CHAPTER 8

STUDY, FINDINGS, CONCLUSIONS

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FINDINGS

Findings are arrived with the use of questionnaires; interviews and observations during the course of research. Thus it has been attempted to arrive at findings with the help of factual information and data. The various findings are:

1) Market Environment

a) Legal strictures: Most of the legal parameters governing the elevator industry have already existed for along as under the Lift Act and the Public Works Departments (PWD)

i. In addition to most of the requirements, the industry has given greater emphasis on passenger safety. Firms are introducing door detector in their elevator models. Emergency light, emergency alarms have become standard accessory. This feature is also being advertised for gaining marketing mileage by most companies.

ii. Quality standards are being maintained by all companies by using components and sub assemblies complying with safety standard or as per PWD rules.

iii. There is a greater emphasis on elevator license through enforcing of legal strictures as seen after 1999. Thus as per PMC and PCMC to get completion of building.

b) Pressure Groups: Contrary to expectations, there is not much negative effect of pressure groups on the elevator industry.

- It was expected that there would be widespread protest against the opening of the industry to multinationals. However the
protests were very meager. There were not much of labour troubles as well, of which Otis bore the major brunt.

c) Safety Norms: there has been a tremendous change in the elevator industry both in terms of users safety and maintenance staff safety.

i. Boom in elevator requirements in Pune gave a effect of lots of ignorance by elevator staff and elevator users on safety. Lots of lifts accidents during elevator installations and commissioning.

ii. Manual collapsible gates of elevators are major safety hazards for children and most of the major elevator manufacturers have stopped selling in the interest of public safety.

d) Demographic Profile: There has been a change in the demographic profile, which favors the industry.

- Growth in population, better mortality rates, major portion of population in the 18-60 years working age.

e) Lifestyle Changes: There have been a lot of changes in the lifestyle of the population structure in Pune. Some of these changes are very encouraging for the industry

i. Education levels have increased for both male and female.

ii. There has been a drastic improvement in the stock of scientific and technical personnel. These represent the growth in the productive capacity from the human resource aspect.

iii. Growth of high-income household has increased and expected to grow even further in the years to come. These are the major consumers of the elevator industry service.

f) Infrastructure – is essential for the industry to survive. Elevators require buildings to run on and the greater and better the building may induce more purchase of elevators. In addition the elevator industry require several major infrastructural inputs like steel, power, oil etc, which enable the industry to function efficiently.

i. There is growth in both the low rise and the high-rise buildings.

ii. Construction sector is perceived to play an equally important role in infrastructural development.

iii. The PMC and PCMC have come out with a conceptual document on high-rise buildings, which is expected to serve as a blueprint for the policy on the development of the Pune City. The conceptual document lays out the framework of private participation in the development of Pune City.

iv. Software technology parks, call centers, mega townships etc. are on growth path and demanding infrastructure and elevator is must utility.

Thus the overall environmental scene for the elevator industry has been more promising since 2000 onwards.

ELEVATOR SERVICE PROVIDERS —

Functional area in organization:

All the activities in the organization can be looked as "Process" and has control points, acceptance criteria, efficiency rating and effectiveness mapping. The goals of Quality of elevator after sales services to elevator service users calls for "cross functional efforts cutting horizontally" across the whole organization. Top management alone cannot achieve goals.
**Age:**

Service engineers in age from 20 to 45 are effective in elevator service delivery process. Age dynamics plays major role in the elevator service delivery speed. Here experience in elevator service also plays major role so age and experience balance is a must.

**Price**

Elevator service provider offers various types of AMCs like comprehensive services; partly comprehensive services; only maintenance type of services etc. and feels that their options are cost effective but actual case there is scope to bridge this perception gap further.

**Systematic enquiry on why customer not buying services:**

Every customer is different. Every problem is different. Learn to anticipate problems. If service provider listen to people and look for patterns; can read customers mind.

**Service Logistic:**

The future state is created based on organization objectives of information and documentation lead-time. On face value service record of management looks all right but on other side as and when service record demanded; service provider ask for time to come back.

**Unsatisfied Customers:**

Everyone talks of special treatment to unsatisfied customers, but very few really understand their customer needs/expectations and act immediately.
Quality Process:

Quality is an idea, which changes with time. It is a perception; a moving target. Quality process must be reviewed at regular interval to have unprecedented breakthrough in elevator services to users. Aim should be control over service process; provoke breakthroughs, and organize for continuous improvement. 100% affirmation on Quality process in place is promising to future of Quality service in elevator industry but any side tracking of quality process is fatal.

Employees involvement in service quality:

Consistency in leadership, continuous involvement of people with mutually beneficial relationship is "core" of successful customer focused organization. Service quality definition per customer segment and their abilities to be used for organization benefits. One of the key challenges is build strong service Quality mindset and culture across the organization.

Complains:

Key challenge is building effective and efficient complaint handling system in elevator service.

Gap:

Elevator service and providing promised quality of service is the whole reason for existence for any elevator service providers.

ELEVATOR SERVICE USERS:

Personal Profile
Major application of elevator system is in medium to high-rise Apartments; office, commercial buildings, Hotel and Hospital buildings and specialty buildings.

**Designation:**
We see that utility Manager, consultants; owner; committee member, Maintenance departments., plays major role in elevator service decision making. In most of the places Managers & committee is taking decisions. AMC of elevator is multiple influence buying. Different designation plays different role in framing specifications of elevator after sales services and finalization of service contract.

**Age:**
Age have no relation to elevator industry. Elevator for vertical transportation is "Must" utility in any medium to high-to-high rise building. However as per the lift act children below 8 years can not travel without adult in elevator.

**Gender**
We see that most mobilized in elevator transportation is "Male". Numbers of medium to high-rise building in Pune is increasing day by day. As elevator travel is must and is crucial utility of the building.

**Income**
Majority of elevator Users are upper middle class and premium class. Service provider are focused on "best AMC for Upper Middle Class Whether its full coverage, including parts or limited coverage.

**Service - Brand:**
Elevator being very crucial utility of building; buyer prefers to have reputed brand of elevators to avoid future conflicts. Study elevator industry in search for "best in class" performers on specific supplementary services.

**Elevator Control System:**

41% of elevator installation in Pune are of simple relay based and 40% of collective system with logic board; indicates that there is a shift from simple to modernized elevator control system. Future belongs to collective system with logic board and V3F elevator control system. As low starting current of V3F system means more than 40% of the electric power saving in the building.

**Power back up:**

Lot's of risk for mantrap inside the elevator during power failure in Pune city. Elevator service users in building can rethink to utilize Gen-set considering limitation of Gen-set like availability of fuel; Auto-change over etc. Scope for educating elevator users to avoid entrapment inside elevator; where power failures in Pune city are frequent and unplanned.

**Reasons for buying brand**

Service users weightage is more on after sales service while making choice of brand. No matter which elevator maintenance provider you select; demand benchmark standards for your agreement.

**Price**

Chances of shift in elevator service business from local maintenance agency to Elevator Company looking at responsibilities and risk involved in maintaining elevator.
**Type of Annual Maintenance Contract**

Residential elevator service users are focused on budget of society and go for low cost oil grease type of elevator service contract while high elevator users of offices and institutional building go for comprehensive service contract.

**Charges of Annual Maintenance Contract - AMC:**

Buying of elevator AMC is still in developing stage; as more than 50% of service users are utilizing only oiling, greasing or semi comprehensive elevator services.

**Service Users experience:**

Majority of the building pass through low occupancy, low usage of elevators to full occupancy - high usage of elevators. Here previous experience plays a major role to workout future elevator service requirement and finalization of the right service specifications.

(a) An important part of a elevator is customer experience and roles customer play in production of services. Their level of desired participation needs to be determined, and customers need to be motivated and taught to play their parts in the service delivery.

(b) Documentation of expectations of the customer and plan of action to achieve the same.

**Commitment:**

Elevator service user calls for commitment to elevator service provider is good experience in terms of verbal "yes" but real part of commitment is not backed by positive actions. Make sure service provider team members understand the responsibilities they are assuming. We can
talk about great service all day; but the only thing that makes it happen are the people.

**Complaints:**

Elevator service user needs to be focused immediately to avoid future surprise to elevator service providers. Ad-hoc process of attending customer complaint; hence no effective monitoring.

**Service Failures:**

Unfortunately customers are not always happy with quality and value of the services they receive. People complain about late response; incompetent personnel, inconvenient service hours, and a host of other problems. Other side, service provider often face stiff competition; sometimes appear to have a very different set of concerns. Many service provider complain about how difficult it is to make profit, to find skilled and motivated employees or to please customers.

**CONCLUSION:**

All the above given findings were eye opening and significant; therefore it was concluded that gaps do exist between promises and motivations of the elevator service providers and expectations and perceptions of seekers of the services.