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MY MOST INTERESTING ASSIGNMENT

Most of the articles in this series have dealt with an assignment that had its share of difficulties and achieved its place in the writer's mind through the satisfaction of overcoming them. Mine, however, has this distinction not because of its difficulty, but because it came so close to being an engineer's "dream assignment."

Prior to this assignment, I had proceeded through the more usual types of installations where cost considerations made it necessary to use much of the existing equipment, and where the layout had to be fitted into a bewildering variety of multi-story, odd-shaped buildings. During these installations, I had often thought how nice it would be to install nothing but new equipment in a plant specifically suited for a mobile production unit. Little did I know that this would actually happen, and with even more desirable features than I had permitted myself to imagine.

Specifically, we were asked to assist in the pre-architectural planning for a new plant in Glasgow, Kentucky, with a capacity of 600 dozens of work pants daily, and later found that this plant would be almost completely staffed by experienced personnel from the existing plant. Those of you who have started a new plant with new personnel will appreciate why I received this plan enthusiastically.

Thus developed the recipe for this ideal assignment--the opportunity to plan the

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KARL STRIEGEL'S 20th ANNIVERSARY

On April 19, Karl observed his 20th anniversary with KSA.

If it has been a fast-moving 20 years, this has, in no small measure, been due to the pace Karl has set ever since becoming a supervisor in 1946. There is no question but what the growth of KSA, in the last decade, is attributable more to his efforts than those of any other individual in KSA.

All those who have trained and/or worked under his supervision consider it a privilege and a liberal education. Yet, with all his drive and his steel-trap mind, Karl always remains calm, polite, soft-spoken and modest. Indeed, a measure of his modesty can be gleaned elsewhere in this issue, where he himself speaks of those 20 years and "thanks us for putting up with him all that time!"

I have been fond of quoting Bertrand Russell's saying: "Humility is the luxury of the superior." If that be true, then Karl Striegel is indeed a very superior human being.

We want to congratulate him, wish him well and wish him at least another 20 years on the job. But.....we do wish he'd slow down a bit and give himself a chance to last!

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CRAIG BLAIR'S 15th ANNIVERSARY

On February 15, Craig observed his 15th

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entire building around the production unit, new equipment throughout, experienced operators and supervisors, and a client familiar with my methods of working.

Even ideal assignments have their problems, however, and this one was no exception. In making the layout, it soon became apparent that this floor plan would not fit on the drafting table in the Nashville office. Not wishing to saddle the client with a layout limited to these table dimensions, I had a previous layout containing similar setups reduced to one-eighth inch scale and cut my templates from this. The layout was completed using this scale, but I think that next time I will work on my hands and knees on the floor, if necessary, in order to stay with the more familiar one-quarter inch scale. I really found it hard to reduce my conception of spacing by 50% to go with these minute templates. At any rate, the layout was soon completed and, after supplying the client with a list of the required equipment, my work on the project was done until plans progressed further.

During this interim period, the architect designed a plant around my floor plan, contracts were let, and equipment was ordered. The plant was ready before I was, and it was necessary to divide my time between this plant and the client's Scottsville plant about 25 miles away. This proved to be a delightful change of pace, as after a couple of days of rate sales and followup in Scottsville, I could really appreciate the fact that the crated machines in Glasgow couldn't talk. Then, after a few days of silence, I was ready for more followup at Scottsville.

The construction phase of the job is memorable mainly because of the quantity of it. It takes a lot of carpentry to install a unit of this size, when starting with a completely empty space. The newness and cleanliness of the finished product made it well worth it, however.

The sewing-in phase was almost an anti-

climax after all of this preliminary planning. Since only three or four operations were changed from the previous installation, things went relatively smoothly except for the fantastic amount of machine trouble caused by all the new equipment for a few weeks. In fact, the majority of my time was spent re-engineering the cutting department which was originally set up some twelve years before.

One highlight of the installation was a visit by Kurt and Bill Egolf, who had both worked with these same operators in the past. This was one of Kurt's first installations in the 30's and was followed up by another by Bill in the early 40's. Three generations of KSA engineers touring the plant caused quite a stir, as you might imagine. In fact, if this were baseball instead of engineering, I guess that we could claim a record.

All in all, the job was really enjoyable, and while I don't think that any of us would thrive on a steady diet of this type of installation, everyone should have a chance for his "dream assignment."

Zeb Roberts

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year with us.

This makes 31 years that I have known Craig, since I first met him in Nashville in 1930.

As most of you know, he is back there now after a number of years "on the road" for us, with wife, children, mother-in-law, aunt, and methinks, a four-legged pet or two:

Many happy returns of the day, Craig!

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RALPH ROSS' 15th ANNIVERSARY

Ralph Ross marked his 15th on May 25.

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Almost 10 years of these 15 have seen him at the helm of Roydon Wear, Inc., our pilot plant, of which he is president.

Ralph performed valuable work for KSA in getting its New York office established ten years ago and, though functioning in separate quarters in the Empire State Building nowadays and 95% occupied with the growing affairs of Roydon Wear, he still finds time to lend his valuable counsel to "the boys at Suite 1800."

Congratulations to you, Ralph, and many more happy years to you!

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RECENT AND NEAR FUTURE DEVELOPMENTS

When one studies history, it is fairly easy to pick out a turning point in the life of an individual, a company, or even a country; an event or a period which ultimately determines the future..... the success or failure. It is equally true that the person who is exposed to the change on a day to day basis seldom recognizes its importance.....a parent who sees a child every day doesn't recognize the growing-up process as rapidly as the relative who only sees the child once every six months or a year. In this respect, we feel we are fortunate, for the turning point in the growth of KSA is a planned one.....one which started some two years ago and one which is still taking place. Since each of you is a "relative", we think you would like to--and are entitled to--know our views on the turning point of KSA.

Some years ago KSA reached a critical period.....we were too big to be a small corporation and too small to be a big one. It was obvious that something had to be done if KSA was to continue the healthy growth it had enjoyed in the past. The possibilities which were open to us (and which were explored) are almost too numerous to mention, but they included:

1. Domestic expansion into other indus-

tries such as hosiery, furniture, tufted, knit goods, textiles, etc.

2. Domestic territorial expansion within our present coverage of the needle trades industry by opening new district offices in Dallas, Philadelphia, St. Louis, Chicago, Los Angeles, San Francisco, etc.

3. International expansion within our own industry, such as England, France, Germany, Italy, Canada, South America, Mexico, etc.

4. Service expansion within our own industry to include such things as broader management auditing, marketing, broader systems coverage, SQC, mechanical development, etc.

5. Working for governmental agencies on both the domestic and foreign aid projects.

We recognize that there were (and are) many factors which must be weighed before an optimum approach could be determined. These included such things as the investment required to develop same, the competitive necessity for immediate action (or the long range loss which would occur if action were delayed), the trends in world affairs, the financial position of KSA (both current and forecast for the next few years), the availability of key KSA personnel, etc. There were many variables which had to be considered.... or to use a term which is familiar to all of you old-timers, we had to do some educated "guesstimating"!

The 1960-61 figures which you will all receive in August will reflect our efforts to meet this turning point in the life of KSA. Insofar as practical, we will try to separate the expense items so that you can see exactly how much we are "investing in the future." However, to aid you in analyzing these figures, we would like to give you our thoughts on each of the five points mentioned above and tell you what has been done to date.

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#### 1. Domestic Expansion Into Other Industries:

Tufted - Our initial venture into this industry started some three years ago and there was no investment required. At this point, we appear to have a substantial future in this segment of the needle trades industry and in the capable hands of Jack Ullman and Jimmy Adams, we feel this will be realized.

Knit Goods - Perhaps it is wrong to separate this from our regular practice. However, the sales growth in this segment of the industry is such that it deserves special attention. Then, too, most companies encountered here include the functions of knitting, bleaching, dyeing, drying, etc., which were not normally encountered in our needle trades practice. We are making strides in this segment of the industry and again it has involved no investment.

Textiles - We took a calculated risk here sometime ago as we feel this is a natural expansion avenue. In taking this action, we felt this would be an uphill battle to develop this division.....and we have not been pleasantly surprised! At this point, we do not have an extensive investment in this division, but we feel it is in a critical phase of development. Within the next six to eight months, we feel that this division will show its true worth as a factor in the growth of KSA.

Hosiery - We have made no real effort to develop this industry thus far and hence have no investment in same. However, we have had some five contacts here and based on these, feel we can be of real service to this industry on a mutually profitable basis. This is an expansion area which may require exploitation in manufacture.

Furniture - We have only had two preliminary contacts with this industry, but both of them indicate that the KSA approach would be mutually beneficial. Thus far we have no investment in developing a clientele in this industry, but

there is a sizeable KSA potential here for future expansion. This is one we have placed on the "to do" list.

#### 2. Domestic Territorial Expansion:

In this area you are probably all aware that we have "settled" Jack Johnson in the Alabama/Mississippi area as a field supervisor under Jack Ullman.

Perhaps you also know that we are establishing Dallas, Texas, as a separate division, as of July 15 when Dan Blich will rejoin us on a full-time basis. We feel that we have needed representation in this area for some time and do not look upon this as an investment.....in fact, we feel it will begin to "pay off" immediately.

The area of "Territorial Domestic Expansion" is one in which KSA has been remiss for some time. We hope to correct this omission in the near future even though it may require some investment. In the not too distant future, we would like to see District Offices established in St. Louis, Philadelphia, Chicago, and on the West Coast (not necessarily in that order).

#### 3. International Expansion:

This has been a real "hot potato" in the expansion program of KSA for the past two years. This is the area in which a sizeable investment in the future has been made (see 1960-61 figures)..... this investment has been in actual monetary outlays plus time, lost billing, and expenses absorbed by KSA. On the basis of cold figures, it could appear that our "guesstimate" was in error on this phase of the expansion. However, the main consideration here was one of timing as well as Stateside prestige. Had we not entered this market when we did--and we were somewhat late--it could have been lost to us forever.....and it services a population of some 260,000,000 people. At this point, the situation is:

England - Here we have a substantial in-

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vestment, but this is on a firm footing. We have reached a turning point and this investment should begin paying off this year.

France - The situation is not quite so good here.....the turning point has not been reached, although we think we can peek around the corner and see it in sight. We have a very sizeable investment in this development and can't afford to "let it go" now. Our "guesstimates" here were not too good, and it will require some time to reach a break-even point on this operation. The 1960-61 figures will reflect the worst possible conditions.

Germany & Italy - Negotiations are largely under way. The figures you will receive will reflect some investment in these territories, but the establishment of these divisions has not been completed at this writing.

Australia - We have established a royalty arrangement with the Australian branch of our English affiliate (P.E.). We have no investment to date and are not in a position to estimate the territorial potentials.

Canada - There has been no serious consideration given to establishing a district office in Canada. However, we are doing an installation in Toronto, three surveys at this time, have done some work there, and have many contacts. This should be considered in our short-range expansion plans.

South America (Puerto Rico, Honduras, etc.) - There is an ever increasing interest on the part of USA firms in expansion in this area. Then too, we have worked for one firm in Puerto Rico, three in South America, and are holding preliminary discussions with four firms in the two areas. As with Canada, an expansion in this direction may be forced upon us in the near future.

Mexico - This has been a step-child with us to date. We have had a few inquiries here, but have never really followed up

on them. This should come up for consideration in the near future.

#### 4. Service Expansion Within Our Own Industry:

This is an area which has required little or no investment and one in which we have done a good job in the past two years. Taking the items one by one, we find that:

Management Audits - This comes within the scope of being true management consultants rather than mere "technical" advisors.....and KSA has made real strides in this area. We don't want to insult anyone by omissions, but a few examples of this approach would include Stahl-Urban, J. M. Wood, Indera Mills, Hayes Garment, W. E. Stephens, etc. We are making considerable headway here and see no reason why this shouldn't continue to expand.

Marketing - This is a very recent expansion with us, but it is one which we feel offers a tremendous potential. Our investment in this field is modest and we feel it will begin to pay off in 1961-62. This may make a substantial contribution to the expansion of KSA.

SQC - We needn't dwell on this. Originally, it was a product of our "Research" department and we had a small investment in it. At this point, it is well beyond the break-even point and promises to be a very useful tool in our engineering kit. We looked at the right side of the crystal ball on this one!

Broader Systems Coverage - This is an area where current figures would be difficult to evaluate. This is a dynamic area.....one which is subject to extreme changes. There is a tremendous potential here as proven by the fact that many firms do a far greater volume than KSA, although they concentrate only in this area. The Systems Division has graduated from the "poor stepchild" position to where we now recognize the potential which exists. Serious thought will be devoted to the immediate future as to how to best realize this potential.

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Mechanical Developments - In the past, this has been an area left strictly to the ingenuity of the individual engineer. We now recognize that a cooperative effort is needed here and that KSA will have to invest in this effort if we are to benefit from it. The mechanical procedure has been determined and put into effect.....we do (and will continue to) have an investment in this program. In the long run it will either pay off or be considered as a necessary overhead item.

5. Governmental Agencies:

Although we had a regretful experience in this area some two years ago, most consulting firms regard this as a desirable (or necessary) source of revenue. We have not given up on this and are currently engaged in negotiating with a potential divisional head. More on this later, if it develops.

When KSA consisted of five engineers, it was easy to keep everyone informed of current events and future plans. Although this is more difficult today, it is just as necessary as it was then. The success of KSA is dependent upon the interest and the efforts of each of us individually and we can only hope to achieve maximum effective effort when we are all informed. We are trying to achieve this through the annual financial figures you receive, through the regional seminars, and also plan to make greater use of this publication for that purpose.

Karl Striegel

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RETURNED FROM ARMY

David Lipman of our Systems Division is back with us after six months in the service of his country. He returned on March 27 and we understand he is glad it is all behind him so he can now complete his training and get himself assigned on a job.

Charlie Browne has also returned from his

six months "vacation" with the Army. Charlie not only has his discharge to make him happy, he also got married after he got out and before returning to our Engineering Division to continue his training.

Glad to have you fellows back among us.

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PROMOTIONS

Since the last issue of the News, there have been a couple of **promotions in the Engineering Division.**

The first one was on February 1, when Jimmy Adams was made a Field Supervisor. Jimmy has had varied experience, but due to his concentrated work in the tufted industry, he has become our most specialized specialist in that industry. As you may recall, he has been in Dalton--the hub of the tufted industry--for almost five years. He did such an outstanding job for Cabin Crafts that they wouldn't let him leave without a Retainer Agreement.

Jimmy continues to do an outstanding job in taking care of his retainer, doing staff work and supervising two men.

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Bob Malburg has also been made a Field Supervisor.

Since Bob joined KSA in June '52, he has been doing outstanding work. One of his clients, the Alabama Textile Products Corporation kept him busy in their various plants for 4-1/2 years and then he spent several years in North Carolina, before doing a fairly short job (as compared with some of his other assignments) in Tennessee.

Now he has returned to North Carolina and will be settled in Greensboro and work out of the office there with Karl Striegel and Jack Sanders.

Karl has given Bob, as his first assignment, the task of locating and setting

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up a new office in Greensboro. Good luck, Bob.

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NEW EMPLOYEES

Henry Wedemeyer was the first one. He started with us as of January 1 as head of our newly formed Marketing Division.

Hank headed his own Marketing firm prior to joining KSA. He is based in New York and has gotten the new division off to a good start. Besides handling his clients he has been called upon to address several industry groups and several other addresses have been scheduled.

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The Systems Division claims the next new man. Robert H. Hinck became associated with us on May 29. He, too, is based in New York and inasmuch as he is an experienced man, you will undoubtedly be meeting him in the field in the near future.

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Last, but not least, Howard D. Cooley, joined our Engineering Division on June 12. At this writing he is in Washington for the usual indoctrination period prior to going to McRae.

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We should also like to point out that Gerard Malandain from Paris, recently underwent indoctrination here and is now in McRae for training before returning to Paris to work with CORIA-KSA.

We should like to welcome all of you and express the hope that your work with KSA will be enjoyable for many years.

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PUBLIC RELATIONS ACTIVITIES

T. S. Whitsel (Capt.) has joined KSA on a part time basis in public relations. He will continue on a part time basis

with Union Special--his employer for the last 42 years. His work with us will not conflict with his consulting work for Union Special in any way and with the many friends he has in the industry, his travels about the country should open additional doors for KSA.

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THE NITE BEFORE

(Any similarity to the morning after is purely coincidental)

'Twas the nite before.....that's what you get for jumping to conclusions! I wasn't going to say Christmas and this tale has nothing to do with Santa Claus. Let's start all over again.....'Twas the nite before the completion of my twentieth year with KSA and the flash-backs were coming thick and fast. With an effort, I ignored the mouse who wasn't stirring and sat back to enjoy my reverie:

The Thought - An all-nite day coach trip from Pittsburgh to Washington(round trip) and an interview with KS at the Broadmoor Apartments in Washington.

Success - Freely translated this means I had spent nine months with U. S. Steel and had "worked" my way up from \$125 per month to \$150 per month. I had just been offered (and was glad to accept) a cut to \$135 per month.

The Beginning - An overnite train trip to Bristol, Tennessee, with a real big scare previously reported. (We were ushered off the train in Bristol, Virginia, and thought sure we were 1,000 miles off course. At that point Janie and I didn't know about Minneapolis/St. Paul, either.)

The Enlightening - I've been thankful many times that we started under Charlie Rousseau at Big Jack for among other things, we learned a full appreciation of the word "work". After U. S. Steel, this was the best thing that could happen.

Education Continues - Our first apart-

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ment, Janie learns to paint, and we learn that the only thing consistent in life is change! This has been reported before, but it means that when KSA says "You'll be there six months", you can depend upon it being at least two hours and not more than three years!

See America First - Our education took us to Greensboro (N. C.), Columbia (Tenn.), Monroe (Ga.), Roswell (Ga.), Beaver Falls (Pa.), Rockford (Ill.), Shreveport (La.), Lexington (N.C.), and Lenoir (N.C.), with side trips in between.

See The World Next - And then Uncle Sam took a hand in things and we saw all kinds of sights via the waterways, i.e., East Coast, Panama, West Coast, and the South Pacific. Sort of a recess and we learned to loaf again while impatiently awaiting the renewal of our education.

Re See America - And this time really appreciate what you are seeing! Our education continued in Monroe (Ga.), Winder (Ga.), Athens (Ga.), Cornelia (Ga.), Baldwin (Ga.), Jonesville (S.C.), and Greensboro (N.C.).

Success?! - (Forgive the question mark, but I couldn't resist.) We were "promoted" to supervisor and "settled" in Greensboro. I've looked up the quoted words and one means "to push forward" while the other means "to become fixed." In retrospect, old man Webster is pretty accurate: I'm still being "promoted" for I "push" that old car "forward" out to the airport most every week; and Janie became "settled" way back in 1949 and is now three times as settled! (Names: Scott, Pam and Deb). But it has been a wonderful 12 to 13 years and we couldn't begin to list an itinerary for this period. Let's just say that you could throw us out of a plane at any point and we could find a friend to bury us within a 100-mile radius!

The Present - At this point, we are relaxing in our chairs and comparing KSA - 1947 to KSA - 1961 and thoroughly enjoying the comparison. Volume quadru-

pled; staff at least tripled; the development of such divisions as Textile, Systems, Marketing, Research, Mechanical Development; etc.; the acquisition and development of our various associates; Roydon Wear; Europe; planning Greensboro and Dallas offices; etc.....thinking of these tangible changes gives us a warm glow for we like to think that in some way we have contributed to these changes.

Our thoughts of the present, however, don't stop with this comparison nor does this occupy the major portion of our thoughts. It is true we are in the middle of a critical period in the growth of KSA, one which is presenting new challenges daily, and we enjoy trying to do our part in meeting these challenges. The major source of the pleasure we are deriving from the present, however, lies in the friendship and association with the other KSA members, both old and new. I don't know of another organization which could offer this same degree of pleasure.

The Future - Completely relaxed now, we haul out our crystal ball and promptly go into a trance. In this rosy condition, we see present KSA divisions strengthened and expanding; the opening of offices in St. Louis, Chicago, the West Coast, Philadelphia; expansion into Toronto, South America, Germany, Italy, and ?; inroads into other industries such as hosiery, cafeterias, and ?.....and we see yours truly ten years from now, bald-headed and with a 46" waist, but still able to contribute something to the growth of KSA.

Conclusion - As we sit here now and look back, the twenty years seem more like fifty, when we start with Bristol and race through it to the present, it seems more like two years. This can only mean that we owe a big debt of thanks to those of you who helped make the time "fly". We marvel at Kurt's stamina in putting up with us for the past 20 years and warn him that unless he acts quickly, history may repeat itself..... he may have to put up with us for 20 more!



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"Now, Dasher! Now, Dancer! Now, Prancer  
and Vixen! On, Comet! On, Cupid! On,  
Donder and Blitzen!....."

And to all a 'Good Night'!"

Karl Striegel

#### ATLANTA AREA ACTIVITY

If we were to try and find one word which would sum up the year 1960-61 for our Atlanta office, our first thought would be of diversification. The last twelve months have truly brought us a variety of assignments. Literally covering everything from birth (starting of a new plant for a new corporation) to death (a look-see survey at the Toccoa Casket Company). We felt that latter inquiry was the start of a new division until KS informed us that only a few days earlier New York had a similar inquiry for a "burial case company" in the Pennsylvania area.

But as we look over the list of assignments in progress or completed during the past year, another thought and a very happy one crosses our mind. That thought is one of reunion for this has really been a chance for reunion with many of our old KSA family working in or near Atlanta. We note that only five of our entire engineering staff and only two field supervisors did not work with us at one time or another during the last twelve months. We also had an opportunity to meet and share assignments with almost every member of our systems staff this year, as well as Abbie Jean, Bob Heiland, Mahlon Saibel, and even an opportunity for a stimulating one-day trip with Hank Wedemeyer and his one-man--though not for long, we understand--Marketing Division.

We also had an opportunity to meet and get to know all of our KS-PEA associates both from England and Australia.

This past year will long be a year to remember for all of us here in Atlanta,

and we hope the coming year will let us renew our association and friendship with the few we missed this year.

To those who "ate and ran" in Atlanta, we want you to know that we'll always welcome you back with real "old-fashioned Southern hospitality, y'all." The only one we're afraid of not seeing again is Don Johnson. After having two plants shot (or were they sold?) out from under him, Don took off for California to do some work for the New York office--in the western part of their territory. Don apparently was a little gun-shy on his return because he and Laney (who's the one we really wanted to see) by-passed Atlanta and headed for Pennsylvania to do another job for New York.

Don, if you'll come back we promise to get you a stable, reliable, financially sound client.

As for our current assignments and activities, they are many and varied, and we'll try to highlight a few of them here.

Bill Cameron is currently about half way through a dress pant assignment in Tampa, Florida. In addition to the usual problems encountered, Bill is faced with a language barrier. Only about half of the people speak English. To make matters worse, this is a very volatile Cuban labor group, and we suspect that if a vote were cast, the majority would side with Castro. A few weeks ago, though a no-strike union contract is in effect, a wildcat strike (not related to our program) was called in the plant. Roy Engman hopped a 3:00 a.m. flight out of Atlanta to assist Bill and the client in negotiations which began at 7:00 a.m. the same day and continued for three days. We wonder how many of us "younger" men could do the same. Most of the employees' complaints were leveled at management, and the employees as well as the management were complimentary of Bill Cameron's and Charlie Brown's handling of day-to-day situations. Things seem to be on a pretty even keel at the present time and, while Bill and

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Charlie will long remember this "interesting assignment", they plan to finish it up in true KSA-style.

Jimmy Adams is still holding forth in Dalton, Georgia, where he hopes to remain settled. Having almost become a fixture at Cabin Crafts during his more than four years there, he is well on the road to the same relationship with the Belcraft Chenilles and Dixie Belle Mills management. Jimmy is being assisted by Jim Wills and Hugh Tannehill working in the two plants. This manufacturer produces over 20% of the tufted bedspreads made in the United States as well as a very substantial amount of robes, tufted rugs, and carpeting. Since most of the operations heretofore have been on time work, you can well imagine that the potential is almost astronomical and the results, even to date, are rather spectacular.

One of the major projects undertaken was the complete design of a 36,000 square foot stock and shipping department for robes, bedspreads and bath rugs. Jimmy is now supervising the move of stock and production into this newly designed facility, and this will be followed with finalization of methods and incentives.

Jim Wills is winding up the incentive installation in the finishing departments (trimming, inspecting, folding, packaging, etc.) for the products to go into this stock room. Jim, incidentally, concluded his work at Milam Manufacturing Company a few months ago. This was a highly successful installation including the development of a complete standard data system for this children's wear manufacturer producing some 400 styles annually in a small shop of about 150 operators. Some of the highlights of this plant and installation may be found in the article on Milam Manufacturing Company in the convention issue of the Southern Garment Manufacturer. The article was ghosted by KSA-Jack Johnson.

Hugh Tannehill had just completed the survey and planning phase of the entire finishing and shipping operation for

Belcraft's Dixie Belle Mills manufacturing scatter rugs and bath sets when the client announced that he wanted a 50% expansion in the coming year--in the already overcrowded department. With the aid of a shoehorn and some engineering ingenuity, Hugh, assisted by Jimmy Adams, came up with revised layouts which would make this possible without additional building.

With additional prospects in the tufted industry (a half billion dollar annual volume), we may have to put up a KSA apartment building in Dalton, Georgia.

Jack Johnson is currently "commuting" from his home in Montgomery, Alabama, where he is "settled" to Crestview, Florida, and working over the Alatec shorts and pajama finishing department and to New Albany, Mississippi, where he has been working with C. C. Barnes, Bill Cagnon, Chick Schwartz, and newly-wed Dick Millberg. We quadrupled up on this assignment to get ahead of the minimum. Work with this old client is indeed interesting and provided a chance for happy reunions for the Cagnons during their stay there. Bill had engineered the plant some thirteen years earlier. Apparently the client liked his work so well that he did virtually nothing to update the plant in the ensuing years. Though it's pretty rough to improve on some of Bill's fourteen-year-old rates, with product changes and technological advances the job promises to produce a substantial return. New Albany, a little like Dalton, has become a KSAville.

John Cohen is still doing a good job of keeping a rather "set in his ways" client happy and in July will wind up our first full-fledged men's and boys' coat shop. Having seen portions of John's manual on the job, we should all be able to become clothing experts after one reading--or at least we'll know what bastings, canvases, sleeve heads, etc., are.

Bob Pee is currently dividing his time among working with Bill Cagnon in Easley, South Carolina; Norville Wilson at Stahl-Urban in Brookhaven, Mississippi; Jimmy

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Giddings at Carwood; and Lutz Kohnagel at Opp, Alabama. In his "spare time", Bob keeps up with retainers and is assisting in pre-architectural planning for Barrow Manufacturing Company's new plant in Winder, Georgia.

Bill Cagnon's Easley assignment promises to be an interesting one as this medium quality sport shirt manufacturer is located in an old three-story school building with no elevator in the building. The janitors carry the cut work upstairs at night. The walls have been taken out on one side of the building for cutting tables, but numbering, pinning, clicking, etc., are done in classrooms on the opposite side of the hall. Though Bill is probably cussing us, we convinced the client it would be well to engineer in this present building so that his new plant, now in the planning stages, could be built around an engineered unit. Oh yes, we forgot one point. On the stitching room floor at one end, some of the parts are made on what used to be a stage which is four or five steps higher than the main sewing floor.

Norville Wilson is currently applying his almost infinite knowledge of outerwear to Stahl-Urban's large outerwear plant in Brookhaven. We suspect that if he doesn't use up all of his estimated fees on this assignment, he'll win the difference from the client on the golf course. Incidentally, we suggest anyone who has difficulty finding a suitable house or apartment on location contact Norville and Clare Wilson as they seem to have a real secret.

Lutz Kohnagel also is currently engaged in an outerwear job for Opp Textiles, a client of long standing. This is a particularly challenging unit of some 40 dozen daily, but in a seemingly never ending variety of styles and constructions. Judging from the start made by Lutz on this job, however, no problems are anticipated.

Jimmy Giddings is currently finalizing methods and installing incentives in Carwood's shipping department. Bob Pee

did the planning work for this shipping department and turned a neat trick when he increased bin capacity by some 20%. Another interesting wrinkle worked out here is one of using masonite pallets for folding pants. The final inspectors fold the pants and dispose them directly on the pallets in 30-pair bundles of one SKU. Pallets are then slid into angle-iron racks in the stockroom, thus minimizing handling and maintaining the best possible press.

While mentioning Carwood, we should call attention to John Caldwell's work there which started out to merely convert the main stitching room to a pre-made band for greater flexibility and style production. Along the way, John picked up some \$20,000 annual savings in methods and rates the client had the "nerve" to attempt establishing without calling us in. All this for some \$7,000 in fees. (Incidentally, this is the same shop that KS and nineteen years later his "son" (JJU) attempted to train a left-handed girl to sew with her right hand. (Both failed and when last heard she was working for JACO.)

While mentioning completed work, we would like to comment on the assignment recently completed by Earl Smith who is now working with Bob Malburg in North Carolina. Earl went to Big Ace Corporation where he doubled up as a junior with Bob Pee on engineering the pants and hobby jeans department. When Bob moved to Atlanta, Earl took over the job under Bob's guidance and sold himself so thoroughly to the client that we could not pull him away until he had gone into the dungaree and cutting departments and completely re-engineered them.

That about sums up our current Atlanta activities except for one member of our Atlanta staff who has helped us all greatly during the past year. Ann Long, in addition to adding to the "decor" of the Atlanta office, as all of you who have met her know, is always willing to cheerfully accept and efficiently carry out the work that comes her way. We strongly suspect, however, that she is

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really descended from a former employee of Wells Fargo who rode shotgun on their stages. We suspect this from watching her reach for some unknown object each time someone tries to get one of her well-tabbed and properly filed bibles off the shelf or, even worse, if we try to put it back ourselves. A word to the wise is sufficient.

Jack Ullman

RETURNING FROM SCHOOL

At the end of May, Ken Campbell got out of school for the summer and joined us the first of June for 3-1/2 months before returning again to the University of Virginia next fall where he will get his M.S. in '62.

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Dan Blich got his M.S. at Harvard the early part of June and will rejoin us in his capacity as Supervisor July 1. He will be based in Dallas, Texas--a new area for us.

Dan reports that he is anxious to get back and is particularly thrilled about the challenge he is facing in this new area.

Dan's wife, Dottie, will continue her education down Texas-way.

Glad to have both of you back, even though yours, Ken, is for only a few months at this time.

DEPARTURES

Leo Learner of the Engineering Division and Dean Caldwell of the Systems Division are no longer with us. We wish for them every success in their future endeavors.

ONE YEAR WITH KSA

When approached with the idea of putting my views in the form of a poem For the KSA-News.

"How easy," I thought As I sat down to write And into my mind Came my very first plight.

The phone rang, I answered Into which I did blurt "I'm sorry, wrong number" They asked not for Kurt.

But for "Jack" or "Dean" Salmon Now who may they be After quick explanation It became clear to me.

Then came the job to add to my stress Keeping track of the memos With "change of address."

Next came the term "Bible" "Survey", "Installations" "Time Study", "Motion Analysis" And "Labor Relations."

By this time I'll say I was more than confused But after one year Looking back, I'm amused.

'Cause worry I did That I'd ever learn What I thought was expected Was needless concern.

Now one year has passed And I'm happy to say I'm proud that I'm part of This firm - KSA.

Millie Hothem

CORIA-KSA

KSA, together with a number of its supervisors have purchased two-thirds control of CORIA with whom a licensing arrangement Contd. P. 13, Col. 1

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ment had been in effect for six years.

Adham Kosht, the Director of our International Division conducted the negotiations and is, at this writing, over there trying to improve the long-range outlook for the firm.

This is our second venture into Europe and the third--Germany--is in the advanced development stage.

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KS-PEA

Messrs. Clarke, and Atherton completed the USA-portion of their training and returned to England, where they joined Stuart Hollander in a number of jobs which had come through in the interim, under the stewardship of Stig Kry.

Things are mighty busy in England these days and the company is off to a nice start.

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GREENSBORO AREA ACTIVITY

Although Greensboro has been referred to as a District or Region for sometime, this has been a misnomer when compared to Nashville, Atlanta, and possibly, New York. It has not been an Administrative Office as has Washington, but it has been a hybrid or somewhere between these two concepts. It now appears that we are getting around to seriously developing this District, so let's take a look at it:

Margaret, Robbie, Timmie and Bob Malburg have purchased a home in Greensboro so for the first time we have someone who is both capable and willing to "plow the ground" permanently on location (significance to the above sequential listing is optional!). Seriously, Bob's promotion to Field Supervisor working out of Greensboro gives us an opportunity to develop and service this locale.

At this writing, the only major assign-

ment under way in this territory is at the Siceloff Manufacturing Company in Lexington, North Carolina. Perhaps some of you remember this company for it was once used as a training ground, a la Roydon Wear. The installation is a comprehensive one and should include cutting, sewing, shipping, marketing, SQC, and systems before completion.

Bob is doing a combination of staff and supervisory assignments here, having been joined recently by the Earl Smiths. Earl worked with Bob as a junior last year in this area--Indera Mills--and we are taking this opportunity of welcoming him back as a staff engineer.

In addition to the above installation, we have two retainers, numerous old clients whom we have neglected, and a long list of potential clients. At this stage of development it would be presumptuous for us to raise our voice above a whisper, but we'd like to throw a small hat in the ring..... look out Atlanta, Nashville, and New York, 'cause we are coming after you!

As we see it, there is an excellent needle trades potential in this District, but our future may go beyond this. There are probably more hosiery firms located in this area per square mile than anywhere else in the world. Although we haven't made much headway as yet, the fault is probably ours as we haven't really tried. We have done some work in fine hosiery plants, but have never really tried to develop this industry. Properly handled, this could rival Atlanta's Tufted progress and would be a real asset to KSA in general and Greensboro in particular.

This area is the furniture center of the United States. We have had two exposures to this industry and both have indicated that a real potential exists. It is likely that both of these contacts are dead now, but once the District is firmly established, this is an industry we could plan to investigate.

So, although the District is now com-

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prised of Bob and Earl, we'd like to serve notice right now--those of you who aren't "permanently" (not in the KSA dictionary) assigned to a territory, please practice a North Carolina accent, we hope to need you!

In this report we have not included a summary of the Textile Division since we are assuming that this is being handled in a separate article. Needless to say, we are delighted that Jack Sanders and his family are located in Greensboro.... and we expect to be eclipsed by his successes in the future.....although we'll naturally try to get some District credit for it!

Marketing has not been mentioned, as again we presume this is being handled separately. We selfishly introduced this division in this District and the score to date is three companies approached and three marketing audits authorized. One has been completed at this writing and the company is well pleased with the report. In the future, we hope this division will be a factor in helping us to develop a clientele in other industries.

We are trying to copy Atlanta in another respect. KSA in general--and Atlanta, in particular--has a fairly good working relationship with the Trust Company of Georgia. Since there are many occasions where consulting firms and banks can be of mutual service to each other through referrals, this is a good relationship to cultivate. Likewise, KSA has received some good recommendations from the First National Bank of Mobile as a result of assignments completed for Alabama Textile Products Corporation. In the Greensboro area, we worked with Wachovia Bank & Trust Company on the Indera installation, and it appears that the relationship established will be beneficial.

We realize that most of this report deals with the future of Greensboro, and this is how we look at it. We aren't particularly proud of the role that Greensboro has played in the past, as

the District has suffered from neglect. We feel it will take three to five years before the full potential of this territory will be realized. However, we have dipped our foot in the water, it isn't too cold, and we hope we'll be swimming in one of the reports in the not too distant future.

Karl Striegel  
(For The Future Greensboro District Mgr)

Editor's Comment: Any past lag in the development of the Greensboro territory is strictly due to KKS' indispensability on a national scale!

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#### ROYDON WEAR MOVES

KSA and Roydon Wear outgrew their space in Suite 1800 of the Empire State Building, so it was then decided to separate the two and Roydon Wear now occupies Suite 1827--just down the hall.

KSA will remain in Suite 1800, but will now be able to spread out a little in the space they so badly needed.

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#### WEDDINGS

We will report these happy occasions in the order they occurred.

The first of three was the marriage of Nancy Lou Smith and Dick Millberg on February 4 in Belzoni, Mississippi.

On March 25, Betty Justus of the Washington office became the bride of William Algeo in Chicago.

The last was the marriage of Anne Marie Sylvester and Charlie Browne on April 8 in Malverne, Long Island, New York.

Many years of health, happiness and prosperity is the wish we extend to our newlyweds.

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## PUBLIC RELATIONS ACTIVITIES

Announcements about KSA activities have appeared in the trade press a minimum of once a month during the past year. In the future, we plan to keep a record of each press notice and will pass this on to you, as we are interested in seeing just how effective is our program of sending out news releases.

Our institutional advertising covers the Needle's Eye, Apparel Manufacturer, Southern Garment Manufacturer, Masculine, Femmeline, Knitting Mill News, Suppliers Register, Western Apparel, Davison's Textile Blue Book, Tufted Textile Manufacturer, Bobbin, Cutters' Exchange Catalog, and SGMA Directory. We have a minimum of three ads appearing each month and as many as six in one month. Our advertising outlay now runs at the rate of \$5,000+ per year.

We have had a new, general brochure printed (9" x 4") to explain who we are, where we are and what we do. This is being used in replying to inquiries and as give-aways at trade conventions, either in conjunction with or in lieu of the bulkier Clientele brochure which is updated every year.

We have also had a similarly sized brochure printed with Statistical Quality Control as the subject.

Though our advertisements and brochures are mostly institutional in character, we are trying to follow the old saying: "Not to advertise is like winking at a girl in the dark. You may know what you are doing, but it's a safe bet she won't!"

To give you a further idea of our activities in public relations, since January 1960, various members of our firm have written 8 articles for publication, delivered 15 speeches (which were later published) and participated in 8 panels or clinics.

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#### NASHVILLE AREA ACTIVITIES

Zeb Roberts has concluded a rather elab-

orate survey for O'Brien in Texas which has just been sold. He will start this assignment for a few weeks until a staff engineer is available. He is working with KKS on a preliminary survey of one of Genesco's shoe factories in Tennessee. Whether a major breakthrough in their industry is possible immediately cannot be predicted at this writing; however, this is a valuable contact and could lead to future jobs in brassieres, men's clothing, lingerie, etc., inasmuch as Genesco owns or controls Formfit, L. Greif, Tiffany, Kingsboro Mills, Whitehouse and Hardy, etc.

Zeb is rapidly becoming indoctrinated and trained in SQC which will enable us to spell Mahlon Saibel in supervising SQC installations which appear to be in an incipient stage of mushrooming in "these here parts." Between surveys some staff and supervisory work, yardage control, etc., he is becoming somewhat snowed under.

Russ Lewis is currently engineering one of the Dixie plants (Cutting room) and keeping the so-called Dixie Group "up to date." (This should not be considered newsworthy as Russ has been doing this 95% of the time for the past 16+ years.) Since "Pop" Hedrick's death last year, Russ not only has been technical consultant for the various superintendents in their problem of wrestling with ladies' sportswear (skirts, shorts, capri pants, etc.), but has been somewhat forced into the role of "Father Confessor" to these fellows regarding their social, psychological, and general personal problems.

Warner Civitts, after having successfully engineered the cutting room for a new client, McKenzie Pajama Corporation (Wilker Brothers Company), is currently in the middle of an engineering installation in the finishing and stitching rooms. This is an 800 dozen per day operation where all types of pajamas, from coat style to surplice styles, plus robes and beach jackets. This should emerge as a most interesting job inasmuch as this factory, blessed with good manage-

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ment, was a very efficient plant to start with. This job was sold (about a year, time-wise) on a 39% return to the company and, when completed, should be a "model" of efficiency. If anyone can do this, Warner can.

Craig Blair has started and is now expanding a laundry pants unit (as well as some laundry shirts) at Gamaliel, Kentucky for the Hayes Garment Company. This is a rather unique assignment because the product manufactured is a "bastard" type pant with a French waistband (ala the old wartime field trousers), square cut swing front pockets, and an outside welt cut-in watch pocket among other features. Toward the end of this job he is slated to start in the cutting department.

Bob Fitze, of the International Division, is at present training under Craig and doing an excellent job of absorbing as well as assisting.

Klein Thornton seems to be becoming a "Russ Lewis" or a "Bob Malburg" of the Henry I. Siegel Company (HIS). As you know, he has completed several installations and started a brand new factory for this firm. He is about 80% finished with a conversion (mobile system) and expansion of one of our largest pant units. Even though both better type work pants (25%) and medium-priced casual slacks are made, this one unit is set up for 10,000 pairs per day. It had to be an ipso-facto flexible unit and it is. We can already see a \$1.50 return on investment which we think is "pretty fair" when one considers this is the second engineering job within five years. Klein, ably assisted by Dan Blitch, also did the first.

Klein is also becoming indoctrinated in SQC and will work with Mahlon Saibel on the initial job of SQC for HIS. His next assignment has not been ascertained--it will probably be with HIS though.

Bill Egolf

Our growth in the Empire State office continues in a variety of ways--in the physical size of our quarters, in the different divisions housed here, and in the variety of our assignments. Our space problems were temporarily solved at the beginning of 1961 when Roydon Wear vacated its share of the office area. (Roydon Wear now lives down the hall at Room 1827.) The initial feeling of ample room was quickly dispelled when we took on more systems men, provided housing for the new Marketing Division, and increased our secretarial staff in order to cope with the large volume of reports prepared for the Engineering, Systems, Personnel, and Marketing Divisions, as well as an ever increasing number of speeches and articles for the press. In addition, we have just completed discussions with the Managing Director of Production-Engineering, Ltd., Mr. David Nicolson, concerning their need for office space and representation here in New York. In all probability, we will have Production-Engineering as sub-tenants before the end of 1961.

Though we hope and believe this is not true of our consulting and sales efforts, geographically we are all over the lot. Ted Theodorsen travels regularly to Toronto, Canada where Ed Owen is working at Sunshine Uniform. Ed was able to achieve major savings very rapidly for this client and they are understandably pleased. We have had a flurry of activity in Canada and Ted is currently following up four or five potential clients. In Montreal, a cutting room survey was sold to the Hyde Park Clothing Company. Freddie Wood and Ted Theodorsen made the survey and, we are quite confident that a sizeable installation will be coming up in the city known as the "Paris of Canada."

Moving South, we cross the border to Rochester, New York, where Dean Vought ably persuaded Fashion Park Clothes, that we were indispensable for an overall survey of their entire operation. This assignment was won in spite of intense

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competition from another consulting firm who had achieved a strong toe hold in the Rochester area. Dean, Freddie Wood, and John Cohen are currently hard at it seeking the answers for this concern.

Moving South and West we come to the Palm Beach operation where Freddie Wood and Jimmy Giddings have just finished our fourth major assignment for the Palm Beach Company in Cincinnati, Ohio. (Or is this one the fifth?) In any event, Dean, Freddie and Jimmy Giddings have this client under their collective thumbs.

Moving farther West we come to St. Louis where yours truly continues to work on the Marx Haas Clothing Company. A major installation has been proposed here but KSA and the client are convinced that changes must be made in the present plant management before a successful engineering program can be started.

Coming back East we find Don Johnson on the firing line at the Louis Marcus Company in York, Pennsylvania. Dean Vought took some three years persuading this client but we are now comfortably started on an installation which will run over a year. In this installation we are shooting for a major cost reduction while at the same time providing for extremely rapid turnover which is essential to the client.

Another interesting and ambitious assignment is the comprehensive project covering warehousing, storage, merchandising policies, production scheduling and production control for Riegel Textile in Johnston, South Carolina. Here Bob Heiland and Al Emmons are working with Dean Vought on this project in major proportions. We can't give you all the details, but we can state that our approach to this problem has taken us into the management picture at all levels in this company. It has been a difficult assignment for all concerned, but it may well open up a whole new area of consulting for KSA.

Turning to SQC, Mahlon Saibel is every-

where. Bob Heiland's skip bundle sampling plans are proving to be enormously effective and are widely praised by our SQC clients. A noteworthy SQC client is the Arrow Shirt Division of Cluett-Peabody. This organization is notoriously anti-consultants and SQC gave us our opportunity to add them to our clientele list as enthusiastic boosters.

Hank Wedemeyer continues with surveys, installations, and publicity work all at the same time. Those of you who have not heard Hank speak or tell a joke have a treat in store. Current plans call for the addition of a second man to the Marketing Division staff and this division's future looks bright.

Phil Lutz reports that the Systems Division is booked solidly through the summer and has outstanding proposals equivalent to an additional eight months' work. The division is losing the services of Dean Caldwell and David Lipman. However, we are fortunate in adding to this division Robert H. Hinck who joins the division as an associate. Consulting is not new to Bob, as he joined us after nine years experience with Wallace Clark & Company, Management Consultants. The Systems Division will also gain a trainee in July when Jerrold W. Kavanaugh joins us.

It will be difficult to detail the many surveys and installations currently under way, but one Systems job deserves special attention. That is Salant & Salant. Glen Keyes has undertaken an assignment which will arrange for the coordination of piece goods and trim purchases with production needs. The entire system with this multi-plant operation will be set up for machine tabulation equipment.

That's all from New York. For those of you who may be traveling to or through New York on business or pleasure, the welcome mat is always out. Come see us.

Ross Runnels

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