

CROWN CRIER

Since 1971

Crown International, Inc. Employee Newsletter

Nov/Dec 1994

A Family Portrait

By Tim Bock

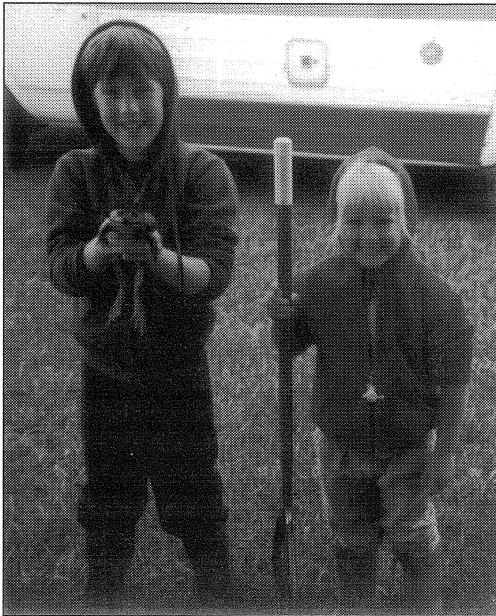
September 8, 1993: Devastating news! Danny Bock diagnosed with Duchenne Muscular Dystrophy.

Crown Support Network (CSN) activated (called Patti Smith).

My wife Sue and I were awed at the tremendous strength God gave us to get through the initial news of Danny's illness. Before we could ask for prayers, friends and relatives had already done so within their churches. We were overwhelmed at the peace God brought to our hearts as a result.

Just as important, there were words of encouragement and the sharing of similar experiences — "We faced the lion, and found he has no teeth." We do, and always will, appreciate all that the Crown family has done for us to get through this time in our lives.

Although we take each day as it comes, and try to get the most out of it, we are planning for the future. We recently moved into the home we had built this past summer. We found that we could build a new house for the same cost as renovating our current home for wheelchair accessibility. The house has an open floor plan, and includes ramps and a special bathroom for Danny and many other special considerations that will make it easier for him to



get around. The house will be "user friendly" when he later loses his mobility.

What do we do for fun? Primarily, our family loves camping. Sue and I have been campers since our marriage in 1980. We continue to do so with our children, Danny (age 7) and Iris (age 5). We truly enjoy "getting away" as well as spending time together. As a family, we also play skeeball and miniature golf which help Danny to accept not participating in school sports. Danny enjoys playing T-Ball in the summer.

This past summer, T-Ball was a family event as I coached his team and Sue was the team Mom.

Sue and I occasionally have "bad days," which Sue calls "reality checks," when we are reminded of MD's effects on Danny. However, we marvel at the many ways in which God prepared us for this. Danny's personality is very much like mine — non-competitive, easygoing, optimistic, patient — so he adapts pretty well to the changes MD is creating for him. Also, most of the things he enjoys best — reading, playing board/computer games, camping and fishing — will not be denied as the disease progresses.

In addition we have a stable home and the maturity needed to deal with the additional stress and pressure due to Danny's illness. And most importantly of all, we have family and friends — especially at Crown — who are, beside us as we travel this road.

The following is an excerpt from the 1994 edition of the Bock family home-made Christmas card, which aptly describes the role our family and friends have in our lives:

"It is Christmas every time you let God love others through you . . . yes, it is Christmas every time you smile at your brother and offer him your hand."

Mother Theresa. ☺

Training 2000

Tom Brown announced in November that Crown Administrator Jennifer Roth received the final checks for our training grant of \$268,752 from the Indiana Department of Commerce. The original grant of \$250,000 began in November, 1991, to run through June of 1993. It was extended to June 30, 1994 with an additional \$18,752. This grant enabled us to conduct training for employees in all areas of the company with reimbursements for materials, trainers' time, equipment rental and other expenses related to training.

Milestones Plus

Recognizing employees with more than 25 years of service.

by Bruce Bartlett

Project leader Tom Szerencse remembers a time before his 25 years at Crown:

"Richard Putz and I grew up with CB radios. As curious teenagers, we wanted to understand TV transmitters, which represented large-scale technology. We had already been inside the transmitters at TV 22 and TV 16. While looking for TV 28's transmitter one Sunday night, we saw this big tower on Mishawaka Road, and thought that was it. We got out of my Pontiac GTO hot rod and looked in the door of the building there to see if we could rouse the engineer who tended the transmitter.

"Clarence Moore stormed out of the house and said, 'Who do you guys think you are?' We explained. He said, 'No, this isn't Channel 28, but come on in. I'll show you around.' He gave us the grand tour of the plant and some radio parts out of stock. Clarence planted some seeds that night!"

Before Crown, Tom worked as a line inspector for Great Lakes Foundry, part of the old Studebaker complex in South Bend. "It had a lot of union troubles," he said. "Crown had a totally different atmosphere and set of goals. I really liked the principles I saw practiced."

Tom began working in Security at night, and went to Radio Electronics Technical School by day, where he got an Associate's Degree. "There were 73 Crown employees back then. My starting wage was \$1.75 per hour, down from \$3.25 per hour at Great Lakes Foundry."

At Crown a series of jobs followed. He tested reel motors on the tape deck line, repaired tape deck rejects, and did tape deck pre-test warmup. Tom and Larry Dennison even rewired Crown's AC power wiring.

Later on, Tom moved from the assembly line to the Tech Department to set up tape decks and amplifiers. In 1975 he transferred into Engineering to do sheet metal programming for the NC punch press. Finally, Tom was assigned a



project: to turn the D60 into the D75. He became Project Coordinator. Tom has been a project leader ever since, working on the SL-2, PS-200 and 400, PL-2, 3 and 4 and other amps.

From 1982 to 1987, Tom was Engineering Group Manager of prototyping, where the team generated over forty prototypes for various programs. Since then his title has been Project Leader in the Audio Design Department. Recent projects from Tom's team include the Geodyne, Power Tech, MacroTech 5000VZ, D-75A and D-45. With help from Randy Glanders and Ernie Bird, Tom's team accomplished the 1400 CSL, Power Base 3, Power-Tech 3 and Micro-Tech 2400.

The 25 years have passed quickly. "When you're having fun," he said, "you're so busy putting out fires to keep quality production going, that you forget the forest is growing. You're really

interested in your job. You're looking forward to coming in. You work Saturdays. You volunteer. The bulk of my experience has been that way."

Outside of Crown, Tom is into ham radio and photography. Above everything he is a rail fan. He and his family will travel anywhere to ride trains or take pictures of them.

Tom and his wife, Trudy, have three daughters in Concord Junior and Senior High Schools. Toni, Tami and Tracy's activities in marching band and volleyball keep them all hopping.

Tom reflected on his goals at Crown. "Technically, I have learned and accomplished what is needed for amp design and production. My main goal now is to help support the team members so they too can achieve satisfaction from their accomplishments. This in turn adds people management skills to my technical and project management expertise. It's still fun! It's a good place to work!"

Crown Boy Scouts Produce Their First Eagle Scout



Clay Barclay, Jr., Roy Pickler, Gerry and Clay Barclay.

Clay Barclay, Jr. was recognized as an Eagle Scout during assembly November 9. In just over two years, Clay earned a total of 23 merit badges. Few Scouts ever attain Scouting's highest rank, and most take an average of four years to do it. J.C. Utter, Randy Fry, Don Boughton and Howard King (also Eagle Scouts) were present to welcome Clay, Jr. into the fold.

Roy Pickler explained that Scouts get the opportunity to experience and learn about many career possibilities through the one hundred and twenty-five available merit badge programs.

Thanks to all for the Crown Christmas Party...

by Sue Ramsby

A big holiday thanks goes to all who participated in our Christmas Banquet, held Friday, December 2! Thank you to the New Wings of Faith singers, including our own Jo Shreiner and Carrie Richards who performed the beautiful musical selections, and to Ben Dorsey who told his rendition of the story "Away in a Manger." The sound equipment was set up and mixed by Mark Chapman, Doug Bullard and Stan McDaniel. Thank you to Jim Beattie, who is always a great Master of Ceremonies, and to the committee who did a wonderful job of planning and decorating for the evening's festivities.

A most heartfelt thank you goes to Clyde Moore and Terry Hammond for allowing us to enjoy a wonderful holiday evening of fellowship, sharing and continuing the annual Crown Christmas banquet tradition!

A Vet Remembers

On May 30, 1969, I got on a DC-10 with about 200 teenagers I had never met. We headed for Vietnam, a country I knew nothing about, to help fight a war that scared me to death. Once there, I was greeted by conditions that were hard to imagine of.



A good night's sleep was four hours, two hours at a time. The rest of the night was spent on guard duty. Bed was a foxhole or a flat spot on the ground. The bedroom was an arrangement of sandbags and maybe a piece of plastic if it was raining real hard.

We usually got one hot meal a day that was sent out on a helicopter several hours after it was prepared in base camp. For the other meals we ate C-Rations that were dated 1947. Our food was older than we were!

A bath was a walk across a river or rice paddy. Come to think of it, that was our laundry too. They would send us a clean change of clothes about once a month, whether we needed it or not.

Walking was the most common mode of transportation. We did a lot of that, about five miles a day through the jungle, wearing a bullet proof vest, a steel helmet, a ninety pound backpack, and carrying a rifle. If we were lucky, we got mail once a week. The mail we got was a month old, but still very welcome.

The only two things that seemed to be in endless supply were cigarettes and ammunition.

I made a lot of very close friends, but, unfortunately, everyone had a nickname and we just never bothered with real names. I lost a friend named Smitty. There were 659 Smiths killed in Vietnam. It is next to impossible to find his name on the Wall. It would really be nice to find some of my friends that survived.

I am ashamed of the way our government handled that war, but I am proud of the 2.7 million Americans that served in Vietnam, and the 58,183 who never came home. ☐

*Dave Stuber
November 14, 1994*

PC Users Plan Meetings

IBM will demonstrate their new version of the OS/2 WARP operating system at 7:00 PM on January 26th, in the Crown International Plant 1 Assembly Area. Regular meetings will continue in 1995 every fourth Thursday. Call Orbra Bliss at HCJB, extension 8306 for information.

Plan a healthy New Year!
Support Crown Boy Scouts and buy delicious grapefruit and oranges shipped directly from Florida. Call Terry Bird, ext. 8334, Gerry Barclay, ext. 8314, Tammie Putz, ext. 8509, or Roy Pickler, ext. 8218. Delivery will be mid-January.

ADD pencils to match your birthday pens from Crown! Personalized pens and pencils are \$15 each or \$27 for the set. This includes laser engraved name imprint and gift box. Choose from exotic woods from around the world. See Terry Frick in the Manufacturing Office Complex to see samples, or call extension 8290 to order.

AES Show Kept Us Hopping

By Bruce Bartlett

Crown had a busy time keeping up with customers at the Audio Engineering Society (AES) convention November 10 through 13. Booth traffic was high, partly due to our excellent location near the concession stand.

As for new microphone products, we showed our CM-311HS and CM-312HS headworn mics that attach to the popular Sony MDR-7506 headphones. Interest in all our headworn mics was strong. We also showed the new CM-200ASW and CM-310ASW handheld mics with on/off switches.

One new amplifier was the D-45, our lowest-cost power amp. This unit fills one

rack space and provides 35 watts per channel into 4 ohms. Another new amp was the D-75A, an updated version of our venerable D-75. It features a combination XLR/phone jack input connector and a screw-terminal output, which broadcasters prefer.

Over in the Technron booth, we showed the new MLS (Maximum Length Sequence) software, Polar software, and PoGO Laser. MLS offers most of the same TEF acoustic measurements as TDS, but generates a different signal that yields an impulse response. This result can be processed to display many other types of measurements.

Polar software lets you measure the

sound dispersion pattern of a speaker, or the directional pattern of a microphone. PoGO Laser is a device for aiming and aligning the devices in a speaker cluster.

Our Crown semi was prominently parked right outside the main entrance to the convention. Show-goers could walk in and investigate our new IQ software and hardware.

Microphone engineer Bruce Bartlett gave a paper on our CM-311 headworn mic, titled "Differential Headworn Microphones for Music."

All in all, we enjoyed an exciting show in San Francisco. ☐

The President's memo...

Everybody Can Win!

One of the great characteristics of our free enterprise economic system in America is that as a business venture succeeds, everyone connected with the venture wins. As we examine our second Crown corporate principle of "Serving People" we should be aware of the various groups of people connected to this business. The people associated with our business fall into one or more of the following groups: (1) stockholders; (2) employees; (3) customers; (4) suppliers; and (5) the outside community.

As we are able to operate our business in a profitable manner, all five groups of people are served directly. If we fail to operate profitably, we fail to serve most groups and we put all groups at future economic risk. That is not good stewardship of resources.

Let's examine the benefits derived by each group of people as Crown operates in a profitable mode.

Stockholders: Through a combination of dividends paid and/or increase in the net worth of the company, stockholders receive a return on the money they have invested in the business. Without their investment, there is no business.

Employees: Wages, benefits and job security are directly linked to the degree of success in the business. With the newly implemented Crown Bonus System, based on Return On Assets (ROA), all employees' wages are affected through the achievement of acceptable profit levels. Unlike stockholders, however, base wages and salaries are paid to employees even if profit levels are unacceptable. Negative profits, however, risk the very existence of our business, which in turn puts all employees at risk.

Customers: Customers purchase our products when they feel the total value of our product is greater than the competition's products. In summary, this total customer value is a combination of quality, product delivery and price. As we provide products to our customers, they derive value from their purchase. Only as we bring value to the customers can we remain in business. The customer ultimately pays for everything else we need to operate the business.

Suppliers: We are customers to our

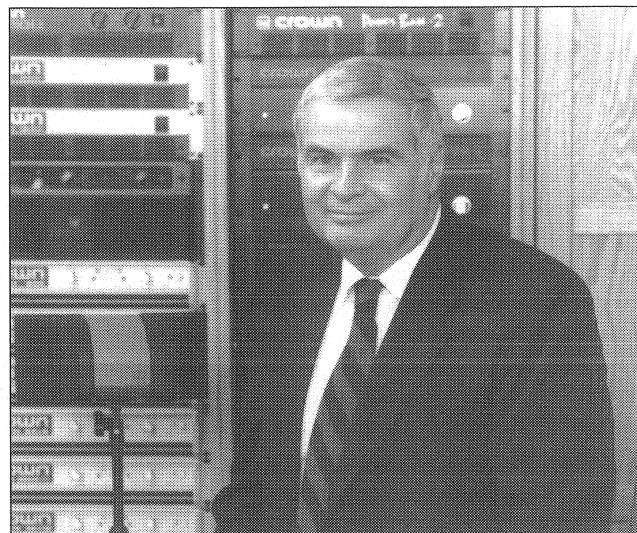
many suppliers. As they provide us value in the parts and services they sell to us, we in turn provide part of their sales revenue required to keep their businesses afloat.

Outside Community: Crown contributes to a broad spectrum in the outside community, as we operate in a profitable manner. Taxes are paid to both local and federal governments. Contributions are made to many, many outside organizations, most of them having a "Christian Purpose." Again, this is impossible to do without profits.

Summary: We face some very unique opportunities in Crown during 1995. Our annual plan, recently submitted to and approved by the Crown International Board of Directors, projects that 1995 will reach a record high in both sales dollars and profit dollars, even though we fell dramatically short of our profit projection in 1994. The 1995 plan is realistic, it is achievable, but it will not be easy. Hard work and total dedication are two essential ingredients to achieving our 1995 plan.

You, as an employee, have the potential of earning higher income this next year than you did in 1994. However, I emphasize "potential." It will not just happen. In addition to hard work and total dedication, we must also function as a team, even though sometimes we don't all agree on "the play called by the quarterback." Please give 1995 your very best, however, and I believe that most of you will find this to be a very rewarding year.

Everybody can win! Your contribution to this effort will be greatly appreciated as we move into 1995. Again, 1995 should be a challenging, but rewarding year—for EVERYBODY!



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 October 20, 1994:

Balance in

Checking Account: \$2,210.10

Savings Account: \$1,094.86

Total On Hand \$3,304.96