transportme

BUSWORLD ASIA 2026 · INDUSTRY KEYNOTE

Digital transformation & multimodal integration for seamless travel

Lee Whincup

Small Island

XaaS for 28 Years





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The traveller doesn't think in modes.

They think in journeys.

A simple idea — and the foundation for everything that follows.

WHERE WE ARE TODAY

One trip. Six apps. Three payments. Zero connection.

We've digitised every silo beautifully. We haven't connected them.

Walk to stop
Maps app · own routing

Local bus
Operator app · stored-value card

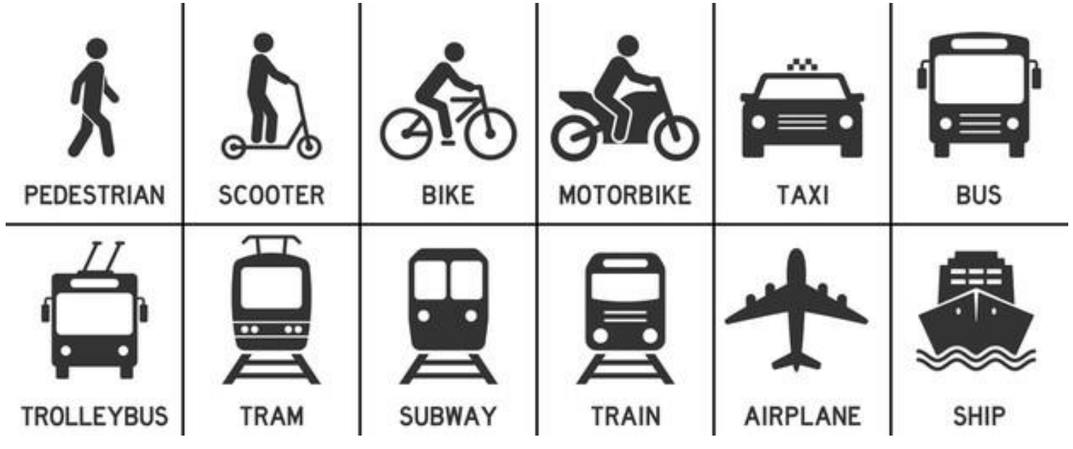
Metro / rail
Agency app · separate fare

Ferry leg
Third operator · paper ticket

Bike share
Private app · credit card

Final mile
Rideshare · surge pricing

The cost of this fragmentation isn't borne by us. **It's borne by the passenger** — who quietly chooses the private car instead.



THE REFRAME

Seamless doesn't mean stop-to-stop. It means door-to-door.

THE OLD MODEL

Designed around the network

Routes, depots, fleets, timetables
Each mode optimises its own silo
The traveller adapts to the system
Success measured in service kilometres

THE NEW MODEL

Designed around the journey

One plan, one payment, one source of truth
Modes interoperate around the passenger
The system adapts to the traveller
Success measured in journeys completed well

WHAT'S CHANGING — FOUR SHIFTS

The forces reshaping how the industry works.

01

Open data as infrastructure

Real-time, standardised, shared. The foundation everything else is built on.

02

Fare integration

Pay once. Ride anything. The single ticket moves from pilot to default.

03

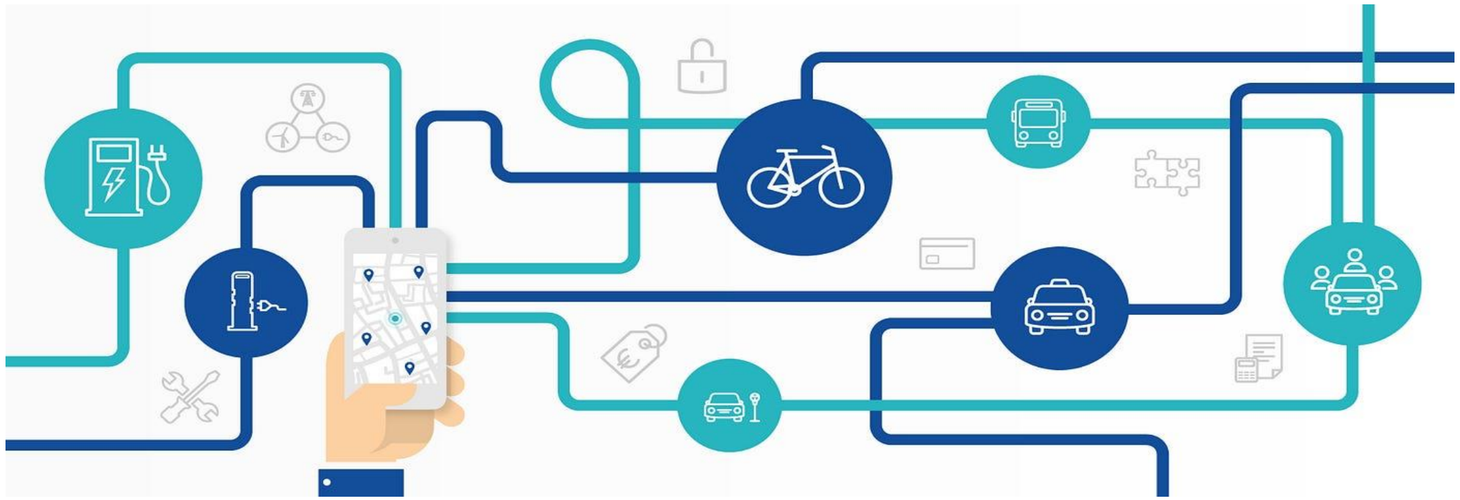
Mobility as a service

An ecosystem with public transit at the core — not a single super-app.

04

Passenger experience

The journey is the product. Trust is the metric that matters most.



01 SHIFT ONE

Open data is the new infrastructure.

As essential as the roads themselves — and just as much a public good.

GTFS & GTFS-Realtime have quietly become the global lingua franca for transit.

Accessibility, occupancy and disruption data are now must-haves, not nice-to-haves.

Open APIs let third parties build the long tail of trip-planning, accessibility, and analytics tools.

The operators winning treat their data as a strategic asset to share — not hoard.

The principle

Data shared is value multiplied.

A network that publishes well becomes part of every trip-planning app on earth. A network that doesn't, disappears.

02 SHIFT TWO

Pay once. Ride anything.

The challenge stopped being technical years ago. It's commercial and political now.

Account-based ticketing moves the fare logic to the cloud — your tap is a query, not a transaction.

Open-loop payments let any contactless card or wallet become a transit ticket.

Daily & weekly capping protects passengers from paying more than the best fare.

A NEW CONTRACT

Tap once at the start of your day. Ride bus, rail, ferry, bike. Never pay more than the best available fare.

The hard part is revenue allocation — not the platform.

03 SHIFT THREE

Mobility as a service — pragmatic, not utopian.

The early vision oversimplified the economics. What's emerging now is wiser and more workable.

Public transit is the backbone , not one of many options.

Private modes plug in around it — rideshare, bikes, scooters, micro-transit.

Subscription works for some segments; pay-as-you-go for most.

Interoperability beats super-apps. No single front door owns the traveller.

THE ECOSYSTEM

Bus & coach
Backbone · highest reach

Rail & metro
Backbone · highest capacity

Ferry
Regional connector

Rideshare
First / final mile

Bike share
Short urban hops

Air
Long-haul ingress / egress

04 SHIFT FOUR

The passenger experience is the product.

Not the bus. Not the app. The experience — felt, end to end.

How long did it feel? Perceived time beats actual time. Information closes the gap.

Did I trust it? Accuracy of arrival data is now table stakes.

Did someone help? Disruption handling is where loyalty is built or lost.

Did I feel seen? Accessibility, language, safety — for every passenger.

Trust is built in the disruption — not the smooth ride.

Every operator has a great service on a sunny Tuesday. The product is what happens when it rains, when the road's closed, when the bus is late.

THREE CASE STUDIES

Three cities. Three approaches. One direction of travel.

Helsinki, Switzerland, Singapore — different geographies, different models, the same destination.

CASE STUDY · 01

Helsinki — where modern MaaS was born.

PIONEER

Helsinki

Finland · since 2016

2016
WHIM LAUNCHES

1st
FULL-STACK MAAS APP

Global
POLICY RIPPLE EFFECT



Whim was the first serious attempt at one app, every mode, subscription pricing — and it reshaped the global conversation.

The product itself had ups and downs. The legacy is enormous: Helsinki proved travellers will use a single interface for everything if it's good enough. They proved the data model. They proved the regulatory model — including the requirement that operators expose APIs.

> *Every serious MaaS conversation since 2016 starts in Helsinki.*

CASE STUDY · 02

Switzerland — the quiet superpower of integration.

COORDINATION

Switzerland

National · multi-decade

1
NATIONAL TIMETABLE

1
TICKET, EVERY MODE

250+
OPERATORS INTEROPERATING

One national timetable. One ticket on trains, buses, trams, ferries — even some cable cars.

SBB, PostBus, and hundreds of regional operators all interoperate behind a single passenger experience. They've done this for decades — built on strong national coordination, deep public investment, and a culture that treats mobility as a shared civic asset.

> *The lesson isn't that every country can copy Switzerland. The lesson is what's possible when integration is treated as policy, not preference.*

CASE STUDY · 03

Singapore — integration at speed.

VELOCITY

Singapore

City-state · LTA-led

Tap
ANY CONTACTLESS CARD

0
APP DOWNLOADS REQUIRED

~3m
DAILY RIDERSHIP ACROSS MODES



A tourist steps off a plane, taps a credit card, and uses every public mode within minutes. No top-ups. No friction.

The Land Transport Authority has driven contactless open-loop payments across MRT, bus, and increasingly other modes. Combine that with a national digital identity, an obsession with data, and a regulator that moves fast — and you get the closest thing in the world today to seamless.

> *When the regulator, the operator and the technology stack align, integration ships in years — not decades.*

WHAT IT MEANS FOR BUS OPERATORS

The bus isn't displaced. It's the connective tissue.

THE CONSTANT

Buses still move more people, more flexibly, than any other public mode.

They reach where rail can't. They scale where on-demand can't. In every credible multimodal future, the bus is foundational — not optional.

THE EXPANSION

The operator's job is widening.

From running a fleet → to operating a **node** in a network.
From timetables → to **live data** and shared APIs.
From tickets → to a partner in an **integrated fare**.
From service delivery → to a guarantor of the **passenger experience.**

THE DECADE AHEAD

By 2035, the journey — not the mode — is the unit of competition.

~5 x

Forecast growth in the global MaaS market over the next decade. Direction matters more than the number — the curve is steep.

Default.

Open-loop contactless payment in most major cities

Most.

Journeys taken by riders under 30 will be multimodal by default

Shared.

Real-time data feeds across operators become the regulatory baseline

IF YOU TAKE FIVE THINGS AWAY

Five principles for building toward seamless travel.

01

Design for the journey, not the trip.

The unit is door-to-door. Map your network against that bar, not your route map.

02

Treat data as a shared asset.

Publish well. Standardise. Open APIs are an investment, not an expense.

03

Pay once. Ride anything.

Account-based fares and open-loop payments are the new floor. Build toward them now.

04

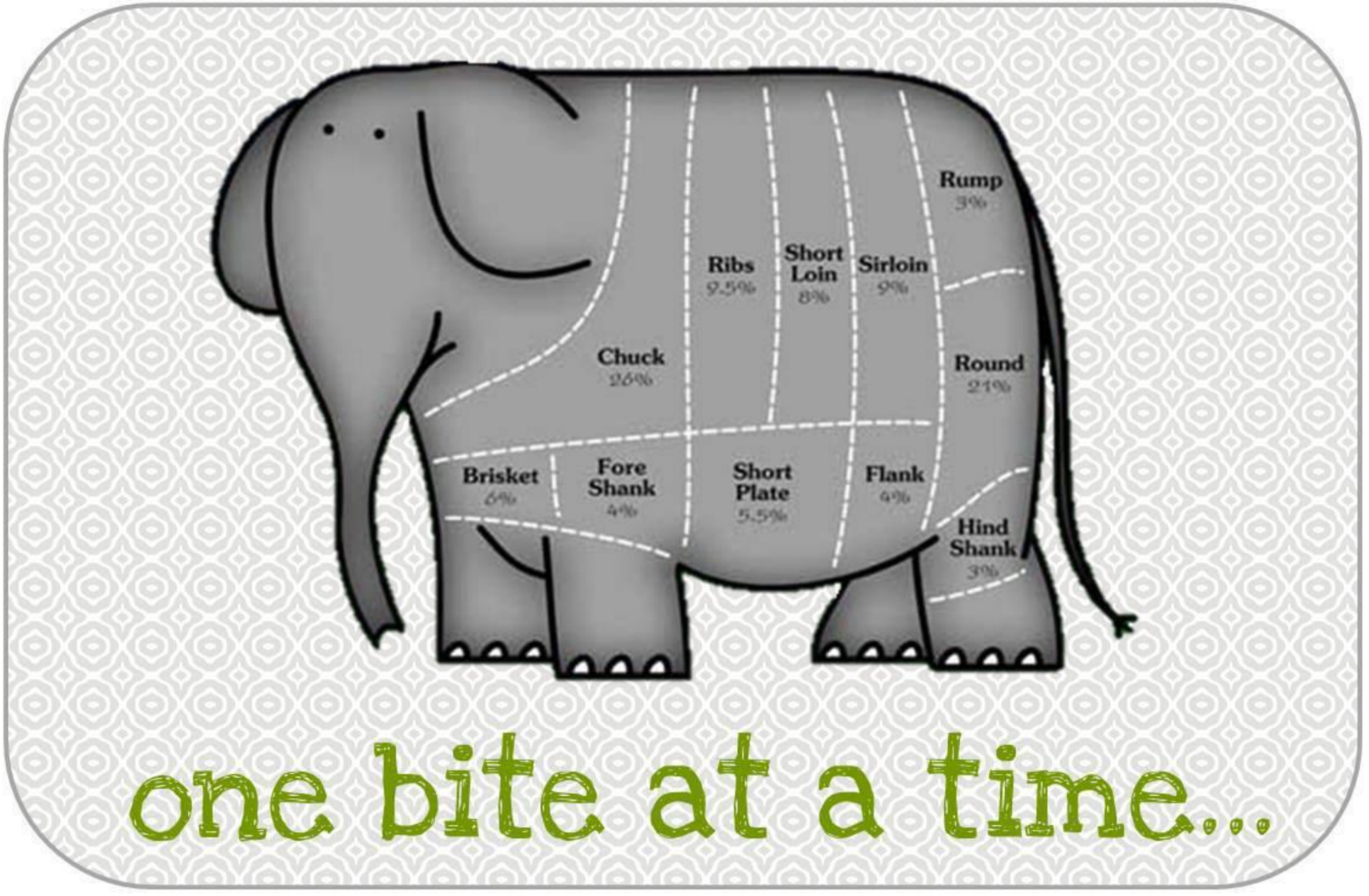
Trust is built in the disruption.

Invest in how you handle the bad days. That's where loyalty is won or lost.

05

Start small. Pilot, learn, scale.

The biggest wins compound from small, real-world experiments — not master plans.


Rump
3%
Ribs
9.5%
Short Loin
8%
Sirloin
9%
Chuck
26%
Round
21%
Brisket
6%
Fore Shank
4%
Short Plate
5.5%
Flank
4%
Hind Shank
3%
one bite at a time...

"

The traveller's journey is the unit. Everything else flows from holding that line.

Not your route. Not your app. Not your agency. **The journey.**

THANK YOU · BUSWORLD ASIA 2026

Let's talk about your network.

Visit the transportme booth

Tell us about your fleet, your passengers, and what seamless looks like for you.