

CROWN CRITER

Since 1971

Crown International, Inc. Employee Newsletter

June/July 1995

4 & 20 ELDERS, International

by Libby Marshall with John Balzano

*Faith has changed the way things be
Mountains thrown into the sea
I have hope, can see it now
Gonna make it through somehow*

Lyrics like these from the 4 & 20 ELDERS' song, "Faith Hope Love", drive their music right to the mind, heart and soul of listeners. "I Wanna Know," "Brand New Man," "Love Like Mine," and "Mountain," express the questions and hurdles we all experience. The original songs are recorded on *Vision*, an audio cassette and CD.

Mark Darnell, who is a microphone service technician for Crown International and the founder of the group, said they don't try for a certain sound. They claim pop, alternative, rock, heavy metal, blues, funk and even a little jazz as their musical influences. Mark composes lyrics and 90% of the music. Lead vocalist Rich Trowbridge writes most of the lyrics, as well as some music. Then Bryan Chris on bass guitar and drummer Matt Campagnoli contribute their talents and ideas, and together they develop original songs.

Mark, Rich and Matt all sing. The close harmonies and melodic compositions reflect the training which began for all of them in school. Mark started playing trumpet in the fifth grade band in the Concord school system. He experimented with sounds and equipment and wrote lyrics in the basement of his home. He later studied Music Performance and Music Industry at Anderson University. All members of the

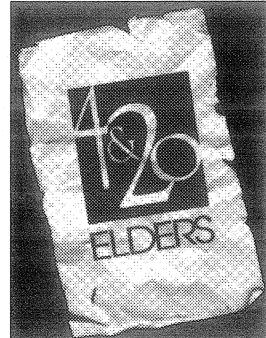


group played in high school bands and with other groups.

When they formed the original group, Mark and Rich brainstormed names. The name "4 & 20 ELDERS" was the one that struck home. It is taken from the reference to 24 elders in Revelations 4 in the Bible. Mark said, "We asked what can we do? We can make a difference for someone: change the depressed to happy; apply the lyrics to life; provide good entertainment." The Bible reference suggests "praising God with a new song," which was just what they wanted to do. Mark added, "It would be nice to make a living at it. It's what I have always wanted to do."

Mark is especially pleased with the black and white logo. Catching the eye of the consumer is not only important to the

commercial success of the "Elders," but is also the reason for one of their next projects which is to produce a multi-media videotape which can be packaged and sold with their CD. It would be an added benefit to see as well as hear them, especially overseas. The CD, with the cover designed by Rich, who is also a graphic designer,



has attracted the attention of an international distributor who exports music to Europe, Japan and Scandinavia.

Classic 97.7 FM recently interviewed Mark on Austin's midday show, and featured "Love Like Mine." "Mountain" was the "Song Bite of the Week" July 10-14th. This helps reach a younger audience, like the teens who surrounded and talked to them after the Elders opened the Strutter concert at the Elco July 12th.

Crown, Steve Mills and Bruce Bartlett are credited with helping Mark learn the principles of microphones. The Elders use only Crown mics and occasionally test prototypes. Mark and Steve used their own prototype designs to record "Backlash." Steve also traded guitar leads on "Backlash," and Bruce did the digital master editing.

Vision took almost a year to complete by the time they mastered the music, produced the recordings and printed the art work. The tape, CD and printed T-shirts are available at Karma Music at Pierre Moran Mall, Tracks in South Bend, Super Sounds at the Concord Mall, at all performances or from 4 & 20 ELDERS, 59083 C.R. 3, Elkhart, IN, 46517.

*Now I'm standing on this mountain
Lord, I really love this view
The other side is so much brighter
Colored by the love of you... ☺*

David Grant's Avocation

"Goshen College radio station WGCS has come to a crossing," according to a recent article in The Goshen News. "Crossings" is a new folk music program airing nightly from 9 until 11 o'clock on the otherwise classical music station. When David Grant, a Crown Audio Export Agent, read the announcement of the show in the newspaper he volunteered to be the Friday night host.

David's previous radio experience dates back to the early 1970s at station WRHS in Olympia Fields, Illinois.

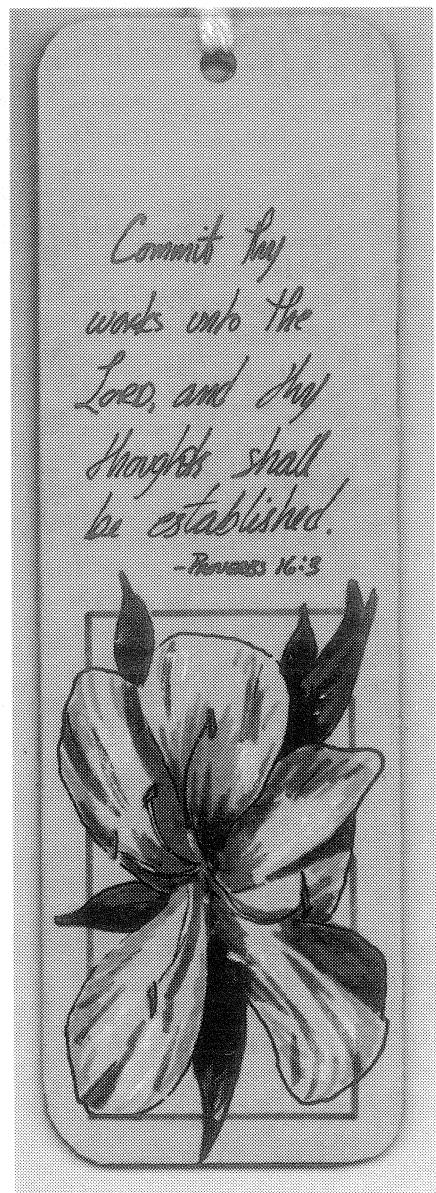
"I always thought I would like to do something like that again," David said. "And I really enjoy folk music."

The response to the program is positive. "Typically I receive a handful of phone calls on Friday nights, mentioning how good this is for the area."

"Folk music is experiencing a resurgence," he said. "It stems from new artists like the Indigo Girls and Iris Dement, as well as those who have been around for a while — Bob Dylan and Crosby, Stills, Nash & Young."

He said it's the diversity of folk music that gives it such wide appeal. David's Friday night show focuses on his particular folk tastes, late '60s, early '70s and folk rock. Other hosts feature more traditional folk or bluegrass, for example.

Assistant Station Manager Jon Kauffmann-Kenkel said that "the only way we have to gauge [the success of the program] is word of mouth and the calls we get." They will eventually be able to host folk concerts and other special folk events on campus. We may hear more about Crossings! ☺



Pictures and Words Celebrating Nature



It was difficult to select samples of Elizabeth Bigler's drawings. Each is distinctive whether an 8"X10" action scene of a white-water kayaker or a small church in the snow on a Christmas card. Undoubtedly Beth's friends have enjoyed her talent, because she has done bookmarks like the one above, greeting and note cards, specializing in birds and animals. Beth uses colored pencils, markers and touches of water paint on her work.

Beth is on Line 3 in Crown's production area. She says, "I have always liked to draw, even as early as the fourth grade. I have sold some larger portraits, pictures and greeting cards."

Pictured here are the editor's selections, a Christmas holiday card and an inspirational bookmark. ☺

Artist on the Move

Motorcycles and art go hand-in-glove, so to speak, with Tom Hornblower. He likes to pack up his Norton or Harley with bedroll and drawing supplies, and look around this country of ours. Scenes like this rural general store catch his eye and sometimes inspire.



Editor's Note:

Some people have fun year round by drawing, writing, singing, playing music, making things and using their gifts to create more beauty. With this new "Artists and Writers" issue we have featured a few of the creations of our employees and friends.

A Fable for Aesop

by Kate Walters

Kate Walters is Great Aunt Kate to Sandra Bonney, a former employee, who shared this with us after her vacation with her aunts in September 1993. Kate granted us permission to use this published poem.

We humans are the strangest lot
to stand upon life's shore;
As soon as we have found our spot,
We reach right out for more.
We always look the farthest out
For things we do not own,
And all the while ignore the gifts
That lie the closer home.

It seems we're always coveting
The things that others praise;
So anxious for tomorrow's gain,
We overlook today's.
With all the bounty that is ours,
We are, I most confess,
The only species wanting more,
And yet respecting less.

The sand in nature's hourglass
Is slowly running out;
While we, so busy hoarding here,
Forget what life's about.
We're seldom ever satisfied
With what's in our collection,
So, reaching out for more, we drop
The bone for its reflection!

EMPLOYEE COMMITTEE FINANCIAL REPORT

As of July 24, 1995:

Balance in

Savings Account: \$4,187.32

Checking Account: \$2,637.91

Total On Hand \$6,825.23

*Family Picnic Saturday, August 19th, at
Studebaker Park, Elkhart.*

Praise Team Soars

Pictured left to right: (front) Apostle Willie Coates, Janet Hines, David Greenawalt, Chris Brandon, Jim Bair. (back) Jo Shreiner, DeMarco Johnson, Gwen Turner, Jua Coates. Not pictured: Beverly Johnson and Maurice Miller.

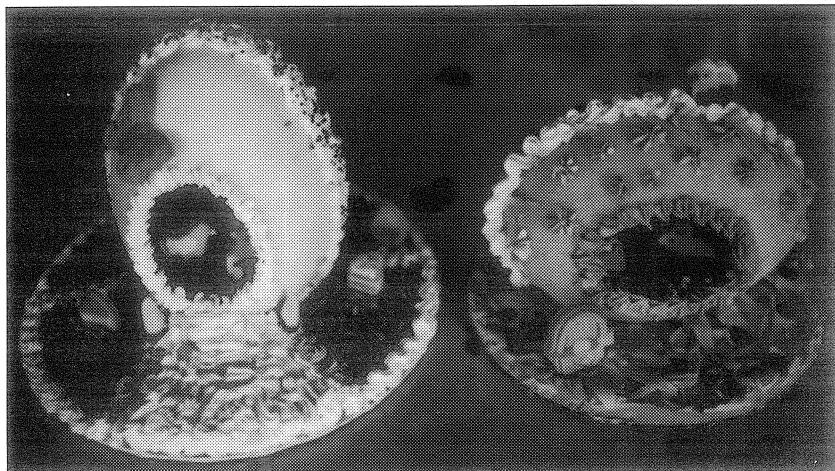
This photograph of the New Wings of Faith Praise Team can be seen on the cover of their newest tape recording, "Alive Unto God," Volume 2. Jo Shreiner, Crown Purchasing Agent, one of the newer members of the team, started singing with them in the spring of 1991. Most of the members of the South Bend group have grown up singing together in a local church, and then helped start the New Wings of Faith congregation led by Apostle Willie Coates.

They give back to God their best, and the professionalism and excellence of their music has been a drawing card for many people who like to participate in the strong praise and worship format of the church.



Lia Takes the Cake!

Rosalia Horvath, Modules, created these cakes, which are works of art. Like delicately decorated Easter eggs, these cakes have farm scenes inside. Any holiday, birthday or special occasion can give Lia the inspiration to create. ☺

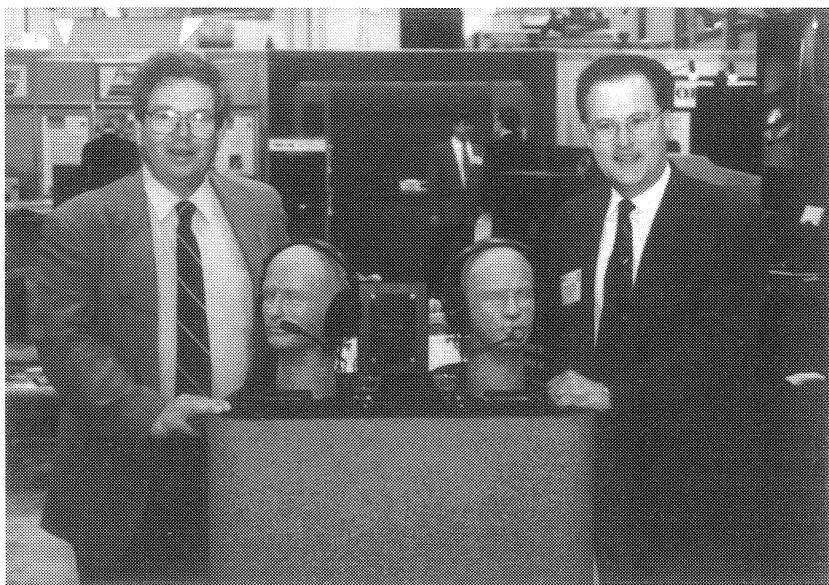


A Sparrow's Flight in Spring

As a candle light dances in your eyes, I can
feel your heart with a touch of your hand in mine.
A warm glow of love and trust grows from
between us, visible to only your heart and mine,
While the dark of the shadow plays with the
Dancing colors of the loving candle light.
The love I once feared is now forever welcome.
In my eyes tonight, my thoughts tomorrow,
And in my heart for as long as stars fill the heavens.
Just as spring will follow the snows
And lets the sparrow take flight,
The love that fills my heart forever
is the love I feel for you tonight.

—Author's Name Withheld by Request

Cool Stuff



It was the Audio Microphone department's turn to win a "Cool Stuff" award from Radio World newspaper at the National Association of Broadcasters (NAB) show in April. Tom Lininger (left) and Bob Herrold are shown with the plastic models and the Crown CM-311HS and CM-312HS headworn microphones.

What makes them cool? They can be mounted on either the Sony® MDR-7506 or MDR-V6 headphones. Worn with lips touching the mic, the CM-311HS cardioid condenser works well in traffic-copters or at sporting events with high noise levels.

The CM-312HS, a lightweight hypercardioid condenser mic, is similar to the CM-311HS, except that the mic is worn to the side of the mouth and is less conspicuous. 

Politically-Correct Dictionary

Many organizations are looking for kinder, gentler ways of describing things. Match the terms below with their more subtle versions at right. (Answers on Page 7.)

- 1. Lifestyle downsizing opportunity.
- 2. Differently fielded grounder (in baseball).
- 3. Chronologically gifted.
- 4. Sobriety deprived.
- 5. Failure to achieve one's wellness potential.
- 6. Metabolically inactive.
- 7. Pharmacological preference with long term commitment potential.
- 8. Unaffiliated applicant for private sector funding.
- 9. Uncontrolled flight into terrain.
- 10. Early stages of finalization.
- 11. Uniquely coordinated.
- 12. Charm-free.
- 13. Differently correct.

They're Copying Our Mics!

by Bruce Bartlett

As I walked the aisles at a recent sound contractors' show of audio equipment, I noticed something intriguing. Our microphone competitors had copied our mics!

There were models like our PZM-10 security mic, PCC-130 conference mics, and CM-340 choir microphone. Several companies showed headworn mics like our CM-312HS and CM-311HS. We were flattered by this imitation!

The show was put on by NSCA, the National Sound Contractors' Association. It was held in May at the Indianapolis RCA Dome (formerly the Hoosier Dome).

At the Crown booth, two dummy heads displayed our CM-312HS and CM-311HS headworn mics. A wooden male cutout wore our new CM-10 lavalier mic on his tie.

According to Microphone Department Manager Tom Lininger, "The PZM-10 was the hit of the show." It's a PZM mic that looks like a light switch, and is used for security and surveillance. The PZM-10 can be flush-mounted in a table, wall or ceiling. Also popular were our new sportscasters' headworn mics that mount on a Sony headphone.

We even showed the actual Indy 500 Raceway microphone: our CM-230 Tridundant mic. It's been used many times to pick up the famous phrase, "Ladies and gentlemen, start your engines."



- a) old
- b) sickness
- c) dead
- d) addictive drug
- e) drunk
- f) unemployment
- g) error
- h) unfinished
- i) wrong
- j) boring
- k) panhandler
- l) plane crash
- m) clumsy

Mary Ihnken Retires After 17 Years

Mary Ihnken's retirement was "likened to a bittersweet occasion" during assembly on June 14th. Patti Smith, Administrative

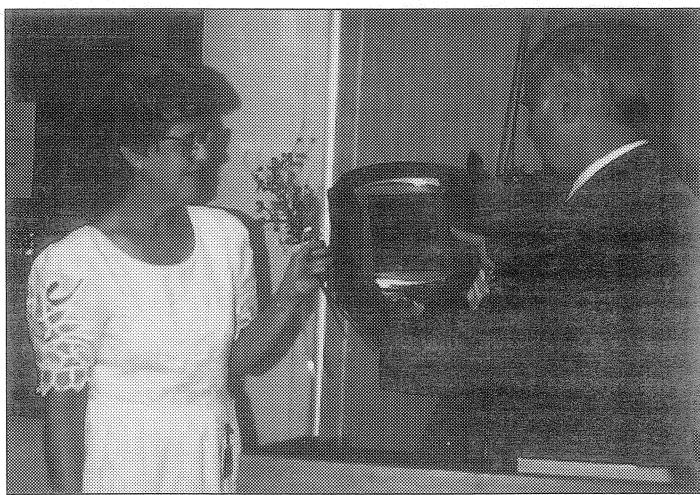
Resources Manager, presented Mary with a sprig of bittersweet as she said, "We are saddened to see her go, but happy for her as she plans some new and exciting experiences."

Mary and her husband, Gene, are thinking about traveling in the fall to visit her sister in Mississippi and in January to a special "warmer climate somewhere." Right now they are just enjoying family and the things of summer, such as tending their son-in-law's

garden, attending two grandsons' soccer games and to the county fair where the grandsons showed their pigs and cows.

Mary has been Purchasing Department secretary for seven years and Supplier Quality and Production secretary before that. She knows Crown well after working on the production lines, in Stockroom and in Accounting. Terry presented Mary with a plaque to recognize her 17 years of service.

Her caring attitude, desire to serve and excellent work ethic prompted Jim Downs, Purchasing Department Manager, to express our sentiments about Mary exactly, "I'm excited for you but I'll miss your good morning hello, your smile, your hard work and dedication, but most of all I'll miss you, Mary." ☐



Mary Ihnken and Terry Hammond

A Few Thoughts on Retirement

by Tom Szerencse

I'll bet that a lot of you thought I was going to announce my retirement! Ha, gotcha! You can't get rid of me that easily! But I am thinking!

In May and June during Wednesday morning assemblies, Patti Smith and Terry Hammond announced the retirement of Millard Eger and Mary Ihnken. In July, Wendy Wisler left Crown to join husband

Joe for a new life in Colorado with their family. These are special times for retirees and any employee who looks back with pride on all the work they have invested in this company and the friends they have made. As Patti and Terry bestowed good words and beautiful plaques, I found my mind wandering. I thought about this tradition that we Americans have of bestowing good words and gifts at the *end* of one's career. This, I concluded, is a good practice, but because it is tradition, it may not be received sincerely, and should not be the only time a person hears the words "thank you".

Here at Crown, as a team, we all rely on the help of

others to accomplish our tasks. Few of us are fully self-sufficient. The challenge I would put to you is this. When someone agrees to help you, if they come through or at least give it a sincere try, tell them right then and there, "Thanks!" People need to hear this word more often. It's a powerful reinforcement and sometimes as good as money. But it must not be over-used. Only the most sincere expression will carry any weight.

Many people have helped me along my career path here at Crown. Some have moved on because of a job change, move, retirement or death. I hope I thanked them adequately, but probably didn't. I started a list of everyone who has helped me accomplish tasks here at Crown over the years, and gave up. The list was too long to deal with.

So, to all of you, before our unpredictable lives change direction again, I'd like to offer you now, a sincere "Thanks" for all of your voluntary help over the years. It speaks volumes about *your* character. You are good friends! ☐



Wendy and Joe Wisler moved to Ft. Collins, Colorado, where Joe is a sales rep for ProTech.

Jim Cauley Recognized



Jim Cauley and Terry Hammond

Congratulations to Jim Cauley on the achievement of an Associates of Applied Science and Electronics Technology degree from Southwestern Michigan College, Dowagiac, Michigan, in April 1995. ☺

Tom Brown pulled this one out of the hat for us. Maybe someone will want to try their hand at it, writing poetry about business, that is!

Life Processors

Oh give me, Lord, the WORDPERFECT life;
One I can REFORMAT at a button's touch;
Where misplaced actions are instantly JUSTIFIED;

Where the CURSOR points always to
good times ahead;
Where my latest mishap's simply rectified
by a touch of
DELETE,

And those precious lost moments resurrected
by the F1 key.

A life, above all,
whose meanings are made visible
by the simple touching of the REVEAL CODES.
The WORDPERFECT Life.

—Ariana Clarke

from *The Poetry of Business Life: An Anthology* by Ralph Windle

New Training 2000 Grant Received

Tom Brown, HR Training and Development Manager, announced that the Indiana Department of Commerce awarded Crown another Training 2000 Grant for \$100,000 to be used for training from May 8, 1995, through May 7, 1997. Of these funds, \$10,000 may be used to train new employees and \$90,000 may be used to retrain current employees.

The Business and Industry Training Division of Ivy Tech will administer the claims and disbursement of the monies, with the help of Jennifer Roth, Crown Financial Accountant. These funds will enable us to improve the skills of our workforce, while supporting our business and its effects on our community. ☺

New Toastmasters Officers Installed

Libby Marshall was installed July 22 as President of Crowning Achievers Toastmasters Club for the period of July, 1995, through June, 1996. Other officers installed are:

Vice President, Education - Marlin Brown

Vice President, Membership - Rhonda Chapman

Vice President, Public Relations - Mark Potterbaum

Secretary - Mark Stucky

Treasurer - Ben Dorsey

Sergeant at Arms - Mark Curtis

Asst. Sergeant at Arms - Jim Bontrager

Crowning Achievers meets every Thursday at Noon in the Plant 1 Assembly Area. Visitors and new members are always welcome! ☺

Bah! Humbug?

A day at the beach?

The prospect of a long day at the beach makes me panic. There is no harder work I can think of than taking myself off to somewhere pleasant, where I am forced to stay for hours and "have fun."

Phillip Lopate, novelist

Politically-Correct Answers:

1. f	2. g
3. a	4. e
5. b	6. c
7. d	8. k
9. l	10. h
11. m	12. j
13. i	

The President's memo...

Why have a bonus program?

An employee recently asked "Why don't we eliminate the Bonus Program and put the money in our base salaries?" This is a fair, reasonable question. It is important enough for me to share the answer with the entire corporation.

Our current corporate-wide bonus program is based on what we refer to as Return on Assets (ROA). We calculate our pretax profit as a percentage of the total dollars invested in the corporation (buildings, equipment, inventory, etc.), and this percentage equates to ROA:

$$\text{ROA} = \frac{\text{Sales} - \text{All Costs}}{\text{Assets (Investment)}}$$

If you have \$1000 invested in a bank, you expect some return on investment in the form of interest to be paid on the \$1000. If the bank pays 6% interest, you receive a 6% return on investment for your \$1000. The same concept applies to this and any other business.

At the end of 1994, we had approximately \$21 million invested in Crown International. This \$21 million is a combination of money invested by Crown Stockholders, plus money borrowed from the banks. Again, this investment is necessary to purchase buildings, equipment, inventory and supply the operating cash needs of the company.

Crown believes that its employees are vital to the financial success of the company. As profits are generated from the \$21 million investment plus the efforts of its people, part of those profits should be paid to employees, over and above their base wages. Again, we use the ROA calculation to calculate how much bonus will be paid. The higher the profits, the greater the bonus!

Crown has had three lean profit years which resulted in limited or no bonus for many people. Profit, or ROA, can be improved by:

- A. Increasing sales.
- B. Controlling or lowering costs.
- C. Utilizing investment (assets) in a manner that helps to increase sales and lower costs, or both.

As we have applied increased discipline towards controlling cost and continued to in-

crease sales, we are now beginning to experience visible improvements in profitability and the ROA which results.

We have great potential beyond current profit levels, and we do see a strong positive trend. We believe it is proper and fair that our employees share in this improved profit trend. We believe this potential sharing should help motivate our employees towards further profit improvements.

Back to the basic question:
“Why have a bonus program?” I hope
that you can already see and understand

**We have great potential
beyond current profit levels**

part of the answer. A bonus program should both motivate and reward higher performance. I believe it is sound business practice to tie employee pay to business performance. All employees must come to understand that employee performance and profits are inseparably linked together. No company can pay wages for long, without being profitable. Conversely, employees' skills and efforts, combined with the stockholders' investments, generate profit.

Finally, it is important to understand that profitability serves other essential needs beyond employee compensation. A business must continuously reinvest in itself, and this reinvestment must ultimately come from profits. Secondly, profit is payment to the stockholders for the use of their investment in the business. Without this payment there will be no investors and therefore no business nor jobs.

In summary, both investors and employees are essential to the success of the business. Crown has chosen to share part of its profits with its employees to recognize and reward their skill and initiative beyond their base pay. If we include bonus as part of the base pay, then we have destroyed the relationship between employee reward and profitability.



Terry Hammond

As we all work together as a team to improve company performance, employee compensation will also improve. We think that is the fair way to do it!

Jerry 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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