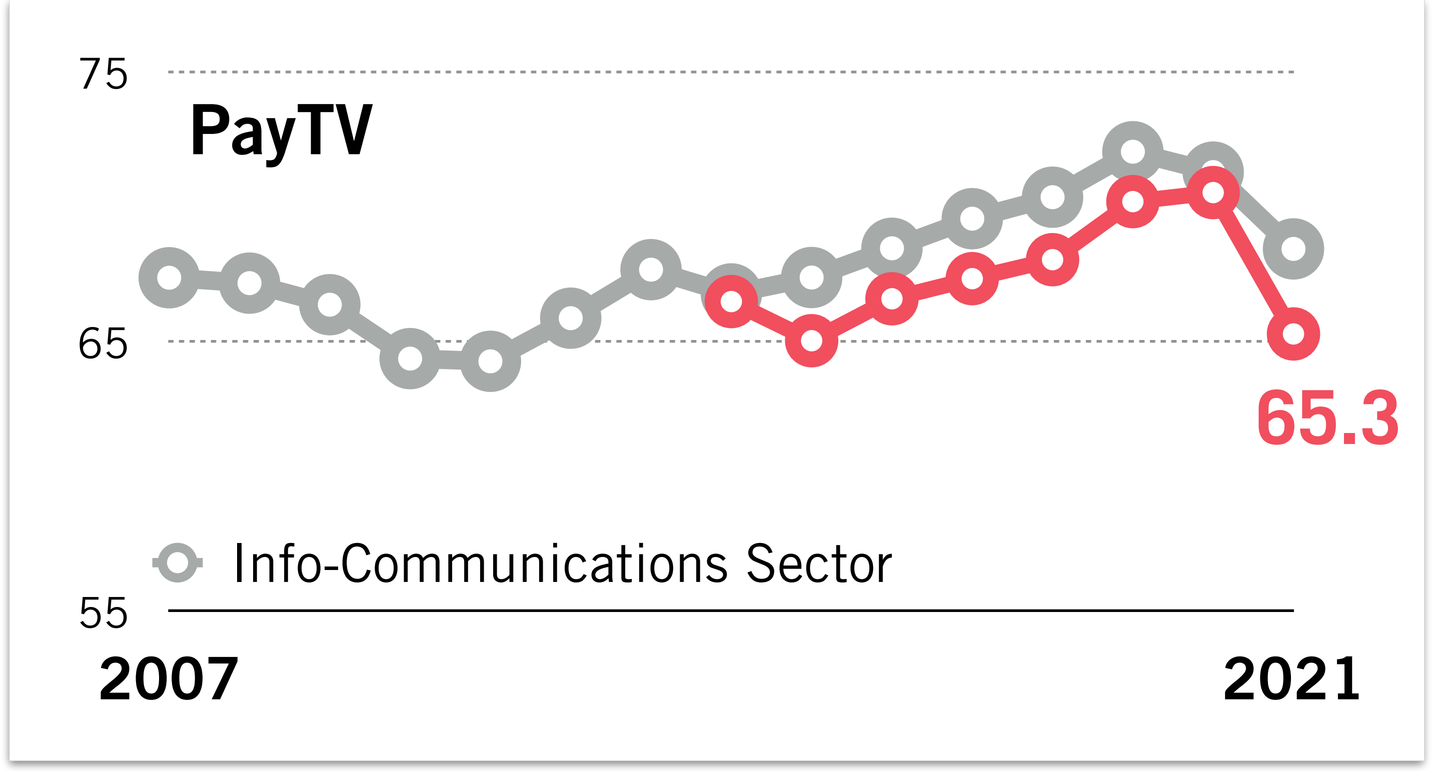
Decline in M1 & Singtel Broadband's CSISG Scores
(Broadband)





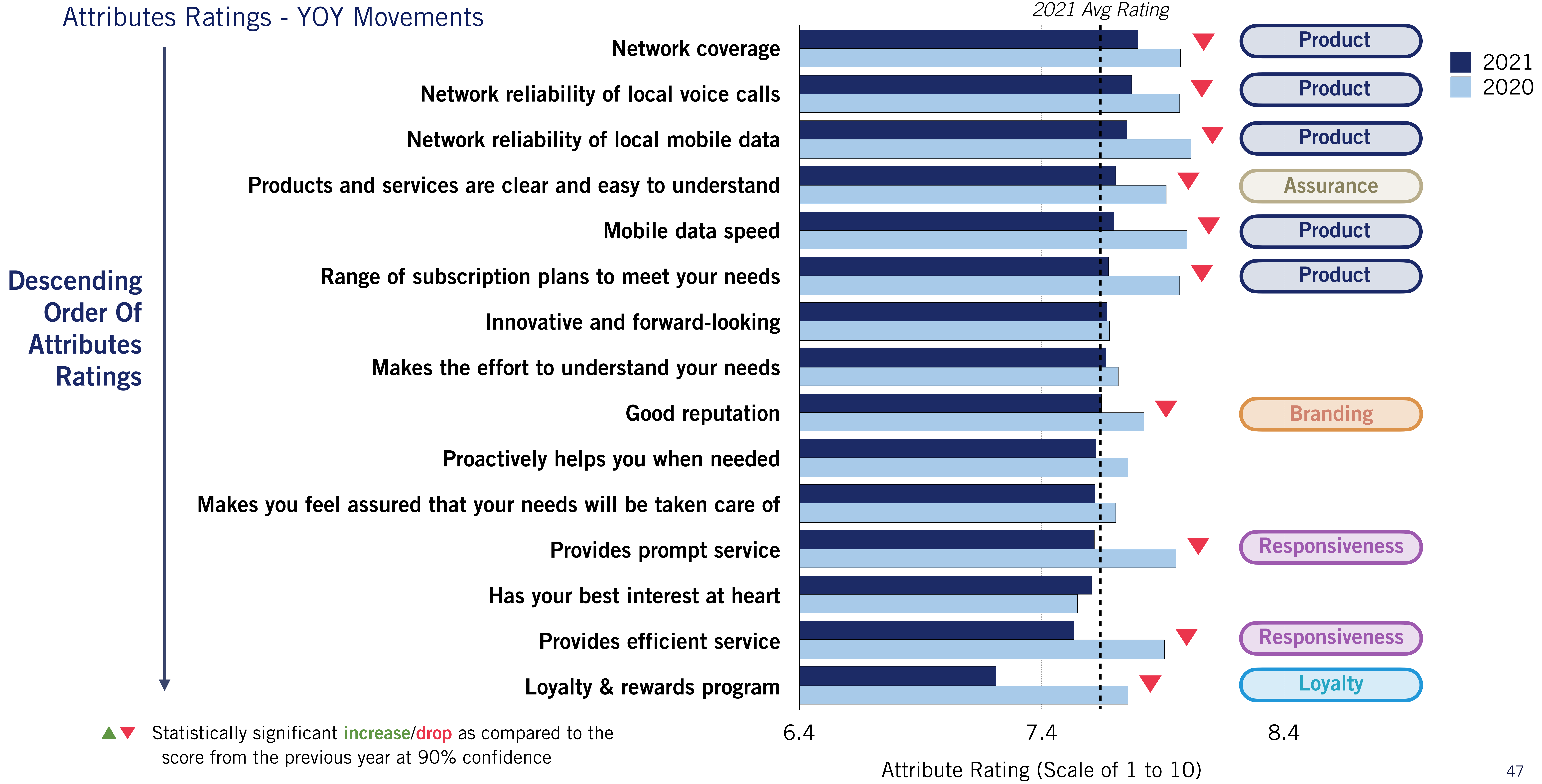
Decline in Both Singtel & StarHub PayTV's CSISG Scores
(PayTV)





Mobile Telecom (MNO Only): Decline in Various Attributes

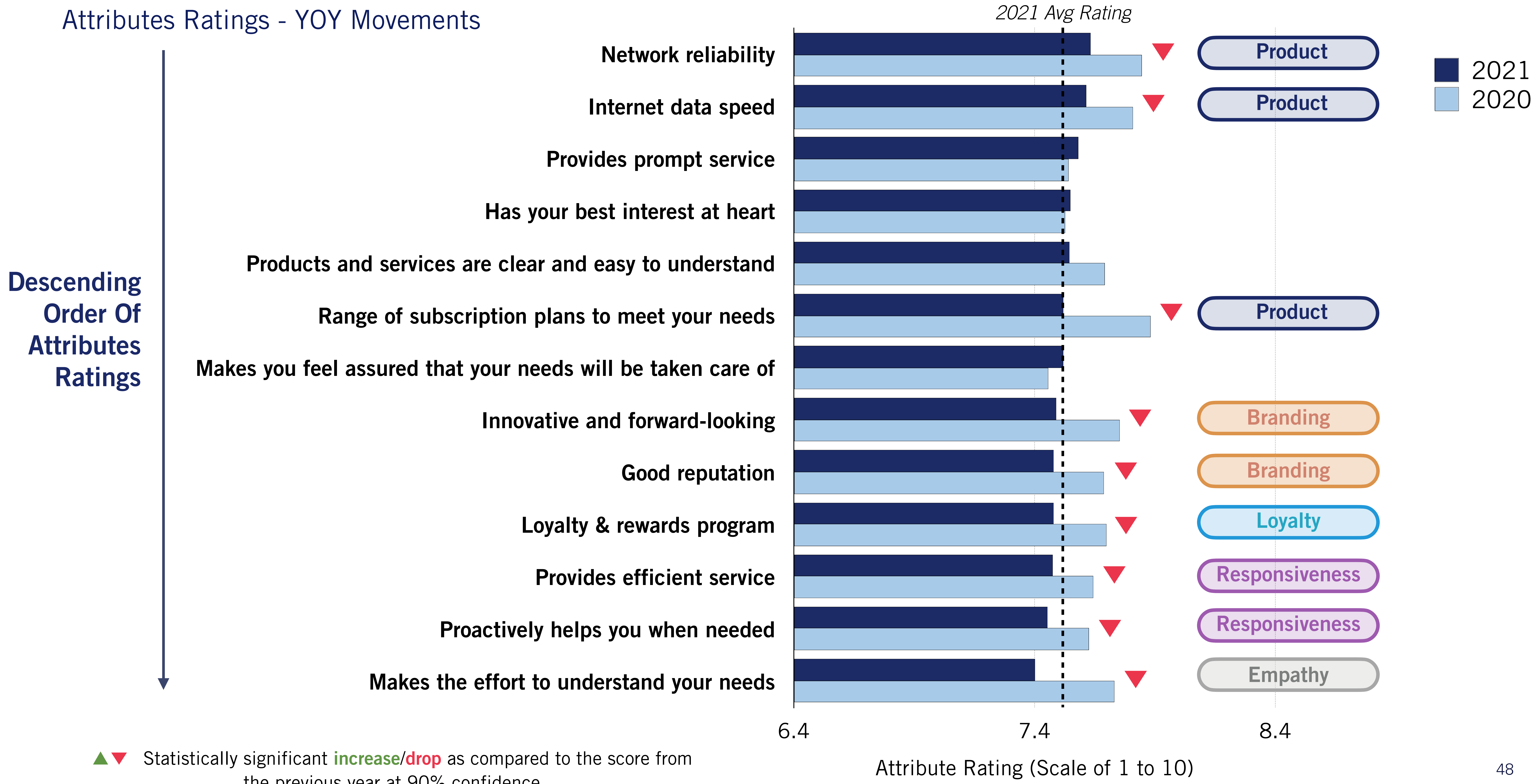
Attributes Ratings - YOY Movements



▲▼ Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

Broadband: Decline in Various Attributes

Attributes Ratings - YOY Movements



▲▼ Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

Network Outages: Broadband Service Disruption During Period When Most Customers Working From Home

Singapore slaps $447,000 fine on broadband operators for service outages

StarHub and M1 have been fined a total of SG$610,000 ($447,090) for broadband service disruptions in April and May this year that were found to be due to human oversight.

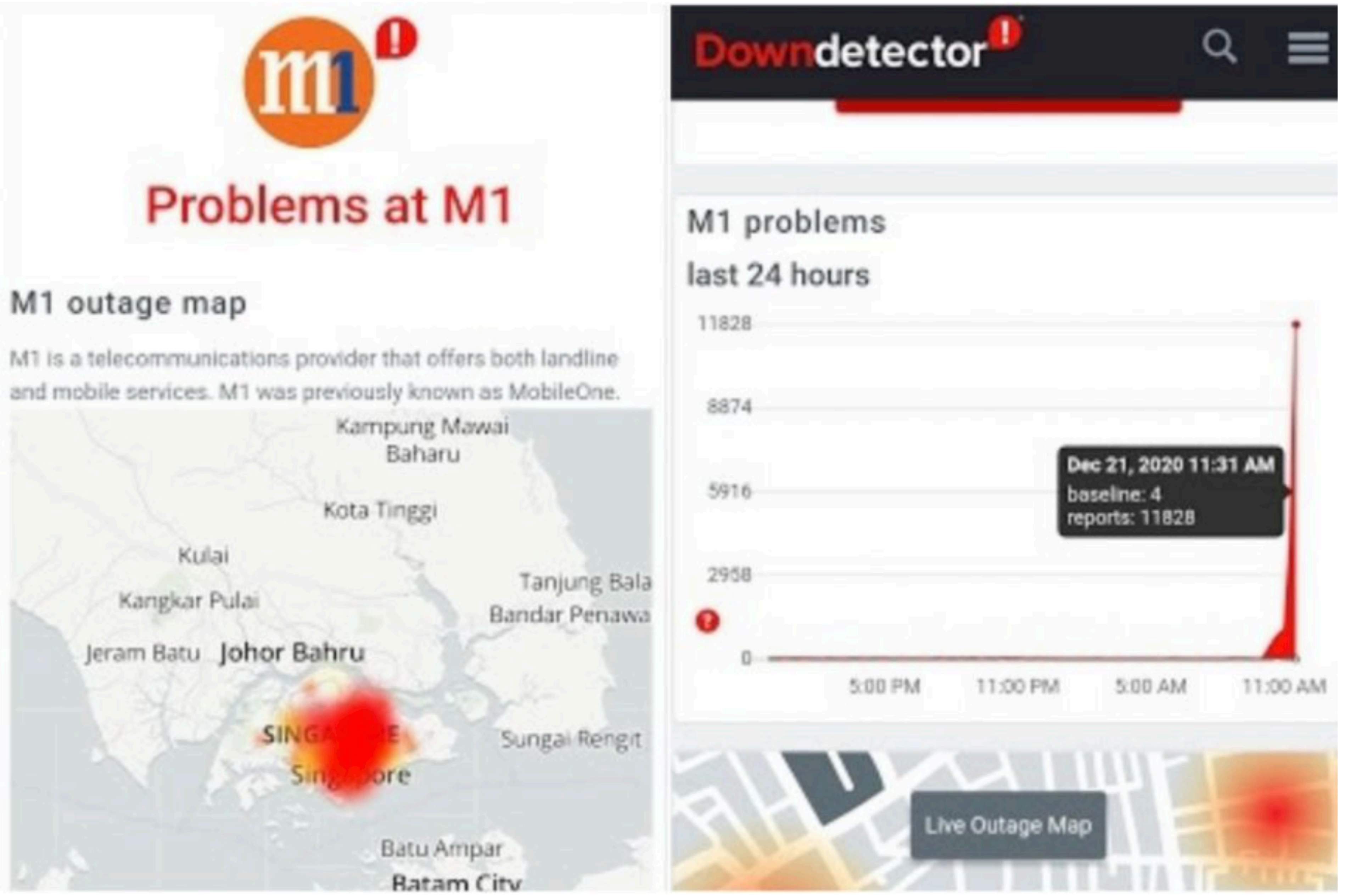
By Eileen Yu for By The Way | September 6, 2020 -- 14:57 GMT (22:57 SGT) | Topic: Telcos

Singapore telcos StarHub and M1 have been fined a total of SG$610,000 ($447,090) for broadband service disruptions that occurred in April and May this year. Two of the outages later were found to be due to human oversight, including a system configuration.

THE STRAITS TIMES | TECH

Recommended by

M1 users hit by 2nd fibre broadband outage in a month

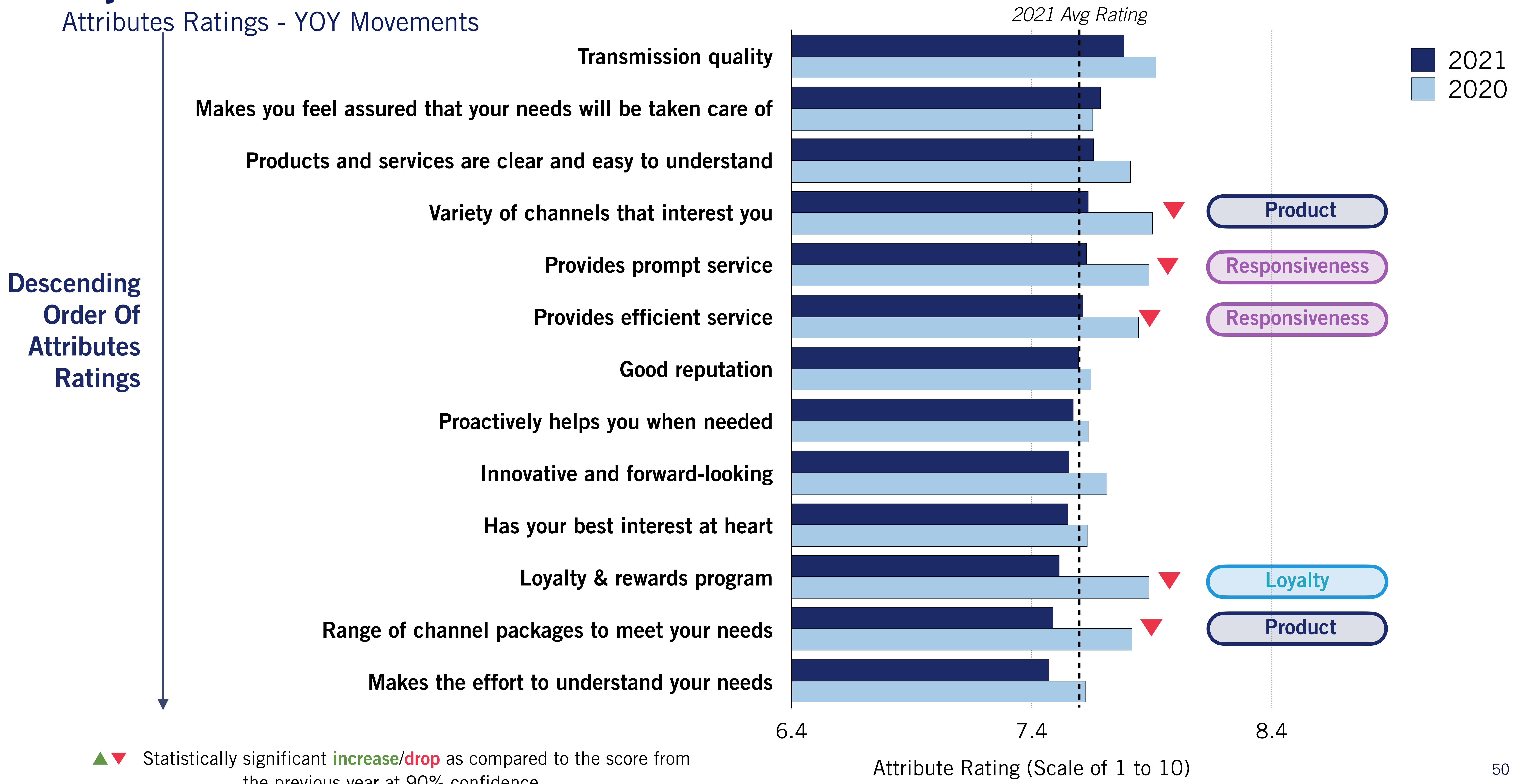


According to the Downdetector website which logs Internet outages, M1 started having problems at 10.08am. PHOTOS: SCREENGRAB FROM DOWNDETECTOR

Source[1]: https://www.straitstimes.com/tech/m1-users-hit-by-2nd-fibre-broadband-outage-in-a-month
Source[2]: https://www.zdnet.com/article/singapore-slaps-447000-fine-on-broadband-operators-for-service-outages/

PayTV: Decline in Various Attributes

Attributes Ratings - YOY Movements

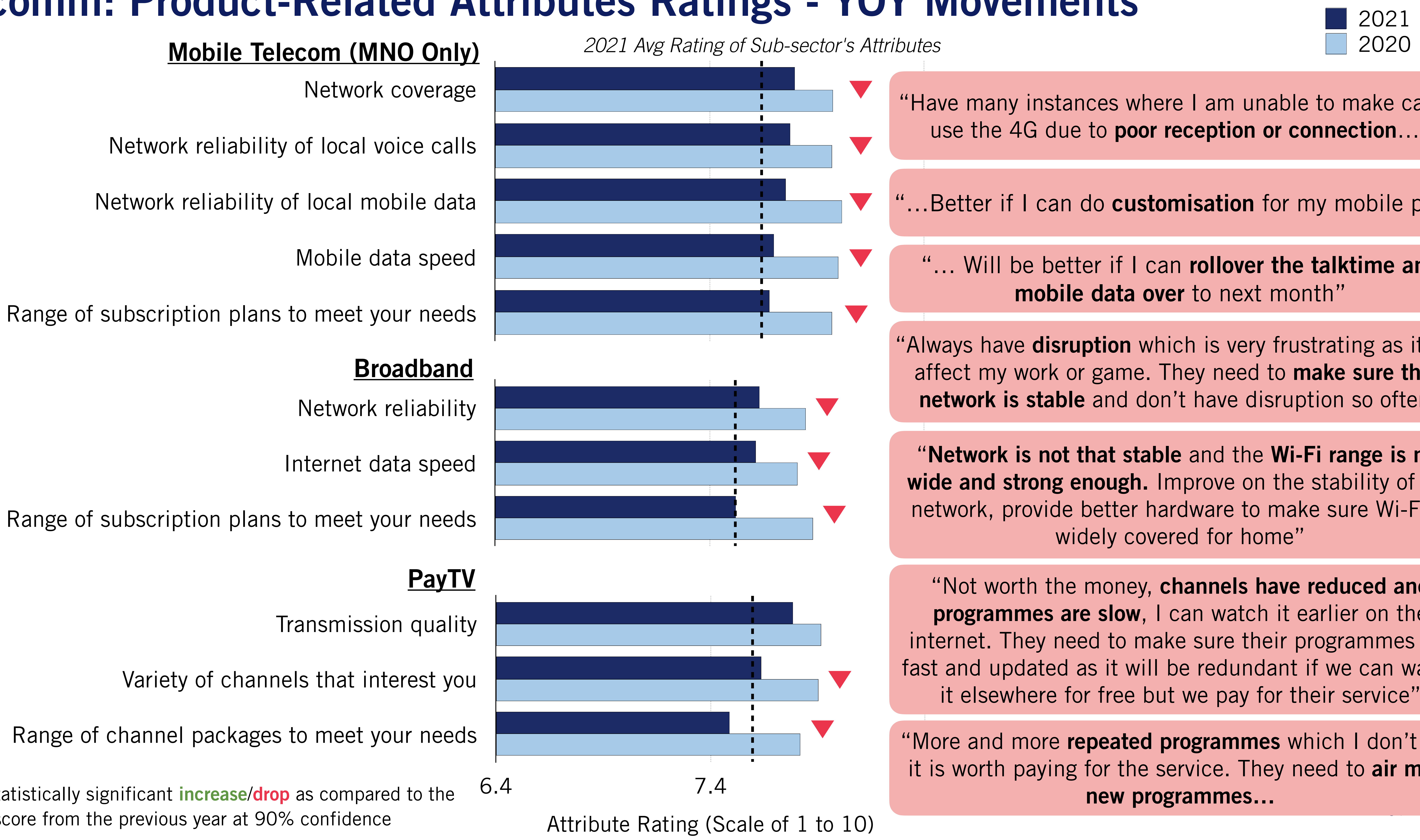


▲▼ Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

SMU SINGAPORE MANAGEMENT UNIVERSITY | Institute of Service Excellence

Infocomm: Product-Related Attributes Ratings - YOY Movements

Descending Order Of Attributes Ratings



Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

"Have many instances where I am unable to make call or use the 4G due to **poor reception or connection**…"

"…Better if I can do **customisation** for my mobile plan"

"… Will be better if I can **rollover the talktime and mobile data over** to next month"

"Always have **disruption** which is very frustrating as it can affect my work or game. They need to **make sure their network is stable** and don't have disruption so often"

"**Network is not that stable** and the **Wi-Fi range is not wide and strong enough.** Improve on the stability of the network, provide better hardware to make sure Wi-Fi is widely covered for home"

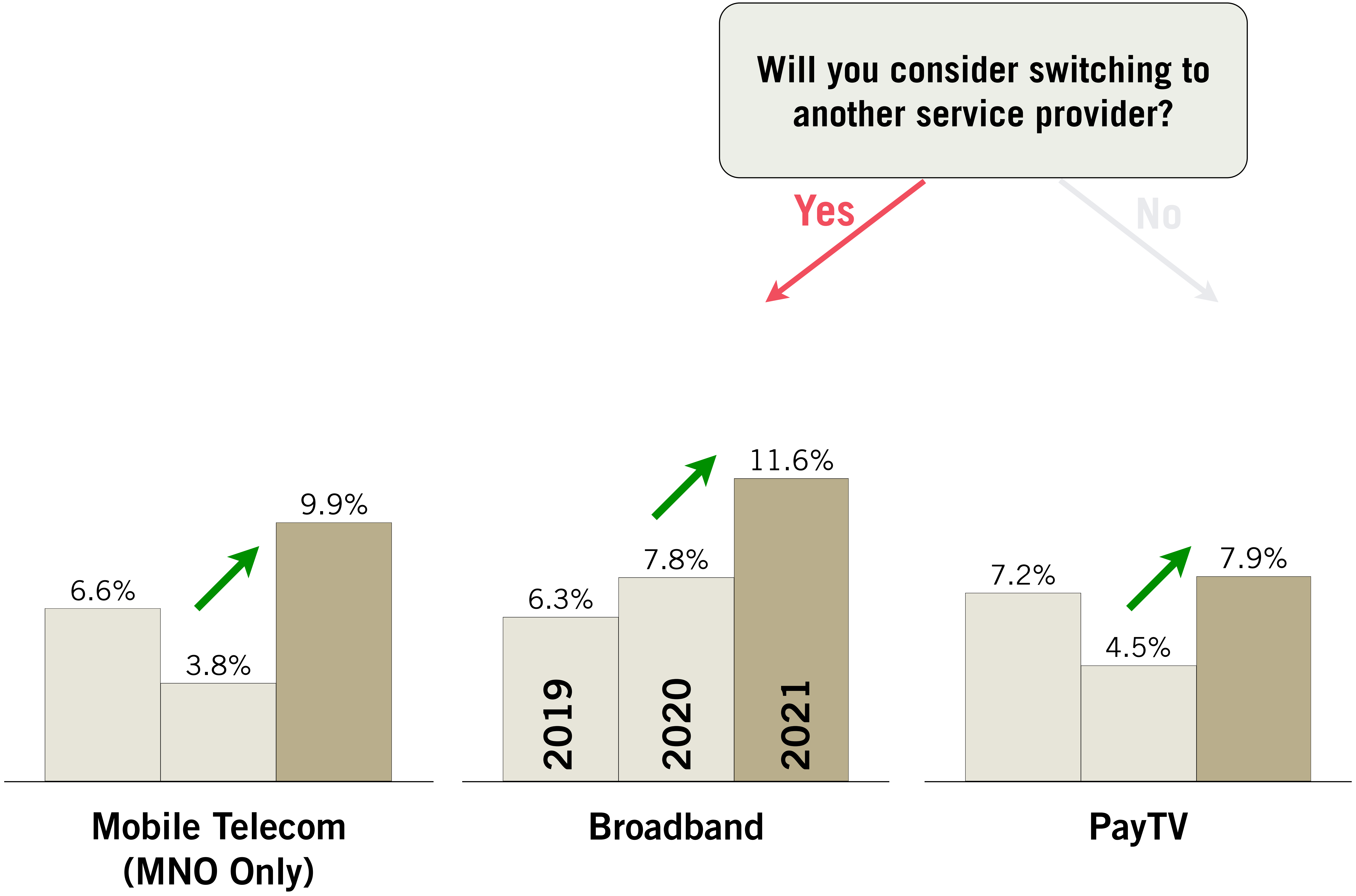
"Not worth the money, **channels have reduced and programmes are slow**, I can watch it earlier on the internet. They need to make sure their programmes are fast and updated as it will be redundant if we can watch it elsewhere for free but we pay for their service"

"More and more **repeated programmes** which I don't feel it is worth paying for the service. They need to **air more new programmes…**

INTENT TO SWITCH

Customer Churn Likely To Rise In 2021

Infocomm: Intent to Switch(3-Year Trend)



Price & Product Reliability Issues Remain As Key Push Factors

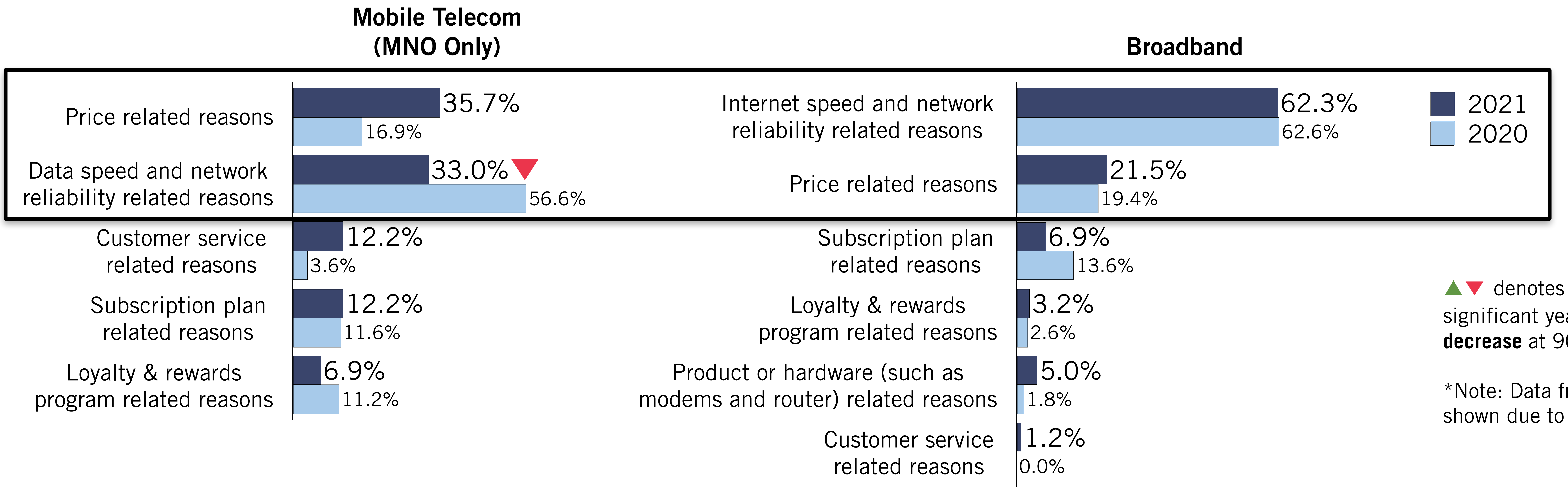
(Infocomm: Main Reason To Consider Switching)

Will you consider switching to another service provider?

Yes

No

Main Reason To Consider Switching



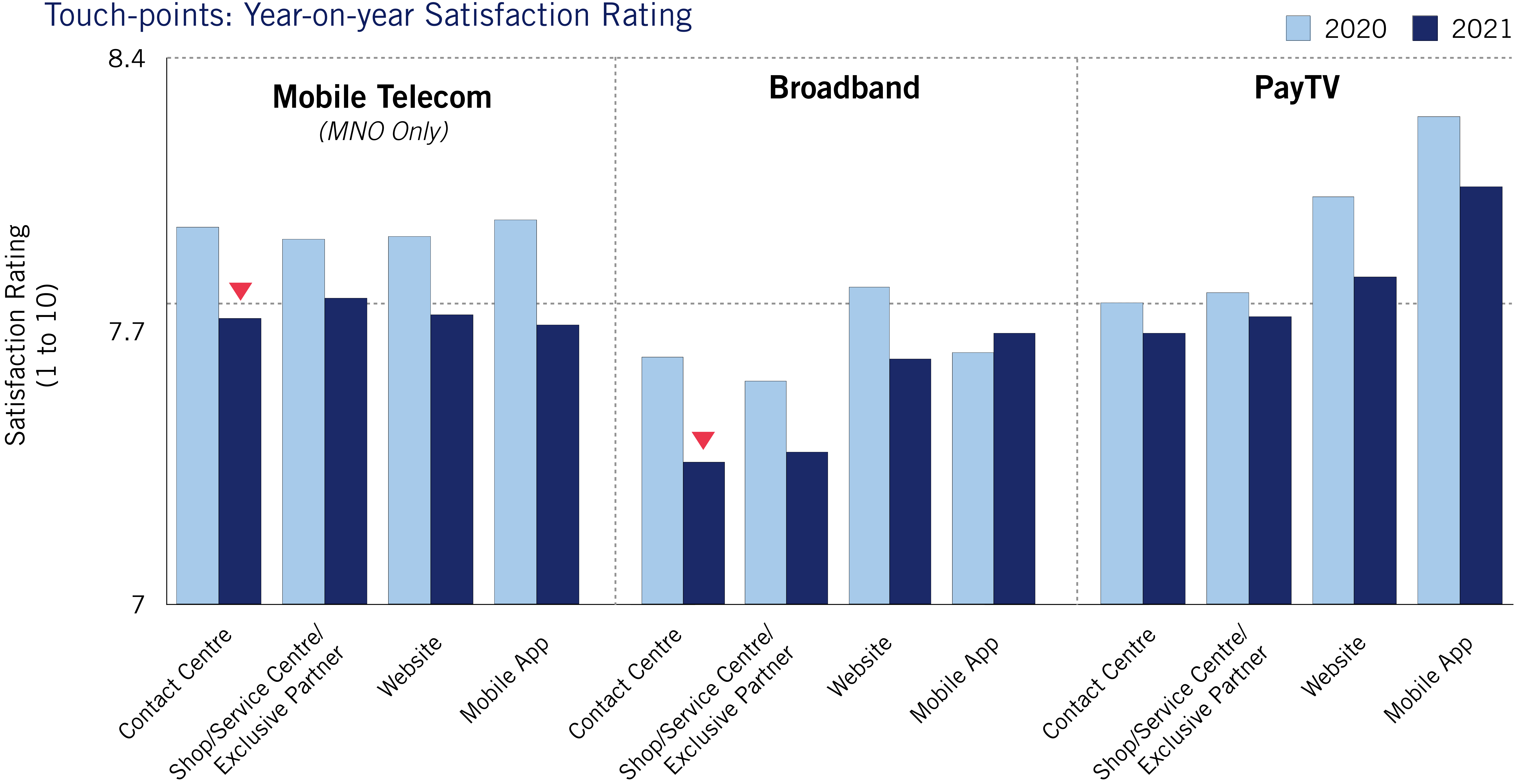
▲▼ denotes statistically significant year-on-year **increase/ decrease** at 90% confidence.

*Note: Data from PayTV not shown due to low samples size.

TOUCH-POINTS

Contact Centre Satisfaction Declined for Mobile & Broadband Sub-Sectors

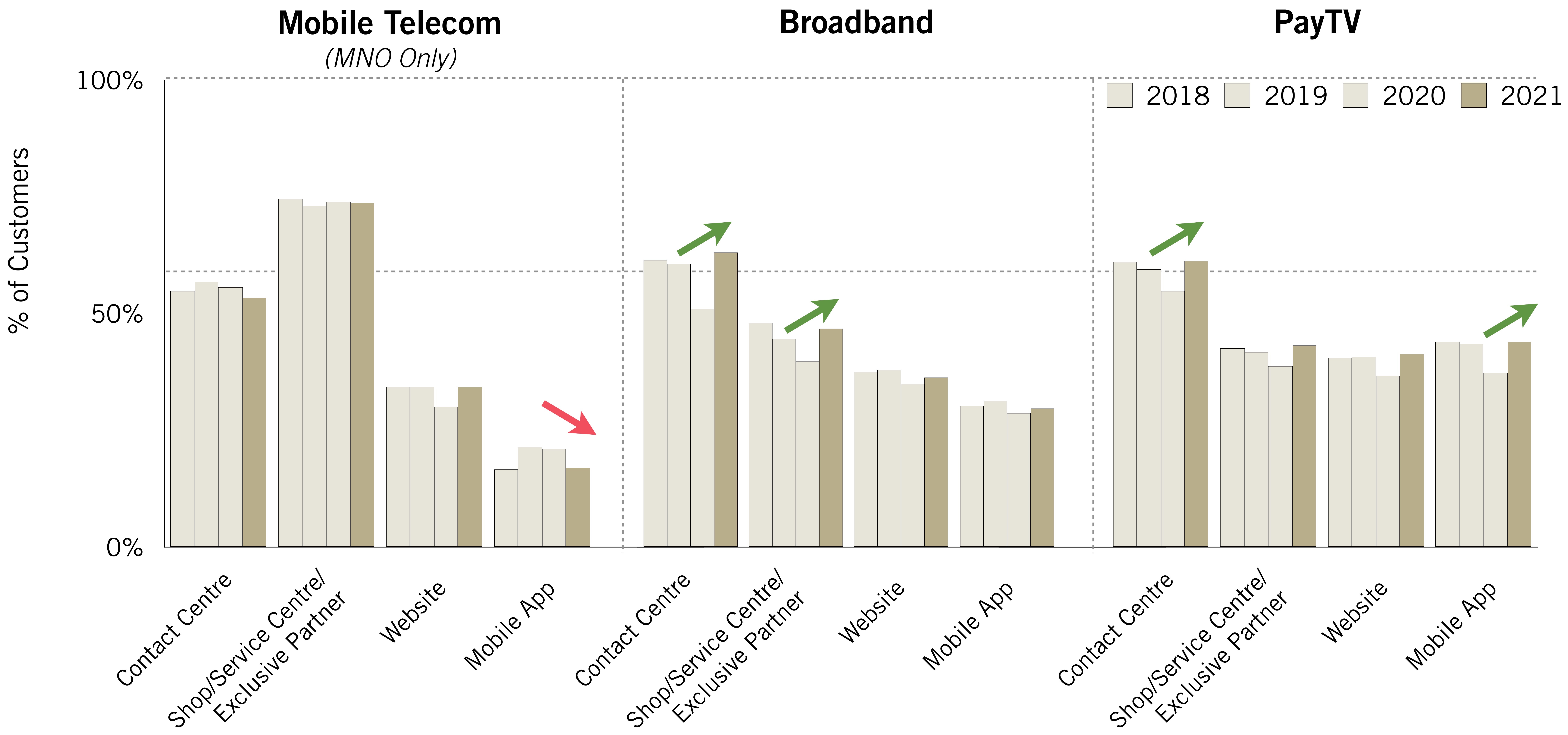
Touch-points: Year-on-year Satisfaction Rating



▲▼ Statistically significant increase/drop as compared to the score from the previous year at 90% confidence

Increase In Broadband & PayTV Customers Interacting With Contact Centres

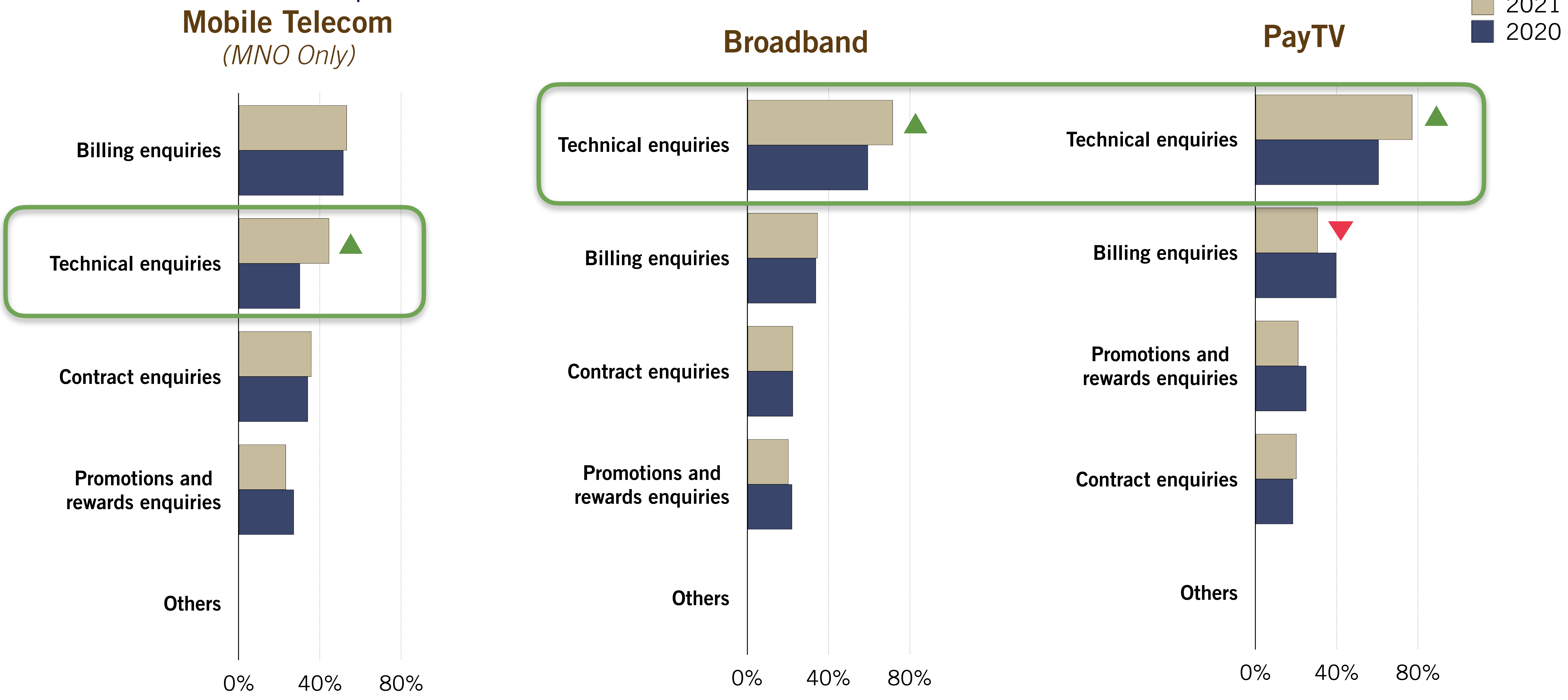
Touch-points: Proportion of Interaction in the Past 4 Years



↑↓ denotes statistically significant year-on-year **increase**/**decrease** at 90% confidence.

More Technical Enquires At Contact Centres

Contact Centre: Purpose of Interaction



▲▼ denotes statistically significant year-on-year **increase**/**decrease** at 90% confidence.

Contact Centre-Related Verbatim Comments

Mobile	Broadband	PayTV
Found out there are charges from google playstore but I am using iPhone, called the hotline but staff was unable to waive off for me and **doesn't really want to assist me** to see what other alternatives I can do…	… Making it easier to call through the **navigation, too many options** to choose and can be confusing	… They need to improve on the **waiting time** for their customer service, can have a **callback system** so we don't need to wait on the line but wait for a callback
Need to **wait very long** to get connected to the phone operator, **too many navigation** to go through as well making it confusing…	… took some time to get connected on the phone. Need to improve the **waiting time** to get help, **maybe have a callback system** in place	… I think they need to improve on the **waiting time** to get connected or maybe can have a **callback system** so that we don't need to wait on the phone to get connected
… maybe they **can offer 24 hours customer service for their hotline**	.. **Waiting time** for using the hotline can be shorter and **lesser navigation options** too	Staff on the phone is **rude** and **not willing to assist**…
… **Waiting time** can be much improved as I wait quite long to get hold of the staff	… Will be a good initiative to have a **callback system** if there is going to be a long waiting time	… Need improvement on the **service standard** on the phone, **staff seems to be unfamiliar with the services**
… Maybe they can improve on the **waiting time** on the line when I call the contact centre	… **Lesser options to choose for the hotline navigation** can be done	… **Waiting time** to get connected to the phone operator can be much faster
Not easy to call in to their customer service hotline, need to **wait very long** to be able to talk to the staff on the phone. Maybe they **can have a callback system**…	… **Too many options to choose when navigating** within the call centre, need to reduce it to make it more easy to get to the service I want to	… **Waiting time** and **willingness to service customers** on the phone had to be improved

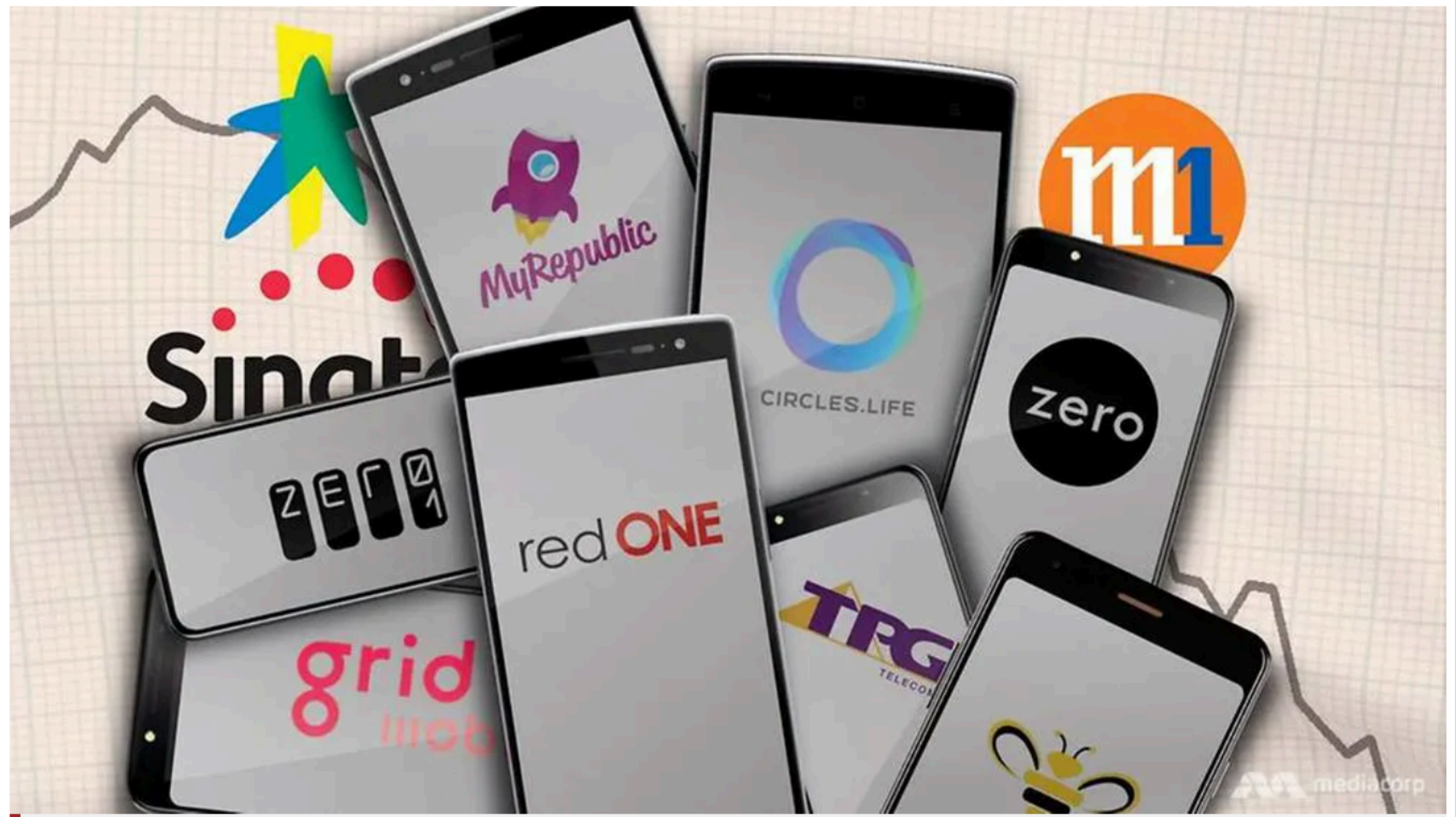
DIGITAL DISRUPTORS VS TRADITIONAL TELCOS

MNO vs MVNO

The Value Proposition of MVNO vs MNO

The Big Read: Singapore's big telcos face rude awakening, as the little guys get the last laugh

With mobile revenues set to decline at a steeper rate for at least two more years, shareholder values and the jobs of many telco workers here could take a hit, experts say.



The telco industry is now rife with talk of market consolidation. But how did the industry, which had enjoyed near monopolistic status in the past, arrive at this stage? (Photo: Samuel Woo/TODAY)

	Network	Retail Shops	Customer Service	Subscription Plans	Promotions & Offers
MNO	Owned infrastructure	Various locations	**Multi-channel** *(Virtual chat, Contact centre, Shops)*	Contract plans SIM-Only plans	Varied
MVNO	Network/ Bandwidth rental from MNOs	None	**Digital** *(Virtual chat/ "Leave a message")*	SIM-Only plans *(handset instalment payment plan)*	Data-centric

Lower Overheads for MVNOs Translating to Lower Prices

Proposition: Lots of Data, No Lock-ins, Low Prices

References (1) https://www.channelnewsasia.com/news/singapore/singapore-telcos-face-rude-awakening-smaller-players-singtel-m1-11697576
(2) https://blog.moneysmart.sg/budgeting/mvno-redone-vivifi-grid-mobile/ (3) https://dollarsandsense.sg/cheatsheet-best-sim-plan-in-singapore/

More Data, Lower Prices, No Contract: MNOs Competing Directly With MVNOs

(Timeline of New Mobile Product & Service Launches)

2018 Q1

Circles.Life
Launched $3 Unlimited Data on Demand and Unlimited WhatsApp Roaming
Zero1
Entry to market

2018 Q2

Singtel
Launch of Combo XO Plan
Launched mobile leasing plans
Circles.Life
Launched $0 Flexi Plan offering 1GB Data with no strings attached

2018 Q4

Singtel
SIM Only Plan 10+10GB
StarHub
Streamlined from 10 mobile plans to 3
Confirmed move from cable to fibre networks
M1
Made digital eSIM available on iPhone
TPG
Launched free service trial

2019 Q1

Singtel
Launch of **GOMO**
Cut add-on price for unlimited data to $29.90/month
Launched 3 new XO postpaid plans
Expanded entertainment line-up with HBO GO
StarHub
Launched 50GB worry-free data add-on for $20/month
M1
Launched 25GB add-on for $5/month
Circles.Life
Launched unlimited data add-on for $20/month

2019 Q2

StarHub
Launched Giga!
M1
Simplified mobile offering with one base plan
Grid Mobile & redOne
Launched in Singapore

2019 Q3

ViViFi
Launched in Singapore

2019 Q4

StarHub
Launched SmartSupport Lite, a mobile phone after-sales care service for no-contract SIM Only customers

2020 Q1

M1
Formed new MVNO partnership with Geenet

2020 Q2

M1 & **StarHub**
Launched senior-friendly plans
GOMO
Detached its branding from Singtel through its own social persona

2020 Q3

Singtel & **M1** & **StarHub**
Launched 5G

2020 Q4

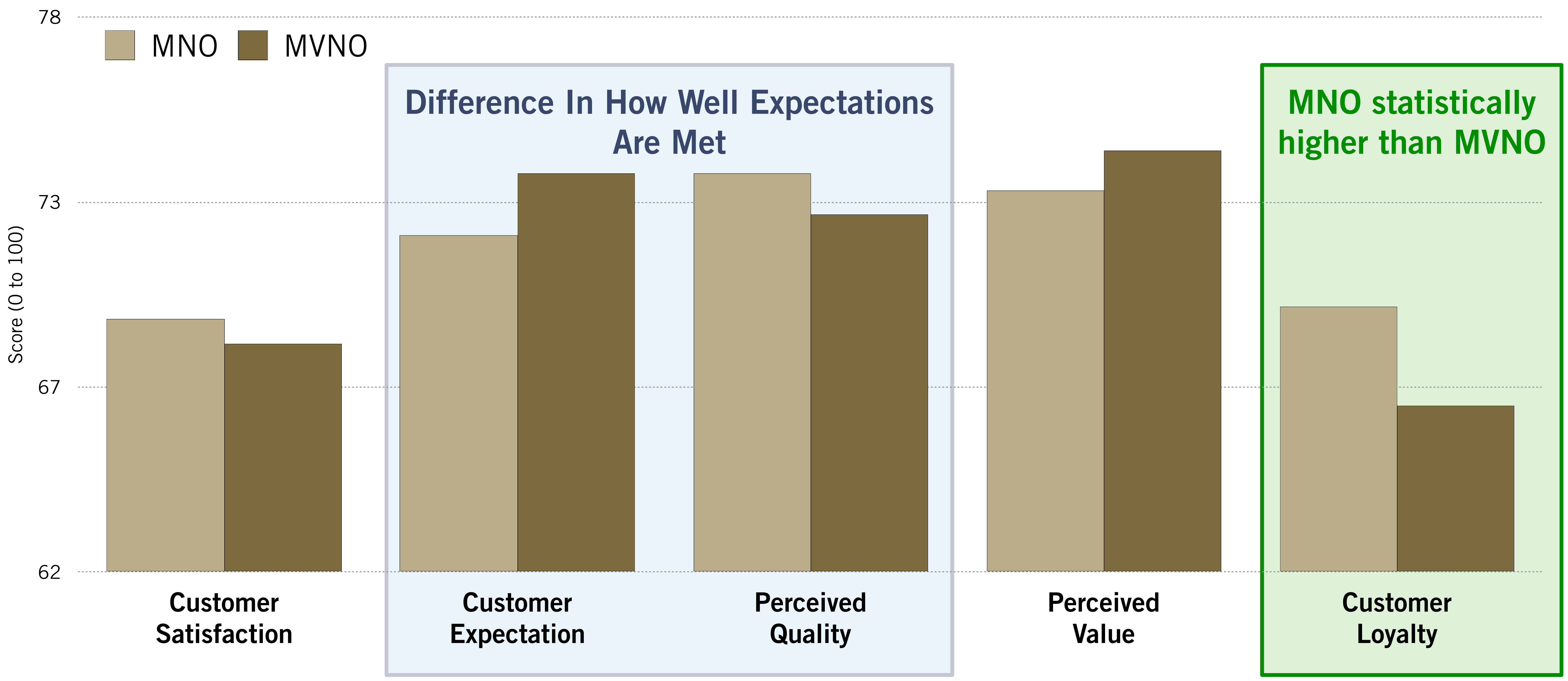
M1 & **MyRepublic**
Collaboration to bring an enhanced suite of mobile services through their MVNO partnership.

2021 Q1

Singtel
Unveiled next-generation XO Plus plans with 5G access, AR and VR content

MNO Customers More Loyal Than MVNO Customer

MVNO vs MNO



MVNO Customers Tend To Be More Price Sensitive

Components of Customer Loyalty By Customer Type

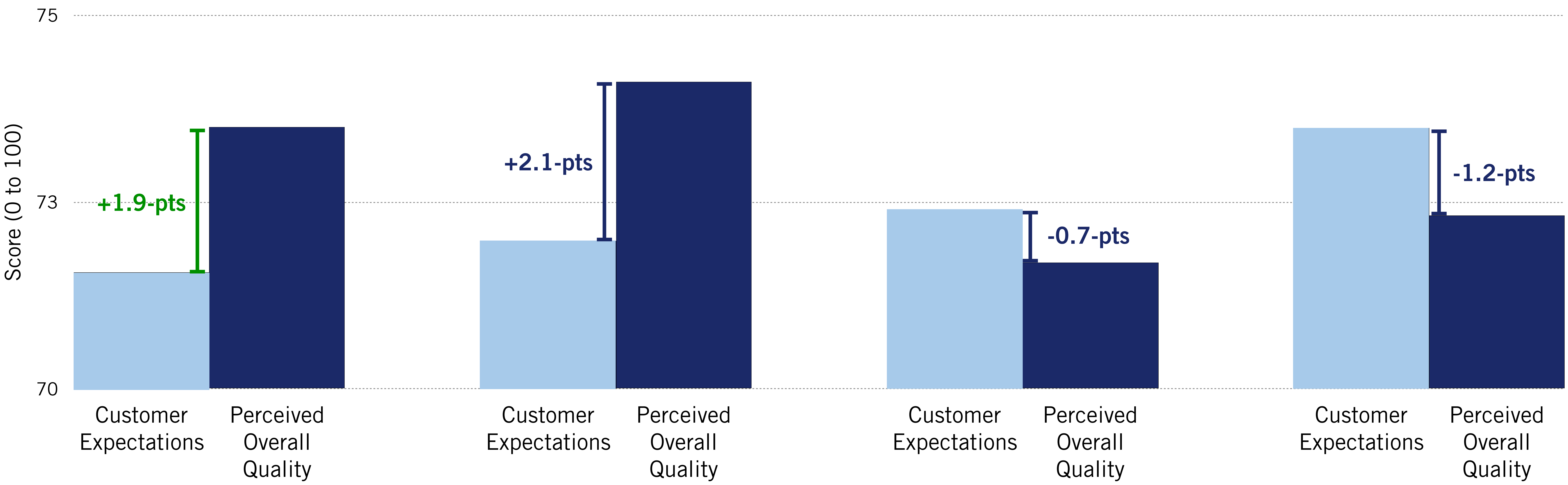
		MNO Regular *Contract*	MNO SIM-Only *Contract*	MNO SIM-Only *No Contract*	MVNO SIM-Only *No Contract*
Score (0 to 100)	**Customer Loyalty**	69.9	69.2	68.7	66.8
Rating (1 to 10)	*Repurchase Intention*	7.35	7.29	7.20	7.38
%	*Price Tolerance (Reservation Price)*	10.0%	10.3%	10.6%	5.3%

GREEN/**RED** indicates that the score/rating is **HIGHER**/**LOWER** than MNO (Regular Contract) with statistical significance.

MNO's Exceed Expectations of Their Regular Contract Customers

(Expectations-Quality Gap Across By Customer Type)

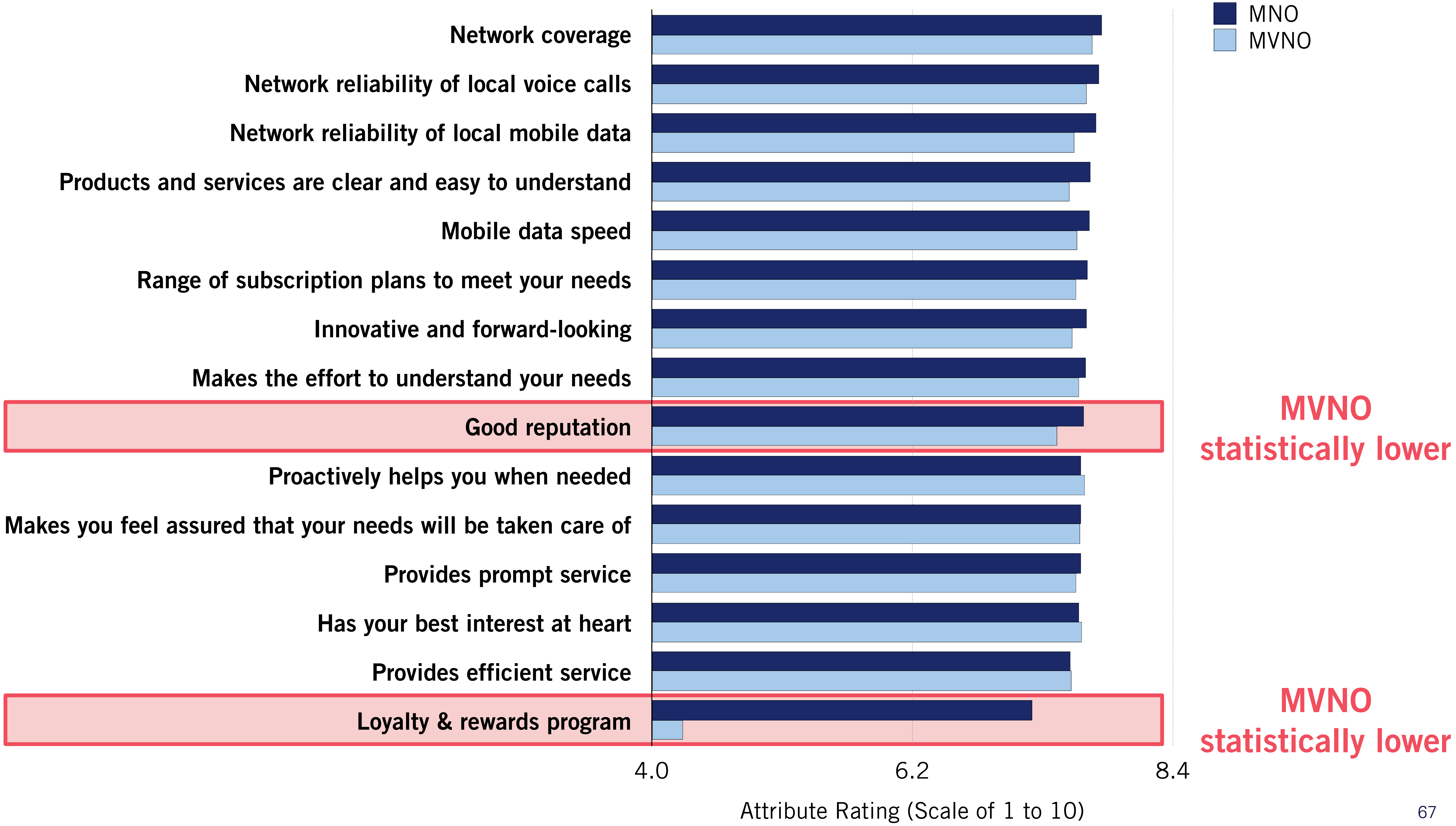
MNO *Regular Contract*	**MNO (SIM-Only)** *Contract*	**MNO (SIM-Only)** *No Contract*	**MVNO (SIM-Only)** *No Contract*



GREEN/**RED** indicates that Perceived Overall Quality score is **HIGHER**/**LOWER** than Customer Expectations score with statistical significance.

Mobile Telecom Attributes - MNO vs MVNO

Descending Order Of MNO's Attributes Ratings



MNO vs MVNO: Top 5 Attributes with Impact on Loyalty

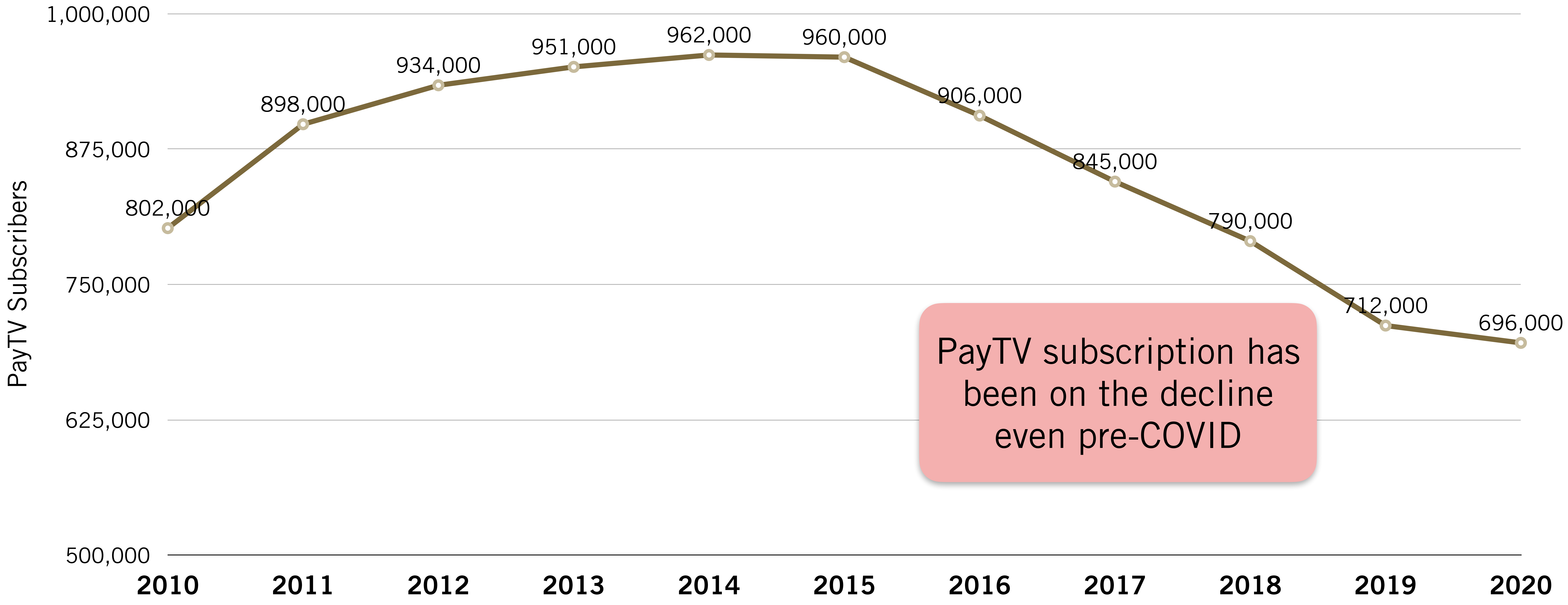
Increasing Positive Impact

MNO	MVNO
Has your best interest at heart	Provides efficient service
Makes the effort to understand your needs	Range of subscription plans to meet my needs
Makes you feel assured that your needs will be taken care of	Has your best interest at heart
Network reliability of local mobile data	Makes the effort to understand your needs
Good reputation	Products and services are clear and easy to understand

Legend: *Responsiveness* *Empathy* *Assurance* *Product* *Branding*

PAYTV vs Video Streaming Services

The Rise and Fall of PayTV subscribers over the years



Source: Singstats, Starhub, Singtel (https://www.tablebuilder.singstat.gov.sg/publicfacing/loadCurrentTable.action)

Comparison of Video Streaming Services in Singapore

	Price	Key Shows	Free Trial
Apple TV	$6.98/ month	Apple TV originals	7 Days Free 1 year for Apple customers
Viu	$7.98/ month	Korean Dramas, Variety Shows	7 Days
Netflix	$11.98 - $19.98/ month	Netflix Originals, Largest Variety of Shows	30 Days
Amazon Prime Video	$2.99/ month	Amazon Originals, Old Sitcoms	30 Days
HBO GO	$13.98/ month	HBO, HBO Family/ Hits/ Signature/ Original, Red	7 Days
Disney+	$11.98/ month $119.98/ year	Disney, Marvel, Pixar, Star Wars, 20th Century Fox	NA

Source:
https://www.singsaver.com.sg/blog/best-video-streaming-services
https://blog.seedly.sg/netflix-toggle-viu-starhub-go-singtel-cast-alternative-tv-subscription-plan-guide-platform/

Decline In Proportion of PayTV Customers With Video Streaming Services

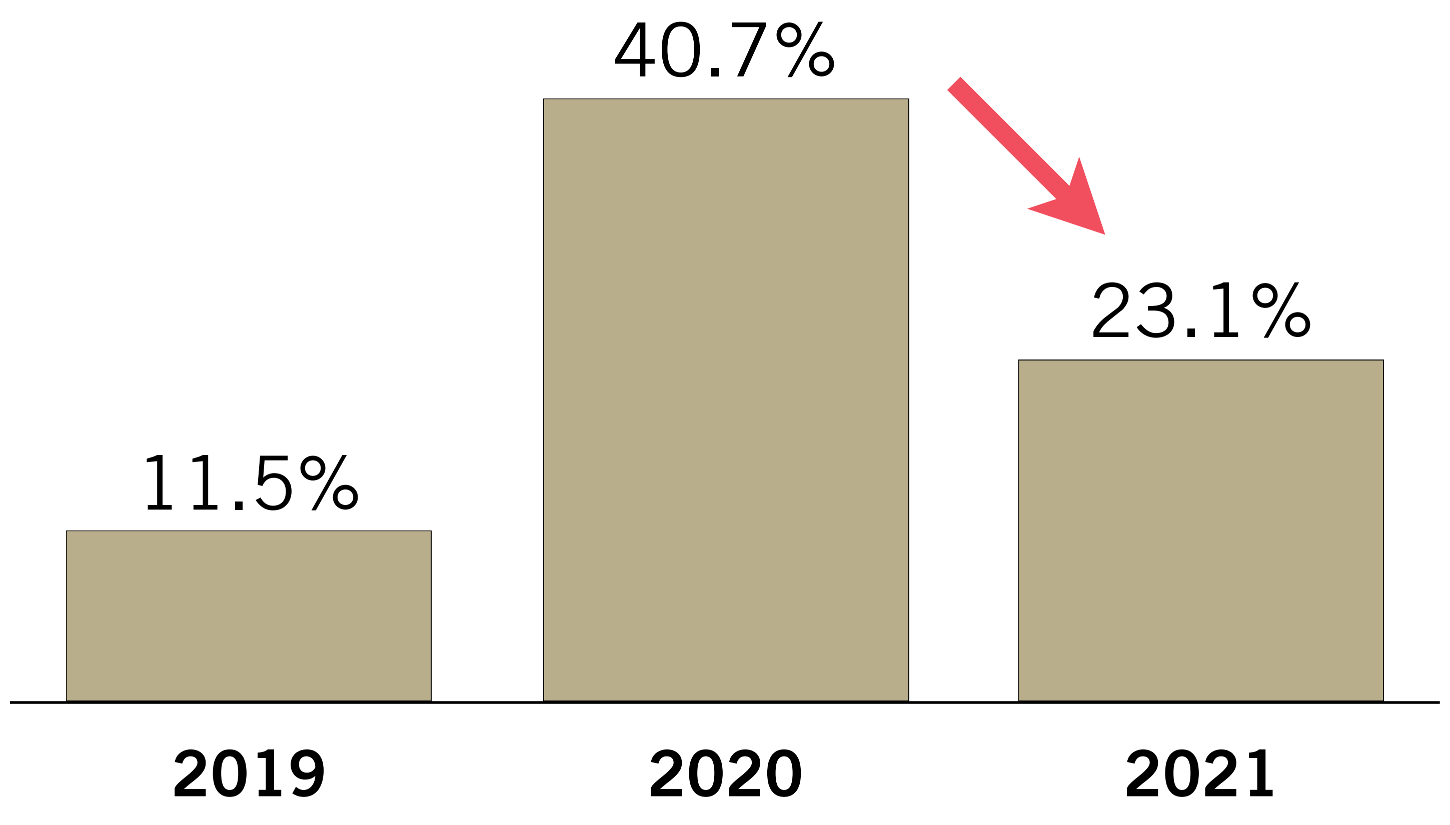
PayTV: Paying For Video Streaming Services

To PayTV Respondents Only
Are you currently paying for Video Streaming Services such as Netflix, Amazon Prime Video?

n=400

No — **76.9%**

Yes



↑↓ denotes statistically significant year-on-year increase/decrease at 90% confidence.

PayTV Customers Without Video Streaming Services Less Loyal & Satisfied Compared To 2020

To PayTV Respondents Only
Are you currently paying for Video Streaming Services such as Netflix, Amazon Prime Video?

n=400

No — **76.9%** (2020: 59.3%)

Yes — **23.1%** (2020: 40.7%)

		No: 2021	No: %Δ / ppΔ	Yes: 2021	Yes: %Δ / ppΔ
Score (0 to 100)	Customer Loyalty	68.6	-5.2% *	71.2	+0.4%
Rating (1 to 10)	Overall Satisfaction with PayTV Provider	7.15	-9.0% *	7.56	-0.8%
Rating (1 to 10)	Likelihood to pay for Video Streaming Services in next 3 months	3.70	+17.5% *	-	-

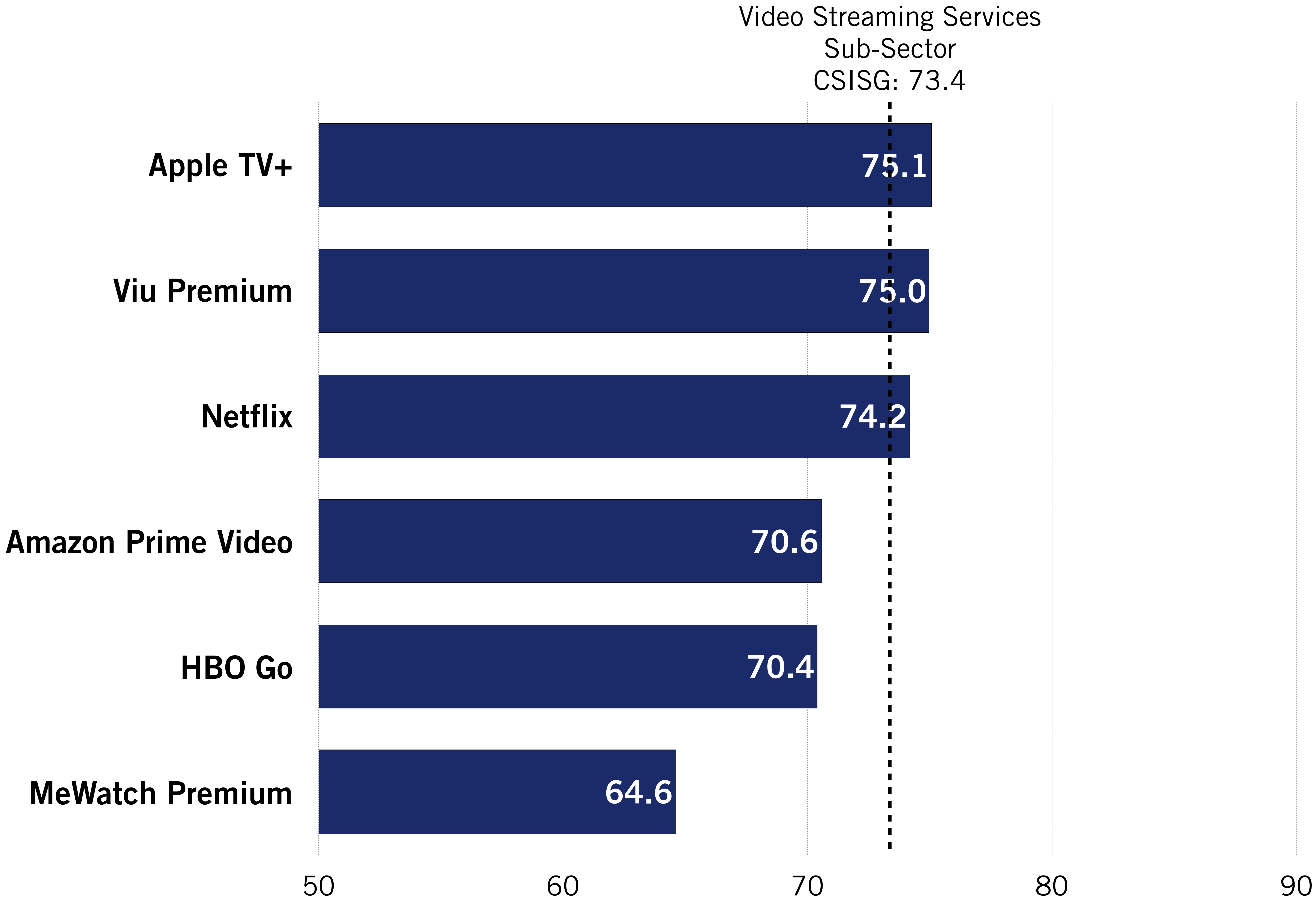
GREEN/**RED** score/rating indicates segment performed **BETTER**/**WORSE** than those who are not paying for Video Streaming Services with statistical significance

*denotes statistically significant year-on-year **increase/decrease** at 90% confidence.

VIDEO STREAMING SERVICES

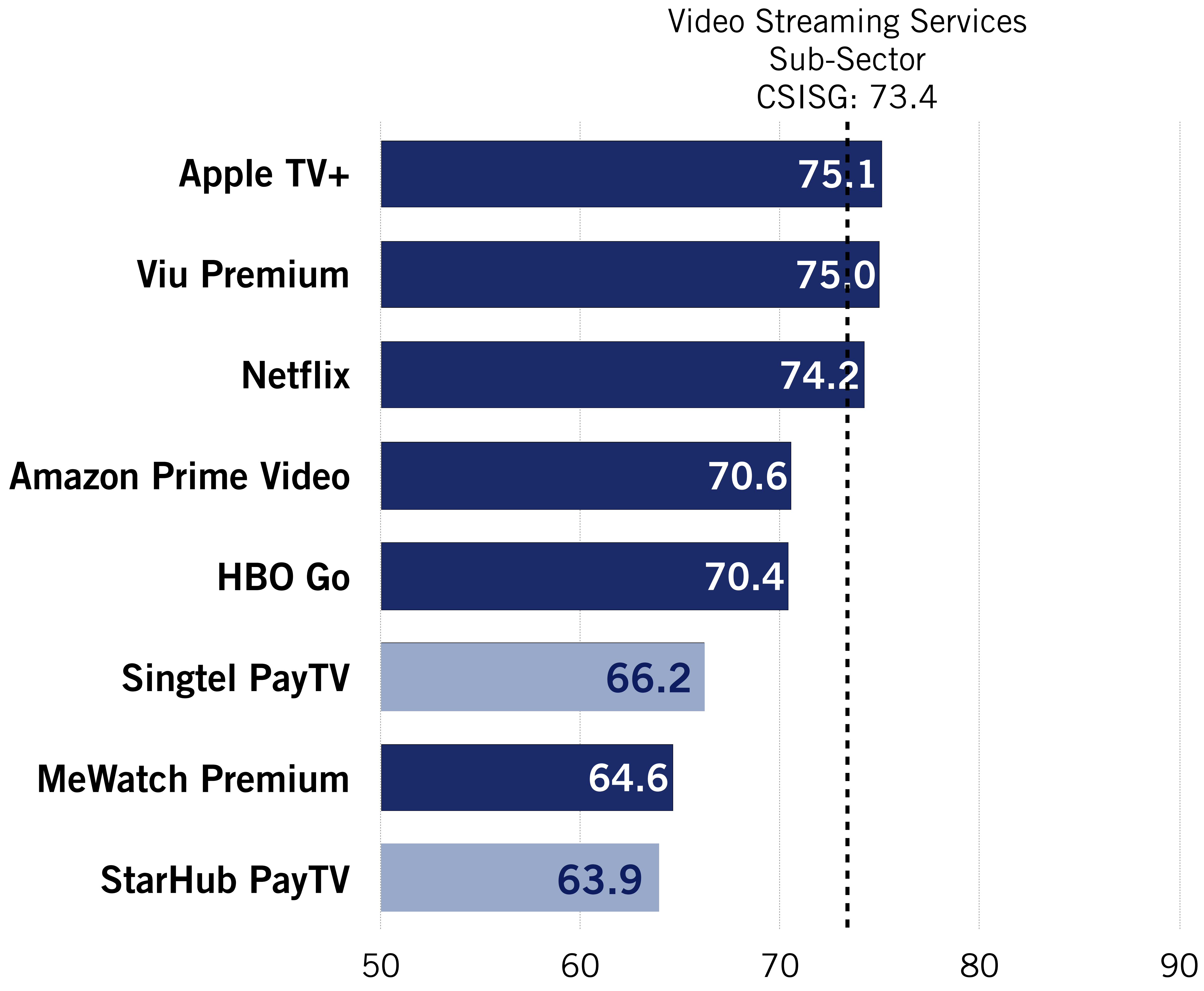
NEW SUB-SECTOR

Video Streaming Services CSISG Scores



Note: Due to low sample size for Hayu & Disney+ (n<30), their scores are not reported.

PayTV vs Video Streaming Services

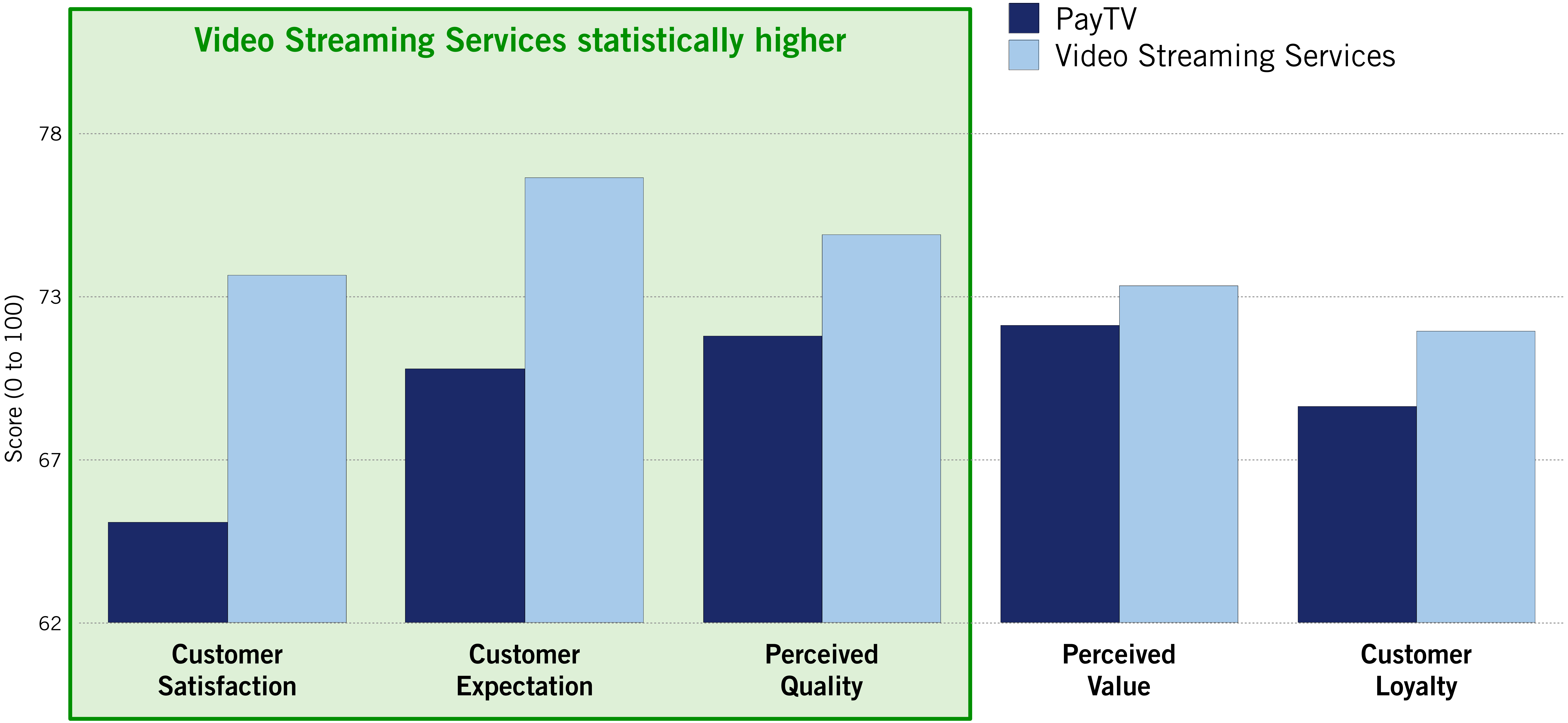


Video Streaming Services tend to outperform PayTV in Satisfaction

Note[1]: *Due to low sample size for Hayu & Disney+ (n<30), their scores are not reported.*
Note[2]: *Data collection for PayTV was through face-to-face methodology while Video Streaming Services was through online methodology. Thus, comparison is only indicative.*

Institute of Service Excellence

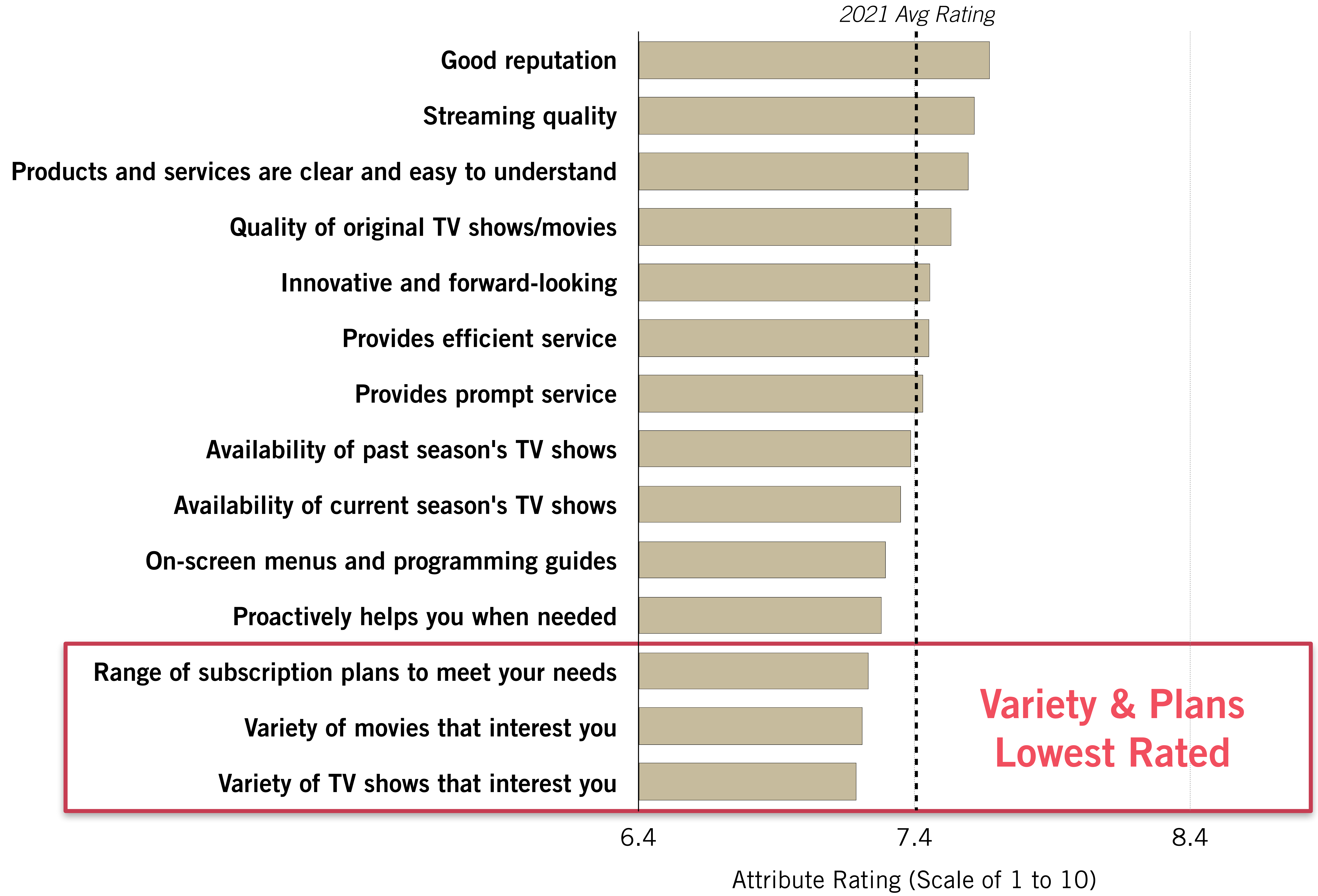
Video Streaming Services Outperforms PayTV In Various Dimensions



Note: Data collection for Video Streaming Services was through online methodology while PayTV was through face-to-face methodology.

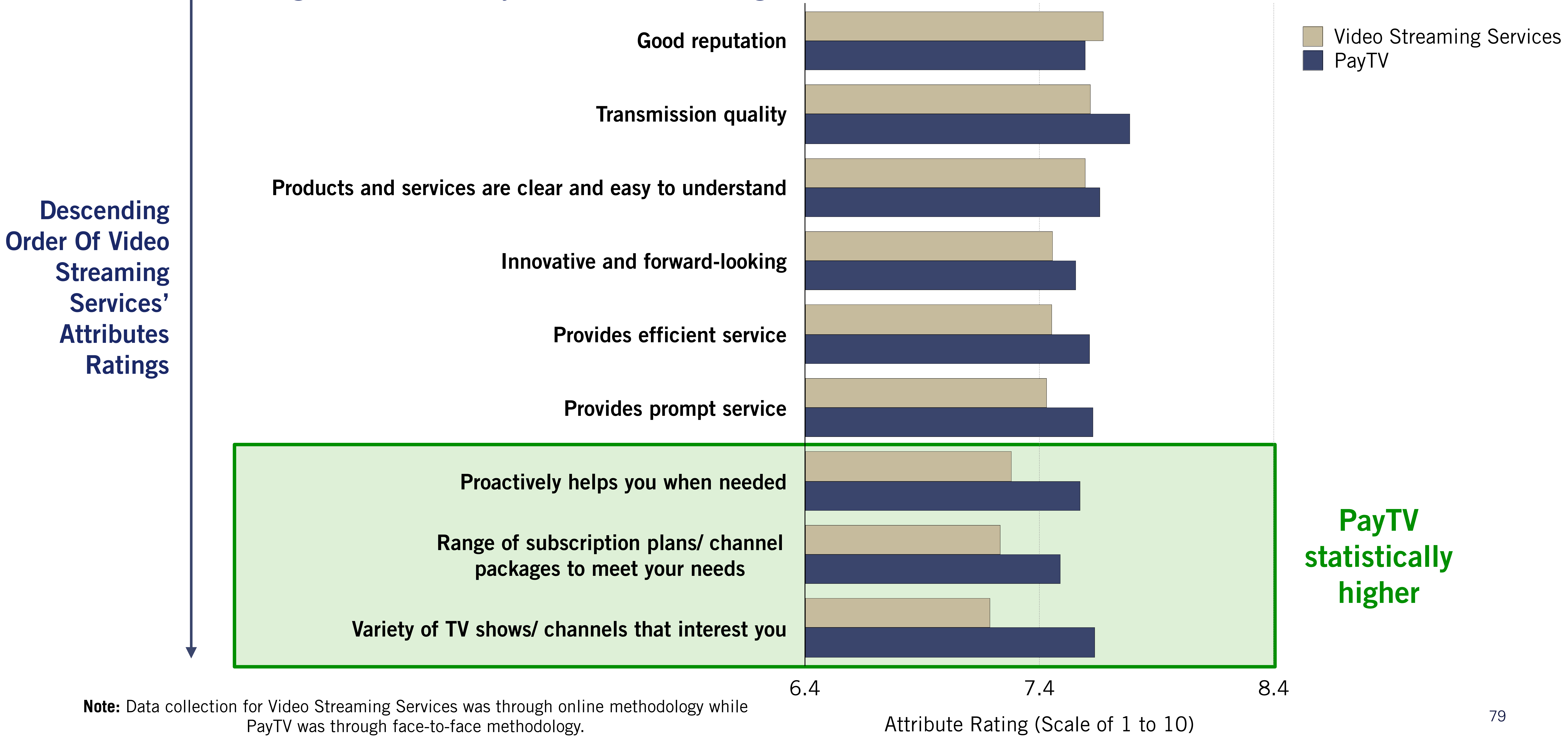
Video Streaming Services Attribute Ratings

Descending Order Of Attributes Ratings



PayTV Outperforms Video Streaming Services In Variety, Range of Plans & Responsiveness

Video Streaming Services vs PayTV Attribute Ratings



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Service Remains Key For Traditional Telcos

Infocomm Sector: Top 5 Attributes with Impact on Loyalty

Increasing Positive Impact on Loyalty	Mobile Telecom (MNO Only) 2021	Mobile Telecom (MNO Only) 2020	Broadband 2021	Broadband 2020	PayTV 2021	PayTV 2020
	Has your best interest at heart	Provides prompt service	Network reliability	Products and services are clear and easy to understand	Variety of channels that interest you	Makes the effort to understand your needs
	Makes the effort to understand your needs	Makes you feel assured that your needs will be taken care of	Has your best interest at heart	Good reputation	Provides efficient service	Provides efficient service
	Makes you feel assured that your needs will be taken care of	Proactively helps you when needed	Makes the effort to understand your needs	Makes you feel assured that your needs will be taken care of	Loyalty & rewards program	Makes you feel assured that your needs will be taken care of
	Network reliability of local mobile data	Products and services are clear and easy to understand	Products and services are clear and easy to understand	Has your best interest at heart	Has your best interest at heart	Has your best interest at heart
	Good reputation	Makes the effort to understand your needs	Innovative and forward-looking	Proactively helps you when needed	Innovative and forward-looking	Range of channel packages to meet my needs

Legend: *Service Quality* | *Brand* | *Product* | *Loyalty Program*

Key Takeaways

Infocomm Sector

- Decline in various metrics including satisfaction, loyalty, product and responsiveness.
- **Digital Disruptors:** Landscape more competitive with MVNOs and Video Streaming Services. Video Streaming Services outperforms in satisfaction and overall quality. MVNOs customers more price sensitive.
- **Moving Forward:** Leverage on loyal contract customers. Resolve perceived network related issue. Work on service quality, especially on empathy and Contact Centres.

Retail Sector

- Marginal movements across most metrics. However e-Commerce saw a decline in satisfaction, while Supermarkets saw improvements across various attributes.
- **Digital is Key:** More customers using on digital channels to search and make purchases. Digital and omni-channel customers have better experience.
- **Moving Forward:** Products need to be competitive. Leverage on digital channels and platforms.

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CSISG 2021 Q1 Results Announcement

RETAIL AND
INFO-COMMUNICATIONS RESULTS