

KONE'S MAGAZINE

ISSUE 9

KONE

people flow

BEHIND
THE SCENES
AT THE LONDON
UNDERGROUND

LITTLE THINGS
MATTER IN SAFETY

AT YOUR SERVICE

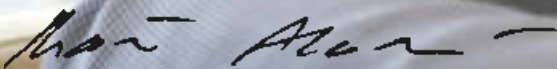
Service is a serious business

Understanding the customer is the cornerstone of everything KONE does. And we want to hear what our customers have to say.

We understand our customers' differing needs and aim to match our services accordingly. We want to provide world-class services to go along with our world-class equipment.

Maintenance is a central element of KONE's customer service. Preventive maintenance is particularly important for the smooth and safe operation of both the physical equipment we service and our business as a whole. After all, the service business – which for KONE means modernization as well as maintenance – accounts for half of our revenue.

At KONE, we strive for a service mindset. This means working to win the customer every day. It does not matter if we think we have delivered exceptional service – the customer has to recognize it. Service is about the customer experience, and a satisfied, loyal customer is the best indication of a job well done.



Matti Alahuhta

President & CEO, KONE Corporation

KONE IN BRIEF

KONE is one of the global leaders in the elevator and escalator industry. The company has been committed to understanding the needs of its customers for the past century, providing industry-leading elevators, escalators and automatic building doors as well as innovative solutions for modernization and maintenance. The company's objective is to offer the best People Flow® experience by developing and delivering solutions that enable people to move smoothly, safely, comfortably and without waiting in buildings in an increasingly urbanizing environment. KONE employs 40,000 dedicated experts to serve you globally and locally in over 50 countries.

www.kone.com

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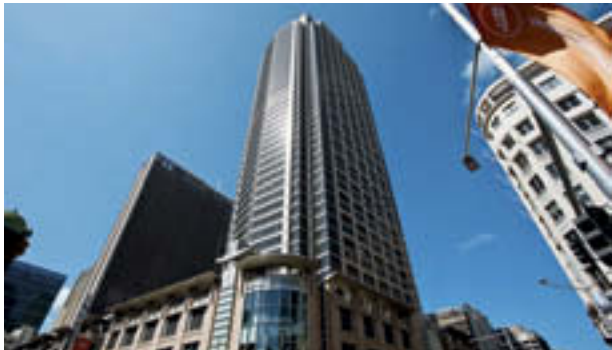
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GREAT SERVICE ADDS VALUE

Basic industry companies started to shift from pure manufacturing to service provision decades ago, driven by customer needs. But there is still more talk than action says Dr. Christian Grönroos, a world-renowned authority on the subject.

“Although we have not come very far in this process, the topic has climbed high on many corporate agendas.”

TEXT SAMI ANTEROINEN
PHOTOS SUSA JUNNOLA
AND KONE



KAMPPI CENTER AT A GLANCE

Dr. Christian Grönroos stands outside the Kamppi Center, an integral part of Helsinki's bustling commercial district.

This heavily trafficked hub comprises a mall, metro station, city bus terminal, offices and housing.

With expert input from KONE, the traffic and people flow are designed to accommodate 10,000 daily visitors.

Shoppers and commuters get around easily using eco-friendly KONE elevators and escalators. Among them, you will find the longest escalator in Finland – it runs 23.3 meters from the ground floor to the metro.

KONE SOLUTIONS

45 KONE EcoMaster™ escalators
30 KONE MonoSpace® elevators
2 freight elevators
KONE Care™ Maintenance Service

The transition from simply making things to also providing product-related services has left many industrial companies puzzled. While products still roll down assembly lines, in an experience economy you win the hearts and minds of customers with service.

“It is the competitive situation that drives this change. Getting closer to the customer and his needs is almost the only way to cope,” says Dr. **Christian Grönroos**, Professor of Service and Relationship Marketing at Hanken School of Economics in Helsinki, Finland. Grönroos has observed the trends of past decades closely.

“One effect of globalization is that the role of the customer is enhanced. Companies must respond by knowing what the true needs of the customers are – and what lies behind those needs,” Grönroos says. Only when you are familiar with the customer’s processes can you provide ample support. According to Grönroos, in most instances “support” is a synonym for “service”. It is a matter of getting close to the customer and helping them.

HAPPILY EVER AFTER

This new approach might require some adjustment at corporate headquarters around the world, but there is a considerable upside, Grönroos points out. Once the customer is drawn into a “service pipeline” where a product purchase is followed by consultation, maintenance, modernization, expansion and other types of services, it becomes less tempting for the customer to entertain competing offers. If a customer is happy with the process, they are unlikely to stray.

“Great service is a better way to make the customer commit than a great product,” Grönroos says, urging companies to look at the big picture. The technical quality of the product must be solid.



A KONE service technician inspects one of 32 KONE elevators at the Kamppi Center.

This is obviously the foundation for everything that is to follow. The total process, however, is what impacts customers more.

“Selling the hardware is an important service, too, but the things that follow – be it simple upkeep, modernization, maintenance – are what matter in the long run.”

LEADER OF THE PACK

KONE has been a pioneer in service-orientation among Finnish industrial companies. Grönroos recalls working with KONE management on a project in 1979 that set the stage for the importance of services.

He helped KONE map out the core concepts of service quality and the subsequent quality of service model. As a result, KONE started viewing its

operations in the service context and is today, in many ways, ahead of the competition in this regard.

LONG TIME COMING

Industrial companies began the transition from products to services in the 1970s. The shift has been a long one, and according to Grönroos, we are nowhere near the finish line.

“We have not come very far in this evolution process. There is more talk than action,” he says. Still, during the past decade or so, the topic has climbed high on many agendas around the world: the political, the corporate and the academic.

What is holding back the tide is the insistence of some traditional industrial companies that catering to mass markets rarely requires finesse.



This approach may work for a while, but such a rigid strategy can rarely maintain competitive edge indefinitely.

“If competitive edge falters, there is no alternative to going out there and learning how to support the customer’s processes better than the competition.”

WHO CREATES VALUE?

One of the professor’s grievances is flawed corporate language. Case in point: companies that insist they are creating value.

“It is the customers who create value, not the companies,” Grönroos says. Value is something perceived and experienced firsthand by the customer and cannot be handed down by corporations who think they “know better”.

“Resources as such possess no inherent value, only value potential. That potential can be accessed if resources can be made to work to support the customer’s processes,” Grönroos says.

For companies of all sizes, the change toward better customer service must start from the top. When discussing attitudes and culture in any company, it is the chief executive that establishes the tone.

“It starts with the management showing with its presence and actions how things should be done and what priorities need to be set,” Grönroos says. The same attitude will eventually pervade into strategy, resource allocation, development projects and rewarding policies. In this cascading process, the will of the leadership is manifested through the organization.

“GREAT SERVICE IS A BETTER WAY OF MAKING THE CUSTOMER COMMIT THAN A GREAT PRODUCT.”

DISCONNECT FROM REALITY

While the corner office has the power to do the most good, therein also lies the greatest potential for harm. CEOs are often removed from day-to-day operations and focus instead on number crunching.

“We have to remember that a chain is only as strong as its weakest link. Management on all levels needs to get involved.” ●



KONE service fleet of bicycles from the 1920s.

TODAY KONE HAS A NETWORK OF OVER

13,000

SERVICE TECHNICIANS OPERATING FROM MORE THAN 1,000 OFFICES GLOBALLY.

AT YOUR SERVICE

TEXT FRAN WEAVER PHOTOS KONE

Service leadership is an ambitious target that requires both technical excellence and a service mindset – every single day and at every customer encounter.

Common sense dictates that once an elevator is installed, it needs to be maintained. The same is true for escalators, autowalks and automatic doors.

Providing the best possible service, however, takes more than common sense. It requires solid technical know-how and a deep understanding of customer needs. Customer loyalty is the best indication of service excellence, says **Pekka Kempainen**, Executive Vice President of KONE's Service Business.

"Business growth is steered not only by innovative products, but also by customer-driven services," says Kempainen, emphasizing that maintenance services are an essential part of KONE's work. Maintenance and modernization currently account for

about half of the company's overall business.

The top priority is to ensure elevators and escalators operate safely, reliably and without interruptions throughout their lifetime. This is especially important in critical locations like transport hubs and commercial premises where downtime can mean financial losses and disruptions and delays to people's journeys.

IN IT FOR THE LONG RUN

The history of KONE's service business dates back to the company's origins in 1910. The tools and techniques have since evolved, but the service mindset remains.

"We take a life cycle approach to our products," Kempainen says. This means working closely with

customers already at the design and installation phase to ensure the provided KONE solutions best suit the client's needs. It also means providing preventive maintenance and considering customer needs when planning and carrying out service work on site.

Good, preventive, non-disruptive service tends to be invisible, so it is gradually taken for granted. "It is vital for us to go and talk to customers, let them know what we're doing, and listen to their wishes," Kempainen explains.

"Through our KONE Care for Life™ service concept, we work with building owners to plan maintenance and servicing schedules well in advance."

This allows customers to plan and budget ahead for projects like elevator modernization, which cause short-term disruptions to users but may be necessary to improve safety, accessibility, ride comfort, energy consumption and the overall appearance of equipment in the long run.

THE VISIBLE SERVICEMAN

KONE's service technicians are urged to seek out customers and meet them face-to-face. Maintenance supervisors

“IT IS VITAL FOR US TO GO OUT AND TALK TO CUSTOMERS.”

also contact customers regularly for feedback to identify possible improvements in procedures.

“We’ve been training and coaching our employees in communication skills for years, teaching them to be open, informative, understanding and friendly toward customers,” says Kempainen. “Interpersonal skills can sometimes be challenging for people whose profession primarily involves technical skills.”

The KONE Ambassador training program has been designed to meet these goals. Kempainen emphasizes the importance of such training for everyone in contact with customers, in particular staff working at KONE’s 24/7 customer call centers. They need to be prepared to deal with emergencies like elevator entrapments promptly, clearly, effectively and sympathetically.

“As a global operator we aim to enhance our capabilities to give high quality customer service on a world scale. And as our equipment-base increases, we aim to continue gaining new service customers as our reputation spreads.”

GLOBAL REACH

KONE currently maintains approximately 900,000 elevators, escalators and autowalks globally. Much of the growth in the service business comes from maintenance contracts for KONE’s own recently installed equipment, whether in huge airport complexes or small residential blocks. Growth is particularly strong in Asia.

“We also see larger customers impressed by our service excellence increasingly trusting us to maintain non-KONE equipment in their portfolios.

“The advantages of a major supplier like KONE include our presence and



reach across entire countries and internationally,” Kempainen says. “This ensures favorable response times and the availability of spare parts.”

KONE’s service technicians also strive to combine technical quality with a wider customer experience.

“We’re proud of our good service quality, but still always prepared to listen to the customer

and make improvements on the basis of feedback,” Kempainen says.

“Price is not really the prime consideration for customers, but rather value for money and an appreciation for the way we stick to our commitments with no compromises. Customer satisfaction is the most important indicator of service quality. And loyal and satisfied customers are our best advertisers!” ●





PERSONAL WINDOW TO SERVICE

TEXT RANDEL WELLS PHOTO AND ILLUSTRATION KONE

What do customers want? According to our feedback, at the top of the list is easy access to transparent, up-to-date information regarding the services they pay for. The new KONE Care™ Online system is one example of KONE's continuous work to respond to the feedback and serve customers better.

KONE Care Online is a web-based information channel created to help customers monitor their KONE-maintained equipment and plan and budget ahead. It gives customers instant access to data on equipment performance, maintenance visits, call-outs and repairs. It also gives customers an additional channel for two-way communication with KONE. The system will be rolled out in various countries around the world from 2013.

"The main driver behind KONE Care Online is to improve our communication with all customers," says **Pekka Sipilä**, who is responsible for developing KONE's maintenance processes.



KEY BENEFITS OF KONE CARE ONLINE

- Maintenance data at your fingertips
- Easy monitoring of equipment performance
- Transparent reporting
- Helps to plan future maintenance and modernization
- Suited for all KONE maintenance customers
- Once available, included as part of the service offered to KONE maintenance customers

Ask your local KONE representative when this service will become available in your country.

“We have had successful earlier generations of customer portals, but we could not use them to serve our entire customer base.”

With the new solution, KONE aims to reach customers, big and small, no matter where they are in the world. The service covers all equipment maintained by KONE: elevators, escalators, autowalks and automatic building doors.

“We want to ensure that every customer can see what we are doing to maintain their equipment and get regular news from us,” Sipilä says.

CUSTOMERS KNOW BEST

KONE Care Online has been designed in direct collaboration with customers. The first pilots started in 2012 and are being carried out in Finland, Belgium, the United States and Australia.

“The feedback received thus far from testers and pilot users has been positive,” says Sipilä.

Charlotte Quevit, a pilot user from Belgium, considers the system a practical tool to collect necessary information. It has saved her time when responding to customer inquiries and helps to justify costs. “Most questions from building owners are about the significant cost of maintaining the building, and we cannot deny that the elevators are a big part of these costs.”

CUSTOMERS ARE THE INTENDED USERS AND THEY KNOW BEST WHAT IS NEEDED FROM THE SYSTEM.

KONE is initially targeting maintenance customers with the new tool. The overall role of the online system will be expanded in the future.

“We have started with a basic set of functionalities that we know bring value to customers regardless of company size. The next phase will bring additional features particularly suited for larger customers,” says Sipilä.

TRANSPARENT AND INTUITIVE

For customers who do not need to access the system very often, KONE will offer a regular newsletter that provides a clear overview of the customer’s equipment activity history over a given time period. The newsletter will be generated from the system and will cover topics such as past call-outs, upcoming maintenance visits, outstanding invoices and any relevant local new items.

“We want to be as transparent as possible,” says Sipilä. “Customers with a large equipment-base naturally communicate with us more frequently. For

smaller customers, especially if there are no call-outs, our preventive maintenance work can be essentially invisible. Through KONE Care Online, we will be able to better communicate what we are doing for all our customers.”

By logging into the system, customers will have access to data that is well summarized in intuitive, easy-to-read reports.

“This is important,” emphasizes Sipilä. “We are not sharing anything that our customers would not know or be able to find out already. But with KONE Care Online, this information becomes easy to access and digest.”

INTERACTIVE BY DESIGN

Early versions of KONE Care Online went through vigorous usability testing with customers and KONE users alike.

“Naturally, we would like the interface to be so intuitive that no training is required. But we have prepared training materials that can be used as needed,” says Sipilä. “We worked hard on the usability aspect and hope customers find the end result a pleasant experience.”

Comments received from customers through the system’s built-in feedback channel will be used to make further improvements to usability. KONE will also track several performance indicators to see how the new system impacts customer satisfaction and to find new areas of development. ●

5-STAR SERVICE DOWN UNDER

The Citigroup Centre at 2 Park Street is a landmark skyscraper in the heart of Sydney, Australia. Safe, reliable elevators are a vital part of the commute for the lawyers, bankers, realtors and other professionals working in this premium office tower. An on-site KONE service team ensures this commute is a pleasant one.

KONE installed 26 elevators to the Citigroup Centre at the start of the millennium.

In 2011, KONE acquired the service contract through a competitive tender process. Quality of service was one of the key criteria for the selection. Significant repair work was needed to return the equipment to KONE specifications. The reliability and

performance of equipment has since improved considerably and the number of passenger call-outs has decreased.

Timely preventive maintenance is crucial to fixing potential faults before they cause downtime. At the Citigroup Centre, KONE provides its KONE Care™ Maintenance Service solutions. The tailored plan includes the KONE Clinica™ module, where a specialist investigates the cause of recurring problems and defines corrective actions. KONE also has technicians on site from 7 am to 7 pm weekdays to ensure the equipment operates at peak performance.

In the customer's latest annual review of the site, KONE received the highest possible rating: five stars! ●

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WHEN CITIGROUP CENTRE WAS OPENED IN 2000, IT WAS HOME TO THE FASTEST ELEVATORS IN AUSTRALIA, REACHING SPEEDS OF 8M/S. KONE HAS SINCE INSTALLED 9M/S ELEVATORS AT THE Q1 TOWER RESIDENTIAL SKYSCRAPER IN GOLD COAST CITY.

KONE SOLUTIONS

- KONE Care™ Maintenance Service
- KONE on-site service 12 hours weekdays
- 23 KONE passenger elevators
- 1 KONE freight elevator
- 2 KONE car park elevators

CITIGROUP CENTRE

- Completed: 2000
- Floors: 41 stories office space, 4-story retail podium
- Height: 243 m
- Total floor area: 73,500 m²
- Building owner: GPT (50%) & Charter Hall (50%)
- Property manager: Jones Lang LaSalle

The SAFETY CHAIN

TEXT SILJA KUDEL PHOTOS KONE

Safety is a team effort. Even the world's safest technology can never substitute for responsible behavior. And when it comes to elevators and escalators, safety begins at the design phase. It impacts everyone who works with or uses the equipment.



Posters are just one example of KONE's communication tools for promoting safety both internally and to end users together with our customers.

Visit our website for more about safety at KONE: www.kone.com/safety

People Flow magazine brought together a team of experts for a roundtable on the many ways that KONE promotes safety across the board – to its own employees, to subcontractors and suppliers, to customers, and to all of us who use elevators and escalators in our daily life. With millions of people using KONE elevators, escalators, autowalks and automatic doors every day, the topic affects us all.

Five minutes into the conversation and all are nodding in accord: There is no safety without awareness and education. “Safety is a joint effort between the manufacturer, installer, service technician, property manager and the people who use the equipment,” affirms **Kristian Snäll**, Head of KONE Global Risk Management.

“We train our employees to maintain equipment in good working order, and we educate property owners about their responsibilities: when to modernize their equipment and change components,

and how and when to contact KONE for repairs in the event of vandalism or other safety issues. We also educate equipment users to act responsibly,” adds Snäll.

Many accidents result from foolish judgment, such as sliding on escalator handrails or forcing elevator doors open instead of pushing the button.

“The little things really do matter,” explains Snäll. “That’s why we make a concerted effort in user safety education. Property owners are also responsible for instructing people about



“We all must recognize the safety impact of our decisions and actions, always!”
Edip Kaci
Employee safety



“Safety is a joint effort.”
Kristian Snäll
Global risk management



“We must view risk holistically and engage all parts of the business in managing it.”
Steve Bruner
U.S. risk management

“Think before you act.”
Thomas Hietto
Maintenance

現地現物
“Genchi Genbutsu:
Japanese for go and see.”
Tomio Pihkala
Research & development



“Safety is everybody’s responsibility.”
Ben Hu
Environment, health and safety in China





HOW DO WE DO IT?

Over 13,000 KONE service technicians around the world perform regular maintenance checks to offer a smooth, safe ride to the millions of people who use KONE equipment daily. People rely on KONE equipment to get where they need to be, day to day, decade after decade, so nothing is more important than regular preventive maintenance.

KONE's Modular-Based Maintenance™ method is designed to identify and correct potential faults before they jeopardize anyone's health or safety. A tailored maintenance plan is devised for each piece of equipment, and each component is serviced at specific intervals following a standardized procedure. Comprehensive training and regular audits ensure rigorous compliance with the system.

the dangers of unsafe behavior such as transporting baby carriages on escalators."

DON'T LEARN SAFETY BY ACCIDENT

Intensive safety campaigning is underway in the U.S., where KONE conducts safety presentations in schools.

"We have trained tens of thousands of elementary school children. It's good to reach future users at a young age so they learn safe riding practices early," says U.S. Risk Management Director **Steve Bruner**. KONE runs similar public education projects around the world.

Customer consultation is another important safety service provided by KONE U.S. "We help property owners understand the benefits of investing in their equipment, including modernization," says Bruner.

"Technology is constantly evolving," continues Snäll. "An elevator built in the sixties has very different features from those built today. Customers must be made aware that they can improve safety by keeping their equipment up to date."

With the introduction of stricter Chinese safety legislation, customer training is gaining priority in China.

"We have been increasing communication and organizing customer events," says **Ben Hu**, Environment, Health and Safety Director for KONE China.

"We meet face-to-face with property managers and show them exactly how to manage their equipment and how to use it the right way," Hu explains.

CULTURAL EVOLUTION

When the discussion turns to workforce safety, **Edip Kaci**, Head of KONE Safety, says: "I could talk about this for hours.

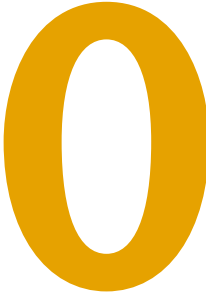
"Safety isn't just about hard hats, boots and safety glasses. Our culture regarding safety has improved vastly over the past 20 years. If someone raises a safety concern, everyone in KONE listens," says Kaci.

"And our track record proves it," he continues. "Our incident rate has declined steadily. Today we are in a position where we can realistically aim for zero accidents. We have units already succeeding."

PREPARE AND PREVENT

"Working safely is about people with the right tools doing the right thing in the right place at the right time," says Kaci. "It's all about sequence and timing."

"And standardization," adds Snäll.



KONE STRIVES FOR ZERO ACCIDENTS.

“We rigorously adhere to risk-assessed processes in all our work, whether it is manufacturing, installation or maintenance.”

When servicing equipment, technicians follow the KONE Modular-Based Maintenance method, which sets out detailed instructions for the preventive maintenance actions that must be taken step by step.

“When the service technician enters the elevator shaft, for example, there are routine checks that must be performed to exclude all the possible things that could go wrong, such as someone accidentally starting the elevator,” says **Thomas Hietto**, Head of KONE Maintenance.

“And when equipment is under maintenance, we have clear rules for putting up warning signs and barriers to protect the public,” he adds.

TESTING THE LIMIT

Safety, of course, begins with sound product design, notes **Tomio Pihkala**, who heads one of KONE’s global research and development units. All KONE solutions are designed to be safe to produce, install and use, with each component subjected to extremely rigorous testing under tougher-than-life conditions.

“We have a ‘Hot Box’ where we test our components at temperatures from -35 to +60 degrees Celsius. Our job is basically to break our products to find out how much they can take,” quips Pihkala.



SAFETY WEEK

September 2012 marked the kick-off of KONE’s first global Safety Week, a new annual event to support KONE’s zero accident target.

The week was a great opportunity for employees to get together to raise awareness of the importance of safety. Workshops, games, competitions and a range of events were organized around the globe to highlight how little choices have potentially big impacts.

The theme of Safety Week was “Little Things Matter”, and the key message was that simple precautions are the best insurance policy. Most accidents are caused by careless behavior: an untied shoelace stuck in an escalator or a quick phone call while driving.

Turn to pages 22-23 for tips to help keep you and your family safe on elevators and escalators.

“We’re constantly coming up with new safety features that exceed code requirements,” says Pihkala.

In KONE’s newest escalator model, for example, practical new safety options include fiber-optic monitoring technology that stops the escalator immediately when it detects an obstruction between the escalator’s skirt and the steps.

MULTI-PRONGED EFFORT

Besides promoting safety through innovation, KONE takes an active role to develop stricter laws and standards.

“We are working through various organizations to improve rules and address perceived gaps in safety,” says Snäll.

“KONE is doing this not only as a good corporate citizen, but also because we understand that every incident has a devastating impact on real people and their families,” he adds.

“Precisely,” says Kaci. “At the end of the day, I’m an equipment user like anyone else, and so is every member of my family. KONE already has an industry-leading culture regarding safety, but we never stop working to make it even better.” ●

KONE and the world's oldest underground railway system work closely together to ensure smooth and seamless transit for the 3.5 million travelers who use the London Underground every day.

MINDING THE GAPS

TEXT KATJA PANTZAR PHOTOS GRANTLY LYNCH



The legendary London Underground carries more than one billion passengers annually. Also known as the Tube, the London Underground marks its 150th anniversary in 2013. Transport for London owns the underground, which is comprised of eleven lines that serve 270 stations connecting 8 million people in the British capital.

Much of the intricate underground network is dependent on a system of well-maintained KONE elevators and escalators that transport passengers safely and efficiently to platforms.

“At the moment, we maintain 150 escalators and 45 elevators, which account for one-third of London Underground’s equipment-base,” says **Adam Lawrie**, KONE’s London Underground Operations Director, who heads a team of 100 KONE service technicians.

BEHIND THE SCENES

Installation, service and maintenance work are largely invisible to passengers, with as much of the work as possible carried out from 1 am to 5 am when the underground is closed to the public.

One of the shared goals of London Underground and KONE is to avoid station closures at any cost.

Over 40 million people pass through the Canary Wharf underground station each year. The station is on the Jubilee line, which was extended in 2000 as part of the London Underground’s biggest expansion project in more than 20 years. KONE provided 34 elevators, 118 escalators and two autowalks for 11 stations.



Above left: Russell Rowland (left) and Michael Dunne from the London Underground have worked with KONE since 2000. Above right: KONE service technician, Dan Levine, ensures an escalator at the Canary Wharf station runs in peak performance during the morning rush.

“Escalators are the main form of transport for getting people in and out of stations. An out-of-service escalator would create massive problems for London Underground,” says Lawrie. “We ensure that everything runs smoothly by having the right people ready to attend to call-outs and repairs around the clock. We also stock a wide range of spare parts, so that if we do get a problem we are able to respond immediately.”

CHECKING IN

KONE has a strong service culture and this is one of the key factors to the successful partnership with the London Underground. “We are proactive, accessible 24/7 and flexible in maximizing the maintenance window, which is during the wee hours of the night – a unique situation that could only occur with such a busy underground system,” says Lawrie.

Russell Rowland, the London Underground’s Elevators and Escalators Maintenance Manager, confirms that all its partners need to have a strong service culture as part of their corporate philosophy. “This ethos is essential in ensuring the efficient operation of the London Underground,” he adds.

The recent 2012 London Olympics proved to be a stress test for the London Underground with KONE providing numerous solutions during the games.

“Following the triathlon event, there were half a million people in Hyde Park. The Marble Arch station escalators were exit only; and Lancaster Gate was the main entry,” says Rowland, adding that the automatic operation system was turned off to meet peak demand.

“KONE service technicians, who were on standby throughout the Olympics, were positioned at Lancaster Gate station and manually operated the elevators down to the Tube,” he explains. “We successfully moved 500,000 people through this hotspot.”

RESPONSIVE TO NEEDS

In addition to responding to changing situations, KONE is committed to providing solutions from structural planning to high quality equipment and maintenance.

KONE works with the London Underground at every phase of a project’s life cycle – even before commissioned equipment exists. **Michael Dunne**, the London Underground’s Lead Discipline Engineer for elevators, explains a little more about the process.

“Once a tender is successful, we set up a workshop to look at station access and site-specific issues such as interface with the existing systems. We assess the intercom, CCTV cameras and the rest of the physical structure. We then work with suppliers to identify the best possible equipment to meet our needs,” he sums up.

The KONE MonoSpace® is one of the elevator types used by passengers in the London Underground. Over the last four years, the organization has ordered 35 of these units, enhanced to meet the London Underground specification, as part of its Step Free Access projects at a number of stations.

“We are able to monitor the elevator and escalator equipment from the KONE E-Link™ system, a facilities management back room,” says Dunne.

WORKING FROM THE GROUND UP

The KONE-London Underground partnership began in 2000, when the extension of the Jubilee line – London Underground’s biggest expansion project in over 20 years – took place.

“We installed 118 KONE escalators and 34 KONE elevators, so that was really the start of the relationship,” says KONE’s Lawrie. KONE provided the

elevators, escalators and two autowalks for 11 stations, six of them completely new in that initial project.

Dunne points out that the equipment delivery deadlines set for KONE during the 2012 Olympics were met despite delays caused by London Underground changes. Among the Olympic deliverables were five elevators at Farringdon Station, where car-to-car transfer solutions – entry through one set of doors and exit through another set – ensured good passenger flow.

The partnership continues to grow as KONE recently won a major contract for Crossrail, a massive expansion of the Transport for London’s overland network.

“KONE understands the challenges the London Underground faces and we aim to adapt to meet the ever-changing needs of the customer,” Lawrie says. ●

THE BIGGEST IN EUROPE

When the UK Crossrail project opens in 2018, it will connect 37 stations across London, including Heathrow Airport in the west and Canary Wharf in the east. It is Europe’s largest engineering project to date.

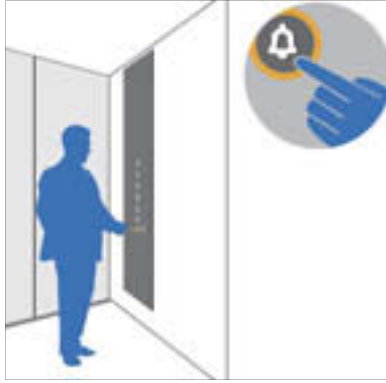
KONE will supply elevators to eight new Crossrail stations under construction in central London and Docklands. The order includes 54 elevators and a maintenance contract to 2032 as well as modernization packages when the need for upgrades arises. The elevators are eco-efficient to save energy and machine room-less, which saves space. The KONE E-Link remote monitoring system, in turn, allows the evaluation of demand to help cope with the anticipated heavy traffic.

“Crossrail connects with a number of major stations on the London Underground network including Paddington, Tottenham Court Road, Bond Street, Farringdon, Liverpool Street and Canary Wharf. For KONE it represents the installation of 54 elevators and a 22-year project,” says **Adam Lawrie**, KONE’s London Underground Operations Director. ●



© Transport for London

The iconic Tube map has become a symbol of London. In 2013, the London Underground celebrates 150 years of operation. The Canary Wharf station is located in the East End of London on the Jubilee line.



HEY, I'M STUCK IN THE ELEVATOR!

It's unlikely you'll get trapped in an elevator maintained by KONE, but if it does happen, here's what you should do:

- Keep calm. Take a deep breath. The elevator car is a safe space.
- **Press the alarm button.** Modern elevators should have a voice link that allows you to have a two-way conversation with an elevator service call center. Explain your problem clearly.
- In old elevators, there may be an alarm button without a voice link. Make sure you press the button firmly for a few seconds so your call registers.
- If there is no call button, phone the service number posted on the car wall.
- The service technician nearest to you will be dispatched to help you out.
- Stay put. Whatever you do, **DO NOT attempt to exit by forcing the doors** or crawling out through the roof. You could get seriously injured.
- When the service technician arrives, answer any questions clearly. He or she will assess the situation, fix the problem and release you as soon as it is safe to do so.
- **Situation resolved** – and you now have a great anecdote to impress your friends.



5 easy ways to improve elevator safety

1. Adequate lighting prevents accidents and makes people feel safer.
2. A two-way voice communication system improves safety and gives passengers peace of mind.
3. Interior doors and automatic landing doors prevent accidents and improve accessibility.
4. Accurate landing prevents people from stumbling on the door threshold.
5. An emergency system includes an alarm with a two-way phone and an emergency power supply.

Tips for a safer ride

Many of us ride elevators and escalators every day, and it's easy to forget or ignore the simple precautions that can prevent needless injuries. In safety, the little things really do matter – and each of us is responsible for our own well-being. The safest equipment cannot protect people who take unwise risks.

For a safe and comfortable elevator ride, don't stop a closing door with your hand or other body part if you value it. Press the "door open" button in the elevator or the call button on the landing if you want to keep the doors open.

When riding an escalator, remember: risk takers are accident makers. Never transport a stroller or shopping cart on an escalator. If you are transporting heavy items, take the elevator.

And never let your children play on or around elevators or escalators. Young children should always be accompanied by an adult and hold hands during the ride.

To learn more about safe elevator and escalator usage, go to www.kone.com/safety •



GREEN FLEET TO THE RESCUE



A fleet of 14,000 KONE service vehicles drive between maintenance sites all over the globe. White-and-blue on the outside, they are greener than ever on the inside.

The number of elevators, escalators and doors serviced by KONE is rising

constantly, but the car fleet's emissions are not. In fact, KONE has reduced the relative carbon footprint of its fleet by nearly four percent from 2010-2011. No small achievement given that the KONE car fleet accounts for 35 percent of KONE's operational greenhouse gases.

A number of innovative steps have contributed to this improvement. Vehicle rightsizing and adherence to a maximum carbon dioxide (CO₂) emission limit for the entire fleet are two examples. All outdated vehicles have also been replaced by fuel-efficient models, including fully electric vans in France and Germany. Oversized vans have been replaced by compact models, with small and medium-sized vans now making up 83 percent of the fleet. A vehicle-sharing program is also being piloted in Nice, France.

Service technicians use smart route planning technology and are informed about fuel-efficient driving. KONE monitors driving performance, scoring points for fuel efficiency each month.

KONE also promotes eco-efficient logistics through optimal routing and container space utilization. In addition, KONE maximizes the use of rail, sea and inland waterways instead of air freight. •

Dedicated to People Flow™



9:30 AM
KAMPPI SHOPPING CENTER — HELSINKI, FINLAND

Jyri Savolainen: A true professional with 100 years of experience behind him.

Jyri, like all KONE service technicians, is thoroughly trained on both KONE and non-KONE equipment. His training includes classroom work, simulator-based instruction and on-site experience.

In addition to technical training, Jyri has attended the KONE Ambassador program, which has given him the confidence and soft skills needed to communicate with the customers and other people he meets on site.

Jyri is backed by more than 13,000 service professionals and by KONE's 100 years of experience. The KONE Care team services close to one million elevators, escalators and doors from both KONE and other manufacturers.

www.kone.com