

Beryl Evans, Enfield, was given the go-ahead by her boss, John Davis, to come to work dressed as a clown on Red Nose Day. She collected £575 from colleagues, friends and sponsors. Beryl, who has worked at Enfield's halogen factory for four years, and who is a local councillor, made her own costume and was up at 5am that morning to make sure her remarkable make-up was right.

# RECORD RESULTS CLINCH ADVANCE

THE year to March 31 1989, was one of the most successful in the history of THORN Lighting in terms of profitability, strategic direction and operational development.

- Profit up substantially.
- Acquisitions strengthen international position.
- Sales outside the UK represent 61 per cent of turnover.

The further increase in profit over the previous year is well ahead of growth-plans, and confirms the progress made by the management team established two years ago.

Profit before taxation for the THORN EMI group increased 25 per cent to a record £289m (£225.3m) on turnover up 8 per cent to £3,290m (£3,054m). Earnings per share rose by 21 per cent to 64.2p (53.1p) and the dividend grew by 23 per cent to 27p net.

In his statement to shareholders, THORN EMI

chairman, Colin Southgate, said, "THORN EMI is focussed on three main businesses: Music, Rental & Retail and Lighting, all of which are successful, international and well positioned for future growth.

THORN Lighting is now number one in the Nordic region and the UK and number three in the rest of Europe - with the Holophane acquisition. It is market leader in Australasia with the acquisition of ALI, Rymer and Kempthorne, and the Hong Kong and Malaysian joint ventures are keeping the company in step with growth in the Pacific basin.

Over the last three years strong internal growth, targetted acquisitions and faster and more product launches are bringing us closer to becoming the world's leading supplier of lighting solutions."

## Awards now top fifty!

THORN Lighting won three highly commended awards in the annual EMILAS competition this year, taking the total number of awards won by the company to more than fifty since the scheme began.

The three lighting schemes won certificates in the "New" installations category. David Welch, based at Romford, provided the scheme for M & M Windows - a small factory manufacturing double glazing units.

Tom Fairhurst, of Cardiff, designed the lighting system for the County of South Glamorgan's new headquarters, and Clive Goodier, of Manchester, was responsible for the lighting of the North West Electricity Board new, hi-tech, energy-efficient head office in Trafford, Manchester.

All three, and Andrew Osmond, director and general manager, Lighting Systems Division, were present at the award ceremony at the Café Royal, London, where Baroness Hooper, the UK Energy Minister, made the presentations.

Below, from left: NORWEB guest; M & M Windows guest; Tom Fairhurst, Cardiff; NORWEB; NORWEB; Andrew Osmond, director, Lighting Systems; David Jones, County of South Glamorgan; Peter Goldsworthy, NORWEB; Baroness Hooper; Terry Murtagh, M & M Windows; M & M Windows Guest; Clive Goodier, Manchester; M & M Windows guest; David Welch, Romford.

## INSIDE

- Local news p2
- Lamp Presscaps p3
- Caught in the Spotlight p4
- Zero is most p6
- Competitions p7

And lots of International News!

## Identity drive begins

TAKE a look at the variety of logos being used throughout THORN Lighting.

Confused? It's not surprising! Many more logos exist which have been altered to please but the result is a confused image.

Now, turn to the back page! There you will see a new signature mark for THORN Lighting. It signals an overall THORN EMI group identity drive.





# Lampline



Apprentices and trainees line up before boarding a coach for an Outward Bound course.

## Bound to be active

**EIGHT** apprentices, two lamp trainees and five YTS trainees from Leicester recently spent a week at the Outward Bound Centre, Aberdovey.

They were split into four groups and thrown together with trainees from other THORN Lighting sites to spend seven days living in wooden chalet and fending for themselves.

Fortunately, the weather was good all week

and the hot sunshine with not even a hint of rain, saw many people getting a suntan.

The activities included climbing, abseiling, canoeing, sailing, rafting, orienteering and other team exercises but everything came to an end with a project involving a murder solution!

Many found qualities in themselves that they did not believe they had — leadership skills, working in a team, and having confidence in other people.

## GOOD WORK!

LEICESTER'S top apprentices and YTS trainees for 1987-88 recently received their awards at a presentation evening.

The apprentice winners were: Paul Bullimore, Best Overall Apprentice; Matthew Turner, Best First Year; Ian Brown, Challenge Trophy.

The awards were donated by Mr and Mrs Yeung, and Mr and Mrs Matthewman, in memory of their sons, who were apprentices at THORN Lighting, Leicester. Baskets of flowers were presented to Mrs Yeung and Mrs Matthewman by first-year apprentices Kerry Austen and Helen Bate.

YTS award winners — the first to be welcomed — were Mita Patel, Best Overall YTS; Kaxa Soni, Best First Year.

Speeches were made by Paul Hook from Enfield, Roger Dennett and Ken Wolfe.



Paul Bullimore and Mr Matthewman.



Matthew Turner, Mrs Yeung and Paul Hook.



Kaxa Soni, Ros Marsh and Ken Wolfe.



Mita Patel and Ken Wolfe.

## Do yourself some good

**FOR** the 26 million people in this country in full-time employment, most waking time is spent at work. Why not, then, make the workplace as healthy as possible.

Everyone can benefit — bosses from a healthier, more efficient workforce, and workers from better physical and mental approach to life and work.

Heart disease remains Britain's number one killer. Despite a slight drop in the death rate over the last decade, we still head the world table for heart disease mortality.

Deaths from heart disease often deprive British companies of their most valuable and experienced staff, accounting for almost 40 per cent of all male deaths in the 35 to 64 age group.

And 21 per cent of all absences from work are due to heart and circulation problems. Women are as much at risk as men. In 1985, over 23,000 women died prematurely from the disease.

But despite this pessimistic picture, there are many simple measures which everyone can incorporate into their working day to help avoid the disease.

THORN's Leicester site is supporting this campaign, which includes a number of effective ideas:

- Instead of heading for the pub at lunchtime, try a little gentle exercise such as a brisk walk. Twenty minutes exercise two or three times a week is enough to boost your overall fitness, and is better for you than an exhausting game of squash once a week.

- Does your job involve long periods of sitting in one place? If so, try to sit upright rather than slouched, with shoulders back and head up, to avoid the build-up of stress.

- Does your lunch consist of a hastily-eaten hamburger and chips? Check our Restaurant menu for low-fat, high-fibre meals, and choose those instead. Or, if you bring a packed lunch, experiment with wholemeal bread and low-fat fillings.

- Try to reach a "workplace agreement" on smoking. If colleagues, particularly in confined areas around you smoke, try to have a designated area set aside where they can do so without offending non-smokers. Remember, passive smoking puts everyone at risk.

I have recently completed an initial survey into smoking habits

within office areas. Results were mostly positive, showing many areas already having "No smoking" areas designated by themselves. Several areas allowed quite a high percentage of smoking, and more help will be offered to reduce it.

- Relaxation is all-important. Make sure you take time to relax at the end of the day. Try to spend half an hour relaxing or in gentle exercise, before facing up to the evening's activities.

Since this campaign was launched in 1987, more than 70 employers have signed up to adopt workplace-based health schemes for their staff. Among the firms supporting the campaign are British Telecom, Coal Board, British Aerospace, and Whitbread.

### Programme

All employers who join the programme commit themselves to adopt at least three of a series of ten measures, which range from distributing leaflets to implementing a full-scale health promotion strategy.

Here at Leicester, leaflets are available in the Health Centre. I will advise on diet, exercise, smoking etc. We held a very successful health exhibition last year — 804 blood pressures were taken, 24 were found to be high enough to refer those employees to their GP. As a result, 24 lives have potentially been saved from a stroke or heart problems.

Looking ahead I am planning a demonstration of life-saving techniques by the St John Ambulance Brigade, and am examining the possibility of having a cholesterol - testing machine. There will also be more articles in *Lampline*.

Work-base schemes can and do reach hundreds of people at once. Overall, it is estimated that in its first year alone, the campaign reached more than two million people through workplace initiatives.

Coming to work really can be a healthy business! If you need help or advice on any health topic, come along to the Health Centre.

**SISTER J. JONES**  
Occupational Health Advisor

## Sometimes or never?

THE following questionnaire has been prepared to enable employees to comment on the Staff Sales Shop on site. Please tick your answer and return the completed list to the Personnel Department.

Did you know that you were entitled to buy goods from THORN EMI Staff Sales (now trading as Mistral Consumer Sales Ltd) at lower than High Street shop prices?

YES  NO

Could you easily get hold of a recent copy of the:

Product Catalogue YES  NO   
Price List YES  NO

Do you consider that Staff Sales prices are generally:

Very much cheaper than elsewhere (at least 10 per cent)

A little cheaper than elsewhere

About the same

More expensive

Don't know

When purchasing items available from Staff Sales, how often would you consider buying from Staff Sales:

Always  Sometimes   
Usually  Never

Have you purchased anything from Staff Sales in the last year?

YES  NO

Would you object if the Staff Sales facility was withdrawn?

YES  NO

Would you be interested in obtaining House and Car Insurance from Staff Sales?

YES  NO

## News in brief

MAY we take this opportunity to remind you about the special Olympics which THORN Lighting has adopted as its charity for 1989? So far, though, no ideas for fund raising have been suggested!

Employees who do have any ideas about fund raising should tell the Personnel Department, which would be only to pleased to provide every assistance.

\* \* \*

STAFF at Leicester have raised £133 for eight-year-old cancer sufferer Darren Allen. Darren's mum's friend, Dorothy Freestone, works for THORN Lighting. The money will go towards sending Darren on a holiday of a lifetime. Dorothy, along with Manjo Dave, Jackie Malone, Chris Wilson, and Edna Reid, presented the cheque.

\* \* \*

A GROUP of youngsters have joined the Melton Road site as part of the MSC's Youth in Business scheme. The trainees are studying everything from office practice to mechanical and electrical engineering, and are transferred between departments to put their newly learned skills to the test.

### WIN A TENNER WITH YOUR WORDS

HOW many words of three or more letters can you make from the letters in this Hexword Puzzle, all including the central letter 'E'?

Plurals and proper nouns are not allowed. A score of 24 is fair, 36 is good, but more than 48 is very very good.

A prize of £10 goes to the entrant with the highest number of words. Entries, please to: Personnel Department, Leicester, by August 31. Don't forget to include your name and department.





Front, from left: Dave Barrett, Marilyn Wilson (canteen), Birch Hamilton, Keith Brewer, Nurse Barter, Stuart Hill, Dave Dicker, Dennis Cammiade; back: Steve Carter, Ian Horse, Jeff Byrne.



Angeline Hemmings operates the re-configured machine, which enables operators visually to inspect the finished product and take responsibility for its quality.



Les Hine, Betty Sweeney, Iris Leyton, Jean Oates, Angeline Hemmings, Margaret Clarke and Joan Marriot.



front, holding hoists, Gerry Evans and Michael (Paddy) Walsh; back, from left: Colin Lockwood, Peter Hunt, Frank Ravat, Tony Butcher, Rudolph Clarke and Mike Jury.



Eunice Macdonald, Vi Herbert, Denise Browning, Sheila Kingdom, Ivan Wiseman, Eileen Denobriga and Gertrude Lyndon.



Presscaps management team: Peter Fenn, Ron Decort, Stan Gillard, Peter Collins, Les Patmore and Brian Phillips.



Erica Marshall, Teresa Smith, Ernie Cogman, Angela Bragg and Julie Hine.



Frank Russell, John Kilby, Percy Hendy and Stan Oxley.



Dave Thomas, Steve Faulkner, Linda Hawkins (seated), Stan Gillard (seated), Joan Shadbolt, John Thomas and Keith Bailey (factory manager for FLW, Enfield, who was visiting Presscaps).

# With pride in own goods

LAMP Presscaps at Edmonton has become a part of Lightsources Fluorescent Division. The step is a logical one since the factory produces a staggering 1½ - 2 million bi-pin cap assemblies per week and insulators for T8, T12 and T5 lamps.

In fact, it could be said that Lamp Presscaps is the beginning of the fluorescent tube line!

Lamp Presscaps also produces components for other finished lamps — backbone clips for the incandescent lamps made at Preston; backplates for the auto lamps made at Leicester, and the injection-moulded casing for fluorescent starter switches.

The company also supplies components for external customers, and is beginning to start production on the pinning of the plastic moulded cap which is fitted to 2D lamps.

Presscaps is not only taking on a new business. It is also a self-sufficient unit. With its large team of highly qualified engineers, it is able to design its own tools and dies, and can provide its own maintenance service with little help from outside.

It is probably this self-sufficiency which has meant that little has previously been known about the company and the people who provide such important products to THORN Lighting.

## Rebuilding

The factory is located in a part of industrialised Edmonton. Many of the surrounding buildings have been demolished, but rebuilding is beginning and many new units are beginning to appear.

The existing factory of 24,000 square feet has been on its site since 1952 following Sir Jules Thorn's worry that supplies of caps from Lamp Caps at Chesterfield would evaporate during the war years. In typical Sir Jules style he set up the company at Hampstead in 1940, transferring it to Lincoln Road and, finally, Edmonton in 1952.

Stan Gillard is the director and manager and also has the added fame of being the company's longest serving member. He's worked at the factory for 39 years.

He leads a team of five managers — Ron Decort, Peter Collins, Brian Phillips, Les Patmore and Peter Fenn, and a total staff of 53. Eighty per cent of them have worked for THORN Lighting for more than 20 years.

Despite this long service record, Lamp Presscaps has witnessed and accepted major and fundamental changes in the way which the factory operates. Until eighteen months ago, the fluorescent factory at Enfield held one month's stock of caps, but in the drive for greater manufacturing effectiveness it was felt that this could be significantly reduced.

As a result, Presscaps became one of the first THORN Lighting factory sites into which the principles of J.I.T. were introduced. And the factory has never looked back since.

## Improvements

The search for continuous improvements has led to the setting up of regular discussion meetings between operators. Most feel that they now have a big say in many of the changes. One of the biggest difference to methods of working is the flexibility of operators in the assembly areas.

Each person trained to work on any section — T8, T12, T5 caps and Pin and Paxolin insulators — and this brings an element of variety to the work, which has traditionally been regarded as somewhat tedious.

Responsibility for own quality has also changed the status quo. It has also caused a few headaches! Many of the assembly machines were traditionally set up so that components were fed into the front of the machine and finished goods came out of the back — out of the operator's sight.

Obviously, responsibility for the quality of finished products leaving the machine in this manner could not be expected, and so experiments were carried out to re-configure the machinery.

After a couple of attempts, one machine was successfully modified so that finished goods are now emitted at the front and can be visually inspected. The remaining machines will also be modified.

Actual improvements to efficiency have also been effected.

Changeover times on assembly machines have been reduced from between four to six hours to only twenty minutes and, in some cases — on pressings — to as little as five to ten minutes!

Continuous improvements, however, are not simply related to methods of working but also working conditions. Lamp Presscaps — it has to be said — is extremely noisy, particularly on the massive pressing machines.

But the sound level has already been reduced from a hundred decibels to ninety. The target is eighty-five decibels. Safety is an important feature too, and operators all wear ear protection and other items of protection such as boots and glasses.

The most enduring impressing of Lamp Presscaps in Edmonton is the closeness of the workforce. Everyone knows each other, and the team spirit is very much in evidence. So too is pride in their products.

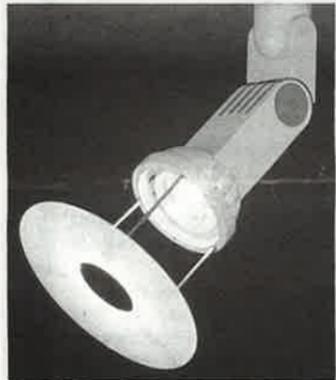
# Team spirit very much in evidence



Jahn's plant at Nordhorn includes 1200m<sup>2</sup> of warehousing. The complete site covers 14000m<sup>2</sup>.

## Quality and service for success!

JAHN is the German company more formally known as 'Gluhlampenfabrik Jahn GmbH'.



### Harmonise with Aria

A RADICAL new range of low voltage fittings, 'Lightstream Aria', was launched last month.

The spotlights were designed at Enfield in conjunction with Kenneth Grange, of Pentagram, a famous designer in the UK, who has created products such as the Kenwood Chef.

The new spots take advantage of the latest sealed beam lightstream lamps, which are made at Enfield. Available in Ash white or Black, the luminaires received a Die Gute Industrieform Award when shown at the Hanover Fair in Germany this year.

The spotlights are made at Spennymoor.

## ON THE MOVE

THORN Lighting has to vacate its headquarters at 284 Southbury Road, Enfield, by March 1990, when the lease expires.

Although a number of options in the Enfield area have been examined a new, modern building on a small, prestigious development in Borehamwood, Hertfordshire, has been proposed.

The building has extensive facilities, gives easy access to the south and north via the A1, M25 and M1 and, set back from the road, surrounded by grass and trees, it's close to shops and other amenities.

It is intended that the Executive Board, their support staff and the corporate functions already at Southbury Road, will be relocated.

• Watch out for more details in the next edition of *THORN Lighting News*.

Founded in 1965 on its existing site, in Nordhorn, West Germany, Jahn manufactures and assembles light sources, which are chiefly supplied to the OEM market. In 1972, Jahn joined THORN Lighting and now makes nine million products annually.

The German market accounts for 48 per cent of Jahn's sales of non-halogen light sources. The rest of Europe accounts for another 45 per cent. In all, Jahn sells to more than 50 countries around the world.

Jahn's success with new products has been encouraging. From being 100 per cent reliant on sales of auto lamps in 1975, new products accounted for 20 per cent of turnover in 1988. This figure is budgetted to rise.

#### Customers

Jahn puts its success down to a high level of quality and service. Personal contact with customers is backed up with a 24-hour supply service. Jahn also has the ability to accept smaller lamp orders because of its short machine changeover times. The main aim throughout has been to make Jahn a company with which it is easy to do in business.

Sixty-six employees work at Nordhorn, headed by Dirk Weniger, who leads a management team of six: Gary Keen and Renate Wevers (finance), Bernhard Reiners (sales), Peter Heinsch (purchasing), Heinz Plogmann (production) and Knut Tierling (marketing).

Links with Light Sources Division are strong. Dirk Weniger reports in the UK to Mike Murphy, director of the commercial arm of Light Sources Division, and Leicester site, which provides strong technical support.

# CAUGHT IN THE SP

As THORN Lighting becomes more international it relies on the skills of the people who work in every one of its' offices and factories all over the world. In short, the company's most crucial asset is its people and their unique knowledge of their own lighting markets.

But of course each country has its own customs and individuals have different hobbies and interests. THORN Lighting News wanted to find out a little more about some of the individuals who make up such an international company.

Here are some of those individuals who have been caught in the spotlight.

Nan Tyrrell's favourite.....  
FOOD: Baked Dinner  
DRINK: Beer  
TV PROGRAMME: Golden Girls  
BOOKS: Thorn Birds  
ACTRESS: Katherine Hepburn  
TYPE OF MUSIC: Ballads



#### DIDIER MARECHAL FRANCE

Didier Marechal is an engineer who works in Holophane's drawing office. He lives in Vandrimare, northern France, is married and has a three year old son - the birth of whom, he says, gave him the best day of his life.

Didier's great hobby is riding horses but he also enjoys DIY around the home and enjoys listening to music - particularly classical and Viennese music. He is not keen on modern, hard rock music.

Didier's ambitions are to be successful in an interesting job, to own a Jaguar XJ6 car and to enjoy a holiday of a lifetime in Canada or Polynesia.

Didier Marechal's favourite ....  
FOOD: Fish and Shellfish  
DRINK: Champagne  
TV PROGRAMME: Sport/nature and wildlife programmes  
FILM/BOOKS: Detective films and books  
ACTOR/ACRESS: Michael Douglas and Marlene Jobert.



#### LLEW OELOFSEN SOUTH AFRICA

#### The Export Manager

Export managers are known  
For sitting by the linguaphone,  
Perfecting, as we others can't  
Their 'dans le jardin de ma tante'  
And other abstruse words they utter  
For gins and tonics in Calcutta.

Their office, though they're rarely there,  
Has Gauloise fragrance in the air,  
And other half-suggestive traces  
Of journeys in romantic places.

To go with hope, but not arrive,  
Is not how export men survive  
It's exile, once they've crossed the border,  
And no way home without an order!



Llew Oelofsen works in the export department of the company's Johannesburg office in South Africa. He joined THORN Lighting in 1973, is married and has two sons - Shaun, 10 and Lynton, 8.

Llew's hobbies are playing golf, golf, golf and a bit of bridge and the best day of his life was when he shot level par in his club's championships. His ambitions are to own a BMW 735i and to travel around the world - with his golf clubs of course. China would be Llew's destination for a holiday of a lifetime - we understand that the Chinese golf courses are a great challenge!

Llew's most embarrassing moment also involved travel. Returning home from a trip abroad, a customs official decided to scrutinise every item of Llew's luggage before allowing him to board the plane. Not only did this happen at 1.30 in the morning, but also in front of a full flight of tired and weary passengers who couldn't pass customs until he - and his 10 days worth of dirty washing, - strewn over the customs hall - had also passed!

Those of us who don't work in export departments may be excused from feeling rather suspicious of those who do get the opportunity to travel to mysterious, and far-off lands on 'company business'. But, Llew sent this poem which explains the job better:



Seppo Sutinen's favourite.....  
DRINK: Beer  
TV PROGRAMME: Factual programmes  
AUTHOR: Arto Paasilinna  
ACTOR: Paul Newman  
TYPE OF MUSIC: Dire Straits

#### GUNNAR WESTERLING FINLAND

Gunnar Westerling is the Marketing Director of Orno, in Finland. He has worked his way up through the company which he joined in 1947 - a remarkable 42 years ago.

He lives in Rekola, which is 12km South of the Orno factory, is married and has three grown up daughters and two grand daughters.

Gunnar has a wide variety of hobbies. He sings first bass in both a male voice choir and a quartet. He enjoys many types of music from blues, dixieland and 'big band' sounds from groups such as Manhattan Transfer, to Ravel's Bolero. He is also a keen sportsman enjoying fishing, tennis, slalom skiing (which he has just started) and football (which he is just quitting).

Gunnar's holiday of a lifetime would be to spend one month in every capital city in Europe and considers that to be an excellent way of spending the rest of his life!

Gunnar Westerling's favourite ...  
FOOD: All soups - especially burbot soup  
DRINK: Water, beer, gin and tonic. Beer - water - gin and tonic ....

TV PROGRAMME: Nature programmes, all kinds of sport  
FILM/BOOKS: The last film he saw was his favourite - A F  
last book he read was Kingsley Amis', 'The Old Devils'.  
ACTOR/ACRESS: Spencer Tracy/Jeanne Moreau.



# OTLIGHT

## NAN TYRRELL AUSTRALIA

Nan Tyrrell joined THORN Lighting more than 30 years ago and works in the New South Wales sales region in Australia. Nan lives in West Ryde, NSW.

Although she has no unfulfilled ambitions—her holiday of a lifetime would be to visit historical sites and the white beaches of the Greek Islands—which may seem remarkable to those of us in the northern hemispheres who can think of no other paradise than Bondi Beach or the Great Barrier Reef in Australia!

Nan enjoys reading and doing crosswords but her great love is tennis—a hobby for which the very best and very worst days of her life are remembered. The best day was when she won a tennis doubles championship. The worst day was when she had to play in an ill-fitting, borrowed tennis skirt which dropped off on the court!

Embarrassing, but certainly entertaining for the crowd.



## CHARLES GAUCHRAN IRELAND

Charles Gauchran works on the trade counter in Dublin, Ireland. He is married with two boys aged 18 and 9 and has worked for the company since 1981.

Charles' spare time is spent playing cricket but he has many ambitions. He would like to become an accomplished actor, be able to play the saxophone and travel to the romantic Far East. He would also like to own a Cherokee Land Cruiser.

Charles Gauchran's favourite.....

FOOD: Indian cuisine

DRINK: Vodka & Tonic

PROGRAMME: Documentaries, plays and sport.

MUSIC: 'The Boys in the Band'

BOOK: 'Is that It' - Bob Geldof

ACTRESS: Jack Nicholson,

Julie Lee Curtis

GENRE OF MUSIC: Everything



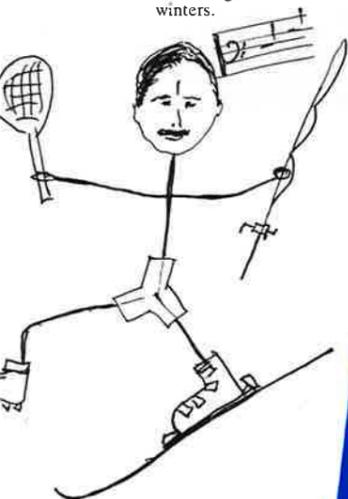
## SEPPO SUTINEN FINLAND

Seppo Sutinen joined Orno Oy, in Finland, 24 years ago and works as a supervisor in the factory paint shop. Seppo lives in Kerava, where the factory is situated, he has two sons and two daughters— one of whom is fostered.

Seppo enjoys outdoor recreation such as tennis, but he is very interested in local politics and trade union activities.

Seppo's favourite food is a special Finnish delicacy called Carelian Stew which is made from several different varieties of meat stewed in their own juices for several hours. Sounds like a delicious remedy for those long, cold Finnish winters.

Programmes such as



Programmes (except perhaps for cricket)!  
Fish Called Wanda with John Cleese. The



WHEN electrical contractor Steve Penney of Crawley was told that he had won THORN Lighting and Newey & Eyre's Snap It Up promotion on the day before April Fool's Day, he said he didn't believe it.

But it was true, and Mr Penney, of S.J. Penney, Crawley, and his fiancée, Kay Minshaw, were invited to London to receive his prize – £3,000 worth of the latest video and photographic equipment.

THORN'S Sales Director Bill Milford, and Newey & Eyre's Southern Region managing director, Alan Pattinson, made the presentation at THORN Lighting's showroom at the Business Design Centre, Islington.

The picture shows, from left: Bill Milford, Steve Penney, Kay Minshaw, and Alan Pattinson.

# Canteen sets off topical burst of verse

EVERYONE knows that the Welsh are great singers. Did you also know that they are pretty good poets, too?

Appropriately, the best poetic talents in THORN Lighting have come from Merthyr—particularly from the High Watts production team and from Margaret Connolly, secretary to Steve Hayes, Merthyr's new personnel manager.

The recent burst of verse started when the High Watts team decided that something ought to be done about the Merthyr canteen...

*As we all suffer from indigestion  
We'd like to give you our suggestion  
A change of Menu would be our wish:  
No more sausage, pie or fish.  
Steak and lamb chops, what a treat!  
And strawberry flan as a sweet.  
We'd go on our knees to beg  
With what they could do with an egg:  
Omelettes, scrambled, even fried.  
The chef could do it if he tried!  
Low calorie meals high on the list,  
Fresh fruit to follow. Do you get our gist?  
And, oh, the pleasure for us all  
To see the menu on the wall,  
A bigger print, if you please,  
Our tired eyes to read with ease.  
And in this electronic age  
Micro-waves are now the rage.  
So how about a few for us  
To warm our food without any fuss?  
Roller blinds, a coat of paint,  
Would make our canteen what it ain't.  
Please, Mr Hayes, do your best;  
Consider our simple request.  
Morale, will lift. We know that's true,  
So now we leave it up to you!*

The High Watts

To which Margaret replied:

*Your poem has been received with joy,  
No longer are you a 'Fish and Chip' boy.  
What delights we can now conjure up,  
Because our sole aim is to fill your cup.  
No more dirty overalls to mar the scene:  
We think you realise what we mean!  
Micro-waves are food for thought;  
Lowest calorie food, almost nought.  
Oh, High Watts, without you what would we do?  
Now, put the foot on the other shoe:  
With co-operation from everyone,  
This enormous task will be done.*

And finally, on the installation of the new loos at Merthyr, Margaret writes:

*The day will now soon dawn,  
When a new era will be born:  
For your pleasure, new loos,  
Pink and grey, even blue,  
Vanity units by the suite,  
Everything new and very neat,  
Tiles around the basins,  
And. There's more:  
This is not the end by far:  
A new restaurant on a par,  
With new seating, plants in pots,  
Cuisine especially for High Watts,  
Lounges, rest rooms by the score!  
Who could even ask for more?  
Ideas are welcome from everyone.  
We're going places. Things are going to be done.  
The time has come for change.  
We cannot and will not stay the same.  
For you to earn a good living is our aim.  
Surely, your views are the same?  
Now, here's the crunch:  
We will only do things once.  
No more vandalism, please;  
No more stealing to make us ill at ease.  
Allow THORN Lighting to shed a guiding light:  
CO-OPERATE EVERYONE. PLEASE DON'T BLIGHT!*

We wait, with baited breath, for the reply!

## Phased merge begins

LIGHT Sources Commercial (TELC) and Omega Lighting began a phased programme this month to merge. Completion is due by March 31st of next year.

The aim is to establish a new THORN Light Sources Commercial organisation that is better structured to target international growth opportunities. The combined group represents a major market force and is

a key move to secure a stronger presence. It will offer a wide customer base and an increased product range from a single supplier. Better customer support services will also result.

Under managing director MIKE MURPHY, with KEITH APPLIN as sales director, the new management structure becomes: Mike Murphy (managing director) and Alex Halberstadt (development director).

Reporting to Mike Murphy are OLIVER SANDERS (operations director), TREVOR JAGGARD (financial and IT director), BARRY DAHILL (commercial director) and DIRK WENIGER (managing director Jahn GmbH). JOHN WHEEN (marketing director, general lighting) and KEITH APPLIN (sales director general lighting UK and Ireland) will report to Barry Dahill.



Lecturers David Cheetham, Adrian Heads, David Monkman and Will Fort from Bishop Auckland Technical College flank, THORN Lighting's Alan Wilkinson, David Wright, Barry Lightfoot, Arthur Gash, Tony Bennet, Dennis Hickson, Keith Anderson, Ivan Gray, John Wright, John Metcalfe, Paula Temple, Ian Chapman, John Holmes, John Barnett, Shaun Kenna, Alan Harper, and Derek Hagar.

## Staff become more aware

STAFF from THORN Lighting, Spennymoor, recently received AMT Awareness Course certificates from John Cammell, head of DTI's Manufacturing Technology and Materials Division.

The course, spread over 15 evenings, had been held at Bishop Auckland Technical College. It is jointly certificated by the Engineering Industry Training Board and the Institution of Production Engineers with backing from the DTI's Managing into the 90s programme.

In making the presentation, John Cammell stressed the importance of advanced manufacturing technologies to the continued success of manufacturing industries. He said that he hoped the students would make good use of their newly acquired knowledge to help improve the competitiveness of their companies.

Len Weaver, vice-president of the IProE, congratulated the students on successfully completing the course and the college staff for the innovative way in which they had presented it.

### Comprehensive

John Metcalfe, financial controller, who was one of the 19 students from THORN Lighting, said, "The course provided a comprehensive overview of the issues and problems of implementing AMT. For THORN Lighting, this complemented Lighting System Division's policy which is to achieve world class manufacturing status."

● Paula Temple, cost department supervisor, was one of seven accounts staff to complete the AMT Awareness course. She was the only woman on the course and is only the second woman to receive the certificate.

## It's a beaut!

RYMER Lighting has been making light fittings for more than 40 years — since Jake Rymer made his first fluorescent light fitting by hand. Now, the company enjoys a tradition of high quality lighting products, particularly in fluorescent, but also in exterior, amenity and security lighting.

A key to the continuing success of the business lies in the development of increasingly flexible manufacturing systems.

Rymer's main manufacturing base is on a four-acre site near Melbourne. Sales offices and warehouses are based in each of Australia's capital cities — Adelaide, Sydney, Perth, Brisbane and Canberra. There is a glass bending operation based in Sydney.

About 260 people work for Rymer, many of whom have worked for the company for more than 20 years. It is their commitment to the business which has helped it survive and succeed.



Rymer management team, from left: Peter Ferguson, financial controller; Rick Dockerty, general manager; Joe O'Shaunnessey, national sales manager; Ray Zolter, engineering manager; Brendan Craney, factory manager. Ross Clark, marketing manager, was not present to take part in the debate!



THORN Lighting was recently commended for its sponsorship of the arts when a Business Sponsorship Incentive Award was presented by Arts Minister Richard Luce to Andrew Osmond, director and general manager, Lighting Systems Division. The award was presented for the company's sponsorship of the Diorama Arts, whose chief patron is Sir Clement Freud. The line-up shows, from left, Andrew Osmond, Richard Luce, Sir Clement Freud, and Tish Francis (Diorama).

## Around the Spike



THORN EMI announced the signing of formal agreements on April 13 to acquire through EMI Music Worldwide a 50 per cent interest in the records business of Chrysalis Group for an initial sum of up to \$79.1m (£46m).

This means that artists such as Jethro Tull, Debbie Harry, The Proclaimers, Midge Ure and The Waterboys come into the EMI orbit, which already contains stars such as David Bowie, Cliff Richard, Tina Turner, Pink Floyd and Robert Palmer.

*The Sun*, April 3, reported that David Bowie was back! The 42-year-old singer has formed a new band, called Tin Machine, who have completed recording in only two weeks their first album. The LP is due to be released this month along with a series of live dates.

THORN EMI Leie-TV has funded Europe's largest videowall in Atriumet, Oslo — Norway's largest shopping centre. The videowall contains 64 monitors with a total surface area of twenty square metres.

Capitol-EMI swept the board at the Grammy awards recently. EMI artist Bobby McFerrin won four awards, including Record of the Year, Song of the Year, and Pop Vocal/Male for the song 'Don't Worry, Be Happy.'

Tina Turner won Rock Vocal/Female for 'Tina Live in Europe' on Capitol label, and Robert Palmer won Rock Vocal/Male for 'Simply Irresistible' on the EMI label.

The Royal Navy is to use a training system developed by Data-solve Education. It will teach

recruits to read morse code at speed.

THORN EMI has sold virtually all its interests in the Inmos microchip business to the French/Italian SGS-Thomson. In exchange, the company acquires a 10 per cent state in SGS-Thomson.

Mel and Kim, the chart-topping sisters, have signed up with EMI. A spokesman for the company said, "I don't really know why they have come to us; maybe because they think we are the best company!"

Dr Ken Gray, technical director of THORN EMI, is to co-ordinate a major programme to develop the resources for technological innovation throughout the Grou worldwide, and will assume overall responsibility for THORN EMI Research, comprising the Central Research Laboratories (CRL) and

the New Business Ventures (NBV) operation.

Professor Gareth Roberts, THORN EMI's director of research, has the responsibility of drawing up long-term technology plans with the operating businesses.

Steve Bates has been appointed director of CRL, reporting to Ken Gray. The new board of THORN EMI Research now comprises Ken Gray, as chairman and chief executive, Gareth Roberts, Steve Bates and Jeff Wynne, director of NBV.

Jugy Pandit has been appointed director, Corporate Projects, and will concentrate on corporate business development initiatives and on acquisitions and disposals. Jugy will be based at Tenterden Street, reporting to Colin Southgate.

# ZERO IS MOST

ROB Ferguson, Leicester, tells how people achieved zero defects:

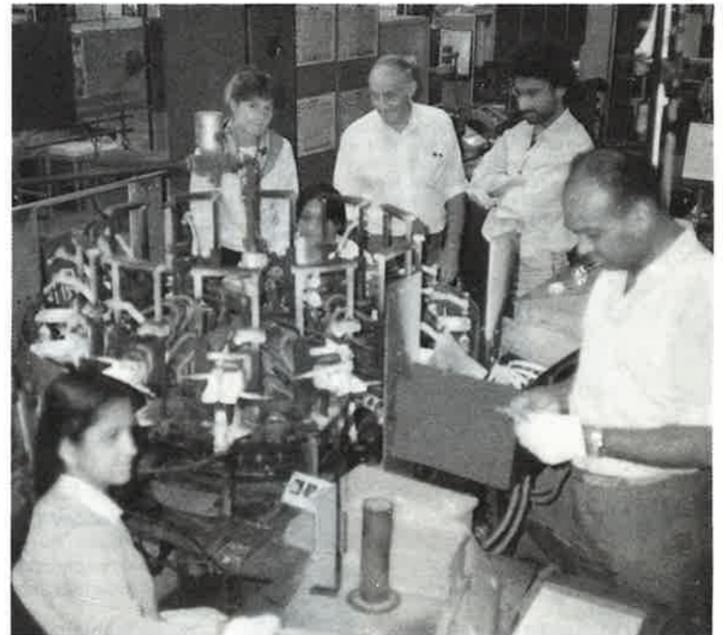
Within two days of starting my new position in January as the supervisor of the Mercury Division in the Discharge Division at Leicester, I was faced with a daunting task.

It was how to achieve the new concepts set out in the Light Sources *Production Handbook*, using a well-established workforce, very old equipment, and reasonable material quality (supplied) but high scrap values.

Entrenched in traditional concepts and processes, I began looking for a short-term remedy to generate enthusiasm, trust, control and success. I hoped it would help to establish a firm foundation for a long term strategy to reduce manufacturing costs of the Mercury product.

It was clear that the workforce had vast amounts of skill and knowledge, and I realised that to channel this energy in the right direction could be the key.

Having divided the department into five individual Cells,



From left: Praba Mistry (seated); Jane Chawner, supervisor; Ramila Kotecha (seated); Ray Bull, cell leader; Jitan Shukla and Bharat Tailor.

I decided to follow the cliché when tackling large problems to, "Eat the elephant in small bits," and started my campaign in Cell One — the beginning. Working as a team they decided to target for a 50 per cent reduction in scrap from the pinch-seal machine producing 1400 double ended lamps per day.

Scrap was running at an average of seven to eight per cent with high and low peaks occurring from day to day. Basically, the process was out of control. Being available to support and guide without taking over, the team took ownership and were fully involved with the target they had to achieve.

Down came the scrap level day by day until they surpassed their set level of three and a half to four per cent and hit zero defect. For three days running there was a buzz of excitement as each person asked, "Have we had any scrap yet?"

Clearly, total commitment to achieve a self-made target. On the fourth day, the scrap level moved away from the zero line, but there were no high peaks, and the process was in control, moving back to zero within a further two days.

A team to be proud of reaching levels beyond our expectations! Success tends to be infectious, as other cells are now setting their own targets, having the opportunity to "have a go" at scrap.

We have initiated "Improvement Teams" to work on a scrap reduction programme meeting weekly to remove once and for all product and process problems. Giving equal attention to each, we have a recipe to achieve zero defects through people.

All the above success has been done by teamwork. Clearly, our greatest asset is our people — working as teams with a commitment to QUALITY.

# Names in the news

**INTERNATIONAL:** Jim Fifield has taken over from Bhaskar Menon as president and chief executive officer of EMI Music Worldwide. Mr Menon continues as an executive director of THORN EMI, and chairman of EMI Music Worldwide, Capitol-EMI Music and EMI Music.

Hamish Bryce has joined THORN EMI Chairman's Committee.

THORN Lighting SA has appointed a marketing manager, Tina Collins, for P.R. and Advertising.

Eric Whall, who is now concentrating his regional responsibilities in Australia and New Zealand, has effectively taken over the management of THORN ALI in Australia following Roy Sims' decision to retire. Eric will be relocating himself and his family from New Zealand to Sydney.

Karl Schrader has been appointed regional manager, Asia. He reports to Bob Steele and is based in Hong Kong. Steve Grao (Hong Kong), Graham Dennis (Singapore) and Bill Greener (Malaysia) report to Karl Schrader. Rudi Van Eck will assume responsibility for the South African operation as acting general manager for the six months during which Karl is developing the regional strategy. In this role, Rudi will continue to report to Karl Schrader.

Ian Allan has been appointed marketing manager, reporting to Peter Jones, and based at 284 Southbury Road.

UK Lighting Systems: Leslie Tickton has joined as operations manager at Southern Distribution Centre, Romford.

Nick Hrstic has been appointed International Supplies and Distribution manager at Romford reporting to Les Tickton. Building on the supply centre concept.

Ian Russell has decided to pursue outside interests. Lighting Systems distribution is now the responsibility of Clive Wheeler, Les Tickton and Peter Duggan Castleford, report to Clive.

Tony Cox has joined as manufacturing manager — Mouldings, Spennymoor, reporting to Bill Burn.

Brian Hill is appointed Technical Training Manager, reporting to Bob Bell.

Finance/Information Systems:

Paul Durber is the information technology controller and is carrying out a strategic review of our Systems worldwide.

Brian Owens is seconded from THORN EMI company Datasolve to run UK Information Systems and will prepare and implement plans to devolve Information Systems into the UK Divisions. Paul Durber and Brian Owens report to Mick Stringer.

Finance: Colin Thom has joined as deputy chief accountant at 284 Southbury Road, reporting to Les Scott.

Personnel: Paul Keene has joined in a project management capacity, and is working on investment appraisal for the UK Incandescent Division. He is based at 284 Southbury Road.

John Fredericks has joined as management trainer based at Leicester, reporting to management development and training manager, Ray Turner.

Light Sources: Viv Charrett has been appointed marketing manager in the Fluorescent Division, reporting to James Moore.

Incandescent: George Hodge has taken up the position of general manager, Merthyr Tydfil.

UK Distribution: Wendy Morton, of International Direct Sales, is joining as International administration manager on July 3. She will have accountability for performance of both supplies and shipping experts.

Ernie Watts has taken early retirement but will continue to help in a training capacity.

Stan May has left to pursue other business interests.

OMEGA: Eddie Coupland becomes Northern regional manager, while David Nicholas has been promoted from Sales Development manager to Southern regional manager.

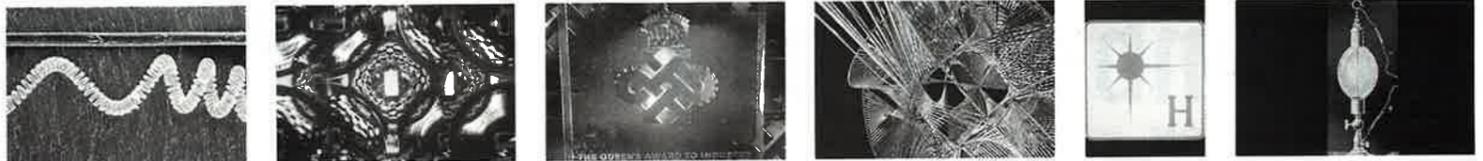
Sales representative Jan Gaunt has been promoted to Southern divisional manager, David Hannam takes on the post of Midlands divisional manager, and Don Boyle is promoted to Northern divisional manager. Rolfe Aveyard moves from Midlands Division to Eastern Division as divisional manager.

Celebrating almost fifty years between them at Omega Lighting. Southern divisional manager Eddie Golding and London divisional manager Norman Bell recently retired.

Eddie joined the company in 1968 as a sales representative and was promoted to his current position in 1973. He owns a dinghy and is looking forward to spending more time sailing.

Norman joined Omega in 1962 and has been London divisional manager for ten years. He is planning a trip to Hawaii with his wife.

Following the organisational changes in October 1988, which incorporated the Incandescent Division into the Light Sources Division and a subsequent decision to bring the Omega operations within the overall Light Sources Commercial Division, Mike Smith, director and general manager, Incandescent Division, has decided to leave the Company to pursue his career elsewhere.



## HERE are a couple of teasers to get the grey matter going!

Can you identify the objects above? Some have been photographed at unusual angles,



some have crucial bits missing. All of them are pretty tricky - but the answers are on the back page.

Below: all of these people regularly appear

in THORN Lighting News. Can you recognise them?

Answers on the back page.



## PHOTOGRAPHIC COMPETITION

# PICTURE YOUR PRIZE

### ARE you a budding David Bailey or do you get camera shake with one look at your Olympus Trip?

Whichever you are, we've got just the competition for you. We'd like you to enter your favourite photograph(s) in the following categories: ●Landscape ●People ●Animals ●The world around you ●Worst photograph ever taken.

There will be one winner for each section, each of whom will receive a photographic album. But the judges will also be looking out for the best overall photograph.

This winner, as well as the photographic album, will be given the opportunity to have the picture enlarged to 24ins x 18ins, mounted and framed for everyone to admire.

In view of this, please ensure that original transparencies or negatives are available so that the best results can be achieved when enlarged.

The judging panel will consist of the editorial team of THORN Lighting News and a professional photographer, Alan Turner.

All entries to the Editor by August 30.

## What the papers say

THORN Lighting has shed its stuffy image of the early eighties with a global strategy for expansion. THORN Lighting has managed to lift itself from the doldrums and is now a force to be reckoned with in the international lighting market...

Hamish Bryce is confident that strategic acquisitions will continue: 'We are fast becoming a truly international company with a mission: to be the largest lighting solutions company in the world'

Electrical Review, April 5-18

LIGHTING on its own won't cure everything, but if you leave it out, you'll probably be wasting your money on everything else.

Dr Ian Twinn of Middlesex Polytechnic on the Edmonton Project in the Sunday Times, March 5.

THORN Lightings C-VAS light control system can dramatically cut energy costs in offices by roughly 40-45 per cent and make them more comfortable places to work, claimed a spokesman for the company. During periods when the office is underused, light levels drop; when it is cloudy, they rise.

## Win a bottle of champagne!

IT'S easy to find Strawberries and Cream in this wordsearch. But can you also find Yummy Redcurrant Icecream, or Cola and Muscat to quench your Thirst as you lie in your Bikini on a Balcony, Sand, or Beach this Summer Holiday?

Perhaps Modesty or the fact that you Burn rather than Tan will lead you to seek the Shade, in a Grandstand, maybe, to watch some Tennis or Cricket.

They're all here, too, with Best Lemons, Omaha and Cairo, a Yodeller with a Sitar, and an Eskimo with some Tissues. Can you find them all?

There are many more words hidden too. If you can find 50 you could do better; find 90 and you've done well, but can you find more than 120?

A bottle of champagne to the winner. All entries to the Editor by August 30.

Name .....

Site .....

## Competitors' corner

OSRAM is to market a wide range of advanced lighting systems in the UK - many for the first time - as a result of a deal with Siemens.

UK customers will soon be able to receive Siemens' technology modified for the UK market. Similarly, products which have previously been available only at very high prices will, as a result of the expanded market and UK manufacturers, now be offered at a more modest cost.

They now hope to provide effective lighting solutions for customers in all the major lighting application areas, and to individually tailor lighting to meet specific requirements, using the combined technological and design facilities of Osram-GEC and Siemens.



GEC Streetlighting has supplied 1,200 special extruded aluminium tunnel lanterns for the tunnel linking Devon and Cornwall on the A38 bypass at Saltash.

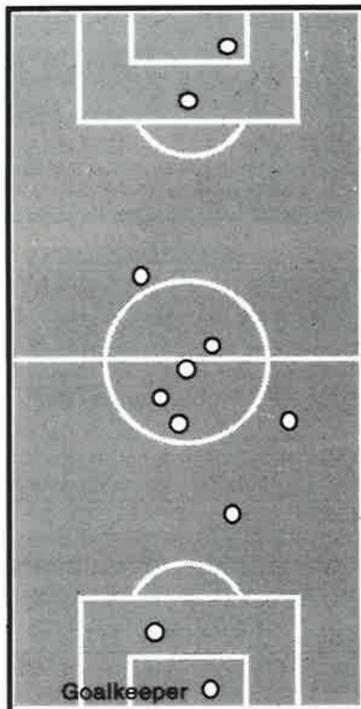
Light levels close to windows stay lower than in the heart of the office.

Building April 21

CD sales were worth £120m in 1988, a sum likely to nearly double this year. EMI, which also makes CDs for other record labels, said its factories are running 24 hours a day, seven days a week.

Today April 15

## Or how about a £20 voucher?



IN this bird-eye view of a game of five-a-side football, the goalkeeper at the bottom has just performed an amazing feat: he's kicked the ball so hard that it's bounced off three of the players and ended up in the opposing goal!

On the way, it passed directly over the heads of every single player, but not the Referee.

Which spot represents the Ref?

A £20 Marks and Spencer voucher for the winning entry.

All answers to the Editor by August 30.

Name .....

Site .....

# September 9 tee-off!

## THIS year's THORN Lighting World Golf Competition will be held on September 9-10.

Proposed by THORN Lighting New Zealand, the competition is, administered by THORN Lighting (UK), and the inaugural match took place in July 1988. All teams are required to play during the same weekend in their respective home countries, forwarding their results to the UK scrutineers.

The annual trophy - in the form of a Maori canoe - was presented by New Zealand, and four replicas are provided for each member of the winning team to retain.

Last year, the competition was won by Leicester on a countback from the Australian Branch team. Team entries and results were:

TLL Leicester (UK) Total 142 points Out 73 In 69; TLL Australia (Branch) Total 142 points Out 74 In 68; FLW Enfield (UK) Total 138 points; TLL Spennymoor (UK) Total 133 points; TLL New Zealand No.2 Total 132 points; TLL Australia HQ Total 110 points; TLL New Zealand No1 Total 86 points; (only three returns).

The winning Leicester team comprised R. Pawley, D. Adams, M. Teasdale and J. Liggins, whose handicaps ranged from 13 to 20. Congratulations!

Rules for this year's team entries are as follows:

- Each player must have a national or society handicap, which must be stated on entry form.
- Any change of handicap must be entered on the competition card and

notified to the UK organisers one week before the competition date if possible.

● Handicap limitations are 24 for men and 36 for women.

● The strokes and scores to be entered fairly, honestly and neatly.

● The international rules of golf, together with local rules, must be observed.

● All players must be employed by THORN Lighting at the time the matches are played. This will be verified by the organisers for the winning individuals and teams.

Please send entry forms and team photographs ASAP to Brian Ayling, Government Department, THORN Lighting, 284 Southbury Road. Any country wishing to contribute four main prizes for the winning team, preferably of a national or local

| INTERNATIONAL GOLF COMPETITION 1989                                |     |                 |     |
|--------------------------------------------------------------------|-----|-----------------|-----|
| To: Brian Ayling, Govt. Dept., THORN Lighting, 284 Southbury Road. |     |                 |     |
| COUNTRY                                                            |     | _____           |     |
| COMPANY                                                            |     | _____           |     |
| REGISTERED ADDRESS _____                                           |     |                 |     |
| TELEX NO. _____                                                    |     | FAX NO. _____   |     |
| CONTACT FOR CORRESPONDENCE _____                                   |     |                 |     |
| No 1. TEAM ENTRY                                                   | H/C | No.2 TEAM ENTRY | H/C |
|                                                                    |     |                 |     |
|                                                                    |     |                 |     |
|                                                                    |     |                 |     |
| CLOSING DATE FOR ENTRIES: JULY 28, 1989                            |     |                 |     |

theme, should indicate when returning the entry form.

Depending on the response, we hope to have several prize categories. These include a trophy for the winning team combined full allowance stableford points; prizes

for the lowest nett score stroke play, individual man, and individual woman, and highest gross score (bunny or booby prize).

Further details will be forwarded by the UK organisers as soon as the total entries are known.



## Logo says it all

A NEW logo is to appear throughout the company later this year.

It is the outcome of market research, which has revealed that THORN Lighting is not widely known, nor fully understood, in the key markets of Europe, Asia Pacific and the USA.

Where it is known, the company image is unclear or inaccurate.

Research has also confirmed that there is a distinct correlation between a strong corporate identity and commercial success.

For these reasons, the company's signature mark has been modernised and strengthened. The result is one which is recognisable in all countries throughout the world.

THORN Lighting's achievements will be greatly aided by a mark that signifies the strength and qualities of the company. Every effort will be made to maximise its impact.



The mysterious attraction of Cluny Water in Braemar, Scotland, has been most unusually lit by Derek Wilkinson, of Larkhall. Floodlights with 150W Arcstream lamps and specially-made colour

filters provide an enchanting, grotto-like appearance, making the area a popular - and romantic - tourist attraction by night as well as by day.



## ALL SYSTEMS GO

THERE was great cause for celebration at the new factory in Malaysia in early May when the first test samples of the Beta 79 street lighting fittings came off the injection moulding machine. Bill Greener, managing director of the joint venture company in Malaysia, said: "This is an historic day for the Malaysian operation and a most important step towards responding to the growing exterior lighting market in the Asia Pacific Region."

## Quiz answers

OBJECTS: 1 Coiled coil filament against a human hair. 2 Dichroic reflectors used in Lightstream lamps, without the lamp capsule. 3 Part of the Queen's Award to industry. 4 The Equinox Sculpture, Dallas, USA. 5 Holophane - the French glass manufacturer's logo. 6 Humphrey Davey's carbon arc lamp. PEOPLE: 1 Joseph Swan. 2 Hamish Bryce. 3 Colin Southgate. 4 Jules Thorn. 5 Andrew Osmond.

## THORN LIGHTING NEWS

THORN Lighting News is the staff newspaper for all lighting employees. It is produced by the Public Affairs Department, Enfield, but the contents do not necessarily reflect official Company views.

Editor: Helen McCorry (Enfield x 2040); Deputy Editor: Hugh King (Enfield x 2731). Correspondents: Enfield, Barry Hooper; Spennymoor, Peter Almond; Hereford, Jeff Scourfield; TELC, Jenny Byewater; Methyr, Steve Hayes; Omega, Maureen Hall; Preston, Joan Barnes; International, Ian Allen; Leicester, Steve Finnie; Cardiff, David Goodman; Birmingham, Graham Wortley; Larkhall, Elizabeth McGibbon; NDC, Jeanette Meek; Romford, Deena kdkdkd; Manchester, Chris Whitelegg.