

Why Forecasting Matters

By Dave Tovissi

Vice President and General Manager

HARMAN Luxury Audio



As companies adjust to post-pandemic realities, some of them are trying to revert to the way they used to run their business before supply chains were disrupted by COVID. Inventory management is one of the major business practices that has seen a change from the past. Many companies kept their costs down by operating on exceptionally low, or no inventory in their back rooms. Those dealers operated on a Just-in-Time (JIT) inventory strategy. JIT inventory management strategy saw companies only placing orders of an item after a customer has placed an order with them, therefore keeping their inventories low.

While this streamlined approach can appear to have major financial benefits, it may also cause issues if key products that they just sold are not available in the supplier's warehouse. JIT is susceptible to both supply and demand shocks. There are many moving parts to the

supply chain, and rare or precious materials like Beryllium often play a critical role in the lead-time it takes to manufacture products. When certain sub-suppliers cannot deliver, the production of our products will experience delays.



JIT worked well in the past thanks to dependable and stable conditions. But the pandemic blew a fuse, revealing flaws to just-in-time. Just-in-time promotes efficiency and product quality, but sometimes at the expense of resilience, and therefore is not always equipped to manage the turbulence of global events, weather disasters, and the Russia-Ukraine conflict.

To mitigate the realities of Long Lead Times and Rising Costs associated with inflation, HARMAN shares anticipated demand for our products with our suppliers up to 18 months in advance of the production period. That way our suppliers can procure the hard-to-find components, or work with our engineers to substitute these components with a suitable replacement component. Substituting components may take longer than waiting for the long lead time components because it may require reengineering the product. By reengineering the product, it may require compliance and safety testing.

The alternative to operating a just-in-time supply chain is to operate using a Just-in-Case (JIC) supply chain. JIC operates completely differently to JIT. Just-in-case is a system which depends on extra stock and buffers for high-demand products to maintain business continuity. A recent article in *Supply Chain Dive* mentioned that around 64% of today's retailers are pivoting from just-in-time to just-in-case to circumvent liability.



See real-time
inventory



View trends
and cycles



Automate
ordering



Avoid dead
stock

While just-in-case has value, that is not to say that companies should completely abandon just-in-time as inventory levels remain elevated. A modified version of just-in-time can be beneficial where companies only stockpile certain vulnerable items to avoid fallout from potential disruptions. Clearly, consumers still have an expectation of high variety, rapid delivery and reasonable cost that define just-in-time supply chains.

Another way to reduce the risk of not having the right product when you need it is by providing us with a forecast of what you anticipate you will need over the next 12 months. You can do that by analyzing the sales of the past and comparing that to the proposals you have already presented to your customers. You can create a predictability forecast of anticipated orders of specific products by applying your average close rate to this formula. For example, if you are a JBL Synthesis dealer and you have five proposals waiting for customers to commit, you could estimate the likelihood of closing these projects and give your HARMAN regional sales manager a heads up on what you have in the pipeline. With that additional insight, our team relays your forecast to our demand planners which triggers a purchase order to our suppliers.

Properly forecasting product demand requires a commitment to take the time to analyze data of the past and present before applying it to future orders. Companies can reduce their financial risk associated with JIC inventory management by taking the time to forecast and share your needs with us.



MEET THE TEAM

Meet the HARMAN Luxury
Audio Team

Name: **Michael Strange**

Position/Job Title: **Global Product Line Manager**

With HARMAN Since May 2023

With Meet The HARMAN Luxury Team, our goal is for you to get to know us better. In each edition we feature a different member of the team, and this month it's Michael Strange, Global Product Line Manager.



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JBL SYNTHESIS™

lexicon

mark
levinson

REVEL®

How would you describe what you do in your current role?

I'm part of a team of diverse and very smart people around the world that dream of what could be and then develop, nurture and bring it to the market. As one of the Global Product Line Managers, it's my role to initiate or to evaluate concepts, build the business case, and

work with the design, engineering, manufacturing, and planning team to get it developed and ultimately to our customers.

What did you study in school? Did you always imagine yourself doing something like what you're doing now or did the fates just take you in that direction?

I was always the AV Geek in school. For as long as I remember I've been interested in sound and video. When I was 15, a local recording studio started classes in audio engineering. I was the youngest student. After I graduated, I received an internship at another studio, 914 Studios in Blauvelt NY, owned by Brooks Arthur (20 Grammy nominations). He was an important mentor and taught me many, many things, and lessons I still use today.

From there I went on to Ohio University and studied Radio and Television Production. WOUB the schools broadcast stations were the Flagship for NPR in Southeastern Ohio. I got to work at the station nights and weekends doing board work, producing and ultimately announcing. That was a great time.

How did your career path lead you to HARMAN?

If you work in the Audio Industry, your path will cross HARMAN at some point in your career. You either know people who work here or have worked here. I've worked with many of HARMAN's competitors over the years and when the opportunity came to join, I jumped at the chance. HARMAN has many of the most talented people in the industry. We have the facilities and resources to develop world class, impactful and amazing products. I am honored to be part of the team.

What is the most important thing you have learned over your career?

A few things stand out that help me in my career. I try to always have fun and enjoy what I'm doing. I've also learned to be patient, listen to others, and understand that I'm not always and usually not the smartest person in the room.

Any other advice you would share with people just starting out in this industry?

Information is power. Never stop learning new things and learn how to solve problems. You may not always be right but strive to be the best.

Find and take advantage of mentors in your life. They will help you achieve your goals, listen and respect you. They will help you navigate some of the challenges you face and pass on experience and wisdom.

What are you most proud of in your life?

The cliché of family and friends is hard to beat. Additionally, I'm proud of all my accomplishments small and large and I'm thankful to everyone I've met, every place I've visited and as a product development person, every product I've been a part of bringing to market.

When did you realize you had a passion for music or audio? Was there any one band, song, or movie that did it for you?

I can't remember a time when audio and video, both the production and the technology, didn't fascinate me. My uncle always had a small tape recorder around and would show me the workings. My father was always fixing and building things. He taught me endless lessons and to never be afraid to try and fix or improve things.

What current technology impresses you the most?

I'm fascinated with AI, where it will take us, how it will improve and change our lives.

Favorite music genre?

Let's reverse the question. My least favorite genres are Disco and Bluegrass but over the years I've learned to appreciate both.

The desert island question, of course. If you were marooned for eternity and could listen to only three albums, what would they be?

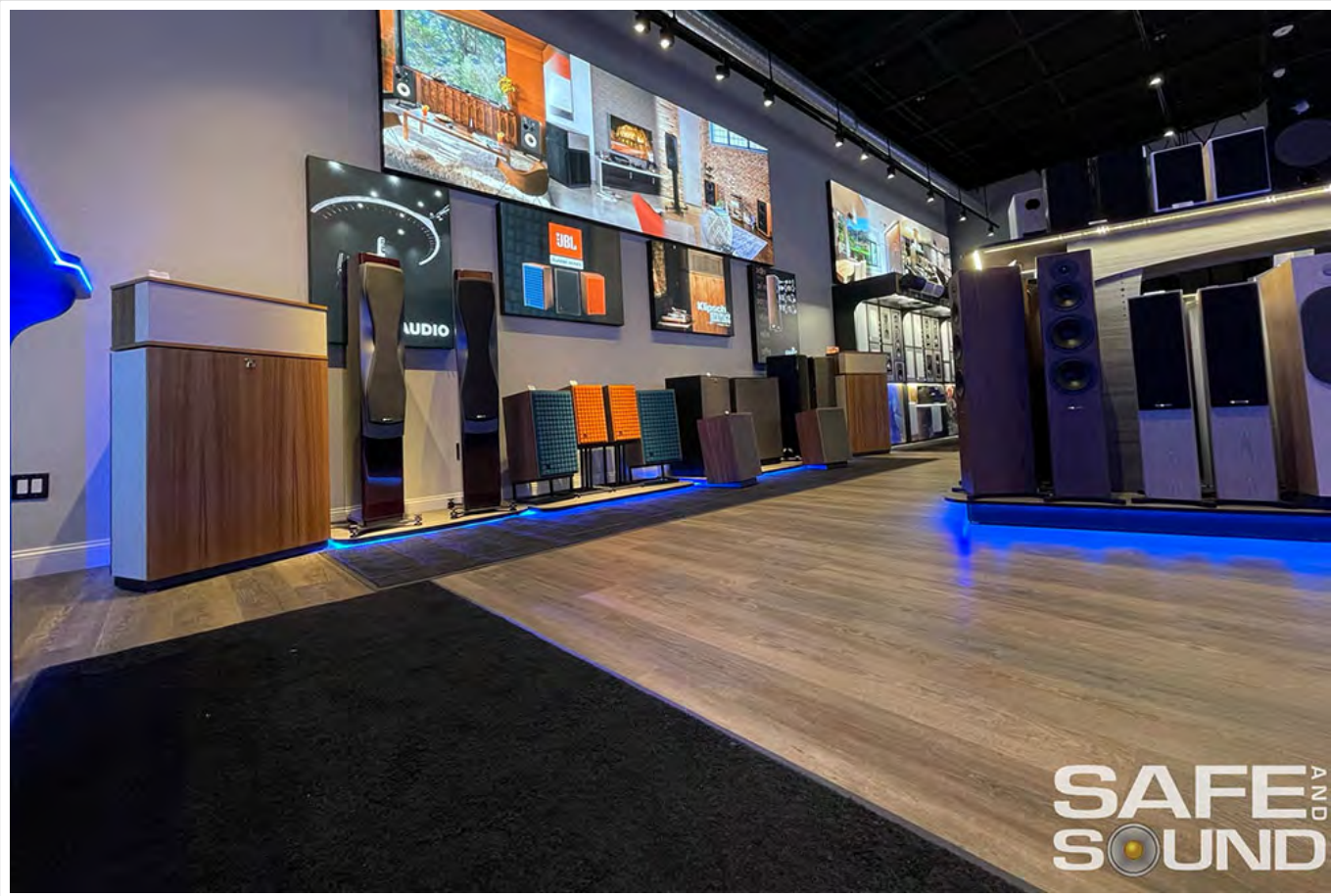
Creedence Clearwater Revival – Willy and The Poor Boys

Bruce Springsteen – Born to Run

Pink Floyd – Darkside of the Moon

You have the floor. In closing, tell us anything else you want us to know about yourself.

As you can guess I'm a big audio and video fan. I'm also a collector of a few unusual things; L Frank Baum wrote a famous story, The Wonderful Wizard of OZ. Most of you should know the movie. I collect his books; they were all published between 1900 and 1919 and I have over 100 in various conditions and states. I also collect Animation Cells and have a diverse collection of Disney, Warner Brother, and others. Collecting some of these things from earlier childhoods helps me keep a perspective on the future and understanding of preservation of the past.



Dealer Profile

Safe and Sound

Michael & David Laventure

How long have you been in business?

Founded in 1983, Safe and Sound has been in business for 40 years.

How many locations do you have?

We have two locations in the Western part of Massachusetts.



How did Safe and Sound get its start?

Originally opening as a Home Security and Hi-Fi Store, we quickly expanded to car audio and discontinued the home security division. In the early 2000s we added our e-commerce division to expand our offerings across the USA.

How many people are on your team?

We have a total of nine people on our staff.

Thoughts on the importance of training?

Knowledge is power, it's important that you know what your selling. Training is one of the most important tools for our team.

What do you like most about HARMAN Luxury Audio products and which lines do you feature?

HARMAN's legacy is like no other, the heritage that runs through every line is what we like most. We feature all of the JBL Premium, JBL Studio, JBL Classic and JBL Architectural series of loudspeakers as well as JBL Classic Electronics. Safe and Sound is the North American exclusive reseller of the JBL 4312G Ghost speaker recently reviewed in Stereonet.

How do you think the luxury audio industry is currently doing?

Very well. We consistently sell luxury audio daily.

What is Safe and Sound's mission?

We are audio enthusiasts set out to offer nothing but the best pre- and post-sale customer service and support. We offer the largest selection of products from top manufacturers in the industry.

You have the floor. Anything else you want to share with us about Safe and Sound that you would like the world to know?

We have been JBL enthusiasts for over 40 years and originally used JBL Professional back in the day with their fully mobile and modular four-way DJ rig also known as "The Wall Of Sound". Featured in *Mobile Beat Magazine*, the system consisted of JBL 18-inch, 15-inch and 10-inch woofers and horns powered by AB International Amplifiers.



Solutions Center

Audio Tech Support - Expanding and Improving to Better Serve Your Customers

By Matthew Corbett



Paving the road to improving HARMAN Luxury Audio's Global Support team.

REDIFINING CUSTOMER SUPPORT

As the world came to a ruthless halt; a pandemic continues to stand tall. What seemed like an impossible mission, maintaining a positive foundation for our support team on a global scale seemed almost hopeless.

It has always been an important task to provide exceptional customer service on a global scale, even in our new normal. As people all over the world hunkered down to enjoy their music and movie experiences, we continued to push forward.

For years, a small team in the UK and the U.S. fought on the front lines to provide the best possible support to our customers during the pandemic. But we wanted to create a greater experience for our global customer database consisting of Dealers, Distributors, Service Providers and Consumers, which meant only one thing: the need to expand was critical.

In 2022, we listened to your feedback, your requests, your ideas, and made it happen. Introducing the Sitel team, an undertaking that has proved fruitful. Adding this fantastic set of team members to our customer support crew means that the needs of our customers can be met with exquisite precision on a necessitated global spectrum.

Consisting of 13 dedicated agents, the Manila-based team cover all time zones taking immaculate care of every incoming request. Pair that with perfect triage in place, together, we are leading the Luxury Audio Division in fine-tuning customer support you might not catch in other companies. The feedback for this new integration have been extraordinary, solidifying these hopes in maintaining our mission. Now, with consistent, prompt response times to all inquiries, we can say that our mission is a success. But the work is not over, nor can it end. This it what continues to make this program motivating and exciting for the coming months ahead.



From the Audio Files

Ecoustics Review Of The JBL 4329P

W. Jennings of Ecoustics calls the JBL 4329P one of the most cohesive sounding active loudspeakers around. Check out his conclusion of his evaluation and a link to this excellent review of the product below:

Conclusion

The JBL 4329P are the flagship model in the powered monitor series and there is no question that they deliver excellent build quality, flexibility, and sonic performance.

Do you need a subwoofer with these loudspeakers? It was my experience in our 20' x 16' x 9' listening space that they can deliver excellent bass performance (perhaps too much) without one and that they offer excellent headroom and dynamic capabilities that were extremely impressive with demanding source material.

The 4329P are detailed, cohesive, transparent, and tonally accurate across most of the frequency spectrum; timbre, texture, and timing are all strong aspects of their performance.

JBL has delivered one of the best new audiophile active loudspeakers available and they are very worthy of an audition.

Link to article: <https://www.ecoustics.com/reviews/jbl-4329p/>



Tech Talk

Matching Amplifiers and Loudspeakers for Maximum Output Capability

By Mark Glazer – Sr. Principal Engineer



Introduction:

The performance of a loudspeaker system is largely influenced by the power output capabilities and performance of the associated power amplifier. This article will explain why the combination Mark Levinson No.5802/5805 and the Revel F328Be partner to such a high level of output.

Loudspeaker sensitivity is a loudspeaker measurement of the Sound Pressure Level (SPL) typically at 1 meter, 2.83 Volts input. Sensitivity is used in a loudspeaker specification because a loudspeaker is a voltage driven device. Revel F328Be's sensitivity is about 91dB SPL which is in the above average range.

Loudspeaker efficiency is important because it describes how much power is required to achieve a certain loudness. It is defined as sound power output/electrical input.

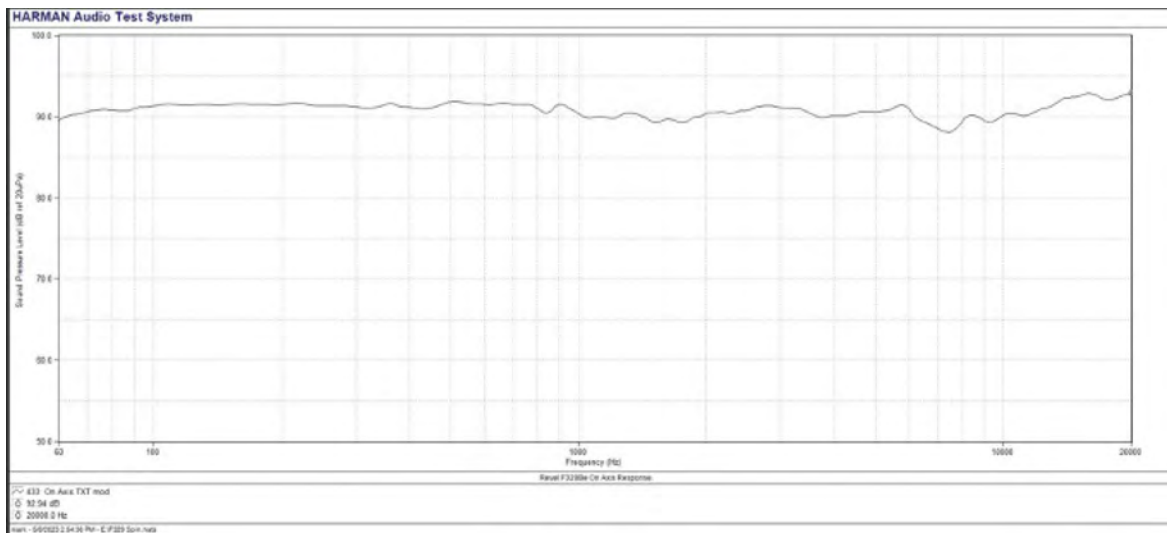


Figure 1, Revel F328Be, On Axis, 1Meter, 2.83 Volts, Full Space Anechoic

Loudspeaker impedance is the sum of DC resistance and the alternating current, which consists of capacitance and inductance values of the loudspeakers and crossover.

Important to note that because loudspeaker impedance varies substantially with frequency.

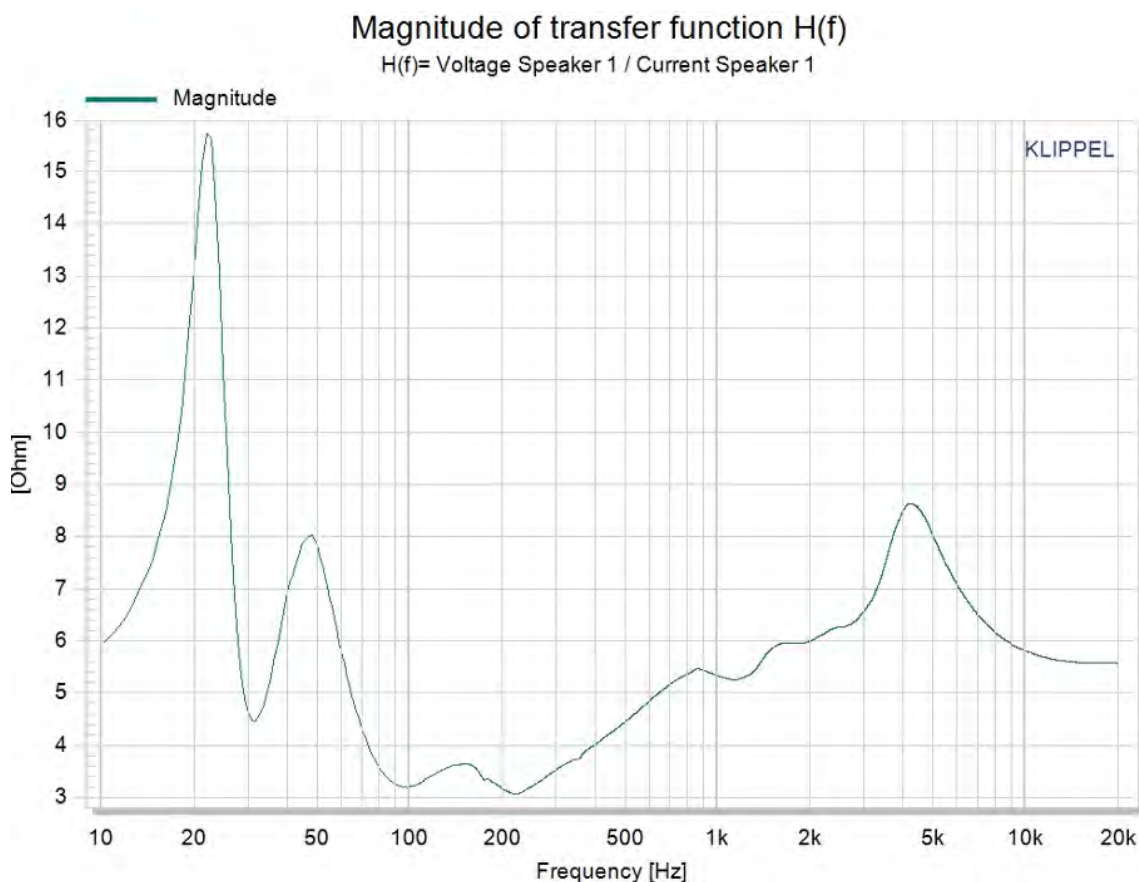


Figure 2. Revel F328Be Impedance Curve

Dynamic Testing, F328Be:

Dynamic testing determines the short-term signal handling of a loudspeaker. It is performed using tone bursts at various frequencies. The voltage is increased noting the sound pressure level until the distortion rises rapidly. The SPL below distortion is then documented.

Dynamic tests of the Revel F328Be produce an impressive output of more than 115 dB SPL above 50Hz.

Maximum output of Revel F328Be using ML No.5802/5805

Studies have shown that the maximum spectral output of rock/popular music centers in the 60-80 Hz region, and jazz/classical music leans toward the 100-200 Hz region.

At 60 Hz, the ML No.5802/5805 produces 205 Watts into 6 ohms.

Using formula , 1.33 W is required to produce 91 dB SPL at 60 Hz for the Revel F328 Be

Using formula, $\text{dB} = 10\log(P_1/P_2)$, where $P_1=205$ Watts and $P=1.33$ Watts, there is a 21 dB gain increase from 91 dB to 112 dB level

At 100 Hz the ML No 5802/5805 produces 300 Watts into 3.2 ohms

Using same formulas for above, , 2.5 W is required to produce 91 dB SPL, at 60 Hz for the Revel F328 Be.

$\text{dB} = 10\log(P_1/P_2)$, where $P_1=300$ Watts and $P=2.5$ Watts, is a 21 dB gain increase from 91 dB to 112 dB level.

Conclusion:

We have now explained how the Mark Levinson no.5802/5805 and the Revel F328Be together produce an undistorted loud 112 dB SPL output.

These two components are priced accordingly to complete a high-end system package.



Training Tips

Training Module Updates June 2023

By Kevin Kent, Sr. Global Product Line Manager

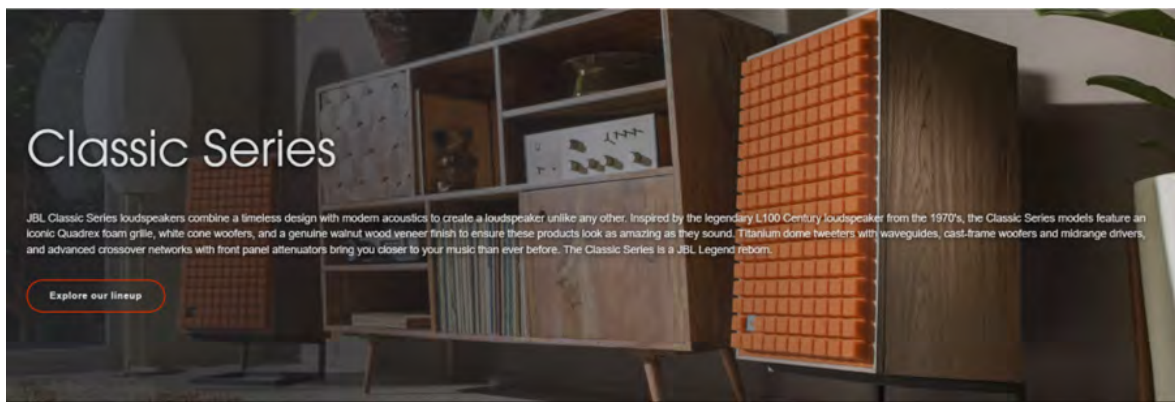


JBL Synthesis SDP-75 v2

In 2016, JBL Synthesis partnered with Trinnov to make use of their state of-the-art processor platform, which we have adapted and optimized as part of an eco-system for use with JBL Synthesis loudspeakers. As an inherently upgradable platform, we introduced the SDP-75 for unsurpassed performance in the luxury home cinema space. To remain at the forefront for ultimate sound quality, flexibility and upgradability, not only has the software evolved over time but also the hardware. In a new training module, we aim to highlight how the various benefits and features of the SDP-75 achieve sonically superior results compared to other processor technologies. You will learn how the SDP-75 is fundamentally based on an upgradeable design and hear about the latest improvements that keep this processor platform unsurpassed in terms of performance within the fast moving home theater entertainment industry.

As always you may access all the training courses by clicking [here](#).

Once you sign in, if these courses are not populated on your home page, click “Go to Courses” to sign up. Stay tuned next month as more training becomes available.



JBL Classic Family Overview

Coming on the heels of the JBL L100 Classic MkII and JBL L82 MkII University training module release, the JBL team will release a family overview of the entire Classic family of models.

In 2018, what started as a homage to the legendary 1970's L100 Century loudspeaker with the introduction of the L100 Classic, has now grown into a comprehensive premium loudspeaker and electronics line-up – the JBL Classic Series. The line-up has grown to a total of 10 classic components for the modern music enthusiast.

Consisting of three (3) passive loudspeakers, one (1) integrated music system, two (2) integrated stereo amplifiers, one (1) digital media player, one (1) compact disc player, one (1) direct drive turntable, and one (1) powered subwoofer, the lineup allows for the creation of a multitude of logical, dynamic, “mix and match” component-based systems.

The JBL Classic Series loudspeakers and electronics combine a timeless design with modern technologies to create a family of models unlike any other. The Classic Series speaker models feature the iconic Quadrex foam grille, white cone woofers, and genuine walnut wood veneer finish. The Classic Series electronics take their design cues from hi-fi components of the 70's, incorporating brushed aluminum front panels and genuine walnut wood veneer cabinets or side panels. These old school touches wrapped around the latest audio technologies ensure these products look as amazing as their modern sound.

This training module will dive into the overall Classic family of loudspeakers and electronics and how they can work together in different configurations to fill the needs of today's music enthusiast.

If you are already enrolled in HARMAN University, look for an email announcement in June when the course is released. If you have not enrolled, take a moment and enroll by clicking **here**. You will find a wealth of great product information on the products offered by HARMAN Luxury Audio.

Thank you for your continued support!