

11 NOV 1997

# **PRESS RELEASE**

Release No.: 22/OCT

17-0/97/10/10

97-LBH-4

**SPEECH BY MR LIM BOON HENG,  
MINISTER WITHOUT PORTFOLIO AND  
CHAIRMAN, SINGAPORE PRODUCTIVITY AND  
STANDARDS BOARD (PSB), AT THE LAUNCH OF  
ESMACO'S TOTAL QUALITY MANAGEMENT  
(TQM) MOVEMENT AT DEVELOPMENT BANK OF  
SINGAPORE (DBS) AUDITORIUM  
ON FRIDAY, 10 OCTOBER 1997 AT 6.25 PM**

I am pleased to be here this evening to witness the launch of the Total Quality Management (TQM) movement in your organisation. It is a significant occasion for ESMACO as it marks the beginning of your journey to achieve world-class service quality. Today, 86 per cent of our population live in Housing and Development Board (HDB) estates. I am told that ESMACO serves more than 200,000 residential units in several HDB townships. This represents about one third of all HDB residential units and a quarter of Singapore's population. Besides township management, ESMACO manages 10,000 commercial units comprising shops, food centres and restaurants. Also, as the property management arm of DBS Land, ESMACO manages office buildings, shopping complexes, private residential units and high-tech industrial parks. This extensive reach has helped to build up ESMACO's reputation as one of Singapore's foremost township and property management companies.

I understand that your mission is "To be the leading company in Asia Pacific with unparalleled expertise in the provision of total management services in township and property management". In April 1995, ESMACO's management and staff celebrated an achievement when your organisation became the first property management company in Singapore to be ISO 9000-certified. The launch of your TQM Movement today is another key milestone in your total quality journey. The TQM Movement will help ESMACO to create a corporate culture that is conducive to drawing out the best in everyone.

Through the TQM Movement, ESMACO's management and staff will develop a common understanding of quality and its principles; and a common language to communicate and prevent misunderstanding. TQM will also strengthen your organisational climate to do things 100 per cent right. Managers, supervisors and rank-and-file will eventually develop a mindset to seek continuous improvements.

Your success in the TQM Movement will benefit your three major groups of stakeholders: that is, the residents of housing estates and property owners, your own staff and the shareholders of the company.

What heartens me is that you are applying the same approach and service quality standards to HDB estates as you do for private estates. HDB estate residents served by you will therefore getting the same good service. People tend to think there are two different standards: it is a mindset that has to be changed. For the residents of the housing estates and property owners, improved service quality leads to efficient and value-for-money services. Any improvement that you make will not only help reduce costs and hence, lower maintenance charges and fees but also produce a positive impact on good

rental returns and appreciation in the property values for the owners.

For the staff of ESMACO, an emphasis on service quality would translate into greater opportunities for education, training and retraining. Employees themselves need to recognise the importance of lifetime education and training. Your learning must be translated into your daily aspiration, attitude and action that are in tune with your organisation's vision of success. This is the best security for you to remain employable and relevant to the needs of industry.

For the shareholders, higher service quality would mean better returns on investments as a result of stronger market growth and new opportunities.

You can be the role model in township and property management in Singapore. As a model organisation I am glad you are always striving to find better and innovative ways to improve your capability and service. I wish you every success in your continuous efforts to achieve quantum improvements in productivity and quality through TQM.

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