

# THORN NEWS

## We hope you agree

**THORN News has had a complete facelift in line with our new company identity.**

First, you'll notice that we've dropped "Lighting" from the title — which is far more relevant to those readers in overseas businesses who have never had the word "Lighting" in their company name (THORN ORNO, Jahn etc).

Secondly, we've changed the layout. We hope

you agree it looks fresher and more modern.

During the next few weeks you can expect to see the new company logo appearing in all sorts of places from stationery to T-shirts. For more information on the new look for THORN turn to the centre pages.



Plans are well underway to move the executive directors, their secretaries and other corporate departments, into the modern, all-glass headquarters in Borehamwood during December.



### Michael switches on

Michael Caine switched on thousands of coloured lamps at Harrods recently to mark the launch of the top stores "Colour-Full Harrods" Promotion.

For the first time in the store's history, the famous white lights have been replaced with red, yellow, amber, green and blue THORN 25W GLS lamps, manufactured in Preston.

Harrods' customers have been invited to join in the celebration by guessing how many lamps have been used to illuminate the buildings facade.

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## Two major projects won

THORN Lighting Hong Kong has recently secured two major lighting projects worth over £1M and £½M respectively.

The £1M + Pamela Youde Hospital contract was secured in the face of fierce competition from local and overseas suppliers eager to supply lighting to the

largest hospital under construction in Asia.

THORN Lighting's success on the Pamela Youde project can be attributed to several factors.

First, top class project selling; secondly, THORN Lighting New Zealand's excellent relationship with the contractor involved;

thirdly, the flexibility on pricing and support from the UK Systems and Light Sources Divisions and, finally, THORN Lighting's local presence.

Another factor was its ability to provide a comprehensive total lighting package, drawing on products from various THORN

Lighting overseas factories both in Europe and the Asia/Pacific Region.

The Pacific Place II project is a huge, luxury commercial and office complex in the heart of Hong Kong Island.

The Pacific Place II was awarded by the Swire Group —

Hong Kong's largest company — and the contractor involved was Buoygues, Europe's largest construction company.

The business relationship established with these two giants of the construction world bodes well for THORN Lighting's future projects worldwide.

# Lamplighter



## Danny leaves

Trevor Summerland congratulates Danny Deacon and his wife, Hilda, at the presentation for Danny's retirement after working in the Gatehouse for nearly 14 years.

The site collection raised £140, with which Danny was bought two sun loungers and a crystal fruit bowl set. He was also presented with bottles of wine from friends.

## A matter of great importance

By Sue Jackson, Shift Nurse, Leicester, Health Centre

**DO you think of your Health Centre as a "pit stop" for headache pills and plasters? If so, read on:**

**H** is for the HEALTH Centre.

**E** is for the EMPLOYEES, who must report every accident, no matter how small, at the time the accident occurs, at the Health Centre, where it is entered in the accident book along with the treatment received.

**A** is for ADVICE, which is always available. You only have to ask. If we cannot help, we can put you in touch with people who can.

**L** is for LEAFLETS, which we have on all sorts of subjects ranging from anti-smoking to migraine, hysterectomies to diabetes, obesity to cervical screening, contraception and family planning, corns to skin cancer and lots more besides.

**T** is for TRAINED Staff, who will treat you with care, calm, confidence and efficiency.

**H** is for Dr Huckbody, THORN's company medical officer, whose experience and knowledge we are lucky to have.

**C** is for CLINICS, which we run. Blood Pressure Clinic is 10 - 11a.m. and 2.30 - 3.30p.m. on Fridays. Weight Watchers is anytime. We hope to be adding to these in the not too distant future. If you feel there is a need for a certain type of clinic, we would be interested in your views.

**E** is for EQUIPMENT. We have very up to date equipment, including a Pneu/PAC Resuscitator, a Keystone eye testing machine and a

Vitalograph Spirometer, which is a machine we use to measure lung functions. Even our blood pressure machine is digital and can print out results along with the date and time the blood pressure was taken.

**N** is for the NECESSARY and varied pills, potions and dressings required to treat all of the employees who attend the Health Centre with their injuries and common ailments.

**T** is for TAXI, which is provided by THORN should you need to be sent to the hospital, GP or home from the Health Centre.

**R** is for REGULAR REFRESHER course for nursing staff and first aiders, which keeps everyone abreast of new medical decisions and discoveries.

**E** is for EMPLOYEES, who should be happy in the knowledge that their health, safety and health education is considered to be a matter of great importance to the Company, which is why they have provided a Health Centre.

Don't abuse it! Use it!



Restaurant manageress Glenis Gibson left, receives a National Heartbeat Award from Janet Hutchins, chairman of Leicester City Council Environmental Health Committee. The award was presented at Leicester Town Hall in recognition of the restaurants high standards in cooking, food handling and hygiene.

## Help us!

THORN News circulates throughout the site every two-three months. To make the paper more interesting we need articles about the people who work at Leicester.

The articles could be about someone leaving, someone taking maternity leave, someone getting married, 18th and 21st birthdays, retirements, or even something you want everyone to know.

The Personnel Department has a camera, which is available to anyone wishing to take a photo. The department is also only too happy to help anybody write an article.

Help us to make our pages of THORN News more personal!



Ruby Lilley recently retired after nearly 21 years with the Company. Ruby, who worked in Payroll, was presented with flowers, plants, ornaments and a paperweight as well as other gifts from friends and colleagues. She is pictured with payroll supervisor Jean Moore and Cashier Morris Birbeck.



Alka Mehta and Irene Airey were recently each presented with gold earrings by colleagues in Wedge Base. The gifts marked the wedding of Alka to Pares Shah at Leicester Register Office, and the departure of Irene, after five years service, to join her husband in France, where he works.



Production manager Barrie Stones congratulates Doreen Barker, of the Studio Halogen Department, when she retired after 13 years' service with the Company. Gifts she received included a bouquet, plant stand, earrings and storage jars.



Mandy Miller, of Studio Halogen, celebrated her 21st birthday on August 28. Friends bought her a clock radio, earrings, a hairdryer, a make-up tray and a cake.



Amanda Sreaton and Micheal Severn were married at Leicester Register Office in June. Friends on the Studio Halogen Section presented Amanda with a Kenwood Chef food mixer, a browning dish and a can opener.

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■ Cecil Parkinson, former secretary of State for Energy, and Elliot Finer, director general of the Energy Efficiency Office, recently visited THORN Lighting's Enfield site. Ian Twinn was also present. Developments in energy efficiency in lighting were discussed. From left: Andrew Osmond, director and general manager, Lighting Systems; Dr Ian Twinn; Dr Elliot Finer; Cecil Parkinson; Hamish Bryce; Richard Holdron, Light Sources.

**STEVE HOWE, Leicester, explains what Taguchi methods are and how they help to boost quality, reduce costs and improve competitiveness:**

EVERYONE in the company must be aware by now of the need to continually improve the quality of our products.

Already, statistical process control charts have appeared in the factories at Leicester and Enfield. These are helping to maintain quality and reduce

scrap by giving early warning of problems in manufacturing processes.

Of course, we could throw away those control charts if we knew how to design and set up our processes so that variations in component dimensions, materials, temperature, humidity etc all had a negligible effect on the quality of the end products.

Taguchi, a Japanese engineer now working in the US, describes such processes as robust. His well-tried approach gives us a highly disciplined and very efficient method of both designing and setting up manufacturing processes which are very robust.

Barry Preston, senior section head of Discharge New Products, has been using these methods very successfully over a period of several months.

Barry and his team have proved that they can design

robust processes by following the Taguchi discipline. He says, "Once a problem is solved using Taguchi methods, it stays solved."

Let's see how a typical Taguchi application aimed at improving the quality of a THORN Lighting product is tackled. The latest method of putting the white finish on the inside of a household bulb is to use an electrostatic coating machine.

Mike Rees and his team at the Merthyr Tydfil household lamp factory wanted a coating which looked good, stayed on the bulb and did not shorten lamp life. The team identified eleven key "factors" affecting coating quality.

These included the type of powder used, the powder preparation time, the bulb temperature and the types of gases used. Mike used Taguchi's tables and diagrams to decide which settings and gases to use in

each of twelve separate trial runs.

When all twelve trials had been completed exactly to plan and all measurements made, the information was fed into a computer for analysis. The computer output showed Mike how to set the machine to get consistently good coatings.

It even predicted just how good the bulbs would be at the new settings. Mike then made lamps the way the computer suggested — with excellent results. Soon afterwards, the machine was put into full production.

One of the strengths of the Taguchi approach is that it builds on the knowledge and expertise our engineers already have. It helps us to make the best use of these skills to improve product quality.

Barry is echoing the experience of engineers around the world who are using this approach to

push quality upstream into the process design stage.

Several large Japanese companies have been using Taguchi methods since the 1950s while large American companies such as Ford, ITT, Xerox, Bell Laboratories and General Motors started using them around 1980.

In the UK, Lucas and Rank Xerox pioneered the approach three years ago, and now many other companies, including Mars Electronics, Ford, Leyland Daf, British Aerospace, GEC and, of course, THORN Lighting are using the techniques to improve quality and reduce costs.

In the next issue of *THORN News*, I shall give more details of how our engineers have applied these very effective yet inexpensive methods to the task of improving quality.



From left: Steve Howe, Research, Stan Gillard, Lamp Presscaps, and Professor Tony Bendell, Taguchi consultant, outside the Edmonton Lamp Presscaps factory during a visit to promote Taguchi applications.

## Star choice

**GOOD news for diners at Merthyr.**

Gone are the days of chipped Formica tables and hard plastic chairs.

Today, Merthyr's staff sit among pot plants in a stylish restaurant and enjoy a selection of salads as well as the more traditional fare.

The improvements are part of a £¼ million scheme at Merthyr which includes the toilets and the shop floor.

It is part of a comprehensive programme to adopt the best practices throughout the business, enabling the factory to become more cost competitive.



## Sales soar

MAZDA Style Light celebrated its highly successful second year with sales up by 80 per cent during the 1988 period over 1987.

The sales represent more than 30 per cent of Omega Lighting's total turnover.

Twenty-five new products under the Mazda style Light brand were introduced during 1988.

Retailers who have taken blister packs in place of their original cartoned decorative lamps, have experienced an average increase in sales of 67 per cent.

## Names in the News

### UK Light Sources

**Brian Russell**, supplier development manager, is leaving to take up a senior purchasing position.

**Robin Jones** will take over responsibility for co-ordinating supplier development within Light Sources Division.

**Brian Cannell** leaves the UK Distribution Project Team to join Light Sources Commercial as marketing services manager reporting to **Barry Dahill** based at Mitcham.

Halogen Division: **Peter Whitehead** has joined Fluorescent Division as materials manager reporting to **James Moore**, general manager. **Geraint Venn** has left

the Company from his role as factory manager, of Incandescent Division's Merthyr Tydfil factory.

### UK Lighting Systems

**Fred Purdy**, who left THORN Lighting at the end of April 1989, has joined our jointly-owned company Stearn Electric Company Limited as lighting development manager.

**Jan Kaczmarek** is appointed business administration manager for Lighting Systems Division reporting to **David Hazell**.

Marketing: **Mike Prior**, most recently a sales manager at Birmingham, takes up the role of commercial manager with responsibility for Lighting Systems promotion of

light source products. He reports to **Eddie Minshull** and is based at 284 Southbury Road.

**Bob Divall** has taken up the position of regional manager at Birmingham. Bob joined the Company only recently as a business development manager, having previously been national sales manager with Crompton Parkinson.

### Central Finance

**Paul Keene** has joined Central Finance as financial controller - Investments and Funding.

**Les Scott**, the Company's chief accountant is to take early retirement at the end of October, and will progressively hand over the position to **Colin Thom**, who will immed-

ately be looking after arrangements for the Accounts Department move to the new Head Office at Borehamwood later this year.

### International:

**Neville Critoph** has transferred from THORN EMI plc to take up the role of financial executive of the Division.

In Australia THORN ALI have now filled the marketing manager position, new man **Peter Jeans** reports to **Eric Whall**.

**Bill Loscombe**, who was based at Decines, France for a period following the merger of Europhane and Eclairage, has now returned to the UK and is based at 284 South-

bury Road.

**Larry Chan** has joined THORN Lighting Hong Kong as financial controller reporting to **Steve Grao**.

Germany: A new marketing manager has been appointed **Volker Kannicht**, previously with West Deutscher Landesbank reports to **Peter Mast**.

**Klaus Droegerhorn**, commercial director, has left the Company, and the search is on for a replacement.

Hong Kong: **Raagne Navarre** has transferred from Jarnkonst to join **Steve Grao's** team as technical manager.

# A NEW VISUAL IDENTITY FOR THORN EMI

## WHY A NEW IDENTITY

The new visual identity is intended to confirm the position of THORN EMI as a truly world class company to people outside and inside the organisation. The scheme is designed to make it clear how operating groups and companies relate to THORN EMI as a whole, whilst allowing them to retain their own valuable identities where appropriate.

## HOW DOES THORN LIGHTING FIT IN?

As a core business within THORN EMI, THORN Lighting has an important part to play in promoting the new identity. It is vital that the new style is applied clearly, consistently and thoroughly. In this way it will soon become the hallmark of the quality our name stands for.

In order to promote a strong uniform image that is usable in all countries around the world without the need for translation, THORN Lighting's visual identity mark will be the THORN EMI symbol plus the word THORN in a specially drawn logotype. The symbol and logotype will usually appear in a grey panel. In addition, a line will appear wherever possible below the panel.

The word "lighting" is not used because of the language issue, the fact that many companies, such as THORN Orno in Finland, don't use the word lighting in their names and, more importantly, the need to establish one internationally recognisable mark that all the businesses can promote to their commercial advantage.

This document therefore refers to the THORN family of companies and details guidance for the THORN visual identity mark.

**Note:** all items illustrated opposite are impressions only. A comprehensive visual identity manual is being prepared for THORN to complement the THORN EMI visual identity manual. It will give detailed specifications of the way in which the new identity is to be applied to stationery, publications, products, signs, packaging, advertising and all other areas of application.

**Implementation and approval procedure.** Designs and artwork for any items which are to carry the new visual identity must be submitted for approval to:

**Hugh King, Public Affairs Manager,** Public Affairs Department, THORN Lighting Ltd., 284 Southbury Rd., Enfield, Middlesex EN1 1TJ. Telephone (01) 366 1166. Fax (01) 366 1166 Ext: 3226.

## THORN EMI NAMING SYSTEM

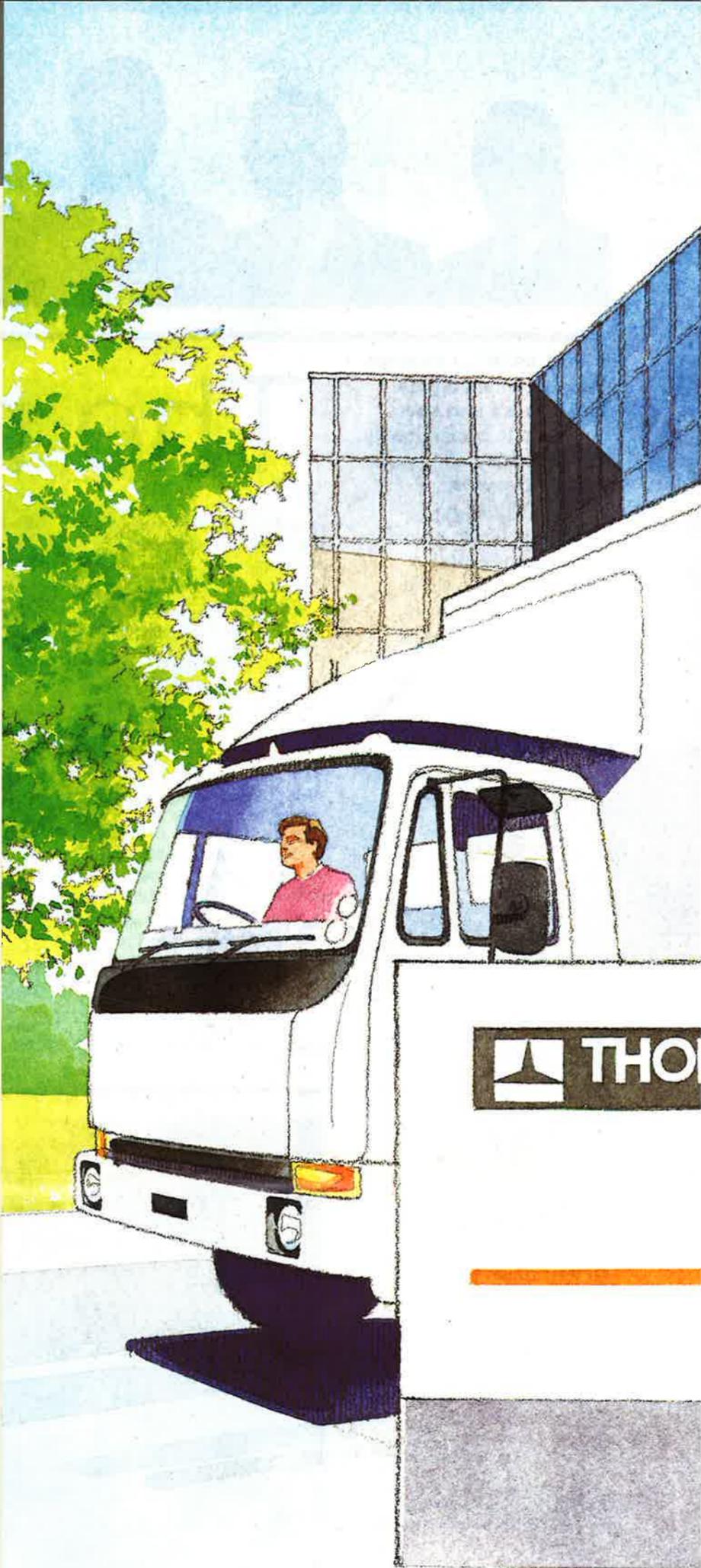
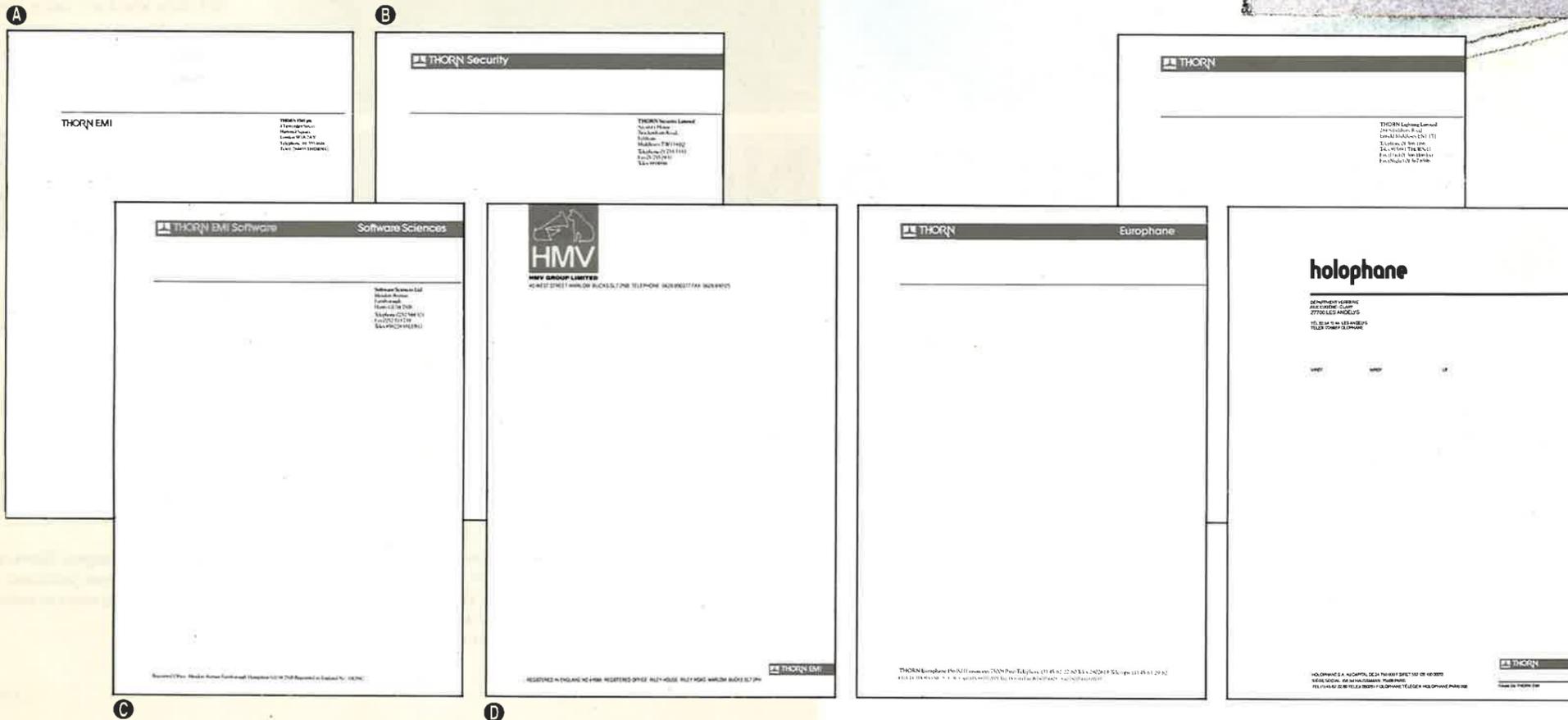
This system makes it clear how all the many different THORN EMI operating companies relate as a whole. This means that customers will know that the company they are dealing with has the support of a major international organisation. These illustrations are shown for information only.

**A THORN EMI plc.** THORN EMI plc head offices worldwide use a centred version of the visual identity mark that separates the symbol from the name. This does not apply to THORN.

**B Corporate-linked businesses.** Where 'THORN' or 'THORN EMI' forms part of the name of an operating business, the visual identity mark is extended to form the new name. It usually appears in a grey panel (as here on stationery). However THORN does not extend the word lighting in the grey panel as previously explained.

**C Own-named businesses.** Where a business is independently named, but would benefit from a close association with THORN EMI, the company name appears in the THORN EMI lettering style opposite the symbol and the name of the THORN EMI corporate-linked business with which it is associated. This does not apply to THORN.

**D Own-identity companies.** Where a THORN EMI company retains its own corporate identity, the THORN EMI visual identity mark appears with it on stationery and in other situations where it is considered beneficial to do so. Alternatively, where this is not possible, the words "A THORN EMI Company" appears as a line of text positioned prominently at the foot of the stationery item. THORN Companies closely follow this ruling.





# Around the the Spike

**THIS year's employee report is out and should be available through your personnel department.**

The report takes a look at the activities of THORN EMI's core businesses and the efforts of those who work within those businesses.

Any feedback in terms of content, availability and presentation are welcomed by the editor of *THORN NEWS*.

## Kenwood Sold

THORN EMI announces that the Kenwood business has been

sold for £54.6m under a management buy out arrangement led by its present managing director, Timothy Parker, and backed by Candover Investments plc. THORN EMI retains 8 per cent of the new Kenwood business with a further option of 2 per cent.

## Meters Division

THORN EMI has sold its Meters Division to a subsidiary of Schlumberger Industries Ltd, for approximately £60m in cash.

## Rumbelows

A new structure and business strategy has been implemented for Rumbelows, the UK electrical retailing chain. The programme is aimed at restoring the business to profitability and at positioning it for optimum trading performance during the key September - March sales period.



Bev Heslop, business planning manager, watched by his secretary, Lyn Chandler, cuts the cake she provided when he recently celebrated his 50th birthday. Other members of his department decorated his office at 284 Southbury Road with balloons and streamers while he was attending a meeting.



**Your wit wins £10!**

No, it's not the Paul Daniels Show, but Lou Bedocs, development manager, caught in the act of demonstrating air handling luminaires to members of a House of Lords Committee.

Can you think of a witty caption to describe what might be going on in this photograph? £10 for the best one. Answers to The Editor, please, by November 30th.

## What the papers say

1988-9 was a record year for THORN Lighting. Profits rose substantially with turnover increasing by 30 per cent and sales outside the UK grew to represent 61 per cent of turnover.

*Lighting Equipment News.*

THORN LIGHTING is conducting its own revolution among its 1,500 workforce and is using Japanese working methods to do so.

New work systems that have been adopted form one of a

number of factors that have helped the company double its profits in the last year.

*Machinery Market.*

## Competitors' corner

EMESS is to acquire 89 per cent of Eclatec, a French commercial light fittings maker, for FF54m (£5.3m).

JMD the USM quoted greeting cards and fluffy toys distributor, formerly known as John Michael Design, has paid £2.3m for a 25 per cent stake in Hitech Lighting.

Tungram, the Hungarian lamp manufacturer has agreed to sell close to 50 per cent of its shares to Western investors through the Austrian Bank Girozentrale.

Adrian Wills of THORN Lighting collected first prize in this year's Millar Award for his paper *The lighting of demountable squash courts.*

His talk covered a number of the key problems in constructing a court suitable for television coverage. The presentation took place at the CIBSE Engineering Centre.

*Electrical Design.*

## Are you in focus?

THREE people sent in entries for the photographic competition - which is rather small by any standards! In view of this, the competition deadline has been extended to Nov 30. Just to remind you:

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 high quality 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.

■ Well done to John Gray, of Spennymoor, who wins a £20 Marks and Spencer voucher for correctly finding the referee in the Football competition and to Keith Farmer, of Enfield, who found 173 words in the Wordsearch Game.



## Ideal for a merry Christmas

OMEGA Lighting has extended its Christmas Lights Collection with the Mazda Outdoor Light Set to provide festive colour and decoration for the garden.

Ideal for decorating patios and outdoor Christmas trees, the Outdoor Light Set contains 22 low watt lamps in assorted colours and 8.84 metres of weatherproof cable. The set retails at approximately £22.

For inside the home, Mazda offers a range of six decorative light sets featuring seasonal shapes of Icicles, Snowflakes, Lanterns and Stars in assorted colours. Snowflakes are also available in clear. Each set contains 20 lights linked by a discreet green cable, packaged in Mazda branded boxes, enhanced with distinctive Christmas illustrations.

# Lamplighter extra



Kerry Vernon, who began work with the Company on the Youth Training Scheme during 1987, has found full time employment in the Bulk Warehouse.



Mandy Hutchins, previously of SOX, has recently been recruited as a clerk typist in Bulk Stores.



Sangeeta Lad, who began work with the Company as a member of the Youth Training Scheme, has obtained full time employment with the Laboratories.



Zoe Langton, who joined the Company during 1986 on the Youth Training Scheme and was then taken on as a business studies apprentice, has been appointed secretary to John Hughes, Brian Russell and Andrea Fuller.



Adrian Barker recently joined the Company as a security officer. His hobbies are playing football and keeping fit.



Geeta Pancholi, of the Coiling Section, and Ketan Pancholi, of the Studio Halogen Section, were recently married.



Joyce Norman (second left) recently left the Company after working for Mercury Discharge for over 20 years. She was given a crystal rosebowl by her workmates.



Steve Sawyer, of New Products Halogen, and his wife, Helen, previously of Coiling, with their son, William Thomas, who weighed in at 8lb 7oz on September 15 at Leicester General Hospital.



## Health adviser donates £150

Personnel officer Shirley Franklin receives a cheque on behalf of the Special Olympics from Jane Jones, occupational health adviser.

The £150 was donated to Jane by Vitalograph, for whom she organised a study day at Leicester.



Jolly Jack Pollard was born to Lesley and Michael Pollard on January 18, and weighed 8lb 6oz. Lesley worked on Sealed Beams; Mick works for MSU. The proud parents are grateful for the gifts and good wishes from workmates.



Introducing Samantha James who was born on April 24. Her dad, Mike, works in the Buying Department of the Halogen Division and her mother, Margaret used to work in Personnel.



Sharon Stevens of the Coiling Department, and Martyn Cardwell were recently married at St Mary's Church, Melton Mowbray.



Maria Ryan, of the SON Department, with Guissepe, who was born on August 3.



Esther Rowan, on Coiling, celebrated her 18th birthday on June 30.



Helen Sawyer has left the Coiling Department to have a baby. Her husband, Steve, works in the Product Development Department.

# Factory wins quality award



## THE Auto and Miniature section at the Leicester factory has been awarded the coveted Q1 Award by the Ford motor company.

Hamish Bryce and Richard Holdron attended a reception at the Melton Road site to

congratulate more than 200 of the workforce on their outstanding achievement and to present them with the Q1 plaque and flag. Keith Vaz MP was also present.

The award is conferred by Ford on a supplier who achieves the highest standard of quality in products and manufacturing and

who displays a total commitment to continuously improving standards in the pursuit of excellence.

THORN Lighting has supplied Ford with all types of lamps for the car industry for more than 20 years. It was scientists at the company's Leicester laboratory who first developed the twin filament

tungsten halogen lamp in 1966 which enables the use of the modern full/dipped car headlamp.

Richard Holdron had received the Q1 Award from the Ford of Europe chairman at a recent ceremony in Cologne.

Speaking at the reception he said,

"Q1 is undoubtedly a most prestigious award but having proved we can achieve this standard in one area we must not stop. It is my hope that we can go on to replicate it in all of our manufacturing processes."

■ The photo shows the Auto and Miniature section workforce.



## Special lamps light tunnel

THE new A55 Penmaenbach Tunnel (left) in North Wales has been lit by 637 special luminaires from THORN Lighting.

The tunnel forms part of the upgraded North Wales Coast Road. It was recently opened by the Secretary of State for Wales, Peter Walker, at a ceremony attended by Peter Gunnel, streetlighting manager.

Basic lighting for the 650-metre long tunnel is provided by twin 58W fluorescent lamps. Boost lighting is supplied with 250W and 150W tubular High Pressure Sodium (SON-T) lamps made at Leicester. Threshold lighting ensures that drivers' vision remains unimpaired on entry to the tunnel.

A team from Enfield was involved with the project since original engineering plans were made almost ten years ago.

Bob Hargroves and Brian Hills made the initial calculations for lighting levels. More recently, Selwyn Radford acted as project manager, ensuring that special fittings manufactured at Hereford met the specification and that installation went smoothly. A team including Deon Wilson, Maria Trezzi and Jeremy Taylor took lighting level measurements and made adjustments. A video explaining the techniques involved was also made.

## Joint research laboratory opens

SHEFFIELD University and THORN Lighting recently announced the opening of a High Temperature Science Laboratory at the university. The project was initiated by David Wharmby, of Leicester, and Dr Robin Devonshire, of Sheffield.

The joint research venture will

investigate the high temperature operation of light sources using the most advanced equipment available.

The aim is to improve energy efficiency and performance of lamps, particularly discharge and tungsten halogen types, and to stimulate the next generation of

products and processes.

During a lamp's operation, high temperatures are achieved in a small confined volume. For example, in a high pressure mercury discharge lamp, temperatures can reach up to 5700 degrees centigrade — enough to vaporise most materials.

The combination of laser technology and powerful computer modelling provides a unique, non-intrusive method to help measure temperature and chemical reactions and to examine gas glows within such lamps.

This will lead to a greater understanding which will help to

improve lamp life and create options for new and improved products.

This initiative puts both organisations among the world leaders in a strategic area of technology by creating a centre of excellence for the study of high temperature science.