Remaking Singapore

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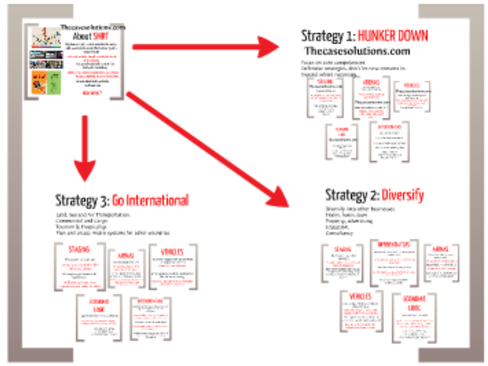

Selected Strategy : Diversify

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

STAGING

Grows at much faster pace than Strategy 1 & 3

Easier to implement than Going International

More growth than Hunker Down

ARENAS

Opens more streams of income as compared to Hunker Down Strategy

Distributed and low risk as compared to strategy 3

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

VEHICLES

[illegible]

DIFFERENTIATORS

[illegible]

ECONOMIC LOGIC

[illegible]

Much lower risk than Strategy 3

[illegible]

SUMMARY

Less Risk

More Revenue Income

More competitive advantage locally

Less investment in time and money

Thank You!

Q & A

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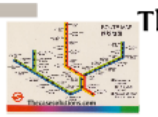

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About SMRT

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

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
N12 Yishun 义顺
N11 Khatib 卡迪
N10 Yio Chu Kang 杨厝港
N9 Ang Mo Kio 宏茂桥
N8 Bishan 碧山
N7 Braddell 布莱德
N6 Toa Payoh 大巴窑
N5 Novena 诺维娜
N4 Newton 纽顿
N3 Orchard 乌节
N2 Somerset 索美塞
N1 Dhoby Ghaut 多美哥
C2 City Hall 政府大厦
C1 Raffles Place 莱佛士坊
M1 Marina Bay 滨海湾
B3 Choa Chu Kang 蔡厝港
B2 Bukit Gombak 武吉甘柏
B1 Bukit Batok 武吉巴督
W12 Boon Lay 文礼
W11 Lakeside 湖畔
W10 Chinese Garden 裕华园
W9 Jurong East 裕廊东
W8 Clementi 金文泰
W7 Buona Vista 波那维斯达
W6 Commonwealth 联邦
W5 Queenstown 女皇镇
W4 Redhill 红山
W3 Tiong Bahru 中峇鲁
W2 Outram Park 欧南园
W1 Tanjong Pagar 丹戎巴葛
E1 Bugis 武吉士
E2 Lavender 劳明达
E3 Kallang 加冷
E4 Aljunied 阿裕尼
E5 Paya Lebar 巴耶利峇
E6 Eunos 友诺士
E7 Kembangan 景万岸
E8 Bedok 勿洛
E9 Tanah Merah 丹那美拉
E10 Simei 四美
E11 Tampines 淡滨尼
E12 Pasir Ris 巴西立
Phase I & IA (1987/88)
第 I 及 I A阶段 (1987/88)
Phase II (By 1990)
第 II 阶段(1990年)

Strategy 1: HUNKER DOWN

Focus on core competencies.
Defensive strategies, don't let new entrants in.
Expand where necessary.

STAGING

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

Maintain relations with LTA

Expand new stations only when the need arises

VEHICLES

Main strategy: defend against new entrants

Form exclusive partnerships with engineering and construction companies

Buy up prime land first

ECONOMIC LOGIC

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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