

Since 1971

Crown International, Inc. Employee Newsletter

Nov.-Dec. 1997

Scouts Learn to Earn and Give?

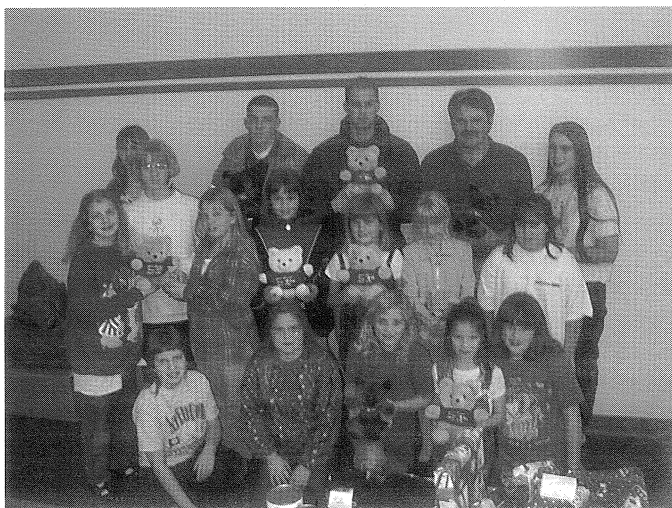
by Libby Marshall

Telling nine to 13 year old girls about the Elkhart Women's Shelter, helped explain to them why their donations of canned goods, toys, underwear and mittens are needed. Jeanette Fox, director of the shelter, candidly but briefly and gently told them the shelter is there for protection against people who abuse women and children. She, along with Jami Schoen, Amberly Hershberger and others, are available 24 hours a day to answer the phone and open their doors as a temporary shelter for women in dangerous situations.

Jeanette also explained that sometimes the women and children who come to the shelter may not have the money for food and clothes, much less for fun things to do. That's where Amberly and Jami help. They told the scouts they like to have fun with children and arrange games, movies and other activities.

Liz Smith, leader of Troop 800, which meets at Crown every Monday night, is determined these children get all the help she can encourage. They work hard to earn funds for scout activities and giving. They sold candles to buy 27 teddy bears for the Baugo Fire Department EMT service. They presented the bears to Mark Smith, Chris Baker, and Greg Szabo December 15th. The EMT service will give the bears to children in accident situations who need the comfort only teddy bears can give.

The girl and boy scouts also earn money needed for camping and other trips. Pam and Roy Pickler (Audio Manufacturing Engineering) with their children, Jason, Kate and



Crown International Girl Scout Troop #800 with Baugo Fire Department representatives, Chris Baker, Greg Szabo and Mark Smith.

David, all join in to plan scout trips and activities. Call Roy at extension 8218 if you are interested in chaperoning for the next Boundary Waters trip to Wisconsin in June, 1998. They will hike into the woods to an inland lake where they plan to fish, explore, and camp for nine days.

These dedicated leaders pack a lot of learning into their scouting and not only the children benefit, but their families benefit as well from the example set by Roy, Pam and Liz and their families.



Giving Practiced Here

Party-goers brought foods, toys, blankets, mittens, hats and more to Crown's Christmas Banquet December 12th at the Century Center in South Bend. Gathered together and displayed by Sue Tansey (left in photo) and Madeline Smith in the HR Training Room Monday, December 15th, the gifts were available for the taking. Supervisors came with boxes and selected gifts for some of their employees who needed help providing Christmas presents for their families.



David Bowers Honored

Joann and Dave Bowers were honored at a luncheon December 16th to give them our good wishes for an adventurous retirement. Joann retired from teaching at the end of the school year last June and Dave begins his retirement in January. However, he is already considering some projects in financial and credit consulting, as well as looking forward to time for travel and visits with son, Scott, and daughter, Robin, and their families.

Dave assumed the position of Chief Financial Officer in 1990, after serving on Crown's Board of Directors since 1973. He is a long time member of Gideons International and he and Joann serve as Deacon and Deaconess of the First Brethren Church in Nappanee.

Dave left us with a "Prayer for the Day:"

"So far today, God, I've done all right. I haven't gossiped, I haven't lost my temper. Haven't been grumpy, nasty or selfish. I'm really glad of that.

But in a few minutes, God, I'm going to get out of bed; and from then on, I'm probably going to need a lot of help." Not to worry! Dave and Joann know where to go for help. ☺



Joann and Dave Bowers

Jim Beattie Ventures into New Territory



Jim Beattie

Jim and Karen Beattie have had a dream for many years; that they would build a real estate management business to the point when they could devote full time to it. In the 25 years as a Crown sales manager, Jim has served as National Sales Manager and General Sales Manager. He retires at the end of December to join Karen in the business they began years ago.

At a luncheon in their honor December 18th, Jim expressed appreciation to the many friends he had worked with over the years. Jim said, "This sets Crown apart." Jim mentioned especially the friendship and fountain pen-sharing with Dave McLaughlin; Clyde and Clarence Moore's willingness to hire him from a pharmaceutical company and their policy of supporting and protecting Crown's dealers; the results-oriented focus and "class" of Terry Hammond and Mary Miller's attitude of "doing whatever it takes" to serve the customer.

Ron Taylor presented the "ultra" kaleidoscope to Jim along with a wooden base engraved "Support vs. Access," a favorite motto of Jim's. In addition to this, a box of gift certificates to Lowe's was presented by Chuck Gring to help support the Beatties with property management. ☺

Pacesetters

Tammie Putz, Young Woman of the Year



Tammie Putz

"Self esteem and learning both come from learning," according to LouAnne Johnson, author and keynote speaker for "Salute to Women of Elkhart County," held November 5, 1997 at the Matterhorn Restaurant. Tammie Putz has certainly demonstrated the truth in that statement. Recognized by the YWCA as one of the "Young Women of the Year" in Elkhart County, Tammie was nominated by Vincennes University - Elkhart Campus, for this honor.

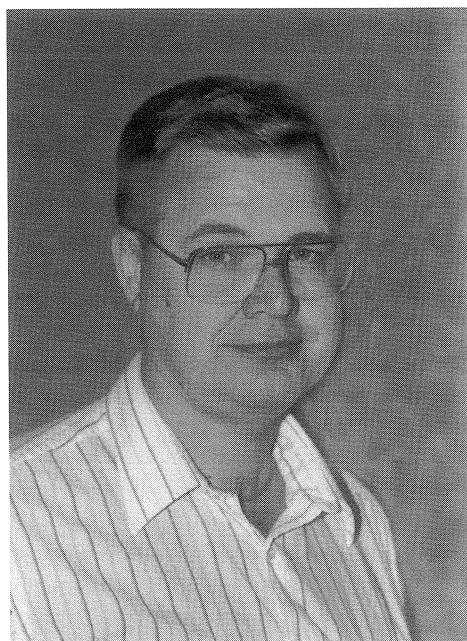
The program for the event read: "Tammie is working on an Associate's Degree in Business Management at Vincennes University. She has been involved with the Adopt-a-Family-for-Christmas project which involves the coordination of collecting gifts and donations from the Crown Corporation to be given to needy families in the Jimtown school area. She is chairman of the Michiana Postal Customer Council Board, Boy Scouts and T-Ball parent groups. Her unique and special challenges consist of trying to balance motherhood, being a wife, a career woman and a college student at the same time."

Tammie passed the General Education Development (GED) tests in 1995. When Vincennes University brought classes to Crown it was then possible for her to take her first college courses right after work at 5:15 PM. She took one course each semester until this fall. She now maintains "full time" status with three classes, and will have finished her degree program by the fall of 1998.

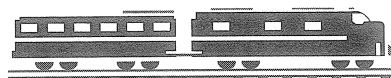
Tammie supervises Crown's Mail Center. Tammie's goal: "Follow your dream and your heart!" ☺

"Pacesetters" highlights Crown people who have either done something extraordinary or who consistently exemplify our corporate values. Nominations are open from all employees, customers, suppliers and other stakeholders. Drop your nomination in the metal "Crown Crier" boxes in Plants 1, 2B or 3, or call Libby at extension 294-8390.

Tom Szerencse, Author



Tom Szerencse



There's nothing like a good story, and Tom Szerencse, Audio Engineering, had one to tell. You don't really have to be a train buff to enjoy it, but it was published in the December issue of *Trains* magazine.

Tom was 12 and already a "railfan" "working" at the GTW Mishawaka freight station in the summer. But then he met a new friend, John Landgraf, whose dad worked for the New York Central. For the next two years Tom and John had passes to ride from Elkhart to Chicago and back.

"Those were the best of times," according to Tom.

Then one summer day, John and Tom missed their train in Chicago and had to take the mail-and-express back to South Bend. They were ready to jump off when the train slowed in South Bend, except it didn't quite slow down enough and the conductor grabbed them by the collars and held on. They weren't sure where they would end up, but they did make a dramatic exit from the train near home.

Ask us for a copy of the story or ask Tom to tell you the tale.

Congratulations to another Pacesetter! ☺

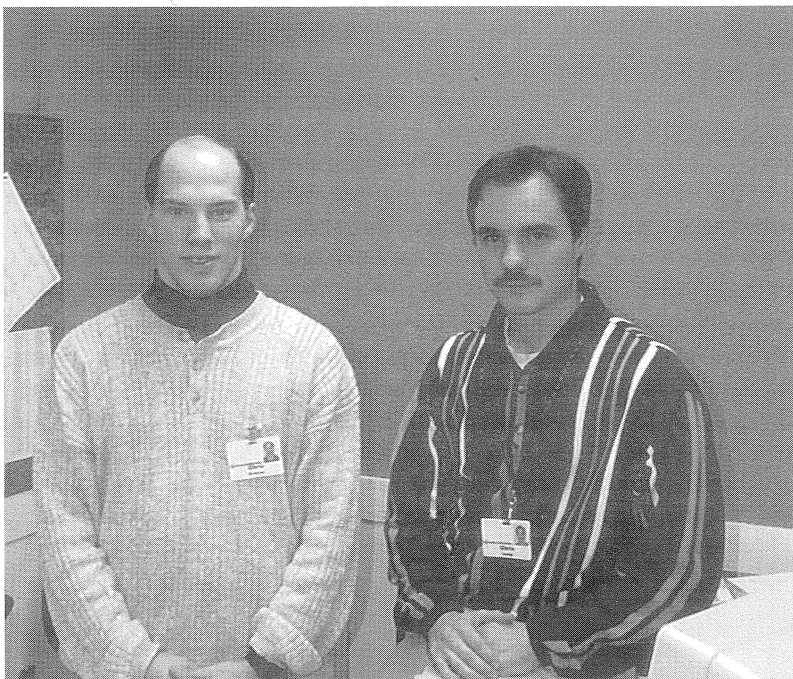
IS Positioned For Service

Information Systems (IS) Support Center Manager Mary Pat Matson announced the addition of two staff technicians in September and December, respectively. Joining Richard Housley, Rhonda Chapman and John Crume are Chris Kratzer and Chris Long. They have already helped many to work out those computer glitches or software problems, and have videotaped daily assemblies.

Chris is a recent graduate from Purdue University with a BS in Computer Information Systems Technology. He has worked as a support staff person in the Purdue Computing Center. He was welcomed with immediate calls for help!

Chris Long, a five-year Crown employee as of April 1998, was a Quality Specialist in Fab, where he improved his skills in customer service and Windows applications.

The IS Support Center in Plant 1 was re-located over the holidays to accommodate the unit in one area. The "famous" 8411 is still the working extension number. ☎



Chris Kratzer and Chris Long

Editor's Note

It was a "Golden Christmas" evening December 12th at the Century Center in South Bend. Mistress of Ceremonies Darla Conrad guided us through a program which celebrated Crown's 50 years and the season of giving. Guests enjoyed fellowship, a beautifully sung Lord's prayer by Phyllis Rogers, wife of Board Director Cliff Rogers, good food and wonderful music by the South Bend Symphonic Choir. The final drawing for a fifty-dollar bill was held and then four more names were drawn in honor of the occasion. Pat Johnson drew fifty-dollar gift certificates donated by the Employee Committee for six more lucky attendees.

The anniversary celebration year was brought to a close with a selection of video clips from the history minutes offered during Wednesday assemblies by many of our

long time employees throughout the year. Included were scenes from the September 13th celebration. Clyde Moore once again told us the Christmas story from Matthew and Luke, which always awakens the Christmas spirit in our hearts.

With golden boxes of chocolate Meltaways in hand we left with smiles on our faces. We are grateful to our Board of Directors, Terry Hammond and Richard Newberry for inviting us to close another successful Crown year in style. Thanks to the committee which made it happen: Madeline Smith, Louise Bailey, Deborah Baker, John Goepper, Patt Huff, Craig Johnson, Lee Jones, Beryl Loomis, Mary Pat Matson, Gretchen Neely, Tracey Newland, Joann Reifel, Sue Tansey, Sue Vicary, Mark Chapman and Don Peterson. ☎

Read this last!

(Answers to "Man's Best Friend", page 8.)

1. Tugger - John Bolstetter
2. Starlight - Gerald Stanley
3. Beemer - Steve Peer
4. Mackie - Don Spragg
5. Madchen and Heidi - Ron Taylor
6. Blue - Richard Pede
7. Peaches - Terry Hammond

Pacesetters

Sherri Sheaks, C.P.M.

The National Association of Purchasing Management (N.A.P.M.) offers the C.P.M. (Certified Purchasing Manager) designation for purchasing professionals who pass a series of four tests. The C.P.M. is highly regarded in the purchasing field and must be maintained and updated following certain requirements.

Congratulations to another Pacesetter, Sherri Sheaks, Audio Purchasing Agent, who recently received certification. Sherri accepted her first purchasing job eight years ago and has continued to enjoy it. She took evening Continuing Education courses at I.U.S.B. and earned a Purchasing Certificate. Those CEUs were applied to the CPM requirements.

Active membership and serving as an officer in the local PMA chapter, which meets monthly, also earns points towards C.P.M. certification. The local PMA group gives much encouragement to Sherri as she continues her experience and expands her knowledge of purchasing.

Sherri and her husband, Glen, live in Plymouth. They have a son and daughter and eight grandchildren. Reading, gardening and travel are Sherri's favorite choices for fun and relaxation. ☺



Sherri Sheaks, C.P.M.

Audio Reps Welcomed to Crown and 1998

"Market Domination" was the theme when Audio Division sales representatives from around the United States arrived at Crown January 8. This three-day program of recognition, introduction of new products, demonstrations and information was designed to share 1998 Crown Audio business strategies with Audio's domestic sales force.

Guests first saw a large welcome banner when they stepped off the bus in front of Crown. From the lobby to the cafeteria in Plant 2B Crown employees formed a "gauntlet" of greetings framed with "It's a New Day!" banners throughout the walk. The welcome acknowledged the importance of these sales representatives to Crown's efforts.

Next in the February-March *CROWN CRIER* will be photos and highlights of this pre-NAMM show event. ☺

Read the Reviews

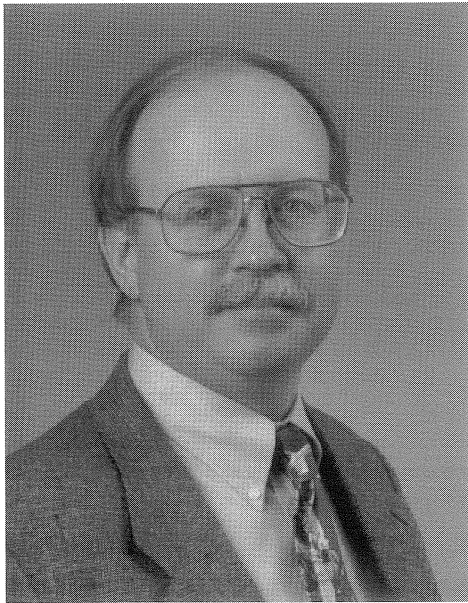
"The K2 does appear to be a killer amp that addresses the needs of the sound-reinforcement industry. The new Balanced Current Amplifier (BCA) technology brings efficiency to a new level while providing a reliable, stable MOSFET design that is truly digital. Crown seems to have achieved the very practical goal of getting more sound into the seats with less power from the disconnect backstage. Like its Himalayan namesake [the 2nd highest mountain peak in the world], the K2 is outstanding."

See the bulletin boards in Plants 1 and 2B for the full review by Wade McGregor, a senior consultant for Barron Kennedy Lyzun & Associates, an acoustical consulting firm based in Vancouver, BC. "Recording the Future," a special issue of *EQ Live: The Project Recording & Sound Magazine*, April 1997.

For a detailed review of the Notre Dame Stadium sound installation, read "Building on Football History," by Christopher Ambrosini in *Sound & Communications*, November 1997. Also posted on bulletin boards. ☺

Introducing John Bolstetter Chief Financial Officer

Just what is the function of the Chief Financial Officer? John Bolstetter, former Vice President of Finance for Mark IV Audio, Inc. in Buchanan, Michigan, expressed his new function at Crown this way:



John Bolstetter

"I believe that the finance function is a lot more than preparing historical and projected financial statements. The finance function needs to be an active part of doing business. Operational managers need to have the right information at the right time in order to make informed decisions. The finance function must be able to anticipate the organization's information needs, provide information in an understandable way, and be a key participant in the decision-making process.

"What excites me is not so much the numbers part of the job, but the business aspect - the interpretation of the numbers to help arrive at the best decisions - testing logic. For example: With a proposal for a new product introduction, I will take an objective look from a business standpoint to ensure that it is a good strategic decision for us." John was responsible for the worldwide management of all financial functions for the multinational Mark IV Audio.

With over 22 years of experience in manufacturing and distribution environ-

ments, John approaches his job with sleeves rolled up, a straight-in-the-eye look and a matter-of-fact determination to meet our objectives. John said, "I feel blessed that God has given me the opportunity to come to Crown. I intend to support the objectives and goals of Crown International to reach \$250 million in sales. We have the talent, tools, and technical savvy to make it happen. And we have the plans in place. We need to execute effectively with a 'can do' attitude, and there will be no stopping us."

John believes in personal growth as well. As an active member of the Knights of Columbus he works with RCIA (the Right of Christian Initiation for Adults) and volunteers at the Homeless Center in South Bend two evenings a month. John and his wife, Peggy, have two daughters, one at Penn High School and the other at Indiana University in Bloomington. They live in Granger. He also enjoys swimming, weight lifting and racquetball. ☐

"Faithful and Distinguished Service"

Five, ten and 15 year employees celebrated their Crown anniversaries at a luncheon Wednesday, November 19th. Congratulated by the senior leader, Terry Hammond and Richard Newberry, each employee received the gift they had selected from a variety of choices prior to the luncheon.

Recognized for 15 years of service: Bruce Bartlett, Ernie Bird, Ebblen Cornish, Maggie Fredrickson, Connie

Gerard, Russell Jones, Debra Ryman, Eric Stuber.

Ten years: Robert Bartels, Jeff Bender, Debra Brown, John Crume, Diane Ellis, Scott Funkhouser, Blanche Gates, Cheryl Glanders, Joyce Hall, George Hernandez, Tom Hornblower, Michael Peli, Steve Reives, Theresa Rorie, Patti Smead, Myrine Stewart, Patricia Templeton, Wanda Wenger, Yvette Winther.

Five years: Travonda Curry, Mark Darnell, Rhonda Fordyce, Ron Gardner, Leonard Hinkson, Patricia Johnson, Renu Kamath, Diane Lutomski, James Mack, Kevin Matthews, Stanley McDaniel, Blair McNair, Cathy Paulus, Douglas Pettifor, Lynda Roach, Lynn Rowe, George Sherwood, Madeline Smith, Don Spragg, Cherylee Wood. ☐

What Year Came After 1 B.C.?

You could say that one year of human history was skipped.

After the year 1 B.C., calendar measurement immediately went to A.D. 1.

Between 1 B.C. and A.D. 1, there was no year numbered "0"—although in the centuries since, there have been zero years, such as 200, 1200, and 1900.

That is why the 21st century will technically start in 2001, and not 2000. Because there was no zero year, the first century consisted of the years 1 through 100. The twentieth century consists of the years 1901 through 2000.

However, people will most likely celebrate the new century on January 1, 2000,

even though 2000 really belongs to the 100 years of the previous century. ☐

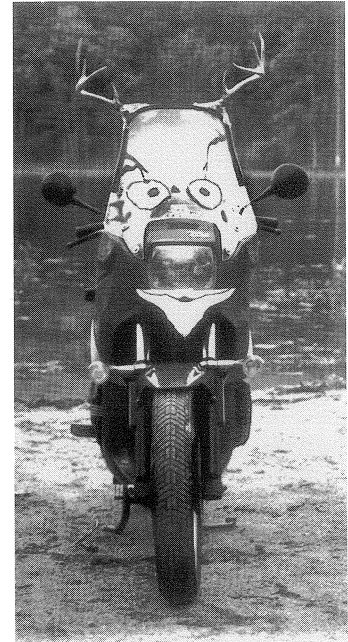
—*Knowledge in a Nutshell*, by Charles Reichblum

Man's Best Friends

Here is a stress free game you can play to end the year on a light note! All you have to do is match the pet below with its owner from the photo of the senior leaders. Hint: Two senior leaders have no pets! (Game idea borrowed from the advertising of Cooper Commercial Graphics, 3112 Lexington Park Drive, Elkhart.)



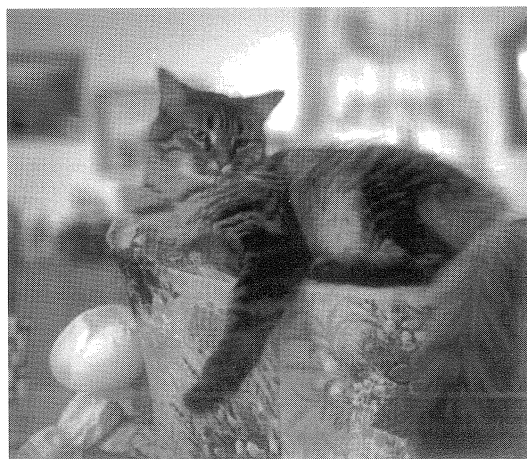
Top l to r: Richard Newberry, Steve Peer, Gerald Stanley, Daniel Enns, John Bolstetter.
Front l to r: Ron Taylor, Richard Pede, Terry Hammond. (Not pictured: Don Spragg)



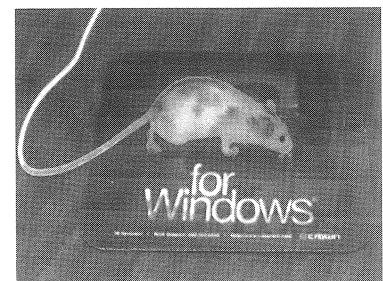
3. Beemer



1. Tugger



2. Starlight



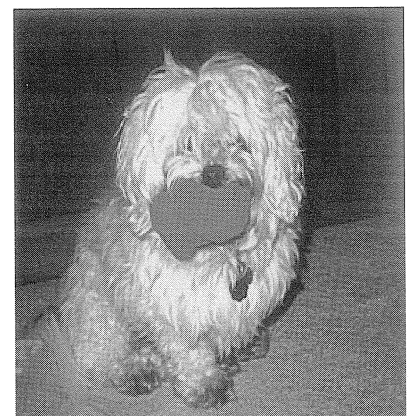
4. Mackie



5. Madchen and Heidi



6. Blue



7. Peaches

CEO's Memo...



Terry Hammond

"An organization must adapt continuously to the changing environment or be overcome by it. A passive firm faces extinction; an adaptive firm will survive and probably enjoy modest growth; and a creative firm will prosper and even contribute to the changes taking place in the external environment." (Philip Kotner)

This quote was taken from a management text book published in 1972. In those twenty-five years, United States industry, particularly manufacturing, has been through a dramatic upheaval. Many companies have closed their doors. Others have had major down-sizing and/or relocation of manufacturing jobs to lower cost countries outside of the U.S. Even very large companies such as IBM and Eastman Kodak have undergone major down-sizing and restruc-

turing in order to survive. In the December 17th *Wall Street Journal*, Polaroid announced it would reduce its world-wide workforce by 15% or approximately 1500 jobs. In the 1960s or 1970s we would have thought that a company like Polaroid would grow and grow forever.

All of these companies, no matter what business they are or were in, have one thing in common: they failed to delight their customers! Some of them failed to delight their customers because they did not bring the right products to the market. Others failed because they did not bring a competitive price to the market. Others failed because of poor quality and/or poor service.

We can go on and on, but still the common denominator is: These companies failed to delight their customers.

Crown International is now beginning its second fifty years in business. We have been blessed. We have not only survived, but we have grown. However, during the last ten years, at least two major competitors now supply commercial amplifiers to our marketplace (customers). Our competitors' quality has continually improved and their prices are generally lower than ours. Is there a message here?

Emphatically..."Yes!"

"A passive firm faces extinction; an adaptive firm will survive and probably enjoy modest growth; and a creative firm will prosper and even contribute to the changes taking place in the external environment."

I honestly believe that perhaps we have moved beyond being a "passive" firm and are in the stage of being an "adaptive" firm. However, if we are to truly secure our position in the marketplace, we must delight our customers by being a creative firm. We must lead our industry, not follow it.

I am encouraged by the spirit of most of the employees within our company. While we certainly want to preserve the good parts of our past, we must also be willing to let go of past thinking and past practices which no longer serve us, or more importantly, don't serve our customers.

We have gone through change. We will go through even more change in the future at an accelerated rate. While change can sometimes be a little frightening, this is far better than the option of being too slow to change, as perhaps happened to the companies mentioned earlier.

It is essential that we preserve the value system and principles on which Crown was founded. Everything else must be continually tested, challenged and revised if we are not effectively delighting our customers.

As we follow our Mission Statement and "delight our customers with creative solutions" I believe Crown will thrive for another 50 years. We must carve out the path to the future, not follow a path made by someone else.

Terry Hammond

"Because of the Lord's great love we are not consumed, for his compassions never fail. They are new every morning; great is your faithfulness." *Lamentations 3:22,23*

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 Pedé
Graphics Editor:

Staff: Terri Clark
Bruce Bartlett
Julie LaFollette
Jan Smith

Editor: Libby Marshall
Reporters:
John Balzano
Rhonda Chapman
Sue Kurtz
Cindy Swald
Lois Taggart

©1998 by Crown International, Inc., 1718 W. Mishawaka Road,
Elkhart, Indiana 46517-4095

Employee Committee Financial Report

Balance as of 1/6/98:

| | |
|----------|-------------------|
| Checking | \$4,144.34 |
| Savings | <u>\$4,122.26</u> |
| Total | \$8,266.60 |