

Word from the President

**For Jan/Feb
we focus on:**

**The past,
the
present,
the future**



"Peace I leave with you; my peace I give you. I do not give to you as the world gives. Do not let your hearts be troubled and do not be afraid." John 14:27

from the Shareholder Newsletter

The last six months of 1990 have seen a significant weakening of both the U.S. and the world economies. Many manufacturers are struggling to simply survive. Our company, of course, is not insulated from this economic environment.

Here in our area of northern Indiana, some established businesses are folding and others are laying off workers. Thankfully, none of our employees who want to work have been laid off. In fact, management has risen to the challenge by cooperating to temporarily shift workers with light workloads to other areas needing more work-force. This has also resulted in decreased labor costs and lowering peak labor demand.

We have also experienced some slow-down in sales, as dealers are reducing their inventories and purchasing more cautiously. In spite of this, we are pleased to report that 1990 corporate gross sales reached a new high of approximately thirty-three and one-half million dollars. This is an

increase of 4.5% over 1989. Every month but one was profitable, but profits were less than anticipated. As a result, the Board of Directors has declared a dividend on 1990 earnings of \$0.40 per share. Net Book Value per Share has risen to approximately \$56.00 per share.

Our divisional leaders have responded aggressively to the challenge of the slower economy with both strong new marketing programs and exciting new product introductions. The result is that we have confirmed orders for over 30% of 1991 corporate sales already booked. This is the highest percentage of orders booked in advance that I can remember anytime in our corporate history.

We continue to thank God both for the quality of our employees, the loyalty of our customers and suppliers and for the orders that we have in this current unstable economy.

***"For the PAST,
we are thankful
for those who have designed
and built their dreams
into products that are serving
throughout the world."***

***"For the PRESENT,
we are committed to building products
and supplying the support that meets
the needs of our customers world-
wide."***

***"For the FUTURE,
we are planning to develop
a fully world-class organization
defined by
our corporate principles."***

IN THIS ISSUE

Army eligibility	pg 2.
Editorial	pg 2.
Achievements	pg 3.
Start your engines	pg 4.
New for '91	pg 5.
Freedom days	pg 6.
Employee Report	pg 7.
Doing it right!	pg 8.
Milestones	pg 9.
I.U.S.B. Certification	pg 10.
SWAP Force	pg 11.
VOP Day	pg 12.

Military Service Eligibility

from Sgt. Ranse Clark, U.S. Army

Ed: The war in the Persian gulf has alerted all young men and women. Currently only reservists with experience are called. U.S. armed forces are volunteers.

Requirements for volunteers are:

Age-17 years old with parental consent; 18 through 34 for first-time service. Some older experienced personnel may be accepted.

Family status - Only one parent from married couples with children under 18 is eligible. Single parents with children under 18 are not eligible.

Editorial

The CROWN CRIER started the year with a long list of ideas to write about. Here are some themes on which we will focus:

- * Families within Crown
- * The writers and performing musicians among us.
- * Educational opportunities within and outside of the company
- * The night shift
- * Special Olympics
- * Our people - new assembly lines, milestones, special recognition, etc.
- * History - 20 years since "the fire"
- * Products and how they are developed

We depend on our readers for information; we don't know it all! A phone call or handwritten note will do. We need "Letters to the Editor" to get your opinions and other contributions too.

Education - High school diploma for active service. (Not required for reserve duty.) Minimum score on the Armed Services Vocational aptitude Battery, depending on branch and category.

Health - No physical limitations.

Law violations - More than two felonies not acceptable. Others evaluated on individual basis.

Homosexuals are not eligible for army service.

Some requirements may vary slightly from one branch of the armed forces to the other.

We do edit all articles written (especially our own), for correct grammar, language usage, clarity and conciseness. Above all, we want the articles to say what the author intends. All contributors get the opportunity to proofread their articles before we publish. ALL LETTERS AND CONTRIBUTIONS MUST BE SIGNED BY THE AUTHOR.

DEADLINES FOR CONTRIBUTIONS:

March 6	May 1	July 3
Sept. 4	Nov. 6	

NOTE: There will be six bi-monthly publications: Feb. 6, April 3, June 5, Aug. 7, Oct. 2 and Dec. 4. We will add pages if we have the news and information. Time is the constraint! HELP!!

All material sent to us will become the property of the CROWN CRIER. We do not promise to print everything we receive, but we do consider it and sometimes save it until it fits in.

LM

Your opinion is requested.

How would you define peacemaker? Write and send to the editor.

"Blessed are the Peacemakers for they will be called sons of God." Matt. 5:9

Letter to the Editor

Let me tell you about the job I had before I came to Crown Int'l. People would yell at you whether it was your fault or not (and they didn't edit their language either). Supervisors would yell at you in front of other employees and embarrass you. It was dirty. They didn't care about personal problems or try to work with you on anything. You were a number and if you didn't work out there was always another number to fill your spot. Fellow employees didn't care about your being sick (actually they did but that was because they had to do extra work to make up for your being gone.)

When I first started to work at Crown Int'l I was in culture shock! It was clean. I didn't get yelled at. My fellow employees cared about me. It was great!

Most companies don't have the personal touch that Crown Int'l has. The employee committee, celebrating birthdays, a birthday gift from the company and employee help programs are just a few [employee benefits].

Crown Int'l is not a perfect company. We're not the highest paid people. We don't have free medical insurance and everyone doesn't have a personalized parking spot, but we have things that are more important. We have a good working environment, people around us who care, and a company who really cares about each of us, individually, as a person.

Tamara Earnhart

"Our cause is just, our cause is moral, our cause is right."

President George Bush, State of the Union address, January 29, 1991

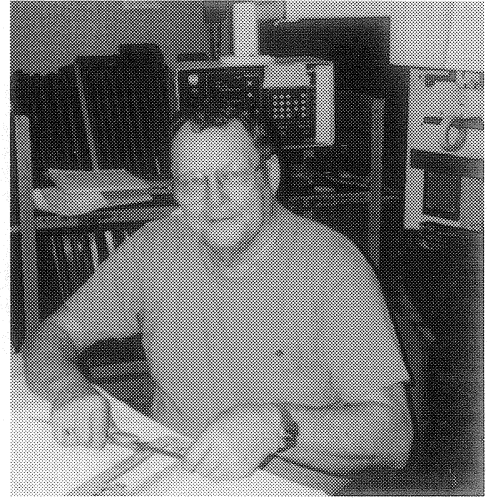
Perfect Attendance

Gene Gevaert set a record. He has perfect attendance in the Fab Department for 37 consecutive months as of January 31. When we say "perfect" we mean he took only vacation days off. There were no Leaves of Absence, sick days or unexcused days. We call that downright dependable. His attendance records for the past three years are neat and clean with only Vs for vacations.

Gene joined the Fab Department January 14, 1973, 18 years ago. He has always been a press brake man. With the Amada press and a di-acro press he forms metal chassis, top covers, bottom covers, and side panels.

Gene likes to bowl, golf and fish. The Crown Int'l men who bowled together for years know he likes to have fun.

He is 65 now and going strong. He might think of some other life plans after he reaches the 20 year mark at Crown Int'l.



Gene Gaevart is 65 and going strong!

Award Winning Design

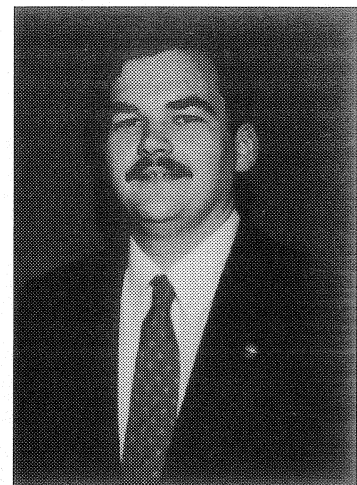
Techron's technical communications' design for the TEF 20 manual and binder placed in the 1990 Technical Publications and Art competition sponsored by the Southeastern Michigan Chapter of the Society for Technical Communications (STC). The graphic design created by **Julie LaFollette** received an achievement award.

The Southeastern Michigan Chapter is one of the largest and most active chapters in the STC, the largest international society devoted to advancing the profession of technical communication.,

A Crowning Achievement

Bob Sproston is the first Crowning Achiever Toastmaster to complete ten manual speeches and receive the Certified Toastmaster (CTM) designation. He was officially certified December 31, 1990. He has already completed three speeches toward the Advanced Toastmaster (ATM) certificate including a humorous and an entertaining speech in fall area competition. Bob made his first speech February 22, 1990 and completed the tenth speech September 6, 1990.

Congratulations Bob! Your fellow Toastmasters and guests enjoyed every minute.



Bob Sproston, CTM

Gentlemen, Start Your Engines!

by Bruce Bartlett



Mrs. Hulman

Those famous words that began the Indy 500 auto race were heard over TV, radio, and the track P.A. system — thanks to a unique Crown microphone with three mic capsules in one grille. Mrs. Hulman, owner of the Indianapolis 500 Motor Speedway, spoke into this microphone when she started the race.

Crown engineers modified a CM-200 microphone so that three miniature mic capsules fit inside the grille. Each of these capsules fed a separate electronics interface. One feed went to ABC Sports for their TV broadcast of the Indianapolis 500 auto race; another feed went to the Indy 500 Motor Speedway radio network, and a third went to the track P.A. system.

Why not use three microphones instead? The speedway's technical people wanted a cleaner television shot of Mrs. Hulman. Putting three mic capsules in a single microphone was the solution. Three separate capsules, with their electronics, made a highly reliable "tridundant" system.

How did this microphone come to be? As usual, we listened to customers' needs. John Royer, head of audio for the Indy 500, requested a 3-in-1 microphone to use on race day.

New Product Manager **Bob Herrold** took the request, defined it clearly, and relayed the new product idea to Microphone Engineering. Under Chief Engineer **Tom Lininger's** supervision, **Bruce Bartlett** and **Steve Mills** designed the microphone and electronics, respectively.

Now the design was to become reality. Mechanical Engineer **Merle Kimmel** turned our dreams into physical objects, as did the skilled crafters in **Fab** and the **Board room**.

Once we were happy with the prototype's performance, we sent it to the Indy 500 audio people for evaluation. They loved it, and thousands heard it on race day.

Crown microphones produced audio for several other applications at the race:

- *The track P.A. announcer used a CM-310 Differoid®. He sat in the stands while announcing, and needed a microphone that didn't feed back or pick up leakage from the race track.

- *Two PZM's in plexiglass wedges picked up the Purdue Band playing "Back Home in Indiana."

- *A PCC®-160 on the pavement picked up the race cars starting and driving away. This mic fed the Motor Speedway radio network.

- *A PZM on the track wall picked up the cars for ABC Sports.

- *The person who introduced Mrs. Hulman used a CM-200 cardioid condenser microphone, as did Jim Nabors and others when they sang.

- *ABC Sports hung a SASS™ -P PZM stereo microphone over the audience to pick up the race in stereo. The Motor Speedway radio network used a SASS-P for the same purpose.

- *The radio network hung a SASS-P over the finish line.

We're proud that the Indianapolis 500 Motor Speedway relies exclusively on Crown for microphones and amplification. We'll be back the next time those intrepid gentlemen start their



What's New for '91

by Roger Meachem, Bob Herrold, Gil Nichols, and Helen Blackwood

Amcron Division

Geodyne I and II

Introduced by Amcron at the January NAMM Show, the Geodyne I and II represent what is probably the fastest development time of any amplifier ever produced by Crown International. The Geodyne was started in November 1990. **Tom Szerencse** and his engineering design team, **David Harris** and the folks at Advent Design and the Amcron marketing team conceived the Geodyne to compete in certain worldwide markets.

The Geodynes are competitively priced and versatile with medium range power. Model I produces 300 watts at 4 ohms and Model II produces 400 watts at 4 ohms per channel. In addition to touring and installation applications, they will offer affordable quality sound for amateur musicians, those "weekend warriors" we hear about.

The Macro Reference

This is a high quality, high-power amplifier for studio and other applications worldwide. The Amcron version aims at a broad market and is a strong contender for replacement in several world broadcast studios. The first re-order for six MRs has been received from Japan.

MA and MT

Revised versions of the MA and MT series incorporate several manufacturing improvements identified by the Amcron Production Team and engineered by **Ernie Bird**. They are scheduled for production in March.

Crown Division

The Macro Reference

Crown Division introduced the Macro Reference at the September AES show and featured it at the January NAMM show. Production and shipments are now underway. Promoted as THE AMPLIFIER, a "golden apple" so to speak, this ultimate amplifier will produce up to 760 watts of power into 8 ohms. Features which set it apart from the competitors are: a digital dynamic range of 20 bits, authentic sound, and Output Device Emulator Protection (ODEP). The MR is quiet and versatile with both bridged-mono and parallel-mono modes.

MA3600VZ

This new touring sound amplifier was also featured at the January NAMM Show. The ambitious goal of the Crown team is to get the 3600W in a 2-rack space unit.

MPX-6

The Intelligent Input Multiplexer is a 6 x 2 stereo mixer with computer-controlled input switching and routing capabilities. It can be used as an IQ interface.

Crown's great microphone line continues to add new ideas to the marketplace. Featured at NAMM were:

CM-30 Choir Mic

The CM-30 hanging microphone is a miniature, supercardioid mic designed for choir, stage, and orchestra applications. It has a wide-range frequency response for natural reproduction of sound of the singing voice, organ, or other musical instruments.

LM300 Gooseneck Lectern Mic

Produced just before Christmas, the flexible LM300 is a supercardioid gooseneck microphone intended for use on pulpits or lecterns. It filters out low frequencies to reduce background noise pickup.

Switchplate Mic (PZM-11)

The PZM-11 will be introduced at the May NSCA Show in Cincinnati. It will be a low-cost PZM for use in security and surveillance applications. The PZM element will be mounted on a metal wall plate so that it can be easily affixed to a single-gang box mounted in the ceiling or wall.

Techron Division

TEF-20

The TEF Sound System 20 is a sound analyzer which connects to the user's computer to analyze a sound system or room acoustics. It is a small box that works with either a Mac or PC compatible computer. It can measure changes in environmental noise over a period of time or help adjust speakers for the highest sound quality. It can generate special test signals, act as a filter, measure distortion and more.

Audio markets will set the pace for TEF in 1991. The new TEF-20 not only can do the same tests as the earlier TEF equipment but also extends to new tests.

One of the major differences between the TEF System 20 and earlier TEF System products is the price. Earlier TEFs sold at \$10,950. The TEF-20 sells for \$4,250. The TEF was demonstrated at the past two NAMM shows and will be shown at the AES and NSCA trade shows in 1991.



Mic Relay

If the 3-way microphone were a regular Crown product, the approved design would go to Product Coordinator **Pamm Janowiak**, our interface with Production. She coordinates assembly drawings, purchasing and scheduling to help us make our pilot run on time.

Jim Crume takes the design sketches and turns them into CADD drawings.

Incoming Inspection people carefully check that the microphone capsules are up to snuff, and the skilled workers on Line 5 assemble and test the completed microphones. The mics are shipped to dealers, who — we hope — have convinced customers that the microphones will meet their needs. We think they will!

Family and Freedom Days

by Risa Wright

Specific work has begun to preserve traditional family values within our communities. The recent election was our opportunity to communicate a strong voice to our elected officials. We CANNOT afford to let down our guard!

Eric Miller, with Citizens Concerned for the Constitution, hosts Family and Freedom Days at the Indiana Legislature. Each Tuesday during the legislative session, individuals can come and observe the session to learn how a bill becomes a law, how to lobby their legislators and learn first hand what crucial issues are being debated.

Citizens for Family Values is organizing special transportation to Indianapolis from Elkhart and South Bend every Tuesday starting February 12, to participate in Family and Freedom Days. For more information call Risa Wright at Ext. 220.

During this legislative session information on key issues will be shared with you to allow you to choose whether a phone call or letter to your representative is needed.

Listen to Eric Miller with "Report from the Legislature"

Weekdays at 5:32 a.m.,
12:32 p.m. and 6:05 p.m. on

WFRN 104.7 FM

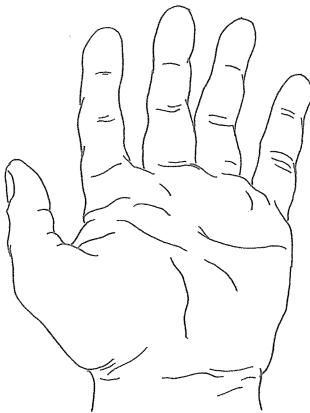
During the 1991 Legislative Session,

BE INFORMED!

Help protect our family values and freedoms!

Are you a Prayer Wanderer?

Bruce Chapman offered this plan for keeping the mind from wandering during personal prayer and devotional times. His brother-in-law Rick Balding drew the hand.



Thumb: Closest to your heart when you raise your hand in front of you—pray for those close to your heart.

Index Finger: Pray for those who point the way—the preachers, teachers and evangelists.

Middle Finger: Pray for those in authority over you—the President and other governmental representatives, your boss, your parents.

Fourth Finger: The weak finger represents those who are weak financially, physically, and spiritually who need your prayers.

Little Finger: Prayer for yourself and your needs.

Sandi Walters Earns Hawaii Vacation



It was a goal
set and realized —
\$20,000 in

"Christmas Around the World" sales from June 1 to November 30, 1990. The hostesses for home and/or catalog parties who helped make this possible were Margaret Barnes, Tammie Putz, Sherry Hochstetler, Jackie Gibson, Tracey Taylor, C. J. Hartigan, Bobbi Roll, Rhonda Chapman and Dianne Yoder. Sandi expressed her appreciation to them and their customers. She already has her sights set on a Caribbean Cruise for two in 1992. Only 92 parties and \$40,000 in sales for 1991 will do it! Sandi said, "I think I can..."

From SUNSHINE MAGAZINE:

Some carve out the future; others just whittle.

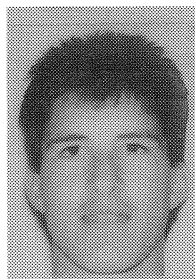
A nickel goes a long way today - You can carry it around for weeks before you find something to buy with it.

Why doesn't the Internal Revenue Service offer us our money back if we're not satisfied?

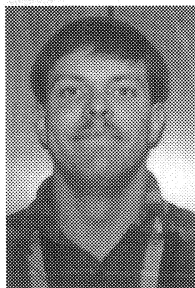
New Employee Profiles



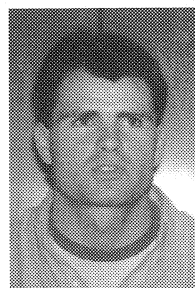
BILL HARRIS
Fab, CNC Operator
(birthday Jan. 18) Lawn work and golf are Bill's activities and he is a Notre Dame football fan and an I.U. basketball fan.



KEN GREEN
Techron, Assembler
(Jan. 5) Ken likes all sports except golf. He plays volleyball with Campus Life JV and reads science-fiction. He plans to go to college for a teaching degree in Physical Education and Health, then coach girls volleyball.



RON TEFFT
Fab Flex-Force
(Sept. 4) Golf, basketball, softball are Ron's sports. He is Youth Director at the Osolo Missionary Church. His goal is to finish his education and serve the Lord in the ministry.



STEVEN J. PUTMAN
Flex-Force
(Nov. 3) Steven likes sports and spending time with his family.



SHEILA HOOLEY
Fab Flex-Force
(Sept. 26) Sheila enjoys softball, swimming, boating and bowling. She hopes to be able to buy a house and have a family some day.

SCOT CHRIST
Fab Flex-Force
(July 19) Scot enjoys drag racing, hunting and fishing. He tries to be the best he can be in whatever job he is doing.
(Photo not available.)

Employee Committee News

Employee Committee Financial Report

Balance as of Nov. 19, 1990	\$1006.76
<i>Receipts:</i>	
* Canteen	\$1415.78
* MM	20.00
* Cookbooks	480.00
* Miscellaneous	<u>29.00</u>
Total receipts	<u>+1944.78</u>
	\$2951.54
<i>Expenditures:</i>	
* United Limo	1134.71
* Christmas trees	42.00
* Colts game	45.00
* Last days	100.00
* Miscellaneous	22.52
* Gifts	<u>60.00</u>
Total expenditures	<u>- 1404.23</u>
Chipphone Balance 1/24/91	\$1547.31

* To call a message to the committee: Dial 255, then * (for quick message), then 785 and leave your message when asked.

* Six Elkhart families received Christmas gifts donated by employees. These families appreciated the thoughtfulness and so does the Employee Committee. Thanks to everyone for your support!

* Cooks will get a lot more than 251 delicious recipes of your fellow workers in the Crown Employee Committee cookbook, HOME COOKIN' IS A FAMILY AFFAIR. For instance you will find: party ideas and recipes, helpful hints, where to look in the Bible for specific needs, first aid tips, stain removal help, and table setting. Pay just \$5.00 to any Employee Committee member or call the Stockroom, Ext. 400. The money raised will purchase an American flag and flag pole for Crown Int'l.

OFFICERS:

Tammie Putz, President
John Balzano, Vice President
Julie Nelson, Secretary
Robert Smith, Treasurer
Sandy Ramsey, Employee Gift & Flower Secretary
Bill Lawrence, Night Shift
Ed Belonge, Night Shift

Doing it Right!

QIP News and Updates

by Dave McLaughlin

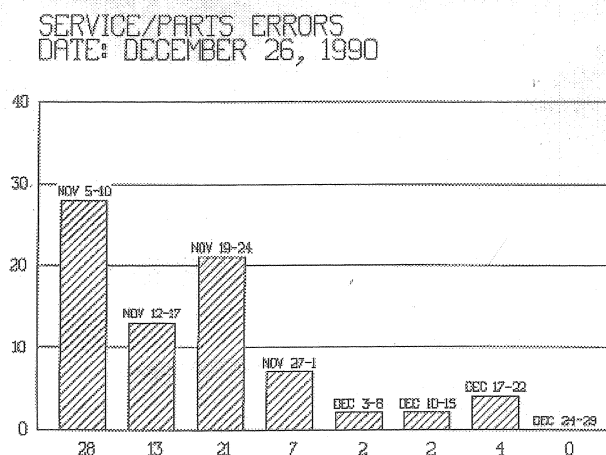
Difficulties in matching COD invoice and remittance amounts for service parts was steadily driving Accounting nuts. This seemed to be a non-conformance since the requirement was that these amounts match. When unmatched, these numbers produced a good deal of hair-pulling and teeth-gnashing, along with additional hours of number checking to locate and dispose of the defective numbers. Occasionally the problems could inconvenience external customers by giving them wrong COD amounts for their parts shipments.

The cost in additional hourly messing around was estimated at \$8000 per year, or enough to buy all your kids pizza twice a week. Communication about the problem had produced discussion and concern, but little progress until the five-step process for treating non-conformance was used with more determination. With both Accounting and Parts involved, the problems recently seen were listed and put into groups to make it easier to see what caused them. Three root causes were determined.

First, an error in the computer program kept the system from validating results and making sure the COD amount billed matched the amount the customer paid. Second, missing procedures allowed variations in the way the information was generated. Third, feedback and communication were not adequate to get at the causes and solutions to the problem.

Surgery on the computer program healed it. New procedures came to life to reduce variability in the production of invoices for COD parts orders. Training in the processes and further communication between the interested departments made it more likely that this stuff would work.

The results? A graph of the errors from November through December showed a sharp decline. Furthermore, the week of December 24-29 showed zero errors a week earlier than the zero defect goal of January 1. The errors will be graphed and reviewed to keep the problem under control.



Corrective Action Team:

(L to R) Deann Van Daele (Credit Dept.), Dale Kauffman, Audrey DelCamp, Alyce Ryckear, Deb Ryman (Customer Service) and Geneva Miller and Preskel Gayheart who were not available for the photo.

Pride: Back to the Basics

Submitted by Wilma McQuade

"Pride," observed English author C.C. Colton, "makes some men ridiculous, but prevents others from becoming so." Therein lies pride's paradox. When rooted in vanity and selfishness, pride becomes a crippling vice. But can't this be said of any value taken to extremes? Undistorted by conceit, pride is a fundamental element in self-respect and in showing others that we care—about who we are, what we do and what we believe. It is pride that makes us comb our hair, polish our shoes and say what's on our minds. Pride leads us to strive for excellence in our work. It breeds dignity and self-reliance. Without pride we lack a vital sense of self.

Milestones

Recognizing Employees with over 20 years of service.

by Libby Marshall

"I've had fun wherever I've been," Don Florea says of his jobs at Crown Int'l the past 20 years. If you have ever wondered why a Quality Assurance Manager would gleefully spend time auctioning off old parts and equipment as he does here, picture this: (Don's story!)

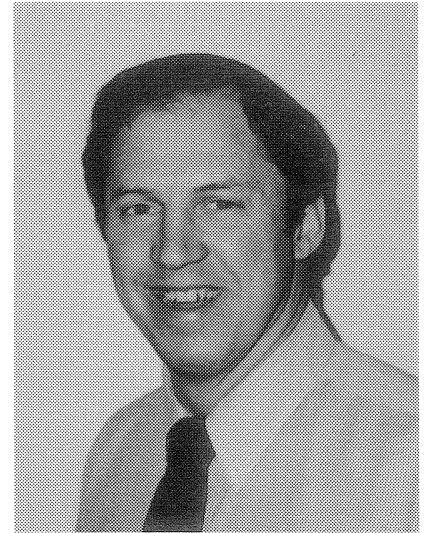
"When I was growing up there was a scrap iron pile out at the farm where Grandfather put old machines for the junk man to pick up. I'd get the welder, a grinder and some tools and make things. Some lawn mower wheels and a frame, a piece of steel and I'd have a go-cart, or something.

"That hobby hasn't changed. Frequently you don't have the piece of material you really need! Even though I no longer have a scrap iron pile to work from, I still have to think, 'How can we make this or that?' My job is to get production out and especially to see that high quality products are shipped. When something isn't made the way it's supposed to be, the first step is to think, 'How can I make that material meet the requirements so shipments can be made? I have learned that you can always figure out ways to get around problems."

This philosophy and inventive nature have served Don well. When he was in high school he worked at Crown Int'l creating the models for the tape decks made then by putting together the electronic components, accessories and certain electrical set-ups before they went to the technician. He was the original flex-force when he returned during the summers of his college years, working in almost all departments. In Quality Assurance he checked frequency responses on tape recorders before they were shipped. Later he worked as a tech to adjust the "WOW On Time," the response time of the recorders which determined quality recording.

Working in shipping, service and serving as supervisor for the night shift and the assembly line preceeded his position as Quality Assurance Supervisor and then Manager. He sees the highlight of this experience as the fact that this is a fast-moving company toward excellence which is the way he has worked himself. He has had to learn personal skills as a manager and how to do things differently, always progressing to find new ways to get around problems.

Divisionalization and the current goal of excellence is "like a train just starting up," Don said. It



"I'm looking forward to a quality department that has nothing to do!"

may seem like havoc to many people but we have made great strides to be better organized for growth. New directions for the Quality Assurance Department are not clearly defined, and this creates some uneasiness, but is important and should continue. Don said, "I'm looking forward to a quality department that has nothing to do!" New systems for insuring quality parts from vendors, products designed to be produced without error, and happy customers will make that possible.

Don likes to make people happy. He feels a responsibility to older people and those who need help with projects. He fixes cars, equipment, appliances, does snowplowing and has involved his son, Andy, in lawn mowing for a neighbor. Don maintains the sound system for Zion Missionary Church and coaches the church's teenage quiz team.

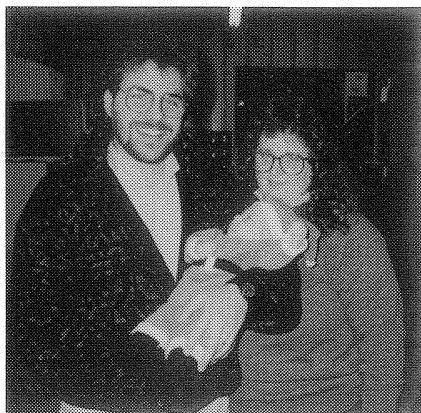
Don believes in grasping opportunities. He and Mary Ellen, who works in incoming inspection, support Andy and daughter Rhonda in their sports activities. He feels girls should have the same opportunities as boys. Born and raised in Cass County, Michigan, Don earned a Bachelor of Psychology degree from Goshen College and a Master of Business Administration degree from I.U.S.B. The maxim, "He lets no grass grow under his feet," fits Don Florea. He is passive about only one thing—deer hunting. Ask him about the time he was treed by three curious deer!



Remember When . . .

by Dennis Badke

Remember the time when Mr. [Clarence] Moore tried to put the garden tractor in the trunk of his Lincoln? He first put up two planks and tried to drive it up and into the trunk. That didn't work. Then he got the Ford tractor with the loader on the front, put a log chain on the steering wheel of the garden tractor and picked it up. As he let out the clutch to move up to the car the Ford tractor lurched forward with a jerk. The steering wheel and post came out of the garden tractor and it plummeted to the ground. The next thing we saw was Mr. Moore walking down the front hall with the log chain in hand and the steering wheel and post dragging behind him. Going from one side of the hall to the other, he said, "I broke it!"



Robert and Pam Smith
show their own Santa Claus,
Benjemain Josiah Smith.

I.U.S.B. Certification

"It was a long two years," according to **Shirley Parker**. She and **Shelda Jensen** enrolled in the Administrative Assistant's program in September of 1988 and received their Executive Secretary/Administrative Certificates December, 1990. They took one course a week, right after work, plus some Saturday seminars. "It was a drain on the brain going right after work," Shirley said, and they could always depend on bad weather. Doing it together got them through it. Shelda said, "When one wanted to quit, the other would say, 'No. You can't!'"

It was fun meeting and talking with new friends from Miles, 1st Source Bank, and other places. Whether it was a core course such as communications or office management or an all-day seminar on electronic spreadsheets, they knew a few people in the class.

The last class, Business Writing, taught by Brian Waldron, was the most fun and practical. Then they rewarded themselves with another fun class: "Understanding Football" taught by former Notre Dame coach Tom Pagna. They recommend it! In fact, "Understanding Baseball" is coming up...

Kickoff '91

by Jenny Bartlett

Crown Division celebrated the start of a new year with a noon luncheon meeting, Kickoff '91, in the Plant 1 Assembly Area on January 16. **Sue Ramsby**, **Gretchen Neely** and **Bob Leininger** organized the event.

Over 100 people from production, engineering, sales, and marketing showed up to devour 16 luscious Colombo's pizzas, served by **Gil Nichols**, **Mike Rockwell**, **Sue** and **Gretchen**. **Sandi Walters** poured lots of pop. While the pizzas settled, the group listened to comments by **Terry Frick**, **Bob Leininger**, and **Clyde Moore**. Division Manager **Gil Nichols** then gave an informative overview of the Crown Divisional structure and the audio markets that the company serves.

The night shift enjoyed an evening pizza party and watched the presentation on videotape.

Tom Lininger Spotted at NAMM

Tom stopped to talk to a friendly competitor at the NAMM show in January. Suddenly drops of lubricant dropped from the ceiling covering Tom and his silk sportcoat with spots. Tom threatened to sue but the friend denied ever arranging such a thing. Instead Tom hurried to the dry cleaners.

Actually they suspected it had something to do with the water line that burst over the Kawai booth drenching pianos and people. Trade shows always seem like such fun!



Weddings

Jim Wordinger

The self-proclaimed most eligible bachelor was married December 21, 1990. He and Jodi celebrated their new life and new home with an open house on February 2.

Karen Troxel

Karen Troxel and Dave Juday were married New Years Eve, 1990 at Dave's sister's house. Sisters Debbie and Donna hosted the celebration.

Mary Ann Irvin

Mary Ann Irvin was married to Dirk Carter January 26 at the Canaan Baptist Church. Mary Ann works in the Modules Department and also at K-Mart.



SWAP Force - Team Spirit in Action

by Larry Green

Where did SWAP Force come from? Let's look at some facts.

FACT: A layoff was avoided. Regardless of all other realities, a layoff was avoided and our scheduled slow-down was canceled. With a slowing area economy, this was good news. Management took fast action to contain costs. There were added efforts to fill orders and increase year-end product shipments. The cash flow increased and started the recovery. Many prayers also were a part of this initial stage. It took managerial team spirit to get a reversal going!

FACT: Past practice receives new meaning. Our managers have always tried to be creative with the placement of workers, so the idea of swapping was not new. Not everyone has liked swapping and there have been departmental and individual resistances, because it does create problems. When SWAP Force was initiated, however, many of the former barriers were laid aside. This took a tremendous workforce team spirit! Crown Int'l employees made it work.

FACT: Change is hard, but even harder when facts are confusing. We had back orders and

some lines were busy. The many complicated facts of a business were shared with the entire company marking a new level of trust with information. Heavy medical expenses, unexplainable variance costs and an imbalance in the ratio of support personnel to production personnel required reflection and decision making. This took team spirit by support staff and management alike!

FACT: SWAP Force is here to stay. Workforce flexibility must be a part of our future. Alignment studies are on the drawing board to help us be more responsive and learn to grow without losing important profit margins. Approximately 10% of our workforce will be permanently trained for swapping in critical times. New sophistication will be developed to help us know the needs before a crisis arises — thus SWAP Force will be proactive rather than just reactive. This will take continued team spirit. Join the future — share your ideas about a healthy SWAP Force with your supervisor/manager today. That kind of team spirit will make us world-competitive and ensure our jobs for the future.



Times have changed. The multiple reports Crown Int'l now generates were once done like this one written by Glenn Ryman, former Vice President.

It was found by Ike Kulp among his souvenirs.

PRODUCTION REPORT

November 11, 1975

We won't discuss shipments....Especially the 38K of Export that set on our dock....We will Not allow in Print the fact that if the 88.5K that went along with the 38K that didn't go would have made a great 126.5K...But I won't allow it....

Here are the week No's:

Production: 138.3K

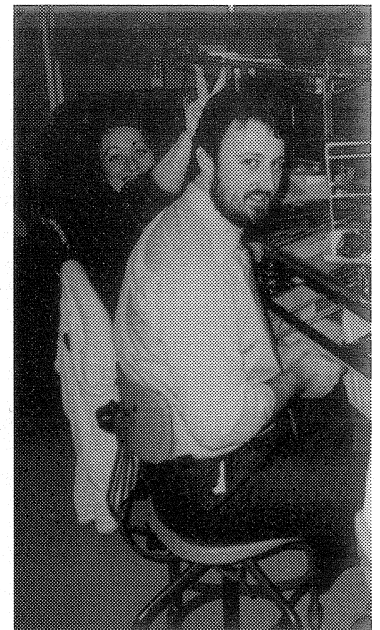
Projected: 144.8K

Warehouse: 217K

Held on the Dock: 38K



Melinda LeCount (left) keeps a watchful eye on the progress of Jackie Gibson, Receptionist.



Modules Swap Force Team (L to R) Bobbi Roll, Lit Room; Dick Moore, Techron Mfg. Mgr.

The Last Tour . . .

for the South African Youth Harvest Team! Stopping to smile in the Engineering lab are (L to R) Alan Frow, Benny Lediga, Tsidi Leseli, Louise Hudson, Grant Baumgart, Glenda Denise, Sean Daly and Clyde Moore, tour guide. They are Joy Moore's friends and fellow evangelists.



VOP Day

Saturday, May 4 will be VOP Day for 1991! We will be gathering at the Elco Theater for an afternoon and evening of fun and family for the extensive cost of \$0 per person.

Starting at 1:00 pm you get...

Crown Int'l Jeopardy - department against department - Do you really know much about the company you work for? We'll see! Lots of prizes will be won on the game grid. Watch for news of participant selection.

also...What kind of person are you? Each family member will find out when we do a fun action profile (a version of the one done in Real People).

and ...Steve and Maria Gardner will be back!!

Your entire family is invited. Babysitting will be provided for the younger ones.

Guaranteed to be fun for the whole family. Plan now to attend!

Teltech Service All Right!

by Libby Marshall

Professionalism, courtesy and follow-up impress Crown Int'l seekers of information from Teltech Information Service. **Vicki Stringer**, Purchasing, and **Bob Sproston**, Techron, are two of the 17 employees who have called for help. Not only is the Help Staff knowledgeable and professional in determining how best to answer the questions when called, but they also call the user back to make sure they received the help needed.

Vicki tried to find a source for a new type of printed circuit board material Engineering requested. She did not find the information in her catalogs, THOMAS REGISTER or by questioning current suppliers. Teltech's Help Staff gave her ideas on how to pursue the search and put her in touch with several different board houses. She got the information she needed and also learned that one type of material specified in our boards may not be necessary to use. She will research this further to determine if a change could save money.

Teltech added to Bob Sproston's confidence level by convincing him he was doing something right. He wanted to know how to properly make a thermocouple out of thermocouple wire—welded versus soldered versus a better process? He needs to make a large quantity in a cost effective manner. Two experts advised him on the process and

the expert from Purdue called him back to verify some information.

Crown Int'l has subscribed to this valuable tool which enhances information gathering and technical productivity. Teltech provides:

- * Access to a network of 10,000 experts available for telephone consultation.
- * Access to all published information—if a searcher is available, they will do your search immediately.
- * Availability to its new Sentry program—a system for tracking important technologies on a monthly basis.
- * Help in locating hard-to-find vendors.

The service is easy to use. One call to the Teltech Help Staff helps you identify any of the above. Teltech provides rapid answers for specific technical questions!

Crown Int'l recommends and endorses the use of Teltech's service.

Teltech Help Staff: Call 1-800-367-8358

Call Libby at Ext. 390 for additional information and suggestions for calling the experts.

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.

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