

How Well do You Know Customer Service?

For Nov./Dec.
we focus on:

Serving My Customers 1992

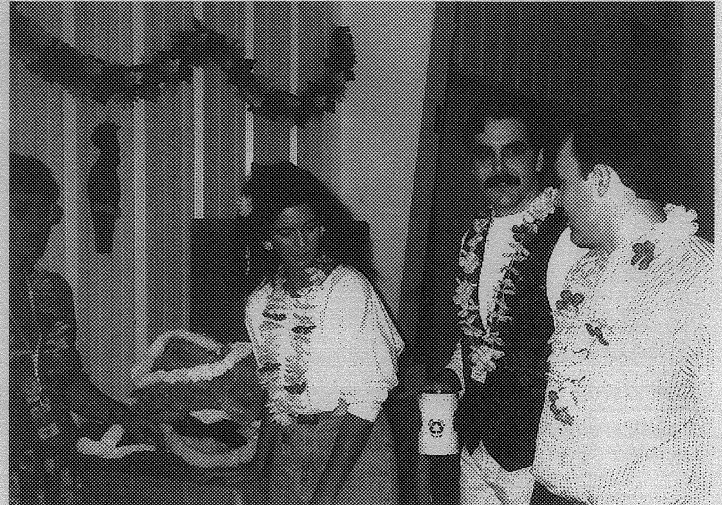


"For who is greater, the one who is at the table or the one who serves? Is it not the one who is at the table? But I am among you as one who serves."

- Luke 22: 27

Customer Service and Shipping Department statistics boggled the minds of the ordinary employees who read those posters throughout the Plant 4 "open house," with pencils and quizzes in hand.

- 26,000 phone calls a year!
- 6500 parts orders taken per year!
- 5200 warranty registration cards processed each year!
- \$1,139,000 shipped in one week—the largest ever!
- 98% of all parts orders are shipped from the Parts Department within 24 hours of receipt!
- 7 technicians serviced 4297 units last year.
- Parts orders come from every part of the globe!
- The Technical Service Department handles one sales call for every service call received!
- 8 service manuals were published by Technical Service in 1992!
- After obsolescence the Parts Department supports a product for 7 years!



Geneva Miller (left) greeted all visitors to the Customer Service Open House with "Aloha," a smile and a lei. Deb Ryman and David Grant, Parts Department, and Jim Cauley, Tech Service, line up for refreshments.

The three entities which make up the Customer Service Department are profit centers in their own right, generating from \$454,000 a year for Factory Service to thousands of dollars for the Parts Department orders.

For all the answers to the daily quizzes, see **Lance Ponder** or the editor.



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Serving My Customers - 1992

See pages 2 and 3 for examples from pleased customers.

Among the wide range of employees with whom I work, I daily experience instances when individuals make special efforts to serve their customers. I appreciate how supportive everyone is of each other and especially their support of me. I believe our corporate culture attracts individuals who truly enjoy and value people and to whom "special efforts to serve customers" are a way of life.

- Tim Bock

Serving My Customers - 1992

These salutes to employees, who made special efforts to serve their customers during 1992, came from co-workers and supervisors, who made special efforts to submit the stories.,

Individualized Microphone Service

Mark Chapman, Microphone Technical Service

Mark worked with several customers to meet their specific microphone needs. Mark and **Bruce Bartlett** came up with a PZM® mic technique for an accordion player, a specially tuned SASS®-PMKII microphone for a recording engineer, a PZM ceiling array for a sound contractor, a custom circuit for a sound installer, and many more inventions. It makes customers happy they chose Crown!

Writers Recognized and Affirmed

Julie LaFollette and Dave Menges, Techron Technical Publications

Techron technical publications' TEF® writers recently joined the rest of the TEF team and assisted at the AES exhibit in San Francisco, October 1 through 4. For Dave and Julie, it was not only an opportunity to make contact with the human aspect of the product, it provided valuable information regarding the product interface design as well as some user feedback about the Sound Lab manual.

Russ Berger, well-known sound contractor from Dallas, Texas, happened by the TEF exhibit. A generous and personable fellow, Russ burst into smiles as Dave introduced Julie and noted her work on the Sound Lab manual. Russ praised her work and said he actually tried, but couldn't find anything to complain about it—even after his wife, an accomplished proofreader, checked it out. He believed that the information was succinct, easily usable, contained a good index and did the job!

Bob Rogers, of Altec Lansing, amused Julie with a chivalrous smooch on her hand when he met her. Techron had just finished a joint venture with Altec in creating AcoustEQ software. AcoustEQ™ performs equalizations of rooms and systems using Altec's new precision parametric equalizer. TEF technical publications originated and produced marketing communications for the show, representing the joint venture.



*Mark personalized this Nylint Steel Classic delivery truck with Crown insignia on doors, bumpers and mud flaps. It highlighted the CP'93 Advance display in September. With calculator in hand, **Libby Marshall** answered the Customer Service Quiz with some educated guesses. They were good enough to win the truck, which was presented by **Dale Kauffman** at Plant 4 assembly during open house week, October 5-9.*

Dave Menges, Julie LaFollette and Jim Bumgardner stopped the show when they walked into the demonstration room of a large and famous speaker manufacturer. The design engineer running the demo saw the TEF logo on their shirts and stuck his finger in the air with a look of recognition on his face. He reached into his pocket, handed each of them his business card. He said he'd been looking for them. He needed a TEF and Speaker Test software, and would be sending a purchase order that same week. When the TEF team left the demo room, they looked aghast at one another. "Did you talk to him before the show?" they asked each other. No one had. He bought the TEF when he saw from their shirts they were the representatives he was looking for.

Transmitter Built in Record Time

Jane Bontrager, Cheryl Deak, George Fridley, Andy Jacobs, Marc Miller, Don Pettifor, and Supervisor Keith Schoolman, Techron RF Assembly

An AM transmitter was needed in short order to meet the need of a station going on the air in a new location in Newark, New Jersey. Techron was building the

transmitter for Omnitronix which had to deliver the unit within the time of the FCC construction permit.

The entire group worked long hours to get the transmitter built and shipped on time. The customer was pleased with the efforts to meet the schedule. The transmitter went on the air without problems.

Writer Generates Opportunities

J.C. Utter, Assistant Technical Publisher, Crown Division

J.C. talks with many customers about their microphone needs to gather material for the Crown newsletters. He relays these ideas to **Bruce Bartlett**, Microphone Engineer. Some may become future products. He also finds good contacts in the industry for microphone field tests. J.C.'s efforts help Crown's business!

Rush Mail!

Sherry Hochstetler, Jackie Gibson, Tammy Putz, C.J. Wenger, Steve Haarer-Thies, Dan Wolgemuth

During the week of October 12th, this team

printed and applied address labels and postage and mailed 21,000 letters from our president to area businesses regarding increased government regulations. Their attitude was, "Let's see how fast and efficiently we can accomplish this." They did it right and seemed to enjoy the challenge.

Before the Mail Room team went into action, **Mary Ihnken**, Purchasing Secretary, secured quotes, ordered and delivered letterhead stationery and envelopes to the president's office in three days' time.

Automatic Test System Installed

Ed Revak, Techron Test Engineering Supervisor

Ed's vision for automated test benches preceded Amcron as a division, but Amcron committed to (1) elevate the process and (2) reduce variability in the test process. Ed wrote the initial definition and the first software. Amcron Manufacturing Engineer **Rod Steffen** is working on phasing the closed loop, automatic test system into production.

This is a future story on its own. Here we will just say this equipment improves throughput and quality by reducing variability in the test process. It allows technicians to spend more time on process improvement, and less time performing repetitive type testing. Ed's persistence in vocalizing the need for this type of testing broke the paradigm that each amp required custom "tweeking" to optimize its performance. The new test sequences will be performed without any interpretation of test results required by the operator.

A record month for blueprints!

Rox Ann Rombke, Document Control Specialist, Administrative Resources

Rox Ann reproduced 4,896 blueprints in October, the most ever recorded in one month. At two minutes per blueprint, it took over four 40-hour weeks to distribute blueprints for all new and current products. Blueprints must be done for all new projects as well as changes made by sustaining engineers in current products.

Amcron continues to exceed production records.

Marlin Brown, Technician

In four days during the week of October 12th, Marlin processed a record 222 amps through his tech bench to keep the prep-

packers packing.

Mark Schwing, Amcron Prep-packer

On October 20th he packed 12 MA5000VZ™ amps weighing more than 80 pounds each, and eight MacroReference™ amps weighing more than 65 pounds each. They were ready for shipping on time.

Bob Price, Mitch Hooten and Wes Wade, Amcron Prep-packers

At 11:30 am on Thursday, September 17th, they were asked to pack 50 PowerTech™ amps by the end of their day at 3:30 PM. No overtime allowed. They did it because, "That's the kind of guys we are—always trying to do the job better than before."

While the following do not represent just one particular instance of effort in each case, they are noted because they have been on-going.

Bill of Material Audit

Marcia Gall, Document Control Specialist, Administrative Resources

Marcia contributes to new products in a different way. Her main responsibility is to create a Bill of Material which itemizes the parts which go into new product. Once the product hits the floor in a pilot batch, Marcia audits the assembly of the product on the line to make sure the BOM accurately reflects the parts used. Recently Marcia helped audit the MA5000VZ and the through-hole chassis changes—a job well done!

Some call him "McGyver!"

Tom Hornblower, Board Room and Waste Pre-Treatment Specialist

Tom daily makes special efforts to serve his customers. He is our "Right Arm," ready to volunteer and cheerfully accomplish what needs to be done, well beyond his job description. Some of the roles Tom fulfills for us are troubleshooter, chemist, hazardous material handler, process expert, trainer, repairman and supporter. Rather than stretching out the workload of his primary duties, Tom stretches himself to learn more about how EVERYTHING works, how to make it better, and how he can further serve his customers. Thanks Tom! (from T. Bock, L. Wynn, D. Lutz, C. Hunter, HCJB and D. Stuber)

Call Trade

Debbie Ryman, Customer Service Parts Department

Customers who know that they can rely on someone will continue to be customers, over and over again. Debbie continually exhibits that extra effort in serving all customers each and every day. Her telephone interface with customers engenders such trust that these same customers will regularly call her back, knowing that each request for parts will be taken care of immediately.

Transistors Test QA and Incoming Inspection

"Transistor Sisters" **Mabel Healey, Mary Ellen Florea, and Diane Gramenz** make extra effort to cycle test and process enough transistors for manufacturing. During some difficult times, it has not been easy to come up with good transistors to meet production demands.

Work Orders Completed On Time

Pamela Burkey, Karen Foster, Treva Kauffman, Rena LaBeau, Christine Lawrence, Norma Miller, Carrie Richards, Theresa Rorie, Jan Slabaugh, April Wyatt

The Wire Prep Department averaged 95% of work orders completed on time the past quarter. They have had several weeks at 100%. The department prepares all production wiring and cables for assembly.

The Employee Committee

Kathleen Stout, Julie Gushwa, Kevin Gring, Keith Schoolman, Rena LaBeau, Bill Lawrence, Ray Perry.

They serve the employees, try to please everyone (impossible task) and always look for new and better ways of service. From overseeing the vending machine operations to organizing carry-ins, shopping trips and the company picnic, this group is there for us.

This is by no means complete. We will continue to publish "Pats on the Back" as they come to us. Just let us know the when, where, who, how and why of a particular example of extra effort to serve a customer, and we will make this a regular feature of the CROWN CRIER.



Mix Magazine Marks Outstanding Products

In a recent survey of audio contractors (Sound and Communications, July 28, 1992) Crown is ranked in the total industry as:

#2 Most Reliable Brands (#1 TOA)

#2 Best Value (#1 TOA)

#3 Top Selling Lines (#1 JBL, #2 TOA)

#3 Manufacturers with Best Relations (#1 TOA; #2 JBL)

(TOA is about 5 times larger than Crown and JBL is about 2 1/2 times larger.)

Crown Team IQ Results in Powerful School

Dennis Badke, Clay Barclay, Sheryl Gingerich, David Harris, Mike Pappas, Verne Searer, Jim Stembel, J.C. Utter, Sandi Walters

The dates were September 23-26 and the place was the South Bend Century Center. This was an expanded IQ school which included an optional IQ certification program to qualify IQ System® installers. The school trained sound consultants and contractors on how to spec and install the IQ System 2000.

Sandi Walters scheduled the Century Center and speakers, planned and mailed the registration flyers, and registered about 50 people. Arranging transportation, meals and creature comforts for everyone earned her "most valuable person status." She even graded daily exams. She worked 12-hour days and enjoyed meeting many new people.

The technical publishers put together a two-inch thick, three-ring notebook about the IQ System, the software, multiplexers, P.I.P.s, owners' manuals and spec sheets. The graphics, mostly computer drawn from scratch, so to speak, are exceptionally clear, detailed and accurate—a story in themselves.

David Harris taught part of the last IQ school. To make his presentations even clearer he used video projection to reproduce graphics on a large screen at the front of the classes. Another story! With the help of laptop computers, **Jim Stembel**, **Mike Pappas** and **J.C. Utter** set up 15 IQ Systems so that each participant had a system including an IQ interface, an MPX-6™, an SMX-6™, and a Com-Tech®200 or 400 amplifier with an IQ P.I.P.


One hitch in the scheduling was the fact that the AES Show was October 1 through 4. Getting products, hand-out literature and the booth ready

is always a mammoth undertaking. They prepared the AES display booth, a demonstration suite and a "future" suite which allowed for private discussions regarding IQ licensing and future product planning.

While the marketing people scurried around helping customers around the country, they were deciding on how to make the biggest splash at AES. In-house they worked out logistics in the assembly area, and packed equipment every free minute.

J.C. ended up teaching the last day of the certification class. He also formulated the 14-page exam of essay questions, matching, diagramming and "Cool or Bogus?" statements. **Clay Barclay**, **IQ Product Development Manager**, interviewed each person after they completed their tests, to determine if they were qualified to spec and install IQ systems.

The final detail, done to perfection, was the certificate presented to each newly qualified consultant. Typical of the "tricks" publishers develop, the certificate, printed on the laser printer, was run through the printer again without printing, with a small piece of gold foil taped with tiny pieces of tape to the seal. The heat of the printer fused the foil to the seal on the certificate. Sheryl Gingerich produced these "laser embossed" works of art.

One mystery remains. Three pieces of gold foil disappeared inside the printer, never to return. A complete dismantling of the printer by the serviceman failed to uncover the missing pieces. Were they consumed? 



Market presence is established with nomination for Outstanding Technical Achievement. MIX magazine asked the question, "What product do you think of when...?" Crown position is up 10% since 1989-90.

Disney World's IQ

installation is at 40 events and counting. How far can you boost the capacity, **Dennis Badke**? They have to keep those parades flowing smoothly!

First Ever Use of Fiber Optics With IQ!

Clay Barclay and Jim Stembel, Dennis Badke and Verne Searer have pulled off another coup with the IQ System 2000. The current Neil Diamond tour now features the first-ever use of a fiber optic network with the Crown IQ System.

It was decided that a fiber optic network would cut the potential for interference and allow use of longer lines without loss of data.

Installation of the fiber optic interface was performed by **Sam Helms** of Sigmat Corp., and Maryland Sound Industries (MSI). In consultation with **Stanley R. Miller** of Sound Manufacturing, Inc., Los Angeles, Helms and MSI linked the output of the IQ System interface via fiber optics to the P.I.P.-IQ modules on the Crown Macro-Tech amplifiers used for the tour.

(reprinted from IQ Network, Summer 1992)



Customer Comments

Dear Dale [Kauffman],

Reliable Music is a warranty service center for over 30 brands....The last time I was on the phone fighting for some semblance of fairness, it occurred to me that I'd never, ever had this sort of conversation with Crown. I mentioned this to your competitor's customer service manager who was on the other end of the line, and his reply was, "Yeah, but that's Crown!" ...As I hung up, having had my simple request refused, I thought about what that meant. Apparently, your competition considers your level of service an unreasonable, unattainable standard that they can't possibly match...they just don't get it.

And I'm giving up trying to tell them. I'll tell you instead what your fairness and support buys you; when a potential customer walks in my shop to ask my opinion on what type of amp he should buy, I answer without hesitation "Crown." If someone asks me how Crown amps are from a service standpoint, I tell them quite honestly they rarely break, and if they do, the customer will be

taken care of. Quickly. At no charge. To their satisfaction. I'm confident about that, just as I'm confident a new Crown product will work well, that I'll be able to get parts and service manuals for it, and that if it can't be repaired, you'll replace it.

What I'm trying to say is that my shop has your unqualified support, and customers know it, which is only one reason we sell so much Crown. If every company I dealt with understood this, my life would be much simpler, but no one else shows signs of getting it so totally, completely right. My loss, your gain, I guess.

Thanks, guys.

Steve Stoeckel, Service Manager,

Reliable Music

Charlotte, North Carolina



Congratulations!

Justin Edward Griesinger was born to Cheryl (HR) and Ed (Fab), October 29.



Fawn Grows Fonder

Four-year-old **Auna Badke** feeds Blitzen, the fawn **Dennis** was given to raise until it could fend for itself in the wild. The trouble is, Blitzen grows tamer even as he grows bigger every day. He comes when they call his name, he frolics with their geese and llama, and he licks his human family affectionately on their cheeks just like a pet. Dennis has applied for a permit to keep him on their farm north of Bristol.

How the CROWN CRIER Comes Together

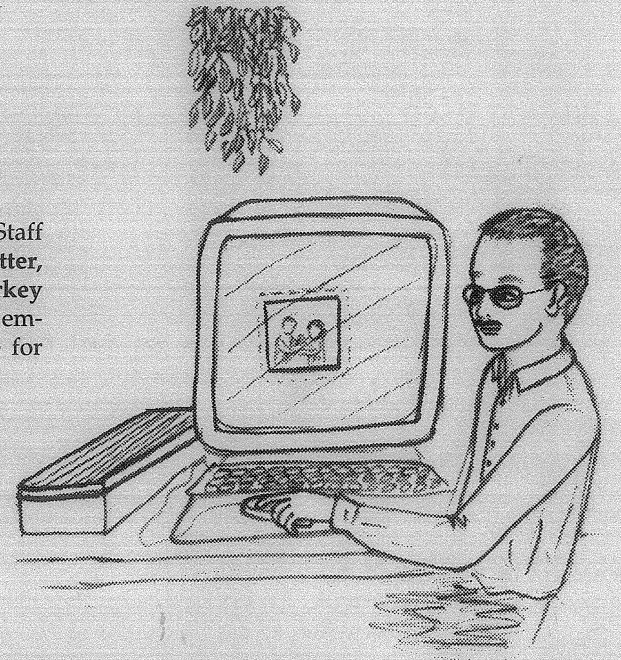
The Masthead on the back page of all CROWN CRIERs says, "The CROWN CRIER is the bi-monthly newsletter for Crown International employees." It begins and ends with employees, their news and accomplishments.

"Its purpose is to be informative, inspirational and entertaining." We aim to do that with corporate and departmental information, employee profiles and news items, glimpses into the marketplace and sharing humorous and inspired writings.



1. **Beryl Moore** is the publisher. She works with Editor **Libby Marshall** to ensure that the objectives of the publication are met and that corporate principles are supported. She makes sure they have staff and resources. They select a focus or theme for each issue.

2. **Libby** coordinates a staff meeting to plan the content for each issue. Staff members **Dave McLaughlin**, **Bruce Bartlett**, **David Harris**, **J.C. Utter**, **Sharla Miller**, **Jim Bontrager**, **Julie LaFollette**, and reporter **Pam Burkey** volunteer for writing/news gathering assignments or suggest other employees who are then asked to contribute. They set a target date for distribution and a production schedule.



3. Taking candid pictures and gathering information for stories is on-going. All film has to be developed so **Jim Bontrager** can scan and improve photos selected by the editor into his Techron computer system in time to coincide with the graphic layout of text and photos by **Sharla Miller** in Human Resources. He transfers the photos over the TOPS network to Sharla.

9. We then read it yet again, enjoy our handiwork, cringe at any imperfections, take a deep breath, then start planning the next issue.

8. **Stockroom** takes the newsletter to the Lit Room where **Sherry Hochstetler** counts out and distributes copies to all employees. The editor prints mailing labels for copies which Sherry mails to Corporate friends and retirees who request it. All sales representatives and Board of Directors also receive copies.



Drawings by Vera Leinbach

4. **Libby** and staff interview people, write articles and ask for contributions from other employees. **Libby** edits and types all copy with a word processor. She then does a suggested layout to see how pieces and photos might fit together. **Ron Ray** reviews all copy, as the copy editor, and **Libby** revises accordingly.

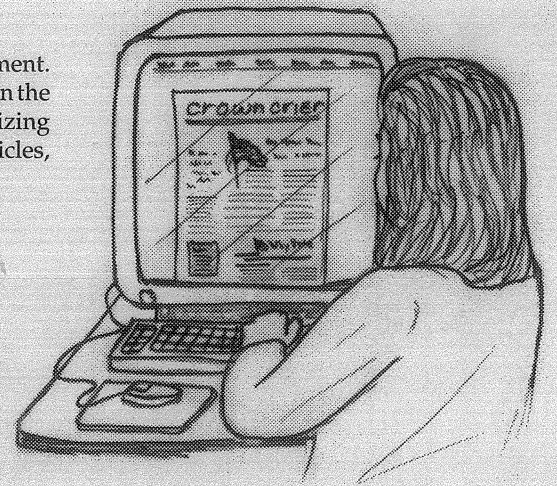
7. **Cilla Meachem** proofreads the final draft. The editor makes final changes/corrections and gives them to Sharla, who corrects the computer file and prints an original copy. She transfers the file over the TOPS network to **David Harris** or **J.C. Utter** in Crown Publications. They transfer the file to digital tape.

The tape and original copy are picked up or delivered to Dec-o-Art Graphics where a linotronic process is used to produce six 11 X 17" negative films from the tape. There are two 8 1/2 X 11" pages on each film.

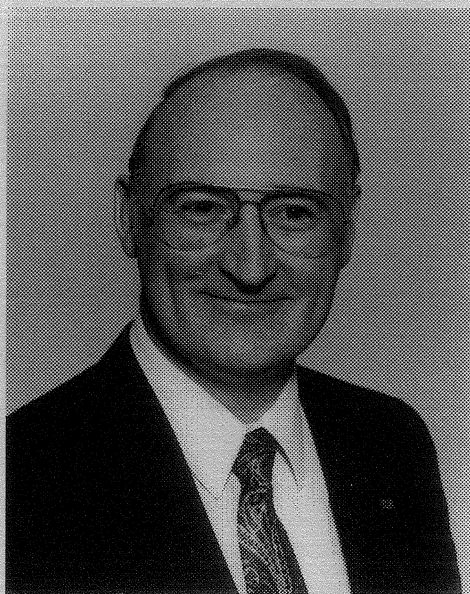
The films are then taken to the Graphics Group for printing, which takes three to ten days usually. They deliver printed copies to the Crown Int'l Stockroom.

5. All files are transfered to **Sharla Miller** in the Human Resources Department. Sharla pulls graphics and copy together into the PageMaker master format on the Corporate Mac. This takes a great deal of arranging and re-arranging, sizing photos, and putting in details such as the little hand that ends all articles, boldfacing names, placing headlines and wrapping text around photos.

6. Sharla prints out a review copy which is then copied and given to all the staff to review and proofread. They suggest changes in copy and graphics layout and return their suggestions to the editor. The editor then considers each suggestion and incorporates all changes into the master review copy. Sharla then makes all changes and corrections and prints a final draft.



Word from the President



In 1993, I want to continue our focus on "Serving My Customer." What we started in '92, I want to establish in '93.

We are committed to quality because we care about our customers, yet it is estimated that our failure to meet our customer needs, or the Price Of Non-Conformance, is costing us at least \$5,000,000/year. I want to document a reduction of PONC by \$1,000,000 in 1993.

Last year we did initial work but this year I want


every department, every division to know who their customers and suppliers are. I want us to develop an appreciation for both our customers and suppliers so that we can have a team that works together.

We can find a way to display our actual quality at all significant customer interfaces. This means that each division, department, group and person must define, document and display the following:

- Who are my customers?
- What are my customer's needs?
- How does meeting, or failing to meet those needs affects my customers?
- Develop measurements that show my performance in meeting my customer needs.

Charles W. Holland said, "Finally, a truly successful quality improvement effort is company wide, permeating every department within an organization including [sales,] marketing, R & D, and financial planning."

How will you and your department take action to make this happen? Look at your department, make suggestions to your supervisor (preferably written) on what changes are necessary for you to "Serve Your Customer" in 1993 and beyond.

Our reputation in the industry is one of quality and service. Because we really do care, let's find ways to improve how we care and how we serve. Remember a customer does not feel cared for until they believe their needs are met! 

Clyde W. Moore


From Mendez to Youngworth

John Mendez (Board Room) changed his last name to **Youngworth**, which was John's birth name. His parents, **Virginia** (Paint Line) and **C. Patrick Youngworth** remarried after 23 years. Mendez was the name of John's stepfather, now deceased, who adopted him as a child.



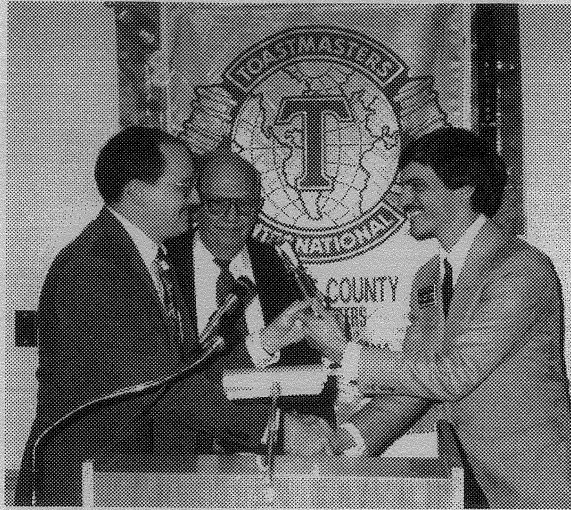
Emergency Response Rehearsed



It was September 19th. Outside of Elkhart General Hospital, Emergency Response (ER) personnel taped a (real) broken bone to stick out of **Sue Ramsby's** arm. **Tim Bock** had an open stomach wound. Both were splattered with blood. (All simulated!) Rescue workers knew Tim had to be put on a bed and taken to surgery inside the hospital. Sue was put in a wheelchair, wheeled inside and asked for her name and address. **Michele and John Youngworth** were treated for similar wounds. They and about 50 others spent three to four hours in this exercise so that emergency personnel will be ready to help us in the event of a community disaster. 

Tim, Crown Int'l Environmental and Safety Coordinator, presented certificates of appreciation to Sue Ramsby and Michele and John Youngworth (not pictured) during an assembly in September.

"Say What You Mean!"



Ben Dorsey receives the Toastmasters' Division A trophy from Michael Muzycka for the best humorous speech at the local area contest September 25. Elkhart County's thirty-five year, Toastmaster of the evening, Wilmer McLaughlin, looks on.

Ben Dorsey spoke his way to first place in the Toastmasters District 11 humorous speech contest, held during their fall conference in Indianapolis, October 24. Exploring the language we use, Ben remembered the time in Italy when he asked a lady if he could speak to her husband. She gave him a pencil instead then slammed the door in his face. It seems the Italian words for husband (marito) and pencil (matita) sound too much alike!

From miscommunication to stylish communication—he ended with a “rap”—Ben looked at the many ways we can say things and how they can be interpreted, or misinterpreted. Ben will compete again in Peoria, Illinois, at the regional level in June.

Ben and Julie LaFollette received recognition and a plaque for editing and designing “The Club Bulletin of the Year,” The Crowning Achiever. This was one of the top five awards given at the conference.

Bob Sproston, Crowning Achievers President, traveled with Ben. He received a ribbon for “Select Distinguished Club” for meeting certain criteria toward “Distinguished Club” status. He also received a Governor’s 20 Club ribbon for maintaining at least 20 members and he received an officer’s pin for recruiting at least three new members.

Roger Meachem was thanked with a commemorative key chain for his service as Area Governor last year. Also honored were Laveta Randall and Rhonda Chapman, who achieved Competent Toastmaster (CTM) designation, and Bob Sproston and Roger Meachem who both achieved Able Toastmaster (ATM) distinction.

Ebenezer and us

by Dave McLaughlin

Whoops!

Dave Hayden, Amcron Tech, looked for the first Christmas Banquet Committee luncheon meeting October 27th. He found the Crown mic line luncheon. He ate there before he realized he was in the wrong place. With red face, he excused himself and joined the committee for the right lunch. Both groups enjoyed his presence!

Ebenezer Scrooge had Christmas pretty well figured out as an inefficient, disruptive break in his austere, practiced routine. In the story, it took a collection of ghosts and a cold rush of reality to reset his sense of what ought to have been important to him.

When the ghosts had gone, Ebenezer had not changed physically or mentally, but spiritually he had been forced to face the reality that he was putting all of his considerable resources into short-term enterprises with a miserable payback.

We might sometimes be doing the same things, and the end of the year offers a good chance to do a little reforming before the chains start wrecking our sleep at midnight. How do we start?

First, quit worrying about the commercialization (often described as “overcommercialization”, a redundancy in this case), of Christmas. All the business done during November and December allows a lot of us to take home paychecks we otherwise would not. When you see an expensive video game system, or a pair of expensively worn out blue jeans travelling out the mall entrance, consider the chain of people who designed, built, shipped, and sold it. All the advertising and color and noise and other overdone efforts to keep us in a buying mood are ours to notice or ignore. The reactions and attitudes come from us.

Don’t oversentimentalize the month between Thanksgiving and Christmas. The time can be fun and busy, but the days aren’t much different from the rest of the year. Enjoy your family, your friends, and the special pageants but don’t miss the opportunity to look for people who feel depressed during these weeks. The Salvation Army can help out if you need suggestions.

When Thanksgiving and Christmas make you feel good and generous toward other people, save some of that for the rest of the year. Put your energy into enjoying your family and friends all the time. They need it and so do you. What’s the difference between cheerful, snowy, musical December and cold, bleak January? Since the sales now begin in early November, it’s out for our attitudes.

And finally, the celebration of Jesus’ birth can obscure the more illuminating reality of his life. He was not born around what we call Christmas because it was a good time to celebrate. He was born to offer solutions to problems that would not go away without him. And that offer of help is one more thing for us to use a long time after the needles have fallen onto the carpet and the batteries have all run down.

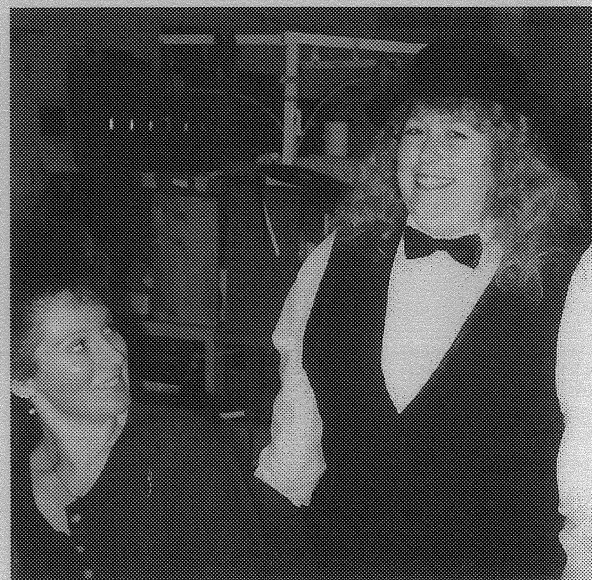
Spirit Week Style - October 26 - 30



Julie Gushwa appeared in "come-as-you-are" attire for the typical mother. We could tell that was Jan Slabaugh, even with the stocking mask and baseball uniform. Rena LaBeau (on left) presented the Employee Committee awards: scariest - Phantom of the Opera; most original - Ross Perot (not pictured) and Abe Lincoln, shot — Andy Newman; funniest - Julie Gushwa, the mother.



Sylvia Cannell is the bunny who had to go back to work before we caught her full costume.



Cheryl Glanders gives a winning smile to Deb Selner, dressed in a classic Derby on "Hat Day."



Who will forget the fainting Christine (C.J. Wenger) when the phantom removed his (Her—Bobbie Roll) mask after playing the song on the piano?



Tammy Perry (Modules Night Shift) sashayed in without Rhett Butler, but looked beautiful in a Scarlet-style gown.



Bob Price caught the spirit and bugged us with beeps from his air horn all day!



Milestones

Recognizing Employees With Over 20 Years of Service

by Libby Marshall

"I can't believe how it's changed," Shirley Searer remarked as she thought about when it all began. She started working at Crown International December 20, 1970. "It was a small family then—about 60 people—and we knew every employee, his or her spouse and children."

The fire stands out in memory. "It was a disaster," said Shirley, "but it turned out to be a blessing in disguise." Shirley and her husband Verne had taken a vacation day before the fire. Friends and former neighbors from Purdue came to visit. They were just sitting down to Thanksgiving dinner when Verne's brother called to say, "Verne, do you know Crown's on fire?" Verne ran out, leaving the turkey on the table. The friend took Shirley to Crown. When she saw the burning building panic set in. "I saw my husband running in and out of the building with Max Scholfield handing file drawers out of the office window. A fireman on the roof shouted to Verne and Max to get out, the roof was going to collapse. Verne said, "You do your job and I'll do mine. The roof is not going to collapse—you are standing on it!"

"I thought," said Shirley, "Where are we going to get food next week? We were just out of college, living hand to mouth with no financial support. But Crown Int'l never missed a pay check! We sifted through the stuff and found test units in Engineering. I spent the next three weeks washing units in my dishwasher and drying them in my oven."

Shirley's first job at Crown Int'l was as a secretary. She worked mostly with Dave McLaughlin and typed his book, The DC300 and a Cloud of Smoke. They shared a swimming pool, actually a 55 gallon drum, which caught the water from the leak in the roof. "That corner of the building was so water-logged, it didn't burn in the fire," Shirley pointed out.

"A lot of people wore a lot of hats back then," according to Shirley. She inherited her present job of assembling accessory products from Lois Klem, who passed away. They worked on tape recorder accessories in the '70s. Now Shirley makes PIP



Shirley Searer

(Programmable Input Processor) cards and sometimes assembles service kits.

She was involved in pilot programs for Manager Steve Peer in the mid-70s to produce modules in-house and to try a flex-time approach for employees. Modules were assembled by homeworkers in those days.

Shirley's time outside of Crown Int'l is spent chauffeuring sons Wes and Blake to sports practices and games six days a week. Former BMX champions, they are now competing in football and basketball for Elkhart Memorial and West Side Junior High, respectively.

It's easy to believe Shirley when she says, "I like Fridays!" Her Friday hours at Crown Int'l allow her to leave at 10:00 am and from then until 3:00 PM, when the boys come home from school, she can do what she wants, when she wants, and if she wants.

Verne and Shirley value their 40 minute lunch periods because they can talk with no phone calls or interruptions from kids during this "premium time." She looks forward to retirement when she can do just the things she doesn't have time to do now. But from being BMX pit crew to chauffeuring, Shirley and Verne enjoy a full and fun life.



Power Products Promotion

Roger Sunday assumed the position of Techron Power Products, Product Line Manager (PLM) November 9. He is responsible for all of the functions of PLM and Applications Engineering Supervision. Roger will report to Larry Stevens, Power Products Marketing Manager, to work out the form, fit and function of the product line.



Janet Livengood Achieves Certificate

Janet Livengood, Techorn TEF Sales Secretary, completed four courses to earn an Administrative Assistant's Certificate at I.U.S.B. in November. Since September of 1991 she has studied Management and the Administrative Assistant, Business Writing and Grammar ("The hardest!" says Janet.), Person to Person Communication and Office Systems.

Infect Each Other

Humor is contagious. There's no way to vaccinate against it. Ann Raber of Menonite Mutual Aid talked to our bosses and their support staff (the ASC group) October 9, about the kind of humor that aids wellness and wholeness in the workplace—and every place. It promotes health, productivity and communication. Avoid "hardening of the attitudes" (Geo. Burns). "She/he who laughs, lasts."



Shown in the picture are (left to right) Geneva Miller, Don Peterson, Terry Frick, Dale Kauffman, David Grant, Deb Ryman and Ann Raber.

Good Humor Checkup:

Have you laughed out loud at least once today? (*15 is the recommended daily allowance*)

Can you see the absurd and ridiculous in everyday happenings? (*Pretend you are Candid Camera!*)

Do animals and pets like you? Is it mutual? (*Animals seem to know when a person is open to them.*)

Can you share a good time with a little child, and both of you have a good time? (*Being able to talk with a child is a gift.*)

Are you sometimes unpredictable; do you do the unexpected? (*Always doing the routine thing gets boring...*)

Do you play some of each day? (*If you don't remember how, find a child and have him/her give you lessons.*)



CROWN CRIER

The Crown Crier is the bi-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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A New Season for Brahma Nand

"Listen! The wind is rising, and the air is wild with leaves. We have had our summer evenings; now for October eves!"

Brahma Nand collects sayings such as this one, which was significant since he retired from Crown Int'l October 4th. He traveled with his wife, Sarojani, to Tacoma, Washington to live near his daughter and son and their families.

Brahma, who was recognized for ten years of employment at his retirement, was the group leader for the deburring team in Fab. He steered them to quality by achieving the level of "zero defects" or close to it for over a year. He set a standard of excellence which can be followed. He laughed at his nicknames, "Mama Brahma" and "slave driver," and admitted he doesn't like laziness.

A native of Suva, in the Fiji Islands, Brahma has shared stories of vacation trips to Fiji, Hawaii, and Colorado to visit his five children. Fabcom co-workers hosted retirement parties for Brahma September 29th and 30th to wish him Godspeed in his new life.



Sarojani and Brahma Nand

"Be at war with your vices, at peace with your neighbors, and let every year find you a better man."

