

# 06 Marketplace and Customers: The Best Experience

**The Singtel Group is committed to being a responsible and innovative leader in the markets where we operate. Our strategy is underpinned by delivering an unparalleled customer experience while embracing responsible business practices across our operations and supply chain.**

## Customer Experience

We strive to deliver a superior customer experience that is defined by the quality of our products and services and customer care, as well as the range of innovative services and value that we offer to our customers.



## CUSTOMER SATISFACTION

We focus on giving the best value and experience to our customers and deepening our engagement and relationship with them in this highly competitive market.

Focus groups and user studies are conducted to establish clear understanding of customer needs. We subject to-be launched products and services to rigorous testing to ensure that they meet customer expectations before introducing them to the market.

Singtel has embarked on an omni-channel strategy to compete in the new digital economy and maintain our leadership position in the market. By focusing on what truly matters to customers through extensive research and analytics, we leveraged an array of innovative technology to design a robust, customer-focused omni-channel experience that allows customers to interact with Singtel and get things done – from buying and recontracting services to viewing and paying bills – on their preferred device and channel anytime, anywhere. More importantly,

they are assured of a consistent and seamless experience regardless of how they choose to interact with us.

Singtel maintained its number one position on the Customer Satisfaction Index of Singapore (CSISG) - mobile sector - from 2013 to 2017 despite intense market competition. We were also voted Singapore Best Telco at HWM+HardwareZone.com Tech Awards 2017: Readers Choice.

In Singapore, for every 10 customer complaints via the media, social media, our website and management, we received 27 compliments in FY2018, up from 25 last year.

In Australia, the monthly average for Telecommunications Industry Ombudsman (TIO) complaints for phone and internet users about Optus was 3.7 complaints per 10,000 services, up from 2.66 a year ago.

# Marketplace and Customers



### Big Data Analytics for Predictive Routing at Singtel Hotlines

We analysed over 60 million records at our hotlines from our data warehouses and used Six Sigma tools and statistical software like speech analytics to investigate and validate root causes.

These insights helped us with formulating advanced analytical models to predict the reason for our customer's call at the Interactive Voice Response system stage and enable smart routing for faster resolution and shorter waiting time.

## PRODUCT AND SERVICE QUALITY

The Singtel Group is committed to offering our customers a great network and service experience. We therefore continuously enhance the reach, reliability and quality of our networks in Singapore and Australia.

### Enhancing Network Reliability

Ensuring consistency in network and service performance is critical. We continue to invest in new base stations and towers, upgrade our technologies and increase our user capacity.

### Ensuring Quality Standards

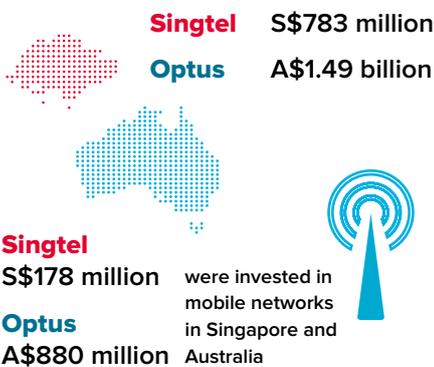
In Singapore, Singtel adheres to the Quality of Service standards set by the Info-communications Media Development Authority of Singapore (IMDA) for the services that we offer. The regulator publishes periodic performance reports on the various operators in Singapore covering broadband, mobile and fixed telephone services. We continue to meet or exceed the quality of service standards for service coverage, network availability, network latency, installation and fault repair time. These reports can be found at [www.imda.gov.sg](http://www.imda.gov.sg).

Despite our efforts, there were occasional service disruptions. We notify our customers via various channels such as social media and our hotlines' Interactive Voice Response once we confirm a specific network service disruption. Customers can also request to be notified via SMS when service resumes.

In FY2018, there was no legal action regarding anti-competitive behaviour and violation of anti-trust legislation against the Singtel Group. During the year, we paid two fines totalling S\$509,500 imposed by IMDA and there was no non-monetary sanction against Singtel.

- A S\$500,000 fine for a broadband service difficulty incident in December 2016 arising from a software design limitation.
- A S\$9,500 fine for broadcasting a drama series containing restricted adult themes without classification rating or advisory.

**Total capital investment of S\$2.35 billion in FY2018**



Optus CEO Allen Lew (3rd from right) at Bunbury, Western Australia, when Optus donated a new outdoor electronic scoreboard for the South Bunbury Football Club as part of our commitment to network investment in regional Australia

## INNOVATION

The Singtel Group innovates continuously and keeps abreast of rapid technology advancement and changing customer needs. We want to bring the latest and the best services and experience to our customers.

Singtel Dash, our innovative mobile payment service, was named 'FinTech Innovation of the Year 2017' award at the FinTech Innovation Awards 2017 in Shanghai, China, and the Best Asian B2C Payments Initiative at Asia Seamless Awards 2017.

### Singtel Group Future Makers

We continue to support charities, social entrepreneurs and social enterprises that leverage technological innovation to address social causes and scale their impact in the community. We do this through our Future Makers programme which we launched in 2016.

In FY2018, we extended Future Makers from Singapore and Australia to the Philippines, where our associate Globe adopted the programme to help support social entrepreneurs to address poverty related issues in the country. Across Singapore, Australia and the Philippines, we funded more than S\$500,000 in local and regional grants and provided capacity building support such as mentoring by cross-sector experts, competency workshops, networking and strategic partnership opportunities with the Singtel Group and our partners.

Our ecosystem of partners comprised the non-profit sector, social enterprises, corporates and venture capital companies. Their engagement and support came in many forms such as programme partners, mentors and speakers. Our in-house subject matter experts from various business units, including centre of operational excellence, digital marketing, enterprise

sales, HR, legal and strategy, were involved in roles like mentors and coaches as part of our skilled volunteering effort.

We also included challenge briefs from our community and corporate partners like Home Nursing Foundation, MINDS, SMRT and World Vision Australia, as we aimed to connect our start-ups with relevant community partners to help them better understand the challenges of some of these social issues and the solutions needed.

The three programmes by Singtel, Optus and Globe culminated in our inaugural Singtel Group Future Makers 2017. Six start-ups with regional potential were selected from 19 contenders from the local tracks – chosen from a total of over 250 applicants – to attend the regional track for support to scale their solutions and access into other markets where the Singtel Group operates.



The six regional finalist teams gathered in Sydney, Australia, in November 2017 where they participated in the two-day Impact Investment Summit Asia Pacific and a one-day workshop at the Optus campus. The teams had the opportunity to pitch their solutions for pressing social challenges to a panel of judges comprising representatives from Giant Leap Fund, Impact Generation Partners, Qualgro Venture Capital and World Vision Australia to score an additional S\$100,000 in funding from the Singtel Group, which would help them expand regionally for greater community impact

# Marketplace and Customers



## Enabling Independent Travel for Persons with Disabilities

Transportation is one of the most basic needs in everyone’s daily life. Despite the sophisticated public transportation infrastructure in Singapore, commuters with special needs face challenges when taking public transport.

Through our Future Makers programme, we supported Hapticus, a Singapore technology social impact start-up, which is working on an online transportation booking system to cater to the transportation needs for persons with disabilities. We also facilitated a joint problem brief between Movement for the Intellectually Disabled of Singapore (MINDS) and public transport operator SMRT to address the gap in independent travelling for persons with intellectual disabilities. Hapticus then developed a prototype based on feedback gathered from this group and the caregivers. The first version of the app was piloted together with MINDS clients in January 2018. In addition, Hapticus was one of the two regional finalists selected to attend the Impact Investment Summit Asia Pacific 2017 in Australia and received an additional grant of S\$20,000 from the Singtel Group as well as capacity building workshops and networking opportunities. During the Summit, they had discussions with relevant ecosystem partners and investors to conceptualise their regional plans of expanding into the Australian market.

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### Group Topical Mentoring Sessions

- Business Strategy
- Design Thinking
- Digital Marketing
- HR
- Leadership
- Personal and Brand Storytelling
- Sales

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### Coaching and Mentoring Sessions Delivered

- 1-1 mentoring with VP Group Sustainability, Singtel
- Ad-hoc clinics with Singtel Legal team
- Monthly 1-1 coaching with programme coaches
- Monthly 1-1 mentoring with start-up mentors

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### Workshops

- Business Modelling
- Corporate Engagement
- Financial Projections
- Go-to-Market Strategy
- Growth Hacking
- Product Development and Testing
- Social Impact Assessment
- Venture Landscape Sharing and Pitching
- Vision, Mission, Team Alignment

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### Community and Other Events

- Impact Investment Summit Asia Pacific 2017 (Regional Track)
- TBN Asia Conference 2017
- Monthly Community Events:
  - Programme Kickoff
  - Community Engagement
  - Know your Legal Rights
  - Pitching with Singtel Innov8
  - Pitching to Impact Investors

**At Singtel, our objective behind each social investment project is to assess outcomes and benefits to understand the social impact created for the intended beneficiaries and stakeholders.**

Read our [inaugural Singapore Impact Report](#) on the progress and milestones of selected social impact start-ups and alumni of the Singtel Future Makers programme.