



# Cranial connection

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## It's A **BIG** Christmas this year at Changi Airport

CAG celebrates the holiday season with huge displays and decorations for the enjoyment of passengers and visitors alike.

Pages 6 and 7



**CHANGI**  
airport group

# An Initiative for Growth

**C**hangai Airport Group (CAG) has announced a strategic business development package to drive the growth of Singapore Changi Airport. In line with CAG's commitment to succeed with its partners, the new Changi Airport Growth Initiative (CAGi) will enhance CAG's partnership with airlines and airport stakeholders, and strengthen Changi's air traffic network. CAGi will take effect on 1 Jan 2010.

Under CAGi, CAG will work with each partner to explore opportunities to further develop their business at Changi. Initiatives could range from incentivising airlines to enhance Changi's connectivity by starting routes to new destinations; helping new airlines start operations at Changi; rewarding passenger and cargo traffic growth; and supporting airline partners and ground handlers to enhance their product and service offerings at Changi.

CAG Chief Executive Officer, Lee Seow Hiang, said, **"The key thrust of CAGi is to promote growth – for both Changi Airport, as well as our partners. We recognise that for Changi to succeed, we have to work together with our airlines and other stakeholders, as strategic partners, to grow the pie."**

The move is in line with the recovery in air travel and improving global economy. Changi Airport has seen improving air traffic since August 2009. The focus of CAGi will be to incentivise airlines and airport partners to grow their traffic volumes at Changi. Amidst the early signs of recovery, CAG is cognizant that its airline partners still face pressure on yields. For the first six months of 2010, CAG will provide a 15% landing fee rebate to airlines. This will be scaled back to 10% in the second half of the year. CAG will continue to monitor closely the recovery of the aviation industry.

Mr Lee said, **"We are mindful that it will take some time for the recovery in air travel to translate into positive financial impact for the aviation industry. Changi Airport Group, too, will take some time to recover. In fact, CAGi is launched against the challenging backdrop of a two-year freeze on Changi's aeronautical charges to provide our airline partners with greater certainty in their operating costs."**

**"Nonetheless, we take a longer term view in working with our partners; hence we are committed to maintaining and strengthening our partnership with airlines and airport partners through good times and bad. With CAGi, we will ride the recovery and achieve greater growth together."**

**CAGi will incentivise airlines and airport partners to boost passenger and cargo traffic at Changi, and to strengthen Changi's air traffic network. CAG will work closely with each partner and adopt a customised approach by using a mix of targeted and performance-based incentives. CAGi aims to spur growth, support innovation and ultimately boost Changi Airport's overall competitiveness.**



**CAGi will benefit Changi Airport's stakeholders including airlines, freight forwarders and ground handlers.**

# Bids invited for third ground handling licence

Airlines at Changi Airport can look forward to greater choice and a more competitive ground handling market from mid-2010, with potential benefits in terms of service quality, range of offerings and price. Changi Airport Group (CAG) has called a tender for a third ground handling licence at Changi Airport. This follows expressions of interest received from several parties and changing industry dynamics in the last three to six months.

The tender covers the provision of passenger handling, apron handling and cargo handling services. These services are presently provided by two agents – Singapore Airport Terminal Services Limited (SATS) and SIA Engineering Company; and Changi International Airport Services (Private) Limited.

Lee Seow Hiang, CEO of Changi Airport Group, said: **“Over the last few months, CAG has received expressions of interest from a number of parties regarding a third ground handling licence at Changi Airport. This has been prompted by two main factors**

**– the divestment of SATS by Singapore Airlines and improving business conditions in the aviation market. There was especially keen interest from those who have experience servicing low-cost carriers.**

**“Changi Airport Group is always keen to provide our airline customers with more choice of suppliers. This tender is consistent with that approach. We are keen to support the entry of a new ground handler at Changi with the right mix of experience, innovative solutions and financial resources. This will enhance Changi Airport’s competitiveness and provide airlines with greater choice.”**

The tender is conducted in two phases with the formal expressions of interest to be submitted by 16 Dec 2009. In the second phase, shortlisted bidders will be required to submit detailed bids including their business and financial plan. The licence will be for an initial period of five years.

## Regulatory Framework in place



With the corporatisation of Changi Airport, a regulatory framework has been put in place to strengthen Singapore’s position as a competitive air hub. The framework, which includes pricing regulation, ensures that aeronautical charges are competitive, while incentivising Changi Airport Group to be innovative and efficient in operations.

On 1 Oct 2009, the Civil Aviation Authority of Singapore (CAAS) announced the Revenue Yield Cap (RYC) set on CAG. The RYC is the total aeronautical revenue that CAG is allowed to collect per passenger. With prices frozen until 31 Mar 2011, the RYC set for the financial year 2011/2012 is S\$16.15. The RYC incorporates a significant portion of CAG’s non-aeronautical profit that is used to subsidise the cost of providing aeronautical services.

Under the regulatory framework, CAG has the flexibility to set prices within the boundary of the RYC determined by CAAS. In setting individual prices, CAG will take into account existing market conditions, the need for prices to passengers and airlines to remain competitive, and CAG’s financial and commercial considerations. Any price adjustments will be announced at least three months before they take effect.

In addition, CAAS has also introduced an Aviation Levy payable by passengers to CAAS. The Aviation Levy will be used by CAAS to fund its activities to promote, develop and regulate the airports and air transport industry.

# MORE FLIGHTS as traffic improves

More flights are operating out of Changi Airport in the Northern Winter 2009 season, which commenced on 25 Oct 2009. There was a record of 4,880 weekly scheduled flights in November 2009, representing a 9 per cent increase compared to a year ago. Airlines driving the growth include SilkAir, as well as low-cost carriers Jetstar Asia, Tiger Airways and the AirAsia Group.

The increase in capacity has come amidst signs of improving air travel demand. In October 2009, Changi Airport registered a third consecutive month of growth in passenger traffic with 3.32 million passengers passing through. This was an increase of 6.0% compared to October 2008.

The number of flights handled at Changi increased 6.7% year-on-year in October 2009 to 20,985, an all-time high. For the first 10 months of this year, the number of flights was 197,813, an increase of 3.0% compared to the same period in 2008.

Who's flying more			
Airline	Weekly flights (end 2008)	Weekly flights (end 2009)	More flights to
SilkAir	420	464	Medan, Balikpapan, Kathmandu, Trivandrum, Yangon, Cebu, Phuket, Penang & Hyderabad
Tiger Airways	238	358	Krabi, Hat Yai, Ho Chi Minh City, Chennai, Bangalore, Manila (Clark) & Haikou
Jetstar Asia	162	270	Macau, Phuket, Haikou & Manila
AirAsia Berhad	56	196	Kuala Lumpur, Penang, Langkawi, Miri & Tawau
Indonesia AirAsia	6	154	Jakarta & Denpasar

And for the first time in 14 months, cargo traffic at Changi improved, growing 2.0% to 154,000 tonnes.

As at November 2009, Changi Airport is linked to 201 cities in 60 countries and territories. New cities on the network include Krabi, Hat Yai (in Thailand), Wuhan (China), Muscat (Oman), Atlanta, Denver and Seattle (United States).

## KINGFISHER Lands at Changi



The Kingfisher First cabin

Changi Airport Group (CAG) received Kingfisher Airlines at Singapore Changi Airport when flight IT029 from Mumbai landed at Terminal 3 at 0725 hrs on 17 Sep 2009. A warm welcome was extended to passengers onboard the flight, which included Rajesh Verma, Executive Vice President, Airport Services of Kingfisher Airlines Limited. Kingfisher Airlines is the seventh airline to commence operations at Changi Airport this year.

Kingfisher Airlines operates daily flights between Singapore and Mumbai. These flights have increased the number of flights on the Singapore–Mumbai route by 25% to 70 per week, with five airlines, including Kingfisher Airlines, plying the route.

The start of Kingfisher Airlines' operations at Changi signals the airline's confidence in the traffic growth potential between Singapore and India. Including Kingfisher Airlines, eight passenger airlines now fly between Singapore and 11 cities in India on 308 weekly scheduled flights.

Lee Seow Hiang, CAG's Chief Executive Officer, said, "The arrival of Kingfisher Airlines at Changi Airport further enhances the already strong air links between India and Singapore. With many exciting tourism events in Singapore, such as the annual Formula One Grand Prix, next year's Youth Olympic Games and the opening of the two integrated resorts at Marina Bay and Sentosa, Singapore looks forward to an increasing number of visitors from India, which will provide carriers like Kingfisher Airlines with tremendous growth opportunities."





# THANK YOU for Your Support

Excerpts of remarks by **LEE SEOW HIANG**, CEO of Changi Airport Group, at the launch of 'THE BIG CHRISTMAS' on 16 November 2009

enjoy the company of our families and friends, and refresh ourselves for the new year ahead.

At the Changi Airport Group (CAG), we will look back on 2009 as a special year – the year of our birth, with our corporatisation on 1 July. While being a commercial entity equips us with a certain independence and flexibility to pursue our business dreams, we continue to be firmly rooted to our core beliefs – to be (1) an airport that is the pride of the community, (2) an airport that provides a magical experience that is acknowledged by the world and benchmarked by all, (3) an airport that works closely with our partners to achieve joint success, and (4) an airport where everyone feels like family, a wonderful place of work.

This will be the 28th Christmas we are celebrating at Changi Airport. For this holiday season, we have set up many exciting attractions around the airport. Whether it is holiday makers arriving at Changi or Singaporeans bringing their kids here for an outing during the holidays, we welcome all of you.

Our Christmas decorations and activities are, really, part of a bigger blueprint to provide a Changi Class experience for all of our visitors. We know very well that as airports worldwide evolve and improve, the landscape will become more competitive. Expectations will rise. And we must continue to innovate and deliver in order to ensure our relevance and appeal to our customers. Hence, we will continue to organise regular events and activities to create buzz and provide entertainment here at Changi. Our dream is that Changi Airport is not only a world-class transit point for travellers but also an exciting destination in itself for Singaporeans to visit and enjoy.

Promotions aside, CAG continues to focus on customer service, to maintain, if not surpass, the very high standards that visitors have come to expect of us. To give ourselves that added push, we are participating in the GEMS-Up movement, and hope to go beyond the extra mile for service. During this 18-month drive, we will focus on three main areas: an even better customer experience, operational efficiency and enhanced feedback management. To achieve these results, we will need the commitment of all, including our airport partners who work here, and we look forward to your support to help us take Changi Airport forward.

Together, we can achieve wonders. Up to November this year, we have won 22 best airport awards. This is not a trivial achievement – it gives us the unique honour of being the

most awarded airport in the world today. Despite the financial downturn, Changi remained focused on providing the best Changi Class experience to all our visitors. As a result, we are now well positioned for the growth that is to come. I am mindful that Changi's success would not have been possible without the hard work and dedication of the thousands who serve our passengers and visitors at this airport, all day, every day, throughout the year.

In the past year, we have recognised that many of the staff of our airport partners do not have the privacy of offices and desks where they can retire to during their breaks. Hence, in order to provide an area for them to rest, relax and recharge, we decided to set up a Staff Lounge at Terminal 2. Opened in September, the lounge has been well-received and we will continue to seek feedback and explore the possibility of a second lounge at Terminal 3.

Last but certainly not least, I want to acknowledge the very strong support Changi Airport has received from its airline and airport partners. Together we have continued to grow our vibrant air hub despite the gruelling conditions for the aviation industry in the last 12 months.

As a result, business for our concessionaires at Changi has also stabilised, and some of our retailers have moved to a growth path. Various marketing activities and promotions held earlier this year have yielded positive results. For example, our recent 'Let's Do Lunch' promotions increased footfall at T3 by 50% and helped increase sales at our F&B outlets by 10%. Other exciting promotions at the airside similarly cushioned the fall in retail consumption and helped some sectors grow despite the fall in passenger numbers.

With an improving economy, CAG is optimistic about the outlook for our airport retail business as our passenger traffic increases. And we are not resting on our laurels. Our promotional activities lined up for next year are not only exciting but promise to be almost revolutionary in nature. The shopping experience at Changi will be brought to new heights. We are committed to work closely with our retail partners to strengthen Changi Airport's unique position as THE PLACE WHERE THE WORLD SHOPS.

So, all things considered, we have every reason to be hopeful for 2010. It leaves me to wish everyone happy holidays, a BIG merry Christmas and a fulfilling new year. May the year ahead be full of opportunities and rewards for you and your loved ones.



Cover Story

# Changi's **BIG** CHRISTMAS



It's been a BIG Christmas at Changi Airport this year! Decorated with BIG Christmas ornaments such as ribbons, baubles and an 8-metre high BIG Bauble Tree, passengers and visitors at the airport have enjoyed the many activities lined up for them. For instance, there is a giant inflatable castle that both adults and kids can bounce and slide on, while snow flakes shower around them. Another exciting activity is the Big Musical Ball, where surprises and sweet treats await. The activities run until 4 Jan 2010.

The BIG Christmas at Changi Airport was launched on 16 Nov 2009. From a vantage point on a cherry picker, Chief Executive Officer of Changi Airport Group, Lee Seow Hiang, 'wished' upon a Bauble Tree to launch showers of confetti and light. Dancers sprang out of the base of the Bauble Tree in a celebratory ribbon dance. All those present also enjoyed a performance by stilt walkers bearing giant wands.



# Let it Snow...

This Season of Joy, the Big Snow Fantasy, an inflatable castle measuring about 17 metres wide and eight metres tall, has been showering 'blessings' of artificial snow on young and old alike.



# Sweet Music

A Big Musical Ball at the Terminal 3 Departure Hall has been delighting many people. Besides turning and playing music, like a musical box, the Ball also throws out sweets and candies as well as colourful balls which can be exchanged for gifts.



# Captured on Facebook

Ms Vera Margaretha Kawengian and Ms Sylvia Loo were two of the lucky winners in the Big Photo Christmas Contest organised by Fans of Changi on Facebook. Their photos (left and right respectively) secured the highest number of 'likes' during a week and won each of them a \$50 Changi voucher.

# SPECIAL TREATS for transit guests

## A BOOST for Tourism

Changi Airport Group (CAG), SilkAir and the Singapore Tourism Board (STB) are funding a regional marketing campaign to boost visitor arrivals to and via Singapore. Until March 2010, SilkAir is offering special discounted airfares to and beyond Singapore from 18 of its destinations including cities in China, Indonesia, India, Malaysia, Philippines and Thailand.

The campaign, which is part of the STB's '2009 Reasons to enjoy Singapore' global marketing campaign, will be flanked by a series of special in-market promotions such as the SilkAir Great Singapore Escapade campaign in Xiamen, SilkAir Hungama campaign in the Indian cities of Kochi, Coimbatore, Thiruvananthapuram and Hyderabad, as well as special year-end and early bird promotions in the Indonesian market.

CAG's Executive Vice President, Air Hub Development, Yam Kum Weng, said, "Changi Airport Group is proud to be part of the tripartite collaboration that offers great value for money to travellers visiting or stopping over in Singapore. We invite travellers to experience the wide range of facilities, services and events at Changi Airport."



Changi Airport's popular Free City Shuttle, which takes transit passengers on a free sightseeing tour of the city, has been relaunched with a new Transit Singapore Passport. Any passenger with more than five hours between flights at Changi Terminals 1, 2 or 3 is eligible for the passport, which provides discounted offers on city tours and admission to top attractions.

The shuttle operates a two-way service from the airport to some of Singapore's key attractions and shopping hotspots including Little India, Suntec City and the Singapore Flyer. Passengers can hop off and on the bus at the destination of their choice. A licensed tour guide on board the shuttle provides commentary, while a tour attendant is available at each drop-off location to advise passengers on the key activities and sights at each area.

Attractions include a free one-hour FunVee open-top bus city sightseeing tour, free use of Internet facilities at the Tourist and Transit Hub at the Singapore Flyer and discounts on Captain Explorer amphibian vehicle tours of the harbour.

## SIA's A380 Service to Melbourne

The inaugural Singapore Airlines A380 service bound for Melbourne, the capital city of the Australian state of Victoria, took off from Changi Airport on 29 Sep 2009.

With 453 passengers on board the 471-seat double-decker aircraft, SQ227 departed Singapore at 2100 hrs and arrived in Melbourne at around 0545 hrs, the next morning. The super-jumbo embarked on its return journey with over 450 customers on board, departing Melbourne at 1550 hrs and touching down in Singapore at 2140 hrs.

Melbourne is the second Australian city and sixth city in Singapore Airlines' network to receive the A380. Singapore Airlines currently operates 21 weekly flights between Singapore and Melbourne, including the daily A380 service.





## CAG and IATA MEET **Changi** Garner **More Awards**



Two key players of the aviation industry, Changi Airport Group (CAG) and the International Air Transport Association (IATA) held their first information exchange session on 12 Oct 2009. The half-day session provided the two organisations with a platform share their respective plans and to discuss current industry topics. This included how the aviation sector should tackle health issues like the H1N1 outbreak and opportunities for airports to make the travel experience of passengers even more hassle-free and user friendly.

Represented by the senior management of its Asia Pacific Office, IATA also shared with CAG management their environmental goals for the airline industry – with the airlines committed to achieve carbon-neutral growth by 2020. CAG will partner IATA on its environmental initiative by hosting IATA's Exhibition on Environment at Changi Airport early next year. The exhibition showcases the aviation industry's efforts to reduce its carbon emissions.

Changi Airport's excellence in airport facilities and services has again impressed passengers from around the world. During the three months to November 2009, the airport picked up another nine awards including the **'Best Airport in the World'** title from readers of Business Traveller (UK edition) for the 22nd consecutive year. Business Traveller readers in Asia Pacific and China similarly named Changi **'Best Airport in the World'** for the 18th and fifth year running respectively. In addition, the magazine's Asia Pacific edition awarded Changi **'Best Airport Duty-Free in the World'** for the 12th year in a row.

Changi Airport also did well in other polls. A Priority Pass survey of more than 14,500 frequent travellers, representing 160 countries around the world, revealed Changi as the world's favourite airport. Another poll conducted by online travel magazine Smart Travel Asia ranked Changi Airport the highest in the **'Best Airport Worldwide'** category among more than 100 airports. According to the magazine, Changi's shopping facilities, greenery and colour, as well as the addition of Terminal 3 – have made the airport "a formidable competitor".

In September, Travel Weekly China, a major travel trade publication in China, awarded Changi Airport the **'Best International Airport'** accolade, as part of its 'China Travel and Meeting Industry Awards 2009'. The following month, Changi received the **'Best International Airport'** title from Conde Nast Traveler (US edition) and was named in TTG Asia's **Travel Hall of Fame** for the seventh time.

Chief Executive Officer of Changi Airport Group, Lee Seow Hiang said, **"Despite the increasingly competitive operating landscape, we are heartened that Changi Airport continues to win such airport awards every year. We appreciate the very strong support that travellers worldwide continue to give us. Such positive affirmation of our efforts serves as invaluable encouragement and motivation to all staff at Changi Airport."**

## T3 gets **Green Marked**

For its state-of-the-art 'green' features, Changi Airport's Terminal 3 has received the Green Mark Gold award, under the existing buildings category, from the Singapore Building and Construction Authority (BCA).

The features include the use of natural daylight for illumination, having an efficient air-conditioning diffuser, a façade louver system to block heat and glare, pneumatic waste collection system, carpark guiding system, the Greenwall and other lush landscapes, and intelligent building automation controls to reduce energy consumption.

The Green Mark scheme was launched by BCA in January 2005 to raise environmental awareness among developers, designers and builders. It rates and evaluates buildings for their environmental impact, offers various incentives to encourage the adoption of green building technologies and funding for future 'green' efforts.

Reflecting on this achievement, Executive Vice President, Engineering & Development Group of CAG, Fong Kok Wai commented, **"CAG is committed to the sustainable growth of Singapore's aviation sector and to addressing its impact on the environment. We will strive to develop Changi Airport's infrastructure and facilities in an environmentally-conscious manner, by implementing cost-effective and balanced environmental measures. At the same time, we continue to actively seek cooperative opportunities with our partners and stakeholders to make the airport greener and friendlier for all its users."**

### **GREENWALL GETS GOLD**

The Greenwall at Changi Airport's Terminal 3 has helped Horti-Flora Services Pte Ltd win the Gold Award at the 3rd Landscape Industry Association, Singapore (Lias) Awards of Excellence. Horti-Flora was commended for its outstanding landscaping work and commitment in creating a lush and green environment with the Greenwall project.

# Celebrating Hari Raya ... and Deepavali



To commemorate Hari Raya Aidilfitri in October, Changi Airport Group put up Hari Raya garden displays at Changi Airport's four terminals for photo-taking opportunities. The displays focused on celebratory aspects of Malay (the majority of Muslims in Singapore) culture and tradition, providing passengers and airport visitors with insights on Hari Raya festivities.

The Hari Raya gardens displayed celebratory apparel, food, music and Malay/Muslim architecture. Plants such as coconut, pandan, lemon grass, betel leaves and betelnut were featured in the creative landscape displays. The use of these plants as basic ingredients in authentic Malay dishes and delicacies prepared during Hari Raya, or as ceremonial offerings, were also provided on information panels.



Hari Raya display at Terminal 2 Departure Hall

The Deepavali season in November saw Changi Airport illuminated with a burst of vivid hues and dazzling lights as Changi Airport Group celebrated this traditional Hindu festival with a variety of themed garden displays across the airport's four terminals.

As the majority of Hindus in Singapore are Indian, the vibrant displays at Changi Airport were steeped in Indian culture and inspired by Indian art, mythology and tradition.

The Deepavali garden decorations showcased traditional Indian ornaments and plants. There were colourful displays of giant peacocks, mythological birds, floral elephants and garlanded canopies amidst a lush backdrop of plants including marigolds, jasmine flowers, bird of paradise flowers, coconut palms and banyan trees



Display of a colourful peacock at Terminal 1 Departure Hall

## Tribute to the King of Pop

American actor, Edward Moss, well known for his impersonation of Michael Jackson, paid tribute to the King of Pop in a series of performances at Changi Airport. The shows were held from 2 to 7 Oct 2009 at Changi's Terminal 1 Departure/ Transit Mall and Terminal 3 Departure Hall.

Besides being thrilled by Mr Moss' moves and Michael's music, the audience also participated in trivia quizzes with winners walking away with Michael Jackson CD and DVD albums.

The milestones and achievements of Michael's music career were also on display at the event areas, including screenings of his music videos and concert footage.



# CAG and HSBC Bridge a Partnership



For passengers at Changi Airport, HSBC has begun to greet them when they fly into the airport, and bid them bon voyage as they depart from Singapore's shores. In an unprecedented move to allow advertising on its aerobridges, Changi Airport Group (CAG) has established a two-year advertising partnership with HSBC which will see the financial services group brand all 92 aerobridges at the airport with its advertisements.

Guy Harvey-Samuel, CEO of HSBC in Singapore, said, "HSBC is delighted to have been invited to brand the jet bridges at Changi Airport – one of the busiest airports in the world. This strategic partnership will enable the HSBC brand to reach some 37 million people who pass through Singapore's Changi Airport every year."

CAG's Chief Executive Officer, Lee Seow Hiang said, "This is the first time that Changi Airport is making available its aerobridges for advertising, and we are heartened by HSBC's recognition of Changi as an effective platform to reach out to a vast international audience. With passengers arriving from more than 200 destinations, Changi Airport provides global advertisers with the advantage of connecting with a large and truly diverse audience from all corners of the world."

As part of its campaign at Changi, HSBC has specially developed a set of five new advertisements that feature uniquely Singaporean images such as the statue of Sir Stamford Raffles and a Peranakan shop house.

## BEST BUYS in the Boot

For the first time, a car boot sale and flea market was held at Changi Airport over three weekends in October, November and December, providing visitors with a different shopping experience.

In December, more than 100 cars and stalls were set up in the carpark area of Terminal 3. Even though the retail shop front was unusual, a few hundred shoppers nonetheless turned up to look for and grab good deals.

Based on feedback received from parties on both sides, there were many happy examples of willing-buyer, willing-seller. CAG will consider making this a regular event in 2010.



# Rest, relax and recharge....

Airport staff now have their own space to rest, relax and recharge with the new Staff Lounge which opened its doors on 9 Sep 2009. Located on the third floor of Terminal 2 Departure/ Transit Mall, next to the 7-11 convenience store, the new Staff Lounge also serves as an area for staff of various agencies to interact.

The staff lounge has facilities like resting area with comfortable sofas, a pantry and dining area, and computer terminals with free Internet access. The lounge is also equipped with a 42-inch television set with cable TV channels, snacks vending machine and handphone charging stations.

Said Allan Ng who works for Certis Cisco, "I like the new Staff Lounge with its facilities such as the large screen TV and comfortable sofa. It's a great place for staff to rest. I go there to refresh myself over a good cup of tea."

# Laugh Your Stress Away!



Laughter promotes happiness and has numerous benefits for one's health. This health tip was shared at a Laughing Workshop organised for all airport agencies on 8 Oct 2009. The workshop was part of the Quality Service Management's staff welfare program.

Conducted by Zaibun Siraj, a corporate trainer and author of two self-help books on personal management and happiness, the one hour workshop provided the more than 70 participants with welfare guidance and tips on interpersonal skills.

According to Ms Siraj, laughter can be the solution to creativity, problem solving and better health. So when one is about to frown, remember that it takes 43 muscles to frown but only 17 muscles to smile!

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#### our mission

To be the world's leading airport company, growing a vibrant air hub in Singapore and enhancing the communities we serve worldwide

#### our vision

Exceptional people,  
Connecting lives

#### our values

We value our People

We are committed  
to our Customers

We succeed with  
our Partners

We are passionate  
about being the best  
in our Business

Integrity is at the  
heart of everything  
we do

## DID YOU KNOW?

**Singapore Changi Airport has the distinction of being the busiest Airbus A380 airport in the world**

Nearly one in three Airbus A380 flights touch down in Singapore. (OAG Travel News)

# 2

**A palm-size booklet, *Max's Guide*, is the must-have assistant for all frontline staff at Changi.**

Containing important information on airport facilities, services, maps and telephone numbers, the guide is published twice a year.

**Fans of Changi is now on Facebook and Twitter!**

Join as fans and followers to get the latest updates and happenings at Changi Airport.

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