

In July/August we focus on:

amcron

## IN THIS ISSUE

Jerry Stutzman .....	pg 2.
QES Project .....	pg 2.
Inside Story .....	pg 3.
Celebrations .....	pg 4.
New Employees .....	pg 6.
Feelings .....	pg 8.
Milestones .....	pg 8.

Amcron is growing!

(L to R)

Bill Goheen,  
Lauri Chupp,  
Roger Meachem,  
Jerry Stutzman,  
Shelda Jensen,  
Kara Swinehart



## Equidistance and Insiderization

by Bill Goheen

Equidistance is an attitude. The Amcron vision is that Crown Int'l thinks as an international company and not as a domestic company that happens to sell products overseas. The customers who speak other languages or who are separated by a 12 hour time zone are equally as important as the dealers in Chicago or New York City. It does not matter how far they are from the shipping dock. My vision includes a flag from each country where we sell products waving in front of Crown Int'l. Equidistance is also a change of focus. For example, the engineers who conceptualize new products now think of the export markets when designing them.

Insiderization means that we look for people to represent us who speak the language, know the culture and have first hand knowledge of the markets. We acknowledge that we do not speak the languages nor have that knowledge and we give them primary responsibility for developing marketing and sales strategies. Specifically, we would generally not tell them how to advertise our products, but rather agree with them on some type of growth goals and hold them accountable for meeting the goals in ways they see fit. We will give them support as needed.



## Nilesco Europe

by Beryl Moore

Peter Christensen was asked by his father if he wanted to be the importer in Europe for Crown (now Amcron). He said "not particularly." He decided to do it a year or so but he "lost control of the situation."

Now Peter is the president and sole employee of Nilesco Europe. He represents Amcron primarily in the European Economic Community (EC) countries, selling only Amcron/Crown equipment. Nilesco distributors conduct all marketing, advertising, trade shows, etc. They sell the products to dealers or end users, most of whom are in the rock and roll business.

Amcron equipment works in some really "different" situations. Once Peter was to set up for a show on an island off the coast of Istanbul. Equipment transportation was a fishing boat. Power came from an apartment building via a

long extension cord. Because of the power being pulled the line voltage dropped from 220 to 160 volts but the amplifiers still worked.

Peter said that the biggest reason Crown products sell in Europe is because of their ability to work under tough conditions. Crown has a reputation of reliability. "Every country in Europe manufactures amplifiers. We're the top, the Mercedes of amplifiers. We express what is right and strong about American business."

Peter lives in Amsterdam, Holland with his wife, Paula, and daughters, Celine (6) and Claire (4). He attended Stanford University, and speaks Dutch and Spanish fluently. He knows enough German, French and Italian to get by. Peter definitely seems to be in control of the Nilesco-Amcron situation in the EC. In his words, "Crown is good fun."



# Jerry Stutzman

## Amcron Asian Distribution Mgr.

by Libby Marshall

"We've been talking about doing something like this for a number of years," Jerry says about accepting his new responsibility. In fact his wife, Kathy, answered the phone call from the search firm seeking candidates for the position. She didn't hesitate long when asked if she knew of someone who might have the qualifications.

Jerry brings to Amcron 20 years in the computer and electronics industry as technician, specialist, and manager. Recently he was a sales representative for telephone systems to corporations and businesses. Jerry's interest in Asian culture stems in part from his U.S. Navy tours of duty from San Diego and the Pacific to the coasts of Vietnam, Japan and Australia.

Kathy will be learning the business, too, since she will work for Jerry as secretary and office manager. They have both enjoyed working with college age young people at Highland Park Baptist Church in Southfield, Michigan.

Giving them support and "being there for them" have encouraged Jerry and Kathy to look for other opportunities for ministry. Working with people in various countries might provide that chance.

Their sons are excited about their parents' decision. Jerry, Jr., a junior at Masters College in California, hopes to become a pastor. Andrew, a senior at Southfield Christian High School, Southfield, Michigan, is active with his church group and hopes to attend a Christian college.



---

## Doing It Right

### QIP News and Updates

by Dave McLaughlin

Doing It Right beats Doing It Over. The early training process for the Philip Crosby approach to quality as a way of life emphasizes this simple reality. One of the important training tools requires the development of processes to solve current quality problems. Some of these which have been developed at Crown will be explored in this column to illustrate the principles used. Although all of the detail from each project will not appear in print, enough of the concept and result can be given to show how the quality approach can work.

The first project selected for this review deals with the quality of PIP cards produced in the Fabrication Department. The initial report in February was followed by an update in May showing progress to date.

Each project follows the 5-step procedure outlined in the training:

- 1 - State the problem.
- 2 - Fix the problem temporarily.
- 3 - Identify root causes.
- 4 - Take corrective action - long term fix.
- 5 - Evaluate and follow up on actions to date.

Step 1 calls for an analysis of the situation in terms of the requirements for the process, the actual differences in the output from the requirements, and the cost of not meeting the requirements.

The requirements for PIP cards were spelled out by other departments that processed the cards in terms of appearance, mounting of parts onto the cards, having holes properly aligned, and so forth. All of the rejects by other departments, along with the reasons for the rejection, were listed. The cost of handling these rejects, by reworking them, and finding ways to keep production going despite the rejects, was calculated at over \$40,000 per year. This was the price of non-conformance, or PONC.

This cost level made it clear that it was worth a major effort to solve the problem. Could the problem, or problems, be solved?

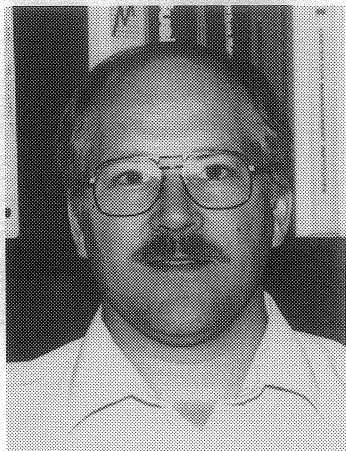
In the next issue we will look at the approach taken and the results.





# The Inside Story...

by Beryl Moore and Libby Marshall



**Larry Green**  
**Human Resources Officer**

"People! I love them and would like to see everyone reach their fullest potential," Larry Green told us when interviewed about his new position as Human Resources Officer. "Yes, I am an optimist. However, I have learned to be a realistic optimist," he added.

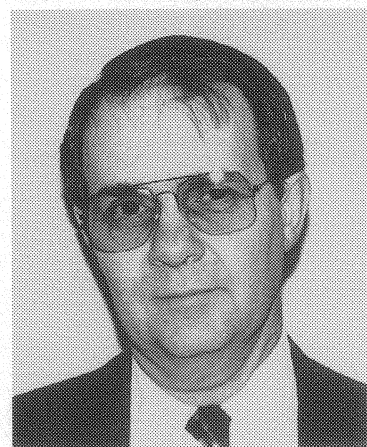
"I have always believed in the principles of Crown Int'l. On my first visit I remember finding it refreshing to work with a company that is committed to the same values that I had been trying to get other companies to subscribe to."

Those who have attended any of Larry's seminars know that he practices what he preaches. It is also obvious that he finds learning fun! He has managed to earn three masters degrees, while working full time, and looks forward to a doctorate or two. Larry adds, "I believe learn-

ing is a part of healthy growing."

He takes these things seriously but he also likes to have fun. His family has high priority in both categories. He involves them in his work as much as possible. He and his wife, Cherri, have five children: Ken (19); Janice (17); Deb and Diana (13 year old twins); and Susanne (12). Larry and Cherri love to go out for coffee and have regular "dates" to keep romance alive in their marriage.

Responding to his new position he notes, "For the future, I believe Crown Int'l needs to be on the leading edge in the areas of product, finance, values and human resources. HR is committed to doing its part in helping our workforce be ready for the new demands of the future. I am proud to be part of the team!"



**Dave Bowers**  
**Chief Financial Officer**

"I was happily involved with Crown International as a member of the Board of Directors. I was not looking for a change in my life," David told us. It was only after much prayer, many conversations, tests, and interviews that he accepted the position of Chief Financial Officer.

David was initially affiliated with Crown Int'l through their mutual relationship with the St. Joseph Bank and Trust where he was Vice President and Manager of Commercial Loans and Credit. In 1973 he became a board member and contributed skills gained from credit administration and management experience in a wide-range of organizational settings. He was recently Credit Manager at Homecrest Corporation in Nappanee.

David serves on the Elcose Credit Union Board

and is a member of Gideons International. He and his wife, Joanne, serve as Deacon and Deaconess at the First Brethren Church in Nappanee.

They are anticipating the birth of their first grandchild in August, offspring of son Scott. A daughter, Robin, and her husband live in California.

David holds a BS in Business Administration from Ashland College in Ohio, with a major in marketing and a minor in accounting. He has been challenged to put his education and business experience to work at Crown Int'l. "This job has opened up a chance for me to discover the opportunities for solutions to problems I could only identify previously."



## Obscure Information

by Milan Shah

- With 7% of world's population, Japan and the U.S. produce 30% of the world's goods.
- If you threw a baseball as high as Mt. Everest, it would land at sea level in 42.6 seconds.
- The average temperature of the earth during the last ice age was only 9° Fahrenheit below what it is today.
- 50% of the runners who finished last year's Boston Marathon were over 40.
- Two Japanese cities, Tokyo and Kyoto, anagrams of each other, have been Japanese capitals at different times.
- Sharks are immune to cancer.
- The monthly purchasing power of an average East German worker is \$1200 compared to \$1500 for an average West German retiree.
- The University of Maryland offers a 12-week course on how to be a nanny.
- Nearly 7 out of every 10 jobs offered during last year came from companies employing fewer than 500 people.
- In America, three billion dollar bills are destroyed by wear and tear every year.



## Manufacturing Personnel Honored for Perfect Attendance (no unexcused absences)



2 years: (L to R) Larry Lanning, Ike Kulp, Mabel Healy, Jan Pletcher, Marcia Gall, Treva Kauffman, Patricia Smead, June Kulp, Irma Shank. Back row: Gene Gevaert, Ted Baranowski, Don Pettifor, Diane Ellis, Jeanette Birr, Karen Troxel, Sharon Arnold, Betty Ivory, Art Rowe, Paul Gerard. Not pictured: George Fridley, Jean Griffin, Ron Ray, Mel Smith.



1 year: (L to R) Tammy Grosse, Lisa Wynn, Barb Fordyce, Shirley Carrick. Back row: Randy Glanders, Gerry Roach, Imogene Fields, Kay Pamachena, and Tom Hornblower. Not pictured: Terry Baldwin, Greg Eby, Dick Housley, Leora Overholser, Dennis Potucek.

## Attention All Golfers

(or would-be golfers)

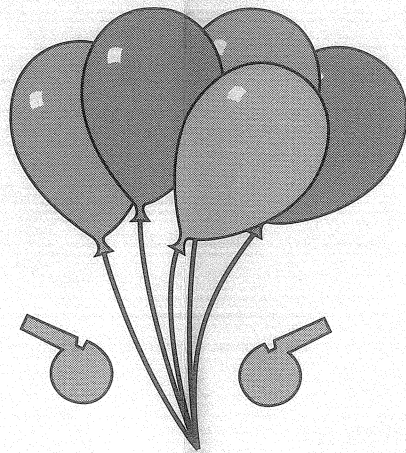
The Second Annual Crown International Golf Outing will be Saturday, September 15. Sign-up sheets are posted on the bulletin boards. Sign up and join in the fun. Call Terry Frick if you have questions (Ext. 290).

## Order Entry Explained



Sheryl Pendill of Techron, Nina Myers of Crown, and Lauri Chupp of Amcron, explained the Order Entry processes at the ASC (Administrative Assistance, Secretarial, Clerical) In-Service Program in June. A new appreciation of how the ball gets rolling to get product to customers was the result.

# Celebrations



**CONGRATULATIONS**  
to Stacey Aitken (Modules)  
and Mike Hammond (QA)  
on their engagement. Nov.  
17th is the wedding date.

**Welcome** to Andrew Lawrence Pettifor born June 1, 1990 to Tom & Beth Pettifor!

## Softball Picnic

by Rhonda Chapman

From Noon until 5:00 PM on Saturday, July 14, about 45 people (Crown Int'l employees, families, and friends) played softball and grilled hamburgers on Crown Int'l property. They helped Eugene Andreyev understand how to play the game of softball, watched Bruce Chapman umpire a game while eating a sandwich, and witnessed a responsible supervisor turn into a wild softball player. (I won't mention his name, but I will say that he is related to our President.) We all had a good time and those of you who missed it - really missed it!

## Employee Committee Financial Report

Balance as of May 9, 1990	\$1221.38
<i>Receipts:</i>	
* Canteen	\$701.98
* Miscellaneous	15.00
	\$716.98
	+ 716.98
	\$1938.36
<i>Expenditures:</i>	
* Gifts	\$135.00
* Flowers	294.00
* Brookfield Zoo Trip	100.00
* Carry-in (spring)	645.50
	\$1174.50
	- \$1174.50
Chipphone Balance 6/29/90	\$ 763.86

## Upcoming Events:

August 11 - Cedar Point trip  
Aug. or Sep. 1 - Annual picnic  
Sept. 18 - Roller skating party,  
Holiday Roller Rink

## Bobbie's Best Birthday

by Jim Putz

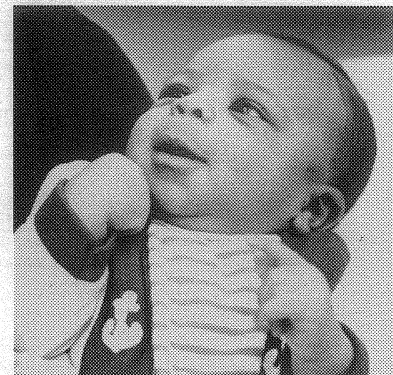
A longtime dream of Bobbie Roll's was fulfilled on Sunday, May 20. She met her favorite country music performer, Dan Seals. After the chance meeting (arranged by Gil Nichols!) at a concert held by Seals' band at the Elkhart County Fairgrounds, Bobbie and Geneva Miller suggested a tour of the plant. Although the band was on a tight schedule to make an appointment in Nashville the next morning, the tour bus and equipment trucks were soon rolling into the front parking lot at Crown Int'l.

Dennis Badke and Jim Putz were called in to assist in conducting a tour for the entourage of about 12 band and crew members. All the members of the group were given hats, literature and a rather smooth pitch on the benefits of using Crown, by Gil Nichols.

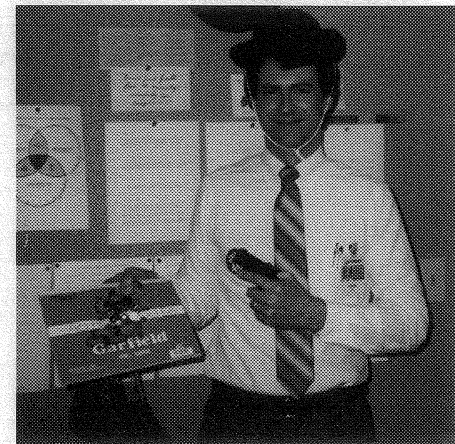
Anyhow, Bobbie hasn't been quite the same since. When Geneva wanted to take pictures, Bobbie said, "I hate to have my picture taken!" Dan put his arm around her, gave her a kiss and said, "I do too, but business requires it!" The sparkle in his eyes had more of an affect than the autographed photo and T-shirt he gave her! Bobbie and Geneva will show photos to anyone who needs proof that they were hugged by Dan Seals.



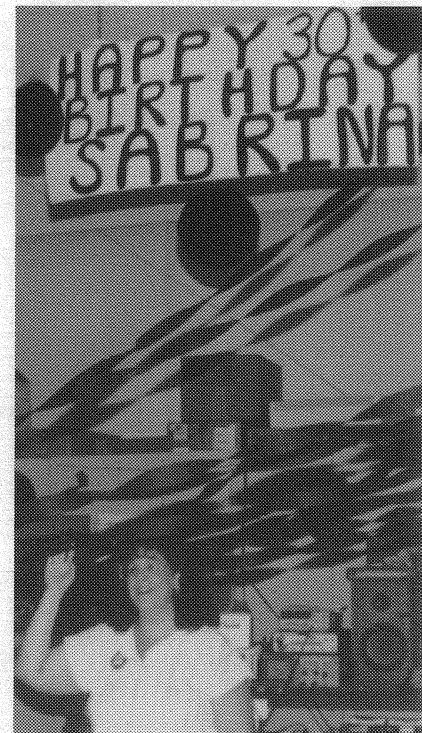
Does anyone know how old Wendy Murphy is? There was lots of speculation in the birthday cake line, but no trustworthy answers.



The star of a shower and the gleam in his parents' eyes: Cameron Juard Barnes.



Yet another manager over the hill! A party, a party hat, a unique computer banner, black balloons, a sackful of gifts, cards, a squirt gun and antique running shoes. What a happy birthday! Steve Peer had it all!



Sabrina Gall got the black balloon/crepe paper treatment, too, but she's just a youngster of 30 and not minding it at all!



# New Employee Profiles



**ROBERT DAVID CLYDE** - Accounting, Intern (temporary) - (Birthday-May 29) Robert worked here during the summers of 1978 and 1979. He lives in Wakarusa and will complete his MBA at Indiana University in May, 1991. Robert enjoys most sports, but especially football, basketball and table tennis.



**DAWN DEAK** - Corporate Relations, Flex-Force - (Aug. 31) Dawn likes singing, writing, listening to 50's and 60's music and watching movies with friends. She plans to go to Taylor University in the fall and major in secondary education. Dawn will enter into youth ministry.



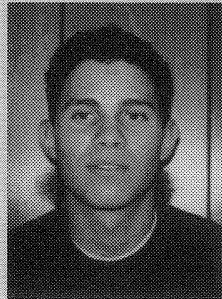
**RAY ROGERS** - Engineering - (Apr. 22) Ray is from Schroom Lake, New York, living in Bremen for the summer. His hobbies and activities are ham radio, jogging and hiking. He is a senior at the Georgia Institute of Technology where he is involved with a choral group and is an officer of his fraternity. A future goal is to be involved in physics research.



**RICK SCIELZO** - Engineering, Designer - (Oct. 2) Rick lives in Bristol. He applied to Crown Int'l because of its outstanding reputation. Rick is interested in classical and rock music, Shakespearian Theatre, antiques and military history. Dancing, hiking, picnics, shooting and gunsmithing are his main activities. He would like to buy and restore an old farmhouse to live in.



**SCOTT GRING** - Fab, Machine Operator - (Oct. 24) Scott has family (Kevin and Chuck) working here and hopes to enjoy being here as much as they do. He enjoys music, working around the house and yard, and plays golf and baseball. His goal is to provide a solid future for three sons, Patrick, David, and Matthew.



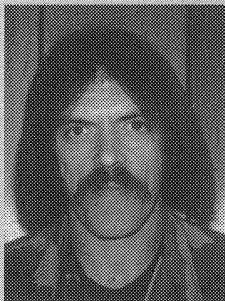
**DARREN JERVIS** - Fab, Flex-Force (June 12) A recent graduate of Concord High School, Darren would like to become a commercial artist. He likes to surf and play soccer.



**CHUCK MOORE** - Fab, Flex-Force (Dec. 18) Chuck lives in Goshen and is a Christian Ministry major at Bethel College. He is involved in Bible study and Christian fellowship with the Living Waters Missionary Church and Solid Rock.



**PAM BANKS** - Maintenance, Part Time (Mar. 17) Pam's hobbies are gardening, reading and needlepoint and she likes to bowl and play softball. Her goal is to raise her children and have a long, happy life.



**STEVE BASE** - Maintenance - Flex-Force (Jan. 15) Steve hails from Bremen, Indiana. He is into working on cars, drag racing and mud bogs.



**BOBBY MCLAUGHLIN** - Maintenance, Flex-Force (Apr. 20) Bobby likes all sports but especially football. He would like to become a police officer in a major city.



**DOUG MOORE** - Market Research, Flex-Force (Feb. 11) Doug likes reading, writing, sports, baseball history, Bible Study, Christian political activism, and having fun with friends. He plans to major in political economics and get a BA in Law from Taylor University.



**JENNIFER LYNN ADAMS** - Paint Line, Flex-Force (Apr. 25) "I had heard many wonderful things about Crown [Int'l]." Jennifer likes swimming and listening to music and is active on a swim team. Her ambition is to help those in need of health care.



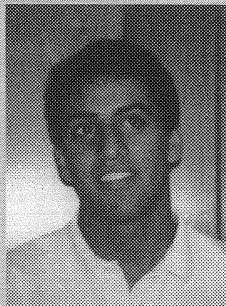
# New Employee Profiles



**PEGGY ELLSWORTH** - Paint Line (Aug. 10) Peggy likes camping, bowling and is a Brownie leader. She hopes to buy a house with a large yard someday.



**JEFFREY L. HALE** - Paint Line - Flex-Force (Nov. 16) Jeffrey lives in South Bend. He likes music and plays softball and basketball. He hopes to graduate from college and teach school.



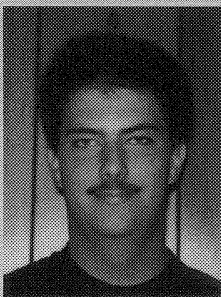
**JOHNCEY MATHEW** - Paint Line, Flex-Force (Jul. 28) Johncey enjoys watching and playing various sports, reading and following the stock market. He coaches a 5th-6th grade soccer team. He plays soccer for Goshen College and intramural basketball, volleyball and soccer. He is a business major and wants to get into finance or banking.



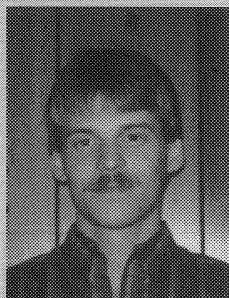
**BECKY MARTIN** - Production Engineering, auditing (temporary) (May 27) Becky enjoys cross-stitch, music and cross-country skiing.



**GRETCHEN NEELY** - Production Line 1 assembly - (June 7) We welcome Gretchen back after being away from Crown four years. She enjoys football, softball, crafts and sewing and belongs to a Home Ec. club.



**BILL LAWRENCE** - Production Line 2, Prep-Packer, Nights - (Dec. 22) Bill spends time working on his truck and riding motorcycles. He hopes to find a nice place to live, further his career and get married.



**DOUG PETTIFOR** - Production Line 2, Technician (Aug. 23) Doug joined us because he has relatives (Don & Tom) who work here and he is really interested in electronics. His hobbies are reading and working on cars and he likes to play baseball and ride bikes. Doug hopes to continue his education at Purdue and receive a bachelors degree in electrical engineering technology.



**SHAWN MARIE MCDOWELL** - Quality Assurance, Flex-Force (Mar. 30) Shawn's hobbies and interests are swimming, tennis, Education In Action (EIA), FCA, skiing, and going to the beach. She is a student at Ball State Univ. majoring in Elementary Education.



**JANENE KRAEGEL** - Techron Receptionist, Flex-Force (May 18) Janene's interests are sewing, gardening and walking. She lives in Mishawaka.



**DONALD SCHWING** - Techron, Software Engineer (Sep. 18) Don sings in the church choir, plays trombone, plays tennis and golf and maintains his home. He plans to continue his education and that of his children.



**BRUCE HALL** - Techron Engineering, Electrical Engineer - (Oct. 6)

"I spotted Crown in the Harris Directory of Industries, became interested and interviewed for the job", says Bruce. He plays guitar and does gardening, woodworking and amateur radio. Bruce also likes racquetball, volleyball, rock-climbing and hiking. His goal is to build and maintain a strong family and home.



# Feelings

by Libby Marshall, Larry Green, and Bob Sproston

It's okay to feel! And, Managers, it's okay to let others have feelings too! Dr. Ken Loudon, from the Narramore Institute in California, told a large group of managers, supervisors and interested employees ( July 13) that every feeling deserves recognition. He was quick to add that every response to those feelings demands accountability.

"What do we do with our feelings?" We are free to choose:

(1) Repression - Deny them! A form of "social constipation" if you'll pardon Dr. Loudon's expression! Demands relief or illness may result!

(2) Expression - Act them out! Doesn't always consider others' feelings; may be harmful.

(3) Suppression - Accept them and hold them long enough to make good choices. Adapt!

(4) Confession - Involves open, honest, vulnerable sharing of feelings at appropriate times, out of love for yourself and others.

Summed up: accept yourself and your feelings; accept others and their feelings; accept that one's feelings result from needs, not necessarily from a desire to attack someone else, and accept the responsibility to adapt.



## Milestones

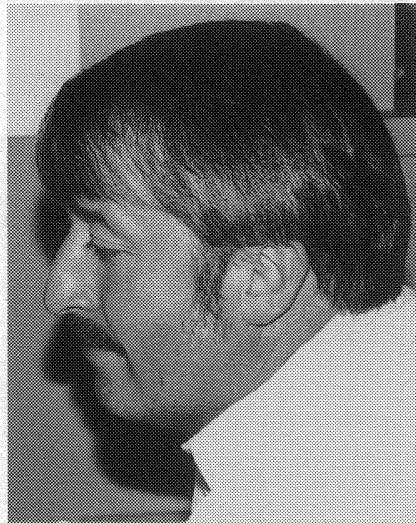
To recognize employees with 20 years or more of serve with Crown International

"Hectic, but fun!" Customer Service Manager Dale Kauffman says of a field trip he and Dave Engstrom took to service 7560s and 7570s in the first MRI systems in hospitals in San Francisco, Houston, Dallas, and Miami, in one weekend. It was one of many such trips which highlight Dale's 21 years of quality service. However, he admits that the phrase applies to most Customer Service jobs.

Actually field service first became a major function of the Customer Service Department in 1981 when Dave Engstrom traveled to PSA-2 installations to replace faulty output devices. As Dale says, "Our purpose is to insure customer satisfaction," and they continually work to do just that. However, Dale's service began in October 1968, when he was hired by Claude Beachy, Service Manager. He and Jim Clymer were the only bench techs for the Pro series tape recorders. The DC300 amps had just been introduced. They did all their own paperwork, filing, pulling, and shipping parts orders.

Dale said, "I learned on-the-job and have been learning ever since." He was born in Goshen but graduated from Eastern Mennonite High School in Harrisonburg, Virginia. He chose Alternate Service to military service in 1966 and served as an orderly at Elkhart General Hospital. He was working for Willie's Construction when Jim told him of the opening in the Service Department.

Dale is married to Sandy and has four children, eight to eighteen years old: Lori, Jodi, Tina, and Kevin. They live outside of Goshen, where they are active in the Waterford Mennonite Church. Dale plays a nice guitar and sings just as nicely,



Dale Kauffman

when he can be persuaded. He also enjoys biking, hiking, softball, model building, camping and family activities.

A long-time business goal was reached when Plant 4 was remodeled to house Customer Service and Shipping. The first computerized "paperless" work flow system, ten factory service technicians and supervisor servicing 80 to 100 units per week, a two-person Parts Department processing 125 orders per week, and a six-person Tech Service and office staff are major accomplishments in customer service.

The biggest hurdle was, and still is, reporting trends. It's a challenge getting detailed information from the customers to the product line managers, engineers, the Quality Assurance Department, Sales and others. Dale and his department continue to clear those hurdles daily.



Response to Dr. Loudon's visit:

"It is satisfying to be a part of a company that cares as much about what is inside us as people, as what is produced outside us as work."

Julie LaFollette

Mark 16:15

"Go into all the world and preach the good news to all creation."

## CROWN CRIER

The Crown Crier is the monthly newsletter for Crown International employees. Its purpose is to be informative, inspirational and entertaining.

Your involvement is highly prized. Please contact a CC Reporter with any material you would like to see in future issues.

**Publisher:** Beryl Moore

**Editor:** Libby Marshall

**Staff:** Dave McLaughlin

Bruce Bartlett

David Harris

Dennis Badke

Ron Ray

Alan Wigent

Cilla Meachem

**Reporters:**

Sabrina Gall

Art Rowe

Pam Fothergill

Copyright © 1990 by  
Crown International, Inc.