

# The



# Observer

Vol. 1, No. 1

Published by and for the personnel of Kurt Salmon Associates Inc.

March 1970

## New Industry Report: INDUSTRIAL LAUNDRIES

KSA recently joined the Institute of Industrial Launderers (IIL) and the Linen Supply Association of America (LSAA) as a first step toward developing a practice in the industrial laundry and linen supply rental fields.

We participated in the IIL show last fall. This was our first exposure to the industry through its Association, many of whose members and associate members are clients of ours.

Following are some of the major points of a recent report compiled by Bob Malburg that all KSA staff members should find interesting.

*The Industry:* Industrial launderers are one of four specialists in the laundry industry. The other three are:

1. Domestic laundries—family laundry
2. Linen supplies—sheets, apparel, pillowcases, napkins, table cloths, etc., rented to hospitals, hotels, restaurants, barber and beauty shops, etc.
3. Diaper suppliers

Industrial laundries are the youngest and fastest growing of the four. Their annual volume is expected to top \$750 million this year. Most firms are small compared to individual firms in other industries. Many of the firms are apparently family-owned and -operated; family management and the problems created by it are of concern to the industry. A number of speakers, during the business meeting at the recent convention, made reference to this. The institution's Executive Training Committee sponsors a program on the campus of American University in Washing-

ton, D.C. to correct what they feel is a real "generation gap" in the industry.

We do not know too much about the industry (or Institute) but its members come from all 50 states; industrial launderers' routes are serviced with more than 50,000 vehicles; and it is estimated that the industry consumes more than \$200 million in work clothing each year.

*The IIL Convention:* There were 96 exhibitors present. We learned that this is the limit; 33 additional firms are seeking space, but will only be allowed in as another firm drops the show.

The list of exhibitors included:

1. All major piece goods houses. West Point-Pepperell, Cone, Graniteville, Greenwood, Reeves, Klopman, Deering-Milliken, Riegel, etc.
2. Major garment suppliers: Red Kap, Work Wear, H. D. Lee, Angelica, Williamson-Dickie, Universal Overall, etc.
3. Major fiber companies.
4. Major chemical companies.
5. Label manufacturers.
6. Laundry machinery and equipment suppliers.
7. Koratron.
8. Zipper and closure companies.
9. One major consultant plus one or two others.

*KSA Contacts:* We made a number of meaningful contacts during the convention and although I have no way of judging, *Karl Striegel* feels that we "came away" much better than we could have hoped for a first exposure to a new industry. There were a number of KSA clients present, both as exhibitors and/or members (Sunshine Uniform, Red Kap, Williamson-Dickie, Cone, Klopman, Koratron, etc.).

At this time we are not sure of the approach to be taken by KSA to get "its foot in the door." Several exhibitors, who noted that we can offer a valuable service to the industry, also noted that it will take several years for us to get known and established. Don Raffleman, Sunshine Uniform, may have expressed it very well with "... In my opinion, KSA is the best in manufacturing, but quite frankly I wouldn't call you to ask if I should buy a Milnor or a Hydraxtor..." Thus our expertise in apparel and textiles will be of value but will not open any doors (nor should it). We have an open invitation from Sunshine Uniform (and others, I believe) to visit their laundries, make observations, and, in fact, train ourselves. This must be done.

In addition, the linen supply industry has an annual volume of \$885 million. The industry has grown from \$238 million in 1948 to its present \$885 million annual volume (1968).

## Christmas Card Fund Contributes \$2,764

This fund, launched in 1968, continued its growth last year. The total donated to 80 different causes of your choosing in 1969 amounted to \$2,764. What a terrific way to send Holiday Greetings to your colleagues and at the same time help your favorite cause. We hope the fund will continue this trend in order that our contributions may help more and more of those less fortunate.

In addition to the Christmas Card Fund, KSA continues its policy of making a contribution to a non-denominational organization in lieu of "Christmas Goodies" to its employees and industry friends. Last year \$1500 was donated to the City of Hope. The amount of the donation will increase as our company grows.

## Observations from . . .

When the announcement was made that the *News* and the *Bulletin* were to be combined into a new quarterly publication, only one reason was cited for taking that step: "To provide a more effective medium for keeping the KSA staff and their families in touch with their co-workers and the company. . ." That is an important goal, and certainly provides justification in its own right for embarking upon this new effort.

But we are aiming for considerably more, and I would like to use this first column to elaborate upon the several goals of the *KSA Observer*.

Our first aim, of course, is to preserve the sense of "family" within KSA. It is not the hackneyed and rather condescending idea of "one-big-happy-family" to which I refer, but the very real and close personal ties that have developed among us. It has been one of the unique strengths of KSA (and therefore one of the elements that has helped make our company unique) that we respect and work with each other as professionals, and at the same time know and appreciate one another as individual human beings. These two conditions do not always co-exist in business; when they do, the combination is unbeatable.

In some respects, the easy informality and close personal relationships that have always characterized KSA are threatened by our growth. As our staff increases in numbers, and diversifies into many different areas of specialization, we must guard against the danger of becoming a cold and impersonal company. The quality of our growth will certainly suffer if we do not make every effort to maintain and strengthen the personal ties that make KSA unique. Hopefully, the *Observer* will provide one means to do so.

Another problem that is caused by growth and diversity of interests is that it becomes more difficult to keep in touch professionally. We must develop more effective means to tell each other what we are doing, and to maintain a continuity of effort. For despite our various specializations along functional and industry lines, KSA still offers one of the more closely integrated packages of services within the consulting profession.

Admittedly, this totality (the forest) is not always easy to see when you are busy concentrating on one part of it. Thus, another goal of the *Observer* will be to present a total picture of KSA to the individuals within it. At the same time, it is also important that we have a clear perspective of KSA in relation to the different industries it serves.

Finally, the *Observer* must have a two-way focus. To be successful, it must do its observing in both directions—even though it may defy the laws of optics. This means it must reflect what the individual members of KSA are doing and thinking to the company at large, as well as reveal all aspects of KSA to its individual members.

With your cooperation, this two-way communication will work. We shall need your full participation, and invite it in the form of brief articles, ideas for features, letters to the editor, or whatever form you care to use. The important thing is that every member of KSA should feel that this new publication is his, and that its pages should be open to him and his opinions.

## The KSA OBSERVER

A quarterly report of the activities of Kurt Salmon Associates, published by and for its personnel. Address all correspondence to the Editorial Offices at 4301 Connecticut Avenue, N.W., Washington, D.C. 20008. The opinions of readers are invited.

### Editorial Board:

*Kurt Salmon*

*Joe Scheines*

*Jack Johnson*

Volume 1, No. 1

March 31, 1970

### BOX SCORE—1969

% of Total  
Gross Fees

Apparel Engineering . . . . .	45.3
Physical Distribution . . . . .	6.9
Hosiery Engineering . . . . .	5.0
AAMT . . . . .	7.6
Material Utilization . . . . .	6.1
Management Systems . . . . .	13.3
Textiles . . . . .	10.3
General Management, Marketing and Personnel. . . . .	3.3
Miscellaneous . . . . .	2.2
	100.0

## HAPPY ANNIVERSARY

*John Caldwell* celebrated his tenth anniversary with KSA on January 18, 1970.

The diabolically creative minds of *Earl Smith*, *Greg Murphy*, and *Jack Johnson* marked the occasion with a "happening" for John on Saturday morning in the Birmingham office. A loud "ticking" noise came from a package placed conspicuously on the desk of the honoree and he cautiously approached it to see if a bomb had finally been sent to him from Washington.

With steady hands, John carefully lifted the package and found, underneath a noisy Big Ben alarm clock, the traditional ten-year watch from KSA.

Several rounds of Bloody Marys were served to settle the nerves of all. After that, neither John's new watch nor the Big Ben seemed able to keep accurate time. Their faces (and ours) had that peculiar unfocused look that occasions of high emotion often generate.

In his ten years with KSA, John has become one of our foremost experts on engineering of dress trousers. He has worked with such clients as Jaymar, Hart's, Darsey, Bay Slacks, Kellwood, Apparelcraft, and many others. At the completion of his Kellwood (Ottenheimer) assignment last year, John, Jo Ann and Debbie settled in Birmingham.



# Functionally Speaking . . .

When the Steering Committee submitted its recommendations for establishing a new internal house organ (hereinafter known as the *Observer*), one of its criticisms of the old *KSA Bulletin* went like this:

It is impossible to report on every activity of every functional and industry service area without consuming growing quantities of paper and boring everyone to tears. It is suggested that these reports be limited to the highlights of each activity for the previous quarter . . ."

Without further ado, here are some highlights . . .

## APPAREL ENGINEERING

- *Are All Of Your Clients Trimless?* "Going Trimless" will probably be the watchword of our apparel engineers in the 70's. Complete elimination of the trim and inspect operation has recently been a major factor in justifying engineering assignments.
- The installation of automatic thread trimming equipment to save labor at the sewing machine has been important to us for ten years, but recently we have begun to get additional mileage at the trimming tables. Additional SAH reductions of five to seven per cent are possible by going all the way.
- To go all the way with "Trimless" means careful installation of SQC to insure that inspect can be eliminated along with trim. Many of our clients are doing 200% inspection with trim and inspect followed by final inspect—this situation makes "Trimless" even easier to sell.
- "Trimless" engineering has already helped pave the way for another round of engineering with some of our older clients. While many find it hard to believe, we can create a situation where operators no longer get repair work from the end of the line. This reduces delayed cut completion and improves average outgoing quality while reducing labor costs.
- Think Trimless!

## APPAREL SYSTEMS

As a whole, 1969 was a satisfactory year. We enjoyed greatly extended volume and strengthened our staff in both numbers and experience. Another important aspect of the work during 1969 was that we added many of the largest apparel firms to our list of systems clients.

- This year started with a period of some sales resistance. This is no doubt directly traceable to the difficult and uncertain economic conditions in the country. We have had a number of clients who seriously considered and, in fact, decided to go ahead with projects, but later delayed them because of the pressure on their profit margins. It seems that many economists are of the view that the present conditions will prevail for the first half of this year. Any leads anyone of you can pass on to us will be very much appreciated.
  - *Phil Lutz* and *Bob Hinck*, with some help from *Al Emmons* and *Larry Parks*, have just completed a management accounting manual for AAMA. It is a fine piece of work that will reflect credit on KSA for years to come. We encourage you to get hold of a copy through your office once the books become available in another month or two.
- AAMA will charge its members \$100 for this manual—a reflection of its size, scope, and quality. We

understand that a sizeable number of copies have been ordered already, solely on the basis of AAMA's initial mail promotion (which neglected to mention KSA!).

KSA will present material from this manual at AAMA-sponsored seminars for top management personnel on the East and West Coast this spring. This should give us good publicity and hopefully generate interest in a field that is sadly underdeveloped in all too many firms. You would do KSA, AAMA and your clients a favor by calling the manual and the seminars to the attention of the firms which which you are working.

Stig Kry

## CARPETS AND RUGS

Carpet and rug activity continues to expand, reflecting increased KSA emphasis. Plant location, AAMT, conceptual design of plants, physical distribution and general management are part of the broadened scope of services offered.

Acquisition activity continues, with an increasing number of outside firms entering the business. This should spell opportunity in other areas for KSA in the days to come.

- *Ron Brockett*, *Doug Moore* and *Bob Saunders* have completed a major plant location study for Amtico Flooring (division of American Biltrite Rubber Co.). This has involved analyzing the entire United States with respect to a multiplicity of factors—both tangible and intangible. As a result of this study, the Atlanta office has assembled a voluminous file on plant location and developed a substantial background which it is hoped can be put to good use in

(Continued next page)

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## Coming Events

April 2 — KSA Seminar introducing new AAMA Accounting Manual, Americana Hotel, New York City.

May 13-16 — AAMA Convention and Trade Show, Atlantic City, N.J. (Limited staff attendance; check with your Principal if you want to go.)

May 30 — KSA Seminar introducing new AAMA Accounting Manual, Monterey, California.

June 16 — KSA Seminar on reducing throughput time for Clothing Manufacturers Association (men's suits), Americana Hotel, New York City.

## Functionally Speaking—Carpets (cont.)

the future. We have embarked on the next phase of Amtico's project, under the guidance of *Jimmy Adams* and *Hugh Tannehill* . . . that of providing the conceptual design for the new plant and, in doing so, assuming the responsibility for assuring this is the most modern and efficient in the industry with respect to building, equipment, methods, layout, material handling, etc.

In addition to adding new clients to our roster in the U.S., Carpets is breaking into the Canadian market.

Bob Saunders

## GENERAL MANAGEMENT AND MARKETING

*GM & M Picks President — For a Client*

The Fairfield-Noble Corporation is a vertical manufacturer of women's knitted apparel. This \$40,000,000 business has internalized all operations except yarn production. The stream of products flowing into distribution channels include knitted shells, tops, sweaters, slacks . . . .

Our job was to analyze their form of organization, conduct a management audit and review costing and budgeting procedures. We found a company without a chief executive officer. It was being run by a committee of four men. They met infrequently and we found a classic example of fragmented management. George Bernard Shaw is reported to have said that if all the committees in the world were laid end to end they could not reach a decision. Although we do not completely agree with Shaw on this, in this case he hit the nail on the head.

As we moved through the assignment, it became crystal clear that a chief executive officer was needed. Fortunately, there was a man within the organization who, in our judgment, could qualify. By meeting with executive committee members separately and then as a group, we were able to get agreement on the principle and the man. He was appointed and we have worked with him to structure the company, deploy personnel and develop management training programs. We took a real calculated risk to press for this appointment for if disagreement had raised its head, the engagement would have ended there and then. Many problems in administering the change remain; however, at this time, none appear to be major and progress has been steady.

In the course of this organization work, we have designed into the Marketing Department structure a product manager concept. This will permit the company to interface with its markets in a way which will permit a timely response to style change and the needs of the market.

Our Apparel Systems Division cooperated with us in conducting a survey of the costing and budgetary activities of Fairfield. The profit and cost centers proposed in the Systems' report are based on the organization structure designed for and accepted by the company.

The organization manual resulting from this engagement will be published soon and distributed to KSA offices. You may wish to have a look at it. Incidentally, the functions of this company's board of directors and executive committee are defined therein.

Coming hard on the heels of this project is the design of a Double Knit Fabric Business. This covers marketing, manufacturing, finance—the whole works. More on this later—that is, the next Observer.

Ralph Ross

## HOSIERY

The level of activity is generally unchanged from our last report, with seven staff members working for hosiery clients.

● We have developed a very close relationship with the National Association of Hosiery Manufacturers and are now preparing a proposal to help them implement a new records and statistics system. We're trying to develop the same type relationship with the other hosiery trade association—the Catawba Valley Hosiery Club.

Bob Solomon

## MATERIAL UTILIZATION

Activity increasing. Sales picture good. Staff growing. Diversification into new product areas. Cutting/MU on upswing.

ARF (Apparel Research Foundation) sponsored paper on the "State of the Art of Material Utilization" written by KSA/MU personnel under *JET* direction—completed and being published for sale. Should be good P.R.

● *Dave Cole / Joe Irastorza / JET* continuing research on computer determination of marker lengths through multivariable regression analysis. Hopefully *Jack Schmidt/Roger LeBarron* will be able to add to this at LaCrosse. If solved, should be valuable P.R. item, especially for high style manufacturers. Particular value as a costing tool.

● *Jerry Kavanaugh / Jack Murray / JET* conducted paid seminar for R. G. Barry Company (\$20 million sales slipper manufacturer) at their management meeting in Atlanta; subjects—MU/cutting technology, production scheduling and materials control. Jack stole the show with his humorous analogy. After showing color slides of material waste on the screen, he showed a picture of his 12 children and quickly calculated that one-half slice of bread wasted per child per meal would equal some two truckloads of bread per year!

*Dick Hinch* prepared a very complete paper on MU in men's clothing (presented at staff meeting). He also prepared a soon-to-be-distributed MU survey guide.

Jim Trautman

## PERSONNEL MANAGEMENT

Over the past three months, Personnel has been fairly busy with work for hosiery, knitting, and textile clients, in addition to our activity in apparel. We have found little problem in "crossing industry lines."

● One noteworthy development has been in the area of attitude surveys. *Ron Brockett, Frank Hurley* and *Bob Swoszowski* have almost completed a second attitude survey for Andover Togs. When the results are in, we expect to develop some interesting and useful comparisons that should provide quantitative evidence of the value of such projects.

We expect the next few months to be hectic ones. We are still seeking another man for the division to be located in Nashville, where we expect *Zeb Roberts* will ensure that he stays busy as well.

Bob Messinger

## PHYSICAL DISTRIBUTION

P.D. is off to a good start in 1970 with all men performing at or above their budgeted fee levels. We expect overall P.D. fees for 1970 to be up a good 50% over 1969.

*Jake Falbaum* returned from a 48-day hospital stint and is gradually gaining strength while working on P.D. planning projects in the Atlanta office.

- The Arrow Company will begin construction of the first part (450,000 square feet) of an eventual 700,000 square foot (that's 16 football fields!) Atlanta Service Center in late spring. KSA will assist in the planning and scheduling and will install incentives when the building is finished in spring '71.

- The Greaterman's South Africa project is progressing nicely. *Ted Harless* has begun Phase II, the detailed facility planning of the first of four regional service centers to be located in the major metropolitan areas of South Africa. Ted will be joined by *John Fitzsimmons* in April and barring any unforeseen happenings, we expect to see Ted back in the United States about June.

Jimmy Giddings

## PUBLIC RELATIONS

- Outwardly, the PR department has seemed moribund the last few months. Beneath the surface, however, a veritable cauldron of activity may be perceived, or sniffed. We have been stirring and stewing over several spring productions, notably: an all-day seminar in NYC on April 2 to introduce the AAMA Accounting Manual; a new edition of the KSA Client List; a completely new advertising campaign (breaking in February and March issues); the perennial TAC Report; a program on reducing throughput time for clothing manufacturers (June 16); etc.

Promises, promises; what have you produced lately? Well . . . . .

- A first issue of Perspectives for Apparel Management finally appeared in late November (the gestation period for apparel obviously being three times as long as that for textiles—something to do with labor content?). At any rate, this one, on "Coming to Grips with Automation", resulted in an immediate assignment. We have been told to come up with a second issue post-haste . . . .

- Articles have appeared in *Disposable Soft Goods*, *Furniture Design and Manufacturing*, and *The Office*, as well as the more familiar *Women's Wear Daily*, *AAMA*, *Management Letter*, *Textile Industries*, and the *Clothing Mfrs. Association* newsletter.

- The "Production of a Work Shirt" movie filmed at Cadillac Manufacturing has finally been edited, and *Dick Hinch* showed the first print in South America early in February. This 30-minute film covering all operations (not too well engineered?) is silent at the moment, but does have some interesting Spanish/English titles featuring dubious spelling. Viewable in New York and Atlanta for the present . . . . .

- Videotape lectures by divisional heads will be used for internal training in the near future. *Pat Baker* (WPB-TV) has been working with *Bob Pee* and *Bill Cameron* on developing the tapes in Atlanta, and as soon as we can get the repairman to come around and adjust the vertical hold, we'll be all set . . . Another PB project now coming to a head is a purse-sized brochure explaining AAMT to new employees, for distribution by KSA training clients.

- Those soundwaves that woke the dog in January and February were not echoes from an exhortation on ultrasonic seaming; they were reverberations from a *Carl Bhome* lecture on "When Do You Need a Computer?" at the Apparel Research Center in Philadelphia (Jan. 17), a bit of two-part harmony by *Chick Schwartz* and *Jack Ullman* on the subject (get this!) of "Using Quality Control to Improve Productivity" before the ASQC in Charlotte on February 13, and a speech-cum-movie on "How They Wrestled Style To a Standstill at the Hadley Sweater Corp. With a Transporter" by *Ross Runnels* at the WENT show in Los Angeles February 14. (For a few giddy moments there, it seemed as if the whole country had been turned into an echo-chamber for KSA propaganda!)

- Meanwhile, *Frank McNeirney* has been compiling hand-picked mailing lists for our Textile and Carpet/Rug emanations—with one hand. With the other, he's been developing new advertising and a new brochure describing our Carpet & Rug services. A similar brochure is planned for hosiery.

Joe Scheines

## TECH INFO

- Our work has seen surprising variety of one and two day jobs with a wide range of clients: Apparel Automation Seminar for a group of Japanese visitors . . . Surgical masks and an automated disposable apron assembly line for International Paper Company . . . Amity Leather Billfolds with *Smiley Jones*. Halliburton Company (Dallas) with *Freddie Wood* on a new knitting machine development . . . Two half days with the inventor of a headless sewing machine—as it turned out, the machine and the inventor are almost identical! . . . Ultramation in Waco, Texas—very stimulating and eye opening . . . A truly Audio-Visual Seminar on Systems/MU for R. G. Barry . . . Beginning of a Plant-Tour program and Engineering Journal for Kayser-Roth . . . The usual panic of two ARF Journal issues . . . The usual weekly Hystron Technical Service jaunt to loosen thread tensions, cool a needle, or pinpoint a shade problem . . . Consultation regarding opportunities for automatic equipment manufacture in the apparel field . . . Consultation on a revolutionary new type of process of fabric characteristics.

This variety certainly points the way to an everwidening horizon of KSA practice and the need for all of us to stay broad-gauged in our interests although we are necessarily specific and narrowly oriented to the assignment of the moment.

- It also highlights the importance of your contribution in the form of Tech Tips and Tech Information. If you don't have time now to write the tech memo, just pass along the tip, on any new development. We have received some wonderful contributions during the past few months and we wish to thank each of you who have contributed. Keep 'em coming. We are processing contributions within a short time after receipt and hope to do better in the future.

I know all of you join in thanking Erma Stenger for her excellent help in this division.

Jack Murray

(Continued on page 8)



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# ATLANTA

## 1969

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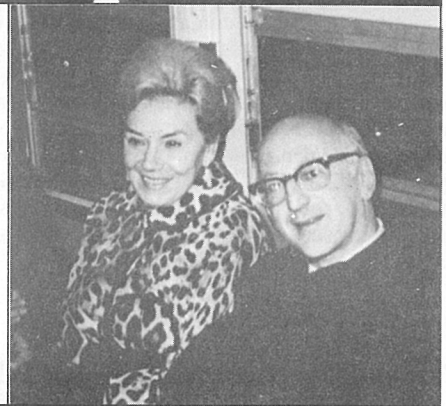
SCENES from the gala opening night reception and the banquet. We could have made the pictures smaller, or left a few out, in order to make room for all the names. But everybody knows everybody else by now, don't they? Just for the record, that's *Mary Baach*, *Linda Keel*, and *Linda Chronister* "womanning" the reception desk above right.



As far as staff meetings go, it appears that the one held last November in Atlanta was a swell party. At least, that's the way Jack Murray pictured it. The photographs on these pages, converted from some excellent color slides submitted by Jack, bear out the fact that KSA knows how to relax in style.



BUSLOAD of contented theatre-goers returns from banquet at Standard Club. At left, Kensington Players take the stage, led by "KS." Below, the first "Connie" award, in honor of Conrad the Consultant is presented to a representative of the Players for "least enlightening presentation of entire meeting."



ABBIE JEAN QUICK delivered a summary of KSA's recruiting efforts, and capped an active career of 25 years with a rousing reception from 180 of her fellows.



**KSA AT WORK.** For a change of pace, here's a view of one of our booths at the Bobbin Show, September, 1969. Jerry Kavanaugh delivered hourly talks on systems, with the aid of closed circuit TV (Pat Baker at the camera), a live teletype connection to a computer (Joe Adkisson at the console), and Randy Nord working the crowd down front.



## Functionally Speaking (cont.)

### TEXTILES

Off to a fine start in 1970, the Textile division just completed its most successful year. During 1969, new services were developed, fee income rose by about one-third, public relations efforts increased, and our foundation for continued growth and profit improvement was strengthened.

- With 19 men currently in the division and plans for adding three more during the year, we are in a position to serve many of the larger textile companies among our clientele—Monsanto, du Pont, J. P. Stevens, M. Lowenstein, West Point-Pepperell. Several of the textile staff are assisting on the major assignment for the Algerian government—and you are sure to hear more about this one.

Textiles is presently engaged in such activities as developing an I.E. staff and completely engineering a client's apparel fabric grey mill; engineering of towel and sheet fabricating departments; planning a new tufted carpet plant; designing a textile cost system; designing an inventory control production planning system for a sheet manufacturer; designing a waste control system for a tufted carpet firm, etc., etc.

Freddie Wood

### TRAINING AND PROFESSIONAL DEVELOPMENT

- A class of five (all present at the staff meeting) completed training in late December. For the first time in four years of formalized Atlanta training, we did not have a class beginning in early January—one started March 9.

- Those new men who struggled through the rather crowded conditions of the Atlanta training center last year will be glad to know that the facilities have been moved (to Atlanta office "Far East") and have been enlarged by approximately 100 square feet. We'll conduct guided tours for returning alumni.

- The final chapters of the Apparel Management Information Systems Training Syllabus came off the press in late January. This rather large and (hopefully) complete manual has involved about a year of writing and rewriting and includes contributions from all of the recent apparel systems men. It should make the KSA best seller list and may even replace Presgrave.

Bob Pee

### TRAINING (AAMT)

There are two significant developments underway in KSA's AAMT practice.

- First, we are in the process of conducting several training assignments without full-time participation on our part. In these assignments, we are placing the main responsibility for implementation on client personnel. The approach is certainly not intended to sacrifice quality, but rather to provide a useful training service to our clients at a price more in line with those of some of our competitors in analytical training. This type of assignment appears to be feasible in situations where a client has an experienced man to head his training program, and/or a current training program that he wishes to convert to AAMT.

- We realize that abbreviated participation on our part is not always possible, but we have this type of program to supplement our longer (six to eight months) ones.

- The second major development (still in the thinking and talking stage) in the Training Division is a meshing together of several KSA services that can come under a broad heading of Manpower Development. What we visualize is a fully integrated and comprehensive service for our clients aimed at developing their human resources. This would include selection and training of operators, supervisory training and management development training.

Currently we are in the process of research and study toward this objective. We have also begun some initial cross-training of AAMT consultants in Personnel Division activities. We continue to investigate and evaluate mechanical tools that are currently in vogue—video tape, pacing devices, programmed instruction, etc.—to determine their potential contributions to our training activities.

Jack Johnson

### EUROPE—GENERAL

More international exchange to help countries in boom while others suffer economic difficulties... Welcome visit from Ben Johnson-Hill after successful first eight months in S. Africa... Flu epidemic caught about one-third of Division in December. Consultants less resistant than secretaries and take longer to recover.

*Transfer...* Richard Campbell, while remaining with KSPEA, will go to S. Africa end of February for two years or so to help KSA build-up there. Good luck! Incidentally, he is now considered by our largest client to be the greatest expert on pressing equipment, so feel free to write to him on such matters!

Stuart Hollander

### KSPEA

*Financial...* We ended 1969 eight per cent over budget for income and on budget for profit. The 1969 income was 88% up on 1967.

*Staff...* The staff totaled 32 at the end of year. We got back the last of our long-range trainees, *Peter Langdon*, during the year (June). January/February we started five new men and two more at mid 1970. All do P-E intake course followed by KSA training in Atlanta and three to four months in field.

*Work...* Much same range of work as heretofore. Nylon overalls a strong feature. Overseas work in systems area big feature. More opportunities overseas. *Tony Maule* will work for German client in Greece. New P-D work, Richards Shops distribution center.

*Sales...* Marked slowdown in inquiries latter half 1969, responding to general squeeze in UK economy, which hit retail and hence making up... All staff busy at end of

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### Sympathy

KSA extends its sincere sympathy to *Karen Worden* of the Birmingham office in the loss of her mother in December... To *Greig Barr* in the loss of his mother... To *Bob and Bridget Fitze* in the loss of *Bridget's* father... To *Rene Seo* in the loss of his brother-in-law.



## HE WHO WAITS . . .

How long should a consultant wait for a survey proposal to be accepted? Several weeks, several months, a year? Even longer? Would you believe 30 years?!

Friedman-Marks of Richmond, Virginia authorized us to make a Cutting Labor and Material Utilization study in September '68, followed by an authorization to implement the steps outlined in the study. This occurred 30 years *after* KS had originally surveyed their vest and pant shops.

A Friedman-Marks official recently ran across KS' proposal in an old file and sent it to *Al Gonsalves*, the account executive, with this note: "After further consideration of this proposal, we have decided to accept it—it takes a *little while* for us to make up our minds."

We don't know whether it was KS' time estimate (20.6 weeks for engineering a pant shop and a vest shop) or the fee (\$300 per week) that finally convinced the client to authorize this installation after 30 years.

We are, however, consulting our lawyer to determine the limits of our obligation. We are also considering a new

## Explosive Event in Nashville

On January 22 the Nashville office received a call from their building asking them to evacuate the building between 12:30 and 1:30—they had received a call that a bomb would go off at 1:00. Being steeped in KSA conservatism, our staff allowed a bit more safety factor and lunched from 12:00 to 2:00. Fortunately, nothing happened—just a little excitement created by all the fire trucks and policemen.

revision of our authorization form to limit the applicability of our quotations to a somewhat shorter period! We are prepared to live with most of our proposals, but obviously not forever—or even 30 years!

year, and reasonable confidence in maintaining traditional activity . . . Still doing much for Prices Tailors, currently employing seven men and billing £70,000 in first six months of 1970. *Graham Gilliver* celebrates 5th anniversary of start of cutting assignment on March 13! (He's obviously using scissors! KS) *Development* . . . Push into: Ireland, Manchester area, knitwear . . . Much success in Ireland under *Greig Barr*. Visits to USA on knitwear by *Graham Gilliver*, end 1969, will be followed by others during 1970. *John Cooper* spent two weeks with MIS division in February.

## KSA-GERMANY

Enters 1970 in an oversold position . . . Economic conditions buoyant, despite Government measures to restrain inflationary tendencies.

- Additional indication of trend for manufacturing to set up branch capacity in low-cost, labor-rich areas of S. Europe (Portugal, Greece, S. Italy), to overcome severe labor shortage in ECC.

AAMT starts serious development this spring, after repeated delays through client demand for engineering assignments.

Spearhead into ladies fashion industry in Switzerland . . . First man full-time in P.D. . . Noticeable interest from hosiery manufacturers—may be drawn into this industry when staff availability permits.

- Most important new potential client this period is C & A Manufacturing. Biggest manufacturing/retail clothing group in Europe, 12 plants and empty-nine retail outlets — men's, women's and children's wear.

## KSA-FRANCE

Difficult year with hard sales effort. Several successful jobs completed and welcome sign of upsurge in inquiries . . . Working in Turkey recently and serving Israeli clients too.

Major impact in Sheik Frazier's Algerian empire—very

welcome opportunities for French participation . . . First major possibility in Belgium—survey for rainwear firm.

Welcomed back Jean-Jacques Pflieger in February to work in Germany for first job.

- Spain active if we can solve problems of extracting funds. Need it to counter-balance French problems. Hopefully, last year of uncertainty in Spain and of economic squeeze in France. Meanwhile, Algeria a welcome bridge.

Very able French staff developing. We appreciate their flexibility during a difficult period, involving *Denys Williamson*, *Bob Chaumontet*, *Bruno Lezier* and *Mike Cardon* all in work outside of France.

## KSA-ITALY

Very active . . . Two English clients . . . Much interest in AAMT. KSA becoming well known in Italy.

*Roberto Pavia* welcomed back from USA in October . . . Good experience with new factory start-up using AAMT and engineering with *Joe Mueller* and *Monaldo Morelli*.

- First complete year likely to result in break-even or small loss—far better than budget. 1970 should be profitable. Our picture is bound to be affected by massive industrial upheavals, but ultimate result positive as labor costs continue to be hiked upward at an alarming rate.

## KSA-SWITZERLAND

- Born in September, 1969. Home of a new MIS division . . . Very successful start by *Hans-Horst Hensche* and *Bob Fitze* while *Albin Graeser* in USA until April . . . Also more work in Switzerland itself—a small but active market for engineering . . . Exceeded budget expectations for small part of 1969 it was in operation.

- As of January, *Ulf Weise* transferred to KSA-AG (the abbreviated name of our Swiss company) in order to centralize our systems activities on the Continent.

# NEW STAFF

*Barry E. Mademann* . . . Age 31. Wife, Petra. From Reading, Pennsylvania. Studied production management at Penn State Extension in Reading. With hosiery manufacturer for 13 years. Barry actually joined us November 10 and attended the staff meeting but his records were delayed and arrived too late for an announcement in the final issue of the News. The hosiery division is utilizing Barry's valuable experience.

*Steve C. Woloz* . . . Age 27. Single. Lives in Montreal. B.S. in math and psychology from McGill University and degree from F.I.T. In the States temporarily for experience then to represent KSA in Canada. Experienced in men's clothing—Rubin Bros. and Peerless Clothing.

*John Page* (KSPEA) . . . Age 24. Wife Margaret. Lives in Cookham. B.S. in Biological Chemistry at Manchester University. Did some research in USA. Worked with Mars. Ltd., known for their "American" business methods, where he became a Senior Production Manager.

*Wilfried Lutteke* (KSA-GmbH) . . . Age 32. Wife Erika. Lives in Mannheim. Industrial engineering graduate of Staatliche Ingenieurschule in Bielefeld. Has been industrial engineer for Brown Boveri and Telefunken as well as a lecturer at University of Berlin. Last three years a consultant with Kurt Spindel VDI in Seheim near Darmstadt.

*Christopher Hart* (KSPEA) . . . Age 24. Wife Janet. Lives in Essex. B.A. in Chemistry at Wadham College, Oxford. Played Rugby football, athletics and swimming for college and Captain of College boat. After research work at Oxford joined Proctor & Gamble where he rose to Manager of packing department with total responsibility for production.

*Stephen Webb* (KSPEA) . . . Age 27. Wife Janet. Lives in Oxfordshire. B.S. in Aeronautics and Astronautics at Southampton University. "Sandwich" apprenticeship at British Aircraft Corporation. Programmed instruction writer and then Training Officer at vehicle body division of Pressed Steel Fisher. Responsible for training operators, computer programmers, work study, quality control and also for apprentice training. Plays golf.

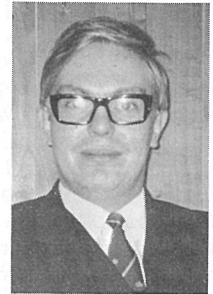
*John Mason* (KSPEA) . . . Age 28. Wife Helen. One boy three years and one girl six months. B.S. at Manchester College of Science & Technology. Since been in paper industry, first as a trainee with Reed Paper Group. Then he became technical assistant and later Chief Quality Controller for William Nash Ltd., (paper mill) and was recently Assistant General Manager at the Inveresk Paper Co., where he had responsibility for 500 people.

*Joseph Reynolds* (KSPEA) . . . Age 26. Wife Valerie. One boy 15 months. B.S. in Chemistry and Mathematics at University College, Dublin. Played hockey for Irish Universities Combined Team. Worked as Departmental Manager and Factory Development Officer for Batchelors Food Division of Unilever. Plays cricket.

*Alberto Figa-Beleta* (KSA-France) . . . Age 27. Single. Lives in Barcelona, Spain. Recently received Industrial Engineering degree from Escuela Tecnica Superior De Ingenieros Industriales—Barcelona.



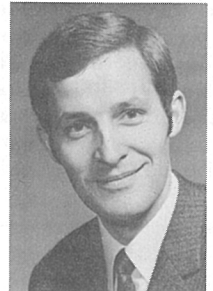
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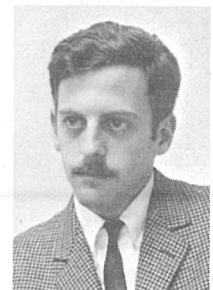
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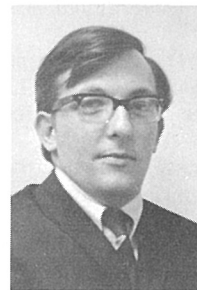
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FIGA-BELETA



WEBB



MASON

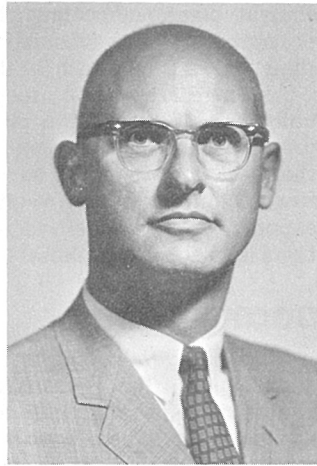


MADEMANN

# Ross Runnels Revisited

Ross O. Runnels, Jr., joined KSA in 1948, and is today a Vice President of the company with headquarters in its New York office. Perhaps even more interesting, at first glance, is the fact that Ross owns a large, white Standard French poodle by the name of Brummel, and they both take pleasure in running around barefoot on the sands of Eastern Long Island, where he (Ross, not Brummel) is one of the more active forces in the Bridgehampton real estate market.

Of uncertain disposition, but very definite genealogy, Brummel (not Ross) knows many KSA people by smell. When he sits next to Ross on the front seat of a moving convertible—ears flapping and imperturbable — Brummel makes an unusual impression upon the casual onlooker. He (Brummel, not Ross) is well behaved in crowds (so is Ross, actually), but has shown a certain snappishness when in the presence of other poodles — particularly relatives.



Concerning ROR — he grew up in Maplewood, New Jersey, served in the Army during World War II, earned an Administrative Engineering degree in Mechanical Engineering from Cornell University in 1948, and joined KSA immediately after graduation. He recalls that the day he made this momentous move (Aug. 2, 1948) was rainy, and featured generally bad weather — “a portent of things to come” he has later said, with some jocularly. We disagree.

Ross put in a good deal of time engineering apparel plants (pants, what else?) in the South in those early days. He started in Lexington, N.C., and moved on to a Salant & Salant operation in Parsons, Tenn., where he served as staff engineer under Roy Engman, with Dean Vought as the trainee-on-premises. Curiously enough, they were engaged then (1949) in re-engineering a job that had originally been done by Roy in 1939, under the supervision of KS.

Ross and the South were first separated in 1953, when he was drafted to undertake KSA's first overseas assignment, in England. He then joined our New York office, under Ralph Ross, in 1954. During the ensuing years, ROR doubled as engineer and Public Relations Director — a combination that has since been declared both illegal and indecent, as well as unproductive.

Around 1960, our hero returned to England to run the new KS-PEA operation. His original staff consisted of Stuart Hollander, and their first assignment was to re-engineer the plant originally done by Ross seven years before. (Ross claims that 20 years with KSA will give anyone a case of *deja vu*.)

Since his return from England a year later (with a large, white, Standard French poodle in tow), Ross has been headquartered in New York. His work has tended to specialize in the men's tailored clothing and trouser

industries, and for a number of years he commuted to Chicago as account executive for KSA's many assignments for Hart Schaffner & Marx.

In 1966, Ross was named a Vice President of the company, and became the first chairman of KSA's expanded Steering Committee. He has been an active speaker at KSA programs for the men's clothing industry, and is well known among the memberships of trade groups like the International Association of Clothing Designers and the Clothing Manufacturers Association.

ROR is one of the few of KSA's early bachelors who remained single. He maintains an apartment in Manhattan just a few blocks north of Greenwich Village, Stig Kry, and Abbie Jean Quick, and holds both current records for the Manhattan-to-Bridgehampton Weekend Sprint (with dog) — 1:22.3 (winter) and 1:31.9 (summer).

An admirer of modern furnishings, Ross occupies the only office in KSA that contains both a 12-pointed mirror and a corner table with an identity-problem (it thinks it's a floor-lamp — see NYO report for details.)

One important last point about ROR: he is probably the only member of the company who has actually put on height since joining KSA. His initial “Pertinent Facts” sheet in Mary Baach's file states that, as of 8/2/48, he is 6'3”. Latest measurements indicate that Ross tops out at 6'4½” — further proof that a career with Kurt Salmon Associates really does stimulate personal growth . . . !

## Oversight

A recent survey of people who have been with KSA five years or less (we're almost afraid to count, for fear of uncovering a generation gap) reveals a serious oversight: KSA doesn't do a particularly good job of telling new members of the company something useful about the people at the top who are more or less “taken for granted.”

When asked to identify a list of 30 senior executives of the company — including Chairmen of the Board, Vice Presidents, functional managers, and so forth — the newer members of KSA were only able to identify 13 of the 30 (43.3%) correctly half (50%) of the time.

To help remedy this appalling situation, the KSA *Observer* will offer on these pages from time to time brief biographies of those company executives who, because of modesty or their specialized responsibilities, remain generally unknown or shadowy figures to a sizeable portion of our staff.

These profiles will appear in no particular order of rank, chronology, or degree of obscurity (the list of “don't know” answers has been lost.) When we catch someone interesting who has a spare half-hour, we'll write him up.

## Around The Company . . .

### ATLANTA

Atlanta is again in the throes of office expansion. We now occupy the entire seventh floor.

Since November, our offices could easily have qualified as a disaster area and perhaps applied for Federal funds. It was bad enough when the furniture wasn't delivered, the library had to be moved and someone scrambled up all the telephone lines, but then we had the "freeze" and the burst water pipe and we didn't know whether to mop it up or stock it with bass. Through all of this, our girls have maintained their cool.

The introduction of IBM's magnetic tape typing equipment into our Report Department has vastly improved the appearance of our work. This has not come about without a monumental effort on the part of *Emma*, *Gerrie* and *Brenda*—to each our thanks for maintaining the outstanding quality of work throughout the harassment of the introduction of this complicated new equipment.

Four new girls have been added: *Diane Lloyd*, Textile/Carpet . . . *Valleene Baker*, Apparel Engineering . . . *Ruth Duke*, Physical Distribution . . . *Fay Mizelle*, General Office Librarian.

### NEW YORK

It's been a tough winter—galoshes all over the place, snow mixed in with the window-sill soot, *Charlie Browne* spending the Holidays in traction, and—perhaps the worst blow of all—*Bob Langley* bedded down by pneumonia and unable to peddle Countess Mara "executive seconds." The only bright spot: Ross Runnels' illuminated table. You have to hang upside down from the ceiling to use it as a reading lamp, but it doesn't seem to bother Ross . . . Brighter spots: Mrs. Kevin (*Maureen*) Kempf gave birth to a son, Ian, early in December. *Joyce Good* became Mrs. Arthur Peters on March 21st and is honeymooning in her native England. (If a strange voice answers the phone, don't hang up!)

NYO has an academic flavor these days, with *Linda Righi* and *Mary Gilbride* of Fordham and *Phyllis Russo* of Hunter lending their talents part-time, along with *Beatrice Newman*, who is gracing the Report Department.

### PHILADELPHIA

*Bob Hinck* of our Management Systems Division has received the title of Doctor of Law from Fordham University, where he studied the law at night over a four-year period back in the Forties. Bob has been a member of the New York Bar since 1944.

#### Big Day in "Big D"

Marynel and Bob Tabor celebrated their 25th wedding anniversary on 1/1/70. On the same day, their oldest daughter, Susie, was married in Corisicana, Texas. Congratulations all around!

### KSA TACKLES ARMY

The Marine Corps hasn't been able to whip Army, but maybe KSA can—so says *Bill Flake*.

● KSA and several other firms have been requested by the Munitions Command—Army Ordnance to you old-timers—to submit a proposal on a "Process Improvement Engineering Program" for the Indiana Ammunition plant (manufacturers of bags for propellant charges for mortars and artillery). The program will include plans for engineering improvement using present equipment, new/modern equipment, and concepts enabling the entire operation to be automated from cutting to filling.

● The proposal offers a real challenge . . . Cutting/MU, Systems, SQC, Personnel and Training, to say nothing of straight plant engineering. This is for the modernization program only. The automation will include elements of all these, plus a crystal ball for the future.

There are several aspects of the proposal which are unique . . . 3600 operator plant (two shifts of 1800) . . . We prepare the plan for execution by in-house personnel. If they accept our plan, we have told them a savings of four to five million dollars can result, if implemented by qualified/experienced personnel—we're hoping they may discover there is a shortage of those!

### DOCTOR BOB

While *Bob Frazier* is off galavanting in Algeria, the Philadelphia office is managing to survive quite nicely. A two-year engineering program at Stanely Blacker is getting underway, and there wasn't a KSA man in town when a certain clothing factory caught fire while being engineered by some other consulting firm.

## Congratulations!

To *Richard* and "*Pippin*" *Campbell* on their marriage on December 6.

To *Brian Maynard* and *Penny Blakey* on their engagement on December 7.

To *Bill "R"* and *Susan Williams* on their marriage on "Sweetheart Day", February 14.

To *Bill* and *Glen Wing* on their marriage on February 28.

To *Bob* and *Frances Chaloner* on the birth of a daughter, *Eve Andree* on December 4.

To *Lorna* and *Fred Evans* on the birth of *Fred, Jr.*, on January 13. He is Son #2. They also have a daughter.

To *Brenda* and *Mike Willett* on the birth of *Amber Lynn* on January 19. The Willetts are particularly delighted—they have two boys.

To *Jackie* and *Wes Burton* on the birth of *Diana Leigh* on February 1. The baby developed pneumonia and had to be kept in the hospital for a short time after her mother went home. The Burtons also have a son and daughter.

To *Peggy* and *Al Gonsalves* on the birth of a son, *Christian Hunter*, on February 9. *Peggy* and *Al* also have a daughter.

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For ideas and layout suggestions, as well as several articles, the OBSERVER acknowledges the contributions of *Joe Scheines*. Implementation: By *Mary Baach*.