

# CROWN CRIER

Since 1971

Crown International, Inc. Employee Newsletter

July 1996

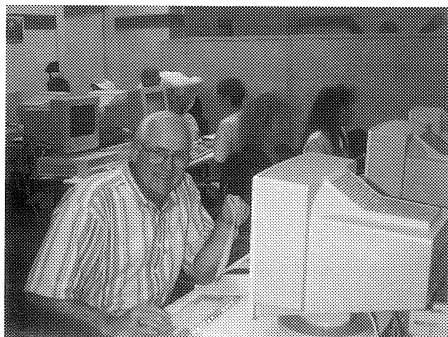
## The Way to Learn

by Libby Marshall

Preskel Gayheart, Corporate Credit Manager, said, "This is the way to learn," about the computer class he and 95 other Crown employees are taking in the HR Training Room. Divided into seven, three and a half hour classes meeting Mondays, Tuesdays and Wednesdays through August 23rd, these students each have a computer for hands-on instruction.

The instructor is Jim Hoffman who makes the trip up from Vincennes University Indianapolis each week to teach the 16-week, college-credit course. His enthusiasm for the computer and the people learning to use it, keeps everyone alert, especially when he starts a class by breaking open a floppy disk to show what's inside.

By actually looking inside a disk and a computer, and using textbook diagrams of network systems and peripheral equipment, Jim is teaching students to understand the corporate use of computer hardware and software.



*Frank Alvey, a member of Crown International's Board of Directors, said, "This is the first time I have turned on a computer in my life. I'm learning. This is fun!"*



*Jim Hoffman, Instructor, gives Jackie Brown, Audio Line 9, some guidance.*

Besides learning how to use the MicroSoft Office software programs, the students learn how data is stored, how personal computers (PCs) share information via different types of network systems, and what potential problems can occur. They are also introduced to multi-media and telecommunications technology.

Preskel gives this class "two thumbs up" because "it trains participants to understand the fundamentals, to practice the fundamentals and to become good at the fundamentals. It's the right mix of book and lab teaching to complement the learning process at a rate at which we can retain what we learn." The book is *Using Information Technology: A Practical Introduction to Computers & Communication* by Williams, Sawyer and Hutchinson.

Yes, these students have exams, and they are graded. They will also receive college credit for their efforts. In many cases, their accomplishments directly affect job performance and will provide additional job opportunities as they become more productive.

About 75% of the students are taking

the training as part of their Crown jobs, while about 25% are paying their own tuition. However, this training prepares these students for implementation of a new Crown corporate information system which will require computer literacy for nearly everyone.

Crown management supports this continuous learning because it is vital to corporate and employee survival. It is expected to increase the computer competence of Crown's employees and help Crown meet the challenge of market competition. ☺



*While Rhonda Jones, Information Systems Support Center, and Patti Cobb, Audio Line 3, ponder a problem, Pam Murphy, Audio Line 2, offers some advice.*

## Product Check

Crown Audio Power Amps are the amps most used in worship center installations according to *Sound & Communications Magazine's* June 26, 1996 "Product Check" survey of U.S. and Canadian sound contractors. ☺

# Digital Camera Makes Assembly Easier

by Bruce Bartlett

When Crown workers put together an amplifier, TEF analyzer or microphone, they need drawings or photos that show how to assemble the parts into a finished product.

Since August 1995, the assembly procedures posted at some Crown workstations are made with a \$13,000 Nikon digital camera. Photos made with the camera, then specially edited, show workers how to wire and assemble the components.

This is brand new technology. Crown was the first company in this midwest area to have a camera like this.

Dean Frick, Audio Manufacturing Engineering Photographer/Designer, said, "Before considering photography, we had planned to use CAD stations to make assembly drawings. But CAD drawings are hard for many assemblers to understand. Photos relate more easily to the real world.

"What's more," Dean continued, "A process document that would take CAD three days to produce can be made in one day with the digital process. We figured that the payback for the electronic camera was about a year, which is pretty quick.

Originally, they shot assemblies with a standard film camera and converted the pictures to Kodak's photo CDs. Dean said, "This was adequate but expensive, and we had to wait two to three weeks for the images to be returned."

To reduce the delay time, Terry Frick, Advanced Manufacturing Systems Manager, suggested electronic photo graphics and a Quik Take 1000 digital camera. However the Quik Take camera resolution was not high enough to show details, such as part numbers and color codes on the actual parts.

Nothing else would produce the clear images we needed except the particular model of Nikon that Terry and Roy Pickler decided to purchase.

"The Nikon photos look true-to-life and three-dimensional," Dean said. "Because of shadowing and other effects, the photos are easy to understand. Wiring schemes show overs and unders that are nearly impossible to show with CAD drawings."

The software makes it possible to enhance the photos for clarity. "We're us-

ing Corel 6 graphics package software, which includes graphics and photo paint. We can enhance the photos, size them, choose color or black & white, edit part colors or change wire colors.

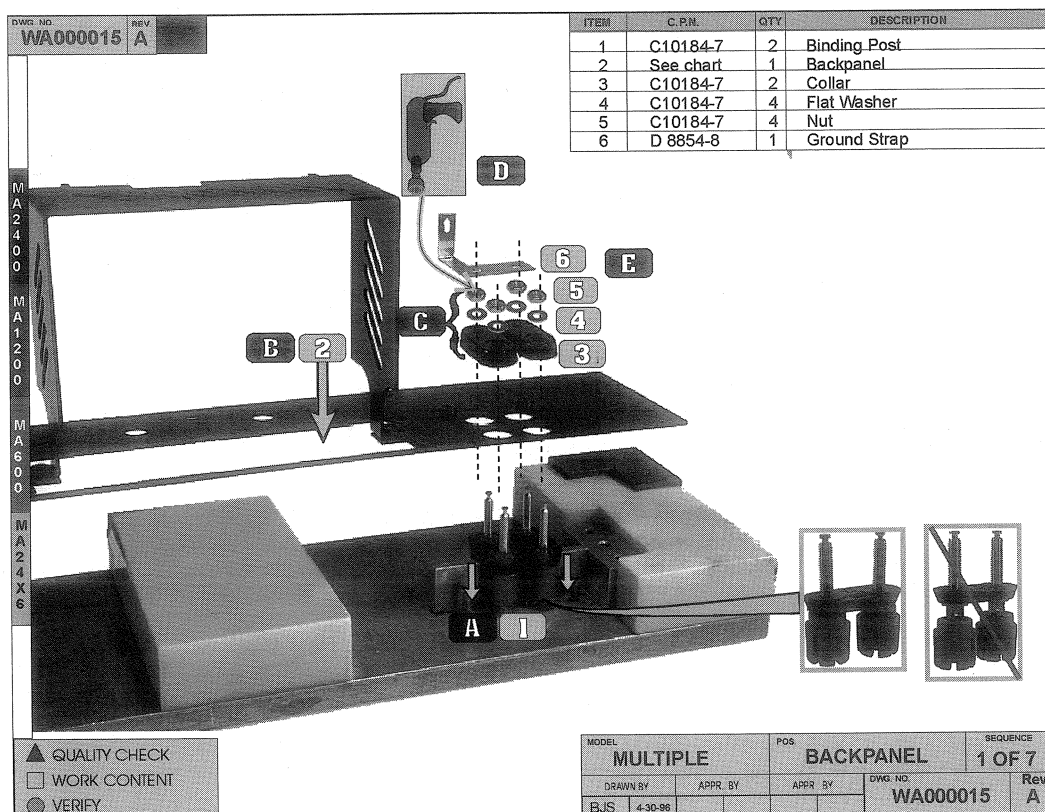
"We set up our own page layout standards, and use standard demand flow bordering info boxes. (See graphic.)

"In the future, we hope to use computer monitors at each work station to sequentially display the photo documents. It is then possible to animate our photos into true multi-media instruction.

"Because the camera is new technology and our drawings are successful, some of our customers and major corporations are interested in what we're doing. For instance, representatives from Bayer looked at the camera and software. General Electric personnel were impressed and they have introduced it into their system.

"We had to train ourselves to use the new technology," Dean said, "but it's been fun." ☺

*A typical procedural drawing is pictured below.*



# Techron Publication Receives Apex '96 Award

by Mark Stucky

Techron's pocket-sized glossary of power amplifier terms recently received an award of excellence in the Apex '96 Publications Excellence Competition. The *Glossary* (second edition) is officially named *Power Amplifiers and Systems: A Glossary of Terms*.

The *Glossary* was created as a marketing tool that would help communicate

power amplifier concepts and help provide a common ground of understanding among people with varying levels of technical knowledge. Although it contains many terms in common with audio applications, the *Glossary* focuses on terms in power amplifier applications in the industrial, medical, and research markets.

Apex '96 is an annual competition for communications professionals. Techron's

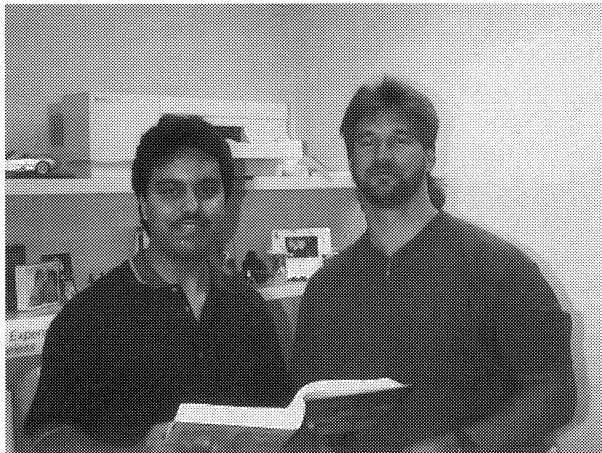
*Glossary* was one of 4,073 entries this year. Its award of excellence in the Product and Reference Manuals category was based on content, design, and success "in achieving overall communications effectiveness and excellence."

The *Glossary* was created by Mark Stucky and Ben Dorsey in Techron Information Development. ☺

## New Employee Profiles

Enrique Hernandez, Audio  
Industrial Engineer

Chris Singleton, Audio  
Mechanical Engineer



Chris Singleton answered Crown Manufacturing Engineering's ad in the Elkhart Truth for his engineering position. An engineer for Imperial Automotive in Elkhart, Chris has experience in automation and robotics from positions with Motorola, Amdahl and Apple Computer. He obtained his BS degree at Arizona State and the University of Phoenix and has done post-graduate work at Stanford.

Chris sees "lots of opportunity" in Crown manufacturing. His first projects include automating "odd-component" (not insertable by automatic inserters) placement in modules and implementing a system for incoming inspection.

Chris and his wife, Tammy, live in Granger with daughter, Riley, and son, Max.

Chris told his co-worker at Imperial Automotive, Enrique Hernandez,

about Crown's opportunities. Roy Pickler subsequently hired Enrique to fulfill industrial engineering needs in process improvement to increase efficiencies of people and machinery. His first projects involved studies in surface mount technology and magnetics at Crown.

Enrique may introduce Crown to Poka Yoke, a Japanese engineering process improvement method which he studied in Japan. Poka Yoke uses electronic devices to help operators assemble components correctly. Enrique worked for Nissan in Smyrna, Tennessee for four years.

Enrique earned his industrial engineering degree from Aguascalientes University in Mexico. He studied computer science in Chicago for two years.

Enrique and his wife, Belen, have a son and daughter, Enrique and Karla. ☺

## College Registration Deadlines for Fall Classes

Call Sue Tansey in HR for more information, extension 8277.

I.U.S.B. - 219-237-4869  
August 19, 20

Goshen College - 219-535-7535  
August 31 - September 3

Southwestern Michigan College  
616-782-5113 or 616-683-5780  
August 29 (Open until class begins)

Bethel College - 219-259-8511  
August 19 (Open until class begins)

Ivy Tech - 219-293-4657  
July 22

Davenport College - 219-277-8447  
August 12 - September 20

Purdue IHETS (video at Crown)  
July 24

# The President's Memo...

## Where did the second quarter bonus come from?

During July, Crown International paid a record-level bonus to employees. Where did it come from? I suggest that there is a multiple-part answer to this question, and each part is important.

The basic part of the answer is: "Employee bonuses came from some portion of our year-to-date profits." That leads to other questions, the first being, "Where do profits come from?"

Profits result from customer satisfaction, combined with good management and control over all the economic resources used in providing product and service to our customers. Keep in mind the return on asset (ROA) formula:

$$\text{ROA} = \frac{\text{Sales to Customers} - \text{All Costs}}{\text{Investment}}$$

(inventory, buildings, equipment, etc.)

Higher sales, combined with lower costs and lower investment, result in a higher ROA and higher bonuses. This higher ROA can only be accomplished through the team efforts of many people with many skills.

Perhaps the next natural question is: "Why does Crown choose to have a profit-sharing bonus program?" The answer is two-fold:

1. Crown Management believes that all employees should participate in either the success or non-success of the business, in that employees' skills, efforts

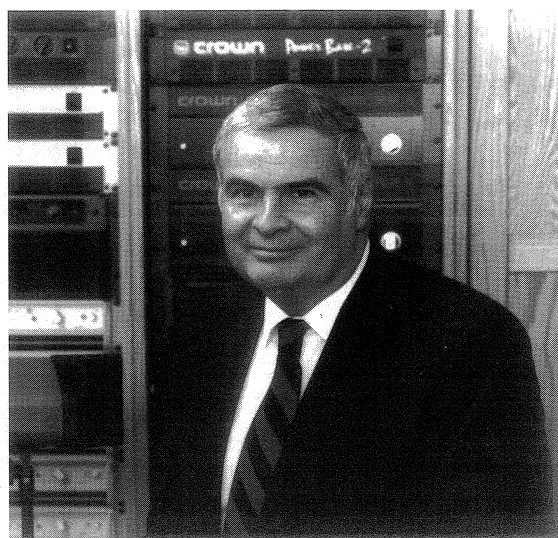
and attitudes are perhaps the greatest influences on the success or failure of a business.

2. One of Crown's four corporate principles is to "Serve People." One key way of serving people is to operate the business in a manner that will make it "Grow Profitably," another corporate principle. As a company grows profitably, it not only creates more jobs, but it then has the opportunity to share part of its profitability with its employees.

In a business context, growing profitably and serving people are linked together in an inseparable relationship. Again, sharing profitable growth with the employees who helped to create the growth, serves people and is a sound business principle.

In summary, as a result of sales and profits during the first six months of 1996, Crown has been able to share with its employees record profit-sharing bonuses. I commend all of you for your contributions to the success we have enjoyed this year. The challenge of the second half of 1996 lies before us, but I believe the Crown team is up to the task of completing a record second-half of 1996.

*Terry Hammond*



Terry Hammond

## Customers expect a lot!

When Stockroom opened a returned amplifier carton recently, they cringed at the sight of this two-week old product damaged beyond recognition. The slip inside said, "Cash refund requested. [PT2] not working - fell off truck on freeway and was run over by cars, truck, etc." A San Leandro, California casualty!

A Dayton, Ohio company returned a CM-312 headset microphone for repair to Customer Service. The brief note said: "Crown. Please repair under warranty head chewed by dog! Dog must not have had headset on correctly. Thanks, Mike."

What did we do? We are still deliberating! We may publish the answer in August. ☺

The CROWN CRIER is published monthly or bi-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

### Balance as of 7/19/96:

Savings	\$1,241.09
Checking	<u>2,535.22</u>
Total	\$3,776.31