

Marshall's Mail

Tough trading conditions ahead

Faced with difficult market conditions, which are set to continue this year, Marshalls produced an increase in interim profits for the six months to 30 September 1995.



Andrew Marshall.

In this issue:

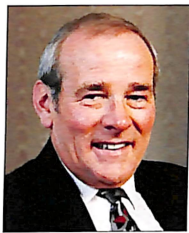
- Focus on Newport - page 3
- School safety - page 3
- Darwin's maze - page 4

Several group divisions performed well during the period, notably Concrete and Stone UK. Meanwhile, Concrete and Stone USA's rationalisation is beginning to pay off with sales increasing by 21 per cent. This resulted in last year's small loss for the half being converted to a profit.

Said chairman, Andrew Marshall: "Last year's interim

results show the strength of group operations and I would like to thank everybody involved with the company for their hard work."

"However, we can expect trading conditions to remain very tough in 1996, with continued pressures on prices and raw materials," he warned.



Mike King.

New operations director

Welcome to Mike King, 56, who has been appointed operations director for Marshalls Clay Products. Mike has spent most of his career in the concrete and clay products industries and was managing director of Tarmac Topblock in the 1980s before being appointed managing director of Tarmac Brick (acquired by Istock last June) in 1992.

As operations director he has

responsibility for manufacturing operations at Clay Products' four sites (Howley Park, Swillington and Stairfoot in Yorkshire and Accrington in Lancashire) and will report to chief executive Philip Marshall. In addition, Mike will be looking at niche market opportunities and new product development, drawing on the expertise in Marshalls' core concrete operations.

Drought busters

Marshalls' heavy goods fleet has been helping Yorkshire Water ensure that non of its customers have their supplies rationed because of drought fears. Organised by Halifax's transport manager Dave Coulter, several lorries have been travelling to the North East and then ferrying water back to Yorkshire.



Marshalls' drought busters.

ISSUE NO. 5

JANUARY 1996

GOLDEN ANNIVERSARY

Hamilton Concrete Products, part of Marshalls USA, recently celebrated its 50th birthday.

Present at the golden anniversary was chairman Andrew Marshall who was joined by company founder Shelbourne Warren and Chris Oliver, head of Marshalls USA.

Hamilton Concrete was acquired by Marshalls in 1987 and manufactures concrete

products including grey and architectural blocks, lintels, segmented retaining walls, paving slabs and pre-stressed hollow-core floor and roof slabs.

Last year Marshalls USA invested over \$500,000 to enhance Hamilton Concrete's retaining wall products manufacturing facilities. This capital boost has coincided with strong growth in the USA retaining wall market.



Andrew Marshall (left), with Shelbourne Warren and Chris Oliver (right), celebrates 50 years of Hamilton Concrete Products.

Ringling the changes

Marshalls is set to install new telephone systems at all its sites. The technology will allow the company to cope with the increasing number of calls it receives and enable computer data to be sent between offices.



Left to right: Jim Robertson AT&T's project engineer, Ken Fleming, Peter Fleetwood of Nicholas Anthony Consultants, Ian Willis, Jack Nightingale and David Rushworth.

The telecommunications team responsible for the new systems includes: Ian Willis, office and administration manager at Brier Lodge; David Rushworth, supervisor in Marshalls' order department; Jack Nightingale, corporate communications manager at Marshalls plc and his colleague at Hall Ings, group administrator Ken Fleming.

The four have been devising the new system for over 12 months. As part of their initial research they visited companies with customer driven telecommunications set-ups such as the Halifax Building Society and mail order giant, Grattan.

Says Ian Willis: "The present telecommunications system has been in place for over 10 years and simply can't

cope with the number of calls, especially from customers. This new technology should help us enhance our customer service considerably.

"For example, customers will be able to call the department they require directly, by-passing the switchboard. If all members of the department are busy their call will be placed in a queuing system or alternatively they can leave a message via voice mail."

At present the new telephone system has been installed at all Marshalls' works and offices in Halifax.

Concludes Ian: "We've decided to initially install the new technology at a handful of sites so that we can develop a successful blueprint that can then be applied to other offices."

Concrete acquisition

Marshalls Mono has acquired Bardon Concrete Products, part of Bardon Roadstone Limited, as a further step in its in-fill acquisition strategy. The plant, at Bardon Hill Quarry, Coalville, Leicestershire, produces a range of decorative paving, principally for the DIY market. Bardon Concrete Products will form part of the Concrete and Stone Products' Midlands division.

Commenting on the acquisition, chairman Andrew Marshall said: "Bardon Concrete Products satisfies the criteria we set when embarking on our in-fill acquisition strategy. It offers compatibility with our existing product mix and also has good road access and available raw materials."

Marshall's PEOPLE

New PR officer

Rachel Brown is Marshall's new press officer.

She joins the company from PR consultancy Countrywide Communications, Leeds, and has six years' PR experience.

Rachel will be focusing her efforts on promoting the company's products in consumer titles and trade press magazines, so anybody with interesting or unusual product applications should call her on **01422 306026**.

MOVES AT STAIRFOOT

David Mason is the new assistant manager at Stairfoot. He takes over from Richard Marshall who has moved to Accrington where he is now production manager.

Retirement

Last year saw the retirement of Eric Naylor, distribution and yard foreman at Marshall's Clay Products' Swillington factory.

Eric spent almost 49 years at the Swillington site and occupied a wide range of roles. Most recently he had responsibility for distribution.

Taking over the reins from Eric is Darren Bell who worked alongside Eric, learning the 'ins' and 'outs' of distribution.

Farewell also to Brian Hoyle who has retired after 26 years with the Halifax Tool Company.



Marathon man, Ian Large.



(Left to right) Stewart Galloway, Nigel Bush, Martin Hamilton and Roger Wadeley.

MARSHALL'S MOUNTAINEERS

Congratulations to Sandy's Nigel Bush, Roger Wadeley, Stewart Galloway and Martin Hamilton who ran up and down three mountains in under 24 hours to help raise money for a new classroom at Everton Lower School in Bedfordshire.

First up was Scotland's Ben Nevis closely followed by Scafell Pike in the Lake District. The intrepid four - all members of Biggleswade Athletic Club - then made a quick dash to North Wales where they conquered Snowdon.

In total they climbed 11,127 feet, ran 27 miles and drove 480 miles as part of their stiff challenge.

Says Nigel: "Looking back we all agreed we were incredibly lucky with the dry conditions on the mountains, very little traffic congestion and no mishaps on the fast mountain descents.

"Having completed the challenge we also all agreed we probably won't do it again. It was hard!"

The four Sandy employees raised over £800.

Richard spins a web

Not one to be left behind with the latest developments in information technology, Marshall's is establishing its own Web site on the Internet.

Responsible for the posting is Richard Gaunt, part of the management information systems team at Hall Ings, who has been creating the site in his own time.

Current menus on the Marshall's site include lists of product stockists, extracts from brochures, details of the company's Bat Brick and background on the Streetscape computer aided design disk.

Richard's future plans include developing a page that allows potential customers to request samples and even quotations.

Says Richard: "The Internet is a



Richard surfs the Internet.

really exciting medium for promoting the company's products. As far as I'm aware, Marshall's is the only building materials manufacturer developing such a site, so we're ahead of the competition.

"The Internet provides endless possibilities for commercial

organisations. Given that the Web is available to Internet users worldwide, this Internet site could really assist with the company's export drive."

The worldwide appeal of the Internet was perfectly illustrated when Marshall's put out a request on the Web for information on General Motors' concept car, the Saturn.

The production of this range of cars involved some revolutionary customer service and quality practices which Marshall's wanted to learn more about, particularly in relation to Continuous Improvement.

One of the many responses to the request via the Internet came from an American professor. He had been heavily involved in the Saturn's development and agreed to visit Hall Ings where he spoke with Marshall's directors about the Saturn experience.

Marathon Man

Congratulations to Ian Large of Marshall's Mono, Halifax, who completed a hat-trick of London Marathons last year.

The HGV driver first tackled the 26 mile 385 yard race in 1993 when he helped raise money for Westgarth House, a home for disabled children in Elland, near Halifax. In 1994

his sponsorship money went to the Special Care Baby Unit at Halifax General Hospital. Last year the focus was on the hospital's Children's ward.

In total he has raised over £1,200 for charity and in the last two marathons he has received separate donations from Marshall's.



Born to

Leathers and cunning overtaking manoeuvres were the order of the day when Marshall's held its second ever motorbike day at Cadwell Park, Lincolnshire.

The corporate hospitality event was attended by almost 30 customers from the company's stone, flooring, concrete and clay products divisions and all had a great time.

Nevil Farr of architects Donaldson Edwards Partnership wrote to thank Marshall's for 'organising such a terrific day out'. Further praise came from Roy Harrison of Harrison's Architects who said that 'even a heavy down-pour would not have dampened anybody's spirits or wiped the grin from participants' faces'.

The day was the brainchild of bike enthusiast John Lambert, recently appointed as national sales manager at Clay Products. "The customers had an enjoyable day out," said John. "They haven't stopped talking about it since."

Safe & Sound

Well done to Marshall's Hard Metals which has been given a safe working award from the Engineering Employers' Federation.

Says Bill Coles, the company's technical manager: "It recognises the firm's improved accident record which has been brought about by initiatives devised by Marshall's Hard Metals' health and safety committee.

"Made up of six employees, the committee discusses problem areas and identifies how preventative safety action can be taken."



HALCO AT HILLHEAD

Halco showed off its latest range of rock drilling tools at the Hillhead '95 quarrying exhibition in Buxton, Derbyshire, last year.



Cadwell Park - a racing success.

be wild

The closet bikers, some of whom reached speeds of up to 130 miles per hour, were split into three groups and received expert tuition from professional riders such as Britain's Mark Phillips. The bikers were also given marks for their riding skills and they all received certificates in recognition of their efforts.

Ignoring advice to always let the customer win, John Lambert scored the highest marks (87 out of 100). He was closely followed by 61-year-old Terry Hallworth, Clay Products' regional sales manager, with a total of 86 points.

Terry, who had not ridden a bike for 35 years before the event, was so keen to put in a good performance at Cadwell Park that he spent several weekends brushing up his skills on one of John Lambert's mean machines.

Having rediscovered his love of bikes, Terry is currently trying to convince his wife that owning his own motorcycle would be a good idea.



Bill Coles with Jenny Bacon, director general of the Health & Safety Executive.



The Halco exhibition team.

One of the premier quarrying and mining exhibitions in Europe, the show takes place every two years and attracted more than 2,500 visitors from both the UK and overseas.

The exhibition's international theme was well demonstrated on the Halco stand (pictured above) which featured flags from the 15 European Community member states.

Newport is taking shape

"I wish I had a picture of the Newport site showing how it looked when it was acquired by Marshalls," said Newport's works manager Robert Charnock when Marshall Mail visited the facility.

"There were 40,000 tonnes of waste in the yard - enough to generously cover the football pitch at Wembley - and around a quarter of the products at the plant were rejects."

Three years on, things have changed markedly. The waste has all been removed and, combined with other site clearance initiatives, this has created approximately 30 per cent more yard space at the works. In addition, product quality has improved considerably and production efficiency is up.

According to Robert, the main reason is teamwork. "All 30 employees have been pulling together and we are really starting to see the benefits," he said.



Works manager Robert Charnock (right) surveys the clear site.



The Newport works.

Newport's main products are concrete block paving and walling blocks, which it sells throughout the South West. It was to gain this South West foothold that Marshalls purchased the site in November 1993. Before this, the company's nearest plants to this important sales area were in Cannock and Chichester.

Since the acquisition, the Newport plant has benefited from half a million pounds of investment and can now produce a much more varied type of walling block and a three colour brindle.

Its products are also far easier for customers to handle. For part of the investment monies were spent on installing void packing facilities at the plant.

Looking ahead, John Marshall, managing director of Marshalls Mono, is confident that the division's Newport site can go from strength to strength.

"The second Seven Bridge, spanning the Bristol channel to Wales, and the planned M4 Cardiff relief road should lead to a surge of inward investment in Wales and the South West.

"Provided the plant can continue to improve its products, efficiency and quality, this 'opening up' of Wales - and the resulting construction activity - should offer a real opportunity to develop the Newport business further still," he said.



Void packing for easier handling.



Some of the Newport team.

BOX NUMBERS COMPETITION

On offer in this issue's competition is a free meal for two to the value of £50. All you have to do is place the red numbers into the gridded box so that each individual line across, down and both diagonals add up to 34. The numbers you need to insert are 9, 15, 6, 2, 4, 3, 14, 5 and 8. Please note that you cannot move the positions of the numbers already in the gridded box. Completed entries should be sent to Sue Beesley, Marshalls plc, Hall Ings, Southowram, Halifax, HX3 9TW. Final entry date is Thursday, 29 February 1996. Good luck boxing your numbers.

1			
12		7	
	10	11	
13			16

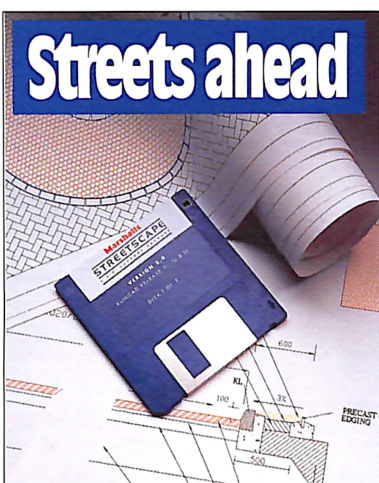
NAME

COMPANY

ADDRESS

Congratulations to last issue's competition winner, Jim Waite who works at Ramsbottom.

9 15 3 14 8
6 2 4 5



Streetscape.

Recognising the importance of computer aided design packages in building relationships between itself and key specifiers, Marshalls has launched a new AutoCAD disk called Streetscape.

It provides users with a sophisticated detailing and drafting tool for paving and landscape design and was two years in the making.

Says Marshalls' marketing manager, Jeff Laverack: "Before launching Streetscape we conducted exten-

sive trials with 30 major architectural and engineering design companies where it received praise for its versatility and simplicity."

Comments Robin Haw, senior technician at leading architects, Fletcher Joseph: "For me, its most impressive feature is its ability to allow virtually instant changes to even the most complex paving design. In particular it will allow users to meet clients' increasing demands for a speedier proposal turnaround and more detailed design options."



The new quarry site.

NEW QUARRY

Extraction at the Moselden Height quarry, which lies half a mile from Marshalls' existing Clock Face quarry, will start mid-1996.

The new quarry will occupy 22 acres and has an estimated working life in excess of 15 years.

The rock to be quarried is known as Midgley Grit. This sandstone, which has excellent non-slip qualities and a unique buff colour, will be used in the manufacturing process at Marshalls' concrete plants in Halifax.

Unlike the nearby Clock Face quarry, there will be no blasting at all. Excavation will be purely by mechanical means. Says Richard Raper of Richard Raper Planning, who assisted the company with its quarrying application: "A further factor in favour of Marshalls' proposals was that the site will ultimately be turned into a valuable leisure facility with a series of rock faces retained for climbers."

"A car park, picnic area and small water feature will also be created," he added.

SCHOOL SAFETY

Primary school children rarely travel to school alone these days. A major reason cited by parents is danger from traffic - yet more and more children are driven to school, actually exacerbating the risks and adding significantly to urban congestion.

In an attempt to lessen accidents and encourage more children to walk and cycle to school, Leicester City Council has created safe trails to the city's schools.

Pupils were asked for their ideas on how the trails could be marked, so as to be easily followed and to increase motorists' awareness of the presence of children. The result is that each of

the seven trails, featuring Marshalls' paving slabs, has a different colour and motif.

These motifs - including dinosaur footprints, hearts, flowers and abstract shapes - are sand-blasted into the slabs and the depressions infilled with paint, before being baked. The motifs are slightly recessed and the paint contains chippings for added durability.



Safely to school.

Self-sufficient

Marshalls' Stairfoot site has become self-sufficient in fire clay.

In the past it had to buy-in the rare white burning clay used in the production of buff coloured bricks. However, quantities have just been discovered under the current Stairfoot quarry.

Says plant manager, Jeff Warren: "We've already unearthed half a year's supply of fire clay and I am confident there is even more under the Mansfield marine band which runs through the quarry."

Other recent interesting developments at Stairfoot include the introduction of new setting stations which have increased the site's Tumble brick production capacity by a quarter.

CALLING ALL CYCLISTS

If you enjoy cycling then get in touch with Bob Leaming at Howley Park who is creating a Marshalls cycling club.

Clay Products' foreman has already signed up cycling enthusiasts from Brookfoot, Stairfoot, Swillington and Accrington - and you don't have to be Miguel Indurain, five times winner of the Tour De France, to join team Marshalls.

Says Bob: "We're after anybody who enjoys cycling. It doesn't matter whether you're a keen



Howley Park's Bob Leaming and Dick Singleton (right).

racer or simply go out on your bike for fun."

Bob hopes to organise a series of cycle rides in different parts of the country for club members and their families. He also intends to enter Marshalls teams in races. So that the Marshalls team looks the part, the company is providing money towards a set of Marshalls branded cycling shirts.

Anybody wanting to find out more about Bob's plans can reach him at Howley Park on 01132 520555.

AMAZING

Pavers from Marshalls, Accrington, feature heavily in the new Darwin Maze at Edinburgh Zoo.

Named after naturalist Charles Darwin, the maze is based on the theme of evolution and measures 60m by 32m.

The maze's hedge contains more than 1,600 yew trees, and it twists and curves around 642 metres of pathway in Ferndown Rose, Sherbourne Red, Allendale Gold, Rushmere Brown and Ketley Blue clay pavers.

Marshalls also supplied non-standard five and six-sided pavers in matching colours for the centre piece of the scheme, an orang-utan - one of the world's most endangered species.



Darwin's Maze.

Export success

Further to the article in the last issue of Marshalls Mail looking at Marshalls Clay Products' sales abroad, Marshalls Mono has also been enjoying overseas success.

According to John Howarth and Stephen Atkinson, several loads of Ryedale and Heritage have been sent to Japan along with Saxon to French colony, Guadeloupe.

There have also been regular deliveries of decorative products to Belgium and France plus increasing activity in Germany. Holland is also showing distinct promise, not least for Ryedale.

Says John: "Two other exceptionally good growth areas have been the Channel Islands and

Northern Ireland.

"Sales in the Republic are also going well. Even Dublin's fair city has some Marshalls paving slabs, with three loads being supplied to Dublin Corporation's Roads, Streets and Planning Department."

Additional countries where products from Marshalls Mono are currently being specified include Abu Dhabi, Hong Kong, Malaysia and Singapore.

Concludes John: "At present, one of the most promising markets for our products is Japan. It all started with a product literature enquiry which was quickly followed up by a firm order. I am confident that Japan will develop into a sizeable opportunity for the company."

EAGLESCLIFFE OFFICIALLY OPENED



Local Stockton MP, Tim Devlin and chairman, Andrew Marshall.

Last summer saw the official opening of Marshalls Mono's new concrete block paving plant at Eaglescliffe.

The £4.5m production facility is designed to service the North East construction market and will result in wider product availability plus increased efficiency.

The brand new plant was opened by local Stockton MP, Tim Devlin, and, according to company director Joe Aspdin, the investment reinforces the company's commitment to the North East.

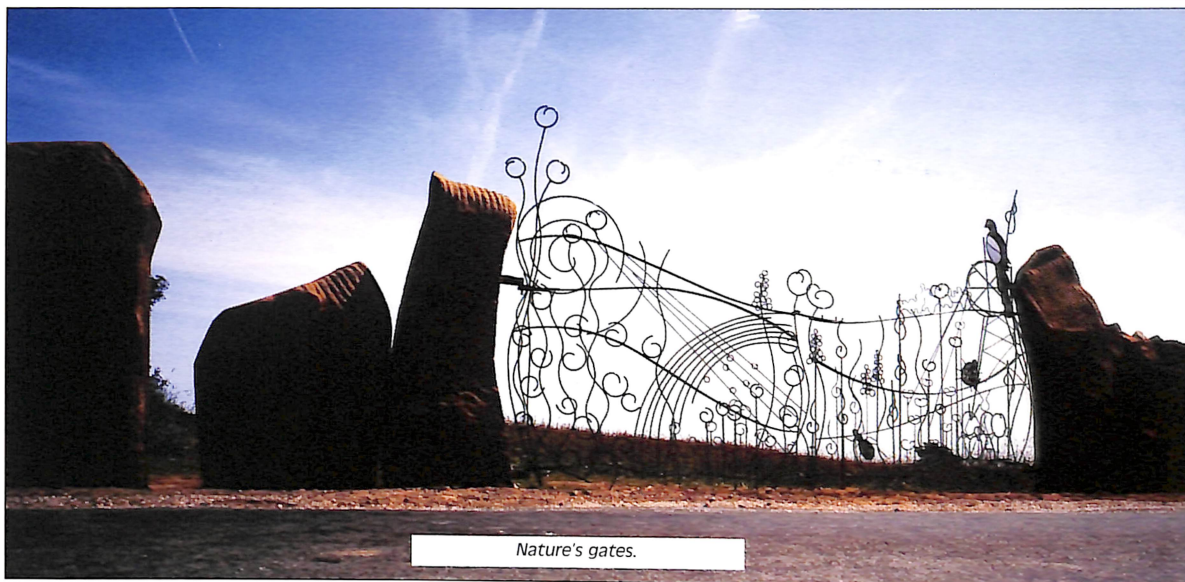
Work is already under way to fully complete the transfer of production from Norton to Eaglescliffe. This next phase involves the installation at Eaglescliffe of new batching, mixing, pressing and shot blasting equipment which should be operational by June.

Meanwhile, Marshalls has obtained planning permission for the development of 120 houses on the Norton site, which will be fully cleared by December.

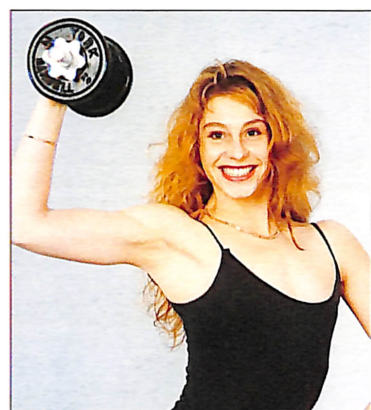
Nature's gateway

Visitors to a restored wildflower meadow at Hoylandswaine, near Barnsley, cannot fail to be impressed by the stone gate posts which have been sculptured from sandstone donated by Marshalls from its Appleton quarry.

The eight-foot high posts support decorative wrought iron gates depicting the story of the site from coal mine to wildflower meadow. The gateposts themselves echo the nature theme, representing furrows and the underlying rock form below the meadow.



Nature's gates.



Amanda Roan.

Keep fit

If you are visiting Marshalls' Newport site in the near future make sure you pack your tracksuit or leotard.

For Amanda Roan, employed in the site's sales office, was Welsh aerobics champion in 1992 and 1993.

Amanda, who regularly takes aerobics classes locally, also won the Welsh 1994 Miss Fitness contest. Her main responsibilities at the Newport site include job estimating and product order inputting.

TV stars

Viewers of the recent BBC1 series of Challenge Anneka may have spotted Marshalls' Tegula and Greenmoor Rustic pavers being used as part of the relocation of the Bathgate Royal British Legion's War Memorial in Scotland.

Says Marshalls' Hugh Kinniburgh: "Anneka's challenge was to move the Bathgate War Memorial to a more central site where more people could see it.

"Our products were required for a remembrance garden on the memorial's former site and we were only too happy to help," added Hugh, sales director for Scotland.



Anneka gets to grips with Marshalls.

Since the 1940s, 97 per cent of the UK's wildflower meadows have disappeared. The Hoylandswaine site's new lease of life is the handiwork of the Meadowlands Trust, an environmental charity which aims to create 2,000 hectares of wildflower meadows by the millennium.

Hoylandswaine meadow has more than 70 species of flowers and grasses. Aside from Marshalls, other sponsors of the site include English Nature, the Countryside Commission and Yorkshire and Humberside Arts.

Speedy reconstruction

Congratulations to all those at Marshalls Mono, Halifax, who were involved in supplying Beany Block for the A1(M) motorway reconstruction between Harworth and Blyth.

Wrekin Construction was so impressed with Marshalls' help that it sent a letter saying how refreshing it was to work with a materials supplier which was able to provide a quality product so quickly and effectively.

In total Marshalls Mono supplied almost 4,000 metres of Beany Block. The 59 loads were delivered in just 19 working days.