

Media Release

Enhancing the Changi Experience

*Personalised, stress-free and positively surprising moments await
passengers and visitors at Singapore Changi Airport*

SINGAPORE, 28 September 2010 – Changi Airport Group (CAG) today unveiled a series of service initiatives to be rolled out at Singapore Changi Airport as part of a continuing effort to enhance the iconic Changi Experience.

Changi Airport is the first of four service excellence Icons identified under the Customer-Centric Initiative (CCI) to share its initiatives. It was given the challenge of paving the way for other service players, in terms of service breakthroughs. CAG is not new to service commitment. In the Customer Satisfaction Index of Singapore 2010, CAG improved its score from 71.6 to 73.7, beating the transportation and logistics industry average of 68.7.

At a CCI Icon showcase held at Changi Airport this afternoon, senior management of CAG presented to key stakeholders various projects that will enrich the experience of passengers and visitors at Changi. The event was graced by Mr Lim Swee Say, Minister, Prime Minister's Office and NTUC Secretary-General, and Mr Lee Yi Shyan, Minister of State for Trade & Industry and Manpower.

Driving CAG's CCI Icon journey is the search for improvement and solutions to address strategic and operational challenges, with the objective of maintaining Changi's service excellence, which is a key differentiating factor of the Changi Experience. The journey began in late 2009 with CAG personnel coming together to redefine Changi's Service DNA. This is "to create an airport experience that is *personalised, stress-free and positively surprising*".

The success of CAG's total service transformation lies within its active engagement of key stakeholders, namely its airport partners, tenants, contractors and government agencies, including their respective employees. CAG believes that enhancing the Changi Experience requires the commitment of all 28,000 airport staff from the more than 200 organisations operating at the airport.

Guided by the Changi Service DNA, project teams drawn from the broader Changi community (including staff of CAG and airport agencies) developed, refined and tested many ideas before arriving at the initiatives presented today. The outcomes demonstrate the transformative power of CAG's collaboration with its partners.

Changi's CCI Icon initiatives are powered by innovation and technology, but yet recognise the importance of having an engaged and committed frontline team at the airport – in other words, hardware and heartware. For passengers and visitors, these initiatives will contribute to an even more enriching experience at Changi while empowering them to give almost instantaneous feedback.

All the touch points to be transformed, as part of Changi's CCI Icon journey, will be ready by end of 2011, with implementation to be carried out in phases. Highlights of these initiatives include:

Personalised service

CAG believes that every customer is unique, with different needs, and that providing excellent service means not treating each person as just one of many. So, from a signature Changi greeting, to personally welcome and greet each passenger, to a priority service for those with special needs, Changi Airport is placing focus on engaging its guests, with frontline staff that are welcoming, interested and attentive.

Care@Changi is one example of service personalisation that has been implemented at Changi Airport. Under this initiative, passengers such as expectant mothers, those with infants-in-arms and reduced mobility travellers will be accorded more assistance. For

example, they will find it very convenient to locate a stroller or wheel chair at Changi and, in addition, will enjoy priority queue lanes at security checkpoints and taxi stands.

The concept of personalised service has also incorporated the use of technology. Another initiative, **iChangi**, empowers individuals to access information on flights, retail and dining options and airport facilities and services through easy-to-use platforms such as a mobile application for iPhones and iPads, and interactive kiosks located around Changi's terminals. Airport users and travellers can also sign up for notifications of changes in flight times or gate changes on their mobile devices.

A stress-free experience

Recognising that air travel can be stressful for passengers, Changi Airport has through the years provided an oasis of efficiency and relaxation. CAG is taking this approach a step further with the implementation of **SWIFT** or Service Workforce Instant Feedback Transformation. This is a system that enables issues on-the-ground to be identified quickly and rectified promptly. Passengers are also empowered to give immediate feedback at various customer touch points, providing real-time feedback for frontline staff and their supervisors. As an example, the use of SWIFT in washrooms at Changi Airport (described in annex) will enable roving inspectors to request for immediate rectification of faults they have identified and customers to alert cleaning supervisors if the condition of a washroom is unsatisfactory.

A less stressful experience is also on the cards for tourists seeking refunds on the Goods and Service Tax (GST) when shopping. The Inland Revenue Authority of Singapore is developing a new **Tourist Refund Scheme** which will provide tourists a hassle-free and seamless GST refund experience at Changi Airport. The new electronic, paperless process simplifies data capture at the point of sale anywhere in Singapore, and makes it much easier for tourists to receive their refunds, whether in cash or through their credit cards.

Positively surprising moments

The third element of the Changi Service DNA is to create fond memories in customers. Changi Airport has pursued this fervently for many years through its wide range of

activities such as celebrity meet-and-greets with the likes of Lady Gaga, and new and interesting facilities like the Slide@T3.

CAG believes that positively surprising moments can also be created by an engaged frontline staff who is involved, enthusiastic and creative. Hence, a number of the CCI Icon initiatives are focused on boosting a sense of belonging to the Changi community among the airport workforce, and providing a workplace environment that promotes employee welfare and incentivises staff to do their very best for customers. These projects include new uniforms for airport staff reflecting a common **CHANGI Identity**, a move by CAG to implement deep sourcing, which incorporates **workforce surveys** of staff of airport agencies, and the **VOTES**, or Valuing Our Tenants' Excellent Service, scheme.

VOTES is designed to empower patrons at Changi's food & beverage establishments to assess their dining experience and the service they have received from the staff and, through their ratings, determine whether the staff deserve a monetary incentive. This scheme is being piloted at two Japanese restaurants – Sakae Teppanyaki and The Pasta Shop by Sakae – with the staff incentives jointly funded by CAG and the restaurants.

Results through partnership and collaboration

In his address at today's showcase, Mr Lee Seow Hiang, CEO of Changi Airport Group, said, "CAG's participation in the CCI Icon journey has provided us with the perfect reason to take a step back and relook, rethink and re-strategise how we can continue to 'wow' passengers and visitors at Changi. We are proud of the Changi Experience, but do not take it for granted. It is a continuing journey for all of us at Changi Airport. With the collective leadership of CAG and its airport partners, an engaged Changi workforce and constant dialogue with our customers, we can look ahead, with confidence and anticipation, to many more years of innovation, improvement and keeping our customers delighted."

Mr Lee thanked the airport community and airport colleagues involved in conceptualising and putting into operation the various CCI Icon initiatives. He said: "Your leadership and enthusiasm have made today's showcase possible. I look forward to your continued contributions as we transform the Changi Experience together."

Mr Yeo Guat Kwang, Co-Chairperson of the GEMS Up/ CCI Working Committee and NTUC Director (Quality Worklife) said, "Changi Airport is the first CCI icon to showcase its initiatives and it has taken CCI a step further by engaging its key partners to create a seamless experience for its customers. By involving every stakeholder, CAG shows that everyone can play an important role in delivering excellent customer service. We look forward to more service breakthroughs from CAG that other industry players can emulate."

Ms Choy Sauw Kook, Co-Chairperson of the GEMS Up/ CCI Working Committee and SPRING Assistant Chief Executive said, "Changi Airport Group's twinning of technology and innovation has allowed it to enhance the customer experience even further. It has created service touch points with the customers in mind, by making them feel welcome and attended to. By obtaining real-time feedback from customers, CAG is able to respond swiftly to provide instant customer recovery, where necessary. "

The Changi Experience has consistently received favourable feedback from travellers all over the world. In August and September 2010 alone, Changi Airport received another six 'Best Airport' awards bringing its total to 360 since its opening in 1981. The six awards include *Business Traveller (UK)*'s 'Best Airport In The World' accolade which Changi has won for 23 consecutive years.

About Changi Airport Group

Changi Airport Group (CAG) (www.changiairportgroup.com) was formed on 1 July 2009 as a result of the corporatisation of Singapore Changi Airport. As the company managing Changi Airport, the world's most awarded airport, CAG undertakes key functions focusing on airport operations and management, air hub development, commercial activities and airport emergency services. Through its subsidiary Changi Airports International, the Group invests in and manages foreign airports to spread the success of Changi Airport internationally.

Changi Airport (www.changiairport.com) handled 37.2 million passenger movements in 2009 and registered a monthly record of 3.83 million in December 2009. Presently, Changi serves 96 airlines flying to some 200 cities in about 60 countries and territories worldwide. A flight takes off or lands at Changi every two minutes.

About the Customer-Centric Initiative (CCI)

The CCI is a multi-agency initiative spearheaded by SPRING Singapore and the NTUC with representatives from the Workforce Development Agency (WDA), Singapore Tourism Board (STB), Singapore National Employers Federation (SNEF) and the unions (SMMWU, SISEU, and FDAWU). The CCI is part of the Go-the-Extra-Mile for Service (GEMS) movement to transform Singapore's service quality in the retail, food & beverage, hospitality, healthcare and transport sectors.

SWIFT at Changi Airport's washrooms

CAG takes pride in the cleanliness of the washrooms at Changi Airport. To ensure that the highest standard of cleanliness is maintained at all times, SWIFT has been introduced at selected washrooms in Terminal 3.

Passengers are invited to rate the cleanliness of the washrooms via an interactive touch screen based on a five-point scale. For less satisfactory ratings, passengers are then prompted to indicate the reasons for their rating by selecting on-screen icons to indicate their dissatisfaction, e.g. 'wet floors', 'no toilet paper', 'dirty basin' etc. Once any of these options is selected, a mobile alert is immediately transmitted to the smartphone of the cleaning supervisor, who will then initiate the necessary corrective action.