

# CROWN CRIER

Since 1971

Crown International, Inc. Employee Newsletter

August/September 1994

## Kanban System a Success for the Heatsink Area

by Beryl Loomis

*"Kanban" is the Japanese term for the signal used by manufacturing departments to show that parts are needed. The signal might be a card, an empty box, a FAX or any agreed upon sign that action is needed.*

*(Merriam Webster's Collegiate Dictionary, Tenth Edition)*

The concept is simple. Where to start was the question. Fabcom's heat sink production team in Plant 3 was the answer.

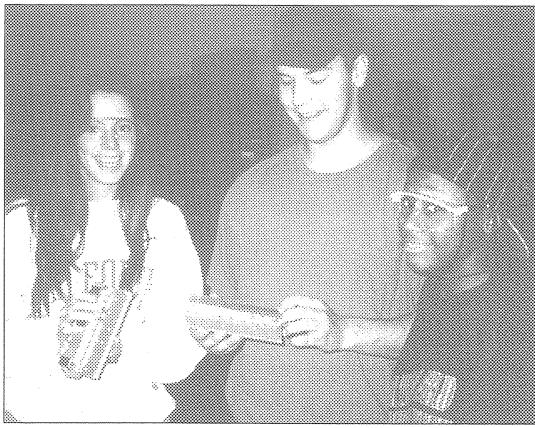
In May, the Fab Department under the leadership of Steve Peer and Paul Barna, consulted with Terry Frick to evaluate and set up the heat sink area to use a kanban system. They chose heat sink manufacturing for this pilot project because only four work centers are involved:

- (1) Steve Butz and the Amada numerically controlled (NC) punch press
- (2) the deburring machine
- (3) heat sink assembly
- (4) the amplifier production Lines 1, 2, 3, 4 and 10A.

The heat sink kanban process is simple, but requires discipline on the part of all employees. By calculating workable batch sizes, MRP system planner Kay Haas helped them get off to a good start.

It works like this:

- Twenty-six plastic boxes, about 15" X 20", hold 66 aluminum heat sinks each. The contents and quantity of each box are clearly labeled.



L to R: Cecilia Price, Aaron Smith, Jacklin Beard.

- Two containers are placed at each production line in Plant 2A.
- Ten containers remain in a marked Raw-In-Process (RIP) area in Plant 2A.
- Ten containers are placed in another marked area in Fab's heat sink area in Plant 3.

As production lines use heat sinks, they place the emptied boxes in the RIP area where Jim Mack or John Swald pick up and deliver them back to the heat sink assembly area. The first kanban, empty boxes from the lines, signals the heat sink assembly team that more heat sinks should be made.

The second kanban is a card which the heat sink assembly team gives to Steve Butz in the Amada area when a box of heat sink base plates has been used. Steve hangs the kanban cards on a multi colored board in the Amada area in Plant 3. When eight to ten cards are displayed, he sets up production of more plates. Steve refills the boxes with 132 base plates and places them

on pallets. Duwayne Cole then does the deburring. The smoothed plates are then boxed for the heat sink team to use.

The heat sink team includes Aaron Smith, Yulonda Dickson, Cecilia Price, Dolly Fulmer, Phyllis DeJaegher, Willy Hamm and John Swald. They assemble and process the heat sinks. The finished heat sinks go into boxes for delivery to production lines in Plant 2A.

The kanban system has accomplished two things for the heatsink area:

- (1) They are building what is needed now, not just what is forecasted for some future date.
- (2) Work-In-Process (WIP) inventory has been cut in half, saving money and inventory storage space.

The heat sink team likes to know how much needs produced at all times. They no longer have to wait for work orders from the MRP system, which were frequently late and then required rush action. It is now easier for them to schedule their work. They accepted the responsibility and made this pilot project a success.

The department will continue to be a model for more kanban to come. The kanban system for copper heat sinks is beginning with an outside supplier who does plating. Some microphone parts glued and baked by the heat sink team are also being organized into a kanban system. Terry Frick predicts that by the end of September all parts being produced by the heat sink team will be on a kanban system! ☺



Ken and Anita Jones

hands molding a pot on a potter's wheel. Ken and Anita Jones from the Faith Christian Center in South Bend help rebuild broken lives. They are codirectors of The Potter's House, where men and women reeling from drug and alcohol induced chaos in their lives commit themselves to change. Ken says, "It is a healing and deliverance ministry, focused on the whole man, spirit, soul and body."

Ken changed his life from the point when he thought of ending it because

## The Potter's House

by Libby Marshall

The word "potter" brings to mind a picture of a person with clay covered

drugs and alcohol were controlling him. He found strength in carrying the twelve-step program further by ministering to others as a counselor and mental health therapist. Now he wants others to know, "It is only through the divine power of God that anyone can be freed from the bondages of sin and satan." *So if the son sets you free, you will be free indeed.* John 8:36

In addition to working in Wire Cut, Ken is in his senior year at Bethel College, working toward a B.A. in Biblical Studies/Ministry. He and Anita have four children and one grandson.

For more information call the Substance Abuse Task Force at 219-282-1875. ☐

## Wire Cut Sports Two New Machines

"Caught up" describes the Wire Cut situation now, rather than "behind!" Two new machines help. A Eubanks 9800 numerically controlled wire cutter cuts wire as thin as 32 gauge and as thick as 8 gauge. Ninety software programs can be set for different lengths, gauges, and finishes, so that one number can be entered by the operator to automatically set up the machine. The new machine will even strip and coil microphone cable. Rhonda Fordyce recently joined Carrie Richards and Jan Slabaugh as operators.

A fourth Amp machine was also added. Amp machines put terminals on the ends of wires with just the right crimp for each application. These machines and the summer help of college students have



Jan Slabaugh and Rhonda Fordyce with the Eubanks 9800.

given the 20-person Wire Cut Department the boost they needed to catch up with work orders.

Every employee is trained to do all jobs including blueprint reading, machine setup, specific wire cutting and preparation. Karen Foster and Lori Crabb help Coordinator Norma Miller with the training. ☐

## On the Move

Rena LaBeau was named Coordinator of Transformer Manufacturing in July by Transformer Manager Al Spencer. Rena transferred from Wire Cut when the Transformer Department began winding prototypes two years ago.

Khemoy Chung is setting up a state-of-the-art magnetics lab in Fabcom's Plant 3 Wire Cut area. He transferred from Techron to Fabcom Engineering as Transformer Design Engineer reporting to Dan Lutz, Fabcom Engineering Manager. ☐

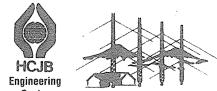
## Pollution Prevention Tour

by Tim Bock

Board Room, Paint Line and Wastewater Treatment staff demonstrated to a group of professionals "how to do it right" on July 25. Jim Noonan, Assistant Director of the Indiana Pollution Prevention Institute (IPPI), selected Crown International as one of four companies to instruct students about how a "well-run facility" operates to minimize hazardous waste and prevent pollution. These students are professors and graduate students from Purdue, Notre Dame, Ball State and Taylor universities who are attending the training session to enable them to conduct similar training at their schools. They also visited General Electric (Bloomington), CTS, and Ranch Fiberglass. ☐

## World Radio Reaches New Audience

by Lois Taggart



Before Mike

Axman's visit, many people around Ouagadougou, the capital city of Burkina Faso in West Africa, walked or rode bicycles 10 to 15 miles every day to get within the signal of *Radio Evangile Developpement*. World Radio personnel there work with Youth for Christ among this population of approximately 425,000 people.

Mike, an engineer from the World Radio Engineering Center here at Crown, installed an FM200 transmitter and new antenna in Africa in July. This doubled the radius of the radio signal there from 20 to 40 miles. He then installed the original FM100 transmitter in Bobo-Dioulasso on the western side of Burkina Faso.

To the delight of the station operators, new villages and many more people now hear the gospel. It is another step toward "Reaching the World by 2000," the goal of World Radio Missionary Fellowship. ☐

# The Sounds of March for Jesus Carried by Crown

by Sue Ramsby and Lauri Chupp

On Saturday morning, June 25th, over 8,000 excited marchers converged on Main Street from the Northside Gym in Elkhart to march for Jesus. The participants walked one and a quarter miles to the Civic Plaza to continue the celebration. Twenty-eight trucks carried loudspeakers in the parade to amplify the sounds of praise broadcast over WFRN.

At the plaza, the music was amplified by the Crown corporate sound system with four MA2400's and one MA1200. Don Peterson, Mark Chapman and Blair McNair from Crown were the principal sound technicians who stood on a boom ten feet in the air, 100 feet from the stage, to control the mixing board for top sound quality!

All in all there was much excitement on the day of the March acknowledging the Lordship of Jesus Christ. The exclamations that were spoken and sung during the event were greatly magnified thanks to Crown! ☺

## Talk about Milestones

Ned Swanson, President of PROSHOW, INC, South Bend, described the adventure of a Crown DC-300 amp he purchased used in 1977. It was about 1986 when his former business partner transported the amp on the back of his pick-up truck to take it to a gig. Without his knowing, it fell off the back of his truck (in the carton) and went sliding 50 feet across the pavement to rest in front of The Elkhart Bicycle Shop on the corner of Beardsley and Michigan Street. Owner of the bike shop, Frank Cassella, knew about Crown amps from his experience as a musician on the road with his band "Stencil Forest."

He called our Customer Service department with the serial number. Ned Swanson got a call the next morning that his amp had been found. It still worked, and he has been using it ever since! ☺

## Milestones – The D-75A Team

### Recognizing employees of 20 years or more

by Jennifer Sibley



Margaret Thompson and Irma Shank with June Kulp holding a Crown D-75A amplifier.

They are specialists. Long-time reps, dealers and friends of the company who know this product know who assembles it. These ladies work hard, speak their minds on occasion, and are ready with a quip or a chuckle every chance they get.

Margaret Thompson, Irma Shank and June Kulp are three personalities who have endured and prospered here at Crown. These ladies have seen it all, from the mundane to the bizarre. They have worked together and played together, growing and sharing their experiences over the past two decades.

June Kulp has been assembling D-75A amps for twenty years. She especially appreciates the care of her supervisors. For example, her supervisor knew her well enough to know that when June began slurring her words, she needed to take appropriate action to ensure June's well-being. June had a reaction to pain medication which she

had taken on an empty stomach. This kind of caring is most valued by these longtime employees.

Irma Shank reflected that her most outstanding memories were the chapel services led by Clarence Moore. "He was a stately gentleman, and Ruby [Moore] Hunsberger is a wonderful, gracious lady." Once when she was a new employee, Irma expressed concern about having to take time off to care for an ill friend. She confided in Glen Ryman, former Vice President. He told her to take the time off, saying "That is what Crown is all about!"

The "old Board Room" was the beginning of Margaret Thompson's tenure. She worked in the stockroom and on several production lines before she settled into the rhythm of Line 3. Margaret has worked on the D-75 line for only 18 years, making her the "novice" of the trio. Margaret calculated that by her 21st anniversary November 5th, she will have driven about 220,500 miles in her commute from South Bend to Elkhart.

When they started at Crown, there were only 125 employees and one building. They witnessed the winds of change and adjusted accordingly, injecting wit and faith into the daily routine and the passage of time. Their gratefulness is embodied in this statement: "You don't find very many places to work like Crown. The Lord brought me here and if He didn't want me here, then I'd be gone." ☺

## Customer Comments

We recently removed a Crown D-150 from service and found a Crown Care Card dated January 25, 1985. Since this was a three-year warranty card it meant that the amplifier was purchased in January 1982. Our first format, Adult Contemporary, was signed on the air on February 1, 1982 using this Crown amplifier.

Although the unit failed while in service, it had been in continuous broadcast use for over twelve years. That's 109,080 hours, to be exact! This speaks very well for the

design, construction, and materials used in your amplifiers! I only wish other equipment lasted that long under demanding service!

Keep up the good work. Your products are greatly appreciated and counted on for their performance! Rest assured that repairs will be made to this amplifier and it will be put back into service again.

Larry A. Wilson, V. P. Engineering  
Westwood One Radio Networks  
Valencia CA ☺

# The President's memo...

Last month I wrote about external and internal changes. This month I will share some thoughts and insights into specific internal changes we are making.

In the previous newsletter, I noted that the first internal change we needed to make was as follows: "We must adopt a mindset of continuous improvement in quality, delivery performance and overall productivity. We can prioritize in that order, but we must accomplish all three objectives."

Since last month we have implemented some organizational changes to set the stage for these types of improvements. Bill Goheen has been reassigned to the function of Corporate Quality Assurance. Bill's team will be responsible for establishing quality audit, measurements, training, systems and overall quality support to the rest of the corporation.

The responsibility for producing quality parts and products, however, still lies within the scope of the operating units. Each one of you is responsible for the quality of what you do. Bill Goheen's team will be a resource to help you accomplish that task. While Crown has enjoyed a reputation for high quality in the marketplace, there are signs that this reputation may not be quite as strong as it once was, in that competition is getting better.

We must all take this area of responsibility very seriously and make an all-out effort to improve and enhance our quality. If you find quality problems which are largely beyond your control, please notify your supervisor or manager so that corrective action can be initiated. We must quickly and aggressively tackle the issue of rapid continuous improvement in quality. Please share your ideas in this area with your supervisor or manager.

In the next issue, I will discuss changes being made in our product delivery and material flow system. We are in the early stages of implementing a "demand flow (pull) system" which will provide quicker and more timely delivery of the final product to our customers, with lower investment in inventory. You may wish to read the Page 1 article written by Beryl Loomis about our first kanban system.

Changes can be fun and challenging. Again, change is absolutely essential if we are to be a viable company in a very competitive global market. Get ready for lots of fun!

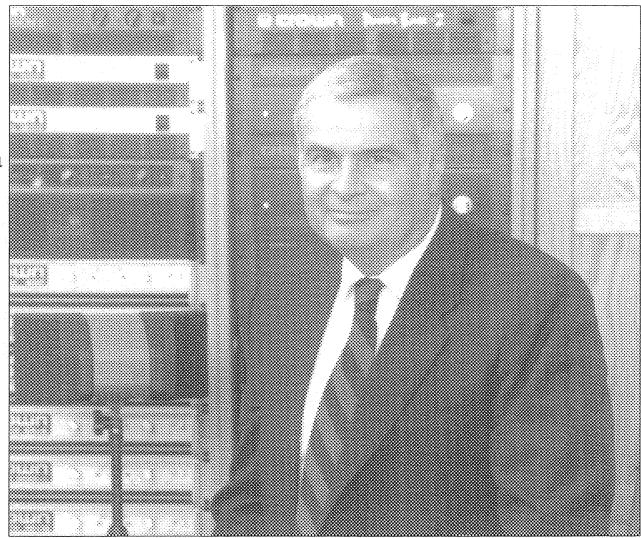


## Editor's Note:

By keeping the name "Crown Crier," and designing a new look that ties in with our products, we have tied together past, present and future.

By telling you about the latest in manufacturing and recognizing the people and products that have built the reputation of Crown International, we have glimpsed the success of the future.

With the contributions of some special people, we have seen what people can do for their communities.



Robert Terry Hammond

*The Crown Crier* is published monthly to inform employees of customer, corporate, departmental and employee news and progress. News and ideas are always welcome!

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## EMPLOYEE COMMITTEE FINANCIAL REPORT

As of August 17, 1994:

Balance in  
Checking Account: \$1,379.84

Balance in  
Savings Account: \$ 131.43

Total On Hand \$1,511.27

*All hard work brings a profit, but mere talk  
leads only to poverty.*  
- Proverbs 14:23