



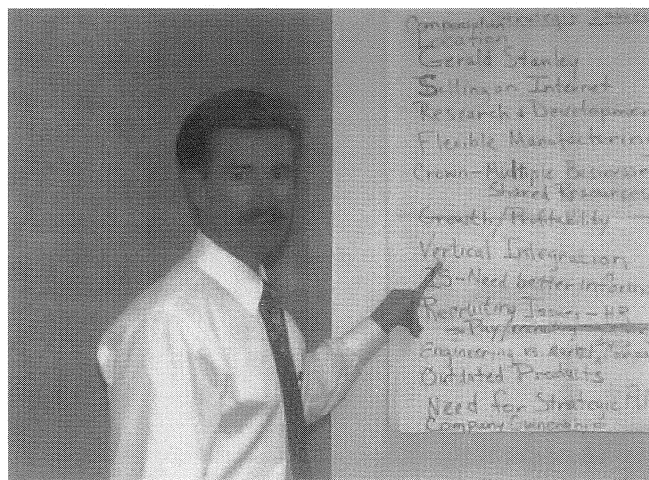
Since 1971

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, survive-ability and growth-ability. 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 14th, 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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NOTE: December 1 is the deadline for the Nov.-Dec. issue.

Mike Morgan

Audio Manufacturing Manager

by Libby Marshall

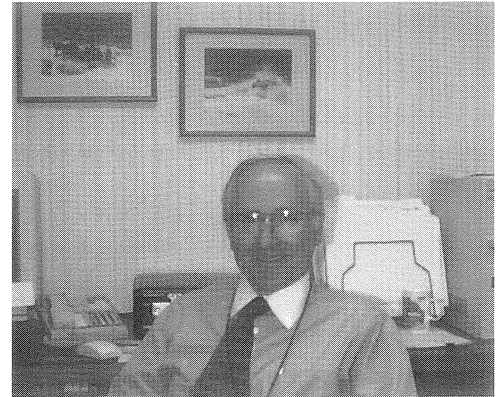
Two things tipped the scales in favor of Crown when Mike Morgan was considering the offer to become an Audio Division Manufacturing Manager. First, his nephew, who knows audio, told him Crown has a tremendous reputation with the best products in the audio industry. Then he went to church late, one Sunday, 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 10th, 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

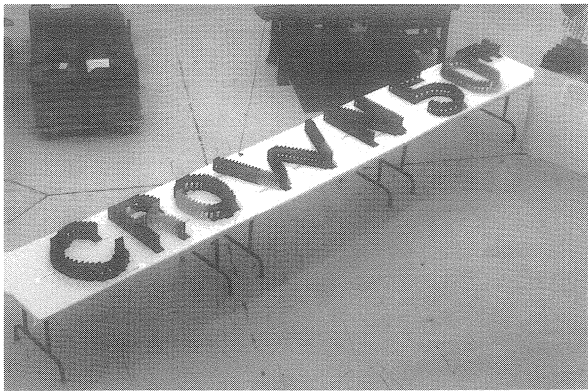
Grants B.O.B. (Better our Bonus)

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.

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

Powder Coat:

Karen Guinther
Paul Ferry
Peggy Ellsworth
David Hayden

Fab:

Ed Robinson

Wire Cut:

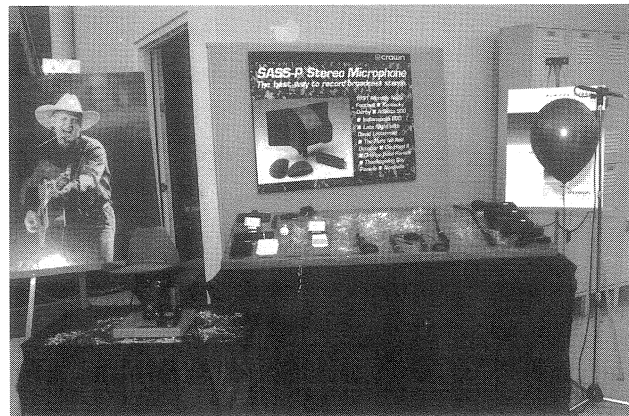
Lynn Wenner
Russ Atkinson

Line 4:

Deb Baker
Patt Huff

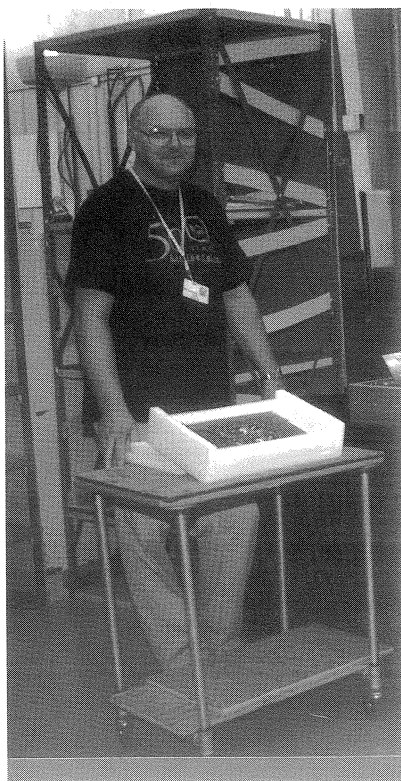
Line 10:

Barb Cauffman
Connie Kline



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:

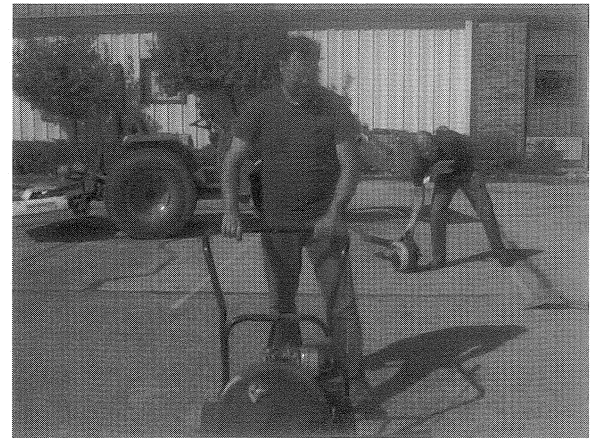
Lonnie Glassburn,
Coordinator
Mrs. Glassburn
Richard Bechtell
Ron Ray
Tom Mann

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:

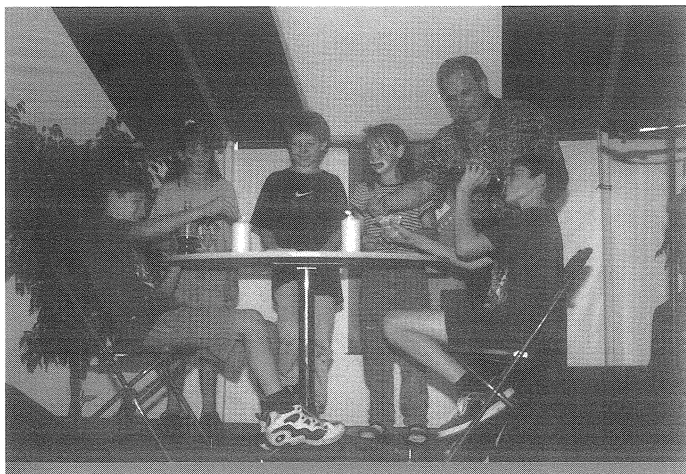
Gregg KinKade, Leader
Ben Dorsey,
Commemorative Brochure
Cal Donner
Beryl Loomis, History Display
Ed Moore
Tom Brown
Daniel Ellsworth
Dean Frick

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."

analysis client questioned Carmen after she ran samples of building material by a polarized light microscope to check for asbestos content. He asked, "Since our ceiling tiles don't contain any asbestos, there is no charge for the analysis, right?"

Jerry Scholle, too, has experienced black box thinking during his 25 years in quality engineering, while conducting X-ray diffraction experiments in automotive finish quality. He explains, "We were changing the crystal structure of the finish pigments to obtain consistent paint quality when curing. In work this critical, a 'first draft' is rarely going to cut it. Yet I found a 'just fix it' mindset coming up against the methodical, scientific approach that is essential to obtaining valid results."

However, as monitoring and analysis technologies continue to advance, certain functions of scientific discipline will never be replaced by any instrument. These include interpretation of monitoring results and observation of workplace conditions for consistency with those results. Jerry pointed out, "We will find ourselves increasingly serving as both educators and engineers in response to these advances, so we can provide the combination of technology and expertise that will en-

Christmas is a-comin'!

Friday, December 12th 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 Mariott 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 14th, 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.

Giving

Crown employees pledged \$28,091.44 to the 1997-1998 United Way campaign. The Crown Board of Directors agreed, at its October 24th 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	<u>\$3,209.61</u>
Total	\$11,767.87

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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 Rhonda Chapman
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 Lois Taggart

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"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