

Bridgeway to Success™

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**...THIS COMPANY
IS CLOSE TO
PERFECT.**

Clearly the World's Best Airline

Imagine being selected the top international airline for 21 of the past 22 years by the readers of *Conde Nast Traveler*. Or 14 of the past 14 years by *Travel + Leisure* magazine. Or as the world's "Best in Business Travel" for 21 of the past 22 years by *Business Traveler* magazine. Speaking from experience, and from flying almost 1.5 million lifetime miles, I would agree. The absolute best airline in the world, without question, is Singapore Airlines.

Like most successful companies Singapore Airlines has focused on something it can be great at. Unlike every other company however, that something is *everything*. Singapore Airlines has the best planes, the best innovations, the best service, the best flight attendants ... this company is close to perfect.

Let's start with the planes. The average age of the Singapore Airlines fleet is less than half of other airlines. That means their aircraft are quieter, more fuel-efficient and have less down-time. Innovations? It was Singapore Airlines that were first to introduce hot towels, hot gourmet meals, video-on-demand, inflight telephone services, inflight email services, email check-in and text message flight alerts. More recently they were the first to offer all business-class flights. They've partnered with internationally-renowned chefs to develop inflight meals. And the personal suites they offer on the A380 set the industry stand for luxury.

To become a member of the cabin crew, candidates must undergo four months of training, twice the industry average. And only 20% successfully complete the training. The flight attendants and their service are simply impeccable. Dressed in Malay sarongs and kebayas (traditional print blouses), they are warm, elegant and courteous. The attention to detail is striking from hair-styles to make-up to nail polish to shoes. And every request is dealt with personally and promptly.

But what about the financials? How do things look "behind the curtain?" *Aviation Week* recently chose Singapore Air as its 2011 Top Performing Airline based on five metrics including liquidity, financial health, earnings performance, fuel cost management, and asset utilization. Seems that the behind-the-curtain results are just as impressive as what happens on-stage.

So what lesson can we draw from Singapore Airlines? There is commitment, and there is complete, total, all-encompassing commitment. The commitment of Singapore Airlines.

Imagine, just imagine, what your company would be like if everything and everyone every time reflected that level of commitment. Spend 90 minutes with your executive team and imagine. Then decide.

Michael Canic