



# CHANGI AIRPORT

*How Service Changed a Departure Into a Destination*

Serving over 66 million visitors each year (more than seven times the national population), Singapore’s Changi Airport is one of the busiest in the world, and the first place where millions of visitors make their first and last impressions of this small island nation.

Due to the international influence of the airport’s day-to-day operations, Changi’s management invited service expert Ron Kaufman to help establish a curriculum for impeccable service. Foo Sek Min, Executive V.P. of Airport Management, explains, “Airports are typically stressful places. Our goal is to remove stress. And it doesn’t just happen with people. It must envelop the entire culture.”

## THE TRANSFORMATION

With Ron Kaufman and UP! Your Service assistance over the years, the airport has established a “personalized, positively surprising and stress-free” service culture. To passengers, this includes feedback kiosks, numerous gardens, a four-story slide, clean terminals, and efficient, smiling employees from many organizations. Behind the scenes, however, is where one discovers the strong leadership, clear role-modeling, full-staff training and recognition programs that make this airport stand out and this nation shine.

## CUSTOMER RESPONSE

“I really like the ‘rate our service’ concept screens everywhere.”  
- G. NERKER, INDIA

“This is truly a 5 star experience. Changi sets the standard.”  
- M. VILLANEUVA, USA

“Polite and efficient service—everything an airport should aspire to.”  
- C. McLUCKIE, UK

**“Changi Airport is Singapore’s front door to the world. Our service impacts the reputation of our nation.”**

**FOO SEK MIN**  
Executive VP of Airport Management  
Changi Airport



**CHANGI**  
airport singapore

## CLIENT

Changi Airport Group

## TERMINALS

3 terminals, each able to handle over 66 million passengers a year

## FLIGHTS

The 7th busiest international airport in 2011, Changi serves 100+ international airlines flying to 220 cities in 60+ countries

## RETAIL & DINING

70,000 m3 of commercial space;  
330+ retail and service locations;  
120+ food and beverage venues

## TEAM MEMBERS

38,000+ employees including staff from airport, airline, retail, and dining services

## AWARDS

With 400+ accolades, Changi is the world’s most awarded airport