



MOTOROLA INC.

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REFLECTIONS ON 1984

In December of 1983 in this same Flyer article, I stated that we had just gone through the biggest year of change that we had ever experienced. When we now reflect on '84, we certainly have surpassed the '83 level.



Two of the fundamental "systems" with which we have historically operated have been replaced. The individual incentive system that serviced us well for 28 years was eliminated, opening the door for all employees to take a more active role in managing all the factors of competitive manufacturing. Installation of PMP now provides us with the framework for improved interaction goal setting and bringing together support and production employees into common purposes. This will be an exciting and sometimes difficult learning process for all of us, but it is the right tool for this facility.



Our Material Management System, which was 20 years old, has been discarded and replaced with AMAPS. We now have a contemporary system to help us manage our materials, and it demands that all of us become more disciplined in our administrative activities and more precise in the planning of our customers' needs.



Both of these major programs have had an effect on every individual in this plant, and even though the implementation is complete, our ability to use these new tools is poor. They are new..... They are different..... They challenge all of us to take a fresh look at how we perform our functions and how we interact with each other.



In addition to these two major "systems" changes, think of all the other positive things you have done:

- Launched a totally new Instrument product line.
- Installed automatic pick & place equipment for Hybrid Manufacturing.
- Won a major contract for alternator systems with Ford Truck.
- Launched PRT Sensor Manufacturing.
- Gained approval for a print and fire automated system in thick film manufacturing.
- Became the sole supplier for EEC IV die cast housings.
- Supported the launch of a hybrid facility in Angers, France.
- Brought SCAP Sensor production line into profitability.
- Certified many incoming components, eliminating the cost of incoming inspection.
- Gained approval to replace our obsolete alternator stator winding equipment.
- Began remanufacturing heavy duty alternators.
- Became the pilot facility on the new HEALTHWORKS Program.
- Doubled our training efforts to help our people grow and assist in the changes.

We have had an exciting year. I thank each of you who have personally dedicated yourselves to helping us improve our operations.

1985 will have fewer new product introductions but will have a heavy focus on product cost improvement. All of us involved in product design, processes and layout, material sourcing, material management, production and support functions will be driving toward improving our profitability.

I again thank you for your efforts in 1984 and hope that you and your families will have a Happy Holiday Season.



Ray Emery
Plant Manager