

Up

going

Summer

92

OTIS

St Pauls House, formerly Redhill House, 61-63 London Road, Redhill. Otis completed the contract to install two elegant panoramics and two traditional traction lifts in this six floor office building last September. The job was sold by Pat Morgan, London. Mick Burrell, Brighton office, is currently negotiating a long term service contract for the St Pauls Group Insurance Company.

European Launch for Liverpool

Barry Wheeler

The 2nd of March in the Liverpool factory promised to be a rather significant event for the UK company.

Liverpool played host to over 40 Sales and Marketing Managers from around Europe at the launch of the new Geared Preferred Duty Range. This incorporates the state-of-the-art Delta VF Plus drive system. Guests of honour were ETO President Pierre Fougeron, Area Vice President Bernard Ducass and European Marketing Director, Marco Bonissone.

The true value of Delta VF Plus is in the scope of its performance which allows us to extend up to 2.5 mps on a geared machine. It was developed by the Liverpool factory as a European

product and was allied to the new and very competitive 18 ATF machine.

Geared Preferred Duties really open up opportunities into markets where previously high costs were a barrier for us. Through an intensive rationalisation project under the supervision of Derek Smith and Jacques Coulon, the new Liverpool Range offers a "traditional" solution at much lower cost. A careful study of market needs has resulted in the development of pre-engineered and linking packages covering the core market requirements, and so, achieving a critical volume.

All in all, a good day for Liverpool and hopefully one which will result in improved order books both for UK and most importantly for our Export business.



ETO President, Pierre Fougeron.

Service Conference at Twyford Abbey Road

*Valerie O'Donnell,
Service Marketing*

This year's Service Sales Conference was held at the newly completed Service and Training Centre at Twyford Abbey Road. The conference was spread over three days at the end of January with branch managers, sales consultants and supervisors from different regions attending each day.

In his presentation, Jack Leingang stressed the importance of growing the service portfolio and preventing losses in such a tight domestic market. He emphasised Otis' commitment to investing in the future as exemplified by the £5 million investment in the Twyford Abbey Centre. He challenged delegates to maximise this investment by using the Centre to its fullest, particularly as far as training is concerned.

Sales and Marketing Director, Richard Kingdon, gave an overview of the current market and outlined what market trends might be expected in the coming year. Following brief presentations by Bill Hogg, Service Centre Manager and Jo Tyler, Training Manager, the delegates were given a guided tour of the facilities.

Among the highlights of the tour was the new Electrical Workshop where P.C. boards will be tested and where Steve Roberts enthusiastically demonstrated how our new range of controllers make us competitive in today's Modernisation market. Also seen were: the Modernisation Centre which is organised on a regional team basis for the 4 regions; the new warehouse and Service Centre where

thousands of parts can be ordered electronically by the branches; Otisline, which now provides national 24 hour cover from one location, and the Training Centre itself. Paul Banks and Peter Wilkinson guided delegates around the hands-on training areas. By the time they had finished demonstrating the full range of equipment available, it wasn't hard to understand why Bernard Ducass has described this centre as "The finest training centre in Europe".

After a buffet lunch, Jack Leingang presented the service awards to outstanding sales people and supervisors. A couple of the winners were nowhere to be seen, but rumour had it they were away enjoying their prizes in the Mexican sunshine.



This montage was commissioned to celebrate the opening of the T.A.R. Service and Training Centre and contains photos taken entirely by Otis employees of all those who made a special contribution to the completion of the centre. At a 'thank you' lunch in March, Jack Leingang presented everyone there with a framed copy of the montage.

contents

2 Letter from J.T.L.
C.C.S. Update

3 Contract Corner
Project News

4 Chris Bowman interview
Awards '92

5 **EXPO '92**
Martin Lea –
Purchasing Power

6 Field Focus

7 GU Diary
Sport talk

8 News from abroad
1992 Photographic
Competition

You will have seen the Dialog forms on notice boards throughout Otis. Dialog is a two-way communication tool used in all Otis companies throughout the world. It is designed to give you, as an employee, the opportunity to address and discuss company issues or to ask questions about matters relating to your work, *in complete confidence*. Dialog can also be used for presenting ideas and proposals; you may have an idea for a way in which the company could improve customer service or suggestion for changing a procedure. In order to make the programme even more accessible and simple to use, we are making changes to the process.

- Felicity Stonehill, Communications Manager, will be taking over as Dialog co-ordinator from Alan McNamee in Liverpool Works and administering the process from Clapham Road.
- As an alternative to completing a written Dialog form, you can now ring the free Otisline number at Twyford Abbey Road 0800 181 363 between 9am and 4pm – Mon to Fri.
- Leave your name, telephone number (possibly a home number where you can speak in confidence) and the best time to be called back. In the interests of confidentiality, please do not provide the operators with more than these three pieces of information.
- These details will be passed to Felicity Stonehill who will ring you within two days at the number specified to take down your DIALOG in written form. Dialogs will then be passed directly onto Jack Leingang. All Dialogs will receive a written response within two weeks.

Dialog is for your use – Don't forget it!

View from the M.D.



We are now well into 1992, and I want to take this opportunity to update you on developments since my letter at Christmas. Firstly, regardless of our political persuasions, I'm sure that each of us is thankful that the election is behind us, and the uncertainty has passed. Property development was clearly affected as investors were unsure about future tax levels as well as the more general concerns about the direction the country might take.

There are signs that the recession is at its low point. Even though unemployment has continued to increase, such lead indicators as consumer and business confidence show improvement. If the stock market is any kind of indicator, then certainly there are better times ahead. In the lift industry several troubling circumstances remain. Surplus office space in the UK will not disappear over night. Many developers continue to suffer extreme cash flow problems as evidenced most dramatically by Olympia & York which

has filed for protective bankruptcy.

In the lift industry, NALM reports three straight quarters of essentially flat results signalling that we may have reached the bottom of the recessionary cycle. This is good news. On the negative side, the NALM market for new work is hovering at £100 million against its peak of nearly £300 million just three years ago. The industry has been hit very hard.

As you well know, Otis has taken steps to adjust to this severe downturn in the business. We have reduced our payroll and other costs by some 20% over the past 18 months and we have had to cut back our manufacturing capacity. Prices in the market place have dropped dramatically, and as a result profit margins have been much slimmer, but our actions have had the intended result of keeping Otis competitive. Thus, while the market has nearly halved in terms of units sold, we have been able to sustain our unit volume at a constant level. However these units are of a much lower value as the market for high rise lifts has virtually disappeared.

The Good News

Despite a poor market, we have had some notable successes over the past few months. We secured the Glaxo project in Stevenage for £2.5 million and the Channel Four building in London for £1.2 million. In addition we have won contracts for several large modernisation jobs including the Shell Centre, and Haymarket House, (Land Securities).

As we expected, with the tightening

of the new equipment market, our competitors have become very aggressive in the service business. As a result, we have lost major service contracts at Gatwick Airport and the De Vere Hotel Group. On the positive side however, we re-secured a major portion of the Prudential portfolio, and many of the major contracts which were installed over the past few years have now been converted to service, not least of which includes securing the majority of the units at Canary Wharf.

What does all this mean? It means that Otis is doing very well against a backdrop of tough circumstances and that we have had to take some very difficult actions in order to stay relatively healthy. We have also moved ahead with our long term needs by continuing our emphasis on quality and by September we will have achieved full accreditation under ISO-9000. The Training and Service Centre is now fully operational and Otisline is available to all our mainland customers. Over 50% of us have been trained in Customer Communication Skills, and the rest of us will be within the next 18 months.

As one customer pointed out to me the other day, "It takes a brave company to pursue these long term initiatives in light of what is going on in the industry". My response which I hope you will agree with was, "It takes a brave company not to invest in quality, customer service and its people to survive through times like this".

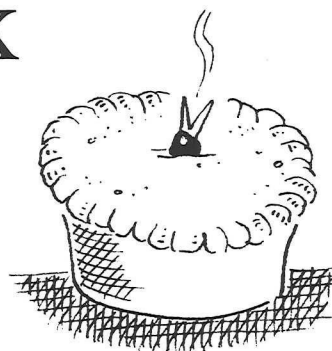
Otis is not just out to survive, we are out to succeed through quality and customer service. We are proving it can be done. Let's keep it up.

Jack T. Leingang

Do you like steak and kidney pie?

By Jane Light, Training Advisor

Can you see why this might not be a particularly successful chat-up line?

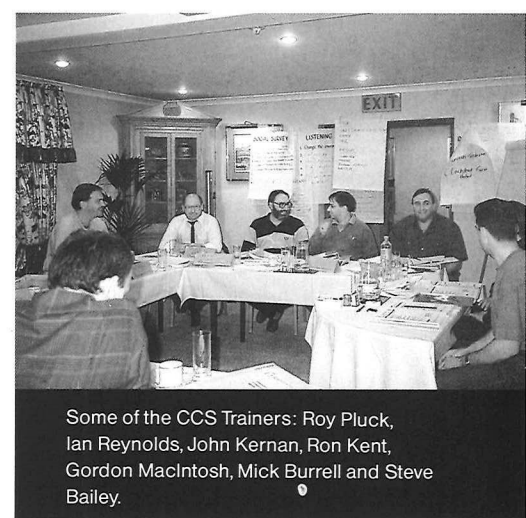


Otis employees have been learning how to improve the way they communicate both on and off the job, on the Customer Communication Skills programme (CCS). CCS was developed by Otis as a response to engineers' requests for help in working with upset customers. Since it was developed by us, it covers just the sort of sticky situations we all meet every day! What do you do when a customer is angry because his lift has broken down... again? How do you find out exactly what a customer wants? How do you check that the stores have understood how important it is that parts arrive on time?

CCS provides a strategy for coping with these problems, and shows how good communication skills can help you avoid them in the first place. These are issues for every member of the Otis team. Support staff who don't have direct contact with people who

buy lifts still have customers; as a Training Advisor, for example, my customers are any Otis employees who are looking for Training. But it is important that everyone understands how their job helps keep the external customer happy. On CCS courses we bring together people from many different jobs, and often participants have learned as much from sharing problems with the other people attending their course as they have from the course itself.

To date over 800 people have been through CCS and in the Southern Region nearly everyone has attended the programme. CCS is being delivered on a regional basis, but if you get in touch with the Training Department, we will be able to direct you to the contact for your area. I know you won't take my word for it, so talk to the people who've been on the course. They'll all tell you how useful and enjoyable it is.



Some of the CCS Trainers: Roy Pluck, Ian Reynolds, John Kernan, Ron Kent, Gordon MacIntosh, Mick Burrell and Steve Bailey.

Up and away

John Proffitt reports that the Northern Region's construction team is well on schedule with the contract to install 8 trav-o-lators and two escalators at Manchester Airport's new T2 terminal. On the strength of work so far, Otis has been asked to tender for the trav-o-lator link which will connect T2 terminal to British Rail's mainline station.

Investment in tooling reaps rewards

Six 506 slimline escalators are currently being installed in the new wing of Croydon library. The London construction team used new tooling equipment including electric winches and transportation devices capable

of moving heavy equipment quickly and easily. The escalators had to be hoisted through three floors, a job which would normally have taken up to two hours. Using the new winches it took just five minutes.



A thoughtful moment: Peter Mansfield, London Construction (left) and Ben Fox, Tool Stores, Twyford Abbey Road, as they survey the new escalators for Croydon Library.

PROJECT news

A short stay at Inn on the Park

The Clipstone Street team has successfully completed the modernisation of two guest lifts at the Inn on the Park Hotel in London, within a very tight schedule. The controllers were delivered and installed within 18 weeks, which involved a tremendous commitment from everyone involved. The installation involved George Bentley's repair team working a 24-hour day over four weekends. Each unit was completed within a four week period

lift programme. Much credit must go to John Bagg at Twyford Abbey Road's Modernisation Centre who co-ordinated efforts between Berlin and Liverpool. Consultants Dunbar and Boardman wrote to thank the management team, the fitters on site and the test engineers for their sterling efforts. This appreciation was also shown in Rory Purcell's letter to Jack Leingang, (see left).

Entente Cordiale

Stalwart work from the Brighton office has begun on the TML Control Tower at Folkestone. To date, Otis has installed a five stop hydraulic and the second phase to fit four Evans units has just begun. The tunnel is expected to be open in September 1993.

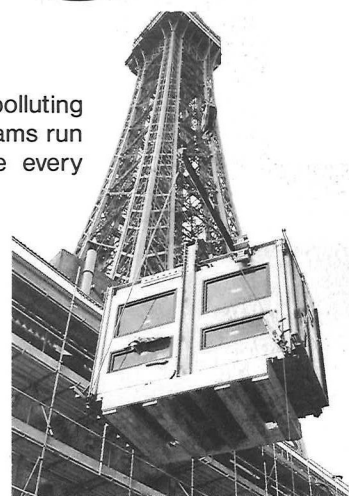


Manchester gets the Met

A decade of hope, planning and hard work came to fruition in April, when after six postponements Manchester finally opened the Metrolink between Bury and Victoria and the first tram rush hour for more than 40 years ran smoothly without a leaf on the line! Otis' Manchester branch has installed a small hydraulic lift in each of the 10 metro stations and the company is contracted to install further lifts, as and when additional stations are opened. Promising an era free of

paralysing traffic jams and polluting exhaust emissions, the new trams run right through the city centre every six minutes.

The jewel in Blackpool's crown



One of the two new lift cars being hoisted into position.

All systems go in LRT

Mike Hirst, LRT Division

As reported in the last edition of Going Up, London Underground Ltd has awarded Otis the contract to supply and install 6 MH-B type heavy duty escalators to serve the Northern and Piccadilly lines at Leicester Square station. Leicester Square contains the longest rise escalators currently on the system. The award of this contract is the culmination of many hours of work by everyone within the LRT Division and reflects the new confidence of London Underground Ltd in Otis.

When in May 1991 LUL released an enquiry for replacement escalators the project specification highlighted the need for the LRT Division to review its tendering process. The requirements of the contract have included the need for PC based reporting systems covering such aspects as quality assurance package, commercial definition with pricing schedules, technical design data and a support installation programme by 60 activities.

Traditionally LUL's Direct Works Department has maintained its heavy duty escalators in-house, and this enquiry was the first released with a requirement for a maintenance proposal covering a 10 year period with a performance guarantee. The whole life cycle costing data and the escalator design criteria were reviewed and the performance guarantee, which excludes all planned maintenance, cleaning and vandalism, required an agreed downtime which would not exceed 5 hours in any 28 day period. Otis receives a premium payment if the downtime is less than 5 hours and will conversely pay a penalty if this time is exceeded. This is a real test for our design, manufacture, installation and service capabilities.

A critical thread running through the project is the LRT Division and LUL's objectives towards satisfying the requirements of BS 5750 for all internal and site installation procedures and vendor processes.

A project team is now working within the LRT division, to execute the contract over the anticipated 4 year period. The initial installation phase commenced at the end of April 1992. None of this would have been possible had it not been for the total commitment of all divisional staff in securing this prestigious contract.

This type of commitment is now being seen again as we work on the tender for the Jubilee Line Extension Project. The project will involve 142 units made up of 110 heavy duty escalators, 30 hydraulic lifts and 2 trav-o-lators extending approximately 120 metres. The contract will be awarded later this year with an installation period covering April 1994 to November 1995.

Working off two skyclimbers in gusting winds on a 513 ft tower is not for the faint hearted, as Eddie Alcock's team from Manchester Branch have discovered. Modernising the lifts in the Blackpool Tower is no mean feat. Back at the Stockport office, Jill Burke has been managing the contract, using a new C.A.T. (Construction Activity Tracking) system. This monitors each phase of the construction process but, despite the most careful planning, progress has ultimately been dictated by the weather. To date however, the project is running to schedule and is due for completion in July.



Team Spirit: The Northern Construction Team pictured at the Blackpool Tower site.

3

Dear Mr. Leingang,

Having recently completed the modernisation of our two guest lifts I felt I should write to you to acknowledge the success your team achieved. During the planning stages it was seen that it was necessary to complete the work in a very short time. Communication was, yet again, seen to be the key to minimising disruption to our clients and the programme. To this end a weekly schedule of work was distributed two weeks in advance detailing names, times, nature of work, noise and how many lifts affected. This proved very successful and by careful co-ordination between the hotel and Otis very little inconvenience was caused. The programme was completed on time and the resultant product is excellent. The final push is still under way to complete the luxury fittings installation, which as an extra, was outside the programme.

Full marks to your team of John Sanderson, Mike Sinclair, Eddie Edwards, David Dupouy, Peter Spinks and Paul Rains.

Yours sincerely,

Rory F. Purcell

Rory F. Purcell
Chief Engineer



Four Seasons, Inn on the Park, London.

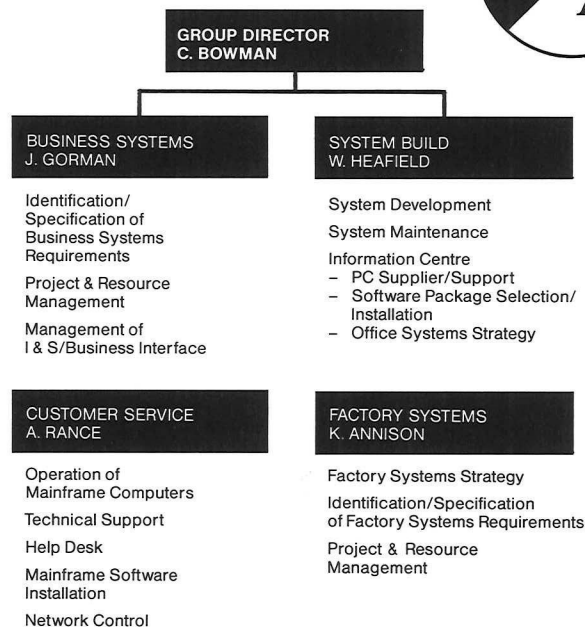
IN THE HOT SEAT

Q
A

IN THE HOT SEAT – continues our series of interviews which aim to probe deeper into areas of our business and the way we conduct it. In this issue, 'Going Up' talks to Chris Bowman who has been appointed as Group Director of Information and Systems. Chris has responsibilities for the development and implementation of information technology methods for Otis. Chris previously worked for Rank Xerox, where he was Director of Business Management Systems and Quality.



Chris Bowman, Director of I & S takes the chair.



Best Branch: Manchester
Manchester won the award for the most improved branch performance in 1991. Their prize was a weekend with their spouses at the Bath Spa Hotel, in Wiltshire. Runner-up was Eastern Counties.

1 Many users do not understand the structure of the I&S department. Could you clarify this for me, and define what each department does?

I think that this is best explained with a structure chart (see left).

2 Is it true to say that historically I&S has not always enjoyed the confidence of its users? What do you see are the main challenges for the department and what changes are you proposing to make?

I'm sure you are right in what you say, and it is a very difficult problem. Of course, the solution lies in delivering what our customers want, when they want it and error free. The coming year will be a time of substantial change for I&S as we move to establish a reputation for first class communication and on-time delivery. In twelve months time, I want us to have been out and about much more, visiting and communicating with our customers. I want us to have put in place both management and measurement systems which not only mean we deliver what we say we'll deliver but also make sure we don't commit to do things we can't do. I think the raising of false expectations (even through the right motives) is far too damaging. We have already implemented Service Level measurements and reporting for Computer Operations and the Help Desk and are enforcing our internal working standards as well as holding regular Functional Steering Committees.

3 Many people feel that the success of the Help Desk is rated on the number of messages logged rather than on its ability to satisfy the customer. How do you think this perception has come about and what plans do you have for the future of the Help Desk?

This whole area has been subject to a review and we will shortly be relaunching the 'Help Desk'. The most significant finding from our recent review was that we are not closing out the problem logs with the customer and therefore it is difficult to believe our customers know what is happening (or not) to resolve their issues. The new procedures will ensure a closed loop communication with customers. We will also be measuring and reporting on the performance of the 'Help Desk'. We've started by measuring the number of problem logs received, the number cleared and the time taken to resolve them and have set initial

performance targets of 95% of all problems to be cleared within 1 week with 100% cleared within 1 month.

4 Do you think that the high number of queries logged at the Help Desk reflects the fact that many PC users have not had sufficient training. Do you feel that I&S should have a role in training?

There's no doubt that a great deal of queries logged result from users' lack of knowledge. The whole process of requesting PC's has been too lax in the past. I&S should be involved in justification and use of equipment and training. This is a central role for the Information Centre, (managed by Eugene Egan), which must be the user's first port of call when they are thinking about getting a PC. The Information Centre will then be able to assess the user's training needs and link a formal training plan to the hardware or software acquisition. On the training issue, Jo Tyler is negotiating a general training deal with an external supplier such that we will have a single supplier for training on all packaged software.

5 Do you feel that there is a gulf between I&S department and its customer base. If so, what do you feel could help improve the situation?

I don't know to what extent there is a gulf. It's obviously difficult to stay close to our customers when there is such a wide geographical spread. I'm setting up Focus Groups to discuss general topics with representatives from the different departments and these groups will let me get closer to what people's issues are. It's difficult with a customer/supplier relationship when there haven't been objective measures for performance in the past. I genuinely want to have I&S looked on as a positive and pro-active resource. I've asked Andrew Burrow, the Quality Director, to facilitate these sessions and I hope they will become a regular part of our customer interface.

6 Who is responsible for keeping users informed of the decisions reached at the steering committees. How do you intend to communicate these decisions?

As I said before, the steering committees approach is one of the keys to ensuring that effective use is made of the I&S resource. Communication of the decisions made at

the steering committees' is primarily the responsibility of the department heads attending them. Obviously, very specific decisions for specific situations will be communicated formally from I&S. However, the general communication of systems' decisions, strategy and status should be conveyed through the individual departmental management processes. However, if after following this route any further clarification is needed then I or my managers are always open to invitations to talk about any systems related matters and I hope people will take up this offer.

7 What is your vision for I&S in the future? How would you like to see the department within the 3-5 year horizon?

In the next 3 years we need to establish a firm partnership with our customers. The vision I have for I&S is to stimulate and lead the shift from emphasising products and services to focusing on the company's mission and goals. By establishing a broad based business knowledge within I&S we can challenge the status quo. We will look at information needs and relationships not for an individual department but across the whole company providing the opportunity to do things differently and not just improve on what is done today. We're already using a model of the business developed in ETO HQ which looks at what we do, independent of who in the organisation does it. This allows us to develop the true information needs of our business without being constrained by the existing organisation, or by what is available today. If we can then provide this information to the point of need through a fully integrated set of databases, systems and communication channels, we can get much more flexibility into our operation enabling us to respond to the changing environment faster and more effectively than our competitors. To get to this position, we need to address many of the things we have talked about. Partnership can only be successful if both parties have confidence in one another. I&S will have to earn this confidence and grow into taking responsibility for their part in Otis' future success.

Recognising Contributions

1992 Service Awards

Peter Harris – Service
Clive Whithear – Service
Colin Jeromson – Service
Mark Braidwood – Otis Extra, London
Mike Sinclair – Otis Extra, London
Carl Guiver – Otis Extra, London
Harry Manks – Otis Extra, Provinces
Jim Mullens – Otis Extra, Provinces
Chris Solomons – Otis Extra, Provinces
Dave Thorogood – Special Awards
Richard Hems – Special Awards
Ray Mulholland – Special Awards
Terry West – Special Awards

Jack Leingang presents a Construction Award to Ash Patel, Luton.



London Service receive their awards from Bill Evans, Director of Service Operations. Pictured in backrow: Tony Francis, Carl Guiver, Mark Braidwood, Dave Thorogood. In front, left to right, Clive Whithear, Peter Harris and Terry West.

Sales Awards New Equipment

Jack Denholm – Hydro Models
Jon Patterson – VF Models
John McQuillen – Overall Models
Ray Norwood – Overall Models
Barry Lane – Overall Performance
Norman Gray
Robin Cheeseright } Best new Sales Consultants



Lindsay Harvey, Zone Director presents Ruth Corr and Steve Gorman, both from the Stockport office with a special award for their work as respective Supervisor and Project Manager at Salford Quays.

1991 New Equipment Awards Best Regional Construction Multiples

Steve Bell – Canary Wharf
Peter Mansfield – London Construction
John Proffitt – Manchester
Chris Thacker – Clipstone Street
Ash Patel – Luton
Alan Nesbitt – Newcastle
John Hanley – Belfast

4 people

OTIS

Explosion at Belfast Branch

George Houston recounts the events following the bomb blast which badly damaged the Belfast office:-

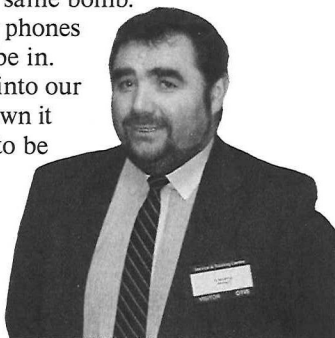
"I received a telephone call at 6.30 a.m. via Otisline telling me that a large bomb had gone off in the street 100 yards from the office. I immediately dressed, and rang all the members of the office.

When I arrived at Ulster Bank House there were no windows left on our side of the building. The office was completely covered in glass, the window frames were bent, and the curtain railings were mangled. Across the street a whole row of houses had had their roofs blown off.

Our first task was to make the office safe from the hanging pieces of glass. There was glass everywhere, even impregnated in the bannisters. As everyone arrived from about 8.15 a.m. there was a feeling of shock but I didn't have to tell people what to do. We all just used what we had, brushes and shovels etc.

By this time Otisline was taking our calls but we dug the telephones out of the rubble and chaos and by 9 a.m. we were taking calls again, several of which came in from customers whose lifts had been damaged by the same bomb.

By mid-morning our computers were back, our phones were on and we were working on tenders that had to be in. The interior glass was blown out and fresh air poured into our windowless office. By late afternoon as the sun went down it became very cold and we organised for the windows to be covered in sheeting. The next day the auditors from London had arranged to visit Belfast as part of the BS 5750 accreditation. Although the offices had no windows and were not exactly ship shape we kept our appointment. I think they were rather surprised and impressed to find that for us it was 'business as usual'."



George Houston, Branch Manager, Belfast.



LESS IS MORE!

Martin Lea Purchasing

Consolidation goes on and on ...

Otis, like all successful companies is continually striving to offer better value for money for our customers, in the goods and services we supply. To achieve this our employees need the support of good suppliers.

Until recently we were using far too many suppliers. This meant that our ability to maximise our purchasing power and control of quality was limited.

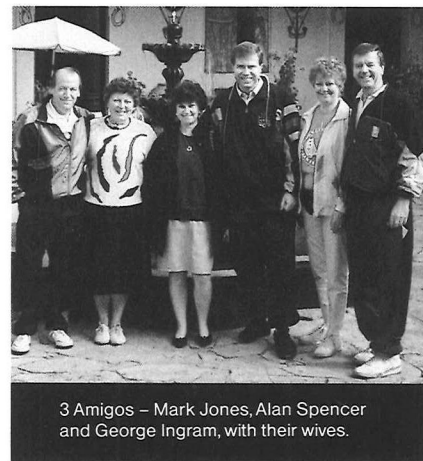
Over the last two years the number of suppliers we now use has now been reduced from over 7000 to 2000. Having 'known' suppliers allows us to manage the buyer/seller relationship more effectively. It's far easier to work with 5 suppliers for a product rather than 55 as was the case in the past. This consolidation process helps suppliers to provide high levels of service to you the user. In turn, this helps Otis to meet its goal of improving customer service, providing value for money and reducing number of call backs.

If however in the course of your work you wish to use a vendor who is not on the main database but whom you feel could contribute to our objectives, please contact Martin Lea at Clapham Road, Ext. 343.

On The Tapas Trail

MEXICO '92

Mark Jones, Alan Spencer and George Ingram were the lucky winners of the Otis European Service award scheme. Their prize was a holiday with their wives in Mexico. Mark Jones, a Customer Service Manager in Cityside recounts the details of their trip. "Our adventure began in Paris, where we flew from Charles de Gaulle airport on to Houston, Texas and then on to Mexico City where we spent two nights. We then travelled by coach and plane to Tuxla Gutierrez and then on to Palenque. Palenque is a marvellous place set in the thick jungle area of Mexico where the climate is very hot and humid. The historical Mayan ruins were fantastic and need to be seen to be believed (the Mayans were an ancient Indian tribe) and to watch us plus our wives struggling up the pyramids was a sight to behold. The final part of our holiday was spent in Cancun, situated on the tip of Mexico and the Caribbean Sea. The sand is like flour and the sea like glass. After two weeks, Alan and George resembled bronzed gods with Alan displaying this mahogany hue to good effect in the stylish collection of 'T' shirts bought from each resort. This was truly a holiday of a lifetime".



3 Amigos - Mark Jones, Alan Spencer and George Ingram, with their wives.

EXPO '92



THE BRITISH PAVILION

View of British Pavilion
From left to right: Mark Cullington, Bob Hobbs and Stuart Rayfield.



Mark Cullington with his well turned ankle.



"A Son's Summing Up" - a cartoon by Joe Hobbs - age 13.

Our men in Seville

Bob Hobbs

At the beginning of January, Derek Newton and Ray Beake flew out to Seville to begin their "Holiday", sounded fine in the "Peter Savage Travel Guide", "Villa sleeps eight, all mod cons, two bathrooms, swimming pool, transport provided", and pay as well!

The reality was a little different. Transport was a van that used a gallon of oil every 2 days at £20 per gallon. The villa was a 45 minute drive away in the middle of nowhere. The eight beds were designed for midgets (OK for me) while the swimming pool was green and minus five. After a month, George Howard and Stuart Rayfield joined them and were later joined by Brian Caulder and Mark Cullington.

There are many stories to tell but here are a few of them. George adopted a dog - a full grown Spanish Alsatian that appeared every night outside the villa looking hopefully for its dinner. The guys burnt a six foot pile of logs, and next doors' as well and could be seen walking off site every night with any piece of wood they could lay

their hands on. Mark was left on site to oversee the painting and tripped and sprained his ankle. The Spanish fitter took Mark to hospital and before he could say "Dos Cervezas", (two beers) he was held down by 4 medical staff, his leg was plastered and he was wheeled out in a wheelchair complete with crutches. Then with true Spanish sympathy, Mark was asked for the keys to the villa and the van and told to go home. (We later found out that the villa had been double booked). But in true British spirit Mark drove back to the villa, cut off the plaster and hobbled to work the next day.

My part in this adventure was to test the lifts. This went reasonably well despite the fact that my tools were stolen within two hours. There was no glass fitted to the lifts, only a six inch ledge to stand on, on top of the car and a completely open lift shaft with a pool of water at the back. Despite these constraints, the consultant's test went very well.

For those who may wish to visit Expo, it is a 45 acre site on which architects have been given a free hand to design the most state-of-the-art buildings. I highly recommend it.

From the company's point of view, of the 95 Expo pavilions, 65 have lifts or escalators, and 21 have been secured by Otis.

May I take this opportunity to thank all the people involved with the installation for their effort and hours, often working in very difficult circumstances, which prove that Otis can overcome the impossible to keep us ahead in difficult times and make us proud to be British.

5



Closing the loop

Terry Seawert,
Regional Projects Manager, Swindon

Last October, John Williams was given a project for the Southern Region to improve handover procedures. Simultaneously, the Southern Region was piloting a Quality Audit in the Bristol Branch and it was decided that the Audit should be incorporated into the new procedures. One of the key objectives has been to ensure that units handed over from the Construction Department to the customer and then on to our internal customer in Service are installed to the specified Otis quality standard and customer specification. In February the new procedures were introduced into the Bristol, Cardiff and Southampton branches for a 3 month period. To date we have installed 30 units using these procedures and are confident that it is a significant step forward for us. Since May 1st the remainder of the Southern Region have been working to the new procedures.

6

The benefits are already becoming apparent and include:

- A higher and more consistent quality, giving better customer satisfaction and reducing the time to financial closing
- Fewer items are left outstanding which has resulted in far fewer return visits and a lower installation multiple
- A substantially reduced call back rate
- A quality standard for the installation engineers to aim for

These procedural standards have been well received and a target date of 1st August 1992, has been set. By this time we hope that the procedures will have been proven to be acceptable and workable by everyone in the Southern Region.

Otis helps Commercial Union

On Friday 10th April a 200lb bomb exploded near the 30 storey Commercial Union building in the heart of the City, virtually demolishing the structure's interior. Comments Steve Cordery, Cityside's General Manager, Customer Services, "We had to re-instate the lifts in order that our customer could clear the bomb debris. The building has 4 escalators and 12 lifts, some of which go up to 25 floors."

All the lifts are now up and running and the insurance company is assessing the extent of the damage. Cityside's 'explosion team' included Eddie Bell, Bob Oakes, Norman Workman, Barry Wilson, Andy Jones, Mark Kent, Glyn Leatherby and Ted King.

Photo: Courtesy of Eddie Bell.

Barclays Bank HQ

LNED is installing the lifts for the new Barclays Bank headquarters in Lombard Street, London EC4. Comments Gordon Stevenson, Project Manager, LNED, "The Liverpool factory has supplied pre-fabricated cars and carried out all the internal finishes. They have done an excellent job in meeting an extremely tight deadline". The first cars were delivered on 18th May. The LNED construction team started work on site in early April and expect to complete by December 1992.



John Barnes, on site at the Buttermarket, Ipswich.

The Buttermarket, Ipswich

Southern Region is currently installing eight lifts and three escalators at the Buttermarket shopping centre, Ipswich. This contract valued at approximately £3/4m is due for completion this month (June 1992). Ash Patel, the local Supervisor, along with Bill Fells, the on-site chargehand, have been helping to pilot this exercise in Project Management. The Southern Region has installed its own CTS systems and has undertaken direct billings to the client. It is hoped that this will be the forerunner for all contracts in the Southern Region. In addition to the sub-contract, Otis, represented by Pat Gordon in Sales Engineering, is working on a consultancy basis for the developer client Legal & General.



The Spindles, Oldham

Steve Gorman and Jill Burke, Stockport's contracts division, have been kept busy planning the schedule for this major £1.4 million contract for Fairclough Building. The work involves installing 13 high-spec escalators; a group of three Gamma Trads; a hydro panoramic and 5 Evans goods lifts. The site programme begins in mid-July and is due to be completed within eight months.

CIS Building

Nine gearless E411M packages are being used to modernise vertical transportation in the 28 storey CIS tower in Manchester. Mike Hanley, Charge-hand ably assisted by John Taylor, Brian Newcomen, Peter Hughes and Don Healiss are having a challenging time phasing the lifts in and out to keep a reasonable level of service, while operating under the eagle eyes of two separate lift consultancies - Lerch Bates Associates and CPW. This is a particular coup for the Northern Region which has sold 15 E411s in the Manchester area within the last six months.

Good ideas

The Suggestion Scheme

The suggestion scheme for the field, started in Field Focus last year, is now being transferred to Going Up. The same rules apply: please send all contributions to Charles Robinson in FOD Clapham Road; all ideas printed will receive a pen and the person supplying the idea of the month will receive a crystal tumbler.

Star suggestion

From Terry Houghton, Cityside

Terry has suggested that motor brushes for tacho's should be replaceable. At present, the lowest replaceable unit is the tacho. This idea could save Otis money and is being investigated by F.O.D. Terry has won a crystal tumbler.

A letter from Barry Rains, of Cityside.

Regarding your November issue of Field Focus, I would like to make a suggestion on the matter of wick lubricators on 6178 hoistway door hangers. When I was a service engineer I modified the wicks as follows:

Pull the wick upwards out of the sleeve by about 1" then cut off. Pull the wick back down so that the 1/16th of wick shows at the bottom of the sleeve. This leaves an area in the top of the sleeve for lubrication. The main reason the wicks wear out is because of inadequate or a complete or lack of lubrication. By carrying out the above modification it is quite easy to fill the sleeve with an oil can when carrying out programmed maintenance.

I don't know if this is acceptable, but it does work!

A letter from F Rose, Croydon.

In response to your Field Focus suggestion scheme, I would like to introduce the "Express MK I" test weight barrow. I constructed it from scrapped parts taken from an old Express Lift being modernised at the Nestle Building in Croydon. It has been in use for over a year and is designed to carry and stack four 20kg test weights at a time. I have found it makes the job of moving weights easier, safer and more efficient.

"thanks"

A Letter from B H Reid, Project Director
Costain Construction Limited
Dated 5 November 1991

The Belfry, Redhill

We have recently received Practical Completion on this prestigious development for Burton Property Trust and it gives me much pleasure to write to you and express our thanks for a job well done.

In particular your management involved in this contract, Ken Healiss and Mick Dyer, have entered into the team spirit enabling them to overcome many difficulties and achieve notable success in completing your works to meet our needs. We look forward to working with you and your team again in the future.



Marketing gets its hands dirty! Fred Norris, Chargehand at Grosvenor Place, shows Elspeth McCracken, Marketing, just what construction is all about.

A right royal view!

Work on the lifts at 33 Grosvenor Place, is currently in its final stages. August will see the complete installation of a group of six elegant glass wallclimbers, supplied by the Liverpool factory and the central feature of two spacious atriums. But it is more than appropriate that the Otis effort be rewarded with such results: Part of the work has involved using cranes to install the lift cars and counterweights into steel structures through the building's roof. In addition to two stylish wallclimbers, Fred Norris's team from London Construction is also installing a goods lift with UMV Drive, three fireman's lifts, a Cargo 2000 and a group of three models complete the Otis contract. Otis has worked with Land Securities and Mowlem on this prestigious site behind Buckingham Palace. The interior of the existing building has been completely rebuilt and 3/4 of the office space it houses, has been pre-let to an oil company.

QUALITY AUDITOR TRAINING

Otis is serious about Quality, but that doesn't mean that it can't be fun too! It certainly raised a smile at recent training courses for internal Quality auditors in the Southern and Irish Divisions.

From left to right: Steve Johanson (Drawing Office, Swindon) is being audited by Ash Patel (Construction, Luton), Steve Rochford (Service Sales, Southend) and Bob Hobbs (Superintendent Field Test Engineer, Swindon).



BS5750

LOOK!

All of these courses are currently being offered - and many more besides.

Want to know how to apply?

Look in the Training Catalogue in your branch - ask your Supervisor if you've never seen it. And make sure you keep looking - we're always adding new courses.

Want training on a subject that isn't listed?

Give us a call - we'll see what we can do.

The Training Dept - ext. 478, Clapham Rd.

MS300 Basic/Advanced - MCS Service tool (advanced) - and many more!

Layout Diagrams - Surveying & Setting Out - CAD/CAM Wiring Diagrams - Basic Lifts - MCS Service Tool (basic) - REM - Train the Trainer - Wiring Diagrams

Layout Diagrams

Surveying & Setting Out

CAD/CAM Wiring Diagrams

Basic Lifts - MCS Service Tool (basic) - REM - Train the Trainer - Wiring Diagrams

GOING

Diary

Weddings

Rob Arnold (FP&A) to Tracy Deacon on 5th September

Mary Coyne (Service Admin) to Kevin O'Sullivan (FP&A) on 11th September

Elspeth McCracken (Marketing) to Alexis Vovk on 24th August

Fiona Graham (London New Sales) to Tony Lewis on 25th July

Sally Beeken (Personnel) to Stuart Wortley on 29th August

Jane Light (Training) to Mike Partridge on 26th September

Grandfathers

Tony Allen (Purchasing) grandson David, (his daughter)

Jimmy Green (Ex Contracts, Clapham Road) granddaughter, (his daughter)

Ted Braidwood (Stores) granddaughters Bonnie and Sara, (both his sons)

Births

Mark Braidwood (Cityside) a daughter, Bonnie

Gwynneth Hamilton (Clapham Road) a son, James

Tom O'Brien (Cityside Engineer) a son, Lewis

Phil Caterill (Brighton Office) a son, Thomas

Norma Spence (London Service) a son, Elliott

Maureen McQuiston (Jersey) a daughter, Lara

Brenda Deans (Treasury) a son

Finola King (Service Admin) a son

Sharon Davies (Service Admin) a daughter, Eleanor-May

Ken Wright (Glasgow) a son, Kenneth

Long Service Association

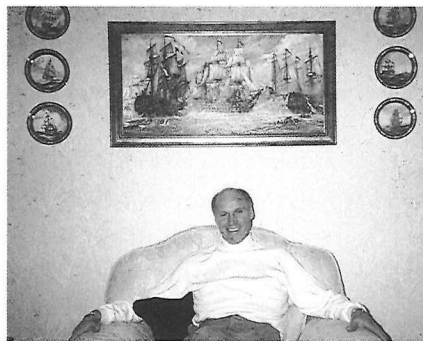
Friday, 4th October 1991 saw the first mass onslaught invasion from the Birmingham office arrive in London for the Annual Dinner. Mass on this occasion being fourteen in number arriving by coach for the first time. The party was made up by two retired members, namely Reg Corbett and Bill Cocking, both Service Supervisors; four Construction, one Sales and seven Service members. The Dinner at the Brewery was most enjoyable and our thanks go to everyone involved in making this evening such a pleasurable one.

Ron Bailey, Resident Engineer, Worcester.

Ken Griffiths, Liverpool Branch, 53, has retired after nearly 42 years with Otis. Ken was well known throughout the company as a role model for Service Supervisors.

Jack Croft recently retired after 23 years service in the Liverpool factory. Jack worked in the machines workshop as a Skilled Universal Gilder. Here is Jack being presented with a mahogany clock by Ray Ball on behalf of all his colleagues in the workshop.

Arthur Cotton, Building Facilities Manager
36 years at Otis.



Reg Merrison

To all friends and colleagues. This is my belated thanks to everyone from the London and Southend area who contributed to my retirement collection. At last I have been able to get the painting I wanted and I will always be able to think of you when I look at it.

Deaths

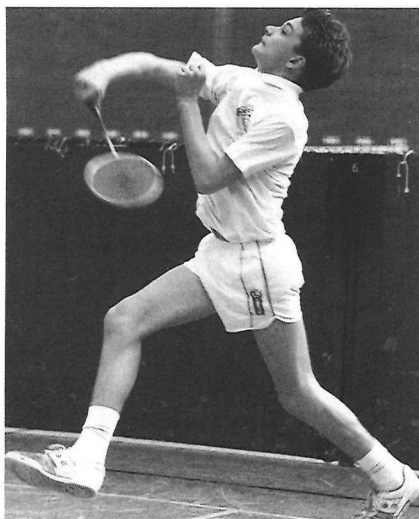
LOUIE COLES	81	11.03.92	Wife of D D Coles and Mother of David
DAVID DOOR	40	03.02.92	Field Engineer, Victoria
GEORGE ELY	69	23.04.92	Press Shop, Liverpool
STAN FIGURES	72	20.02.92	Salesman, Manchester
DON GLOVER	60	17.02.92	Lift Engineer, Belfast
CLIFF GRAHAM	84	19.01.92	Estimator, LRT Dept.
DAN HERATY	65	14.01.92	Lift Engineer, Glasgow
JIM LEA	70	20.02.92	Lift Engineer, Liverpool
ELSIE McKINELL	73	18.03.92	Liverpool Factory (Widow)
JOHN MONKS	72	04.04.92	Lift Engineer, Bolton
BILL MORLEY	77	27.01.92	Lift Engineer, London
FRED O'HARA	71	09.04.92	Call-Out Operator, London
KARL PALECEK	40	04.01.92	Lift Engineer, Bristol
J SHAMBROOK	72	04.02.92	Liverpool Factory (Widow)
BILL SIBBET	88	28.01.92	Export Dept, Falmouth Road
PAT WOLFE	84	29.03.92	Stationery, Falmouth Road



Retired from the Liverpool Branch

Stan Sutch, 30 years, Repair Engineer; Cliff Madden, 40 years, Construction and Repairs; Bob Martin, 23 years, Service; Frank Carden, 29 years, Construction and Service; Ken Griffiths, 42 years, Service Supervisor.

Sport • TALK



Shuttlecock Supremos

Resident engineer for Northamptonshire, Chris Chapman heads a talented family of badminton players. Daughter Lynsey became No. 2 in the country for under 16's while her brother Richard was ranked No. 1 for the under 12's and under 14's. Richard aged 13 has now been picked to play for England and ranks No. 4. Sadly Chris has had to curtail his own badminton playing following two knee operations.

Football

The Otis London Shield Competition 1992

Reporter: Mike Preville

This year's football competition has been expanded to four teams by Barry Raynes' Skyline team, which is taking part for the first time. Everyone is welcome to attend the matches which are all being played at the Meridian Sports and Social Club, Charlton Park Road, SE18. There is a clubhouse and pavilion so please come along and lend your support. See local notice boards for details or for further information (particularly if you are a budding 'Gazza'), speak to Mike Preville on ext. 217 (Clapham Road).

8th May 1992 - Field 5 Sales 0

Defending champions Field opened up this year's London Shield competition taking on the Sales team at the Meridian Club. Sales led by Justin Bazalgette matched Tom Hester's Field men in the first half going in at the break with a 0-0 score line. In the second half, Kevin Tierney launched a 25 yard Exorcet which broke the Sales defence to open the scoring. 15 minutes later Nick Doyle made it 2-0. For a short time it looked as though Sales would fight back, but they ran out of steam and Field took full advantage, scoring three more times in the final 15 minutes. Nick Doyle scored his second goal and Gary Raynes weighed in with two more.

Friday 29th May - Skyline 4 Accounts 3

Skylines made their debut against Accounts in a close run match. As Skylines captain, Barry Raynes, comments, "We really hung on in there and were extremely relieved when the final whistle blew".

London, Liverpool, Glasgow

The annual matches between Otis London, Otis Liverpool (Admin and Factory) and Otis Glasgow were played in April and May. The scores were London v Glasgow 1-3 and London v Liverpool 2-4.

The John D. Lowe Shield - Liverpool 4 Glasgow 2

The Liverpool (Factory) v Glasgow game was fiercely competitive and the final score was largely thanks to 'man of the match' Liverpool's Ian Watson who scored a hat trick.

Otis Squash Club

Otis Squash Club is looking for new members to play at the Southbank Squash Club. The fee is £65.00 p.a. for restrictive membership which includes free use of a fully equipped gym and snooker facilities. **The Otis Squash Club is looking to set up a squash ladder so all those interested should contact Justin Bazalgette in Clapham Road on ext. 341.**

Golfing in the rain

39 competitors from the London Sports and Social Club, Golfing Society, endured Arctic conditions to contest the Spring Cup at Maylands Golf Club on 15th April. Despite heavy rain and strong winds, players valiantly battled to return some fair scores. This year's Spring Cup was awarded to Brighton's George Ketley, for a magnificent 55 point total over 27 holes, some 8 points clear of the runner-up, Steve Marsh. Notable scores were also returned by Doug Skinner, Dave Thorogood, Terry Lattimore, Nick Doyle and Kevin Lockwood, whose 19 point total won the PM competition over 9 holes. **Anyone who wishes to join the society should contact the secretary, Peter Roberts at Clapham Road for an application form.**

News from the crease

The Otis Cricket Club begins this season with the annual 'limited over' match against Marks and Spencer on the 7th June. Last year Otis C.C won the match for the first time since its inception. However there was some doubt about the number of 'overs' Otis actually received. The scorer, a certain nameless manager of the team, had made liberal use of the 'free bar' for much of the afternoon.

Anyone interested in playing cricket for Otis should contact the team manager Ted Meatyrd ext 484, Clapham Road.



Every week Otis receives an average of four requests for support from different charities. The causes are infinitely varied from: children's hospitals, the disabled, mental health to cancer and Aids. The list is endless and the majority are all extremely good causes. It is very hard to know when to stop but it is obviously impossible to give to everyone. We are currently looking to sponsor one British charity for a year. This would have the advantage of letting us channel our energies to one cause and becoming involved with a programme – from sponsored walks to helping with a children's sports day.

If anyone has a particular British charity which they feel is very deserving of the company's support, please ring or write to Felicity Stonehill, (Marketing Ext 240) explaining what it does and the sort of events it gets involved with. It would be preferable to support an organisation to which we could lend our time and skills rather than just our money and one which has several branches throughout the UK so that everyone who wished could participate in some way.



Robyn Leggett makes her parachute jump.

GOING UP

This is the Summer edition of Going Up, which as you will see now has a 'new look'. We have tried to make it as punchy, interesting and informative as possible. Please let me know what you think. Going Up owes its success to contributions from everyone around the company and I would like to thank everybody who has written articles and contributed news items, photographs and ideas. Space prevents us from using everything we receive but we are carrying over some material for the Autumn edition which will be published on September 30th. The copy date for material is September 4th and contributions should be sent to me, Felicity Stonehill, Marketing, Clapham Road. Ext. 240.

Felicity Stonehill

4th June 1992

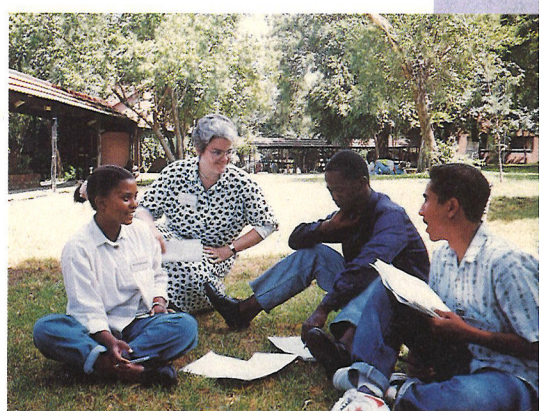
Out of Africa

February found our Training Manager, Jo Tyler, "on loan" to Otis South Africa in support of its social responsibility initiative. Jo was invited to teach communication, teambuilding and conflict resolution skills to members of agencies and organisations whose efforts to build the new South Africa are being supported by Otis.

During the ten day visit, Jo teamed up with Bob Sawicki from NAO to teach 200 people ranging from civic leaders and teachers to 12-year old students in Johannesburg, Soweto and Cape Town.

Jo reports that her experience in South Africa was educational, emotional and very rewarding. She comments, "My perception of South Africa, formed by Western media, was shattered almost immediately, and then continued to shift on a daily basis. I suppose I was struck most strongly by two things. One is how eager people were to learn about us and the skills we were teaching. Here, I have trouble getting people to see the merits of training in these "soft" skills. But the people we taught in South Africa clearly understand that these skills are the key to their ability to create change."

"The second thing that struck me is that despite the trouble, concentrated poverty and oppression, there are still people who carry on with great hope and faith. It is impossible not to be affected by these people who with so few resources are working to do so much for so many. I feel honoured to have been able to make my own small contribution to their struggle."



1992 Photography Competition

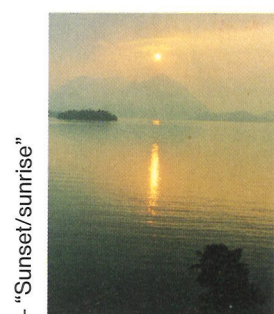
THE WATER BABY

The **First Prize** for the Going Up photography competition goes to Francois Louis Guelfucci, Modernisation Marketing, for the picture of his nine-month old daughter Aymeline. The photograph entitled 'Going Down' was taken with the family's underwater camera and shows the baby gliding like a dolphin under water. Aymeline was a waterbirth and was able to swim immediately.

First Prize



Highly Commended



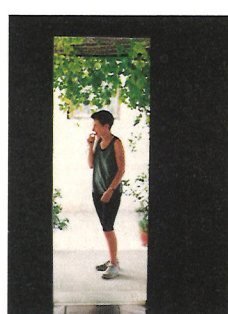
"Sunset/sunrise"

David Mackenzie



"Deer"

David Coe



"Brunch on the balcony"

Grainne Boyle

Second Prize



Mr E Spencer –
"Statues and Children"

Third Prize



Mr S A Johanson –
"Dog-leg"

The Leggett Leap

Back in February Robyn Leggett, Victoria Branch, undertook a sponsored parachute jump to raise money for the Alzheimer's Disease Society. Robyn raised £240. Describing her brave adventure she said, "Sitting in the plane facing a doorless void and the world below was absolutely terrifying. Then my chute opened and I began to fly through the sky like Mary Poppins! At this point I was able to relax and really enjoy the flight".

Dublin's pedal power

Fit and fast members of the Dublin office are taking to their bikes for a sponsored Mara Cycle on the 26th June. The gallant entrants: Tony Glancy, Service Supervisor; John Potter, Service Sales; James McGarry, New sales; Gerry Flynn, 3rd year apprentice and Sheay Garland, Service Supervisor must bike the 215 miles from Dublin to Belfast in two days. All sponsorship money will be donated to Co-operation North a charity set up to generate funds which will be used to bring together thousands of people from both sides of the Border in practical co-operation programmes to help create a climate of tolerance and understanding between the people of Ireland.