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MY MOST INTERESTING ASSIGNMENT

Mary's comments were, "You are it! Sorry to give you the bad news but....." Even though she gave me a choice, I decided it might be fun to try to write an article for a publication with such a wide circulation. Then the real trouble began--how much and what kind of research would be needed, how long should the article be, and last but by no means least which job would fulfill the requirements for a MOST interesting assignment.

The amount of research turned out to be no problem at all--daily duties, KSA and personal, along with a fair amount of procrastination, almost eliminated the time factor. (Author's note: Mary had provided ample time.) Research then was limited to rereading previous copies (back through 1953) of the KSA News to determine what had been written, form used, etc. This in itself turned out to be a very interesting undertaking; and I found that, in addition to reading the Most Interesting Assignment articles, I was reading the entire issue. A wealth of very readable information is contained in those pages--accounts of trips to foreign countries, technical articles, semi-technical articles by KSA wives, and birth announcements of future KSA engineers (the writer has not contributed to this phase of our growth). This research also revealed that the early articles were titled "Most Satisfying Assignment" and later changed to "Most Interesting." Since the two are not always synonymous, is it possible that the editor keeps two sets of lists and that we will be called on again?

RECENT EVENTS AND CURRENT OUTLOOK

You are all familiar, by now with the results for the year ending June 30, 1960. It was, by all measures, a banner year for KSA.

We held our supervisors meeting in Atlanta this year and were privileged in having the wives present, thus affording all a chance to renew acquaintances or get acquainted. Miss Quick who acted as secretary of the meeting, is preparing a detailed report which should reach you at about this time. Suffice it to say here that we discussed problems of growth, diversification--functionally and industry-wise. Moreover, problems of scheduling, budgeting, etc., were aired. The new sick-leave policy, recently announced, was decided on in principle.

On the subject of growth, we rededicated ourselves to constant but sound growth, both, in this country and abroad. In Europe, our English branch is under way, though still in the red. Ross Runnels has returned and turned over the reins in England to Stig Kry, who will head up things until the English personnel can carry on. Three Englishmen are currently in this country for training--Richard Clarke, a management consultant of 13 years experience with our British partner, Production Engineering, Ltd., in recent years as a supervising engineer, John Rilett and Keith Atherton. When they rejoin Stig and Stuart Hollander, our British affiliate will have a staff of five and, as a result of the current, vigorous, promotional efforts, we hope also that they will have work lined up

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The difficult part of this assignment was the selection of the one job which I would term my most interesting. It would seem that many factors must be considered to fulfill the definition of "the most." My thoughts, of course, returned to each assignment in turn, and each of them had their interesting and satisfying aspects. Roydon Wear had much to offer because it was our own plant and involved the installation of a standard data system to handle the style and seasonal aspect of the product line. It also offered the opportunity to work with all of our new men during the span of some fifteen months. A more recent assignment involving the re-engineering of a plant in Kentucky was quite satisfying. The work progressed on schedule--operators responded to permanent rates almost without question, costs came down and production went up ahead of schedule, management was cooperative beyond the call of duty and in general it was a rewarding experience. Other assignments had their own interesting areas.

However, the one job (prior to my present assignment) that presented the greatest challenge to me and from which I feel I learned the most, was a job that did not proceed in an orderly fashion. The assignment involved converting three straight lines plus a training line to a progressive bundle truck unit. The product involved was men's and boys' dress slacks.

The initial planning went quite normally. Equipment was ordered, clamp and bundle trucks purchased, template layout completed and the final operation sequence was approved. We then scheduled the conversion from straight lines to a bundle unit. The change-over itself presented many problems since the company did not want to lose any production during this phase of the program. The first step was to remove from the lines certain Parts operations and incorporate them in the regular Parts department. (This department was made up primarily of fly operations, working on a group incentive.) This change went fairly

smoothly except for the production balance of the lines, since these Parts jobs in some cases were used as fill-in work. The next move was to separate the Serge Fronts and Serge Backs operations and train the operators to dispose and stack work for clamp truck operation. Before any other front and back operations could be moved, it was necessary to have all chair extensions, table extensions, and other attachments ready so that the machine could be converted from a line operation to the truck unit the minute it was pulled out of the line. Our scheduled conversion time per machine was twenty minutes. A cut-off point was picked, usually a new cut, and each machine was pulled out of the line after the cut-off point passed that operation. Considerable training was involved in this phase of the program because fly and front pocket operators had been working only on one side--they now had to do both the right and the left. Each line was taken one at a time, first the fronts, then the backs, until all lines were changed. The unit then consisted of front and back sections operating as a bundle unit with the assembly operations from Sideseam on working as a line.

This method of operation (half bundle, half line) continued for quite some time because of production commitments. The conversion of the assembly section also presented some problems such as sequence changes, providing in-process inventory where none had existed before, making the change so that production would continue, etc. The first step was to set up the training line on a bundle basis to work out sequence changes and to experiment with individual set-ups and methods. This move had its drawbacks because most of the operators assigned to this line were new people. Finally, the balance of the lines (excluding finishing) was converted during one working day by moving each machine into position after the cut-off point had passed that operation. We experienced a production loss of only five dozen that day.

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Other areas also presented problems that were new to me. The company had a quality man who felt that his way was the only way that an operation could be performed. Their plant manager was a figurehead and the general production people were very skeptical of engineering. As a result, in the early stages of setting permanent rates, each standard had to be sold to these people before the rate could be installed. After the first ten or twelve standards had been installed, this procedure was reduced to just informing them of what the rate would be.

Part of the overall program was to increase the production capacity of the unit and this became the area that gave us the most trouble. A preliminary check indicated that a sufficient number of people were available, so operators were added where needed. Turnover became extremely high and the result was that the new people tended only to offset the turnover, and production reached a standstill. This condition existed for quite some time and the labor supply never reached a point that it provided a sufficient number of new people. My lesson here: secure the help of a more informative labor survey. A concentrated followup program did finally achieve some production increase and in general cured many of our ills. The plant today operates with fairly normal excess costs.

This assignment also had some interesting aspects on the personal side of our lives. We were unable to find suitable living accommodations in the town (the only place available was a cabin that had been used for slave quarters) so I had to commute 70 miles a day. This worked fine until we were evicted--finally found another house and moved forty miles, but still ended up 35 miles from the plant. Recreation consisted of golf, with Freddie Wood and Bill Cameron providing the competition. Daughter number three was born two weeks before the job ended.

Even though the job had many problems and some unpleasant memories, it was an assignment that was very interesting and challenging. However, as has been said in numerous MMIA articles, my present assignment is the most interesting. Working with established clients on a retainer basis is presenting new areas of interest and has been very rewarding work. Perhaps on the next round I will have had enough experience to write on this subject.

Bob Pee

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for all of them.

In France, we have acquired a two-third interest in our former affiliate firm, C.O.R.I.A., thanks to the efforts of Adham Kosht. The firm is now called C.O.R.I.A.-KSA and we expect soon to see some of its personnel over here for orientation in the latest USA methods. Mr. Henry Rene continues as president of the new firm and as substantial stockholder.

In Germany, our initial efforts met with some setbacks. We were about to "hook up with" an established needle trades consulting firm. As our negotiations progressed, however, it developed that we were dealing with an individual of insufficient stability. Thus, we reversed ourselves and asked the German branch of another ACME firm to assist us in recruiting a competent top man for Germany. When found, we hope to build around him. We have already employed a young Swiss engineer, whom we encountered in England and who, because of his linguistic abilities, could be used either in Germany or France.

Functionally, we are taking steps to broaden our product. Bob Heiland's valuable contributions in statistical quality control are keeping Mahlon Saibel

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busy 100% of his time and will soon occupy other KSA men as well. Bob is now pioneering in new approaches to inventory control practices and a mathematical programming project looms on the horizon. Lastly, initial conversations have begun with a Harvard University marketing professor which we hope will ultimately lead to a broadening of our service to our clients.

All of these efforts cost time and money and, along with the loss of some staff and the addition of a number of trainees have had their effect on earnings during the first few months of this year. As the new men begin to bill and, by minimizing idle time, we hope to do better, as the year unfolds.

Now, we should like to tell you something about what's been happening where:

Craig Blair finished an interesting assignment in a pajama factory in Manchester, Tennessee. This has already led to another one in a competitive pajama plant.

Don Johnson had two plants sold out from under him in the middle of an installation, but is consoling himself currently with an assignment on the desirable West Coast.

Jimmy Adams finished a \$200,000 engineering job at Cabin Crafts (tufted products) and had achieved \$396,000 savings by the time he left the job with annual savings of \$230,000 from here on. Small wonder the client wanted a retainer and another, large tufted manufacturer in Dalton has him going over his plant now.

Jim Wills finished his work for the dress manufacturer and is about to finish an assignment in children's wear in Tupelo, Mississippi. This will be the third time we overhauled the Milam Manufacturing Company's production setup, the first dating back to the one done by yours truly in 1937.

Earl Smith is about to finish up a work-clothing installation in his home State of Georgia and has made a good many friends already.

Lutz Kohnagel has finished his second assignment for the same client in Puerto Rico and has just returned from an interesting assignment for a clothing manufacturer in Colombia, South America. He seems to be getting all of the more exotic locations recently and his clients--though far apart--have in common great satisfaction with the job done by Lutz.

Bob Malburg has finished a very broad assignment for Indera Mills in Winston-Salem, North Carolina, as a result of which they have asked for retainer service. He is currently doing an installation in Kentucky under Bill Egolf's and Zeb Roberts' guidance. The product there is high-grade dress trousers. Bob is slated to return to North Carolina upon conclusion of this assignment.

Bill Cameron has finished the starting and engineering of a new trouser plant for Stahl-Urban in Louisiana. He also engineered their cutting room. Both jobs were done under Karl Striegel and Jack Johnson. His next job will be in New Orleans or Tampa.

Ed Owen has finished a number of short assignments and is currently on an extended one in Toronto, Canada. One of his more interesting, brief assignments consisted of the detailed planning for a workgarment plant in Sao Paulo, Brazil--a job which "walked in the door" as a result of a recommendation by our good friends, Cone Mills. This work was done in the New York office under Dean Vought.

Russ Lewis and Warner Civitts continue their year-in, year-out work for the Washington and Stephens plants in the Nashville area. When plants are this numerous, there are always enough problems to keep several of our men purpose-

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fully employed by the client.

C. C. Barnes has finished his difficult job of starting up a new shirt plant for Sweet-Orr in Dawsonville, Georgia and is, at this writing, finishing a warehouse and shipping room installation which was interrupted by Mitch's untimely death.

Dick Millberg is getting a very thorough training at Cooper's, Inc., Belzoni, Mississippi under Jack Johnson and, we feel sure, very good experience.

Bill Cagnon has finished Smoler's dress factory with Dick Hinch to assist him, since the last issue. He also engineered a dress shirt plant in a South Carolina subsidiary of Anvil Brand, and is now in Tennessee helping Bill Egolf to straighten out the problems one of his clients got himself into by "presuming to start out some plants without us!" He is assisted by Chick Schwartz, who, we feel sure, is learning a great deal from Bill Cagnon's well nigh encyclopedic fount of knowledge.

Dick Hinch, after finishing Smoler's dress plant under Bill Cagnon and Ted Theodorsen, did some work in Georgia which included the updating of a cutting room engineering program for Henson's in Monroe and is now at Haspel's in New Orleans on a cutting room job. (Funny how some of these youngsters can wangle an assignment in New Orleans, isn't it?)

John Caldwell, after a training assignment under Roy Engman at Elizabethtown, Kentucky, got some further, good experience at Bellgrade in Georgia.

Leo Learner is cutting his professional eye teeth on a followup job in California, combatting a 100%+ annual turnover rate among the client's employees.

John Cohen, our most recent import from Australia, has gotten off to a good start assisting a former New York clothing manufacturer to get started off right in a new Georgia plant and, since men's clothing was his background, has already

done another survey under Bill Egolf at another clothing plant in Tennessee.

Jim Giddings, a recent addition, though a classmate of Freddie Wood, is doing an interesting assignment for Palm Beach under Fred's guidance.

Charlie Brown, one of our newest trainees, achieved a degree of fame within the few weeks he got to train with us which reached Uncle Sam's ears. As a result, he was invited to join the latter for a spell of six months. He plans to console himself before returning next April by getting married.

Norville Wilson, who left Elder Manufacturing Company to join us, has done a brief but noteworthy assignment in Rutherford, Tennessee for us and has, since that time, started a major sportshirt installation for one of Dean's clients, Rob Roy, in Mt. Pleasant, Tennessee.

Klein Thornton continues to serve the Henry I. Siegel Company to their freely expressed satisfaction.

John Justice has finished two textile mills in Opp, Alabama and is currently on a survey of a third in Albany, Georgia. Excellent savings were achieved and the client's satisfaction is best certified by his insistence on a retainer service arrangement.

Hugh Tannehill assisted John Justice through much of the foregoing and has in recent months been assisting with various needle trade and hosiery surveys and assignments.

Our supervisors' activities are too numerous and varied to lend themselves to recitation here. Take it from me, they've been mighty busy!

The Systems Division will report on their activities elsewhere in this issue. So, I will not steal their thunder here. The Personnel Division has been quite busy with installations, labor surveys and recruiting activities for KSA

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and clients and A.J. Quick's new assistant, Conrad Jordan, has had to go to work on projects soon after arriving on the scene.

This is being written on November 15. As regards the "Outlook," may I quote from Karl Striegel's "Status of Staff" report dated November 1:

- 1. Installations sold but not assigned: None.
- 2. Surveys sold but not made: 18
- 3. Surveys made--installations not sold: 15, with seven considered good prospects for installations.
- 4. "Potential surveys": 42

A pleasant holiday and a good New Year to you and your families.

Kurt Salmon

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WARNER CIVITTS' 20th ANNIVERSARY

On October 1, Warner W. Civitts of our Nashville District celebrated his 20th anniversary with KSA. Warner is a Pennsylvanian who "made good" down South, aided by his truly Southern wife, Margaret.

All of us who have come to meet or work with Warner have learned to appreciate his quietly effective manner and this includes many clients who like the efficient and nonobtrusive way he gets things done.

Many happy returns, Warner!

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DEAN VOUGHT'S 10th ANNIVERSARY

Another Pennsylvanian who made good--at first down South and now from New York as his base, is Dean Vought, who celebrated his 10th anniversary on August 7.

We are indebted to Dean's brother, Jerry

(who almost made the 10-year mark with us) for tipping us off to Dean's existence and we would hope that, turning this around, Dean would feel the same way. It would seem only fair to his brother!

Dean was an E.E. student at the time but --though doing fine--somewhat disenchanted with his choice and not at all sure what he liked to do. Since he was obviously a bright lad, as well as a personable one, KS offered him a summer job as an I.E. Trainee so that he might see what it was all about. Result: He switched to I.E., came back the next summer (and was probably teaching his professors "practical I. E." in his Senior year) and then joined us upon graduation.

Dean has had an almost meteoric rise in the KSA organization and one well deserved through results which grew out of a combination of his A-1 mind and good personality.

We are proud to have him and his charming wife, Susan, prominently involved in running KSA and wish them many happy returns of the day.

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SEVEN (years) COME ELEVEN (moves)

While plowing through a pre-med course at Auburn, I met a young man on campus who mentioned something about "sticking with him and going places." So, I abandoned the idea of spending evenings with a cadaver in favor of a live specimen--and sure 'nuff, we went places.

In seven years, Jack and I have moved eleven times and I laugh when I remember our first move--to Washington. On the subject of what to take with us, we rather disagreed (to put it mildly). The ironing board was the most discussed item and even an ash tray (he doesn't smoke) had to be justified objectively, subjectively, and finally with tears!

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Now, as a family of five, a moving van is necessary and the only item still under discussion is a piano, but I know I'm fighting a losing battle there.

Now I know all of us KSA wives have had many similar experiences and problems in moving about the country. We've even resided in the same towns. (If you have not lived in McRae and Winder, you're an exception!) We've all seen the colors other people paint their houses and apartments, usually unsuitable for our furnishings and accessories. Some have planted flowers and left before they germinated or painted and moved immediately. Have any of you taught your two-year-old to correctly answer the question "Where do you live?" so that by the time he learns to say Winder, Georgia, you're living in Shreveport, Louisiana. I did--now my second son is talking but this time I'll wait until he asks me.

So, in writing this, I search for some experiences which I think have been unique in KSA travels and two come to mind:

The first is our building a house for our temporary stay in Belzoni, Miss. When unable to find a place to rent, we took an apartment in Yazoo City, 35 miles away. It was upstairs and in a building occupied solely by elderly ladies. We had two noisy boys--one not yet walking--and I was expecting again! After a few weeks of carrying the wash, the groceries, and my 25 pound son (I weigh 100) up and down those stairs, I felt sufficiently justified in "requesting" a change in quarters. To build and sell was the only answer.

After the initial shock of discovering interest rates and closing costs, it was a pleasant experience to make all the decisions as to colors, materials, and "layout." Concerning the latter, I had a real problem. It was, in a word, tight--small house, lots of furniture. Consequently, I employed an engineering procedure in solving the problem. With rule

in hand, I measured everything we owned, made templates, and arranged them on a large-scaled plan of the house. When we moved in, every piece was placed in a predetermined location to the surprise of the movers. To my surprise, it all fit--glad I didn't have that piano after all.

My second unique experience involves our three sons, ages 4, 2, and 5 months. Since the time we started as trainees in McRae, we have only lived in three states, but Jeff was born in Georgia, David in Louisiana, and Jack, Jr., in Mississippi. I'VE HAD A BABY IN EACH STATE! Can any other KSA wife make that statement?

Gloria Johnson

P.S. to KKS: Please consider the above when scheduling our next move--I'm afraid to leave the State!

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WEDDING BELLS

August 20 was the big day for Dan Blicht--his wedding day! It was on this date that Dorothy Lee (Dottie) Daniel became Mrs. J. Dan Blicht, III.

Like Dan, Dottie hails from Georgia and they can both be found in Boston at this time where Dottie is Attending Boston University and Dan is back at Harvard, after summer work with KSA.

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Al Emmons has also been removed from the bachelors' list, thanks to Anne Vowteras. They were married on September 16 and are residing in Long Island, as Al works for the Systems Division out of the New York office.

We extend to our newly-weds our congratulations and best wishes for many happy and prosperous years together.

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NEW PERSONNEL

Taking them in the order in which they became associated with us, Chick Schwartz was the first. He joined the Engineering Division on August 1.

Chick is a Tennessean--Nashville--who came to us straight from Georgia Tech, where he obtained his M.S.I.E.

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Then came Conrad Jordan, who is Abbie Jean Quick's assistant. He started his employment with us on September 15 and, like Abbie Jean, is working out of the New York office.

Though quite experienced in the Personnel field, Conrad spent some time in McRae learning something about our industry prior to accompanying Abbie Jean on an assignment.

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Justin Ward was our next new employee. He joined our Systems Division on September 19.

Justin came to us as an experienced systems man and is also working out of the New York office.

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And last, but not least, is Betty Justus, who came with us on October 24. She is Girl #3 in the Washington office and her duties are primarily those of assisting Bill Schenke--whose work load has been increasing steadily.

Betty is very capable and willingly helps out wherever she is needed most. She is engaged to be married next year, is from Missouri and has been with the Government here in Washington for six years.

We welcome each of you.

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THE STAFF MAN

If he is usually in the office--he should get out more often.

If he is out when you call--he isn't on the job.

If he is at home nights--he is neglecting outside contacts.

If he isn't at home nights--he is wasting his time on frivolous things.

If he talks on a subject--he's trying to run things.

If he is silent--he has lost interest or he has an inferiority complex.

If he agrees with you--he lacks originality or conviction.

If he doesn't agree with you--he is ignorant.

If he is too busy for casual talk--his job has gone to his head.

If he engages in casual talk--that's all he has to do.

If he can't give you an immediate answer--he is incompetent.

If he can give you an immediate answer--he doesn't think things through.

If he appears cordial--he is playing politics.

If he appears aloof--he should be trimmed down to size.

If he has a strong opinion--he is bull-headed.

If he tries to see both sides of a question--he is pussyfooting.

If he is on the job a short time--he lacks experience.

If he has been on the job a long time--

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he is in a rut,

If he is well dressed--he thinks he is a big shot.

If he isn't well dressed--he is not a proper representative.

If he takes a vacation--he's been on one all year. . . .

We ran across the above recently and thought you, too, might enjoy it.

STATUS OF SYSTEMS DIVISION

Personnel:

Since last year three men have been added to the staff of the Systems Division.

George Clark came with us in May, 1960. He has a business degree in Commerce from Durham University in England and various supplemental business courses. Prior to coming with KSA, George spent one year with Remington Rand in Toronto, Canada as an IDP Equipment salesman. Prior to that he was with the Thomas Hadley Company in England for eleven years. This company is the Proctor and Gamble of England. During this period, he spent five years in various office jobs, mostly as a Section Head, and six years in their organization in the Methods Department. Since coming with KSA, George has worked on assignments for the Shane Uniform Company, Evansville, Indiana, the Bellgrade Manufacturing Company, Jefferson, Georgia and the Rutter-Rex Manufacturing Company of New Orleans, Louisiana.

David Lipman came with us in June, 1960. He holds a Bachelor's Degree from Alfred University and a Masters Degree in Accounting from the Wharton School in Philadelphia. Prior to coming with KSA, he had experience with accounting work in several retail stores, and a CPA firm. He also acted as a technical writer for the advisory group on electronic parts,

University of Pennsylvania. His work with KSA was interrupted almost as soon as his indoctrination had been completed at the request of Uncle Sam. At present, he is Private B. David Lipman, BR12604803 K Company, 4th TRG. Regiment, Ft. Dix, New Jersey. Dave expects to return to the KSA fold around March, 1961, and we look forward to having him back with us at that time.

Justin Ward came with us in September, 1960. He studied accounting at the University of Illinois, and his prior experience consists of 15 years of diversified work embracing all phases and applications in Methods, Procedures, and Machine Accounting work.

Growth:

During the past fiscal year the volume of the Systems Division grew by 48% over the previous year. At present, we are in an oversold position, extending beyond the end of the current fiscal year. As the result, we are actively searching for new talent in order to keep pace with the growth.

Current Products:

During the past year we have continued to improve and expand our product. Most of this has been in the area of mechanical data processing. Some of the developments that might be of interest are:

1. Status reports which facilitate the scheduling of knitting and dyeing production have been installed in the Washington Mills Company, Mayodan, North Carolina. These reports reflect incoming orders in terms of grey fabric and dyed fabric requirements. Delivery dates and lead-times are taken into account automatically. These reports are proving to be a valuable aid to management in loading, knitting and dyeing rooms each week and controlling the resulting inventories.
2. At Troutman Shirt Company, and soon

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at Alabama Textile Products Corporation cutting requirements by style and size are being compiled mechanically for each sewing unit. Since the total output of each sewing unit is known once it has been set up, the problem from week to week is to determine the quantity of each style and size that should be loaded into each selling unit. A system that we have devised to do so eliminates virtually all the clerical work required to compile cutting orders, leaving only the decision-making step to human beings. The procedure operates in two stages. First, the mathematical cutting requirements are determined mechanically. Then, a decision-making step is taken to get mathematical requirements into practical cutting quantities. For example, if the mathematical requirement for a lot is five dozen, and this is not an economical cutting, a decision might be made not to cut any of that style this week. If 30 dozen were required, and it were practical to cut 50 dozen, a decision might be made to change the 30 dozen to 50 dozen. Next, the adjusted quantities to be cut are fed back into the equipment, and cutting requirements by size are calculated mechanically. Again, a review is made, this time to get the size scales to conform to practical ratios and/or stencils that are available. The results of this second decision-making process then are fed into the system and final cutting orders are produced.

3. A system has been designed and is in the process of being installed for W. E. Stephens Company of Nashville, which provides, by mechanical means, information needed to revise sales forecasts weekly, purchase and specify piece goods and trim, plan production, and issue actual cutting tickets. In addition, this system (the first of its kind, developed by KSA) will employ automative book-keeping and accounting techniques so

that the entire cost and general accounting work will be done by mechanical means, including the general ledger.

4. A system has been designed for Salant & Salant which will coordinate the purchasing of all piece goods and trim with manufacturing in each of their eleven plants. Status schedules will show material requirements by delivery date and location, compared with material on hand and on order, and there will be a complete accounting for transfers of materials between plants. Since there are hundreds of items to be controlled, the exception principle has been introduced and only those items requiring attention will appear on the reports. The system is expected to provide a basis for the following types of managerial decisions:

- a. what to buy
- b. when to buy
- c. how much to buy
- d. what delivery dates to specify
- e. when to transfer goods between plants (and how much to transfer)
- f. how to revise delivery specifications--i.e. change date, change quantity, change plant, etc.

Future Product:

In the future, we hope to extend our activities into other business areas. This has been accomplished to a limited extent during the past year by building on existing techniques. There will be more of this. We now have two clients with computers on order, and expect to work closely with them in developing systems and procedures to be used with this equipment. Future research in development is to be expected to cover such areas as mathematical programming of economical cuttings, statistical sales

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PROMOTION

forecasting techniques, machinery replacement schemes, and incentive pay plans for the office, to mention a few.

In summary, the future looks brighter than it has ever looked before, and we expect that the Systems Division will be making a growing contribution to the overall status and success of KSA in the coming years.

Phil Lutz

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G. S. MITCHELL---1902-1960

We should like to express our sincere sympathy to Dorothy Mitchell and her family in their loss. Mitch passed away on September 15, after an illness of a few months.

Mitch joined KSA on August 22, 1955 and has covered a good many of the States in behalf of KSA. His friendly and pleasant personality will be missed by all who knew him.

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SYMPATHY

Our sincere sympathy to the Norville Wilsons in the loss of their new-born baby.

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DIAPER LINE

Since the last issue of the News, there has been only one blessed event. Klein Thornton, Jr., has a baby sister--Mary Ellen--born July 15. Our congratulations to Janice and Klein, Sr.

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Mr. & Mrs. Henry Rene, of our Paris affiliate, are the proud parents of a daughter, Magali. Their first daughter--they also have a son--was born October 26. Our Congratulations!

Mrs. Elizabeth Comeau, who has been doing a very good job for KSA as secretary in our New York office since May 4, 1959, has recently been placed in charge of all secretarial work in that office. Secretaries, clerks, and receptionists will report directly to Elizabeth, who will schedule and be responsible for seeing that all work is handled promptly and efficiently.

Elizabeth is a very well organized person and we feel certain that, in a short time, she will have the work flowing from that office in a manner which will be of great help not only to our men who work out of that office, but also everyone in the organization.

We wish you well, Elizabeth, with your new responsibilities and we all stand ready to assist you whenever possible.

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WON'T YOU HELP US FILL UP THIS SPACE IN THE NEXT ISSUE BY SENDING US SOME ITEMS OF NEWS?

