

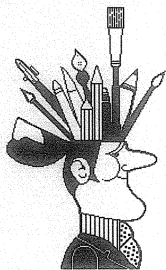


Musicians Perform

by Bruce Bartlett

For May/June
we focus on:

Artists and Writers



With Crown playing a major part in the music industry, it's natural that we have lots of talented musicians in-house. Here's a rundown on some of our performing bands:

SHADOW LAME

Project Engineer **Craig Schroeder** provided us this information on his band. Crown musicians in the group include **Kelly Guin** (Q.A.), who does bass and vocals, and **Craig**, who supplies guitar and vocals. They've been playing together for two weeks. Shadow Lame likes to play Heavy Metal Rap Zydeco Polkas—all originals. You're most likely to hear them playing at Retirement Parties.

Shadow Lame uses Crown mics and amps because they're cheap and easy to get. What was their worst experience at a gig? They had to play both of their songs. The high point of their career was when someone loaned them some Carver, EV, and Shure equip-

ment. Future plans include buying some Carver, EV, and Shure equipment, and to play better golf.

Okay, seriously. The band's real name is Shadow Lane. The lineup includes these other musicians: Mike Smith (guitar, vocals), Terry Smith (drums, vocals), and Jeff Richard (keyboards, vocals).

They've been jamming for three years as is, but the band has a 15-year history. Shadow Lane pleases their audience with popular music, mostly oldies. Recently, the band has occasionally backed ex-Monkee Davy Jones! Do they use Crown mics or amps? Yep—all Crown amps (because they're high quality), and Crown CM-310 microphones (because of low feedback).

Their worst experience was at a wedding, where they were expected to play three or four polkas per set when they only knew three or four polkas.

(continued on p. 2)

Asian Rim Tour

by Libby Marshall

Seminars in Tokyo, Hong Kong, Foshan (China), and Singapore highlighted Jerry Stutzman's and Dave Engstrom's March trip. They introduced themselves and the Amcron Division of Crown Int'l, demonstrated the new IQ2000 and TEF-20 systems and taught technical service information to newly qualified service center personnel.

For the first time Amcron will have a network of authorized service centers in Asia. In the past all service has been done through our Customer Service Department. This is a major step toward equidistance. Our foreign customers will experience the same customer support and service as those in the United States.

(continued on p. 12)

IN THIS ISSUE

Musicians	pg 2.
Pen and Ink	pg 3.
The Lesson	pg 4.
Apple Trees	pg 5.
Employee Comm	pg 6.
Bowling News	pg 6.
Joe Maguire	pg 7.
The SEM	pg 8.
Milestones	pg 9.
Word from Pres.	pg 10.
New Employees	pg 11.
Asian tour	pg 12.

The largest training class was sponsored by the Technical Film Equipment Company in Foshan, China. Mr. Kenneth Ng, Engineering Manager, is pictured left of Jerry in the center and Mr. Galance Chang is pictured right of Dave.



Musicians Perform *continued*

Their best time was playing with Davy Jones in front of 10,000 people at the "Legends of Rock & Roll" concert in Hartford, Connecticut.

For the future, Shadow Lane hopes to continue playing the rock & roll "B" league. Demo tape is available. Phone Terry Smith at (219) 299-1193.

SQUARE 1

This band features Module Inspector **Keith Emerson** (bass), **Marvin Sims** (drums), **Kevin Sovers** (lead guitar), **Jeff Pummill** (lead vocals), **Dave Inness** (keyboards, rhythm guitar), and **Charlie Hueni** (keyboards). Square 1 has been making music for over a year. They play rock & roll with a pop flavor. All their recorded music is original, but when playing live they cover tunes by Richard Marx, Mister Mister, and White Heart. The band plays mostly in churches throughout South Bend and Elkhart. The latest dates were in Michigan and at Solid Rock in downtown Elkhart.

Keith uses one PB-2 in his rack for bass. He says it's the best amp he's ever used because of its power and clarity. The rest of the band is trying to find a way to get Crown equipment for their P.A.

Their worst experience was when they played for reps from a major record company. "It must have been the worst performance of our lives," says Keith. "We absolutely could not hear the stage mix; guys were playing before and after the down beat, and one of the keyboardists forgot to transpose his instrument to the original key for the next song. I couldn't wait to play the last song."

Their best experiences at a gig were two. "Last year we got the chance to appear center stage at the Agape Festival in Greenville, Illinois. We played in front of nearly 5,000 people. The second time is when we played at Solid Rock on New Year's Eve. The place was packed and those people were really hyped."

Goals for the future? They plan to sign with Word/Epic Records; their first release out this Fall. In April they should be in the studio, and are currently in pre-production for the recording. You can reach Square 1 at 269-9519 (ask for Dave).

DENNY CHARLES BAND

The musicians in this three-piece group are NC Programmer **Denny Pierce** (bass and lead vocals), **Callen Kazmierski** (lead guitar and vocals), and **Mark Radecki** (drums and vocals).

For 2 1/2 years, the Denny Charles band has been playing rock & roll and all cover material. Most recently they performed at R&D's in South Bend, Sundance in Goshen, Brothers Plymouth, and Chippewa Bowl in South Bend.

They are heavy Crown users! Equipment includes three MA-1200s, one MA-600, three CM-310s, two GLM-200s, three PIP-CLPs, and one PIP-AMC.

Denny remembers one awful experience. "Before I had the MA-1200 protected with PIP-CLP, I blew

the entire low end out of the main P.A. and had to finish the night using just the high end." He doesn't plan to take the music any further than what he is doing now. "I think of playing music as a business and a supplement to my income." The Denny Charles Band can be reached at 288-9096.

2-DEF PRODUCTIONS

In this band are Fab machinist **Cary Thompson** (drum machine, synthesizer keyboard), **Shon Pratcher** (DJ on turntables), **Tony Moore** (lead rap vocals), **Tonya Grant** (lead rap vocals), and **Tony Dukes** (lead rap vocals).

This group has been around for one year, doing all-original rap music. Their last gig was at a club in Indianapolis several months ago.

Their equipment includes Crown mics and amps because, Cary says, "I really think that Crown makes the best equipment."

What was the low point in their career? When Cary fell off the edge of the stage!

They had their best experience when they entered their first talent show in South Bend. None of their home crowd was around, and they were the last act to go on, which made them even more nervous than they already were. Still, they got the most applause and won the first-place prize of \$250.

Cary hopes to become one of the best music producers in the business with a lot of different acts. Demo tape is available. To contact, call 294-2739.

BOYS' NIGHT OUT

Playing together for five years, Boys' Night Out consists of Microphone Engineer **Steve Mills** (guitar and keyboards), **Randy Barden** (drums and lead vocals), and **Nick Yoder** (guitars and lead vocals). They play pop, rock, and some originals.

Where have they played recently? At MRD's, the Rain Barrel, night clubs, weddings and parties.

Boys' Night Out uses Crown GLM-100 and CM-200 mics because they need little equalization to sound natural. They also rely on MT-1200 amplifiers because they're dependable.

Their worst experience at a gig was when a person was stabbed in a fight on the dance floor (he lived). What was the best time? Performing an original set of music at a concert in Seattle, Washington.

Future plans include playing on weekends and composing original tunes. Call them at 522-1156.

OTHERS

While we're on the subject, anyone need a good used recording engineer? Call Bruce Bartlett at 388 for multitrack demo tapes.

Music plays a big part in our life at Crown Int'l, and all these acts are well worth checking out.



Terry Frick built this bookshelf for his son Todd's college graduation gift.





Pen and Ink

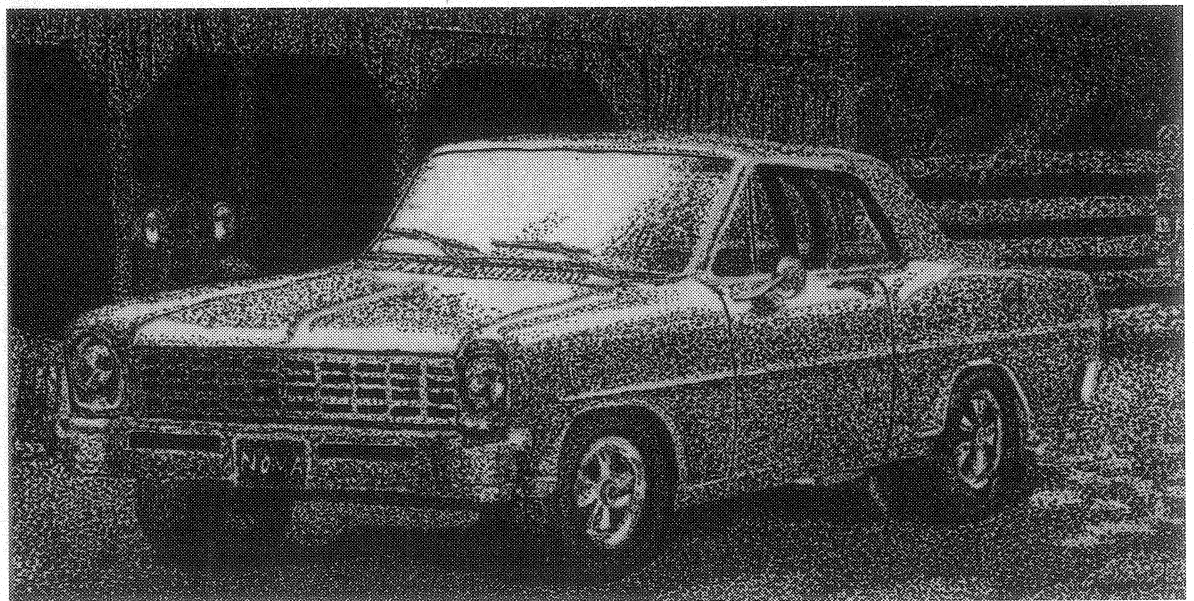
Brent Scholfield

We've read Brent's fishing article in a previous CRIER, and we've seen his photography. His drawings are even more impressive. This drawing is one of four he showed us. Brent studied art in high school but has been drawing as long as he can remember. Animals and movement are favorite subjects.



Tom Hornblower

Mood sets the tone for Tom's drawings. Imagination takes hold and he draws landscapes, cars and cartoons in the style of surrealism. Tom started drawing in grade school. He majored in Fine Arts and painting at Glenn Oaks Community College.



Pam Schmucker

Those who received QWG certificates during 1990, have samples of Pam's calligraphy in their own names. She fills requests for many different types of hand-lettering for mailboxes, photo album headings, anniversary citations, wedding invitations, and special holiday plaques. Pam is a member of the Master Penmen's Association.

Pam also enjoys matting and framing and the challenge of special effects.



An excerpt... novel in process

by Sherry Hochstetler

...I ran as fast as I could and still the man kept up with me. He had a gun and was trying to fire it at me as we ran. I made sure that I did not run in a straight line so that he could not hit me easily. As I rounded the corner of Main Street I ran into the police station. I blurted out that a man and a gun were behind me. They just stared at me like I was crazy.

"Please, help me. I need help. There is a man chasing me."

A policeman looked at me skeptically. "Why is he chasing you?"

"Because I saw him shoot someone."

"Oh, did you now? Where and what time did all this happen?"

"It was at the Williamsburgh Bank. I was walking past on my way home. I heard two men fighting and then a loud bang. A man turned and came out and saw me and starting chasing me."

"So you don't know who was shot?"

"No."

The policeman called a squad car to check out my story. He made me wait in the room that I see on

TV. Big and empty with a big table in it. The walls were all metal and had no windows or those infamous two way mirrors. I was kind of disappointed in this.

I waited what seemed like an eternity. I was glad that I did not have to go home though. That man was still around I could feel it. I was scared. If the police did not believe me I was in real trouble.

The door burst open and three men came inside. They had no expression on their faces. They all sat down. One just like in the movies lit a cigarette. I hate smoke.

"Could you not smoke please. It makes me sick."

The man put out the cigarette. He did not say anything. He did not show any emotion. The other cop started to speak.

"We found the body. He was Jacob Williamsburgh, the owner of the bank. He was shot once in the head. Do you know anything about the crime other that you were chased by a gunman?"

"No. I'm sorry. I know nothing."

"Did you see anything?"

"No, It was too dark and I was scared."

Sherry said this is a dream sequence. Sure makes you wonder how it ends! Keep on writing, Sherry!



The Lesson

by Constance Fuller

Furtively he eyed it, glinting there in the light. It was so shiny he wanted to grab it right now, but he slowly, casually moved on, pretending not to notice it at all.

He'd been warned many times, by those older and wiser, of how many had tried and been caught. Whenever they spied that covetous look gleaming in his eyes, they would diligently remind him of how many schoolmates he'd lost to this very thing he would gaze upon despite their insistent warnings.

But surely he was faster, smarter than they had been; surely he would achieve what they had not. Why should he ignore this opportunity so temptingly offered?

With every muscle tensed, he cautiously approached it again, and once again moved past. Surely it was meant just for him!

He looked around. None of the old ones were about with their nagging.

As he approached it one more time, he was fairly quivering.

Why shouldn't he take it, why?

No one was watching; now was the time to act. Later, when he had it in his possession, he could prove to the old ones that he knew better than they.

He thought he was being very quick, he thought he had succeeded. He darted in and snatched it and then began to race for the shadows.

But, wait! No! He'd planned so carefully, how could his attempt be confounded now?!

And yet, whichever direction he raced in he was forced back away from the safety of the shadows, back into the light.

Then, in one fleeting moment he saw the old ones at the edge of the light, regarding him with sad, disappointed countenance. In that same fleeting moment he realized that all the warnings had been for his own good; that the terrible stories had not been told to frighten, but to teach.

Now it was too late. He felt despair settle in as the net came up under him, pulling him up out of the water into the cold, suffocating air.

As the fisherman removed the gripping, relentless hook, the old ones slid back into the shadows to be ready to warn the next youngster who coveted that which he was not meant to have.



Tops Is ...

by Pam Fothergill

T...is for the times we meet together.

O...is for the open arms you will find.

P...is for the people filled with love.

S...is for the support we all share.

Tops is more than just a place to meet.

Tops is teaching us all how to eat.

Tops is the way I have chosen

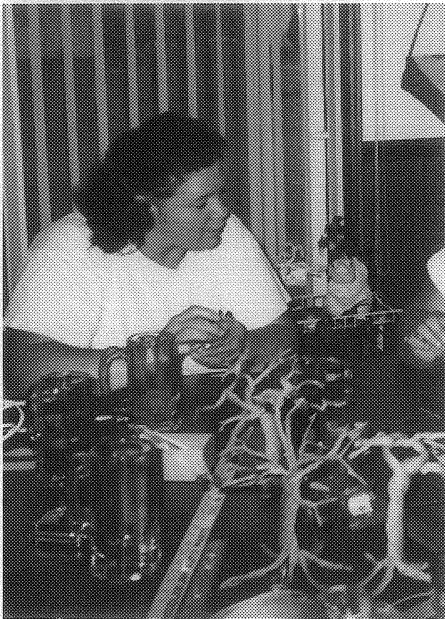
to lose those pounds the years have woven.

Tops is a place for you and me—

To take and keep pounds off sensibly.

This poem is the first poem I have written in 17 years. In high school I wrote poetry, short stories and a few one-act plays. After they were destroyed, I gave up. A couple of months ago I was told there would be a poetry contest for T.O.P.S. (taking pounds off sensibly) Northwest Central Indiana A.R.D. (area recognition days). I once again took pen in hand.

On Saturday, May 4, 1991, I received an honorable mention for Tops Is... out of the 36 poems submitted.



Mary Miller with trees in foreground.



Hand-crafted Apple Trees

by Pam Fothergill

Ten crafty ladies from Crown Int'l met at Geneva Miller's home to make apple trees, April 16. They used about 30 thin, reed-wrapped wires and twisted them together to form trunks. Roots and branches were formed with individual reeds pulled away from the trunk base.

Geneva showed them how to roll red and green crafting clay into apples and leaves, which they baked for 15 minutes each in the oven. They cut thin wire to make stems, then glued the apples to their trees. Each one was different. For example, Sherry Hochstetler made big apples

while others formed apples the size of a pencil eraser. Shelda Jensen used the fine wire to hang apples from her tree branches.

This project took them four to five hours, but it was worth it. They were pleased with their creations.

Geneva Miller began the Craft Club approximately two and a half years ago. She taught several basket weaving classes here and will help anyone who would like to learn.

Crafts are used for many types of art, from baskets to miniatures. The art can also be a marvelous form of therapy.



Logo Design



Darren Jervis designed the logo for the 1991 Special Olympics Sound Reinforcement Team. The design process began when Phyllis Gates explained the color scheme and requirements. Darren sketched some ideas then worked them out on a MacIntosh computer in his commercial art class at the Elkhart Area Career Center, using "MacDraw."

Phyllis Gates and Gerry Barclay looked at the printed design and decided to use hot pink and neon green with black lettering. Darren added the colors, then Gerry took the design to the S.O.

committee for final approval. Lettering was added to read '91 Sound Team, S.O., Minneapolis, Minnesota, Crown International, Inc. (name and logo).

During his senior year he designed the Job Fair logo and the 1990 yearbook cover for the Career Center. Darren's artistic talents showed up when he drew cars and trucks when he was little. He studied many types of art in school. He plans to enter a two-year program in commercial art at Ivy Tech in the fall.



Sketch by Cheryl Glanders



Confusion

Confusion is a merry-go-round that has no direction. It spins so fast. It constantly pulls. But to where? Through it all I see glimpses of places I want to be, but have no idea of how to get there.

The spinning is painful and tears at my soul.
The elusive brass ring laughs as I turn round and round.
When does it stop, or even slow down?

I'm tired and I am weak. What is wrong? What is right?
Only up seems to stand still, so that is where I look.

The answer is above me, and I must reach with my heart.
But how far? No matter... Up is up, and distance has no meaning.
Only direction is important.

The true ring is high overhead.
I will reach for that which is right for me, I will reach above,
I will reach for me.

(The author has requested anonymity.)

Employee Committee

EASTER EGG HUNT, MARCH 30TH

Children competed in a jelly bean jar contest, Easter basket design contest, and egg coloring and design. **Lindsey Downs**, daughter of Jim, won the jelly bean count. **Brook Stout, Clinton Putz, Lisa Brosius**, and **Steve Stout** won the basket contest in their age categories. The winning eggs were designed by **Davey Canell**, son of Sylvia, **Eddie Collins**, son of Ed, **Angela Eby**, daughter of Greg and **Larry Giver**, son of Bob.

A big "Thank you!" goes to our many helpers. **Brenda Price, Mary Smith, Sharon Haney, Shirley Haun** and **Rhonda Jones** donated candy for Easter baskets. **Bob Giver** gave an extra dozen eggs and provided change for stuffing the eggs. **Dan Cripe** was on hand all day to handle security.

Employee Committee Financial Report

Balance as of Jan. 24, 1991	\$1604.23
Receipts:	
* Canteen	\$1657.14
* Cookbooks/Miscellaneous	95.00
Total receipts	+1752.14
	\$3356.37
Expenditures:	
* Easter egg hunt	234.74
* Baby Gifts	250.00
* Retirement Gifts	120.00
* Mens Softball	100.00
* Volleyball	48.00
* Cookbooks	551.85
* Women's Softball	120.00
Total expenditures	- 1404.59
Chiphone Balance 5/2/91	\$1951.78



John Mendez built this gun rack, a sample of his handiwork.

Crown Int'l Bowling Teams

By Sherry Hochstetler

The Crown bowling league this year consisted of six teams. It was a lot of fun. The teams each had five members. We are not professional bowlers, but we had some really good, high scores.

The bowling alley had a lot of trouble. One night my team was bowling and having a good time when suddenly water rushed out of the ceiling and all over the ball return. I had water floating in the finger holes of my ball. For you non-bowlers, water and bowling go together like gasoline and matches. When we moved to the other lane we watched the men fix a device made up of gray tape and plastic tubing. It was a bad night for bowling but a great night for jokes.

The very next week while my team was bowling on a different lane we were moved again when the ball return ate five balls. Again there were a lot of jokes and we bowled badly. My team wound up in last place, but we had a lot of fun staying there (which was not hard).

The first place team was **Mary Miller's**. They are the most experienced and the best bowlers. The second place team was **Peggy Curry's**. They gave Mary's and **Norma Miller's** teams a run for their money. Peggy's team was new to the league. Norma and **Geneva Miller** had some great scores and they finished in third place. The fourth place team was not Crown sponsored. The fifth place team was **Leighan Clark's** team.

Next year please come and bowl with us. You do

not need to be good at it. It is for fun and relaxation. If you think you would feel silly or embarrassed don't worry about it. You could not pass me in that department. If an award was given for the person having the most embarrassing things happen to them, I would have won.



Peggy Curry shows her sportsmanship and high game score trophies.

Joe Maguire Retires

by Libby Marshall

"Five years! I thought it was ten!" Joe Maguire said at his retirement luncheon at the Matterhorn Restaurant, April 26. Joe was Techron Engineering Manager for Don Eger.

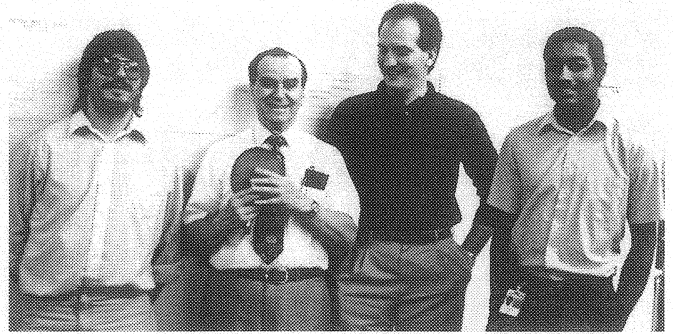
Don said, "This is actually Joe's fourth retirement. He is a professional at it! ...We appreciate his commitment and faithfulness in carrying through our goals and to our people. He could teach management."

Here are some other quotable quotes from that luncheon:

Enos Yoder: "When Joe accepted this position we had a staff of young, talented, energetic engineers with a total of six months' experience. The average experience level moved to 15 years in one move (Joe's coming)! If you can measure youth by the above, Joe is the youngest in the room."

Joe: "Enos (Yoder) went out on a limb for me. I'm proud I'm here. He stuck up for me when I needed it. I'll remember every person and how they have grown with me. Ross, Russ and all of the engineers, thanks for the help!"

Clyde Moore: "Joe has been responsible for the company's major products. We appreciate his energy and care...to keep up with technology...to care for a team. We have been blessed with him and his efforts."



Joe said: "I'll be back to honor my commitments. Sue (Whitfield) and I have to finish the ping pong tournament!" Pictured with Joe (2nd from left) are (l-r) Terry Borsodi, Russ Jones and Steve Reives.

John Reynolds: "Joe taught us a lot: the aerodynamics of shooting rubber bands; how to come in late and leave early and more. Enos told us to take it easy on him. We needed him to take it easy on us! Joe can't be replaced."

Other than projects at home Joe and his wife plan to visit friends and family and travel to Virginia, Pennsylvania and then take the northern route west to California, where his sister lives.

Joe has inspired some interesting comments. Some will always think of him as "Jolly Joe." The first time he played ping pong, his whoops, hollers and laughs brought us out of our offices to see who was having so much fun. We trust he will just keep on whooping and hollering and having a good time!

Best Wishes!

Debbie and Dave Hosack were married at the Sunnyfield Missionary Church, April 5.

Sylvia Eger Honored as Homemaker

American Family Times was the theme of the Extension Homemaker's Achievement Night May 6. Sylvia Eger, Don's wife, was awarded an engraved silver tray as intermediate (age group) Homemaker of the Year.

Benefits Alert

By Linda Jervis

Reminder! You have 30 days from the birth date to add a new baby to your family insurance coverage. You will need to come by the benefits office to fill out a form. After that time period, a pre-qualification process is required.

If you have a child who is 19 or over and is not a full time student, he or she will not be covered under your family insurance plan. COBRA coverage is available but must be requested within 45 days of the 19th birthday or graduation or leaving school or college. Please notify the ben-

efits office so we can explain this coverage and the cost to your son or daughter.

Please check doctors' statements to make sure they indicate all of the following:

- Date of Service
- Description of diagnosis code
- Name of the patient

Employee Plans, Inc. will process your claims quickly if your forms and receipts contain this needed information.

New babies!

Serena Sara Abraham, daughter of Shelin and Mathews, born March 4.

Lucas Aaron Carpenter, son of Cindy and Andrew, born on Good Friday, March 29.

Jonathan Robert Bus, son of Ron and Chris Bus, born April 2.

Aaron David Chupp, son of Laurie and Brent, born April 9.

Crown Zaps Transistors with Energy Particle Beam

by David Harris

Reprinted from the May issue of Crown Consultants Newsletter.

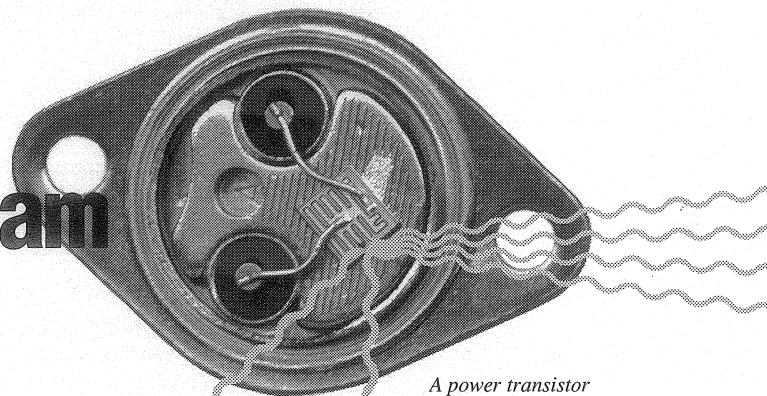
As a manufacturer of professional electronics equipment, Crown International has an obvious strong interest in semiconductor technology. That's why Crown recently purchased a Cambridge Scanning Electron Microscope (SEM), including a liquid nitrogen-cooled Kevex X-Ray Detector. According to Rick Paradise, Crown's Semiconductor QA Engineer, it serves two purposes. First, it is an important tool for semiconductor evaluation and quality control and, second, it serves as a research tool in the development of new semiconductor technologies. When compared to Crown's 600-power stereoscope, the greater magnification (2,000 power) and improved depth of field of the SEM provide vastly superior results.

Crown's semiconductor research and analysis is directed by Gerald Stanley, Head of Research and Development. Power transistors are rigorously cycled and visually inspected with the SEM for defects. The X-ray detector is used to identify the elements being observed, enabling transistors to be inspected for contamination. Crown's analysis has shown that bipolar power transistors provide superior performance. That's why bipolar devices are used in all their products.

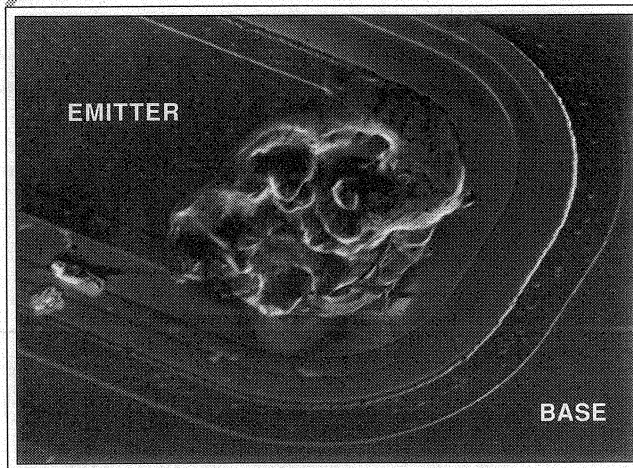
With Crown's diamond saw other devices can also be analyzed. For example, a section can be cut from a filter capacitor and examined. The thickness of the dielectric and aluminum foil plates can be measured and the X-ray detector can determine the concentrations of the different chemicals which comprise the electrolyte.

Since the early 1960s when Crown invented the world's first solid-state professional tape recorder and power amplifiers, Crown has held a leadership role in the audio industry in the application of semiconductor technology. In 1970 Crown engineers created an SOA tester to test and deter-

mine the Safe Operating Area of each power transistor used in its products. (Crown is still the only pro audio manufacturer to perform a complete SOA analysis on each power transistor.) ODEP® (Output Device Emulation Protection) circuitry was then developed to utilize this information in the best protection system ever developed for



A power transistor magnified 2 times.



A damaged emitter finger on the above transistor magnified 500 times.

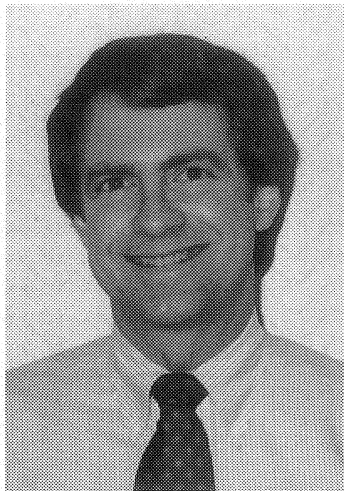
power amplifiers.

Today, Crown's efforts to assist American semiconductor manufacturers in new development are already reaping large rewards in improved power handling and a five-fold increase in the life of power transistors. Products like the new Macro-Tech 3600VZ would not have been possible without this commitment to research and development.



POINT OF INTEREST

From the May 1991 issue of *R-E-P (Recording-Engineering- Production) Magazine* comes an enthusiastic review of the SASS-P® microphone by Tom Mardikes: "For churches, colleges/universities, and many public concert halls, the SASS system would be a godsend to have. The poorer the hall acoustics, the more this mic is needed. . ."



Milestones - Steve Peer

Recognizing employees with over 20 years of service.

by Jenny Bartlett

Steve Peer marked his 20th year at Crown by taking on a new job: he's now Administrative Services Manager, overseeing all areas of corporate services that are not divisionalized. These areas take in corporate systems quality, corporate legal, purchasing, stockroom, bill of materials administration, MIS, facilities, maintenance, communications, transportation, and security.

"TOC," as Steve describes it, is a way of looking at a system, identifying the goal of the system, and then identifying anything that keeps you from moving closer to the goal. Once you've identified that "constraint," you concentrate your management effort on that area. TOC ties into the QES Zero-Defects program Crown has begun in the past year, according to Steve, helping us to focus our QES effort.

Has he seen a lot of changes in his 20 years at Crown? "Yes, that's what's made it fun. I tend to be pretty creative, and see opportunities where things can be improved. I have a plateful of things in this new area where there are opportunities for change. A real important thing for me is teamwork-getting many people involved, making decisions at the level where they can best be made. Open communication is another priority. If my people don't understand what's going on or where we're headed, then I'm not doing my job."

Steve manages his own time impressively: in addition to his job at Crown, he is a full-time student at Bethel College, working on a Bachelor of Arts degree in Human Resource Management. He schedules in some running "once in a while" and also enjoys reading and travel. His family includes his wife Naomi, a son attending Concord High School and a daughter at IU in Bloomington.

MICHIANA APICS

1991

COMPANY OF THE YEAR

presented to

CROWN INTERNATIONAL,
INC.

for outstanding contribution
and service to the chapter

May 14, 1991

Prior to taking his new position, Steve was Manager of Production Planning and Systems. He started working at Crown as a line technician for tape recorders, and over the years worked as a line coordinator, assembly line supervisor, traffic manager, assistant production manager, production manager, and manager of the MRP project.

Steve was recently honored by the Michiana Chapter of APICS, receiving its Member of the Year award in recognition of his past accomplishments, service, and community involvement. APICS is the American Production and Inventory Control Society. Steve's work with APICS has included giving presentations on the Theory of Constraint, a subject he enjoys talking about.

Doing it Right!

QIP News and Updates

by Dave McLaughlin

Non-conformances come in every size. What seems to be an annoyance at first look, might turn out to have a significant and avoidable cost attached.

Such an annoyance was showing up in Modules, encountered when producing boards for GE amplifiers. The problem came from the difficulty of placing LEDs in the circuit boards and getting them to stay put until they could be soldered. (LEDs are Light Emitting Diodes - those little jobbies that light up to tell you when your electronic stuff is turned on, if your garage door opener is working, or that your gradient amplifier is doing any of the dozens of different things it's supposed to be doing.) The magnitude of the difficulty can be appreciated when you realize that one row of 16 LEDs, plus another row of three, all had to be placed in the board at a specific height until they could be soldered. The LEDs often fell out of the boards and had to be replaced before soldering. To add another degree of difficulty, any LEDs scratched during the process had to be discarded. After awhile the night Mod-

ules people had had enough of this and documented the problem in an ECR.

The extra time spent getting the LEDs properly mounted on the boards did not meet the requirement that the boards should be produced with the minimum necessary labor. Estimates set the additional time required to manage the LED soldering at ten minutes per boards. Multiplying this by the hourly labor rate and the number of boards needed per year produced a PONC of over \$3,000.

The proposed solution to the problem was the design of a jig to hold the boards and the LEDs in the right positions while the soldering was done. This approach was accepted, the jig was made, and the problem eliminated. The cost of the jig was much less than the yearly cost of the extra assembly time. As with most solutions to quality problems, both time and frustration were saved when the solution was produced.

Thanks and a tip of the Quality Cap to Night Modules.

SUCCESS

submitted by
Rhonda Chapman

If there is one secret of success, it lies in the ability to get the other fellow's point of view and to see things from his angle as well as from your own. The man who can put himself in the place of the other man, who can understand the workings of his mind, need never worry what the future has in store for him." - Henry Ford

Word from the President



Manufacturing divisionalization is essentially complete! Fabcom is now a separate group. Amcron, Crown and Techron have their own complete manufacturing staff which includes manufacturing assembly, QA, production planning and manufacturing engineering.

Congratulations on making this a successful reorganization activity! Three hundred sixty-four people were affected by the divisionalization process. Either their direct supervisors changed or their managerial ladders changed, but no one lost their employment at Crown Int'l over this change. We have kept all our managerial people during this transition which few companies are able to do during a reorganization. This reaffirms both Crown International's commitment to our employees and the employees' commitment to Crown Int'l, even during something as traumatic as reorganization.

The benefits of divisionalization have been great, but it has not been all roses. I want to acknowledge some of the problems that divisionalization has caused. Some increased costs have occurred in production planning as a result of divisionalizing. Additional effort must be made by such areas as Fabcom because they now have three customers instead of one. The purchasing, HR, and accounting departments have four customers instead of one. Requests may or may not be coordinated, and often are not. Departments that serve the whole company have had to adjust to the change of requirements from their now diversified customers.

Three anticipated benefits have occurred from divisionalization. The first is improved responsiveness to the customer and the customer's needs. This is a result of moving greater leadership responsibilities further down the ladder. For instance, the final decision in engineering used to be

made by the senior leader in charge of engineering. Since divisionalization, a middle manager is responsible for that same decision. Information no longer has to work its way through such a deep organizational structure in terms of coordinating what is needed for an individual customer. Before, the decision was made by the President, now the senior leader makes that decision within each division. Before divisionalization there were problems, not major enough to take to the president, which sat unresolved. They are now being resolved by divisional leaders. Marketing people now only have to know their own customers, not all the customers of Crown International. Manufacturing needs to know only those customers its division serves, not all the customers of Crown International. Life is simpler, and problems are easier to spot when they do show up.

The second benefit to divisionalization is improved productivity. This is again a result of a simpler life, less confusion. We can now do fewer things, better. Productivity in terms of units/person has gone up significantly. Amcron has shown a 40% improvement with Crown and Techron achieving a 10-20% improvement depending on the product.

The third benefit of divisionalization is improved financial control for better managerial decisions. This is happening as each division now has its own financial report and can track the specific results of its team's ability to respond to its customers' needs.

A fourth but unanticipated benefit has been that we have had major growth and a flatter organization can respond better to that growth. This is happening as we are seeing major sales increases in all three divisions this year without the need to change or resize the divisional organizations. That has also increased profitability such that it may be possible with careful planning, careful control of expenses, and strong leadership to achieve our corporate profitability goals of 7% after tax. As we continue to achieve this, it will mean strong bonuses for all of us in the short term and produce a long term benefit of a healthy, growing corporation.

While divisionalization allows us to focus and see our teams' efforts more easily, we must remember that we are also a corporate team. Our ability to support one another between divisions can result in significant improvements in the other divisions' productivity. "We're in this together." We are not competing against divisions; we are competing with the outside world. Together we can make it happen for all of us.

Clyde W. Moore

Bangladesh

By Rhonda Gates

Many of you have heard about the tragedies caused by cyclones in Bangladesh. Bob Price, a member of the Amcron Production Team, has been given the opportunity to help the survivors. Bob will be leaving on May 22 to go to Bangladesh and help rebuild a hospital. He will be there for three months. Bob thanks everyone for their financial and prayer support.

HCJB Notes:

Mark and Nancy Sheppard and their three children returned to Liberia on the Ivory Coast. They will represent Baptist Mid Missions to coordinate aid to Liberian refugees who are victims of fighting which continues between rebels and government forces.

The Spanish Ministries division of HCJB in Ecuador needs a computer. Greg Donner will gather employees' pop cans to sell for this cause. Please continue to deposit your cans in the containers provided.

Maurice Paulsen

Eastern Regional Sales Manager

by Jenny Bartlett




"I like to see Crown being an industry leader... to tell the competition: follow us, catch us if you can! That's excitement. To be there with the right product, at the right price, at the right time—it's a challenge." That's how Maurice Paulsen sums up his vision of the Crown sales mission.

Joining Jim Beattie and the rest of the Crown Division sales force seems a logical move for "Mo." Beginning in his teen years as a performer with a popular rock band in the Detroit area, he's been involved in almost every aspect of the professional audio industry. Having left college to tour with a band for a couple of years, he encountered Crown Dealer HSA/Heather Sound in Mishawaka, and worked there for 11 years.

From Heather Sound he moved into repping, first working for other companies and finally buying his own firm several years ago. As owner of AIM Marketing Group based in Ann Arbor, Maurice earned Crown's Rep of the Year honor in 1989.

"I've been in their shoes for a good number of years," he says of the reps and dealers he'll be working with. Mo's experience gives him confidence that he can understand their needs and support them in their work.

Maurice and his wife Ceil enjoy collecting original art, primarily by local artists. Mo has created some artwork of his own in stained glass. And if humor can be considered an art, he is a master of the sly and mischievous genre—and a welcome addition to the team. 

Sherrie Zou

Amcron Operations Coordinator


by Libby Marshall



Sherrie Zou joined the Amcron Division on January 28. She replaces Lauri Chupp who took maternity leave March 8. After her leave Lauri will continue to work part time to support Sherrie as liaison between Amcron customers and Crown Int'l departments in processing international orders.

Sherrie adds expertise in business finance and taxes to assist Amcron Division Manager Bill Goheen with budgeting, forecasting and finan-

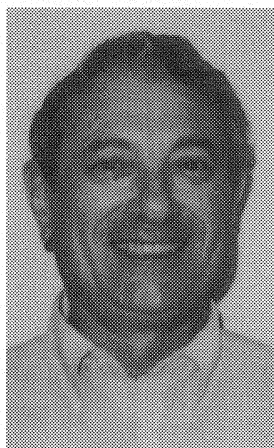
cial information. She has a Master of Business Administration degree from the University of Kentucky and experience with Kentucky Ashland Oil Co., Disonics, and the City of Sunnyville, California. In this position, she handles product inquiries, works with the master schedulers, parts and service, the Amcron Production Team, Lit Room and Shipping to keep Amcron products on schedule and customers happy.

The Zou family, pronounced "zoo" if you are American and "zo" if you are Chinese, moved to Elkhart from California in September 1990. Aaron is a Crown Division engineer. They have twin two-year-old daughters, Rochelle and Sara. 

Tom Brown

HR Development Manager

by Libby Marshall



Tom raised 12 heifers on a farm in Ohio at age 10. He learned the nursery business working in a greenhouse during high school. He sold and serviced candy canteens and managed his own cookware sales business during college. Class chaplain, youth minister, student, secretary, teacher, and trainer add up to Tom Brown's profession. "I'm a generalist," he said, both by choice and by experience.


One of the reasons Tom decided to join Crown Int'l is the opportunity to use it all here. The "street smarts" acquired from some of the above experiences plus teaching at Taylor, Ball State and Indiana Universities, conducting seminars, and developing training programs in continuing education for college and business communities, qualify Tom for Human Resource Development.

In addition to developing and conducting training programs the goal is to coordinate a compre-

hensive program. Using the computer system to track employees' education and degree programs, career pathing will go hand in hand with more one-on-one counseling to discover how to make the most of our human resources.

Plans include reviewing QES and QWG training every three years for all employees and continually training new employees. The Real People seminar will be offered to all employees, and give others opportunity to polish various skills.

Teaching World History and American History, and four years of study for a doctoral dissertation on the History of the Development of the American Economy at Ball State, has convinced Tom of the need for business to play a key role in the education of our people at all age levels.


Tom's wife Marti was a kindergarten teacher until her retirement. Her experiences reinforced Tom's philosophies of education. He prefers to use the word learning rather than "education." He orchestrated the simplicity and complexity—back and forth—of every situation he was in to make it a learning opportunity. He's still learning and we have the opportunity to learn with him. 

Asian Rim Tour *continued*

When asked about the difficulty in conveying technical information to non-English speaking people, Jerry and Dave had this to say. There was difficulty in Japan. The interpreter fluently translated their introductory remarks but was stymied by the technical information. Two other interpreters were called in and one of them, with the help of one of the Japanese technicians who spoke English, was able to successfully complete the seminar.

Data sheets, circuitry descriptions, and the format sent ahead of time for the engineers to review, helped understanding, too. With an overhead projector, Dave taught from the schematics. The numbers and symbols have universal meaning. Actually giving a presentation of this kind with an interpreter has advantages, according to Dave. The pause for translation gives the speaker time to think about what he will say next! Words are more carefully chosen, rather than the "shoot from the hip" comments that occur with an American class.

The seminar attendees hesitated to ask questions. It is a matter of saving face. In Foshan, China, they wrote out their questions. Kenneth Ng, Advance Communication Equipment (ACE) Engineering Manager, read the questions, which Dave then answered, one by one. One hundred and twenty engineers and technicians from Taiwan, Australia, Thailand, Korea, Guam, Indonesia, Malaysia attended the seminars and will soon staff Crown/Amcron service centers in their countries.

Historical Note: Before his death, Clarence Moore (founder of Crown International) called in his management staff, had prayer with them and gave them a rousing encouragement to get ready for China. He said that the doors would open in China, not to typical missionaries, but to business people. He further directed his staff to prepare, select and train business missionaries who would be ready to go into China when the door opened. 

"Crown Is Good Fun!"



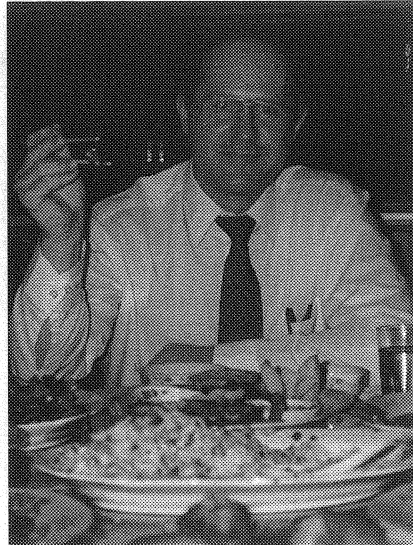
"Crown is good fun!" Peter Christensen, President of Nilesco Europe, once said. Jim Beattie (left) and Bill Goheen (right) congratulated Peter on behalf of Amcron and Crown Divisions at a luncheon in April. They presented him a plaque recognizing his eighteen-year relationship with Crown International. Nilesco Europe represents Amcron primarily in the European Economic Community, selling only Amcron/Crown equipment.

Mr. Hibino Honored



Jerry Stutzman is shown presenting a clock and plaque to Mr. Hiraoki Hibino of the Hibino Corporation in Tokyo, in recognition of fifteen years as Amcron importer through NDC in Irvine, California.

Dave Engstrom Holds...



Dave Engstrom holds a pigeon head, one of the delicacies of this Asian banquet, with his chopsticks. He ate heartily the deep-fried squid, octopus (cuddle fish), and the raw jellyfish tentacles, which slid down easily. But this was too much!

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

Jenny Bartlett

Julie LaFollette

C. J. Hartigan

Dennis Badke

Ron Ray

Cilla Meachem

Reporters:

Kim Laffoon

Art Rowe

Pam Fothergill

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