

# CROWN

FEBRUARY 1988

## summing up and looking ahead!

Crown Management reviewed progress on the 1987 Business Plan and plans for 1988 at a Management/Supervisory meeting held January 28, 1988 at Crown.

**CHUCK GUSHWA, MARKETING MANAGER**, reported a 27.66% increase in Total Sales in 1987 over 1986 sales in the PCM (Professional Commercial Market).

We entered the "first time" buyers market with the PB-1 and PB-2 and the separation of Micro-Tech and Macro-Tech enhanced the high end of the market.

Even without the production of the new handheld microphones, mic sales were up nearly 20% for 1987.

In the MI (musical instrument or studio sound) market we picked up Audio Analysts, a major touring sound company as well as Electrotech. We now have 6 out of the top 10 in this market.

Efforts toward better relationships, enticing dating programs and flexibility have strengthened our position.

Goals for 1988 include developing long term market and product strategy in Commercial Sound. In the microphone market, promoting and supporting the handheld microphone line, introducing new mics and new applications for PZM mics are planned. General Music and Pro markets will see expansion in the Micro-Macro-PB line and work in custom amp design for large touring companies.

In-house publication of technical manuals and service information will be improved with the addition of desk-top publishing capabilities.

**DON EGER, TECHRON MANAGER**, explained Techron's 60% increase in 1987 markets over 1986. 1988 efforts will be directed toward further developing technologies and marketing possibilities of current and projected products.

Work will continue on developing a structure for efficient information flow necessary for the manufacture and marketing of build-to-order products.

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## new employee profiles

### Q.A. - MERLYN JONES

**BRUCE COGSWELL** told Merlyn about Crown and she started as a Flex-Force QA Inspector. She was hired as a Full Time Inspector in January. Merlyn lives in Elkhart and enjoys macrame, sewing, cooking and gardening. Being happy and raising her children are her ambitions. Her birthday is July 9.

### Q.A. SUPERVISOR - JIM DOWNS

**JIM**'s birthday is Dec. 16 and he lives in Elkhart. He likes all sports and is also interested in electronics and computers and likes to read and travel. His goal for the future is to achieve an EE degree from Purdue.

### Specialty - BARRY CLARK

**Barry**'s birthday is Sept. 24 and he lives in South Bend. Working at Crown is something he has wanted to do for a long time. He would like to move upward in Crown and get an EET degree. Barry plays guitar in gospel music groups and is interested in Bible study and witnessing.

### Techron - LINDA JERVIS

**Linda** is the new secretary at Techron. She heard about Crown through friends and hopes to be the best she can be in whatever situation the Lord puts her in. She spends a lot of time watching her two sons play a variety of sports, but also likes reading, music, ice skating, handicrafts and growing plants. She lives in Elkhart and celebrates her birthday November 9.

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**B. Engel:** "If you're really trying and aspiring, fear is right there with you all the time. When you learn to live with fear--and periodically figure it out and beat it--you accomplish things that make you proud...I really think that if you're not learning and growing, then you're dying." SUNSHINE MAG. 2/88

## personnel paraphernalia

### CONGRATULATIONS TO:

**KATHLEEN STOUT AND BROOKE MARIE**, born Jan. 6.

**MARC MILLER, SARA EMILINE'S DAD**. She was born Feb. 10.

**SHERRI MILLER AND DANIELLE JOSEPHINE (DANI JO)**, born Feb. 4.

**ANGIE KRAUS AND SON ANTHONY LEE**.

"GET WELL!" wishes to **LINDA PARIS** and **HELEN BLACKWOOD** (Information Services), and **CARY HANSEN**, HCJB. All were parking lot casualties on the ice surrounding their cars. Linda has a dislocated knee and Cary is walking around with a cast on his broken wrist. Helen is sitting uncomfortably, no doubt! **SHIRLEY HAUN** is also recuperating from broken wrists and is in our prayers and thoughts.

The "Sweet Adelines" arrived at the Reception Desk at 5:05 PM Friday, Feb. 12, just 5 minutes too late to "sing" a valentine for **ROX ANN HART**. However, they really surprised Rox Ann when they appeared at her house Saturday to wish her a "Happy Valentines' Day"!. **SCOTT ROMBKE'S MOTHER**, just happens to be a "Sweet Adeline".

Most of us have been missing some winter fun that we thought was just for summer. While **DAN LUTZ** and his family were cross-country skiing at Ox Bow Park they passed a snow picnic in progress. **BRUCE BARTLETT** and his family were happily roasting hot dogs over a fire and enjoying a picnic with snow and no sand! **BEV LAWS** took her boys to the Dunes on Lake Michigan. They had fun climbing over the blocks of ice and liked the winter feeling of the lake shore.

**RICHARD PUTZ** spent his lunch hour Monday, Feb. 15, trying to repair a mail box for an elderly lady on his route to work. It seems he had a little spin-out on the ice Monday morning and came to a stop at the mail box, fortunately!

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**THE NEXT ISSUE WILL BE MARCH/APRIL '88  
DEADLINE FOR CONTRIBUTIONS, MAR. 25.**

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TECHNICAL ASSISTANCE.....Rox Ann Hart  
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## kalorie korner

### "OH MY DARLIN'" SUGAR COOKIES

(about 6 dozen)

Preheat oven to 400°; bake 6-8 minutes.

1 C. brown sugar 1 C. butter (soft)

3 C. flour 1 1/2 tsp. baking pdr.

1 1/2 tsp. salt

1 egg, slightly beaten

3 T. milk 1 tsp. vanilla

1/4 C. sugar (to sprinkle)

### SING WHILE YOU BAKE....

"Mash the butter, with the sugar,

Stir it twenty times and then,

Add the flour, baking powder,

Add the salt and stir again.

Add the egg and then the milk and  
Add vanilla, if you please.

Stir and scrunch well with your fingers,  
"Til you work the dough with ease.

Oh my darlin', oh my darlin'  
Sugar cookies, you are fun!  
You will soon be in the oven  
In my tummy when you're done.

Wash your hands and with a teaspoon  
Round the dough on baking sheet;  
Flatten each round with damp fingers,  
Top with sugar for a treat."

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He criticized her pudding,  
He didn't like her cake;  
He wished that she'd make biscuits  
like Mother used to make.  
She didn't darn his socks  
like Mother used to do,  
So when one day he went the same ol'  
rigamarole through,  
She turned and boxed his ears,  
Just like Mother used to do.

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### baby face



## vital statistics



### PHYLLIS Gates

**PHYLLIS GATES, HUMAN RESOURCES FACILITATOR**, is frequently the first acquaintance a Crown employee makes here. She reviews applications, arranges interviews and tests, and handles the processing and paperwork for new employees. She considers the best job in the world to be working at Crown.

One of her current projects is working on Personnel Certification. People--each person unique and special--are her main interest. If she could have one wish come true it would be to just spend time talking to people. The best advice anyone could give is to treat people like you want to be treated.

The thing you hate most in people--"I don't like to see people abusing and or using their fellowman. I abhor the abuse of children."

It's not surprising that the best time in Phyllis's life was when, "I looked at my first born and my second born and my third born and my fourth born and my fifth born, (not all at one time) and praised God for healthy children."

The worst time in her life is yet to come--and we hope it won't!

"My favorite childhood memory is life at home with my four brothers and three sisters and Mom and Dad."

Little people--children--are her weakness, "any size, color, gender, no matter who they belong to. One smile and I want to spoil them. By the way, I have a philosophy. Children should have every opportunity to succeed in life without hindrance from others. We should supply their needs, but not their wants. We cannot spoil them by giving them all the love we possibly can." (Ed: Some might say this is a strength, not a weakness!)

Phyllis was born in Ft. Wayne and now lives "in the Land of Goshen" with her husband, Don, and two adopted children,

Rhonda and Patrick. She shares her birthday, March 29, with about 5 other Crown employees. She attended the James H. Smart School, Central High School and IUSB.

Her personal hero is Jesus ("He overcame all and I look up to Him"). "The best book I ever read is the Holy Bible. It contains every story that has ever been written, just different characters in a different time and place."

Phyllis's hobbies have been collecting buttons, stamps and stones. She has given them away for others to enjoy. Another current project is planning how to lay flooring in their garage attic.

No one knows that Phyllis once dated a Golden Gloves boxer. Her favorite color is red and her favorite (and only) TV show is "Murder She Wrote". Sometimes she watches animal programs (real wildlife) with the children.

If she could go anywhere in the world, Phyllis would go to Australia and cross the Outback. She would take along 5 boys and 5 girls ages 10 to 12 and travel by camel!

Phyllis enjoys all the seasons, but her favorite season is Spring; "I love the newness of the earth."

"If I have learned anything in life, it is that no matter what you do, no matter how much money you may have, joy is from within. Joy in Life is your creation."

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### employee committee report

**THE PING PONG TOURNAMENT STARTS MONDAY, FEBRUARY 22** and runs through April 22. **ROD SCHROCK** (Ext. 400) is the Coordinator. Rules and game results will be posted to the right of the News Center on the Bulletin Board in the Assembly Area.

**CROWN WILL TAKE OVER THE HOLIDAY SKATE CENTER**, 28736 C.R. 20 (MISHAWAKA RD.), SATURDAY, MARCH 19 FROM 5:00 - 7:30 PM. The first 100 will be admitted free of charge (The next 100 will be \$1.00.). Skate rental is \$1.00. There will be prizes for adults and children and the Crown Clown will be skating around, too.

A Word from the EC Prez:

"The only time you have success before work is in the Dictionary!"

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## continued...

More efficient methods for power conversion such as the new bi-level system in amplifiers will continue to be explored. The hiring of a new Applications Engineer will improve market interface.

**LARRY SHANK, PRODUCT SPECIALIST** for the TEF has made great strides in gaining acceptance of TDS as a measuring process. The TEF test equipment is strong in the contractor's market. Many new applications promise expansion in the TEF market.

Software research and development is forging ahead under the direction of **DON KEELE**. New applications in the audio test market will continue.

**ENOS YODER, ENGINEERING MANAGER**, outlined the major projects in 1987: Techron - Bi-Level ISA Amplifier - 8604 - Metrotech D-75 - U.L. approval. Microphones - Handheld mics Commercial/Pro - MA-2400 - PB-2 - MACRO Series 600/1200 - U.L. and Production Support in all of the above. Department organization was accomplished to improve product development by more efficient use of personnel and resources.

**TERRY FRICK, VP/MANUFACTURING**, named the major successes of Manufacturing for 1987. Inventory reduction was a major goal and they succeeded in supporting Sales in 1987 while maintaining inventory levels at or below desired goals. The ratio of Inventory Costs to Sales Dollars improved throughout the year comparing favorably with the national ratios.

A Flex-Force was formed which makes up approximately 20% of the total labor force. This was planned to be a temporary force but capacity demands have required continuous work and in many cases Flex-Force personnel have been hired on a Full Time basis.

Providing what customers want, improving quality, and improving productivity and the effectiveness of the entire operation, are the main goals for 1988. "Product cost will receive much attention", according to **TERRY FRICK**, for our cost competitive market.

"Recognizing that our people are a valuable resource and vital to the success of Crown, we plan to continue to invest in this resource through education, compensation, opportunity for accomplishment, and environmental improvements."

**MIKE MOON, CORPORATE SERVICES MANAGER**, presented the division of

administrative functions formerly handled in the Crown Administrative offices. In addition to his former responsibilities as Information Systems Manager, the Purchasing and Human Resources Departments now fall under Corporate Services.

Mike outlined problems and changes made during 1987 and explained goals for '88. **PATTI SMITH**, became Purchasing Manager and a reduced staff met demands in spite of the problems of increased lead times of busy vendors, increased demand, and the instability of production schedules. A new Purchasing Policies and Procedures Manual is 75% completed and will be finished in 1988 to help all those involved in the Purchasing process.

**LARRY GREEN**, has been hired as a Human Resources Consultant. Staff will be added and improvements made in testing, hiring, and orientation procedures as well as the handling of employee benefits administration. Management and employee training programs will be added.

Information Systems will be working on several projects including Order Entry, Manufacturing and Financial interface, CIM, and a Transportation Dept. to handle travel arrangements.

The Financial information presented by **ROSS SWINEHART, VP/FINANCE**, was explained to the employees at the beginning of the year. Highlights are \$367,000 in performance sharing bonuses resulting in payments of \$1,144.50 per person in 1987; a year end bonus (to be paid in March) totaling \$140,000; \$120,000 paid into the retirement plan with a 100% match for funds contributed by employees up to 6% of their gross pay. A total of \$850,000 was returned to employees for 1987.

We "planned our work, and worked our plan", according to **PRESIDENT CLYDE MOORE**. The first year of the formal Business Plan, worked on diligently for about 5 weeks last summer by the Senior Managers, has already been effective. Goals for 1988 include further defining divisionalization, improving line-staff relationships, developing a "career path" system, preserving continuity of the financial health of the corporation, a Quality Assurance measurement system for all areas, and evaluation of the Marketing/Sales organization including a new Sales Manager for Techron.

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