

**SPEECH BY MR LUI TUCK YEW,
MINISTER FOR TRANSPORT AND SECOND MINISTER FOR FOREIGN AFFAIRS
AT CHANGI AIRPORT GROUP'S ANNUAL AIRPORT CELEBRATION 2012,
RAFFLES CITY CONVENTION CENTRE, 11 JANUARY 2012, 7.15PM**

Mr Liew Mun Leong, Chairman of Changi Airport Group,

Mr Lee Seow Hiang, CEO of Changi Airport Group,

Ladies and Gentlemen

Good evening. I am pleased to be here this evening and be part of Changi's Annual Airport Celebration.

2011 in Review

2 2011 was a mixed one for the aviation industry. While passenger traffic continued to grow from 2010, a combination of high oil prices and global market volatility impacted the bottom lines of airlines worldwide.

3 Against an uncertain outlook, Changi Airport Group (or CAG) continues to strengthen Changi's position as an international air hub and a major gateway to the region. Working closely with its airline partners, Changi added 10 new city links¹, and welcomed 5 new airlines² last year. The latest city link of Vientiane in November last year completes Changi's connection to all nine other ASEAN countries. With the commencement of Singapore Airlines' A380 operations to Frankfurt and New York later this month, Changi is today the world's busiest multi-carrier A380 hub with more than 200 A380 weekly flights to 10 major cities across the globe. The growth of its air

¹ New city links in 2011 are Nanning, Pekanbaru, Redang, Zhengzhou, Sao Paolo, Helsinki, Makassar, Ningbo, Chengsha and Vientiane

² New airlines were Hong Kong Airlines, Finnair, TransAsia Airways, IndiGo, and Lao Airlines.

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network has seen Changi crossing a key milestone of more than 6,000 flights handled each week since November last year.

4 I am also happy to note that despite being more than three decades old, Changi Airport still retains its charm and continues to be well-regarded by air travellers and aviation industry players. Last year, Changi Airport received a further 23 best airport awards and remains the world's most awarded airport with over 390 accolades under its belt. These awards recognise Changi Airport's efforts to maintain its "best in class" status – a remarkable achievement despite increasing competition from other air hubs in the region.

The Changi Service DNA

5 Changi has been able to maintain its competitive advantage through good and bad times, in part because of its excellence in the areas of efficiency, safety and security. But what truly differentiates Changi as an industry leader is its service excellence. Last year, it had an improved score of 78.6 points in the 2011 Customer Satisfaction Index of Singapore, which is the highest among companies in the transportation and logistics sector and significantly higher than the sector average of 70.0. It is with such sustained and meticulous attention to its customers' needs that CAG was conferred the inaugural Singapore Service Excellence Medallion by the Institute of Service Excellence in November. CAG's leadership and dedication to foster collaboration at all levels within the airport community, so as to provide passengers with a memorable Changi Experience, will remain a key driving force for Changi's future success.

6 However, service excellence is not a simple matter of statistics and scores. Fundamentally, behind the facts and figures stand tens of thousands of individual members of the airport community who have the opportunity, each day, to connect personally with passengers and visitors, to touch their lives and deliver an outstanding airport experience. In other words, Changi's success and leadership position is

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intimately linked to individuals who embrace what we call the 'Changi Service DNA' of delivering a personalised, stress-free and positively surprising experience to its customers. This has been best exemplified during times of emergencies, such as the Japanese earthquake in March 2011, when the airport community stepped up in unity to assist and take care of passengers whose travel plans had been affected by flight disruptions.

7 Here, I would like to mention the contributions of the Changi family's newest additions -- the more than 90 Changi Experience Agents. With the flexibility to roam the terminals and proactively approach passengers in need, they have been able to provide that extra touch in the service provided at Changi. CAG has also opened a round-the-clock Changi Contact Centre, a one-stop service hotline and customer relations management platform that allows passengers and visitors to the airport to have seamless access to airport and airline information.

8 Indeed, the task of maintaining and raising customer service levels among individuals, and encouraging each of them to internalise the 'Changi Service DNA' is a particularly challenging one. Good service comes from the hearts of engaged employees who feel they have a real stake in Changi's success. Hence, I was heartened to find out that in a survey conducted to assess job satisfaction among airport staff, more than 88 per cent of the respondents said they like the working environment in Changi Airport, and more than 91 per cent agreed that they are contributing to Changi's success. These results are strong indicators that we can count on airport employees to give their best and more to meet the expectations of passengers and visitors at Changi.

9 I congratulate CAG's comprehensive efforts in promoting and enhancing service excellence among the airport community. Besides quality service training and programmes, CAG has established a wide range of awards and incentives to recognise service champions at different levels. For example, the Changi Service Pins and First Class Service Act schemes reward excellent service delivery on a day-to-day basis,

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while the quarterly Outstanding Staff and Outlet awards and the Annual Airport Celebration honour those who have provided exceptional service above and beyond the call of duty.

10 Today, we celebrate the achievements of 25 outstanding individuals who have made a significant difference in the delivery of service at Changi; they are the winners of this year's Changi Airport Service Awards. You come from diverse backgrounds – from frontline and custodial staff to officers from enforcement agencies and even a retail chef. Yet, through your exemplary acts of service, each of you has helped to deliver an airport experience that has left a positive and lasting impression on your customers. I congratulate all of you on your well-deserved awards. And to the larger Changi Airport community, I would like to say a big thank you for your tireless efforts in helping Changi to maintain its status as the world's best airport.

11 This year, to further acknowledge the contributions made by support and maintenance staff such as the housekeeping, trolley retrieval, taxi coordination and car park management officers, CAG has also instituted the Outstanding Custodial Staff of the Year Award. This reinforces the message that the 'Changi Service DNA' is a core value that should be embraced by all who work at Changi, whether at the frontline, backend or in support functions. This year's recipient, Ms Au Jock Lian, a Trolley Service Assistant, went beyond her job scope to provide warmth and assurance to a passenger who was anxious to reunite with a lost relative. Her story is a reminder to us that we have the means to reach out to another person in a memorable way.

Looking Ahead

12 This year will be another exciting one for Changi Airport. CAG will celebrate the completion of the Terminal 1 upgrading, as well as host the prestigious Airports Council International Asia Pacific General Assembly for top management of airports in the Asia Pacific region. I am confident that each and every one of you will continue to promote

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your distinctive brand of 'Changi Service DNA', and bring Changi Airport to even greater heights.

Thank you and have a pleasant evening.

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