Operational Review



Care for Customers

Quality Service – Our vision is to be a world-class leader in the public transport field. We are committed to understanding our customers' needs and delivering the best possible value for them.

By improving the utilisation of buses, Octopus BBI Schemes also relieve traffic congestion on busy corridors and help contribute towards an improved environment.

OCTOPUS BUS-BUS INTERCHANGE SCHEMES ("OCTOPUS BBI SCHEMES")

The implementation of Octopus BBI Schemes for our franchised bus operations provides extensive fare discounts to passengers on the second leg of journeys and improves our network coverage. By improving the utilisation of buses, Octopus BBI Schemes also relieve traffic congestion on busy corridors and help contribute towards an improved environment. We will continue to find ways to enhance and optimise our Octopus BBI coverage, both across the KMB and LWB networks and through inter-modal schemes jointly operated with other public transport operators. At the end of 2010, KMB operated 74 Octopus BBI Schemes covering 260 routes, while LWB had six Octopus BBI Schemes covering 12 routes, including those serving Hong Kong Disneyland and AsiaWorld-Expo.

BUS FARE DISCOUNT SCHEMES

In 2010, KMB and LWB offered Sunday and public holiday fare discounts for passengers aged 65 and above who pay by Octopus cards. These passengers enjoy a flat fare of HK\$2.00 or half fare (whichever is lower) on Sundays and public holidays on all KMB and LWB routes, excluding Airport "A" and racecourse routes. The discount scheme has been effective since 28 January 2006 and will expire on 31 January 2012 (both dates inclusive).

THE OCTOPUS SMART CARD

Introduced in 1997, the electronic Octopus Smart Card System is widely used by public transport users in Hong Kong for fare payment. It is now the world's leading contactless smart card system, with the highest penetration, the highest transaction volume and the widest range of applications. The Group is one of the largest corporate users of Octopus cards in Hong Kong both in terms of value and number of transactions. In 2010, about 89% of our franchised bus fare revenue was collected via Octopus cards, which bring convenience for passengers and cost savings for the Group in respect of cash collection and administration.

LUMINOUS CRYSTAL BUS STOP POLES

KMB's luminous crystal bus-stop pole is lit by pollution-free, recyclable LED lighting, which has treble the lifespan and over six times the electricity-saving capacity of fluorescent tubes.

In 2010, KMB added 40 new luminous crystal bus stop poles to upgrade our signage in busy urban areas, raising the total to 60. These sparkling and environment-friendly bus stop poles not only allow passengers to check route information more conveniently, but they also add a twinkle to Hong Kong's night scene. Combining the design concepts of simplicity and resplendence, the new bus-stop pole features a rectangular crystal bus-stop sign at the top which keeps the traditional KMB red circular pattern. The bottom part of the sign shows the bus stop name clearly in English and Chinese in larger font than traditional bus-stop pole allows passengers to obtain route information conveniently. The luminous crystal bus-stop pole is lit by pollution-free, recyclable LED lighting, which has treble the lifespan and over six times the electricity-saving capacity of fluorescent tubes. As LED lighting is powered by a silicon rechargeable battery, the need for road works for the installation of an electricity supply is avoided. To further save energy, the new bus-stop pole is equipped with a timer to regulate the power supply for the LED lighting.



Senior citizens enjoy Sunday and public holiday fare discounts on KMB and LWB

Operational Review Care for Customers



KMB's bus captains are trained to take care of those with special needs

To cater for the growing number of Mainland visitors, in 2010, a simplified Chinese version was added to the Digital Map Passenger Enquiry System at the multimedia kiosks of KMB's customer service centres.

BUS SHELTERS

We aim to make the bus waiting environment more pleasant for passengers through our bus shelter improvement programme. In 2010, KMB added 17 new bus shelters, raising the total to 2,417, while LWB added two new bus shelters, raising the total to 32. With 2,720 advertising panels installed, the bus shelters not only provide convenience to our passengers but also generate advertising revenue for our franchised bus operations.

CUSTOMER SERVICE CENTRES

Currently, KMB has a total of eight customer service centres situated at the public transport interchange hubs of Tsim Sha Tsui, Hung Hom, Lam Tin, Mei Foo, Tsuen Wan, Sha Tin, Tuen Mun and Tin Shui Wai, providing a convenient one-stop service to public transport users. Besides collecting feedback on KMB services, our friendly customer service ambassadors help customers with route and timetable information. Octopus card services and KMB souvenirs are also available from the centres. The Digital Map Passenger Enquiry System in the centres' multimedia kiosks enables customers to make route searches and view landmarks on their chosen routes on an innovative three-dimensional map. To cater for the growing number of Mainland visitors, a simplified Chinese version was installed in the system in 2010. Customers may also use the multimedia kiosks for browsing the KMB website.

Situated in a central location at Hong Kong International Airport, LWB's customer service and ticketing office provides a one-stop centre for ticketing, customer enquiries and lost property handling.

CUSTOMER SERVICE HOTLINES

For many years, KMB's award-winning customer service hotline (2745 4466) has been a popular and effective communication channel with our passengers. In 2010, the hotline handled around 3.7 million calls, an average of about 310,000 calls a month. Our hotline operator service is available daily from 7:00 a.m. to 11:00 p.m., while the 24-hour hotline system, operating in Cantonese, English and Putonghua, provides on-demand bus route information, service updates, traffic news and a voicemail service, as well as bus route information via SMS. In 2010, KMB became the first local transport operator to send digital maps of bus stop locations to customers' mobile phones.

A total of 15,949 calls were handled in 2010 by LWB's customer service helpline (2261 2791), an average of 1,329 calls a month. Besides answering passengers' enquiries, the helpline collects and processes customer feedback and handles lost and found enquiries.

BUS DESIGN AND MAINTENANCE

KMB engineers collaborate with leading global bus manufacturers to develop new bus types that are tailored to Hong Kong's special operating environment. New KMB buses are equipped with the three-in-one integrated safety monitoring system which lets bus captains monitor the upper deck, keep an eye on objects behind the bus when reversing and observe alighting passengers.

In 2010, KMB upgraded information facilities at four major bus termini to help passengers find the locations of bus stops more easily with the aid of an enlarged floor plan on information panels. All KMB and LWB buses are subject to our ISO-certified maintenance regime, comprising daily, monthly, half-yearly and annual road-worthiness inspections at our depots. Our franchised buses are also subject to regular random checks by Motor Vehicle Examiners from the Transport Department of the HKSAR Government. The robustness of this maintenance regime translates into high mechanical reliability for our passengers.

INFORMATION FACILITIES AT BUS TERMINI

In 2010, KMB enhanced and upgraded information facilities at four major bus termini to help passengers find the locations of bus stops more easily with the aid of an enlarged floor plan on information panels. Tables of route information provide bilingual destination names, grid reference codes, platform numbers and fares.

This is especially convenient to passengers who are not familiar with the environment of the bus terminus. By means of the information panel, passengers can locate bus stops quickly and save time by walking straight to the boarding point. In addition, a number of information boards with large font size and clear content provide directions so that passengers can locate their desired bus stops more quickly.



All our buses are subject to stringent ISO-certified maintenance regimes

SAFETY CULTURE

To provide a good foundation for a safety culture, a strategic plan is in place for developing, implementing, monitoring and reviewing a safety management system that goes beyond legal and statutory requirements. We continuously strive for improvement to ensure a world-class approach to safety management and to reach the highest achievable safety standards.

SAFETY MANAGEMENT SYSTEM

Robust safety governance is the backbone of our safety management system. A stringent safety governance framework is the key to ensuring the highest levels of safety performance and sustainable operations. A Safety and Service Quality Department was established in September 2010 to specifically focus on enhancing our safety performance and on delivering high quality services. In terms of governance, a Safety Steering Group led by senior management members has been created to set up a "best-in-class" safety management system for KMB, which will be fully implemented in 2012.

Fit-for-purpose safety governance requirements will be established based on Occupational Health and Safety Assessment Series ("OHSAS") 18001 Safety Management Systems, compatible with ISO 9001 (Quality) and ISO 14001 (Environmental) Management System standards. In order to develop, implement, maintain and monitor OHSAS 18001 Safety Management Systems, we have adopted a "Plan-Do-Check-Act" (PDCA) approach, which aims at continual improvement in the safety performance of all aspects of our business and sustained operational excellence.



The Managing Director discusses operational matters with a team of KMB bus captains

A stringent safety governance framework is the key to ensuring the highest levels of safety performance and sustainable operations.

SAFE DRIVING CULTURE

To provide safe and reliable bus services for our passengers, the training programmes of the Bus Captain Training School at our Sha Tin Depot, which is equipped with a state-of-the-art Driving Simulator Studio, give top priority to safe driving. Various safety awards and competitions are organised to promote the concept of excellence in driving to our bus captains. Technological measures adopted onboard buses to enhance safety include speed limiters (which limit the speed of buses to 70 km/h) and electronic tachographs, which record vehicle speed and other relevant operational information. At the end of 2010, 3,664 KMB buses and 166 LWB buses were equipped with electronic tachographs.

To enhance bus captains' awareness of safe driving, a "Safe Driving Card" has been distributed to bus captains and posters with key messages placed at bus termini to reinforce safe driving messages. A new Bus Captain Safe Driving Handbook, including driving regulations and points to note about safe driving that cover every aspect of a bus captain's daily work, has also been produced. Driving tips have been highlighted in the handbook to enhance the concept of defensive driving. Bus captains are reminded to pay special attention to road situations and to maintain safe driving practices. The handbook has been distributed to all bus captains, who are required to read and carefully execute the safety measures contained in it. The aim is to foster a proper and safe driving attitude.

DATABASE OF "DRIVING TIPS IN SPECIAL ATTENTION AREAS"

To help bus captains drive more smoothly and safely, we have established a database of "Driving Tips in Special Attention Areas", the first of its kind in Hong Kong, which has been uploaded to our staff website. The special attention areas were selected according to the practical experience of our driving instructors and operations staff after consulting bus captains. Based on the characteristics of each special attention area, driving tips and suggestions are provided for each location. To promote bus captains' awareness of safe driving, all relevant bus routes are also listed in the database, supplemented by photos and layout drawings for easy reference.

To provide the most up-to-date and accurate information, we will continue to fine-tune and update the database by studying all the bus routes involved. All these measures demonstrate our determination to provide pleasant and safe journeys to our passengers, as well as to support our bus captains in safe driving.

POSTER DESIGN COMPETITION TO PROMOTE CARE FOR ELDERLY

Providing passengers, especially the elderly, with safe bus journeys has always been our priority. In September 2010, we launched the "Care for the Elderly Poster Design Competition" to enhance public awareness of caring for the elderly. Open to all primary school students, the competition received a positive response from primary schools with more than 2,000 entries. The prize presentation ceremony was held in December 2010. The posters designed by the champion, first runner-up and second runner-up in each section were displayed on a bus body banner on three buses from December 2010 to April 2011 to promote the message of safe bus journeys for the elderly.

The Group has adopted a "Plan-Do-Check-Act" (PDCA) approach, which aims at continual improvement in the safety performance of all aspects of our business and sustained operational excellence.