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Editor's Notes



Photograph by Greg Robertson shows destruction at his home in Oxford Center, Ontario. Greg works in sales at Woodstock Division.

My wife and I happened to be on vacation in Quebec August 7 when we heard about the tornadoes that struck the Woodstock, Ontario area. Since I had recently visited Woodstock Division, and know a number of people there, my first concern was for the employees and the plant itself.

While in Montreal, we visited Brian Rikley, president of Laurentide Controls Ltd., and heard his report on the damage at Woodstock. Fortunately, no employees were killed or injured, and the factory was not hit. But several Fisher people suffered property damage and some lost their homes entirely.

Having lived in Nebraska and Iowa all my life, I know how deadly and destructive tornadoes can be. Two people were killed in Woodstock, and more than 130 were injured. Damage was estimated in excess of \$100 million. More than 350 buildings were destroyed in Woodstock, and the damage was equally severe in the outlying areas of Oxford County.

In the aftermath of this disaster, I know that everyone within Fisher shares in the hope for a speedy recovery in the Woodstock area.

United Way campaigns are currently under way throughout the U.S. Fisher employees are encouraged to make a pledge, taking advantage of the matching contribution program provided by Fisher and the Monsanto Fund.

In 1978, United Way organizations in Pittsburgh, Milwaukee, Sherman, McKinney, Houston and Marshalltown were substantially helped by Fisher employee pledges and Monsanto Fund matching contributions. This is your once-a-year opportunity to help build a better community, with a gift that's worth twice as much, through a United Way fair share pledge.

Kevin Beathlight

COVER

Elaine Ballhagen works in the drafting services department of VRC research and development at Marshalltown. When the new Computer-Aided Design Drafting (CADD) system was introduced at Fisher, she was among the first to be trained in its use (May-June Governor). Elaine joined Fisher in 1976. Her husband, Royal, works in the medium volume shop at Governor Road.

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FCCD Board of Directors Visits Marshalltown, Announces Officer Moves

Information, understanding and a greater "feel" for the total business were a few of the reasons for an August-1 visit to Marshalltown by the Fisher Controls Corporation of Delaware (FCCD) board of directors. The visit afforded the seven members who attended a first-hand look at the largest FCCD location, as well as a personal introduction to our people, products and facilities.

This was the board's first visit to Marshalltown, and its first meeting since the formation of FCCD on March 1. The board was led by FCCD Chairman, President and Chief Executive Officer Ed Bauer. The other members present were:

Alfred Andrews Jr.—director, corporate engineering, Monsanto.
Robert Berra—vice president, personnel, Monsanto.
Richard Duesenberg—vice president and general counsel, Monsanto.
Ken Hale—managing director, GEC Electrical Components Ltd.
David Powell—group managing director, GEC Diesels Ltd.
Sir Robert Teiford—managing director, GEC-Marcni Electronics Ltd.

Board members John Hanley and James Kerley were unable to attend. Both men have toured the Marshalltown facilities during previous visits to Fisher.

The board was joined during its visit by FCCD officers Jim Boyd, Dudley Fielding, Ron Marshall, Stan Pylipow and Tom Shive.

Tours and Business Discussions

The Marshalltown visit was a full working day of meetings and tours for the FCCD board and officers. During the morning, there were business overviews by Tom Shive and vice presidents Ben Rector and Dennis Blanchard. These were followed by individual guided tours of the Governor Road manufacturing plant.

Later in the morning, the group heard a presentation on new product development in process instrumentation, given by vice presidents Ron Marshall and Art French at the R. A. Engel Technical Center. This was followed by walking tours of the Technical Center and the adjacent process instrumentation manufacturing building.

During the afternoon, the group toured the Center Street assembly plant, and heard presentations on technology and corporate planning by vice presidents Jim Teegarden and Larry Solley. After a wrap-up by Tom Shive, the group left from the Marshalltown Airport for Clayton, where a formal board business meeting was held the next day.

Following the visit, Tom Shive wrote the following as an open letter addressed to all Fisher employees:

"The visit to Marshalltown by the FCCD board of directors and guests on Wednesday provided the first opportunity for many of them to gain a first-hand view of our operations.

"Each of our guests expressed appreciation for everyone's hospitality. They were genuinely impressed with our people, our facilities and our ability to meet the tough goals we have set for ourselves as a team. I think we can accurately say that the group left Marshalltown confident of our ability to be a prime factor in the growth of our new company in the 1980's.

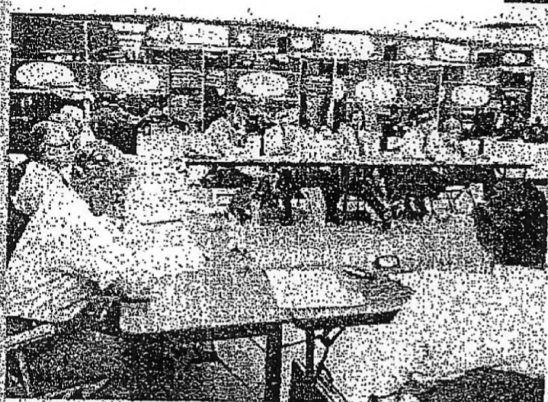
"All of us have reason to be proud, and I particularly want to thank each of you for the effort and courtesy you extended in preparing for and conducting this visit."



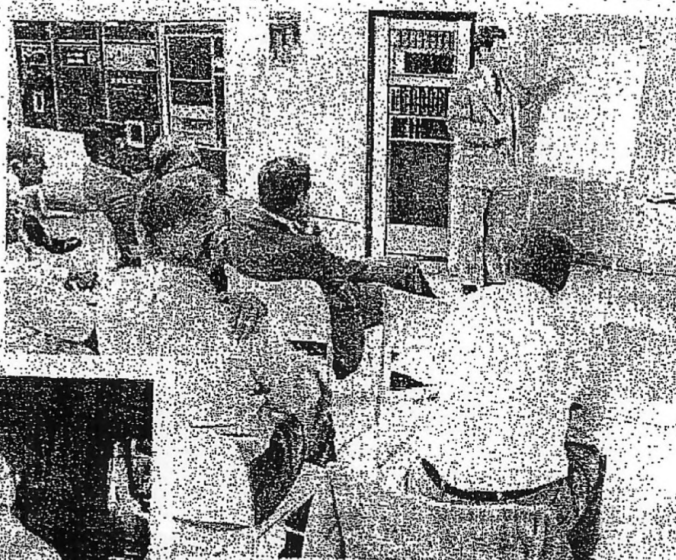
Tom with FCCD Chairman, Ed Bauer.



Ed Herron (left), shop manager, assembly, with Ron Patton, manager product manufacturing engineering, Ken Hale and Ben Rector in the special assembly clean area at Center Street.



The FCCD board met at Governor Road, where a special Fisher product exhibit was set up.



Jim Butler, manager, digital design, makes a presentation on new Fisher product developments in instrumentation.



Foreman Jim McLeland (left) talking with Dennis Blanchard, vice president, manufacturing, Mike McCoy, manager, order management, and Ed Bauer during their tour of Center Street.

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Rector

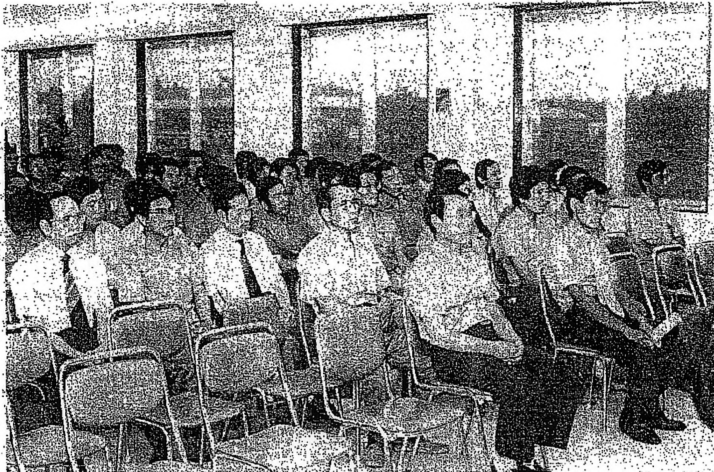


Solley



Robichaud

Nippon-Fisher Celebrates 10th Anniversary, Completion Of Sakura Plant Expansion



Sakura employees assembled to hear Tom and Glenn during their factory visit.

Nippon-Fisher celebrated its 10th anniversary in July with ceremonies capped by the completion of a 30,000-square foot expansion of the factory at Sakura. Tom Shrive and Glenn Ytzen were present during a three-day observance that involved customers as well as employees.

The activities began July 18 with visits by Tom and Glenn to Sakura and the Tokyo headquarters of our Japanese joint venture company. Employees at both sites assembled to hear brief talks by Tom and Glenn. Ten-year (6) and five-year (49) Fisher service pins were then presented to employees.

Following these ceremonies, employee spokesmen made brief responses. Speaking to Tom and Glenn for employees at Tokyo, Akira Haneda said, "We can promise both of you, and all others in our presence, that we are going to take further long strides for the future, making today's impression and appreciation another stepping stone to success."

Tom and Glenn toured the new and existing facilities at Tokyo and Sakura, and received updates on Nippon-Fisher's current status and future plans.

The next day, Tom and Glenn joined Tom Oliver, general manager, and Shin Saito, managing director, for a press conference in Tokyo. Representatives of 18 news and trade publications participated, and 10 articles about the Nippon-Fisher anniversary were subsequently published in the Japanese press. One article was a special interview with Tom Shrive that appeared in *Automation Magazine*.

On July 20, a second reception was held in Tokyo for more than 300 Nippon-Fisher customers, vendors, and sales representatives. Included were personnel from Toshiba, Hitachi, Mitsubishi, Tokyo Electric, Bechtel, Aramco Overseas, Japan Steel, Fluor, Tokyo Gas and many of the other companies that do business with Nippon-Fisher.

"All in all," reports Tom Oliver, "it was a great time and we at Nippon-Fisher are enthusiastic about our company and the contribution we hope to make to Fisher's growth in the next 10 years."



Tom and Glenn with Y. Yamanoi, manager, machining/assembly, and his 5-Year Fisher Service Award.

10 Years of Steady Growth

The 10th anniversary celebration, and the completion of the factory expansion, were fitting milestones in the history of Nippon-Fisher. It's a history that actually goes back before the founding of the company on July 23, 1969.

Manufacturing of Fisher products began in Japan in 1959 under a license agreement. Nippon-Fisher was formed ten years later, and is now a two-way joint venture with Moritani Ltd.

Nippon-Fisher started out with 10 employees. Over the years, investment and employment have grown steadily.

The original factory building in Sakura was completed in 1974. Branch sales offices were established at Osaka in 1975 and at Nagasaki in 1976. The recently completed factory expansion doubles the manufacturing plant area to 60,000-square feet, and provides significantly increased storage, production and office space.

Nippon-Fisher manufactures more than 25 different types of control valves in a variety of sizes, from small pressure-reducing regulators to a 72" butterfly valve. Employment is currently at 185 people. Major Nippon-Fisher customers include the power and chemical industries, with sales in Japan and growing levels of exports to such countries as Saudi Arabia, Algeria, Korea, the Soviet Union and the People's Republic of China.

Glenn Ytzen was Nippon-Fisher's first general manager. He was succeeded by Merle Hill in 1974 and Tom Oliver in 1977.



Shin Sato, managing director, receives a 10-year Fisher Service Award from Tom Shive and Tom Oliver (right).



S. Saito, Tom, Glenn and Tom Oliver held a press conference in Tokyo, attended by 18 representatives of the Japan news and trade press.

"Building On Our Solid Foundation"

Tom Shive, in his remarks to Nippon-Fisher employees in July, summed up the importance of the Japanese joint venture and its future within Fisher. "When the Nippon-Fisher factory was completed in 1974," said Tom, "I remember my good friend Ichiro Moritani told all of us that we have a fine new manufacturing facility—but that it was only a building and it would require people to develop spirit and enthusiasm and only with this could we really consider Nippon-Fisher a living company."

"Since then, you have created that spirit and enthusiasm and have used our 1974 factory increasingly to good advantage. Now we have doubled the size of the production facility and I would like to call on you to keep building on our good, solid foundation of Nippon-Fisher. And I look forward to the day when we need to expand again."

"I congratulate you on your spirit and appreciate your warm hospitality. Fisher people are our most important asset."



J. Nakajima (left), manager, accounting, and M. Maeda, manager, market planning, with a plaque that was presented to Nippon-Fisher by Tom Shive and Glenn Ytzen. Behind them is the Nippon-Fisher flag.



Tom with S. Moritani, president of Moritani Ltd.



INSIGHT:

Art French

ART FRENCH, vice president, process instrumentation, joined Fisher in 1966 as a sales engineer at Marshalltown. He became an assistant sales manager for the process industries in 1970. A year later, Art transferred to Woodstock Division, where he was sales and marketing manager until returning to Marshalltown in 1973 as process industry manager in sales.

Art moved to the instrumentation side of Fisher in 1976 as general sales manager. He became vice president in 1977, and is currently responsible for the research and engineering, sales, marketing and service of Fisher process instrumentation products in the Western Hemisphere and Japan.

Art, 39, is a native of Beaumont, Texas and a 1963 graduate of Texas A&M University with degrees in mechanical engineering and business administration. Before joining Fisher, he served for three years as a helicopter pilot with the U.S. Army in West Germany. Art and his wife, Susan, have one son and one daughter.

"One of the reasons that I came to Fisher," says Art, "was the fact that the company thinks of itself as a first-class, quality organization. We're used to winning. If there's a reasonable chance of succeeding, I think it's worthwhile throwing heart and soul into it. In process instrumentation, I think there's more than a reasonable chance. There's an excellent opportunity for real Fisher growth, and we can be the leading instrumentation and valve company by the end of the 1980's."

Our interview took place in Marshalltown September 4.

Fisher got started in process instrumentation just 10 years ago, when the company merged with Monsanto. How far do you think we've come with this business since 1969?

ART: We've really made very significant progress over the last 10 years. Kevin, we've gone from essentially zero in 1969 to become a major factor in the instrumentation market place. I'd honestly have to say that we underestimated the magnitude of the job. Most of us in Marshalltown had very little concept 10 years ago of what it would take to sell instrumentation or become a leader in the industry. The job of education was quite a large project in itself. Just as important as the sales growth is the fact that we're now planning our business better than we ever have before, and we have a better understanding of the way the market works. At first, I think we were undercommitted in process instrumentation. We tried to do too many things too soon. I don't think that's the case today. We have our resources well defined and we know the direction we're going.

Why do you place such emphasis on planning?

ART: In process instrumentation, we don't have the momentum, the history of industry involvement or the background that we have in the valve business. So we have to do a better job of planning for the future, whether we're talking about people or facilities or products. One tool we're using is the Resource Allocation Program (RAP) study that we undertook a year ago to help us establish basic directions. Another important planning tool is the Management by Results (MBR) program. The way that we look at our business, the direction of the business in general, and the opportunities that are emerging for Fisher have all been enhanced by these planning efforts.

You mentioned the growth of process instrumentation that resulted from this year's merger. Most of us are still not too familiar with the European instrumentation groups. What are some of the strengths we will be drawing from them?

ART: In the United Kingdom, the Leicester facility is primarily engaged in systems work, much of which involves custom software, and doing it profitably. It's perhaps the most difficult part of the business, but they've been successful and have excellent design talent. The Lewisham site affords us a good field instrumentation base upon which to build. On the continent, the operations at Viehy, France and Solingen, West Germany are both important to us. I think the potential exists for us to build a very strong organization in process instrumentation. Prior to the joint venture, these installations were not really focused together as well as they need to be. With the new corporation, we can bring these groups, with their individual strengths, together into a collectively stronger operation. This won't be easy. It will take time to accomplish, we are going to do it!



Art will instruct you, Mr. Vetter, in his office at Marshalltown.

What benefits do you see stemming from a stronger presence in Europe and the world?

ART: The opportunity that we now have is to put together a Fisher company that can serve all the international markets, in name and in fact. Our market is shifting ever more to the U.S. We saw this coming in the 1960's. It's been happening in the 1970's and will continue in the 1980's. This means we've had to think more "internationally" than before. You have to be able to work with an engineering contractor in London who's handling a customer in Las Vegas for a plant that's going to be built in Brazil. That's the real essence of selling in Europe. And we haven't been as good as we should have been in handling this type of project. It's critical in our business, whether you're talking about instrumentation or valves, to successfully meet this international challenge. I think you're now going to see a far more aggressive sales organization, that's looking to sell *Fisher* products, regardless of where they're manufactured or where they're going.

Has this increased co-operation come into play yet?

ART: Yes, it has. As you know, Fisher is committed to a new product development program for a number of markets. Our key European locations are already designing some of our new equipment, working in concert with Marshalltown research and engineering. I'm very excited about these new products, and the joint effort that's going into their development.

What is the status of our manufacturing capacity in instrumentation? Do we plan additional expansion anytime soon?

ART: In the U.S., our capacity is adequate for the next two to three years. But since we plan to grow this business substantially during the 1980's, we're obviously going to have to be planning new capacity for the U.S. fairly soon. In Europe, our capacity is sufficient to meet our expected needs. In Brazil, the market is growing by leaps and bounds, and sales in Brazil should increase significantly. At Woodstock, we are planning to expand production. We are also placing great emphasis on the sale of instrumentation and service in Mexico.

The growth you anticipate will require research and development support on both sides of the Atlantic. What are we doing in this area?

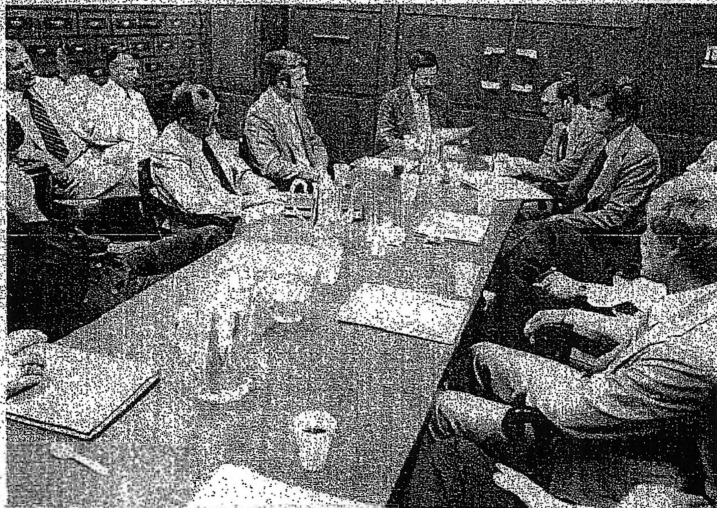
ART: We're on a fast track with instrumentation. The product life cycles are often shorter than what we're used to with valves. So research and development are critical. In England, we're making use of GEC's giant Hirst and Great Baddow research facilities, some of the largest in Europe. In Marshalltown, we're building up a far more aggressive research program. Sheldon Lloyd, who recently returned to Fisher from Monsanto as director, conceptual research, is responsible for coordinating this applied research in both the U.S. and the United Kingdom.

You currently report to Ron Marshall, who is the vice president, process instrumentation, for FCCD. He's not too well known in this country, so perhaps you can tell us a little about him.

ART: I receive my direction from Ron, although I report to Tom Shive on a day-to-day basis in Marshalltown. Ron was selling Fisher products before many of the people selling Fisher today were born. He joined the Elliott organization in 1948, and sold Fisher under the license arrangement until 1952, when he joined Taylor Instrument. He worked for Taylor for a number of years, finally serving as president. Ron joined the GEC organization in 1978 with the primary objective of pulling their European instrumentation groups more closely together. He has a wealth of experience in this industry, and I consider him to be a close, personal friend.

Where do the representatives fit into our worldwide plans?

ART: The representatives are a vital part of all our long-term plans. They're going to have to continue making investments in people and stock, while increasing their emphasis on process instrumentation. We at Fisher will back up their commitment with good products, application technology, education and an overall sense of direction. In Europe, we're selling through a combination of representatives, such as Kjell Warnqvist's REAB in Sweden, and direct sales offices. Ben Rector's new assignment in Europe is to strengthen this organization, give it central direction, and fully utilize the Vichy, Solingen, Leicester and Lewisham plants, as well as the control valve operations. I was pleased to see that someone with Ben's background was chosen for this job.



Art meets with staff managers from manufacturing, engineering, sales and marketing to discuss new product development plans.

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Tom with FCCD Chairman, Ed Bauer.

Patience, Care and Skill

A custom-built bicycle frame is beautiful and functional, but it may not be for you. Not everyone needs the fit, strength and light weight that a custom frame provides. But for those who do want these features, a custom frame is worth the price.

Despite the costs, Tom and Gordon have all the business they want or can handle. Each frame requires 50 to 100 hours of work, most of which is done in the evening and on weekends. Anyway, both men would rather ride bikes than build them. Tom regularly rides his bike to work from his home in Allen, Texas. He vacationed in Colorado this year, taking his bicycle

with him in a special suitcase he built. This allows Tom to check the bicycle as luggage aboard airplanes. He hopes to go to Europe next year for a bicycle tour with some friends.

Tom and Gordon don't aim to put the major bicycle manufacturers out of business. All they want is a bicycle that more closely fits the person who owns and uses it. It's a time-consuming hobby, one that requires patience, care and skill. But these Fisher bike builders aren't in any hurry. After all, as the sign over Tom's workbench says: "No great thing is created suddenly."



At the top of a long hill east of Marshalltown was a welcome watermelon stand and a place to rest while enjoying it.



Fisher Bikers Participate in RAGBRAI Tour

Think of your perfect summer vacation. Some people like to travel. Many prefer sightseeing. Others enjoy just getting back to nature. Each year, a chosen few combine all three by joining RAGBRAI, the Des Moines Register's Annual Great Bicycle Ride Across Iowa.

Thousands of bicyclists from Iowa and other states have participated in RAGBRAI, a full week of hill-climbing, pedal-pushing, watermelon-eating fun that rolls, literally, from one end of the state to the other. RAGBRAI is a race that everyone wins, a tour that brings together teen-agers, 80-year-olds, students, teachers and anyone else who doesn't mind hard work and good times.

Fisher-Marshalltown people have been riding with RAGBRAI since the first tour in 1973. This year's route passed within a few miles of Marshalltown. As shown in our pictures, a watermelon stand east of town was a welcome climax at the top of a very long hill.

The 1979 edition of RAGBRAI covered 480 miles, passing through 18 counties and countless small towns on the road from Rock Rapids to Burlington. For 3,000+ bicyclists, it was the perfect summer vacation.





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"A good attitude just breeds success."

Art French

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