

# **SERVICE EXCELLENCE IN THE DELIVERY OF SOCIAL SECURITY SERVICE**

By Nolan Tan  
Chief Executive  
Service Quality (SQ) Centre Pte Ltd



## SINGAPORE AIRLINES



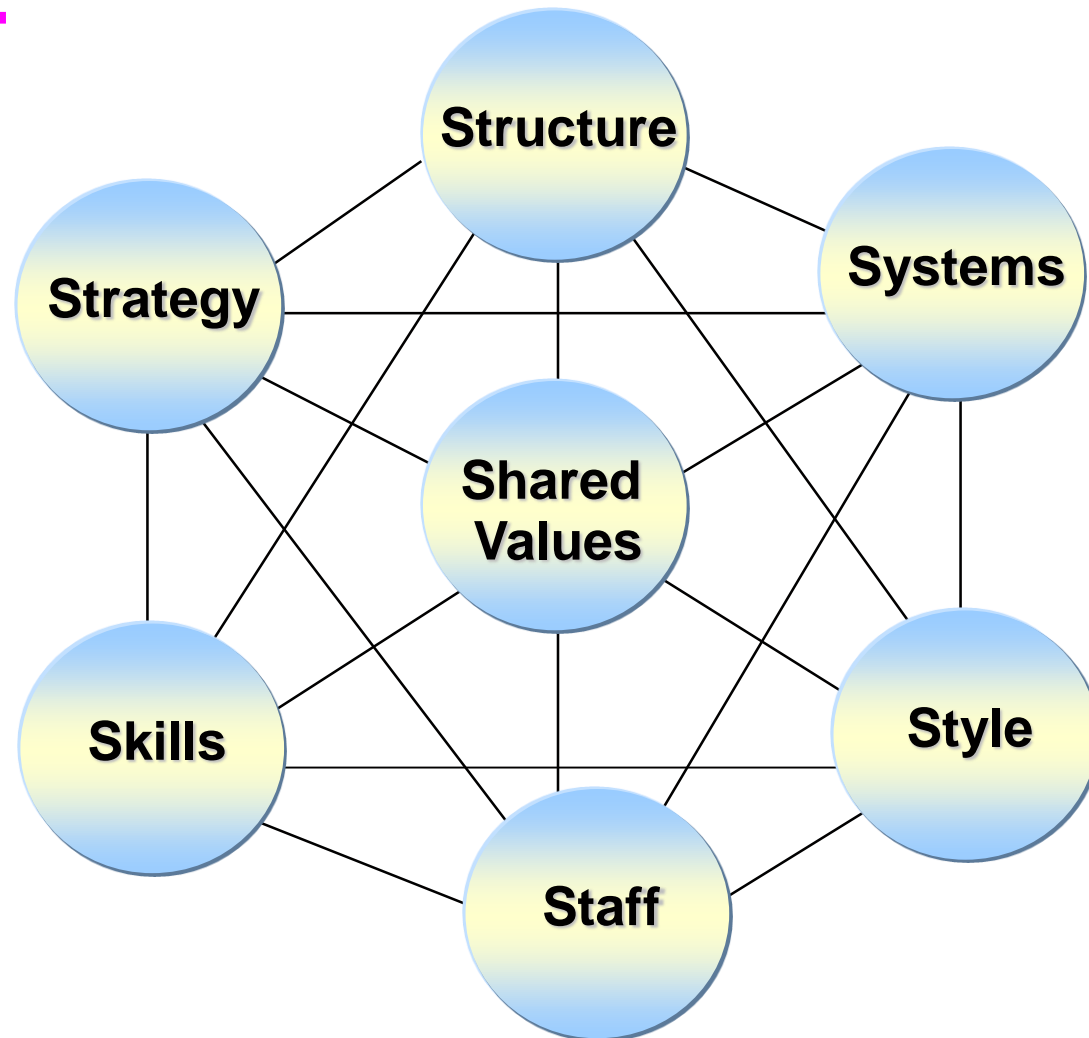
## SPRING SINGAPORE

# Our Clients



# *Frameworks and Road Maps*

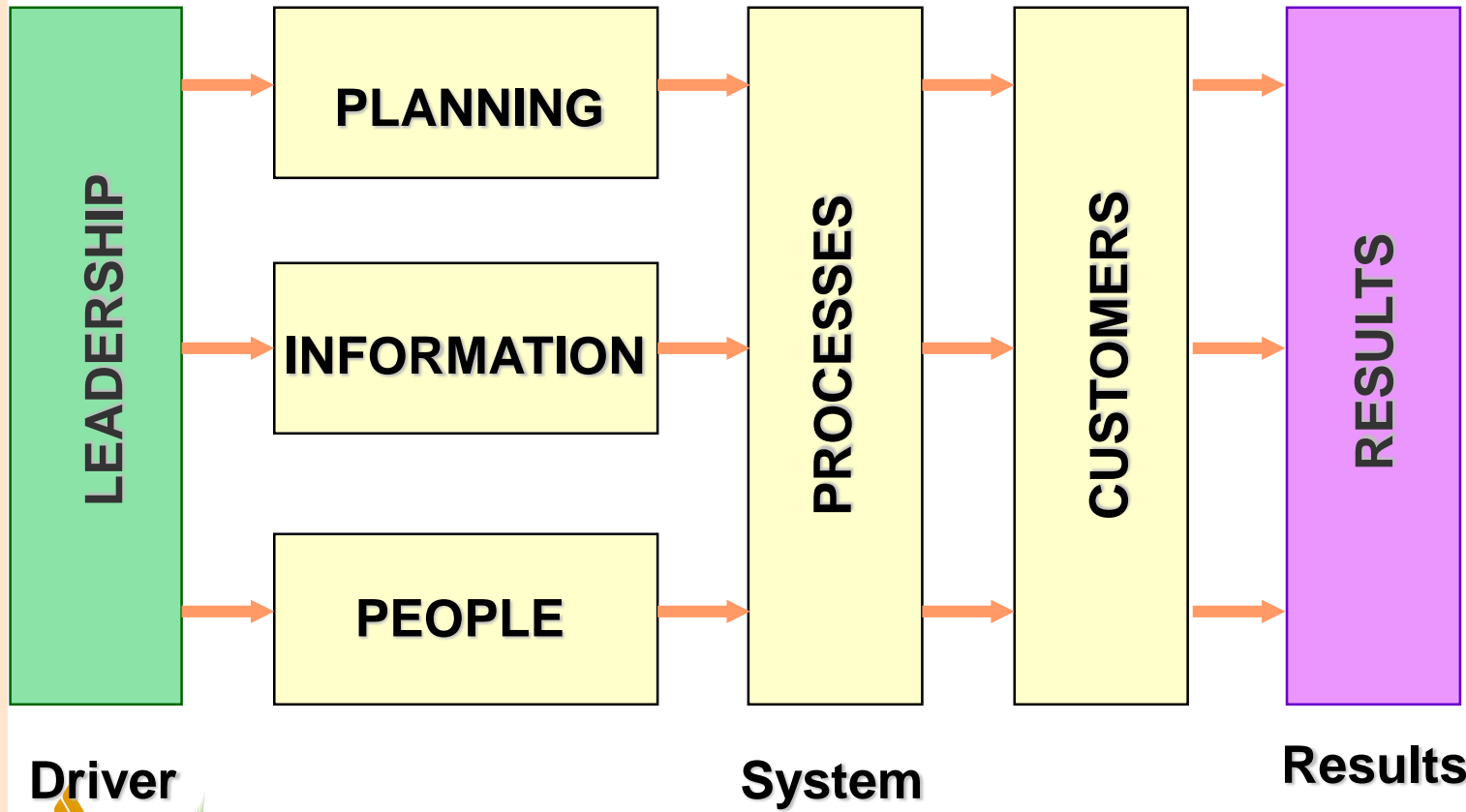
# THE MCKINSEY SEVEN-S MODEL



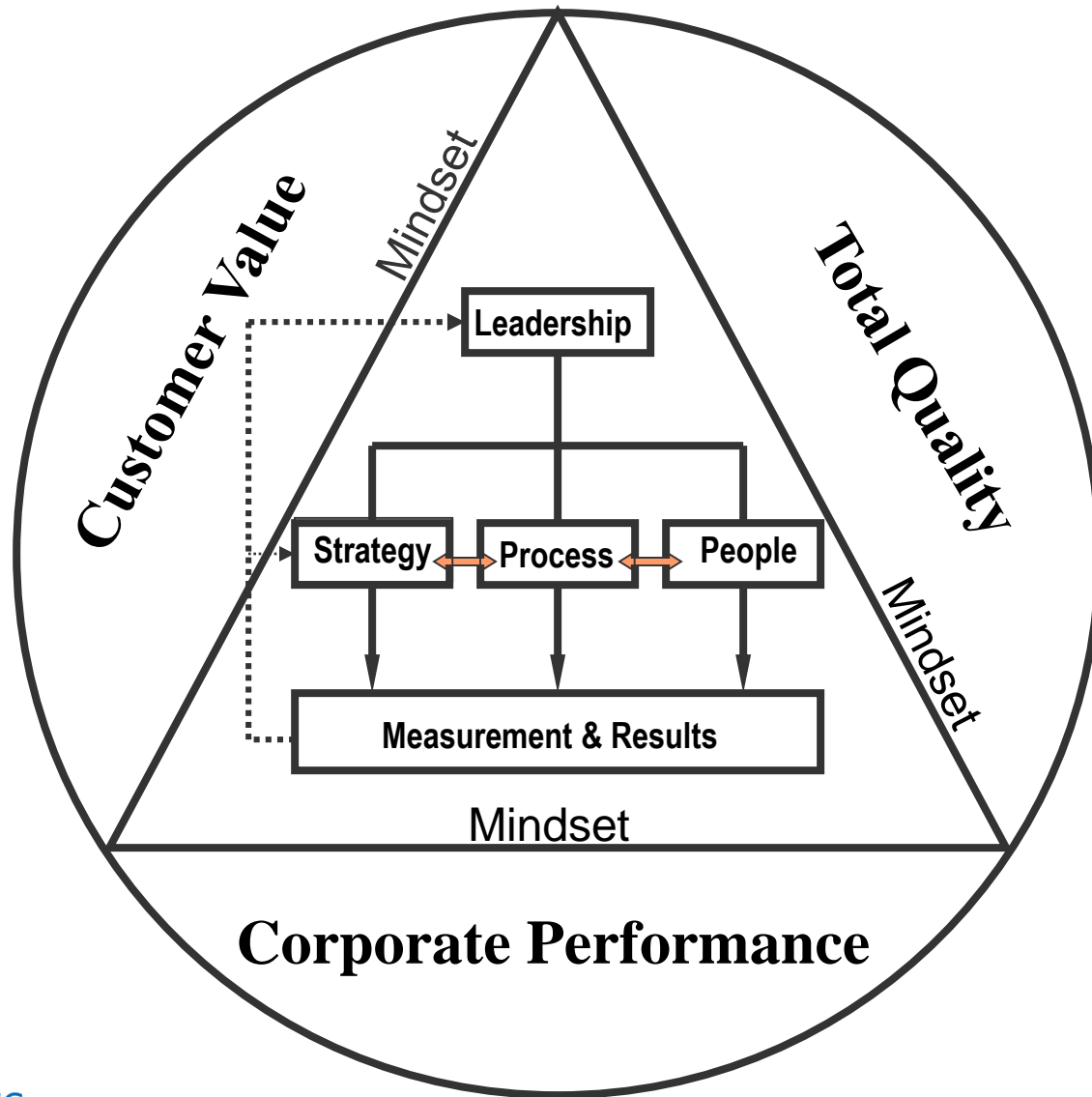
# SINGAPORE QUALITY AWARD FRAMEWORK



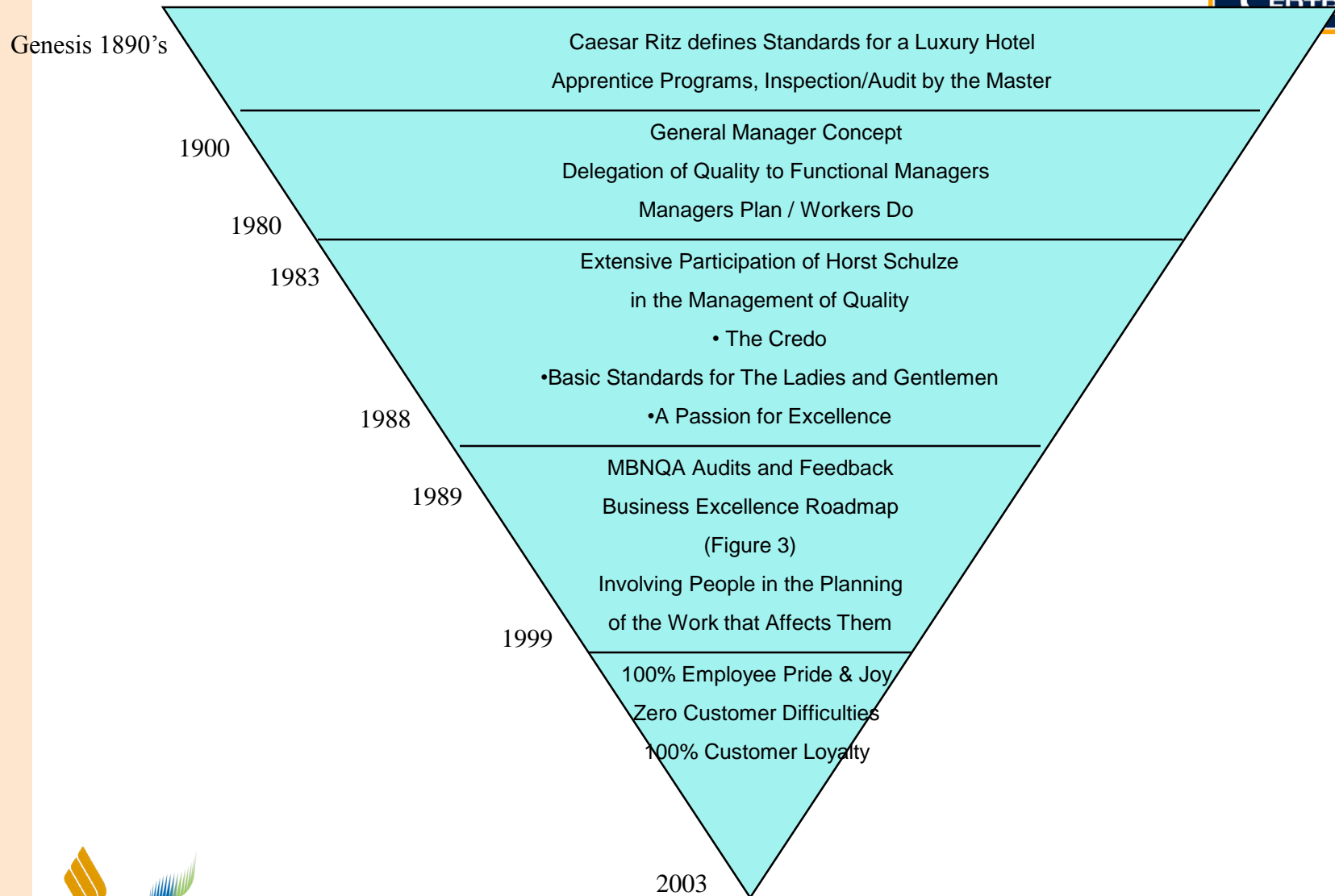
**Continuous Learning and Innovation**



# SERVICE QUALITY FRAMEWORK

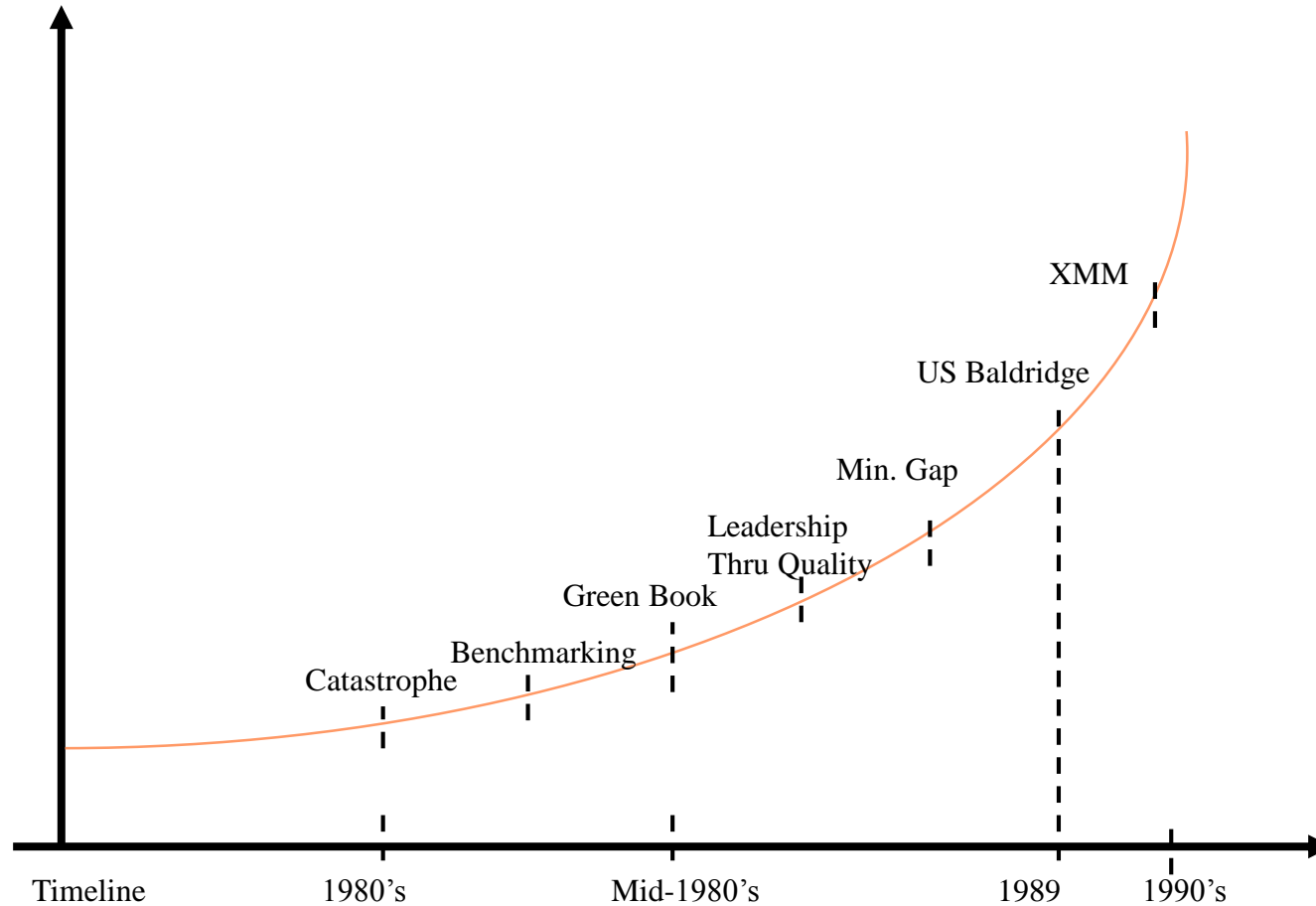


# The Ritz-Carlton Chronology of Performance Excellence



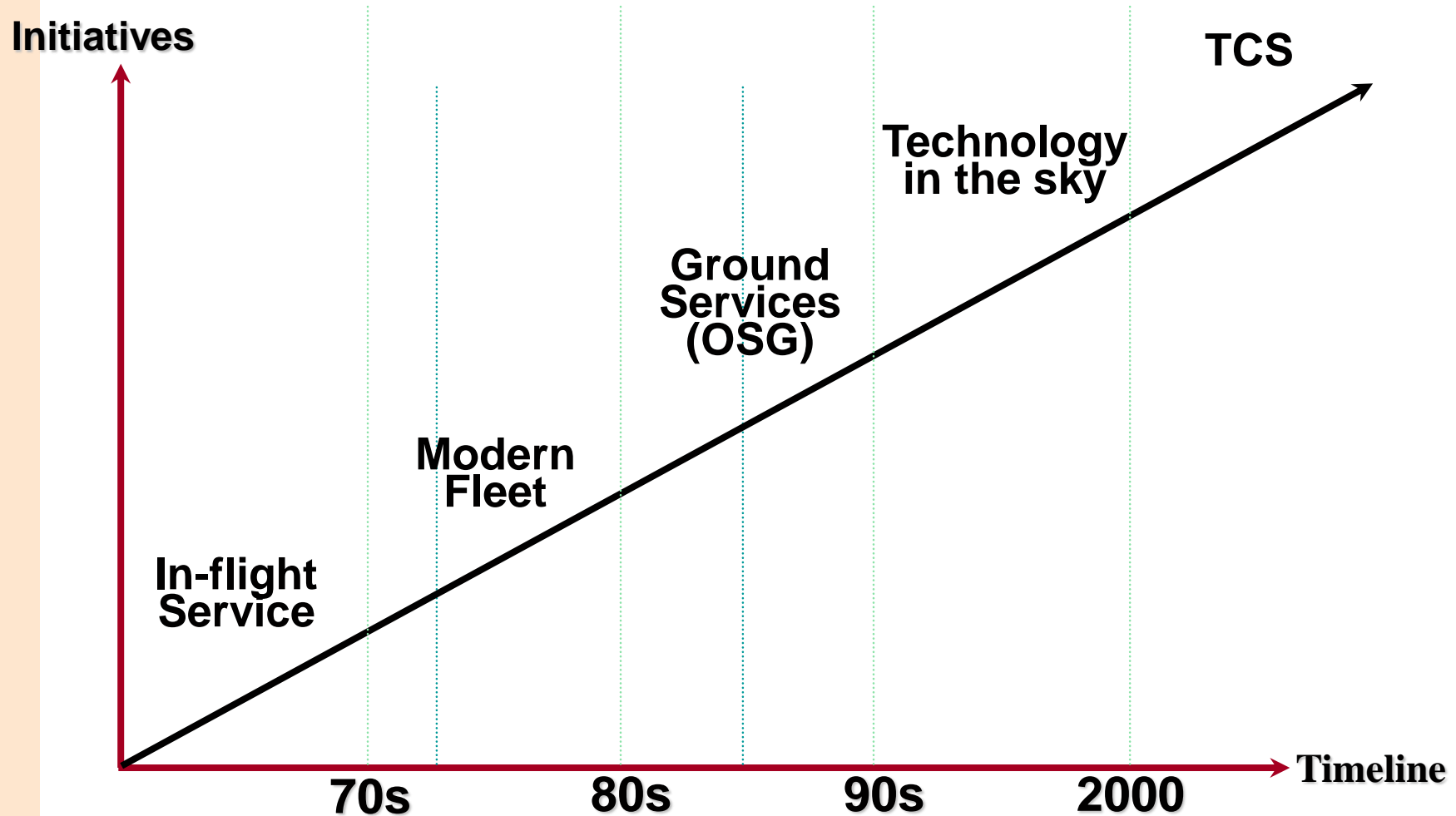


# Xerox's Quality Journey



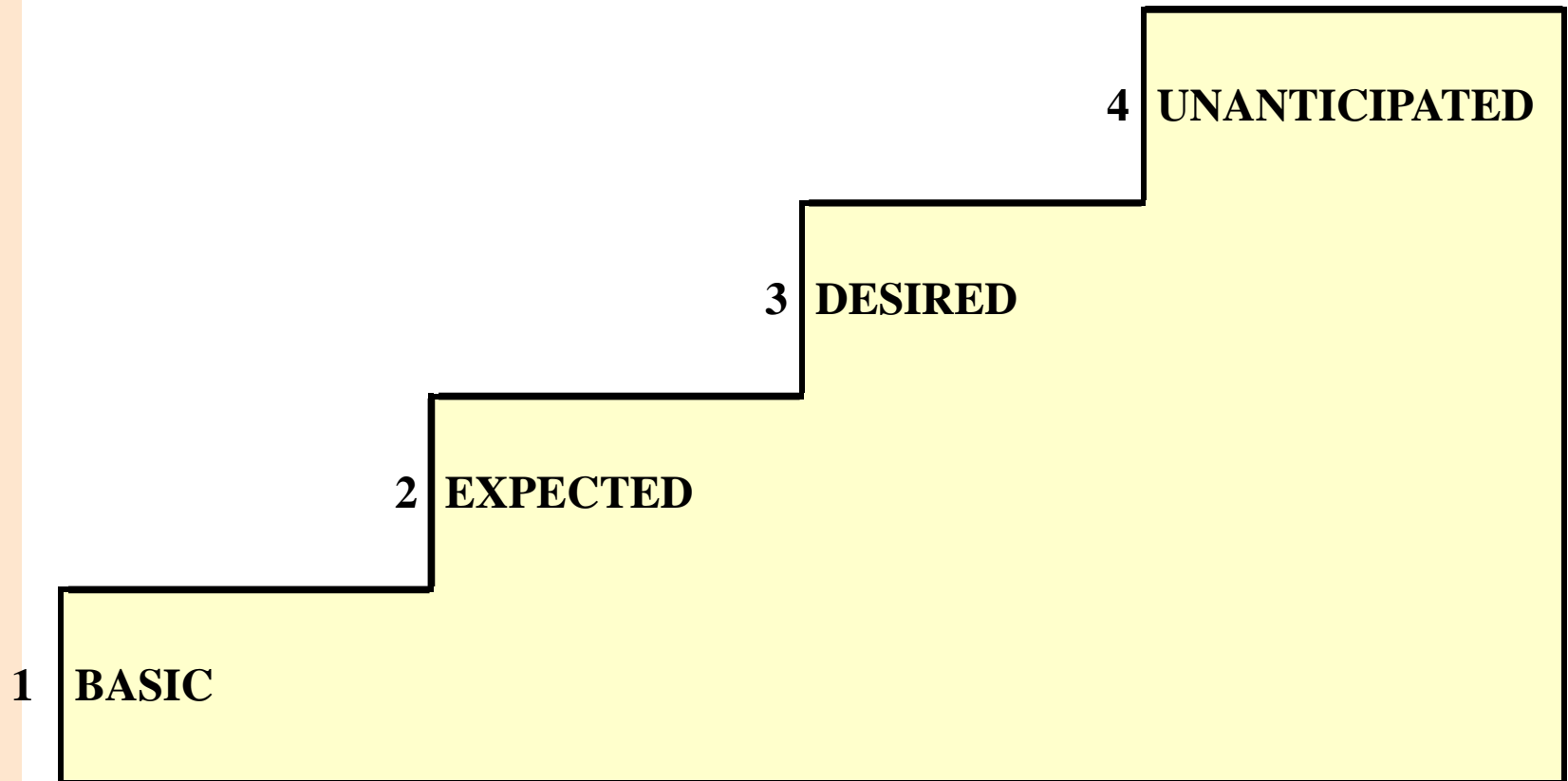
Source : Xerox : M. Yoshizawa.

# SIA SERVICE THRUST ROADMAP



# *SQ Fundamentals*

# HIERARCHY OF CUSTOMER VALUE

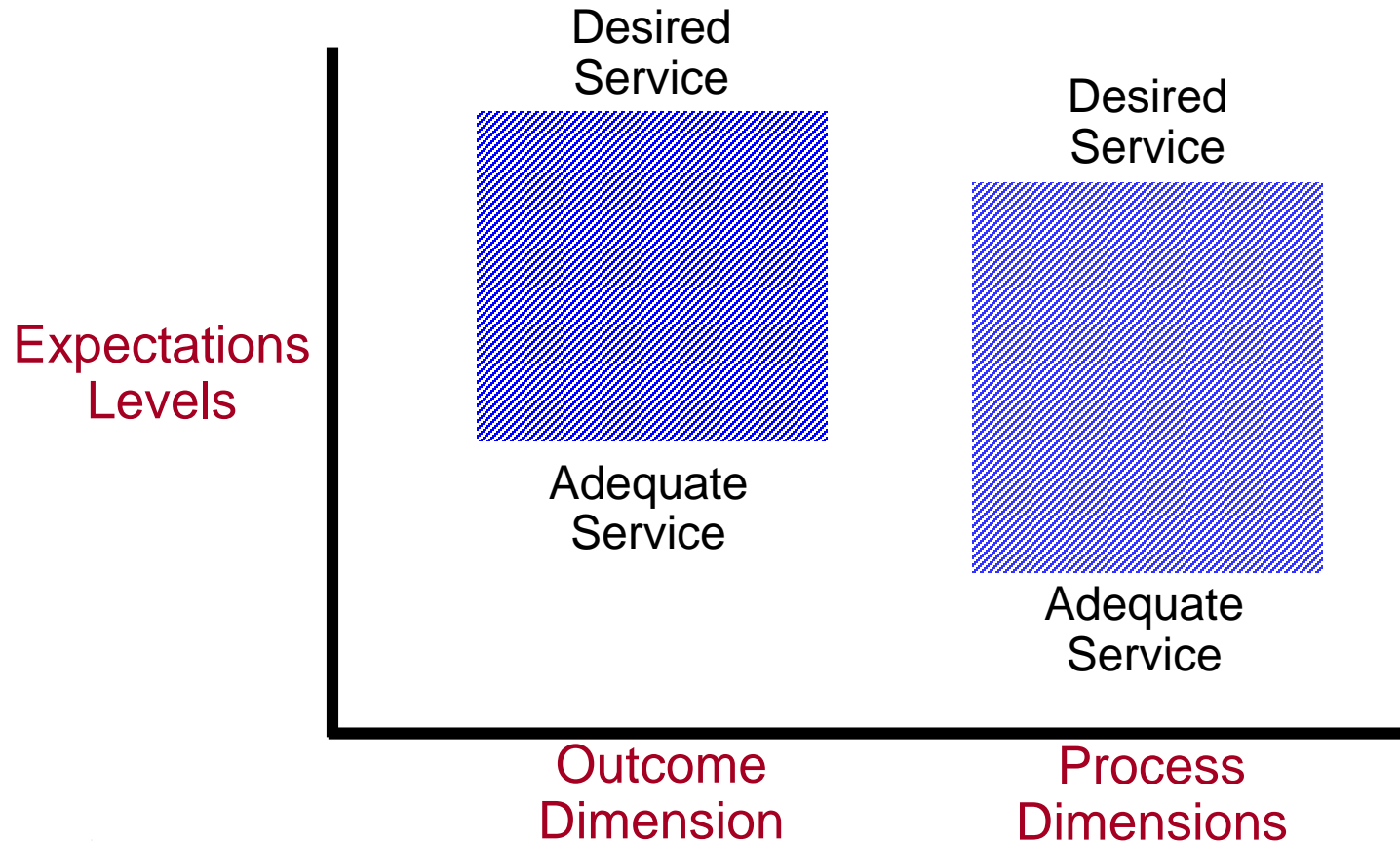


# Managing the Dimensions of Service



- ◆ **Tangibles**      Appearance of physical facilities, equipment, personnel and communication materials.
- ◆ **Empathy**      Caring, individualised attention the firm provides its customers.
- ◆ **Responsiveness**      Willingness to help customers and provide prompt service.
- ◆ **Assurance**      Knowledge and courtesy of employees and their ability to convey trust and confidence.
- ◆ **Reliability**      Ability to perform the promised service dependably and accurately

# ZONES OF TOLERANCE FOR OUTCOME AND PROCESS DIMENSIONS OF SERVICE

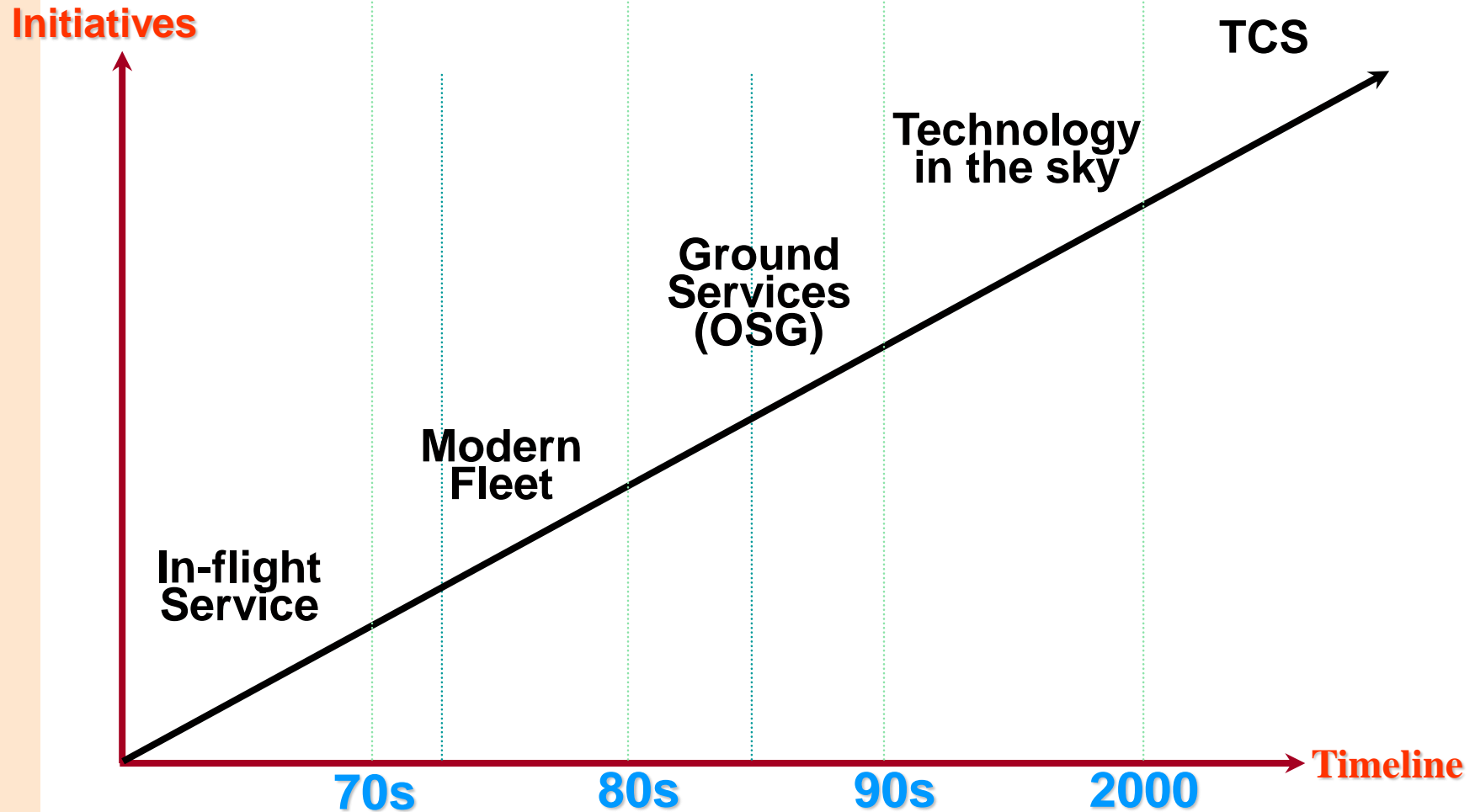


# Singapore Airlines - “Singapore Girl”



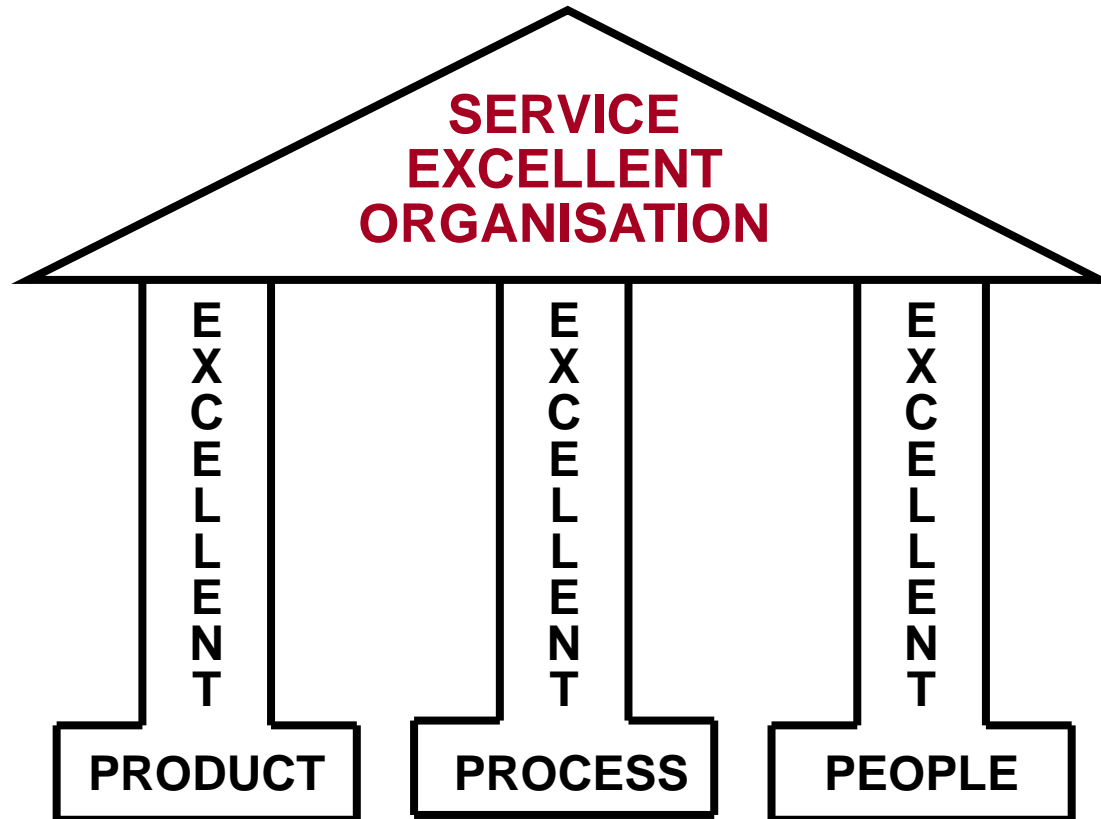
- Best Airline in the World (Business Traveller A/P (10th Time), Asian Wall Street (4th Time))
- Best First Class, Business Class, Economy Class, Frequent Flyer, Best Asian Airline
- Best Managed Carrier (Aviation Week)
- Most Committed to Shareholder Value (Finance Asia)
- Best Foreign Airline (US Travel & Leisure)
- Preferred Airline (Time Readers' Travel Choice)
- Best Airline (Conde Nast Traveller, 13yrs)

# SIA SERVICE THRUST ROADMAP





# 3 PILLARS OF SERVICE EXCELLENCE



# SIA Service Philosophy



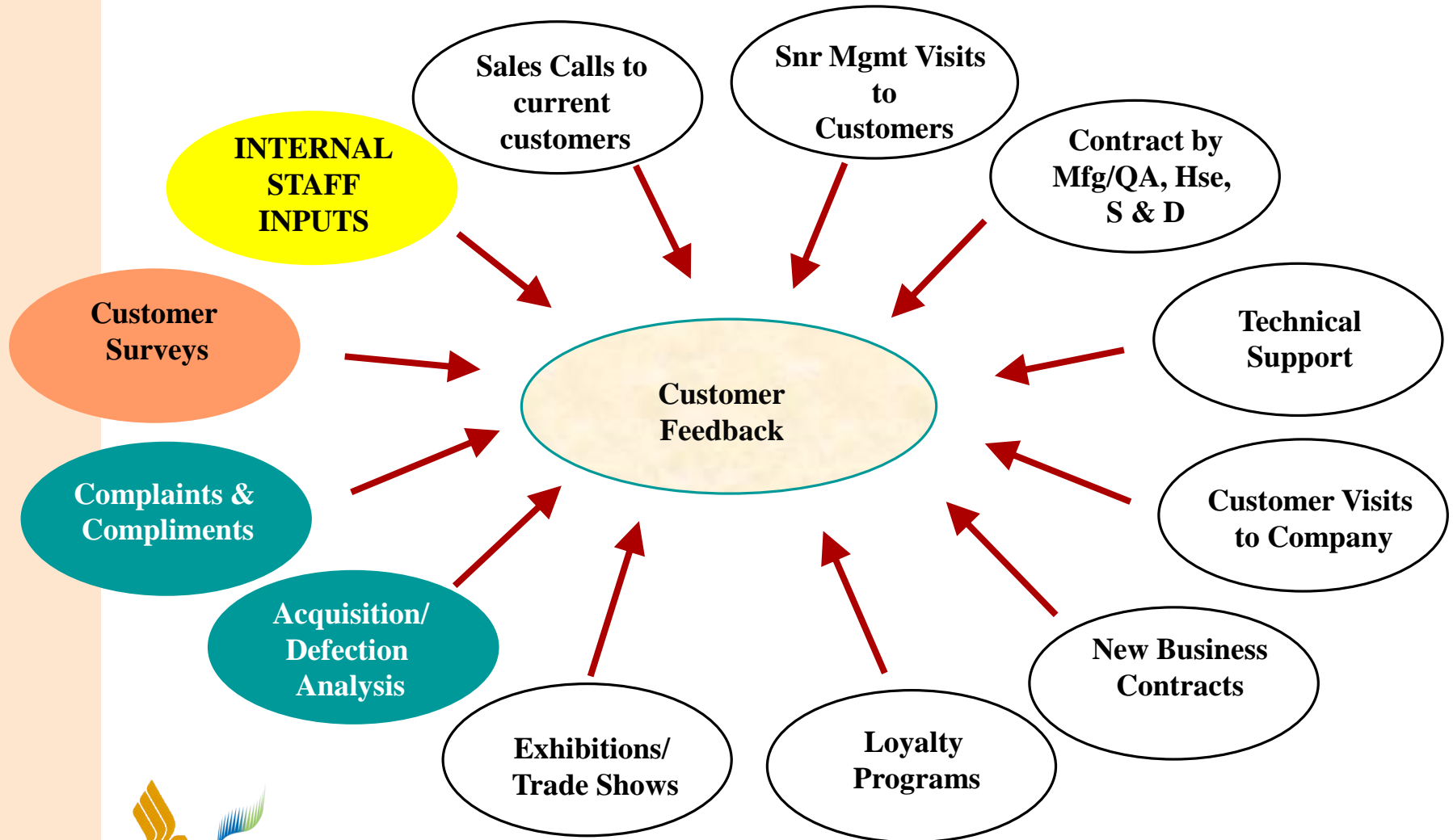
Excellent Product	Excellent Delivery System	Excellent Mindset (People)
<ul style="list-style-type: none"> <li>• Modern fleet</li> <li>• Convenient route network</li> <li>• Safe, clean and comfortable</li> <li>• Ambience</li> <li>• SilverKris Lounges</li> <li>• Attention to details</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable schedule</li> <li>• Delivery standards</li> <li>• Computerised pax handling</li> <li>• Efficient baggage handling</li> <li>• Good airport facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Asian values</li> <li>• SIA Girl symbol                             <ul style="list-style-type: none"> <li>➢ Basic respect</li> <li>➢ Diligence in work</li> <li>➢ Care for customer</li> </ul> </li> <li>• Customer champions, heros                             <ul style="list-style-type: none"> <li>➢ Top marks</li> <li>➢ Higher ground</li> </ul> </li> <li>• Outstanding Service on the Ground (OSG)</li> </ul>
Transforming Customer Service (TCS)		
5 Dimensions		
<ul style="list-style-type: none"> <li>❑ TANGIBLES (Ambience, Grooming)</li> </ul>	<ul style="list-style-type: none"> <li>❑ ACCESSIBILITY (Easy to Teach)</li> <li>❑ RELIABILITY (Consistent, Hassle-free even under pressure e.g. flight delays, hijack, USD 1,000 for every pax)</li> </ul>	<ul style="list-style-type: none"> <li>❑ ASSURANCE (Safe, Fair even under pressure)</li> <li>❑ RESPONSIVENESS (Prompt personalised attention)</li> </ul>

# *Process*

## *Service Blueprinting (Mapping)*

### *Customer total experience*

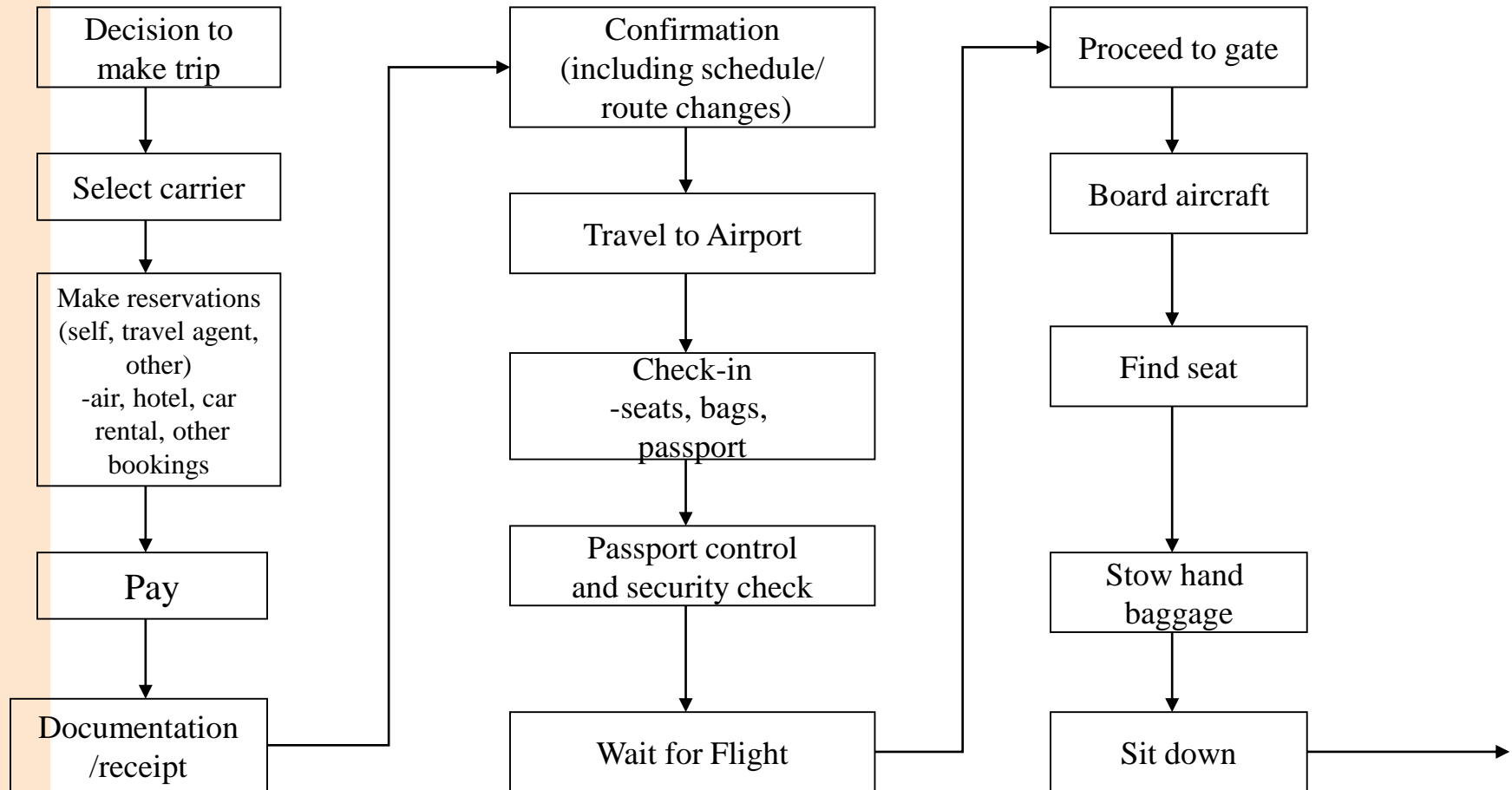
# SOURCES OF CUSTOMER FEEDBACK



# CUSTOMER EXPERIENCE PRE-FLIGHT, IN-FLIGHT AND POST-FLIGHT



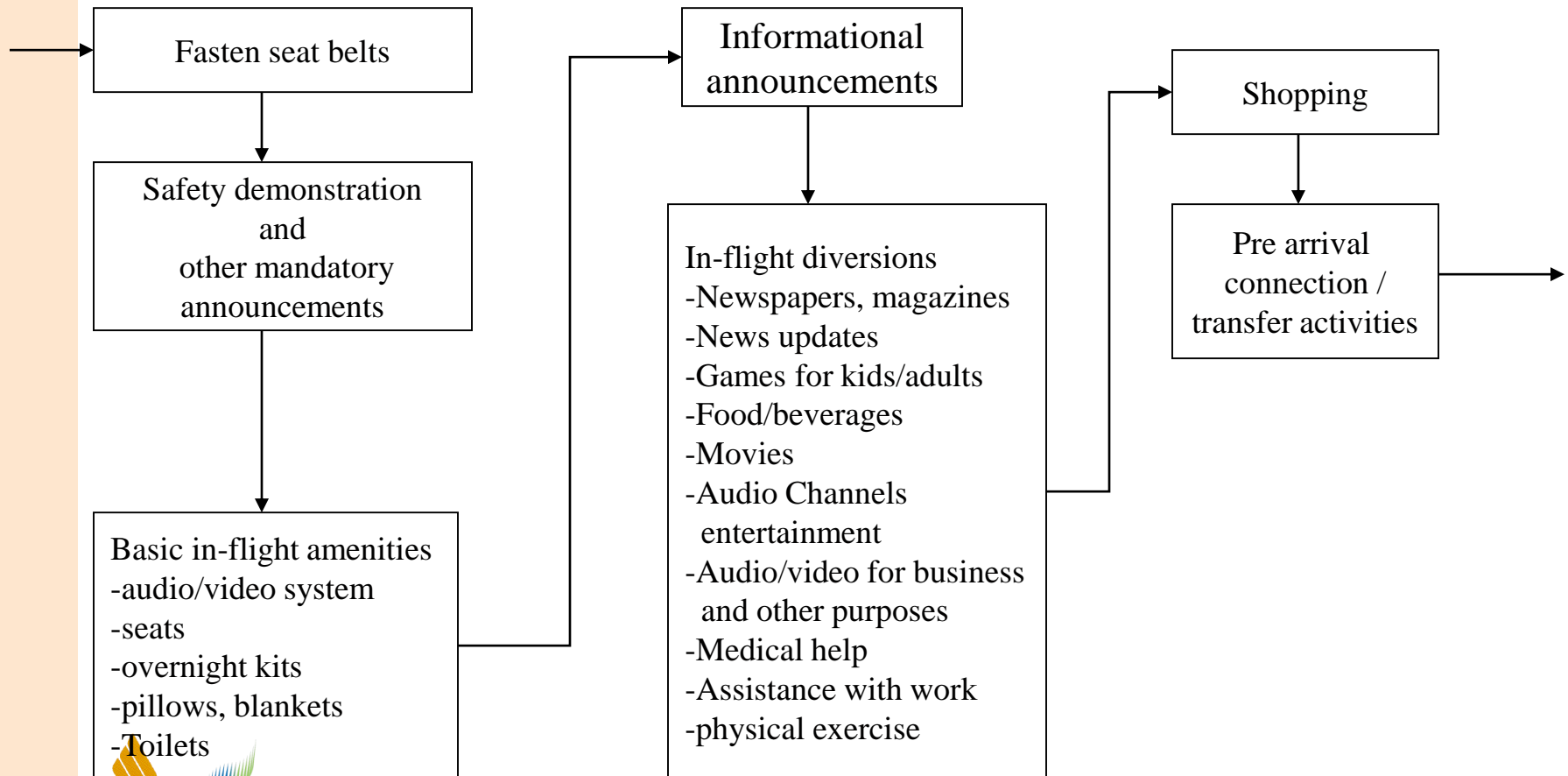
## Pre-flight Activities



# CUSTOMER EXPERIENCE PRE-FLIGHT, IN-FLIGHT AND POST-FLIGHT



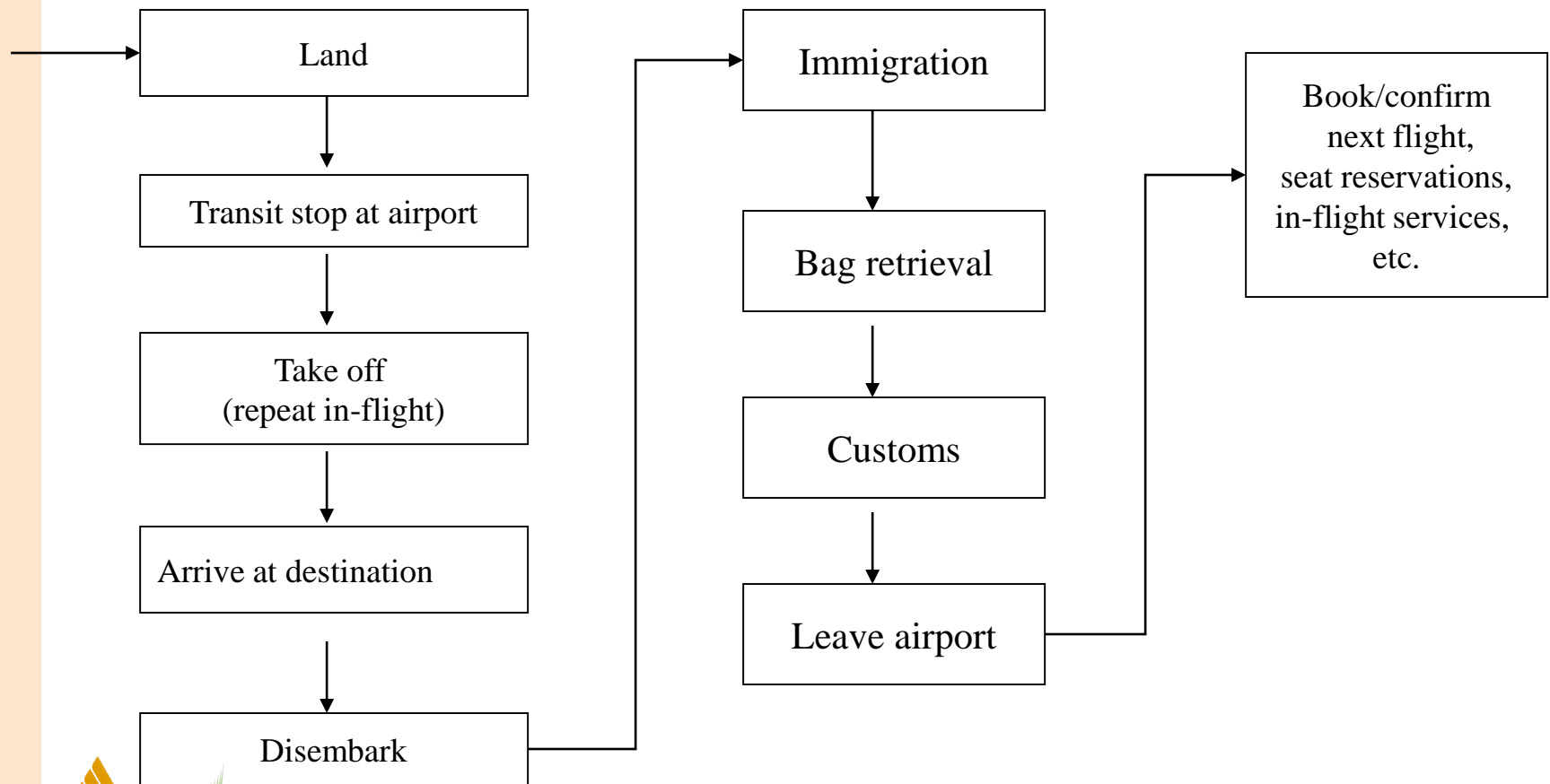
## In-flight Activities



# CUSTOMER EXPERIENCE PRE-FLIGHT, IN-FLIGHT AND POST-FLIGHT



## Post-flight Activities



# EXAMPLE OF SERVICE BEHAVIOUR STANDARD

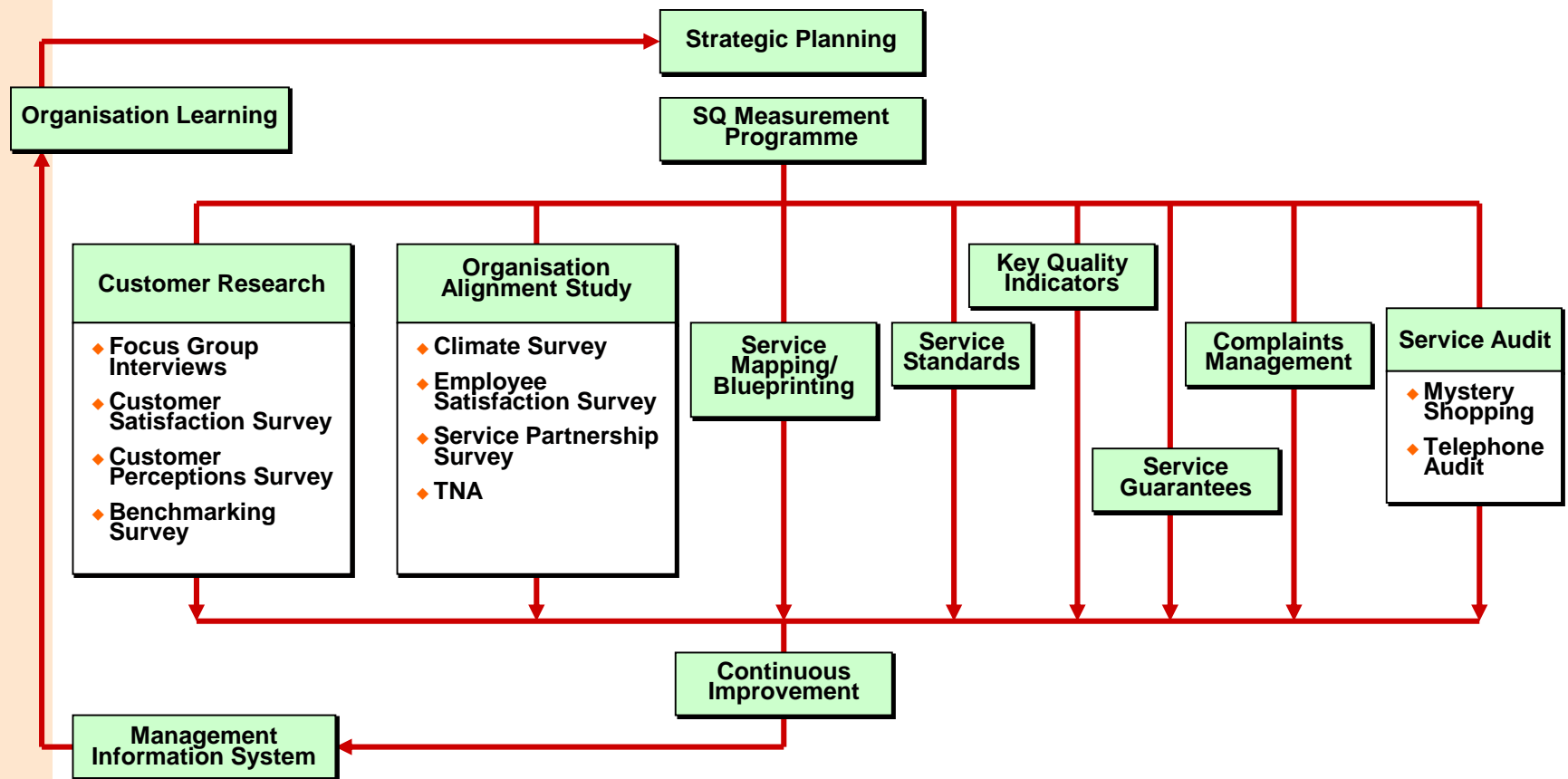


ACTION STEPS	PHRASEOLOGY
Maintain eye contact and friendly disposition when providing services to patients.	
If instructions need to be given to patient, ask patients/person whether he/she understands the instructions given	<i>“Mr/Ms/Madam _____ (or, Sir/Madam), is there anything that you would like me to explain again?”</i>
Give telephone number for further assistance, where needed	<i>“Mr/Ms/Madam _____ (or, Sir/Madam), please call me at phone number _____ if you need further assistance.”?</i>
End the contact with appropriate salutation and closing with a smile	<i>“Mr/Ms/Madam _____ (or, Sir/Madam), thank you ( or “take care”, or “have a nice day”).”</i>



# *Measurements*

# A FRAMEWORK FOR A SERVICE QUALITY MEASUREMENT PROGRAMME



# FEDEX QUALITY DEFINITION



Quality is defined as performance to the standards of the customer.

Quality is doing Right Things Right the First Time.

## International Service Quality Indicators (SQI)

↺	Lost Packages	50 points
↺	Damaged Packages	30 points
↺	Wrong Day Late	10 points
↺	Invoice Adjustments	3 points
↺	Traces	3 points
↺	Right Day Late	1 point
↺	Abandoned Calls	1 point
↺	Overages	1 point
↺	No Proof Of Delivery	1 point

# Service Performance Index

Airport Operations	2 <sup>nd</sup> Q 1996	3 <sup>rd</sup> Q 1996	4 <sup>th</sup> Q 1996	1 <sup>st</sup> Q 1997	2 <sup>nd</sup> Q 1997	Change from 1 <sup>st</sup> Q 97	Change from 2 <sup>nd</sup> Q 96
Americas							
Europe							
South West Pacific							
North Asia							
South East Asia							
West Asia							
Systemwide							

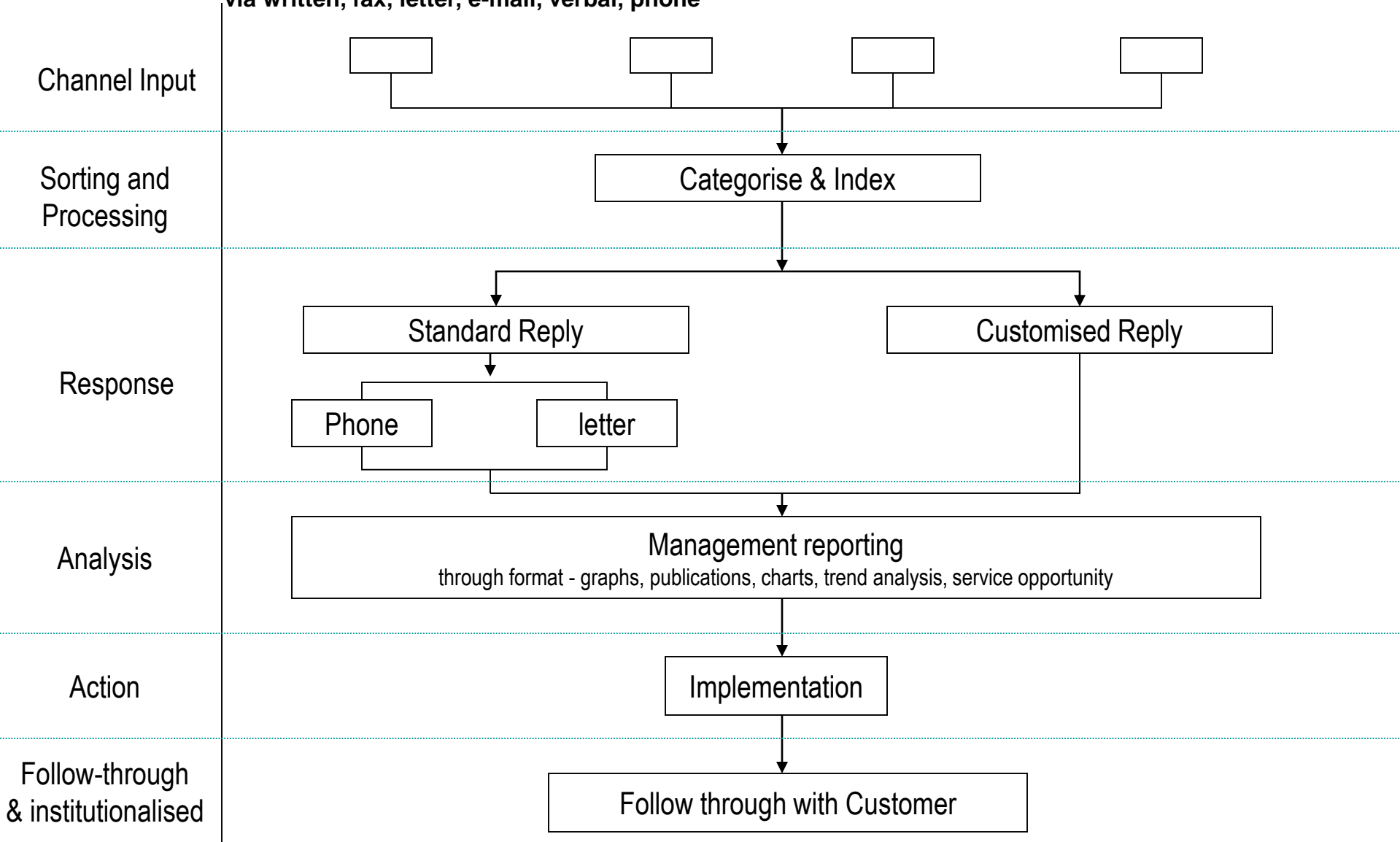
# HOW SIA PERFORMS



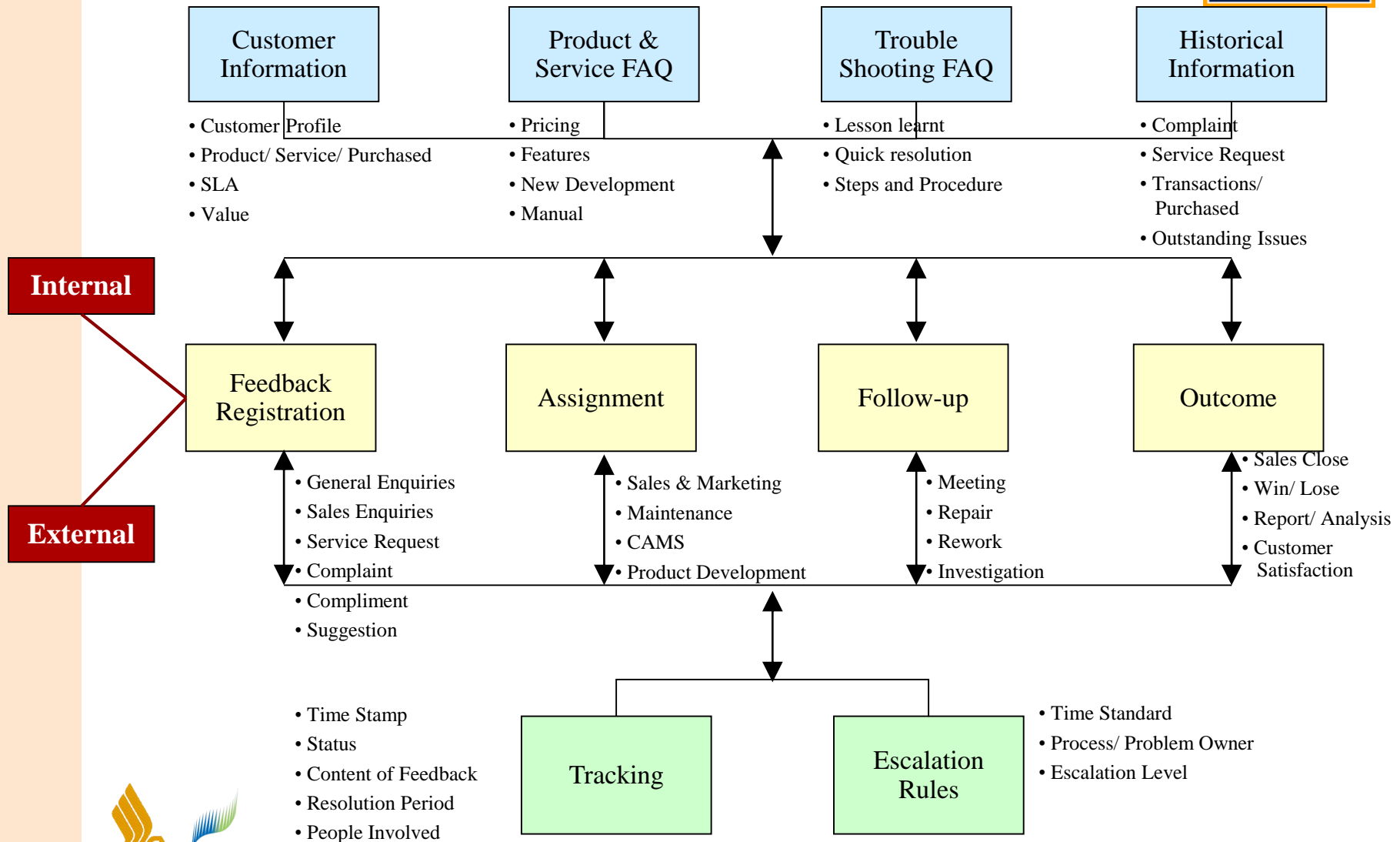
	1999	1998	Change
<b>Capacity</b>			
a. Capacity Tonne-km (M)	1,397.2	1,303.6	+ 7.2%
b. Seat-km (M)	7,354.4	7,016.9	+ 4.8%
<b>Traffic</b>			
Passenger-km(M)	5,848.0	5,364.3	+ 9.0%
Freight Tonne-km(M)	448.2	390.7	+14.7%
Load Tonne-km (M)	1,010.1	906.2	+11.5
<b>Passengers carried ('000)</b>	1,222	1,120	+ 9.1%
<b>Freight carried (M Kg)</b>	71.0	59.3	+ 19.7%
<b>Pessenger Seat Factor (%)</b>	79.5	76.4	+ 3.1 pts
<b>Cargp load Factor (%)</b>	66.9	64.4	+2.5 pts
<b>Overall Load Factor (%)</b>	72.3	69.5	+2.8 pts
<b>Punctuality</b>			
On-time departures (%)	86.0	84.6	+1.4 pts
On-time arrivals (%)	83.3	80.9	+2.4 pts

# Complaints/Compliments Handling System (C<sub>2</sub>HS)

**Complaints**  
via written, fax, letter, e-mail, verbal, phone



# CFMS FRAMEWORK



A large, stylized red ribbon bow is centered on a background of wavy blue and purple lines. The bow has multiple loops and long, flowing tails. Overlaid on the bow is the text "Thank you" in a bold, yellow, sans-serif font.

**Thank you**