

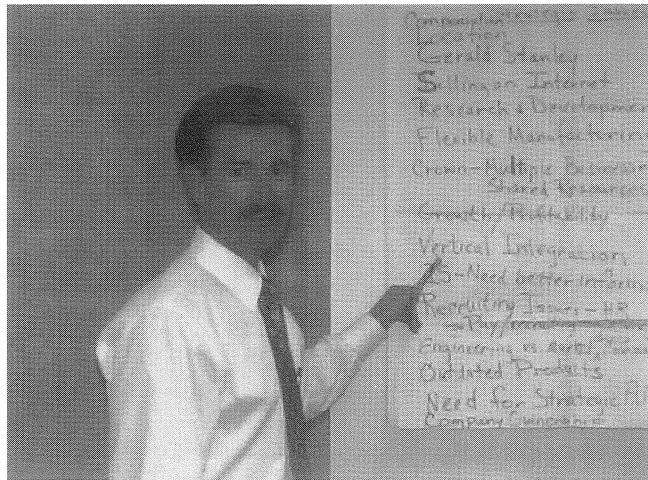
Since 1971

Crown International, Inc. Employee Newsletter

May-Oct. 1997

## What Makes Planning Strategic?

by Libby Marshall



Richard Newberry

The Bible is clear: "Without plans, you will fail." The main purpose of strategic planning is to optimize future potential of profitability, survivability and growthability. The scene pictured here is familiar to Crown divisional managers and some key support personnel. Richard A. Newberry, President/Chief Operating Officer of Crown International, Inc., since July 14<sup>th</sup>, with flip chart at hand, led these managers through a six-month process which taught the how-to of strategic planning as well as plotting Crown's vision and needs. "To be accurate," Richard said, "strategic thinking is most important."

The stakes are high. The Audio Division plans to become more competitive through timely product development and delivering better value. Increased market share and international growth will follow.

Techron will continue to build current MRI business while diversifying in the MRI marketplace and introducing the OCIA technology into the MRI product line. A major

challenge has been the product changeover from the 8645 to the 8651. Other industrial markets will be considered.

Crown Satellite and Broadcast have excellent potential. Satellite is exploring many high-tech, state-of-the-art possibilities.

Crown's strategic planning went this way:

1. The first and last corporate-focused meetings dealt with the Mission Statement which was intro-

duced to all employees during assembly Wednesday, October 8th. There will be more involvement for all employees as managers discuss what this means in terms of measurable goals in each division.

2. "Where are we today?" and "Where do we want to go?" These questions were analyzed in the second series of meetings which were three days in length. Markets, competition, technology, government regulations and other opportunities and threats were discussed. The managers and staff have to understand what it takes to be a winner in their industries. The current scenarios and key issues were analyzed. The planners developed strategic goals and objectives and departed with specific assignments to gather information in the three-week interval prior to the next meetings.

3. "How do we get there?" Participants studied costs and prepared budgets and came up with action plans to meet their commitments. The goals are quantifiable and will be measured. All involved are accountable for carrying out the plans.

4. During the fourth and final meeting, planners looked again at each part of the Mission Statement. Consensus was that it clearly states what Crown needs to do both now and in the future.

Terry Hammond and the Crown Board of Directors asked Richard to move into the position of President as a successor to Terry, who will retire early in 1999. Richard will now work directly with all management to see that action plans are carried out within budget constraints. He intends to be a "walk-around" leader with an open door to his office.

**strategy:** ...2a: a careful plan or method; a clever stratagem. b: the art of devising or employing plans or stratagems toward a goal. ... *Merriam Webster's Collegiate Dictionary, 10th Edition.*

"Overall, I am pleased with the strategic planning we have accomplished," Richard stated. "Next year will be even better. We have a clearer understanding of what we might expect during the next five years, and well-defined goals to get us there."

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# Mike Morgan

## Audio Manufacturing Manager

by Libby Marshall

Two things tipped the scales in favor of Crown when Mike Morgan was considering the offer to become an Audio Division Manufacturing Manager. First, his nephew, who knows audio, told him Crown has a tremendous reputation with the best products in the audio industry. Then he went to church late, one Sunday, and had to sit in the balcony. He turned around to see who was there and saw Crown amplifiers powering the church sound system. That did it!

Now that Mike has been at Crown for ten months, he said what has pleased him the most is the culture. The people and the Christian background make Crown unique. None of the industrial environments he has known have been as free to express that. The non-union environment and the environment which very much values people is a change from his previous industrial experience, some of which involved intensive labor negotiations.

Mike is also pleased with the strategic planning underway. The formalized plans should help with the challenge to reduce costs with improved manufacturing processes, increased efficiencies and computer product design. Ultimately these things will help keep manufacturing jobs in Elkhart.

Mike's responsibility for managing information and direct support to manufacturing includes: (1) meeting production schedules and satisfying customers; (2) implementing new products, tooling and processes; (3) setting targets and goals for the most cost effective and efficient use of human resources.

Mike came to Crown from Landis & Gyr, a Swiss-based company. After graduation from Purdue University, Mike was a quality control manager and manufacturing engineering manager. As a manufacturing manager Mike had the opportunity to orga-



Mike Morgan

nize teams into "Focus Factory" units, where each team is given everything they need to support their own projects. Mechanical engineering, automation for assembly and electronic circuit board production were all part of Mike's experience which led to Crown. The products were different, but the processes similar.

Mike and his wife, Sara, have three grown children. ☐

## What Puts the Flex in Flexibility?

by Libby Marshall

The first *Crown Crier* visit to Line 9 was in January, 1995. Introduced as the "Audio Nine-Flow Line" it was the first to use a stand-up, demand flow process and ergonomic equipment such as roller-ball work tables, amp flippers and gravity conveyors. A goal was to build various models according to customer/order demand.

How did they do? Mike Morgan reports that, "Line 9 is very productive and flexible. They continue to rise to the challenge - 100 amps per day." Actually, as Supervisor Paula McBrier explained, "With a full line, building the 460s from another line, we can assemble 100 to 110 per day. The MA3600 is more involved and so we usually do 70 to 75 per day."

"The people on Line 9," Paula said, "are great about taking amps from other lines when needed, and learning to build them." Line 9 and Line 2, under the Supervision of Brenda Mortimer, frequently assemble each other's products, since the model mix or-

dered requires varying quantities. Line 9 assembles all MA series amps and can do the MT series and CSL amps as well.

But there are challenges daily. Paula said, "The demand flow process has helped the passing rate since it requires inspection as part of the job. We watch for line errors and meet daily to discuss them."

They would like to have more parts on the C-Tech and Kanban supply system. They get their parts directly from bins stored on the shop floor, which reduces Stockroom labor, decreases inventory and increases inventory turns.

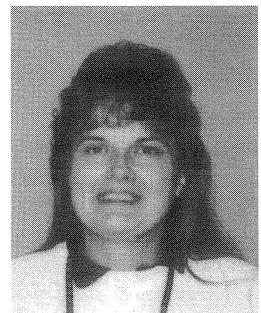
There are other challenges that are being considered for improvement. They would like a pallet mover under the conveyor line. Also, time-setting and updated standards are needed for product assembly.

And for the supervisor, there are always personnel issues. However, Paula is pleased with Line 9 and the people who work it. It is their attitude of providing support, both on

the part of the supervisors and employees, which is one aspect of flexibility, according to Mike Morgan.

Cross-training, manual operations and design for manufacturing are other aspects of flexibility. A line mechanized for efficient assembly enables production of different models without changing parts. "And," Mike exclaimed, when he referred to the fluctuation of customer demand for various products, "it's a good thing we are flexible!"

Line 9 is a model for flexibility and "delighting the customer!" ☐



Paula McBrier

# Pacesetters

It's something "very simple" according to Gerald Stanley. "Basically each one of us is never any more than what was given to us. Everything I have and have done has been given. My wife is part of what I've been given, and my Mom. The encouragement, support, love, nurture—it's all those things. They are all gifts of God. That's all we can be—what we've been given.

"I want to thank you all, because you have all given much. No idea that any of us ever has in engineering amounts to anything until you give your efforts out there in manufacturing to make it real. It has to be real to a customer, or it's not real at all.

"I thank you all!"

During Wednesday assembly on September 10<sup>th</sup>, CEO Terry Hammond thanked Gerald and presented to him a plaque commemorating the latest patent, number 17, awarded to Gerald on August 12, 1997, for the technology of "Opposed Current Power Converter." The "Abstract" [description] of the patent is "boring" according to Gerald,

but defines in one paragraph a new circuitry which "is two to three times more efficient than any amplifier circuitry known to mankind," in Terry's words.



Ellen, Gerald and Margaret Stanley

Terry reflected that, aside from the founder, no one has had a more profound influence on Crown International for the past 30 years than Gerald Stanley. He has been instrumental in the development of most of the major technology that Crown has enjoyed in both the medical and audio sides of our business.

Gerald will not rest on his laurels. The K1 and K2 amplifiers are in production. Other projects are in process. Terry stated that, "As we take this technology and go forward in developing product for the marketplace around this technology, we will continue to have a positive impact on Crown International for years to come. We'll leverage this throughout the MRI medical markets and audio." ☒

*Gerald Stanley is the first "Pacesetter" to be mentioned in this new Crown Crier feature. Nominations are open from all employees, customers, suppliers and other stakeholders.*

*Let's highlight Crown people who have either done something extraordinary or who consistently exemplify our corporate values. Drop your nomination in the metal "Crown Crier" boxes in Plants 1, 2B or 3, or call Libby at extension 294-8390.*

## Congratulations!

The following employees completed "The Computer in Business" course "April 29, 1997. This Vincennes University course is offered here at Crown in the Training Department in Plant 2.

Frank Anderson	Modules
Dennis Badke	Pro Audio Relations
Sylvia Canell	Modules
Aileen DeFreese	Modules
Shirley Edwards	Techron Service
Bob Giver	Audio Engineering
Vickie Glassburn	Techron Service
Connie Kline	Audio Line 10
Kelli Loveless	Techron Manufacturing Administration
Bob Malone	Fabrication
Jim Powers	Stockroom
Mark Roebuck	Techron Service
Robert L. Smith	Audio Line 9
Dave Stuber	Facilities Administration
Bill Wagnerowski	Techron Mfg. Test Engineering
Pat Waidner	Modules
Barb Whetstone	Audio Service
Cherylee Wood	Fabrication

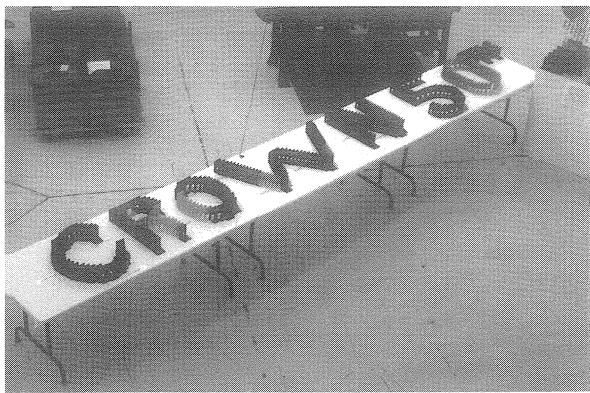
## Grants B.O.B. (Better our Bonus)

Repayment by the State lessens Crown's net training costs and adds to the ROA and employee bonuses. A \$200,000 training grant awarded in 1995 from the Indiana Department of Commerce continues to pay up to 50% of qualified training expenses submitted by Chris Tucker, Accounts Payable. We have submitted claims for over \$200,000 and have received about 99% of the amount in reimbursements to date.

Crown applied for and was awarded a second grant in 1996 for \$34,000 for employees hired after June 6, 1996. We have until June 5, 1998 to submit claims. We have been reimbursed for about 80% of the \$15,000 submitted to date.

Eligible claims are for training materials, the time of in-house instructors, and travel to outside seminars and workshops. *Tracking these expenses and submitting documentation to Payroll and Finance are the responsibility of all departments who do any training.* A "Training Needs..." form which complies with ISO certification procedures is available from HR.

All Crown employees have opportunities to participate in courses and training. Sue Tansey in the HR Training and Development Department, extension 8277, has submission forms and will answer questions regarding these opportunities and eligible expenses. ☒



Many-colored Fab-fabricated and Powder Coated CD-ends were displayed and given to visitors in the Plant 3 Powder Coat area.

**Powder Coat:**

Karen Guinther  
Paul Ferry  
Peggy Ellsworth  
David Hayden

**Line 4:**

Deb Baker  
Patt Huff

**Fab:**

Ed Robinson

**Wire Cut:**

Lynn Wenner  
Russ Atkinson

**Line 10:**

Barb Cauffman  
Connie Kline

# Celebration September 13, 1997

**Tour Route Coordinators:**

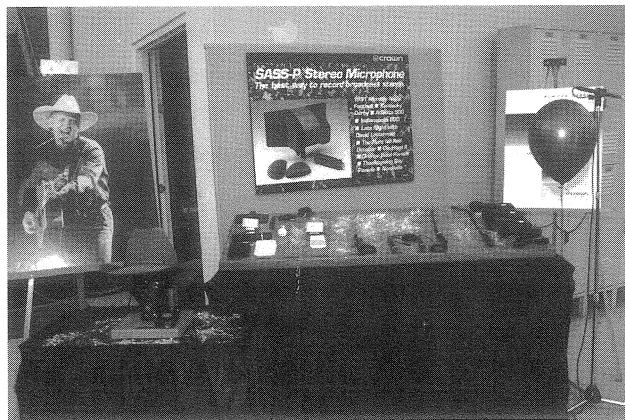
Dan Lutz  
Mike Morgan

**Volunteer Coordinator:**

Bonnie Hurtekant

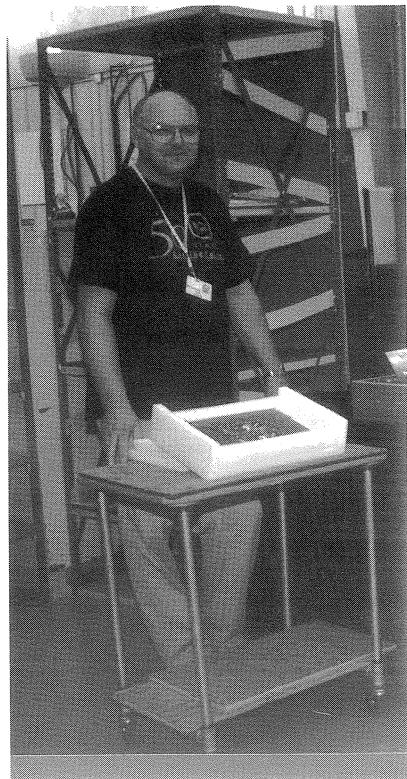
**Microphones:**

Helen Cosby  
Mark Darnell  
Tom Lininger  
Wanda Wenger  
Steve Mills  
Dan Ellsworth



The Mic display included music and a testing demonstration.

Displays, demonstrations and information made the tour interesting and a source of pride for the 2,100 employees, families and friends who came to help celebrate.



**Supplier Quality:**

Kristie Meyer

**Metrology:**

Jerry Dillman

**Factory Service:**

Dale Kauffman

**HCJB:**

Jim Lawhon  
Scott McConnell

**Broadcast:**

Bob Caprarotta

*Cal Donner (left; ready to answer questions)*

Don Pettifor  
Jane Bontrager  
Stan McDaniel

**Modules:**

Aileen DeFreese  
Cindy Lidester  
Debbie Carrick  
Jim Deters  
Pam Burkey  
Pam Schmucker  
Peggy Thomas  
Penny Wine  
Bob Sproston

**Line 6 (K2):**

*(Display pictured below.)*

Rose Bouman  
Tina Wade



# Thanks for the memory!

One hundred and eight volunteers made it happen.

## Entrance and Exit Guides:

Sue Vicary, Front Lobby  
Terry Hammond, Front Lobby  
Lois Spragg, Front Lobby  
Cheryl Deak, Plant 2B  
Patt Johnson, Plant 3  
Mike Romero, Plant 3  
Pam Schmucker, Plant 4  
Jerry Stutzman, Plant 4

## Plant 1 Assembly Area:

Jackie Brown  
Paula McBrier  
Brenda Mortimer  
Roy Pickler & Family  
Marcia Behm  
Debbie Frantom

## CAD Demo, Plant 1:

Ross Brady

## Techron:

Aaron Wright  
Alfred George  
Ben Yeo  
Bill Wagnerowski  
Danielle Bowen  
David Reese  
Jean Lewis  
Kelli Loveless  
Ralph Tubbs  
Tom McConnell  
Sue Walker  
Angela Tucker

## Facilities:

Steve Peer

## Parking:

The crew did a great job greeting people and getting them in and out with no fender benders or traffic jams. Richard Putz admitted that "I had a ball!" Others who helped with parking were:

Dennis Badke,  
Coordinator  
Del Gudmundson  
Mike Garner  
Deb Grimes  
Christina Heim  
Mike Crist  
Dean Feiss

## Janitorial Crew:

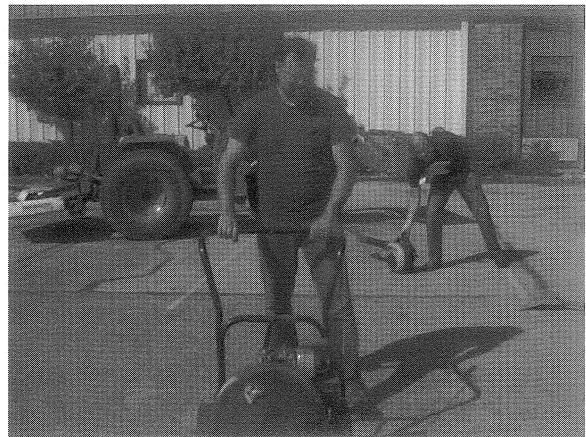
Lonnie Glassburn,  
Coordinator  
Mrs. Glassburn  
Richard Bechtell  
Ron Ray  
Tom Mann

## Guest Name Tags:

Pamela Schmucker

## First Aid:

Jon Simmons  
Stan McDaniel  
Kristie Meyer



*Craig Johnson and Dave Stuber started early and cleaned the parking lots and walkways.*

## Dave Stuber and Steve Myers:

You name it; they did it! From carrying people and potted trees back and forth across the street in golf carts and buying and installing replacement bulbs in the display cases to running errands for volunteers to locking up at night, they worked from sun-up until sun-down, or close to it!

## Food and Entertainment

### Tents:

Dee Flores  
Mary Ellen Florea  
Ann Frantz  
Kathy Mann  
Gretchen Neely  
Tracy Newland



# ...CELEBRATION

## “God is Good!”



*Maria and Steve Gardner, popular Christian recording artists, now representing Emerging Young Leaders in Colorado, provided music for the Welcoming Ceremony and two hours of entertainment. Their upbeat style and realistic lyrics caught people where they are and motivated some toe tapping too.*

### Volunteers on call throughout the day:

Jean Hunt  
Kloychai Parrish  
Charlotte Teter  
Joann Reifel  
Lynn Smith  
AnaMaria Castro  
Angie Tucker  
Cindy Riggs  
Deron Kosloski  
Isnardy Romero  
Joyce Malcom  
Judy Lawson  
Karen Harris  
Terry Schmucker

### The Sound Crew:

David Glass  
Eric Madson  
Troy Bornman  
Don Peterson

*Steve Gardner got the kids involved keeping candles lit while drinking pop and getting doused with squirt-gun wielding opponents. The “judge” in the middle was a little non-plussed, but it all brought on a lot of laughter from the audience. Life is like that!*

**Special thanks to the planners, who spent hours discussing possibilities, checking prices and quantities, making decisions and getting things done!**

### Logo/Theme:

Dave McLaughlin, Leader  
Dave Menges  
Beryl Loomis  
Erica Spencer

### PR/History:

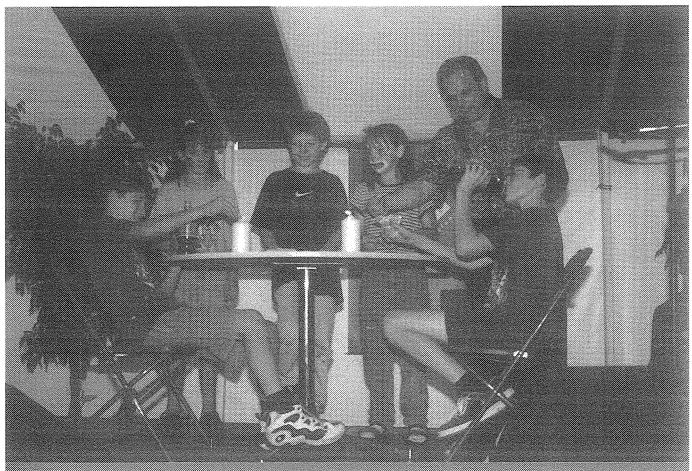
Gregg KinKade, Leader  
Ben Dorsey,  
Commemorative Brochure  
Cal Donner  
Beryl Loomis, History Display  
Ed Moore  
Tom Brown  
Daniel Ellsworth  
Dean Frick

### Events:

Patti Smith, Leader  
Richard Pede, Leader  
Don Florea  
Sue Kurtz  
Sandra Morgan  
Sherry Sheaks  
Madeline Smith  
Sue Vicary

### Coordinators:

Libby Marshall  
Bruce Peterson



# Industrial Hygiene Monitoring: Dispelling the Black Box Myth

by Carmen Wegener, Environmental, Health, and Safety Specialist and Jerry Scholle, Techron Senior Quality Engineer

When it comes to detecting and measuring chemicals in the workplace, most people have a "black box" view of the process. This is the notion that one can simply "point and shoot" with any gadget to obtain any result desired. We've observed two major factors that contribute to this way of thinking. The first of these is the staggering advances in sampling technology and instrumentation. Second, when the public hears information presented in the media about chemical analysis, it's usually without any mention of limitations.

These realities come to light almost daily for health, safety, and quality engineers. As author and Industrial Hygienist Dan Markiewicz writes, "These days, just about everyone who is monitoring indoor air quality is measuring carbon dioxide levels. They even did it in the movie *Apollo 13*. You can measure carbon dioxide level with a colorimetric detector tube or a meter. Let's go with the meter because you just turn it on and read the gauge. What difference would it make if the sensor in the meter was a mass, infrared, or X-ray fluorescence spectrometer? Maybe this isn't such a no-brainer after all!"

Carmen Wegener encountered this kind of thinking during the 10 years she spent as an industrial hygiene consultant prior to coming to Crown. Once, on an indoor air quality survey for the Ft. Wayne K-Mart warehouse, a reporter from the local NBC affiliate asked her, "So do you just col-



*Jerry Scholle and Carmen Wegener (standing) show monitoring devices to Training/Development Instructor Susan VanOrman, who conducts soldering training. Extensive monitoring of Crown's soldering operations has shown results consistently well below regulated levels.*

*"If my life was in danger from an unknown poison, I would choose this detector above all others. My only apprehension is that I would not like to watch the canary die."*

*Industrial Safety and Hygiene, Feb. 1996, Dan Markiewicz, CIH, CSP, CHMM, Senior Industrial Hygienist, Aeroquip-Vickers Inc., Maumee, Ohio.*

lect some air in a mayonnaise jar, take it back to your office and see what's in it?"

Then there was the time a laboratory

sure both product quality and employee protection."



## Christmas is a-comin'!

Friday, December 12<sup>th</sup>, is the date for the Crown International Christmas banquet for all employees and HCJB associates. Invitations and reservation information will be sent with paychecks in the near future. The large A and B conference rooms at the Century Center in South Bend will hold Crown employees and their guests comfortably. Good food, music, inspiration and a fun time to relax with friends! A good time to catch the holiday spirit!

# Crown Audio's K2 Receives 1997 TEC Award



For the second year in a row, Crown amplifiers have been recognized for their technical excellence at the annual Technical Excellence & Creativity (TEC) Awards. Crown's K2 amplifier received the award for Outstanding Technical Achievement at the awards ceremony which was held September 27 at the Marriott Marquis in New York City during the Audio Engineering Society (AES) Show. In 1996, Crown's Studio Reference Amplifier 1 and Reference Amplifier 2 were joint winners for outstanding Technical Achievement - Amplifier Design at the TEC ceremonies.

The TEC Awards honor outstanding technical, creative and institutional achievement in professional audio recording and sound production. Nominations for the 26 awards are made by a select panel of 200 audio industry professionals, and a voting ballot appears in the August issue of Mix Magazine. Mix's 36,000 BPA (Business Publication Audits) qualified subscribers are eligible to vote for the winners, whose names were kept in confidence until the awards ceremony.

*This is from "What's New" on Crown's Web Site:  
<http://www.crownintl.com/>.*

## Farewell the Wire Cut Way

Treva Kauffman retired from Wire Cut August 14<sup>th</sup>, after 23 years with Crown. Treva's friends in Wire Cut not only provided a delicious carry-in lunch, but also gave Treva and her husband, Wayne, a screened-in tent to use with their fifth-wheel trailer. Front Row: Karen Rorie, Kathy Bontrager, Treva, Sue Rock, and Kathryn Clingenpeel and Jan Slabaugh.

Second Row: Coordinator Norma Miller, Liz Kessner, Rhonda Jones, Sharon Butcher, Wilma Sanders, Fredericka Mack, and Lana Searls.

Back: Paul Barna, Esther Kent, Deanne Base and Sandi Barnard.



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.

**Publisher:** Richard Pede

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Julie LaFollette

Jan Smith

**Editor:** Libby Marshall

**Reporters:**

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Rhonda Chapman

Sue Kurtz

Cindy Swald

Lois Taggart

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## Giving

Crown employees pledged \$28,091.44 to the 1997-1998 United Way campaign. The Crown Board of Directors agreed, at its October 24<sup>th</sup> meeting, to match these pledges \$.50 per dollar and donate \$14,045.72.

Congratulations and thanks to all of you for helping United Way of Elkhart County with a total donation of \$42,137.16, to administer to the needs of the young, old, sick and needy of our community, which in turn helps to "Serve People."

## Employee Committee Financial Report

Balance as of 10/14/97:

Checking	\$8,558.26
Savings	\$3,209.61
Total	\$11,767.87

"No policy can encompass in advance the difficult paths through which God may lead a soul to maturity. The man who determines to go on to perfection must go on alone." From *The Liberty of Obedience* by Elisabeth Elliott. "But let patience have its perfect work, that you may be perfect and complete, lacking nothing." From the Bible, James 1:4