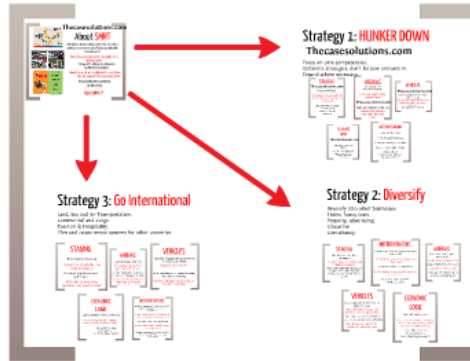


Singapore Mass Rapid Transit: Going Off Track

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Selected Strategy : Diversify

Diversify into other businesses.
Trains, buses, taxis.
Property, advertising
Education,
Consultancy.

STAGING

Gives a rough focus point than Strategy 1 & 3

Easier to implement than Strategy 3

Main growth from Hunker Down

ARENAS

Offers more options of income as compared to Hunker Down Strategy

Discouraged and low risk as compared to Strategy 3

Local businesses, regulators and consumers are much more acquainted with SMRT brand

VEHICLES

Use their influence in MTR to get work when regulatory bodies are slow-moving & better results when the strategy is about the expansion of the company to other areas to accomplish their strategy 1

DIFFERENTIATIONS

Use MTR to influence and surrounding areas to get work when regulatory bodies are slow-moving & better results when the strategy is about the expansion of the company to other areas to accomplish their strategy 1

ECONOMIC LOGIC

Less investment and faster return than Strategy 1

More revenue from other businesses

More competitive advantage locally

Less investment in time and money

SUMMARY

- Less Risk
- More Revenue Income
- More competitive advantage locally
- Less investment in time and money

Thank You!

Q & A

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Strategy 1: **HUNKER DOWN**
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About SMRT



City planners in 1967 debated on whether the country could operate on a more cost-effective bus-only public transport system

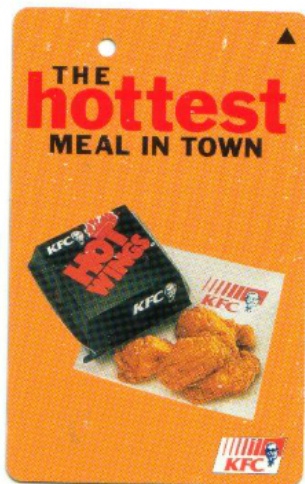
Parliament concluded it would be inadequate due to land constraints

First opened in 1987 with 5 station from Toa Payoh to Yio Chu Kang

Added 15 more stations in 1988 and 21 more stations by 1990, completing two years ahead of time

Second-oldest metro system in Southeast Asia

NOW WHAT?



ROUTE MAP 路线地图



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Strategy 1: **HUNKER DOWN**

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Focus on core competencies.

Defensive strategies, don't let new entrants in.

Expand where necessary.

STAGING

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Slow growing pace

No urgency to build credibility
and win customers because no
competition

Use defensive strategies
to prevent new
companies from
entering

ARENAS

Core competency in
trains and railways only

Focus on maintaining
current lines

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Maintain relations with LTA

Expand new stations
only when the need
arises

VEHICLES

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Main strategy: defend against
new entrants

Form exclusive partnerships with
engineering and construction
companies

Buy up prime land first

ECONOMIC LOGIC

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Slow growing revenue but
STEADY

Earn from train fares mainly

Need to 'save up' for big
investments like new
stations & lines

DIFFERENTIATORS

Cheaper than taxis

More efficient than buses

More predictable journey time

Much shorter waiting time

Only mode of
transport not affected
by jams and rain

STAGING

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