

CROWN CRIER

Since 1971

Crown International, Inc. Employee Newsletter

Aug. - Oct. 1995

ACE Shipping Event

by Jim Putz

Advanced Communication Equipment Company (ACE) buys amplifiers in a large volume to take advantage of the economies of scale. This means that a single order from ACE produces enough cargo volume to use an intermodal rail trailer. We see many of these forty foot long ocean containers stacked on passing trains at Elkhart's many railroad crossings.

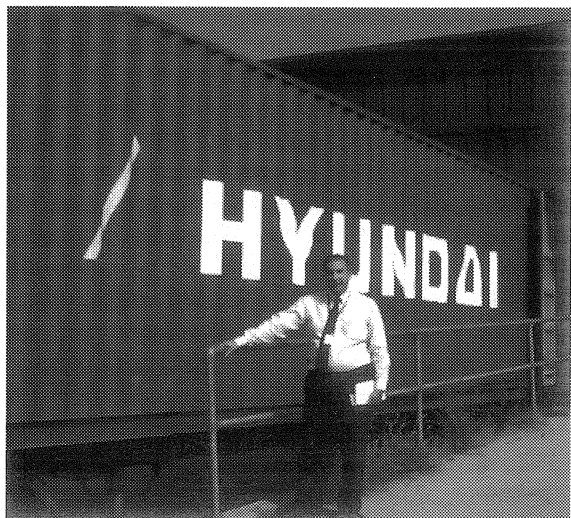
ACE's ocean "box" came in from the Chicago rail yard Friday, August 18th. The Shipping Department agreed to do what is called a "live load," whereby the drayage company trucked in the container and arranged for the driver to wait while the container was loaded, braced and sealed. We had two hours of free time to load before detention charges began to accrue.

It took the Shipping crew two and a half hours to load the pallets and loose products, while blocking and bracing the load with two-by-fours and scrap pallets. Blocking and bracing the cargo is important because a ship encountering heavy seas can heave, pitch, yaw, roll, heel and list almost simultaneously! No doubt, this is how sailors get "sea legs!"

The loaded container held 39,450 pounds of Crown amplifiers totalling almost \$500,000. Export Sales Agent Cindy Swald and Credit Department Secretary Carol Fisher prepared the ocean freight forwarder and banking documentation to secure payment and customs clearance. At the rail yard in Chicago, the converter

(wheel frame) was removed and the box was hoisted onto the stack train. The load was scheduled to sail September 1st out of Seattle on the Korean flagship carrier, Hyundai.

Direct ocean loading is a milestone in Shipping Manager Jim Putz's twenty-year career. He remembers when all shipments were loaded from a single two and a half foot high UPS dock. Filling the ocean container at our shipping dock reduced the transit time from Elkhart to Hong Kong by seven to ten days, and saved ACE an additional \$1,700 by eliminating a Chicago transfer from truck to train. International Sales Manager Jerry Stutzman reported that this put a real "World Class" smile on the importer's face! ☺



Jerry Stutzman, International Sales Manager, stands next to the intermodal rail trailer.



It wasn't easy to get the Shipping group to sit for a picture. They always hustle! Eager to get going on a Monday morning are (below, left to right in front): Duane McClellan, John Balzano, George Moore, Jim Putz. In the back are David Lehr, John Keller, Maggie Fredrickson and Mary Smith. Chuck Brenneman, a key export processor, is not shown.

Have Bags...

by Mark Ward, Sr. Reprinted with permission from Religious Broadcasting magazine, October 1994.

It's no bigger than a suitcase.

But it has transformed the face of missionary radio—particularly in the former Soviet bloc—and is playing a vital role in bringing Christian programs to small and rural markets across the United States.

"It began in 1989 with the revolution in Romania," explains Mike Axman of the HCJB World Radio Engineering Center in Elkhart, Indiana. "Since we were doing shortwave broadcasts into the country, the Rumanian churches asked us to help them set up their own stations. Our staff surveyed the situation and determined a portable FM transmitter was needed, one that could be carried in a suitcase. When we couldn't find any on the market, we decided to build them ourselves."

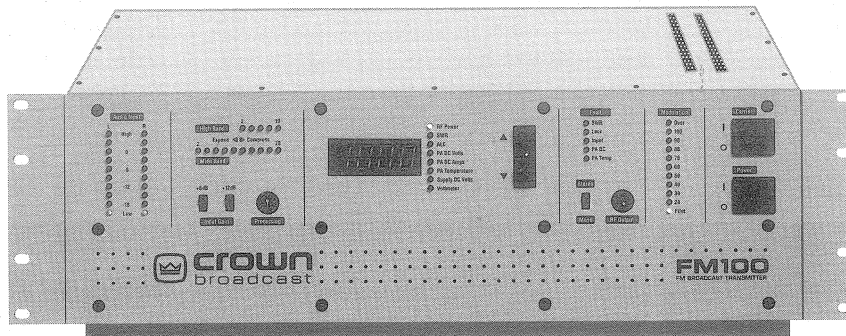
Today these portable transmitters have enabled the Rumanian church to begin a network that is reaching Rumanians for Christ. More than 300 units have been placed on every continent of the globe—from Burkina Faso to Bolivia. And because the low-cost units can be fed via satellite, Christian broadcasters in the United States are using them as FM translators to expand their networks into small and rural markets.

Planning the Trip

The transmitters are assembled in Elkhart under a unique relationship between HCJB and commercial manufacturer Crown International. The latter was founded by a former missionary who saw the need for rugged sound equipment on the foreign field. The two organizations have cooperated since 1938, and today the HCJB Engineering Center is housed in space provided by Crown at its Elkhart plant.

"Once we designed the portable transmitter," explained Axman, the HCJB engineer who headed the unit's development, "we assigned the manufacturing rights to Crown.

Mission organizations interested in establishing radio stations overseas," he said, "can work through HCJB to obtain the transmitters. Other broadcasters—including American Family Radio, Family Stations, and Colorado Christian University—purchase the units from Crown, which markets the equipment commercially through its Crown Broadcast Division.



"The first transmitter in 1990 was 10 watts," Axman said, "and then we went to 100 watts in 1992, and to 250 watts in 1994." Crown markets the models commercially as the "FM30" (with an output between 3 and 33 watts), "FM100" (10 to 110 watts), the "FM250" (20 to 275 watts), and the "FM500" (50 to 550 watts). According to Crown Broadcast's Phillip Sandahl, "the only other equipment you need to go on the air as a translator would be a downlink system and an antenna."

Packed and Ready to Plant

"Because you get everything in one package," said Axman, "including built-in audio processing and stereo generation, the transmitter has been a boon to Third World countries and struggling Eastern European nations since it's easy to ship and sets up quickly with a minimum of engineering."

Until development of the suitcase transmitter, the chief tool for overseas radio evangelism was ultra-powerful short-

wave transmitters able to cover entire continents. However, much of the Third World population has migrated to urban areas, where local interference can weaken shortwave signals and residents are more likely to have AM/FM sets rather than shortwaves. HCJB World Radio president Ron Cline believes portable transmitters are part of an evolving strategy to use a combination of all outlets—shortwave, local radio, and satellite—to carry the Gospel message.

"In Romania," reports Cline, "there is a tough, excited, zealous church that wanted to reach the people in their own tongue but lacked the facilities. When portable FM transmitters provided an answer," he said, "that success pointed the way to a

larger strategy that HCJB calls radio planting."

The campaign now encompasses five parts:

- * Local evangelical churches are being sought as partners and provided the means to operate their own radio stations. "We supply the equipment and training," explained Cline, "and the church supplies the people and the facility."

- * Young people are being trained in station management and operation. According to Cline, a new center in Donetsk, Ukraine offers students 1000 hours of instruction through a nine-month, government-recognized certification program.

- * "Nationals are being trained in radio program production," said Cline, "and taught how to put unreached languages on tape so HCJB can broadcast these programs to enriched areas over our own shortwave transmitters."

- * Airtime for Christian programs is being purchased by HCJB on local radio stations. In Moscow, for example, the mission has obtained time on a popular medium-wave out-

Will Travel...

let with a potential audience of 14 million listeners.

*“Portable FM transmitters are being placed in growing numbers,” reported Cline, “where sometimes we supply the whole station, sometimes just the studios and sometimes just the training. The point is, these small transmitters can plant Christian radio in a way that wouldn’t be possible with more conventional equipment.”

There’s No Place Like Home

In areas of the United States where no Christian radio has existed, FM translators are bringing quality network programming with a Gospel message. “It would have happened anyway,” suggests Phillip Sandahl of Crown Broadcast, “but portable transmitters have helped facilitate the installation of translators in many communities.”

Sandahl explained that without his equipment’s all-in-one packaging, you’d have to buy the components separately and would need an engineer to put it all together. Not only do the Crown units set up quickly, but they cost much less than purchasing and assembling separate components.

American Family Radio of Tupelo, Mississippi, the newly created network of the American Family Association, has already placed translators in more than 100 markets. According to documents filed with the Federal Communications commission, the group hopes to operate over 200 translators nationwide, as well as 20 actual FM stations.

The nation’s largest and oldest independent, non-commercial network, Family Stations of Oakland, California, employs the portable transmitters as part of a national chain that now encompasses more than four stations and 90 translators. And one of the newest network entries, Denver-based Colorado Christian University, has placed nearly 30 translators across Colorado, Utah, and Wyoming, serving many remote communities.

Cost of the Trip

Portable transmitters are well suited for use as stand-alone stations, perhaps by local churches or Christian colleges. But Sandahl concedes, “They are being used in North America mostly by networks who are ex-

panding through translators. The units are easy to ship, reliable, and let you simplify through standardization.

At Colorado Christian University, network technical director Al Stewart reports, “When we began considering satellite capability, we started a thorough evaluation process. A package including audio processing, stereo generator, and transmitter was needed. Also, given our logistic and staffing situation, we really needed remote capability.

“Purchased individually,” Stewart added, “the components could exceed \$12,000—a considerable sum for a Christian college.” Then he heard about Crown’s FM100, with all the needed components in a single unit. “Installation at the transmission site was simple,” he continued. “We just dialed in the frequency, set a few parameters, and were on the air.” Stewart also appreciated the remote monitoring and control capability, especially valuable because of their logistic and manpower situation. He believes, “remote control will be even more vital to our network in the future, because we plan to add more translators. With the FM100’s versatility and low cost, these goals will be achieved easily within our budget.” Roy Hanschke, manager of Colorado Christian University’s flagship station, KWBI-FM/Denver, said “the translators give us a way for new communities to get involved in our ministry, and for us to get more involved in their communities. We don’t just go and put in a translator, but we prepare the way by building a local ministry with the people first.”

He compared the network concept to concentric circles. “First we fill in Colorado with translators, then we reach into the contiguous states. It’s like ripples in a pond.” ☺

Leadership behavior...

Submitted by Tom Brown

Challenging the Process

1. Search for Opportunities
2. Experiment and Take Risks

Inspiring a Shared Vision

3. Envision the Future
4. Enlist Others

Enabling Others to Act

5. Foster Collaboration
6. Strengthen Others

Modeling the Way

7. Set the Example
8. Plan Small Wins

Encouraging the Heart

9. Recognize Individual Contribution
10. Celebrate Accomplishments

From *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner. Used with permission.

Crown Audio a Clear Winner

Survey Results of Sound & Communications Magazine

The Tenth Annual Survey of the sound and communications contracting business placed Crown as one of the "clear winners" according to the contractors surveyed. In addition to selecting the top selling lines [of products] and the company with the best relationship, value and reliability, the contractors wrote in the names of their favorite sales representatives. This "voluble (talkative), sometimes opinionated bunch" of sound contractors, according to Judy Morrison, Editor, generally were positive about the industry.

Crown has several ratings to crow about:

- **Top Selling lines** - Rated #1 out of 13 other top-rated companies.
 - **Manufacturers with Best Relationship** - Rated #1 out of 10.
 - **Best Value** - Placed #4 out of 8 companies named
 - **Most Reliable Brands** - Placed #2 out of 11 others.

The manufacturers' reps/distributors having *the best relationship with contractors*, included six Crown reps, with Sam Helms' Sigmet at the top, out of 69 who received a sizable number of votes. Also named as top rep organizations, in alphabetical order, are:

- **Audio Associates**
- **Bencsik**
- **Dobbs Stanford**
- **PCM**
- **WesTech Marketing**

The contractors listed the markets scheduled for expansion as teleconferencing, schools and worship houses, among others. Last year the average cost of the largest size system was nearly \$366,000. This year it is over a half million dollars.

This July 25th issue of *Sound & Communications Magazine* is available for reading from Audio Marketing, for more details of the survey.

Cause-Effect: The Laws of Life

Contributed by Clyde Moore

The more generous we are, the more joyous we become.
The more enthusiastic we are, the more valuable we become.
The more interested we are, the more alive we become.
The more caring we are, the more radiant we become.
The more serving we are, the more prosperous we become.
The more outgoing we are, the more helpful we become.
The more persistent we are, the more successful we become.
The more grateful we are, the more Godly we become.
The more forgiving we are, the freer we become;
The more prayerful we are, the more blessed we become.
The more curious we are, the more creative we become.
The more trusting we are, the wiser we become.
The more patient we are, the more responsive we become.
The more considerate we are, the more peaceful we become.
The more cheerful we are, the more attractive we become.

- Author Unknown

Computer Training Coming Up

Information Systems personnel, Cilla Meachem, Rhonda Chapman and Kevin Branch are preparing the final plans for a three-step approach to computer training. The first step, "Introduction to Crown Computers" will cover basic information about our computers and how they work in our network.

The second step to the introduction will go into more detail in a seminar format. The third step will be program specific, with hands-on training on Excel, Word and other software at different levels of experience. ☺

Movin' Right Along

Congratulations to Dawn Pease, Ed Revak, Steve Myers, Dave and Eric Stuber, the Techron production team and the Maintenance crew for an efficient move! It began at 1:30 PM, Thursday, August 24th. Line 1 was up and running at 8:30 the following Monday morning in expanded Plant 3. Steve Myers, Facilities Designer/Electrician said, "This was one of the most successful moves ever made by an entire production line. Thanks to everyone who made it happen!"

The move was especially impressive considering the fact that two weeks prior to August 24th, there was no electricity, lighting, air conditioning or duct work, and the floor was not sealed. Maintenance and contract workers prepared the new area and Maintenance

spent 50 hours installing air and electric drops to the line before the move.

Line 1 personnel worked four, ten-hour days, and helped the maintenance crew move their stock on Thursday. They were off Friday, while Maintenance spent 100 more weekend hours moving, setting up and hooking up benches, shelving and major equipment.

To all observers, this is called "team-work!" The new General Manager, Norm MacIntyre was the first to express congratulations. He was impressed and so are we!

According to Steve Myers it took a lot of advance planning and willing workers. ☺



Sharon Arnold, Line 1 Coordinator,
and Dawn Pease, Supervisor



Left to right: Part of Techron's Line 1 production team,
Nelson Arzadon, David Sult, Renee Wininger, Yuriko LaVelle and Ray Perry.

HR Reminders

Your Third Party Administrator (TPA) is:

Med Benefit Systems
Group Med/Den Plan #272
227 South Main Street
South Bend, Indiana 46601

- * Our contact person is Brett Seifert at 1-800-283-0505, effective July 1, 1995.
- * If you expect timely processing of your claims, pull out your medical insurance card and show it to your doctors, dentists and other health care providers.
- * Warren Steinborn Associates no longer provide service to Crown, but 50 to 100 claims are being sent to them weekly in error. ☺

EMPLOYEE COMMITTEE FINANCIAL REPORT

As of October 13, 1995:

Balance in	
Savings Account:	\$3,211.51
Checking Account:	\$ 828.80
Total On Hand	\$4,040.31

United Way Campaign Results

Crown International employees accepted the challenge and exceeded the goal to contribute \$25,000 to United Way in 1996. During the Pledge Campaign which began September 27th, a whopping \$25,902.20 was pledged. This is 3.6% above our goal and 28.7% above last year's contribution. With the 50% match by the company, almost \$39,000 will be distributed to needy agencies through the United Way of Elkhart County or St. Joseph County.

Thank you for your generosity! ☺

The President Introduces...

Ron Taylor, Audio General Manager



Ron Taylor

by Libby Marshall

We have heard fish stories, war stories and car stories, but Ron Taylor tells woodcutting stories. You have to consider the type of wood, the brand and horsepower (or cubic inches) of the saw and the lay of the land, among other things. Exercise, extra money and a pile of wood to see what you have accomplished during a long weekend day in the northern Texas woods were reasons enough. But short term gratification, completing a goal, seeing the results of your decisions and taking time to think—ponder, if you will—are more reasons for cutting wood. He recommends it!

Ron approaches the challenges of the job much the same way as woodcutting. He said, "I can be overwhelmed with responsibilities, but still enjoy the challenges of manufacturing. There will always be parts shortages, always be quality problems and questions of engineering. The real beauty of the challenges and opportunities is that they are not insurmountable. There is light at the end of the tunnel!"

Ron thinks attitudes are good here at Crown. Problem areas are being addressed

and everyone seems genuinely concerned. He said, "People are to be commended for working hard to meet goals while chasing parts, dealing with issues that shouldn't be and finding the right tools." One of Ron's goals is to resolve these issues so supervisors can spend 100% of their time working with and managing people.

When asked, "When was your first involvement with a printed circuit board?" Ron replied that he was 19 years old working his way through college at Texas Instruments in Sherman, Texas when he became a group

leader to build PCBs. Maintaining inventory, multi-layer board configuration and production, computer controlled equipment, production documentation and safety awareness were learning experiences which built his career. He became a manufacturing engineer/planner, a foreman/manager and a financial analyst/planner at TI, which produced military surveillance systems and high altitude photo imagers in the government intelligence arena.

He went on to become a Vice President of Operations, Chief Financial Officer and eventually President of a safety and environmental technology company in subsequent years.

He is using it all here at Crown as he tries to decide, "Which part of the elephant to bite off first!" The diversity of quality issues, the necessity for teamwork and the manufacture of new products demand our attentions, but Ron said, "It's good to hear people ask, 'What can I do to make this happen?' I see people pulling together, building teams and solving problems." He admits to quoting I Corinthians 12:14 and 26 and Webster's dictionary to encourage teamwork and quality during several meetings.

Ron and his wife, Phyllis, have four grown children in and out of college and living in Arizona and Texas. Phyllis is not new to the Midwest, since she grew up in Chicago. Ron is a native Texan. They are living in Granger. ☺

I Corinthians 12:14, 26

Now the body is not made up of one part but of many.

If one part suffers every part suffers with it; if one part is honored, every part rejoices with it.

Thanks to Tammie Putz and Lisa Hartigan who distribute the *Crown Crier!* Supervisors and department managers, please let them know (extension 8509) if your department is not receiving the correct amount. Please return any extras to the mail room in Plant 1. They are updating the department counts on their distribution list.

Summer Hindsight:

Fresh peaches

Life is better than death, I believe, if only because it is less boring, and because it has fresh peaches in it.

-Alice Walker, novelist

Point of view

My green thumb came only as result of the mistakes I made while learning to see things from the plant's point of view.

-H. Fred Ale, horticulturalist

The President Introduces...

Norm MacIntyre, Techron General Manager

by Libby Marshall

Norm MacIntyre's strong suit is teambuilding. It began with a B.S. in Engineering degree from the U.S. Naval Academy and a stint as the Chief Engineer on the Forrest Sherman. Gas turbine engines were his specialty as he moved through positions of project management, product development and marketing programs in various marine-related industries. He acquired a Masters degree in Business Administration from Southern Illinois University along the way.

With a deck stacked with technology and marketing experience, Norm became President/CEO of Advanced Coatings Technologies and Applications, developing and implementing the business plan for the spin-off of this company from Caterpillar Solar Turbines. He later became the Chief Executive of a partnership which acquired this business from Caterpillar. Subsequently, he became Program Manager for the National Center for Manufacturing Sciences in Ann Arbor, Michigan, a membership-sponsored organization to identify needs in manufacturing companies. In this position he facilitated the transfer of technology among members ranging from small technology-based start-ups to Fortune 500 manufacturers.

When he talks of teambuilding as his predominant strength, Norm means that he encourages people to work together to resolve problems. According to Norm, "Identifying problems is the easiest task. To work together constructively to solve them is the challenge." Techron is full of challenges and opportunities, with a strong market, good product lines and opportunities for new ap-

plications. He says, "It's complex, high-tech and customers like us a lot! We are aware of things we can do better, and will. Problems are not unresolvable. Customers will like us even more!"

This reflects his management style. He admits to being annoyed by criticism and wringing-of-the-hands that is not accompanied by a recommended solution. Techron's needs include medium to long-term strategic product planning, short-term support for current industrial customers while ramping up to meet major customers' needs, and diversification of the customer base.

This requires one new hat for Norm — maybe his biggest challenge — and that is to learn more about the technical aspects of Techron products. He said he needs to learn and understand the features customers like, as well as the behavior and performance of the products, so that he can better understand future markets for product development planning.

On the home front, Norm is pleased that the home he and his wife, Judy, purchased in Elkhart has a heated garage which will house the restoration of his '37 Ford pick-



Norm MacIntyre

up truck. Norm discovered that knowing engines is not enough to restore cars. While he was president of one company, he went to a vocational night school to learn body work. Norm, Judy and his brother and sister-in-law from Massachusetts, meet every October at the Antique Automobile Club of America show in Hershey, Pennsylvania. He also belongs to the Early Ford V-8 Club.

Norm and Judy have four grown children. The two girls live and work in Minnesota and Maryland, and one son lives in Wyoming. Their oldest son just signed up to play professional basketball with a team in Austria. ☺

Not Just Blues...

(An update on the Artists and Writers issue!)

...but joy! Steve Behr, Techron Line 1, is bassist for "Not Just Blues," a local blues band. On Sunday, September 10, in Indianapolis, the band took third place in the annual Blues Society of Indiana amateur contest. Sixteen bands participated, playing two or three songs for ten minutes per band. Other band members are Jim Hill, keyboard, Kevin Quarandillo, guitar, and Bob Kujawski, drums. ☺

The President's Memo...

"Stress and Growth"

I know of nothing that grows without stress. As most of us parents know, growing children produce stress. Growth in athletic skill or physical endurance involves stress. Almost any change involves stress. Growth in, or simply the operation of, a business certainly involves stress.

Some stress is both essential and healthy. Without some level of stress, nothing changes. No business can survive very long in a no-change or status-quo environment. Crown is no exception.

The growth that Crown is experiencing is generating a fair amount of stress. Some of this stress is healthy, while perhaps some of it is not so healthy! I would like to share some thoughts about both types of stress in regard to Crown's growth. Perhaps this might result in broader understanding that stress is neither abnormal nor necessarily bad. It is both the cause of change and the result of change.

As already noted, virtually every business must be in a continuous state of change in order to exist, much less make progress. Change might be driven by:

1. Changing customer expectations.
2. Changes in competition.
3. Changes in the national and international economy.
4. Changes in technology.
5. Changes in expectations of business performance.
6. Etc., etc. etc.

Crown has been and is still being driven by all of these factors. In more instances than we would like, we have had to make reactive changes, rather than proactive. While that is not entirely bad, generally, we would like to be in a proactive mode, driving our own changes, rather than being driven by outside influences.

When enough pressure (stress) is applied against a movable object, the object will move in the direction planned. Sometimes, however, we feel as if we are pushing against an immovable object. Pushing harder does nothing but increase the stress. It does not move the object.

I am pleased to report that as we have applied pressure to many parts of our business,

we have begun to see some visible movement in the right directions. We are not only seeing continued upward movement in sales, we are beginning to see strong upward movement in profitability.

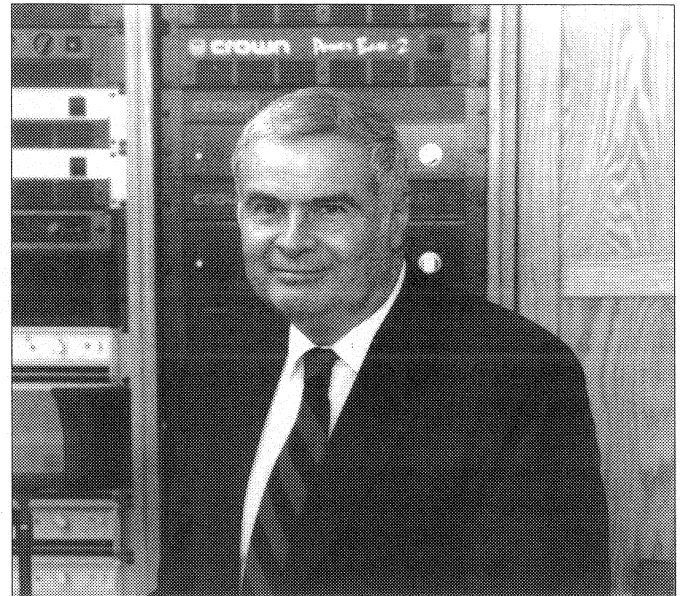
This upward movement in profitability is not only an essential ingredient for future growth and job security, it is also something that can be shared in part with Crown's employees. The objective is to enhance everyone's economic welfare. Positive stress is yielding positive results.

However, I am conscious of two facts:

1. Not everyone can clearly see the results and may feel frustrated with the stress.
2. Not all stress has resulted in positive results. In some cases it feels as though we are pushing against an immovable object and the stress is high—one step forward and two backwards! In these cases we must reevaluate both our goals and our methods. Are we pushing against the right object? If we believe we are, we need to reevaluate how we are pushing, or how hard we are pushing.

I have seen the stress of a growing and thriving business. I have also seen the stress of a shrinking business. Believe me, stressful growth is far more positive than stressful shrinkage! I thank the Lord for the stress of producing all of our sales demand, rather than the stress of too few customer orders.

We are now making visible progress. I applaud your efforts and results. Heavy overtime schedules and limited staff are stressful elements, but the results are showing. Our goal should be, not to eliminate the stress, but to better manage this stress, trying to make sure we stay focussed on moveable objects, not the immovable ones. The immovable ones



Terry Hammond

must be shared with teammates, supervisors and managers to plan step-by-step solutions to those seemingly impossible obstacles in our paths.

A handwritten signature in dark ink that reads "Terry Hammond". The signature is written in a cursive, flowing style.

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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