

Service as usual – but not business as usual

ASSA ABLOY

The global leader in
door opening solutions



One for all and all for one

ASSA ABLOY Entrance Systems is on a journey. From four individual entrance disciplines, we've come together to form a common company. That means setting common goals, identifying common strengths and – not least – taking a common approach to service.

Those of us working with industrial door and docking solutions know the importance of service. We've positioned and proven ourselves as the service experts, and we've always emphasized the benefits of preventive maintenance.

With our Crawford Service Agreements, we've also enjoyed a great deal of success. But as part of a larger organization, it's time to start looking ahead.

Moving on together

By handling service in the same way across ASSA ABLOY Entrance Systems, we can maximize the synergy between business areas. Going forward, a common approach and a single service agreement structure will best help our business to grow. Our new strategy is outlined on the following pages, and your regional organization will explain its implementation in your area.

The same but different

Naturally, this won't change our commitment to service. Nor will it affect the quality of our service or the way we perform it.

What it will do is simplify business with ASSA ABLOY Entrance Systems. Our common approach will create more of a one-stop shop, while still giving access to the specialists customers depend on.

For us, the change will mean increased presence and better use of the customer contact we already have. And that in turn will mean valuable business opportunities.

At your service,

Christophe Winling
Sales and Marketing Director, AAES IDDS



Entrance Systems

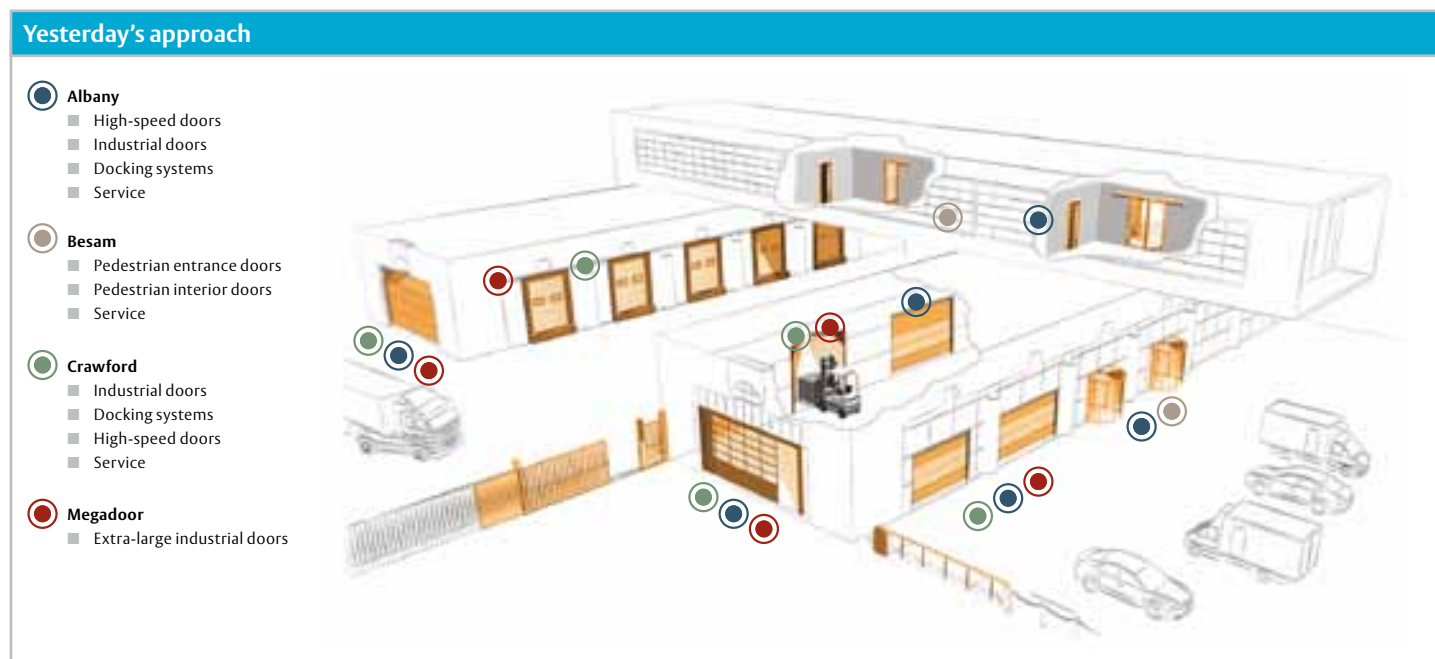
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Creating a one-stop shop



Up to now, we've approached our customers as representatives of our individual door brands and organizations. From now on, ASSA ABLOY Entrance Systems will be our face outward, providing a common point of contact for all our specialist skills.

Too many, too much

The organizations behind each of our entrance brands have had their own ways of doing things. And for the most part, we've continued to do things the Crawford or Megadoor way, even as part of ASSA ABLOY Entrance Systems.

For customers, this has meant many points of contact with us, and at times several different service agreements.

We can make it easier for customers to know whom to turn to and when, above all through a single service agreement structure. Not only will this simplify their work with us, it will also help to make our own work more efficient.

One takes the lead

From now on, customers will have a primary contact person at ASSA ABLOY Entrance Systems, especially for service agreements and other contracts. This person will come from a lead business area, determined by customer segment (see list).

IDDS, for example, will take the lead for Distribution & Logistics, Public Services, Mining and Air & Sea. We'll be responsible for the service agreements within these segments, and we'll be the primary representative working for them.

What it means – and doesn't

When it comes to service, the lead business area will handle incoming requests and organize scheduled maintenance. This means that when specific service is needed for a particular type of door, the lead business area will arrange the right type of specialist technician.

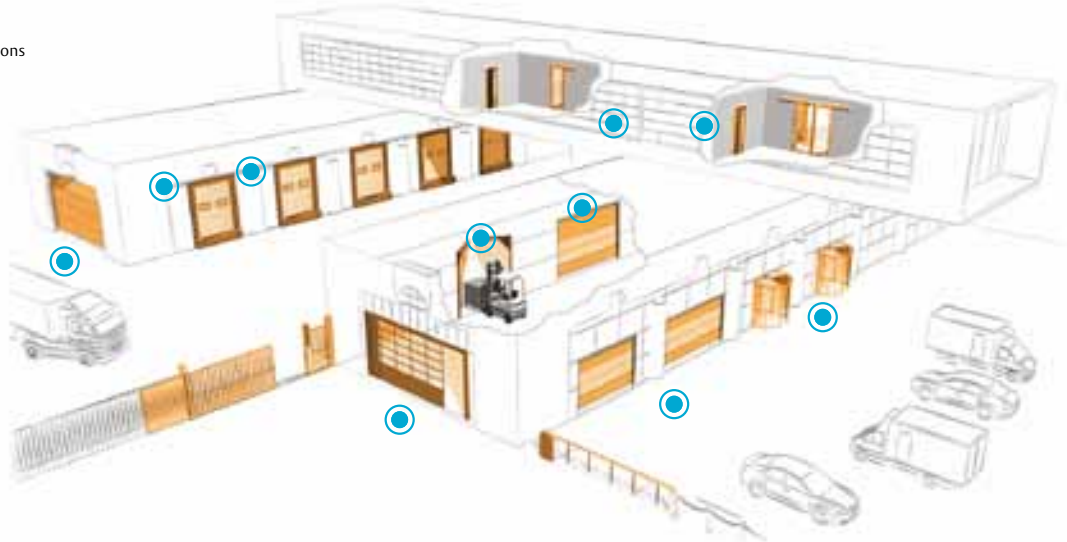
It doesn't mean that the lead business area will do everything. Nor does it stop any of our service technicians from performing acute service of a general nature. But the lead business area will act as the door to a one-stop shop, arranging the perfect match of specialized expertise to specialized need.

How we move forward

ASSA ABLOY Entrance Systems

- Pedestrian door solutions
- Industrial door and docking solutions
- High-performance door solutions

ASSA ABLOY Entrance Systems will approach customers as a single company with a complete offering. Behind the scenes, a lead business area will handle practical matters for each customer segment. But all customer contact will take place under the ASSA ABLOY Entrance Systems banner.



Lead business areas by segment

Segment	Lead BA
Manufacturing	HPDS
Distribution & Logistics	IDDS
Retail	PDS
Health Care	PDS
Transportation	PDS
Hospitality	PDS
Private Services	PDS
Public Services	IDDS
Mining	IDDS
Air & Sea	IDDS

One business area will be the primary contact for each segment, and a common service agreement structure will serve all segments (see pages 6-7).

Growing through service

Sales of new entrance solutions are important, but they aren't the only way for ASSA ABLOY Entrance Systems to grow. In addition to unifying our customer approach, we're taking strategic steps to grow our service business. One is a common service agreement structure.



Our service strategy

Our world-class service abilities are a value-adding resource for customers. Service commitments are a significant part of our day-to-day business, and they're a steady source of income that we'd like to see increase. That's why we plan to do the following:

- *Focus on service-intensive customers*

Service-intensive customers have entrance systems that are critical to their business. They place high demands on safety, security and response time, which means they value in an insightful supplier with a complete entrance solution offering. Regular preventive maintenance, with precise follow-up and reporting, gives them measurable benefits.

- *Sell high-margin solutions*

The better we package our service offering, the more we have to gain from it. Upgrade and modernization kits, energy packages and similar solutions give customers a clearer sense of value that's easier for them to pay for.

- *Increase service on competitor products*

Even as a leading supplier, our own equipment is just one portion of the market. By servicing competitor products, we greatly increase our business potential. Besides maintaining the right skills, we're working toward a better supply of competitor parts.

- *Increase units under agreement*

Service agreements are a perfect way to strengthen customer relationships and secure service growth. By promoting a common service agreement structure, we intend to bring more units under our watch – both our own and the competition's.



Our common service agreements

To utilize synergy between business areas, ASSA ABLOY Entrance Systems is introducing a single structure for service agreements. This will simplify our customers' dealings with us, and it will make it easier to approach customers as the one-stop shop described on pages 4-5.

Known as Pro-Active Care plans, the new agreements comprise a range of preventive maintenance services organized into Bronze, Silver, Gold and Tailor-Flex levels. In addition, there are two basic

Re-Active Service levels that shouldn't be seen as service agreements.

Then and now

More about Pro-Active Care plans can be found in the new brochure that presents them to customers. But it's worth noting a few differences compared to our previous Crawford Service Agreements.

Crawford Service Agreements were determined by the customer's most important unit – even if other entrances experienced less traffic. Pro-Active Care plans are just as focused on preventive maintenance, but they're better tied to the customer's overall priorities.

The Bronze and Tailor-Flex levels in Pro-Active Care correspond roughly to our previous Green and Red service levels. But the Silver level is a new option, covering labor and time for breakdowns as well as the standard preventive maintenance visits.


Another new option is the Gold level, which is truly all-inclusive service. This option is a way of eliminating local competition, and it has to be evaluated on a case-by-case basis.


Some things never change

Even if we're switching to a common service agreement structure, the reasons for promoting the agreements are the same. Regular preventive maintenance:


- Keeps warranties valid
- Prevents unexpected and expensive breakdowns
- Prolongs lifetime
- Saves costs
- Minimizes risk of personal injury
- Minimizes energy loss
- Fulfills legal requirements

More good arguments and specific details can be found on pages 10-11.

 **Pro-Active Bronze**
Preventive maintenance visits only

 **Pro-Active Silver**
Preventive maintenance plus labor and travel for breakdowns

 **Pro-Active Gold**
All-inclusive

 **Pro-Active Tailor-Flex**
Customized plan



How you can contribute



Having a unified approach and a common service agreement structure is an excellent start. But to really make our service business grow, we need to keep it in mind no matter where or how we meet the customer. That's where you come in.

Every contact is important

Each time you communicate with a customer, be on the lookout for a chance to promote Pro-Active Care. The opportunities will differ depending on your role, but three aspects are essential:

- Showing that preventive maintenance is valuable
- Identifying potential service leads
- Making sure that leads are followed up

Most likely, you'll have a chance to do one or more of these in your work. Here you'll find a few examples of ways you can go about it.

Sales representatives

If you work in sales, you're the one most likely to discuss the value of preventive maintenance directly with customers. Your convincing arguments can guide them into the right Pro-Active Care plan.

To think about:

- Gold isn't the only golden opportunity. Any level of Pro-Active Care plan ties us more closely to the customer.
- Integrate your sales approach. ASSA ABLOY Entrance Systems stands for complete solutions, which involve both equipment and service.
- Be concrete. If possible, share real examples of preventive maintenance savings from your other customers.

Back office personnel

Even if you don't meet the customer directly, you can still have a big influence. Subtle reminders and careful listening can both generate service leads.

To think about:

- When customers call about a breakdown, ask if they have a Pro-Active Care plan. This will remind them that Pro-Active Care means priority service.
- Follow up after a breakdown. Customers who've just had a problem fixed are often more interested in preventive maintenance.
- If you notice recurring service errands for the same customer, let a salesperson know. It could open the door to discussing Pro-Active Care.

Service technicians

As a service technician, you see how the customer's equipment is really being used. Your observations are valuable leads that can benefit both ASSA ABLOY Entrance Systems and you.

To think about:

- Is anything different since your last visit to the customer? Changes in business or equipment use can be a reason to reevaluate service.
- Note any difficulties or challenges the customer mentions – even if they're unrelated to the job at hand. They may be worth following up.
- When the job is finished, let the customer know if a Pro-Active Care plan could make similar errands faster or more economical.



Opportunities and arguments

Roles and structures vary from region to region. Your regional organization can provide more specific details about your opportunities to promote preventive maintenance and Pro-Active Care.

The arguments for preventive maintenance, however, are similar everywhere. You'll find a number of them on pages 10-11.

Why preventive maintenance?

Selling preventive maintenance and Pro-Active Care starts with knowing the arguments. The overview here is a toolbox of important reasons that can be used in convincing customers.

1. Entrance performance is not constant

The performance of an entrance solution drops with normal usage and time. This is true even during the warranty period!

2. Single repairs don't have a lasting effect

When a breakdown occurs, many customers expect the repair to improve overall performance. Yet while a repair may provide a temporary lift, it's seldom enough to outweigh the downtime incurred. Nor will it do anything to prevent unexpected new breakdowns, with more costly repairs and additional downtime.

The only way to really lift performance is to maintain it over time.

3. Pro-Active Care keeps you protected

A Pro-Active Care plan ensures a minimum 1–2 service visits per year – even during the warranty period. Depending on the plan, it may provide even more.

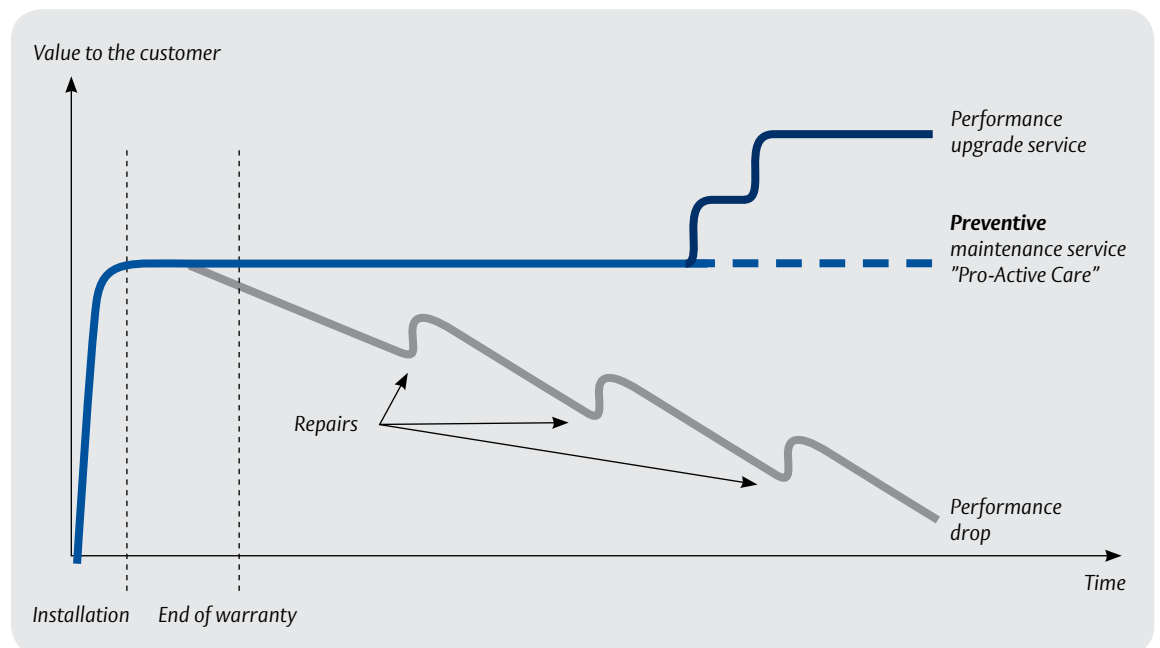
This means the customer's entrance solutions are under the watchful eye of our professional technicians, who keep them performing at a consistent high level. Our technicians' expert knowledge and preventive efforts prevent unexpected situations, which can disrupt the customer's business and cost a fortune in lost time and energy.

4. Upgrades provide an added boost

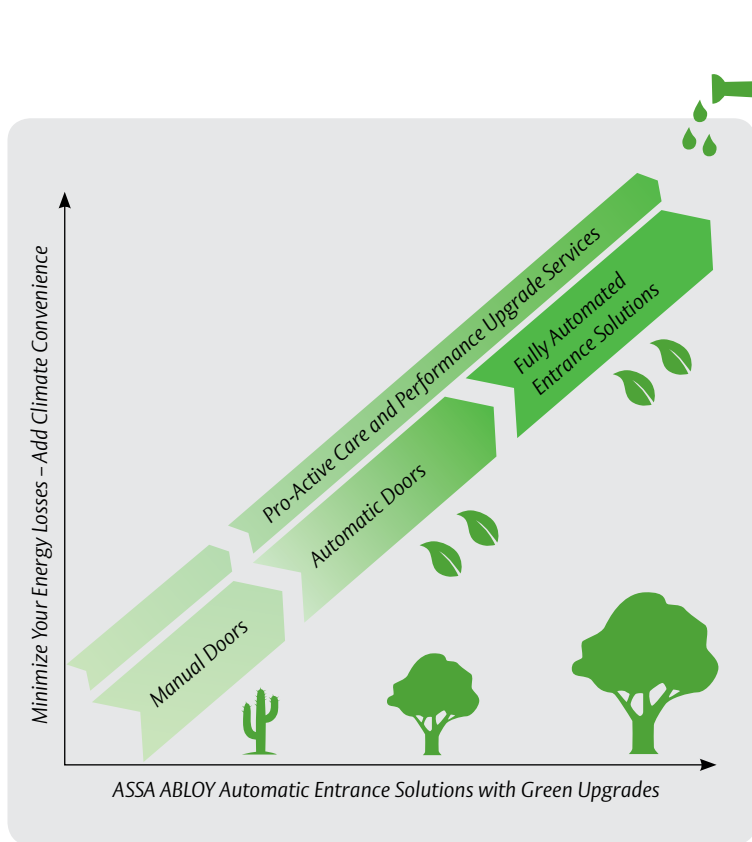
The original performance, safety and convenience of a customer's entrance solution can be further improved through:

- Equipment upgrades
- Sensors and safety upgrades
- Other upgrades

Naturally, such upgrades don't have to be part of Pro-Active Care plan. But having a plan in place means regular access to our service technicians, who can present better ways to meet new demands and regulations as they arise.



Effective lifecycle management enhances the performance of your automatic entrances.



Automatic Entrance Solutions

For external entries to climate-controlled buildings, automatic doors are a greener option than manual doors. Only open when actually in use, they reduce the amount of energy needed to heat and/or cool the building.



Green Upgrades

Automatic entrances can be made even more energy-efficient with Green Upgrades like sensors, air curtains and other equipment with adjustable functionality.



Pro-Active Care

Regular maintenance ensures that the automatic doors operate reliably and optimally for consistent, sustained energy savings.

5. Sustainability – many arguments in one

Environmental arguments are especially convincing, because they affect not only a company's environmental impact, but also its own bottom line. Here are just a few reasons why a Pro-Active Care plan makes sense from a sustainability perspective:

■ **Energy-efficient performance**

A door that functions poorly may waste energy. And if it breaks down altogether, it may stand open needlessly. That can waste more energy than poor insulation – to say nothing of the business disruption. With continuous performance ensured through Pro-Active Care, customers can expect fewer breakdowns, less downtime and reduced energy losses for heating/cooling.

■ **Extended lifetime**

Less waste means better economy and reduced environmental impact. By keeping entrance solutions at a constant level of high performance, a Pro-Active Care plan ensures a long service life

that benefits everyone.

■ **Reduced emissions connected with service**

When service visits are scheduled, as they are in a Pro-Active Care Plan, the travel can be planned for the best possible efficiency. Unexpected breakdowns mean little or no notice, which leads to greater driving distances and increased vehicle emissions. Emissions are further reduced by having ASSA ABLOY Entrance Systems as a single service provider for all door brands. With one partner, fewer technicians and vehicles need to travel to the same site.

ASSA ABLOY Entrance Systems is a leading supplier of entrance automation solutions for efficient flow of goods and people. With our world-wide presence we offer products and services dedicated to satisfying end-user needs for safe, secure, convenient and sustainable operations. ASSA ABLOY Entrance Systems is a division within ASSA ABLOY.

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