

THORN LIGHTING NEWS

The Newspaper for all
THORN Lighting employees

No. 9 MARCH 1989

Record first half results

RECORD first half results for THORN EMI were announced on December 8.

In the six months to September 30 1988, profit before taxation grew by 57 per cent to £95.2m from £60.7m in the same period last year, on a turnover of £1,480.1m (£1,421.1m).

Earnings per Ordinary Share rose to 19.9p from 13.7p - an increase of 45 per cent. Interim dividend increased by 25 per cent to 7.5p (6.0p)



The winners of the Project Team of the Year award at Lighting Systems Division Conference - Leigh Thomasson and Simon Rozenberg, of Enfield, Nick Burton of Wednesbury, and Ken Mann, also of Enfield - developed a new range of aluminium columns. See page seven.

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High performance!

THE enormous number of people who annually migrate to Europe's ski resorts has created tremendous pressure on the slopes. Some resorts in France have overcome the problem by introducing floodlit skiing.

At Carroz d'Araches (above), high performance floodlights incorporating 2kW metal halide lamps were installed by Europhane, the French company recently acquired for THORN Lighting. The floodlights overcome disability glare and the lamps offer excellent colour rendering.

Each ski resort is different and, as a result, each lighting scheme must be designed to provide maximum safety. Europhane are considered to be experts, having lit a number of famous French resorts.

The slopes at Carroz d'Araches, are now open from 9am to 11pm. The serious business of training the national team can now take place at night, and more "apres ski" can be found on the slopes as well as in the bars!

VENTURE EXPANDS FAR EAST MARKET

THORN EMI and Jardine Engineering Corporation have announced the formation of a 50/50 joint venture lighting business in Hong Kong.

THORN Lighting (Hong Kong) will have access to the full range of THORN Lighting fittings and sources in serving its local market and in exporting to the Philippines, Macao and Taiwan. Importantly, it will also focus on developing major lighting project business with China - an immensely valuable and expanding market.

The Jardine Engineering Corporation has been THORN Lighting's agent in Hong Kong and China since 1951. Through the joint venture this productive and profitable relationship will be able to concentrate even more effectively on the growing market opportunities for lighting products and systems.

Hamish Bryce, managing director of THORN Lighting, comments: "In line with THORN EMI's international strategy, our programme of worldwide growth is targeting all significant markets for lighting products".

"Taken together, our Hong Kong joint venture, our activities in Malaysia and Singapore, and our now very substantial Australian strengths, add up to a powerful presence in the Asia Pacific region - one of the world's fastest growing lighting markets."

"The Hong Kong company will be supplied by our Malaysian activity, as well as by our integrated network of manufacturing operations internationally."

THORN Lighting's record of international growth is reflected in its increasingly strong base for expansion in the Asia Pacific region. The recent acquisition of the lighting group of Howard Smith Industries in Australia was a key strategic move.

Other recent developments in the region have included establishing a sales company in Singapore to cover Indonesia, Thailand and Brunei, and the formation of a manufacturing joint venture in Malaysia.

Willy Huang, managing director of Jardine Engineering, said: "We have been acting as agent for THORN Lighting for many years and have long been convinced that there is much we can do together. We see this venture as paving the way for further co-operation between Jardine's and THORN EMI."

Steve Grao has been appointed general manager and the business address is: THORN Lighting (HK) Company, Jardine Engineering House, 260 King's Road, PO Box 517 GPO, Hong Kong.

Tel: 5-8071717; Tlx: 74382 Jmeng; Fax: 5-669318.



Lamp Lighter



Brigade does its stuff!

DESPITE many changes on the Leicester Site and in the Site Fire Brigade, a full programme of training and competitions was fulfilled during 1988.

Chief Officer Joe Franklin left the Company during late 1987 as did long serving Brigade members Bill Shepherd, Graham Dexter and Richard Coale.

These losses could have had a serious effect on the Brigade, but newly appointed Chief Officer Alan Lowe, Second

Officer Alan Searle and Third Officer Alan Gould recruited more members, stepped up the training programme, and put in much effort to maintain the Brigade.

In several practice "turnouts" and a small number of real incidents during the year, all Brigade members acquitted themselves very well. Several members attended a full breathing apparatus course at Coventry and a recent follow-up one-day course.

The Brigade entered the usual District Drill Competitions

throughout the summer with the National Camp and Training Week brought the season to a close in early September.

Results overall were good, but the result at the South Midlands District Competition at Hemel Hempstead in June was the most satisfying.

The team carried off three first places, one second place and two third places out of a possible nine event programme. This excellent result gave the team the Aggregate Shield.

Two young "fans" of Leicester Site Fire Brigade, plus the Aggregate Shield and other trophies, are pictured (left) at the South Midlands District Competition with, back, from left, Third Officer Alan Gould, Fireman Vas Chohan, Fireman Pete Robinson, Fireman Pete Chivers, Chief Officer Alan Lowe, former Chief Officer Joe Franklin and Second Officer Alan Searle; in the front are Fireman Eustace Richardson and Mick Kowal.

'WONDERFUL TEAM'

GENERAL MANAGER LEAVES

ROGER Dennett, general manager of Discharge Lamp Division, Leicester, left the Company at the end of January to take up an appointment as general manager of Valeo Lighting.

Valeo, a French company, is Europe's largest manufacturer of car lighting systems. In his new position, Roger will be responsible for setting up the entire operation.

The business plan has to be written, after which he will seek land on which to build a new factory. Valeo Lighting is already supplying products to the UK car market, direct from France and, having won the contract for the new Rover car, is committed to establishing a business in the UK.

Roger said, "It is a unique, possibly once in a lifetime opportunity, which I felt I could not let pass by. I shall be very sad to leave THORN Lighting, especially the wonderful team of people here at Leicester."

"We have made tremendous progress, but there is much work still to be done. The foundation and footings have been laid, and the first floor is almost built. I am confident that the team will continue to develop and that the business will grow."

Thank you

THANKS to all employees on Leicester site for the magnificent response to the charity appeal of 1988. In total, we have given £1500 to the Samaritans, which was made up mainly through fund raising and a site collection. Employees managed to raise in excess of £1200, and the company made it up to a nice round £1500.

I hope that we can count on your continued support this year when we will be "adopting" the Leicester Special Olympics for the disabled which are held in Leicester on August 18-26.

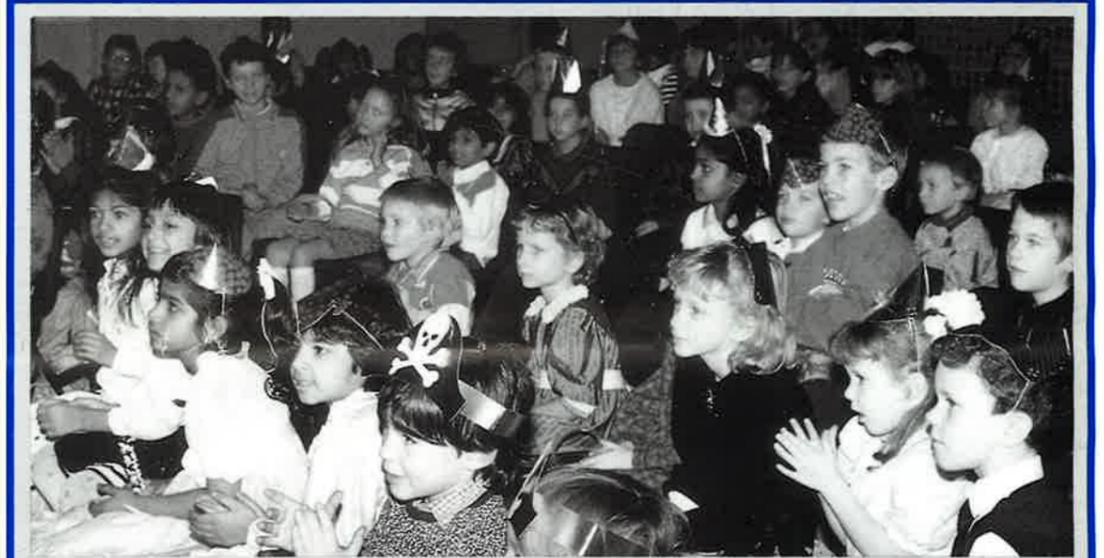
Well done - and thanks to everybody concerned.

STEVE FINNEY
Personnel Manager



Long service awards were recently presented by the managing director Hamish Bryce. Afterwards the recipients and guests joined senior managers at a buffet provided by the Catering Department.

The photograph shows, standing, from left: Mr R.L. Holdron, director



The Sports and Social Club Children's Christmas Party was enjoyed by 140 five to eight year olds in the Restaurant. They were entertained by Uncle Brian and two clowns. Tea was arranged by the Catering Department, and Father Christmas paid a surprise visit at the end of the party. A competition for the best fancy dress worn by the helpers was judged by the children, and won by "Mr and Mrs Piggy" - Neil Lewin and Andy Watson.

The nine to eleven year old children went to a performance of *Jack and the Beanstalk* at the DeMontfort Hall.

How about giving help?

THE Lamplighter page in this newspaper is exclusive to Leicester and is one of the best.

It usually manages to produce a good selection of news and events, but that is hardly surprising considering that it is one

of the company's largest UK sites.

Steve Finney, personnel manager, submits most of the news, with the support from two or three contributors. However, this team of correspondents needs to be consolidated.

If you feel that you would like to contribute to *Lamplighter* - an important vehicle for communication - please contact Steve Finney as soon as possible.

Your paper needs you if it is to survive.

Champagne for all

THE Annual Sports and Social Club cheese and wine evening was held in November in the Restaurant.

A superb evening was given by Mr Attias, a wine merchant from Ashby. He brought excellent wines, a vintage port, brandy and champagne for everyone to sample. Cheese and "nibbles" were arranged by the ladies of the committee.

A raffle for a bottle of wine, donated by Mr Attias, was won by Mr E. Ball, Security.



Standing, from left: Chris Tomlinson, factory manager; Bill Greener, managing director, THORN Lighting Malaysia; Tan Eng Ghee, marketing manager; Leonard Kwek, company secretary; Tiong Chak Lim, sales engineer; seated: Janet Teh, accounts assistant; Hamish Bryce, managing director, THORN Lighting, and Sandra Woodworth, secretary.

'Not many people know that!'

"NOT alot of people know that" is a famous quote attributed to Michael Caine. But how many of us know that Malaysia in South East Asia is 1.369 times the size of the UK; that it has mountains nearly four times the height of Snowdon and that it is home to THORN Lighting's latest factory? Yet, it is all true.

It is also true that THORN Lighting has had a presence in Malaysia for many years, selling products through two main agents - PTE and SRI DINA. The most successful activity was in the sale of streetlighting and floodlighting fittings.

Sometimes, THORN Lighting commissioned Advance Industries Malaysia to manufacture THORN - branded louvred ceiling fittings.

Meanwhile, product development work in the UK, on the Alpha and Beta street lighting lantern ranges led to the production of these fittings in GRP rather than metal. While this meant that the quality of the fittings improved, it threatened the solid market share in Malaysia, where tariffs on the import of GRP products were 25 per cent as opposed to five per cent on metal products.

An investigation team was sent to Malaysia to look at the possibility of manufacturing GRP products in order to retain and more importantly increase market share. The Malaysian government responded positively to the approaches, and incentives for the introduction of new technology to the country were found to be available.

In May 1988, as a direct result of the team's findings, the joint venture company, known as THORN Lighting Manufacturing Industries Sdn Bhd, was established. THORN Lighting holds 51 per cent, with Sri Dina and Advance Industries holding 24½ percent each.

The company, headed by Bill Greener, has begun to build on the existing sales and manufacturing expertise, which the partners had already established, and will be able to respond to the growing streetlighting and floodlighting market in the area. The joint venture also represents an important strategic step in the expansion of THORN Lighting's international business in the Asia Pacific Region.

The existing operations in Australia (strengthened with the recent acquisition of ALI) and New Zealand, the opening of the office in Singapore, headed by Graham Dennis, and the establishment of the joint venture in Malaysia confirm this strategy - and it has been reinforced with a new joint venture company in Hong Kong, headed by Steve Grao.

Hamish Bryce recently visited the new company in Malaysia to see how work on the new factory was progressing and to meet the new staff.

Letters to the Editor

Dear Editor, While leafing through the pages of the history book, *The First Sixty Years*, I noticed a bit of a howler concerning the location of one of Sir Jules Thorn's early factories. I'm quite sure it was a deliberate mistake on the part of the editor, but I wonder if anyone else noticed it? Perhaps you might care to pose this question to your readership in the form of a competition? I enclose, on a separate sheet your first correct answer!

J. EVAMY
ENFIELD

The Editor replies: What a perceptive

reader! And quite correct, too. Did any other readers spot the deliberate mistake referred to above? All answers to the Editor by March 31, please. First correct entry to be drawn will receive a Casio Quartz alarm clock.

Dear Editor, I would like to say how very much all of us from Omega who have just attended the Forward to Retirement course enjoyed it and would like to thank those at the Training Department who arranged it for us.

We all found the course quite enlightening and were very well looked after at Theobalds Park College.

We thoroughly recommend the course to all who follow us, and are looking forward to our life of leisure.

FREIDA HASKETT

Competitions winners

THE winners of our Christmas competitions are as follows: **Spot the Difference** - Doris Price, of Plastics, Hereford, who wins a bottle of brandy; **Know Your Business** - D. Blair, of Sales, Larkhall, wins £15; **Christmas Wordsearch** - Maureen Parker of Belfast wins a cordless jug kettle.

THE KEY IS QUALITY

"A DRAMATIC improvement in profit and an equally good reduction in scrap is the best measure of the success which Light Sources Division has achieved in the last year," said Richard Holdron, director and general manager at Light Sources Division's second manufacturing conference in November.

"This has arisen from an improvement in manufacturing effectiveness through reductions in scrap."

James Moore, Fluorescent Division general manager, told the conference, "An obsession with quality and a relentless desire for continual improvement are the two keys to the continued success of the business."

He continued, "These two factors form the very heart of Light Sources Division's Quality Policy and the guidelines for implementing it are laid down in the Manufacturing Policy."

"In a nutshell, these guidelines are two-fold: continually to improve the service to customers and continually to reduce costs. And quality is the thread - finding better ways of doing every task should become a way of life for everyone."

The conference, held in Northampton, provided delegates with the opportunity to find out what colleagues in other divisions had been doing since the manufacturing and supplier development policies were introduced in 1987.

Peter Molesdale reviewed the Discharge Lamp Division's experience. Teamwork, he said, had been the key to the successes which had been achieved at Leicester. Operators and supervisors alike had the feeling that they really could influence change.

There was little point in encouraging people to think of ways of improving their performance if they felt they could not voice their opinions, or if they were never tried

out. Everyone had undergone some form of training - from the JIT day to an Open University course on Manufacturing Systems Engineering.

Worksheets had been developed, and product and process specifications had been improved in line with the operational requirements of JIT manufacturing. A series of performance measures had been set up based on analyses of scrap, production plan achievement, lead times and stock turns.

Finally, a task force had been set up to improve the production techniques on the Arcstream lamp line. This task force had established the market requirements for the next four years and introduced a "clean air" process, which improved the quality of the finished lamp.

The greatest success had been in reducing the change over time on the arc tube exhaust process from one and a half hours to ten minutes.

The success of the Arcstream task force had led to the intention to set up others to measure the performance of the SON and SOX lines.

Graham Avery, of Halogen Division, reported on the visible improvements which went hand in hand with Cell production. The areas were clean, there was little work in progress, and each station had a clear and concise worksheet. The results were to be seen in dramatic improvements in lead times, scrap, and the reduction in rehandling.

Successes

Keith Bailey, Bruce Powell and Stan Gillard, from the Fluorescent Division, reported similar successes, but each made it clear that there was still a great deal of work to be done because since there is no standard there is always room for improvement.

A review of the training programme showed that the JIT day and the video - "Just in Time: a new way of working" - had been

extremely effective as had the Open University Manufacturing Systems Engineering course and the Manufacturing Handbook.

The training programme did have some shortfalls and the new Manufacturing Training manager, John Hughes, who joined the division at the end of 1988, was charged with the task of developing a training programme.

Two further radical concepts were introduced at Northampton. A departure from the traditional attitude to suppliers was introduced by Robin Jones. The aim is simply to treat suppliers as partners rather than "enemies".

The overriding priority is quality - how best to improve delivery times and delivery quantities? How best to improve to ensure the highest quality of materials and components? How best to improve existing relationships with suppliers?

The commitment to this new concept was underlined in the first supplier conference, held in December. The appointment of a Supplier Development manager, Brian Russell, to cement the links and co-ordinate the work in this area, was also announced. The promise to offer training assistance to suppliers was made, as was the acceptance that we ourselves had contributed to the inadequate supplier performance through poor specifications and erratic scheduling.

Finally, Steve Howe introduced Taguchi quality engineering methods, which are intended to help the businesses optimise product design and manufacturing processes through the introduction of quality at the earliest stage of new product development. Steve has responsibility for co-ordinating the Taguchi experimentation teams throughout the Light Sources Division.

The conference set a 50 per cent scrap reduction target for this year and called for implementation plans to enable this target to be achieved.

It happens in Paris

FOUR hundred colleagues from Lighting Systems and 250 customers were flown to Paris in November for the annual sales and customer conference.

Under the slogan, "Making it Happen", the conference reviewed the achievements of the year and outlined plans for the future.

Paris was chosen as the venue to mark THORN Lighting's 60th anniversary, and it was an appropriate setting at which to welcome our new Europhane colleagues.

Andrew Osmond told the conference that the 60th year had been successful. Profits were up 50 per cent, and acquisitions and joint ventures confirmed THORN's position as the largest producer of light fittings outside the US and Japan.

Acknowledging the shortfalls in the customer service programme, he promised that things would improve. "The risks of not making such a major policy change far outweigh the temporary risks associated with the mechanics of the change itself," he said.

Clive Wheeler (Manufacturing), Lou Bedocs (Development), Bill Milford (Sales) and Eddie Minshall,



The project team responsible for the development of the Controlled Visual Amenity (C-VAS) System. Standing, from left: Richard McCarthy, Enfield; Terry Over, Enfield; Barry Faulkner, JEL; Dave Hutchinson, Spennymoor; Iain Maclean, Enfield; Lou Bedocs, Enfield. Seated: Gerry Tovell, BDC Islington; Tom Golland, Enfield; Giles Scott, Enfield; Tom Fairhurst, Cardiff. Team member Ken Mann was unable to be in Paris, but received his award in Enfield.

(Marketing), explained how they were "Making it Happen" in their areas. Lars Redin described how THORN Jarnkonst had experienced an exciting and successful first year, and Hamish Bryce outlined THORN Lighting's strengths and weaknesses and the strategy for future success.

Marketing managers Malcolm Booth, Peter Gay and Derek Rankin, outlined their marketing strategies for 1989, and introduced new products, including sealed Lightstream lamps, Cityscape, and the new controlled Visual Amenity System (C-VAS).

Sir John Harvey Jones, retired chairman of ICI, was guest speaker. His book, *Making it Happen*,

provided the conference with its slogan. He stressed that it was vital to maintain professionalism in order to meet the challenges which 1992 would pose.

Sir John was also guest at the gala dinner and presented awards to members of the Sales and Marketing departments: Sales Representative of the Year: Janet Davies, Manchester; Sales Manager of the Year: Paul Bolton, Cardiff; Regional Manager of the Year: Peter Butler, Manchester; Product team of the Year: Leigh Thomasson, Simon Rozenberg, Nick Burton and Ken Mann.

The conference concluded for most delegates with a guided tour of Paris.

Millfield School
Principal: Colin Atkinson, B.A., M.Ed., D.L.C.

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Millfield School invites applications for Sixth Form Scholarships in **MATHS and SCIENCES**

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y in

Engineering, no matter how refined, cannot be relied upon. Microchip is beginning to make its presence felt, says Trevor Griffiths (no relation to the brothers), and in future technology, has no doubt that electronics and artificial intelligence will be at the heart of the next generation.

Monitoring system

Already come to Merthyr in the form of a data monitoring system. Workstations driven by high speed computers tell engineers and operators at a glance, via video monitors, the status of any part in the production lines, and can immediately draw attention to areas for engineering attention.

A tremendous amount of human fault finding time is saved, improves material efficiency. Enhancements now in use will, within a year, not only tell an engineer where a fault is, but also how to fix it!

Manufacturing flexibility based on cells has been the result of the introduction of 'Just in Time'. Under the JIT system, components are produced only when they are wanted - no more stock than is needed so that at every stage in the production process, only finished and unfinished items waiting on shelves are present. Major stock reductions have been achieved, resulting in capital being released for more productive use.

In production lines, major investments have been made in equipment to meet specific needs of the big retailers like ASDA, Sainsbury, and others. Lamps are automatically packaged into attractive retail packs by the latest adaptable machinery.

Different lamps

Due to the range of different lamps already produced, Merthyr has meant further significant investment. As soon as the market revealed a growing niche for a soft-coloured diffuse lamp for home decor, research on acceptable methods of production and market effect began at Merthyr.

Adopted was a process whereby powdered pigments were applied to the inside of the lamp envelope. THORN began production in conventional pear shaped bulbs last May with a turnover of well over 200,000 to date, with demand continuing to grow rapidly. Supported by a major consumer advertising campaign for the Mazda brand name, Softglow has rapidly achieved commercial success.

Packaged by a new high-speed machine at Merthyr in blister packs, permitting easy selection. In a new range of lamps, the retailer a complete range of Mazda lamp shades in Rose White, Apricot White, Primrose White and other pastel shades.

Immediate emphasis at Merthyr is to increase the productivity of the highly successful Softglow, it is not the only product. Factory manager Geraint Venn explains: "We have been battling away at productivity and costs across the board. New production systems are very promising and we are determined to maintain and increase our momentum in making improvements in manufacturing effectiveness, reducing the use of materials and process time.

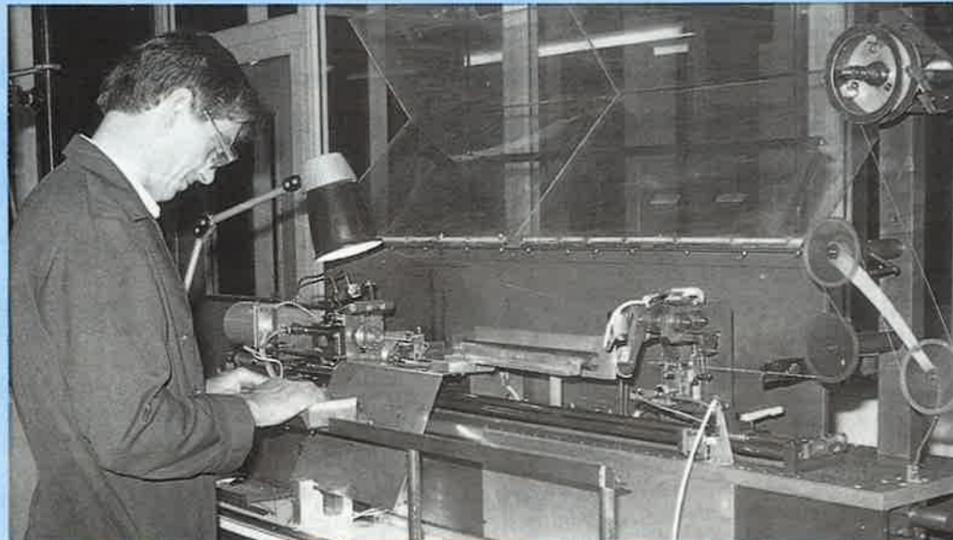
Utilising skilled and intelligent labour force at Merthyr. Our investment in this locality and, once they are here, preferential times they have shown an encouraging change in the way we all work and, between us, a bright future for this factory, despite the competition from other areas."



Freda Rowling, Cell 1.



Mike Collins, 'C' line.



Eddy Price, Cell 1.

WIDER RANGE OF BARGAINS

'We know we can save you money'

THERE have been many changes within the THORN EMI Group of Companies during the past 12 months and the Editor has kindly allowed us space to tell you about what is happening in Staff Sales.

First and most important we are still here. The change of name to Mistral Consumer Sales has no significance to THORN EMI employees. The reason for it was to allow us to maintain shops at Enfield, Gosport, Spennymoor and Stechford, and we are very pleased that the new owners of Ferguson and Tricity/Parkinson Cowan wish us to stay on.

This arrangement not only benefits all employees but allows us to maintain links with our suppliers.

Secondly, we will still be cheap. Our commercial arrangements with former THORN Companies have not changed. We manage to offer a discount because we run at very low overheads, and we aim to show a 10 per cent or more saving on prices in the High Street, while providing the same or a better level of after sales service.

Introduced

The main difference you will see is that we shall be able to offer more brands now we are not competing with THORN Companies. Indesit and Philips for washing machines and refrigeration products are brands you will see that have been introduced in our catalogue, available in August.

The new Staff Sales catalogue gives comprehensive details of the majority of items available from MCS. By telephoning you can request your copy to be sent direct to you at your place of work.

Price lists, product leaflets and order forms are available from MCS, but orders on Company headed paper will also be accepted so long as a cheque is enclosed.

Those of you with Access or

Visa cards may find it even easier to make your order by telephone (on 01-805-6611, Network 248).

Provided an item is in stock, we can deliver within 10 days from the date of the order being received in the office.

This is much quicker than the usual mail order service available from other companies and we also offer a seven day money back guarantee if, for any reason, a customer is dissatisfied with their purchase.

We offer a comprehensive after sales service on all products sold and the initial 12 month warranty period can be extended on almost all major items following a single payment made within 28 days of purchase. Details of this scheme will be sent to everyone with their receipt.

To summarise, the THORN EMI Staff Sales facility is still here and will remain so, provided enough employees wish to avail themselves of this benefit.

As you can imagine we have been through a difficult period over the last few months, but we are certain that not only can we provide an efficient service to all UK employees, but also we can save our customers a great deal of money on a variety of items. Please telephone us at the number given below if you require any further information.

All we ask is that you look at Staff Sales prices before buying from elsewhere. We know we can save you money.

To place your order, or for more information, please contact either your local Staff Sales shop or MCS Limited, Unit 2 Great Cambridge Industrial Estate, Lincoln Road, Enfield, Middx. EN1 1SH (Tel 01-805-6611, Network 248).

What the papers say

THORN Lighting, subsidiary of the THORN EMI electronics and entertainment group, has established a joint venture in Hong Kong. The 50-50 agreement with Jardine Engineering of Hong Kong replaces a 37-year arrangement under which Jardine acted as THORN's local agent to the colony and in China.

The new company will also handle sales to Taiwan, Macao and the Philippines. THORN is aiming especially to win large contracts for lighting projects in China.

Financial Times

WHAT has been termed "a particularly exciting and important move" has been announced by THORN EMI. The company is set to acquire the Sydney-based lighting group of Howard Smith Pty, subject to approval by the Foreign Investments Review Board.

The group comprises three trading operations: Associated Lighting Industries and the Rymer and Kempthorne activities, with a turnover last year of A\$64.4m.

Lighting

DON'T get grumpy, but we are going to mention THORN Lighting again. They shipped a large number of contractors, wholesalers and specifiers over to Paris to let everybody know how good they are, and their plans for future products etc.

It was a wonderfully organised enjoyable event - in addition to the hard four hour sell there was a gala dinner and cabaret and guided tours.

Electrical Contractor

Names in the news

LARS Redin, director of operations, Northern Europe and **Thierry Vaysette**, chief executive of Europhane, have joined THORN Lighting Executive Board.

With the acquisition of the Lighting interests of the Howard Smith Group in Australia, THORN Lighting's operations in the region have been substantially increased in size and scope. **Eric Whall** is finalising the plans to integrate the THORN and ALI businesses, and details of the organisation will be published in the near future.

Lorenzo Maccalli factory operations manager of SIVI, Italy, is leaving to take up an external appointment. Production managers **Giugliano Merlo** and **Luciano Brunelli** will report direct to Pier Carli.

Jonas Forslund is joining **Torsten**

Korsells' team at THORN Jarnkonst, Sweden, as personnel manager.

Bob French, Canada has decided to relinquish his responsibilities as vice-president Sales.

Oivind Danielsen, formerly technical manager, has been appointed managing director of THORN Scanlux AS in Norway. He replaces **Knut Stormby**, who is leaving the company.

Janet Carter, Secretary to Bob Steele, is leaving the company at the end of the year, and **Jane Constantinou** has been appointed.

Mike Bonshor, financial executive for the HQ Central functions, is now responsible for Export Accounts and the Bought Ledger.

Brian Russell has joined as Light Sources supplier development manager reporting to Richard Holdron. He

was with Magneti Marelli in Birmingham.

Roger Duarte has joined as cash manager, Lighting Systems, responsible to David Hazel, director of finance.

Robin Birch has accepted an invitation to join the THORN Lighting Executive Board as a non-executive director for one year from this January.

Robin Birch is a Civil Service under secretary and is director, Regional Organisation of the DSS, an activity with some 500 local offices employing some 65,000 people. It is particularly in the area of policy formulation and implementation where we believe Robin Birch can bring his experience to the Company. He will attend the Executive and Staff Executive Board Meetings each month.



Lars Redin

Thierry Vaysette

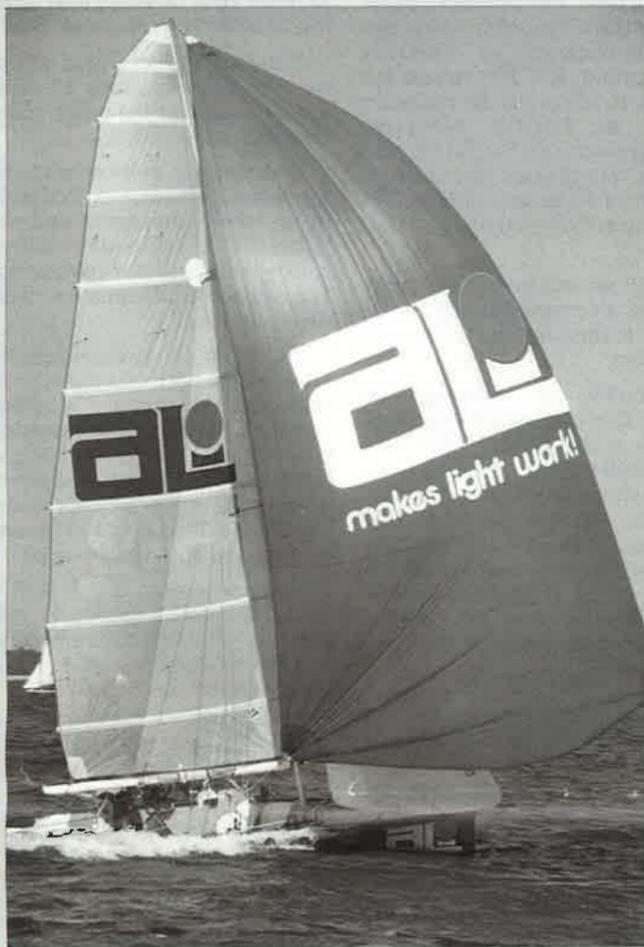
Eric Whall

Joe Maley, director of Distribution has decided to leave the Company to pursue interests outside THORN Lighting. Pending a further announcement those previously responsible to Joe Maley will now report directly to **Andrew Osmond**.

Roger Dennett, general manager Discharge Business, is taking the opportunity of returning to the motor industry.

With effect from February 1, and until Roger's successor has been appointed, **Len Noyce** and **Stuart Wale** take responsibility for the overall management of the Discharge business and will report directly to **Richard Holdron**.

John Cooper, sales ledger manager, Lighting Systems Division, took early retirement at Christmas.



A yacht sponsored by THORN ALI.

● The acquisition of the lighting group of Howard Smith Industries for £28m, was agreed in Sydney, Australia, in October. The creation of THORN ALI, market leaders in Australia, was complete.

The picture (right) shows the main participants in the negotiations at the signing ceremony: standing, from left; **John Slater**, managing director of THORN EMI's corporate office in Australia; **Roy Sims**, general manager, THORN ALI; **Jim Parker**, finance director, THORN EMI corporate; seated, **Eric Whall**, regional manager of Australasia; **Brian Conner**, manufacturing/engineering manager, THORN ALI.



SAY G'DAY!

ALI has been market leader in light fittings supply for many years.

Its organisation centres on a 140,000 sq ft factory in an outer suburb of Sydney half-way between the city centre and the Blue Mountains.

A second factory, 30,000 sq ft, is at Wetherill Park, a further five miles towards the Blue Mountains.

Separate sales and distribution centres are in Brisbane, Newcastle, Sydney, Canberra, Melbourne, Hobart, Adelaide and Perth. Export territories include New Zealand, Fiji, Solomon Islands, Papua New Guinea, Hong Kong, Singapore and Bahrain.

ALI has the distinction of having provided the luminaires for the most prestigious and tallest buildings in every capital city of Australia and the exterior lighting for the new Parliamentary zone in Canberra.

The interior lighting to the new Parliament House in Canberra, was supplied by Rymer.

In 1958, two employees of Johnson & Philips, electrical merchants, discovered a niche in the Australia market for cable harnesses - lay-in wiring sets for domestic appliances. As Johnson & Philips were not interested, the two employees left, and formed their own company, Cable and Electrical Supplies.

In 1960, seeking additional products for CES, they took on the New South Wales agency for Regina Lighting, a company still operating but now with approx-



Associated Lighting Industries' factory at Smithfield, New South Wales.

imately one-twentieth the sales of ALI. By 1964, CES had been renamed Associated Lighting Industries, and in 1967 was purchased by J. Blackwood & Sons as part of that company's diversification plan.

ALI was relocated in 1971 to its present position, the building having been subsequently expanded to its present size. Throughout this time, the company was managed by the founder of the business, who was nearing retirement.

Roy Sims was recruited in 1974 to succeed that manager upon his retirement. At that time, ALI was considered to be number four in the market behind GEC, THORN and Philips - in that order.

In 1984, J. Blackwood & Sons was acquired for Howard Smith by Industrial Products Distribution. The lighting operation by

this time had achieved a position of market leadership, and Howard Smith encouraged the expansion of that activity. Rymer Lighting was acquired in 1986, and Kempthorne Lighting in 1987.

At the time of the THORN Lighting acquisition of the Howard Smith Lighting Group, ALI was market leader, dominating its nearest rival, THORN Lighting. Rymer & Kempthorne, based in Melbourne, took the number three market position.

THORN ALI now dominates the Australian lighting market. It will consolidate the existing business, which has had great success with schemes like the floodlighting of Sydney Opera House, and will also provide a secure base for generating more business in the Asia Pacific Region.

Around the spike

THORN EMI has paid \$337m for 250,000 music copyrights, which include "Singing in the Rain" and "Over the Rainbow".

The copyrights are being acquired through the purchase of a US group, SBK Entertainment World Inc.

TEN Thousand people responded to a questionnaire from THORN EMI concerning satellite TV, expressing their interest in paying for a rental package. The satellite equipment, from Grundig, would cost £69.99 to install with a monthly rental fee of £19.99.

CHIEF executives of the main businesses of the Technology Group will report directly to THORN EMI plc from March 31. The businesses had been developed under the guidance of Tom Mayer, but are now capable of functioning as independent units. Tom Mayer will become Chairman of THORN EMI Electronics, THORN EMI Flow-Measurement and continue to advise the plc board on the development of the other technology businesses.

COLIN Southgate presided over the second annual THORN EMI Schools' Video Awards, held at the Inn on the Park, London, in November. THORN EMI's sponsorship of this project reflects the company's policy to support education and the community.

RUMBELOWS has launched an £8m national advertising campaign - its biggest ever - to re-define the store as "hi-tech" while offering value for money.

EMI Music won eight of the UK's 16 gramophone awards last year, including Record of the Year for Mahler's Second Symphony, conducted by Simon Rattle.

THORN EMI has decided to convert its fleet of vehicles to unleaded petrol. It is hoped that all company vehicles will be using "unleaded" by September.

Voice

THE results of the Edmonton Green crime study did not, perhaps, shock most of us, but confirmed what we all had sensed for a long time: everyone feels safer walking down a well-lit street.

Perhaps, also, the results of the study, which showed that headaches and eyestrain among office workers decrease when high frequency fluorescent lighting is used, was of no great surprise to everyone. We've all blamed office lighting when we've felt slightly under par - even if we didn't know that HF held the key.

Yet these two, carefully controlled studies, commissioned by THORN Lighting are important landmarks. They represent a long awaited departure from the use of anecdotal evidence in favour

of a more scientific approach in pressing the Lighting Industry's case.

Research and hard evidence is of increasing value - already Home Secretary Douglas Hurd has promised to look very closely at the Edmonton survey.

But let us not lose sight of what is the real value. These studies improve our knowledge of our products and services and of those who use them everyday. And, more importantly, they also improve the quality of each of our lives.

Our streets will be safer places to walk along and our offices will be better places in which to work. That is the true value of progress.

Lamplighter extra

TAKE HEART NOW!

THE UK has one of the highest rates of coronary heart disease in the world.

The disease claims the lives of 160,000 people each year — or one person every three minutes. In 1986, almost 30,000 of these were premature deaths, occurring in people aged 35 to 64.

But it is possible to slow down or even stop the progression of heart disease by a combination of healthy eating, regular exercise, not smoking and controlling stress. Let's challenge some myths about this disease!

"At least, it's a quick way to go."

It isn't usually like that. For many heart disease sufferers, quality of life can be ruined as a result of their condition. Even where death is sudden, the family faces the additional pain and difficulty of trying to cope with a sudden, unexpected bereavement.

"Heart disease is such a boring topic."

There's nothing boring about dying in your 50s after prolonged poor health, or about men and women being left alone when they should be enjoying retirement together. It's tragic, and what's more, it's preventable.

"Aren't heart disease death rates falling anyway?"

Yes. Male death rates from coronary heart disease in the UK have fallen slightly during the last five years, but rates for women have scarcely altered.

"Smoking has got nothing to do with heart disease and, anyway, it helps me to cope with stress."

Smoking doubles the risk of a heart attack. An estimated 20 per cent of all deaths due to heart disease are caused by smoking. The risks of smoking far out-

weigh the risk of stress. In any case, ex-smokers soon learn to cope with stress in other ways.

"With heart transplants improving all the time, there'll soon be a cure for heart disease."

It's true that heart surgery can improve life expectancy for some seriously ill patients with certain kinds of advanced heart disease, but this can never tackle the real problem. Heart disease progresses slowly and you may not be aware of symptoms until it is too late for treatment to be of much help.

"All this advice about fat is so confusing. You don't know who to believe."

The dietary message is really very simple — eat less fat, especially the saturated fat found in animal products and some vegetable fats. As many as 80 per cent of people in Britain eat more fat than experts recommend.

"I don't need to worry. Women don't get heart disease."

Women are not immune from heart disease. They make up 44 per cent of all deaths from heart disease, and in the last 20 years there has been an increase among women in their 30s and 40s. Women over 35 who smoke and who are on the Pill are especially vulnerable.

"Life is a gamble. My grandfather lived to be 85, and he ate fatty foods all his life."

Do you want to gamble with the health of your heart? By smoking, overeating and not getting enough exercise and relaxation, you could be taking a life and death decision every day without realising it.

The heart disease epidemic has been with us for at least 20 years, but experience from other countries shows that changes in behaviour can help reduce the risk of premature death. THORN's Leicester site felt strongly about trying to reduce this unnecessary risk to our employees and joined the campaign. If you require further help or advice, come along to the Health Centre.

SISTER J. JONES
Occupational Health Advisor



Choir in good voice

CHRISTMAS lunch has become a tradition at Leicester but this year saw a break with the past.

It was the first year that it had been served in the new Restaurant, and the difference was staggering.

Three-hundred meals were cooked and served — a great achievement for the Restaurant staff — and the quality was excellent.

The Restaurant supervisor, Brenda, said, "Because it was held during Christmas week the festive spirit was really in evidence."

Entertainment was provided by the choir (pictured above), led by Brian Cottam, chief plant engineer. Although he had only half the usual number of singers, response to their performance was very good.

"I have been leading the choir for many years and now this is the best Christmas lunch I have ever been involved in," said Brian.



Belated 18th birthday greetings, Lisal Chargehand Ken, of Glass Halgen, presents her with a gift on behalf of her friends.

Five-a-side team wins final at last

ALI's Army S.O.X. won the Inter Dept Five-a-Side Final against Thomo's All Stars.

The final was played over a couple of matches because one of the players broke a leg in the first match!

Martin Dexter, of Ali's Army, scored the only goal in the first match, and scored again in the second. Eammon Fry scored the only goal for Thomo's All Stars.

It was the first final to be won by Ali's Army although the team has come close in previous years. Hard work by the organiser, John Morgan, kept the grass cut and the pitch marked out.



Back row, from left: Paul Cameron, Alan Moss, Manny Smith; front: Martin Dexter, Mark Randell, Ian Griffiths.

Winners

THE Sports and Social Club Christmas Prize Draw was held at the Christmas lunch. A record number of tickets were sold.

The winners were: 1 Mr Jadav, SON; 2 Mr A. Wilson, MSE; 3 Mr S. Jacus, Stores; 4 Chris, Wedge Base; 5 Bharti, Stop/Tail; 6 M. Pollard, MSU; 7 P. Skinner, Mercury; 8 J. Marsh, QA Discharge; 9 Liz French, Wedge Base; 10 N. Cross, Coiling; 11 M. James, Studio Halogen; 12 Mrs M. Markellie, Coiling; 13 B. Dave, Coiling Insp; 14 F. Crammond, Factory Support; 15 J. Smith, LSE.

● To mark the opening of the new Staff Sales Shop, employees purchasing any item costing more than £5 were given a raffle ticket.

The winners of the consequent draw were Steve Smith, of Plant, who received a Kenwood Chef; the 14in television set was won by Dilip Raithath, SOX, and the radio was won by Pam Gill, of Studio Halogen.

Director retires after 49 years



BOB Frost, associate director of Auto and Miniature, Leicester, recently retired after 49 years' service with the Company, but will continue on a part-time consultancy basis.

Bob joined British Thompson Houston six weeks after war broke out in 1939 as an office errand boy. He was Birmingham area sales manager when that company was taken over by THORN Lighting in 1966.

He then became manager of Auto and Miniature products, Home and International. In 1969 a site was developed at Leicester to house sales and engineering.

Bob is a past chairman of Electric and Electronic Industries Benevolent Association and a life vice-president of Birmingham Electrical Club. He is succeeded as manager by Richard Pawley.

Office staff pictured right, with Bob, front, are Richard Slater, David Adams, Pat Aherne, Richard Pawley, Vanita Mystry, Barbara Heane and Angela Mehra.

Lightsources Unite!

WHEN THORN Lighting's divisional structure was introduced, a key objective was to provide a greater focus on our markets.

In the Incandescent business, the developing success of this strategy is clearly visible with the relaunch of the Mazda brand and the substantially increased retail business. Foundations have also been laid for continuous improvement in manufacturing effectiveness.

THORN Lighting is now able to consider the investment issues necessary for the development of an incandescent business which will be internationally competitive.

The Company has strong, international and profitable light source businesses which face the same competitors and have similar manufacturing technologies as the Incandescent Division. So it has, been decided to move the Incandescent Division into the existing Light Sources Division. Mike Smith will report to Richard Holdron while maintaining his position on the Executive Board. He will also join the SIVI Board.



Pavilioned in splendour

THE Pavilion at Torquay, Devon, has been restored to its former Edwardian splendour by Iain Maclean, Enfield and Mike Charlick, Cardiff.

THORN Lighting, in conjunction with the consulting engineers, architects, and interior designers, have transformed the neglected building — a former theatre — into a shopping mall without destroying its original features.

Torquay Pavilion now consists of 26 shops on the ground floor with a central staircase to a mezzanine, which used to be part of the auditorium, but is now a restaurant. The lighting is provided from a combination of uplighting techniques and lightsources.

Torquay Pavilion is a listed building, and fixing positions for luminaires were limited. Features like the ceiling had to remain intact. The resulting scheme creates a light and fresh appearance to complement its seaside location.

EARLS COURT GLOWS ANEW

EARLS Court Exhibition Centre, famous for staging events like the Motor Fair, the Boat Show and the Ideal Home Exhibition, has completed the relighting of all public exhibition spaces.

Earls Court was opened in 1937 and has over 50,000 square metres of floor area. There are plans to construct an additional hall with a further 17,000 square metres by 1990.

halls.

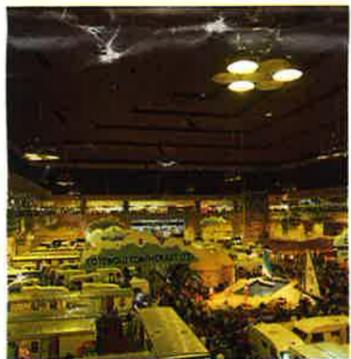
The SON DL lamp was selected because it combines good colour rendering and high efficiency with energy conservation.

An ECS Energy Management System has been installed to control any lamp in the complex, thus allowing greater flexibility in adjusting the lighting to the varying exhibition needs, all being controlled by a micro-processor based switching system.

In the Main Hall, batteries of tungsten halogen floodlights have been provided to boost the lighting for events where instant light is necessary.

Many of the major access staircases have had luminaires converted to accept 28W 2D lamps capable of being operated on 240v AC or on DC under emergency conditions.

Lighting design was by Iain Maclean, Enfield.



Now, the original tungsten installation has been replaced with more than 1500 SON DL lamps. Combinations of Lopaks, Radpaks and Hipaks — all from THORN Lighting — have been used in the various exhibition



Stunning effect

A GIANT 60ft Christmas tree blazed with colour at the flick of a switch in London's Docklands during December.

The tree — a present to the Docklands community — was lit by 20 of THORN Lighting's coloured 2D lamps.

Specially modified for outdoor use, it was the first time that the seven colours of these energy-saving lamps had been used in such a way. The effect was stunning.

The lamps are manufactured at the company's Enfield factory and Kevin Stubbs of Enfield helped to install and decorate the tree with the lamps.



Light fantastic

THE delicate beauty of a bronze statue of a young ballet dancer can now be enjoyed at night — thanks to the installation of a single THORN Arcstream lamp.

The statue was unveiled by Anthony Dowell, director and choreographer of the Royal Ballet and the Lord Mayor of Westminster.

The statue, a gift from the estate of the sculptor Enzo Plazzotta, stands opposite the Royal Opera House, Covent Garden.

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.

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