

The Observer

Vol. 1, No. 3

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

September, 1970

KSA Staffers Help "Self-Help" Project...

KSA's smallest "client" is the Model Neighborhood Manufacturing Company—a self-help project located in the heart of Atlanta's black community. Occupying the former premises of a grocery store on Georgia Avenue—almost in the shadow of Atlanta's Municipal Stadium and only a short bicycle ride from the State Capitol—Model Neighborhood Manufacturing turns out ladies' shorts, slacks, house dresses, and whatever else it can get to sew on a contract basis. It currently employs 16 operators.

The Model Neighborhood Manufacturing story is featured here for several reasons.

1. It demonstrates, in microcosm, many of the special skills that KSA can apply to an apparel manufacturing operation.

2. At the same time, it challenged KSA staffers to exercise some ingenuity in coping with problems they normally do not encounter on a consulting assignment.

3. MNM also illustrates how difficult it is to start on a shoestring, with little more than determination, in the apparel business today.

4. Finally, it shows that a KSA man never knows when his week is done—particularly when he becomes interested in seeing something worthwhile get a chance to prove itself.

Although the Model Neighborhood Manufacturing Co. is an offshoot of Model Neighborhood, Inc., and therefore part of the Model Cities Program, it had to raise much of its own capital through regular channels. For the group of Atlanta residents who formed the company, this wasn't easy. They had the promise of a contract for sewing Jamaica shorts, but they had no plant, no equipment of their own, only a few skilled operators, and no managerial or entrepreneurial experience.

That was the unpromising situation 18 months ago when KSA became involved with MNM. *Jim Giddings* first heard about it through a neighbor, who asked Jim if he knew a consultant who could help a struggling garment manufacturing project. Jim allowed as how he knew one. Since there was no warehouse problem, he brought *Howard Cooley* and *Chick Schwartz* into the picture.

Howard and Chick began working with the founders of the MNM Co. in their "ample spare time"—mostly on Sundays. They helped the fledgling company obtain a Small Business Administration loan of \$50,000 by preparing a formal feasibility analysis of the project, including cash flow estimates.

After the loan was secured, they worked up specifications for the machinery that would be required, and canvassed KSA clients for "donations." They were quite successful in this effort.



Chick Schwartz and Howard Cooley flank Johnny Jackson, manager of Model Neighborhood Manufacturing Co., on a recent visit to KSA's smallest "client."



Not the usual view of an apparel plant's exterior, but garments are being produced in there! From left to right: Chick Schwartz; Johnny Jackson; Richard Alston; Howard Cooley.

A few of the first employees were skilled operators in various Atlanta apparel plants who wanted to work closer to home, even if it meant a cut in pay. However, most of the workforce had to be trained from scratch. At the same time, a plant manager had to be found and trained—both to

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Observations from . . .



Having just returned from an annual visit to our European branches, a few impressions are fresh in mind and should be shared with you.

PROGRESS IN EUROPE

Our staff there numbers about 70, with 25 others in the U.S. for training. Our new European Systems Division, under the direction of *Albin Graeser*, is getting off to a fine start, as is AAMT.

Fiscally, Germany, Italy and France are enjoying profitable years—the latter aided materially by her share of the Algerian projects. England will show a loss this year for the first time since 1962, due to the combination of economic downturn and somewhat too rapid expansion. They are making powerful plans to reverse that situation in 1971.

Client service continues to improve in sophistication and morale of our staff is very high. *Stuart Hollander* and *Eric Chippis* and the company managers are to be complimented on having successfully fostered a true Pan-European spirit among our companies, with frequent exchanges of staff and even supervision.

With the planning help of *Bob Fitze*, *Bob Pee* and *Richard Clarke*, an (initially) internal KSA-Training Center is about to be opened in Manchester, England. Under *Richard Clarke's* guidance, Europe will train its new employees there, beginning sometime in 1971, thus phasing out the long-term training of Europeans in the USA and reducing the short-termers' visits to a few weeks.

We are on the threshold of diversifying industrywise in Europe and expect to finance all of their future growth and diversification out of profits earned there. All in all, though we were about 10 years late in starting our European practice, we have caught up, assumed our proper place there, and have a very vital and viable organization with some very able people guiding its various facets and assuring us of further progress in service, growth and profits.

KSA ORGANIZATION

As KSA thus spreads its wings, grows functionally, industrywise and geographically—Iran has now been added to Algeria and Tanzania—the need for growing in accordance with a Long Range Plan has become increasingly evident. An LRP project was, therefore, given to our Steering Committee in 1968. Early in 1970, they presented our Executive Committee with their well thought-out recommendations. With these as a basis, EXCOM has now done some Long Range Organization Planning. Details of this plan (basically one of a Matrix-type organization, wherein equal weight is given to industry and functional experts in our firm, with regional sub-organizations, where called for) will be presented to our Principals at the forthcoming Principals' Meeting in Atlanta in November. Soon thereafter, they will be given distribution throughout KSA.

IMPORTANCE OF COMMUNICATION

The most successful among the larger consulting organizations in England (P.A. Consultants, Ltd.) have adopted the same type of organization plan and found it the best of many they had tried, for optimization of client service and their own firm's effectiveness.

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
Mary Baach

Volume 1, No. 3

September 30, 1970

LETTER TO THE EDITOR:

Dear Editor:

In the last issue of *The Observer*, I noted an article by "Birmingham" which contained some puzzling terminology—evidently the esoteric equivocations of a zonked out sports buff. What is the difference between a "Quick Guard" and a "Pulling Guard"? How do these compare with other spray deodorants? Does any of this concern KSA's practice? How?
—Puzzled

AAMA COMMITTEE CHAIRMAN

The success of the "*Bob Pee School of Learning*" has become quite well known. He was asked and has accepted AAMA's invitation to chair their Education Committee. Congratulations, Bob, this appointment speaks well for the work you are doing. Who is eligible to be educated by you? Any age limits?

Not surprisingly, they found that to make it work, they had to put great emphasis on internal communication, cross-communication to and among their functional and industry principals concerned with a given assignment. KSA will need to do the same not only to make its organization plan work but also to (a) inform one another—everywhere—of what's being done anywhere, (b) avoid duplicating research already done elsewhere within KSA, and (c) serve our clients in the most coordinated fashion possible.

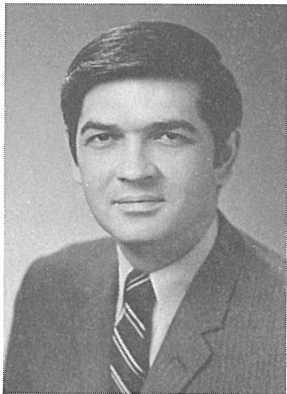
It's not quite as simple as the following example may make it out to be, yet, hopefully, this will illustrate what we mean:

If it's Papa's job to tell the teen-age daughter how long she can be out on a date, and if it's Mama's job to counsel her what to wear and to counsel Papa on whom he should let her solo-date with, Daughter had better learn to communicate with both parents and Mama and Papa had better learn to communicate—regularly and timely—with one another on the subject.

This is the sort of communication problem KSA will have to learn to live with—successfully—as we keep growing, diversifying and recasting our organization accordingly.

Welcome To The Tenth Anniversary Club. . .

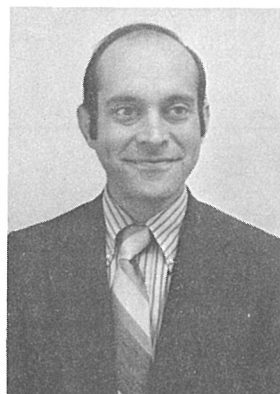
Good things come in bunches! It is always a pleasure to commemorate a tenth anniversary, but this time the pleasure has been multiplied by seven. Congratulations to *Charlie Browne, Jimmy Giddings, Chick Schwartz, Justin Ward* and three European colleagues, *Richard Clarke, Keith Atherton* and *Bob Fitze* on being admitted to the club. (Photos and background info not available on the Europeans—look for them in the next issue.)



Browne



Giddings



Schwartz



Ward

Charlie Browne's first decade as a member of the team was completed July 1. The occasion was marked at the NYO with the presentation of his 10-year watch.

Charlie came to us directly from Stevens Institute of Technology and besides his newly acquired degree, he also brought with him his new bride, Anne—immediately following their honeymoon.

Charlie's staff assignments carried him from Florida to Canada with many places in between. He has had many assignments, both as a staff man and a supervisor, in dress trousers. Also, he has developed considerable expertise in cutting—specializing in high-priced makes such as Brooks Bros.—and material utilization. He is also our resident expert on alterations departments.

The Brownes returned to Charlie's home state, New Jersey, when time came to settle, and he is now supervising engineering assignments out of the NYO.

It would be a gross oversight if we failed to mention another of Charlie's achievement . . . that of an actor. He is a charter member of the famous *Kensington Players* which performs before such captive audiences as KSA Principal and Staff Meetings.

We hope these 10 years have been rewarding ones to Charlie and Anne.

Jimmy Giddings almost made the unforgivable mistake of not coming to KSA straight out of Georgia Tech, but a few years later *Freddie Wood*—a former Tech-mate—found him in a somewhat disenchanted mood and promptly delivered him to us. Jimmy has been enchanting all of us, as well as quite a few clients, ever since with his pleasant personality, ingenious ideas and his gift of drawing caricatures.

Jimmy did a prototype installation for a cafeteria restaurant chain for us and soon thereafter gravitated toward Physical Distribution, a field in which he won a national, first prize with an application for Hart Schaffner & Marks.

This, he exploded into a mighty fine division, and with our hearty consent.

The P.D. division is a text-book case of how one good thing leads to another: Good work at Hart's led to work for their retailing subsidiary, Wallachs. That led to work for a large Detroit department store. The fame of that caused their Manhattan architect to include KSA among three firms of P.D. specialists whose names a large South African retailing chain had requested. The presentation won us the assignment which is now in its third phase, with other equally intriguing assignments in the offing.

Jimmy was in Africa on July 1, his anniversary. Upon his return, *Jack Ullman* arranged a "quiet luncheon" to discuss things, but when they reached the restaurant Jimmy found several of his contemporaries assembled and prepared with the necessary ingredients for a toast to his "Tenth" and the presentation of his 10-year watch.

We hope the 10 years have been as gratifying to Jimmy and his charming wife, Kay, as they have been for us.

Chick Schwartz became a 10-year man on August 1, but it was a couple of weeks before both he and his watch were in Atlanta on the same day. The *Ullmans* gave a party in honor of the occasion and Chick was served the watch inside a chocolate fudge cake baked by *Evelyn Ullman*.

Chick is one Georgia Tech-er who had the good judgment to come with us right after college. Even though he hails from Nashville, Tennessee, he must have liked the Tech environment of Atlanta, because that's where he and his lovely wife, *Marsha*, chose to settle.

Chick staffed or supervised many and varied assignments in many branches of apparel and related products over the years. He also took over from *Mahlon Saibel* as chief KSA expert in SQC (Statistical Quality Control for our lay-readers) which he has installed in many places and taught to many of his colleagues and client personnel. Everyone who

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New Vice Presidents. . .

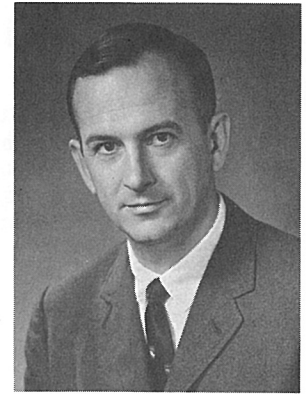
Robert M. Frazier and Robert E. Solomon received their latest promotions, Vice Presidents, on September 14.

The impact of V.P. Frazier will be felt not only Stateside but in areas as far ranging as Algeria, Tanzania and possibly Iran . . . V.P. Solomon having soundly and successfully launched our hosiery division will continue his efforts for his expanded division which now includes knitting.

Congratulations to the two Bobs on this recent, well-deserved promotion. We need men like you on our team.



FRAZIER



SOLOMON

Tenth Anniversaries (Cont.)

has worked with him has nothing but praise for him. He has made a great contribution in building our younger men. He gives excellent supervision and direction. He is also our foremost shirt engineer.

The Amity Leather survey was made by Chick and the assignment is being carried out under his direction. We hope this is the forerunner to a great deal more work in the leather industry.

In addition to his many other attributes, he must be a very persuasive and convincing man . . . he made a real believer out of the "infamous" Uncle Herbert of Charles Greenberg & Sons!

It has been a short 10 years—or so it seems to us—and we're mighty happy to have the Schwartzes on our team.

Justin Ward became a member of the club on September 19. Most of his anniversary was spent on the premises of a client which depends on him to keep their systems operations running smoothly. When Justin got to the office in the late afternoon Phil Lutz was on hand to present the

customary 10-year watch, although most of his colleagues were away at the time.

Justin's forte is in the handling and training of EDP personnel. This coupled with his broad knowledge of the many types of peripheral systems, gadgets, and equipment necessary to the smooth operation of an EDP department make him an invaluable man to have around at installation time—particularly when the client has had no prior experience with the operation of a computer system.

Justin is also well known for his resourcefulness. One time when on assignment in El Paso and experiencing a shortage of client personnel at a critical stage of the implementation, he talked an intelligent sounding taxi driver into applying for a job in the EDP department. The man was subsequently hired and, after a short period of time, became an able assistant EDP manager.

The development of our Systems Division over these 10 years has been tremendous—our thanks to Justin for his loyal support.



WHAT YOU MEAN IS, YOU'RE AN
EFFICIENCY EXPERT..... RIGHT?

A retrospective of the cartoon output of James R. Giddings appears in this issue of The Observer in honor of his tenth anniversary with KSA. The Editor has emptied her file of heretofore unpublished material.

KSA's Progress In Underdeveloped Countries. . .

TANZANIA

Masked Makonde dancers snaked through the chanting crowd of government and industry officials at a drum-beating, torchlight Ngoma given for KSA by the National Development Corporation of Tanzania last month. The occasion was KSA's completion of the conceptual planning for a new national distribution company to handle all textiles and apparel products for Tanzania.

• The concepts, developed by *Heiland/Taylor/Frazier*, include a dispatch distribution with 38 ten-ton trucks to 17 sales service centers and 67 sub-wholesale operations which will serve retailers and consumers. Annual sales are estimated at \$60 million in imports and local production and represent a significant portion of all cash expenditures for this country of 13 million people over 1,000 geographical miles square. Implementation will take place over the next three years and includes recruiting and training of all personnel, facilities design, systems and marketing procedures and implementation of all operations.

Bob Heiland will direct the project and is currently assisted in Dar es Salaam by *Nigel Richardson* in facilities design, *Frank Hurley* in recruiting, *Josh Taylor* and *Larry Parks* in systems design.

The new company will be profit making and is forecasted to yield a 50% annual return on investment. If successful, it will replace the present fragmented, multi-tiered family unit distribution system by offering greater variety, better service and lower prices to retailers and consumers, while assisting local producers with quality, styling and production planning.

Additional KSA proposals are currently under consideration which would lead to the rationalization and development of local textile and apparel industries to serve local markets.

ALGERIA

Guy Vidal Appointed "Duke of Maghreb"

The appointment by KSA—no surprise to our North African force—was made official last month by Vice President *Stuart Hollander*, 150 yards off the coast of Zeralda, West of Alger. The "meshui" and "cous cous" celebration held later that evening found the royal group lounging on a sea of oriental carpets with hassocks and pillows, beneath their low-slung, woolen desert tent. The *Duke's* sticky-pawed guests included the *Chaumontets*, *Fedeli*, *Seo*, *Vercaemert*, *Lezier*, *Hollander*, *Barr* and *Frazier*, plus local officials and celebrities.

Under the *Duke's* coordination, KSA is beginning three additional projects for the Algerian government. *John Justice*, with traveling hat and pipe, will be assisted by *Vercaemert* and *Pflieger* in the complete analysis of specifications and international turn-key offers for a new 30 million meter synthetic fiber complex.

The national apparel company (24 plants) will undergo KSA reorganization beginning with an intensive engineering and training project which should prove the engineering potentials and train an initial cadre of managers, supervisors, engineers and training instructors for future projects.

The third project involves setting up a plant to produce 1,000 raincoats and overcoats per day. The building, planned by KSA, will be partially complete in May '71 and we hope to have personnel trained to produce 500 coats and trousers a day by the end of '72.

The three additional assignments, totaling approximately a half million dollars in fees for these first steps, are a tribute to the quality of KSA work on the seven major projects completed for Algeria over the past 12 months. Additional systems, marketing, engineering and training proposals are pending in both the textile and apparel sectors.

—*Bob Frazier*

Congratulations!

TO OUR NEWLYWEDS:

Mary Ann and *Alberto Weidlin von Boden*, married June 22. *Alberto* chose a bride from the U.S. to take back to Germany.

Rita and *Ed McPherson*, married July 11. *Ed's* daughter introduced them and gave her hearty approval.

Gerry and *Michael Brown* on their recent marriage. *Gerry* has been working in the Atlanta office for a couple of years (*Gerry Beavers*).

Linda and *Ed Bassetti* on their September 19 marriage.

Gwen and *Frank McMillan*, married September 26.

TO OUR NEW PARENTS:

Margaret and *Peter Doano* on the birth of a son, *Alan*, June 21.

Barbara and *Roger LeBarron* on the adoption of another son, *Scott Matthew*, born May 26.

Brigitt and *Bob Fitze* on the birth of a son, *Peter*, June 4.

Judy and *Jim Reinoehl* on the addition of a son, *John Adam*, June 21.

Anna and *Carlo Sironi* on the birth of their second son, *Giovanni*, June 21.

Margaret and *Keith Atherton* on the birth of a daughter, July 1.

Ruth and *Ward Herring* whose daughter was born July 7.

Valerie and *Joe Reynolds* on the birth of a son, *Kevin*, in July.

Alison and *Tony Sharp* on the arrival of a son, *Roderick James*.

Kay and *Jimmy Giddings* on the birth of a son, *Daniel Fort*, August 25.

Ruth and *Smiley Jones*, a second daughter, *Amy Helton*, born September 2.

Gail and *Derek Walklin* on the birth of a daughter, September 10.

Betty Jane and *Steve Jackson* on the arrival of their first child, a daughter, September 16.

Susan and *Dean Vought* on the birth of a daughter, *Alexandra*, September 22.

Ann and *Eric Chipps* on the birth of a daughter, *Sarah Jane*, September 21.

Regine and *Joachim Friedrich* on the arrival of their daughter, *Kerstin*, September 24.

NEW STAFF

Robert A. Gargan . . . Age 34. Wife Joan. 3 children. B.S. in Chemical Engineering at Drexel Institute and MBA in Finance and Information Systems at Wharton Business School, the latter obtained while working at DuPont where he spent six years with them as process engineer in their Plastics Division. Assigned to Textile Systems. Hobbies: golf, bowling, tennis.

Walter L. (Larry) Maurer . . . Age 29. Wife Teddy. 1 child. B.S. in Civil Engineering from Rice University. Six years in U.S. Navy, Engineering Officer. Separated from Navy April '70. Assigned to Apparel Engineering. Hobbies: tennis and carpentry.

Phillip N. Brader . . . Age 31. Wife Patricia Ann (Patches). 1 child. B.S.I.E. from Georgia Tech and MBA from Georgia State College. Test engineer for Lockheed Aircraft for 10 years. Conducted tests and wrote technical reports. Assigned to Apparel Engineering. Hobbies: water skiing, swimming, tennis.

Eric P. Breitschwerdt (GmbH) . . . Age 30. Wife Regina. 1 child. Lives in Essen-Werden, West Germany. Graduated from Ohm-Polytechnikum in Nueremberg.

Ronald L. Chisenhall . . . Age 26. Wife Mary. B.S. in Engineering Operations from North Carolina State University. Seven years at Corning Glass—Process Engineering, Quality Control. Assigned to Apparel Engineering. Hobbies: golf, fishing, hunting.

Alan J. Braithwaite (KSPEA) . . . Age 29. Wife Carol. 1 child. Enfield College of Technology. OHC (Mechanical) HNC (Mechanical). Postgraduate course in Stress Analysis at Sheffield University. Graduate member I. Mech. E. (civil engineering). Previously employed British Oxygen Co. (BOC-Airco Cryogenic Plant Ltd.) as special assistant to chairman. Hobbies: football, soccer.

Mervyn H. Kerr (KSPEA) . . . Age 30. Wife Joy. 1 child. Stranmillis College, Belfast. Belfast College of Technology. Teachers Certificate. Graduate of Institute Personnel Management. Personnel Officer at Walker United Kingdom, Belfast. Hobbies: rugby, tennis, do-it-yourself.

Rodney Gunston (KSPEA) . . . Age 27. Wife Carole (just prior to arriving in USA—honeymoon in Nassau en route). Honorary degree in economics at Kings College, Durham University. Certificate in textile technology at Leicester Polytechnical College. Production Coordinator at Donaldson Bros. (textiles) Ltd. Hobbies: golf, basketball, squash, photography.

Eric J. Beer (KSPEA) . . . Bachelor. B.Sc. Hons. II in Physics with additional mathematics and psychology. Postgraduate diploma in German. Information Officer at Rank Xerox Ltd.—product launching, seminars, P.R. Hobbies: theatre, design, antiques. Eric joined KSPEA as Information Officer which, translated into American, means "Joe Scheines."

Ronald E. Cain . . . Age 26. Wife Nadine. 1 child. B.A. in Mathematics and General Science from Alma College. U.S. Navy since '66—released July '70. Full Lt. Primarily in air intelligence and as communications and training officer. Assigned to Apparel Engineering. Hobbies: camping, water sports, tennis, squash.



GARGAN



MAURER



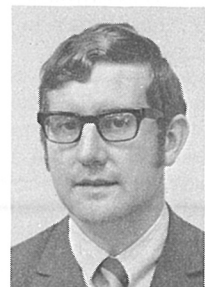
BRADER



BREITSCHWERDT



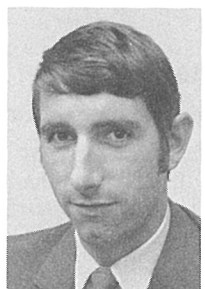
CHISENHALL



BRAITHWAITE



KERR



GUNSTON

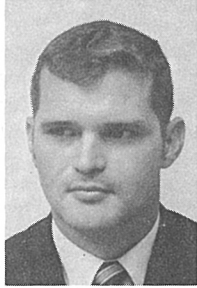


BEER



CAIN

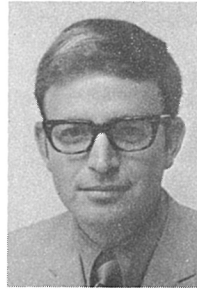
NEW STAFF



GOLDEN



GOMEZ



HORSLEY



WEBBER

James E. Golden . . . Age 27. Wife Donna. 2 children. B.S. General Engineering, U.S. Naval Academy plus 4 months studies in Industrial Engineering. U.S. Navy '65-'70. Full Lt. Served on destroyer two years. Also held post of Maintenance and Material Control Officer. Assigned to Apparel Engineering. Hobbies: football, wrestling, squash.

Jose M. Gomez . . . Age 26. Wife Ann. 1 child. M.S.I.E., University of Maryland. Speaks Spanish, French and English. 4 years as general manager of residential and industrial construction company. Assigned to Apparel Engineering. Hobbies: tennis, hunting.

Ted W. Horsley . . . Age 27. Wife Judy. 2 children. B.S.I.E. and MBA, Oklahoma State University. U.S. Army '67-'70. Captain. Served as Commanding Officer of Special Ammunitions Depot Support Company. While going to school, worked summers as engineering trainee in large oil company. Assigned to Apparel Engineering. Hobbies: woodworking, finishing furniture, clock repairs.

Edward E. Webber, Jr. . . . Age 27. Wife Diane. 1 child. B.S. Engineering and Humanities, U.S. Air Force Academy. U.S. Air Force '65-'70. Captain. Twin jet fighter pilot. Also Assistant Mobility Officer and Targets and Plans Officer. Assigned to Apparel Engineering. Hobbies: golf, handball, photography.

Functionally Speaking . . .

APPAREL SYSTEMS

A hallmark systems assignment was recently completed for Walton Manufacturing Company. The management information system that was designed and installed for Walton is the highest benefit/lowest cost MIS that we are aware of in the apparel industry.

- This MIS is very comprehensive since it covers all areas of Walton's business. The major applications in the system are: Order Processing/Invoicing, Production Planning, Inventory Control, Sales and Customer Analysis, Accounting Function, and a complete standard cost system.
- While the system is quite comprehensive, the annual operating expenses for personnel, equipment and forms will run less than 1% of sales. (An operating expense ratio of 1.5% of sales is considered to be good for the apparel industry.)
- The computer usage time required to handle the complete MIS is estimated to run from 20 to 24 hours per week. (The computer log has shown an average usage of 16.3 hours per week for the last eight weeks.) Thus, there is ample computer capacity to handle a significant increase in sales volume—and thereby further improve the excellent cost benefit relationship.

As the "Walton story" spreads (courtesy of *Joe Scheines* and the September issue of the *Bobbin* magazine), we are hopeful that more clients will allow us to help them obtain a good cost/benefit relationship from their computer.

—Jerry Kavanaugh

CUTTING/MATERIAL UTILIZATION

Level of sales, billing and general overall activity continue to accelerate. Cutting/MU functions definitely on up-swing with excellent prospect for best year yet.

- Experience in ladies wear continues to build. In October *Roger LeBarron* will complete a 40 week assignment in ladies dresses at LaCrosse Garment Company. All cutting rates were set (and apparently proven) on a standard data basis which should be useful in future cutting incentive jobs in style shops. Ladies cutting rooms should be a KSA gold mine. Rough results from LaCrosse should be an increase in production up to 45%, costs down 20% after a 20% earnings increase.

Sergio Cruz started his second border assignment, this one in Brownsville, Texas where, as in El Paso, about 99% of the plant personnel are Spanish speaking. Sergio continues to develop this function's Spanish speaking powers and with his experience and linguistic ability should be an asset in KSA's efforts South of the Border. —*Jack Schmidt*

KNITTING AND HOSIERY

Sales have picked up . . . all men busy . . . future looks good.

- The Knitting and Hosiery sub-division was formed, with *Bob Solomon* as manager, and merged into the Textile Division under *Freddie Wood*. Hosiery has 100,000 employees and the addition of Knitting adds another 400,000;

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this gives an idea of the additional potential added by Knitting.

KSA's first assignment in a knitting operation is under way at Almac Knitting Mills (a division of West Point Pepperell) in Ahoskie, N.C. *Buddy Ruppenthal* is supervising (principally!) *Al Copelan* and *Barry Mademann* on training foremen, fixers and knitters. Guilford Mills, the nation's third largest tricot knitting operation, can be added to our client list. *Hugh Tannehill* and *Jack Murray* are conducting a drapery plant planning study.

● The August "Profit Control in Hosiery Plants" seminar was presented by *Solomon/Hinck/Morrah* to over 100 top hosiery executives in Charlotte, N.C. In addition to consulting work which has developed, five magazine articles are being published in subsequent issues of the NAHM voice "Hosiery News Letter."

The final report on the ladies seamless hosiery assignment we did for Kellwood's Glendale Division shows an annual savings of \$1,895,989! Not bad, eh? This one should make *Sam Morrah* a candidate for a "Most Interesting Assignment."

Barry Mademann and *Ted Lea* are enrolled in two four-week night courses at nearby N.C. Vocational Textile school. The courses are knit Fabric Analysis and Circular Knitting.

Hazardous duty pay is being granted automatically to any KSA man foolish enough to play badminton in *Barry Mademann's* 12 x 60' backyard. Nothing is out of bounds nor unplayable, and rackets are legal. The yard includes two utility sheds projecting five feet into the playing area, a 5 x 20' patio and assorted steel patio furniture designed to maim the unwary, six garbage cans with and without lids, an eight-foot wooden fence serving as a sideline (the fence includes numerous broken patches where bodies have washed against or through it), a huge bush which has accounted for one broken toe (*Barry's*), and a woman (*Petra*, wife of the *Mad Man*) with an over-developed killer instinct on the badminton court. Oh yes, the badminton rackets are cleverly strung so that every third shot goes right through the racket.

—*Bob Solomon*

PERSONNEL MANAGEMENT

As with a number of divisions, Personnel Management is participating in the Tanzania project, so *Frank Hurley* has been studying to administer the diagnostic in Swahili, as he expects to be working there for five or six weeks.

● We will be working with the Textile Division in developing an intensive Supervisory Development Program for *Marion Manufacturing Co.* *Brockett* and *Swoszowski* will be doing the major share of the work in this area. The assignment entails developing lesson plans and a training manual. Course work will take place at the client's plant. Because three shifts are involved, this will require some fancy juggling.

● *Sam Johnson* has been working with GM&M in developing a salesman's performance system. This work is being done for *Aldon Industries*. Other performance review procedures have been developed in the past for other clients and we would like to see this area of our practice grow.

There is a ready application of our personnel techniques in the hospital industry and we are looking forward to getting a good foothold there—*Ron Brockett* has been knocking on hospital doors along with *HIC* colleagues.

—*Bob Messinger*

PHYSICAL DISTRIBUTION

● PD welcomes its merger with Systems, Marketing, and Software to form KSA's new Management Services Division. We are confident that this grouping of interrelated functions will benefit each separate function and KSA as a whole.

Our South African retail project continues into Phase III, which involves interim KSA implementation participation. Our work there has led to an excellent chance for other PD retail work in Amsterdam, Holland. With the sale of the distribution and marketing project to Tanzania, it appears that KSA and PD are becoming entrenched in Africa.

● Stateside, PD is displaying its functional versatility through proposals to a diverse group which includes a retail fabric operation for one of the largest textile firms, the Georgia State mental hospital, and the world's largest photography studio.

All this, plus Tanzania, retailing, and a Japanese contact. Look for more new industry reports in our next episode!

—*Jimmy Giddings*

PUBLIC RELATIONS

It's difficult to think back to pre-summer doings, but there was a seminar in June for the Clothing Manufacturers Association in New York that is worth remembering. *Ross Runnels* and *Dick Bath* put together an excellent presentation on controlling work-in-process in a men's coat shop, based largely upon *Dick's* work for Phoenix Clothes, and *Ed McPherson* and *Jim Giddings* provided discussions of cut-planning and physical distribution to round out a comprehensive study of reducing the total manufacturing cycle time for clothing producers. We had an audience of over 100 (paid), and *Pat Baker* only had to make 58 slides.

● PR did a little client billing in July! The Picatinny project called for a movie accompaniment, even though nothing was moving at that stage. Undaunted, we set up camera and lights in Waco and carefully filmed *Bill Sandlin* and *Jack Murray* flipping paper cut-outs that allegedly portray the movements of an automatic bag-closing device. When we make a movie strictly for PR purposes, our audiences are considerably more demanding . . .

● Summer seminars were conducted for the NAHM (Hosiery) and AAIA (Alabama Apparel Industries) with minimal participation by PR. *Pat* made another 30-40 slides, just to keep his hand in.

● Came the end of summer and time to crank up for the annual Bobbin Show hysteria. The comedy repeats itself each year: much advance planning to satisfy promotional demands (program and speakers must be settled in April, just when we get into high gear with AAMA show); considerable internal scheduling "guarantees" enough preparation *this* time; critical path gets lost around August 1st; all the work gets done—as usual—in the two weeks preceding show; critical path reappears during postshow clean up, when ad proof for "Bib Overall Bulletin" special issue is removed from bulletin board.

Nevertheless, this year's Bobbin Show was a good one all around. KSA's program on "Updating the Apparel Engineer" drew a peak audience of 300, with 125 remaining for the entire 3-1/2 hours. Panel of speakers was headed by *Jack Ullman*, and included *Howard Cooley*, *Dave Cole*, *Jim Trautman*, and *John Wilcox* explaining how the engineer can contribute more to pre-season line planning, MU, work-in-process controls, equipment feasibility and ROI, and building a resident engineering department.

Meanwhile, our booth featured a new sound/slide program on W-I-P controls for style producers. Between the program and the booth, and *Jack Murray's* talk on fusibles at the show, another 350 slides were produced.

A fusing manual written by *Jack Murray* for ARF is presently being edited down to size by *Frank McNeirney*, who also has a new brochure for carpets and rugs in the works. The annual *Textile Perspectives* on industry performance has received wide interest, and another *Apparel Perspectives* was issued in August (dedicated to the idea that you shouldn't get rid of the consultant just because business is slow). *Jerry Kavanaugh* is the proud author of a *Bobbin* article on KSA's EDP installation for Walton Mfg. (Sept. issue) and has ordered 22,000 reprints for friends and relatives. Other recent articles include one on "Hosiery Mfrs. Don't Know How to Sew" by *Jim Bunting* (*The Knitter*) and "Job Descriptions for Supervisors" by *Frank Hurley* (*Knitting Times*).

To fill in the time gaps, PR has arranged a few visits and seminars for foreign manufacturers.

All the above pales before the really big news: *Mrs. Linda Linder* finally agreed to take over the PR secretarial slot. That's the one that used to be such a turnover problem.

On the agenda: speeches by *Howard Cooley* and *Jack Murray* at the ARF Conference; a repeat of the accounting seminar for AAMA; and an MU program for ARF. These should put our slide department over the 1,000 mark for 1970, which means a free 4 x 5 color enlargement of your favorite picture from the drugstore where we process our slides. It pays to do business with one outfit. —*Joe Scheines*

TRAINING AND PROFESSIONAL DEVELOPMENT

Since our last report, 13 new men have gone through our Atlanta training headquarters. If you have not had the pleasure of meeting these fellows, the "New Staff" column of this edition will serve to identify them so you will know something about them.

- Some time ago phase two or in-plant training was strengthened by the use of a revised training outline which guided the trainee, staff man on the job, and the supervisor in preparing a meaningful training program. Some of the recent programs and schedules worked out have been most impressive and a number of trainees have undertaken some very interesting projects. We hope that any of our staff who have been involved in these programs will provide feedback on their opinions and suggestions. We are also interested in suggestions from the staff on any of these projects that could be worked into case studies for use in Atlanta training.

- Another addition to overall engineering training has been a review of in-plant training. This involves two to three days back in Atlanta and includes time study and grading practice using our video equipment, discussion on reports prepared during in-plant work, a garment analysis and several manufacturing oriented problems. Next assignment preparation is also planned in this review session. —*Bob Pee*

TEXTILES

- The recent organizational change which added knitting and hosiery to the products covered by the Textile Division is the most important event to report in this issue. With this

change, the Textile Division will be able to more effectively coordinate its activities and services to all segments of the textile industry—spinning, weaving, knitting, dyeing, finishing, fabricating textile consumer products, carpets and hosiery. Further, it will afford the staff a greater opportunity for diversification. Most importantly, we shall benefit from the experience gained by *Bob Solomon*, *Sam Morrah* and the hosiery staff in their most effective efforts to develop the hosiery industry as "KSA's Province." This change has strengthened our division and will enhance our ability to meet both our short and long range objectives.

In spite of the generally depressed conditions of the textile industry this year, our volume is up 25% over last year and both volume and profits have exceeded budget through the seventh period. The primary reason for this is the excellent quality of the work being performed. Repeat business and extension of assignments have been the rule rather than the exception. In addition to this, our public relations efforts have begun to pay dividends and KSA continues to solidify its identification with the textile industry.

The development of textiles and apparel in the so-called underdeveloped countries is being most effectively exploited by *Bob Frazier*, and his efforts have contributed greatly to our increase in fee income. In addition to the textile work in Tanzania and Algeria, *Ross Runnels* is in Iran conducting a broad overview of the textile potential in



SMART GUYS, THESE KSA MEN..... SEEM TO HAVE THE INSIDE SCOOP ON EVERYTHING!

Functionally Speaking—Textiles (Cont.)

that country. These projects have contributed both to profits and to broadening our experience.

● In addition to many challenging assignments in our primary functional areas, our first in-depth supervisory training program is being developed by *Ron Brockett*, and we are involved in a major training assignment in our first double-knit plant. We are also beginning to deal more with the broader areas of management such as marketing and long range planning through *Ralph Ross* and his group. We see this as a growing need in the industry and believe we shall do increasingly more work in these areas.

The remainder of 1970 will be a challenge; however, the good work which is being done by all the staff should enable us to conclude the year with the best results ever and with a solid base upon which to expand profitably.

—*Freddie Wood*

EUROPE—GENERAL

● A staff meeting in Germany and a combined meeting of the French and Italian companies' personnel were held recently, both attended by the *Salmons*. These annual meetings are an important part of our internal communications as most of our staff do not see more than one or two colleagues during the year because we have no real centers of consultant habitation within each country. This is changing slowly in Britain, as it is a larger company and Manchester is becoming a second Atlanta. In fact, KSPEA's main office will open there shortly, with London becoming increasingly an office not only for KSPEA but also a European Office.

Work continues to be fought for in all of Europe, as in USA. We believe we shall continue to live in this situation for several years and much effort by a lot of people is going into sharpening up our marketing effort.

The rate at which we receive visitors is happily increasing. We recently welcomed *Jimmy Giddings* who fought so valiantly and won the retailing overview for a major retail



Upon receipt of this postcard—sent by *Lakin/Chaloner/Friedrich* while on assignment in Lahti, Finland—*Stuart Hollander* realized their expense policy had been misunderstood. The card bore this simple message: "Thank you, Stuart, We knew you'd understand. See expense report W.E. 25 October."

distribution project for Holland's largest department store group. This should prove to be a major diversification breakthrough. The *Harless* family and *John Fitzsimmons* were kept waiting in the London "wings" for the go-ahead on the Holland project. Meanwhile, the *Greaterman's* final report continued to be written in a London hotel room.

Bob Heiland passed through for one day of interviewing and we regret that many of us were away at the time. *Jim Troutman* and *Bob Gumaer* were vacationing in Europe and stopped in at both the German and Franco-Italian staff meetings, and *Bob Saunders* visited us in Paris. We look forward to an increase in this trans-Atlantic flow and hope to see many of you here. (Please be warned—hotels in major European cities, particularly London and Paris, are very tight; so, if you need help in this direction, please make your request early.)

—*Stuart Hollander*

KSA—FRANCE

● First, we must let you know of an important change in France. It is certain now—all girls and ladies will be obliged to buy long dresses, skirts and coats. As men, we are very sad that we will no longer be able to see these "Mistinguet" legs in the streets of Paris . . . For KSA we hope it will be a good opportunity to sell material utilization techniques and cutting room engineering!

Two of our proposals for Algerian apparel have been signed. That means we will have two engineers in Algeria before the end of the year and at least four by the middle of next year. With this excellent financial support and additional senior manpower, we are developing a more systematic sales effort in France.

A very large devaluation in Turkey (66%) is good for buying handmade carpets but will probably kill our possibilities of work in the country which was expected to equal more than a year of work, following a survey made by *Claude Hache* and *Denys Williamson* earlier this year.

● Systems work is being started in France by *Mike Cardon* and *Bob Chaumontet* under the guidance of *Bob Fitze*. The first survey made for the second largest manufacturer of bras and girdles is promising. Textile work will be for tomorrow—in Algeria, but *Bob Chaumontet's* marketing experience gained there may be put to good use in France and elsewhere.

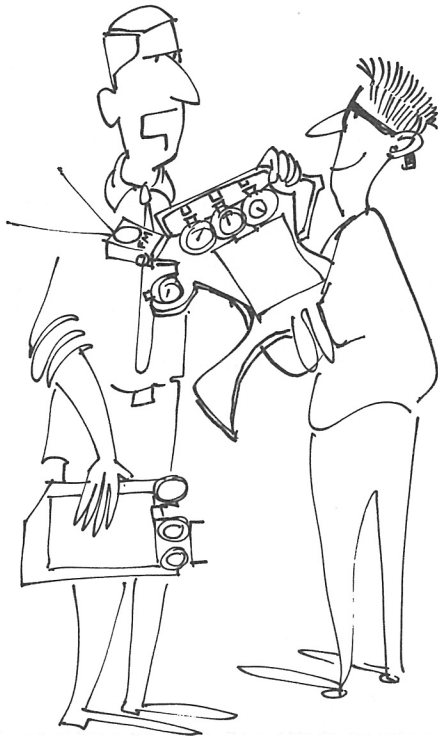
We enjoyed recent visits of *Maurice Salvator*, *Michel Bazonnet* and *Jean-Jacques Boucheret* while on vacation from America.

KSA—GERMANY

New ground broken by KSA-GmbH and KSA-AG in undertaking profit improvement study of Finnish client's wholesale business. *Albin Graeser* and *Eric Chipps* are undertaking this project.

● Still rumbles of discontent in German economic circles and some foreboding over prospects of economic recession in 1970/71. Strong selling has counteracted this to date and optimism springs eternal . . . Of "outside" interests being pushed, including Scandinavia, Yugoslavia has surfaced with an interesting five-plant, 1,000 employee clothing concern which wants help. (More news in the next issue.)

● Second AAMT survey sold in Germany, to add to the first full AAMT installation now being made by *Hardy Artelt*. These are full, six-month programs—Germany has



THIS YOUR FIRST ASSIGNMENT
SINCE M'CRAE?

not yet been forced into "short-form" AAMT. Our most recent sales success: a one-year jacket shop reorganization has just been sold to C & A, Europe! They are the largest ladies wear multiple chain, with 18 factories and hundreds of stores.

The *Dissars* were welcomed back from the US in August and Ulrich will complete his training in Europe.

KSA - ITALY

Around publication time for the Observer, we find ourselves in a tight spot to supply printworthy news, for two reasons: we don't want to take up your valuable reading time telling you how well we are doing—we are indeed—and nothing extraordinary really happens—probably because most of us, like new employees on their first few days, keep our heads down and try to act busy. This time things have changed. KSA-Italy is warming up and here are the results.

- This is an early warning for all married members of KSA-Italy to make provisions in their personal budgets... We are in contact with Europe's biggest fur coat manufacturers. They have already agreed to sell us their "seconds" at special prices!

- ASCO (equivalent of ACME) has admitted KSA-SpA to its ranks. We received good publicity from this since it was mentioned in the National press.

Giacco Ronco has sold two surveys in the last two weeks and we think he is about to clinch a major assignment with a major ladies wear manufacturer who visited the USA and was well looked after in New York (thank you, gentlemen).

Giusi Riva, our bookkeeper who restlessly battles with Italy's notorious red tape producers (tax office, public health, pension, etc., etc.) and still finds time to type surveys in record time, has decided to get tangled up with yet another government office... Congratulations to her and *Silvano Gatti* on their July 18 marriage. We are happy she plans to continue working with us.

Apologies to the members of KSA-SpA who have not been mentioned in this issue. If you want to make the headlines try marriage, divorce (as soon as the law passes), have a baby or a car crash—but only if it is the other guy's fault!

KSPEA

Activity is high, with a heavy program of marketing and selling ahead. We have some 30 seminars planned for this autumn to keep our name and know-how before the industry. The opening of our new Manchester office should help us develop penetration of Northwest England under *Peter Doano's* guidance. With our expertise in training, we plan to soon be offering classroom courses for training officers.

The International Clothing Trade Exhibition was held in London in September, where we had a stand. We were glad to have our new Information Officer, *Eric Beer*, with us for this occasion.

Life goes on much the same elsewhere—more babies, more good assignments, more competition. We have just sold an assignment in Londonderry in Northern Ireland, to start at the end of the year, and we hope that it will be making shirts, rather than bullet-proof vests. One important breakthrough for us has been an assignment with *Dannimac*—one of the leaders in fashion rainwear—and our only regret is that we are now helping *Dannimac* produce more and more MAXI and MIDI coats. UGH!!

- It is perhaps worth noting that *Tony Sharp* is currently working for a four-operator client and the first two weeks of the six weeks assignment has achieved a 60% increase in productivity. Is this a record? The "division" produces tarpaulins—the client's main business is Ships Chandler!

- One encouraging factor at present is that we are oversold on systems work—long may it last—and that *John Cooper* and *Hugh Gray* are doing some excellent short-interval scheduling work on their own movements—very short intervals between rescheduling—trying to keep all their clients visited.

The winter ahead may be tough, but everyone is showing determination; and if the period is tough, it will certainly be interesting.

KSA - SWITZERLAND

- KSA-AG is the home of our Management Systems Division in Switzerland, which is off to a strong start in Germany under *Albin Graeser's* direction. It is particularly gratifying to see how much systems work is being generated from our old German clients who have been well served for years in apparel engineering. We hope to see this assistance reciprocated as new systems clients come to KSA for engineering and training services.

We welcomed back *Ulf Weise* from his three-month "postgraduate" training in the U.S. He continues to add to his already long string of successes in our systems practice.

Hermann Froehlich and *Hans-Peter Schueler* joined us on August 1, but because of the press deadline, their pictures and background information will appear in the next issue. *Hermann* will go to the U.S. in November as an engineering trainee, while *Hans-Peter* will work under his former colleagues *Albin Graeser* and *Hans-Horst Hensche* in Germany.



"Self Help" Project (Cont.)

handle production and keep the equipment working. Garment analyses, follow-up programs, contractor negotiations, attendance at board meetings, and locating new sources of business were other activities involving Howard, Chick, and a number of KSA specialists.

At one time or another, *Bill Cameron, Ron Brockett, Bill Flake, Dave Warden, and Charles Kelly* have pitched in with their particular skills—on both a contributory basis and, in some cases, billing at reduced rates when funds became available through the Office of Economic Opportunity in Atlanta. It is estimated that the Model Neighborhood Manufacturing Company has received a total of about 10 man-weeks of KSA consulting time since January, 1969, including approximately six weeks of reduced-rate billing.

Johnny Jackson, formerly a caseworker with the Outreach Program, was tested for the manager's job, using standard KSA selection techniques, and has held the position for six months. Although he knew nothing about the apparel business when he started, he has shown the ability and drive to learn this complex job. He has determination aplenty—and he needs it all, because he has to face problems that the typical apparel plant manager never encounters.

One such problem, for example, concerned the opening of a liquor store across the street from the MNM plant. Because it would draw disruptive traffic to the already unstable neighborhood, MNM's manager protested its opening with a picket line. Several KSA men were invited to join the demonstration but declined. Mr. Jackson also briefed KSA people in human relations, encouraging our consultants to refrain from referring to operators as "girls," since the term is too easily comparable to the derogatory connotation of the term "boy."

The Model Neighborhood Co. is still struggling, but it appears to be on more solid ground today. Recently, a contract was secured for producing sanitary belts for the Personal Products Division of Johnson & Johnson, and a search for better quarters is on the verge of completion as this is written.

KSA has helped this self-help project, and its people have learned a good deal in the process. But the real reason for its success to date lies in the hard work and determination of its management and operators. They have a dream, and apparel manufacturing is uniquely suited to be the instrument for making their dream become a reality. KSA is proud to have been of some help, and wishes this exercise in minority capitalism the best of luck.

Undoubtedly many of you are of the opinion that our Prez is much too busy for relaxation. We would be inclined to agree with you, knowing the schedule he maintains and his many, many accomplishments but . . . we have proof positive that *President Karl K. Striegel* not only finds time to relax, he does it while working—and in the latest fashion! A word of warning . . . don't let his "at ease" attire fool you, his "steel-trap" mind never wavers.

Apparel Companies Among the "500" . . .

Fortune magazine's top 500 manufacturing corporations for 1969 (ranked by amount of sales) contains nine apparel and 13 textile companies. These firms, of course, are the giants in their industries, and most of the companies obtain revenues from other than apparel or textile sales. One large company which produces a large volume of apparel, Hart Schaffner & Marx, was reclassified this year to the list of 50 largest retailers. Before this, HS&M was listed in the 500 manufacturers list.

The nine apparel firms on the 500 list registered sales of almost \$3.7 billion. The 13 textile firms had sales of \$7.5 billion.

Apparel performed better than all the industry groups except tobacco. One reason the group of apparel firms did so well was that one apparel firm had the third highest increase in sales of all the 500 companies on the list.

EIGHT THOUGHTS FOR TODAY

JUST FOR TODAY I will live through the next 12 hours and not tackle my whole life problem at once.

JUST FOR TODAY I will improve my mind. I will learn something useful. I will read something that requires effort, thought and concentration.

JUST FOR TODAY I will be agreeable. I will look my best, speak in a well modulated voice, be courteous and considerate.

JUST FOR TODAY I will not find fault with friend, relative or colleague. I will not try to change or improve anyone but myself.

JUST FOR TODAY I will have a program. I might not follow it exactly, but I will have it. I will save myself from two enemies—hurry and indecision.

JUST FOR TODAY I will exercise my character in three ways. I will do a good turn and keep it a secret. If anyone finds out, it won't count.

JUST FOR TODAY I will do two things I don't want to do, just for exercise.

JUST FOR TODAY I will be unafraid. Especially will I be unafraid to enjoy what is beautiful and believe that as I give to the world, the world will give to me.

—Unknown

The Personable Miss Quick

Abbie Jean Quick needs no introduction to readers of *The Observer*. She's the personable lady with the sweet smile and pleasant, disarming manner who was the first contact with KSA for so many of today's staff members. Everybody knows Abbie Jean—except that they probably don't. After all, *she* asked the questions, and *they* did all the talking.

Which is as it should be if you are Director of Personnel charged with finding the right people to keep a consulting organization growing. But it doesn't supply much information about the interviewer.

So we decided to turn the tables and interview Abbie Jean recently—and discovered that she is a woman with a fascinating past. For example:

- AJQ has interviewed a minimum of 4,500 persons for KSA since she started doing recruiting work in the early Fifties. Of that total, 121 joined the company, and 98 are still with us. (It works out to an .027 batting average, which is terrible for first basemen, but excellent for KSA.)

- Among KSA's widely traveled staff, Abbie Jean is easily the all-time most peripatetic. She has installed personnel programs and conducted labor surveys in places like Eloy, Arizona; Yakima, Washington; Calais, Maine; Ashburn, Georgia, and points in between. A 1957 report of her activities during the preceding dozen years listed 59 whistle-stops (plus a few metropolises like Baltimore, Md., and Picayune, Miss.).

- Abbie Jean was one of the first woman recruiters—and for a long time the only one—visiting primarily male engineering campuses. She admits that this proved useful in arranging interviews, her appearance being met “with enthusiasm or suspicion—but a larger turn-out in any event.”

Campus recruiting has changed. “It's harder to sell consulting to college graduates today,” Abbie Jean points out.



“The glamour of travel no longer impresses; starting salaries are not much of a talking point. So we put more stress on the other factors—the early assumption of responsibility, the relative independence, the chance to help people increase their earning power, the very real opportunities for growth in a consulting career. Only one-quarter of our hires today come directly from the campuses.”

Miss Quick joined KSA in 1944, after a seven-year stint in personnel work at U.S. Rubber in her native Connecticut. She started right in with the installation of personnel programs, living out of a suitcase as she traveled extensively to plants throughout the apparel industry during her early years with KSA. Personnel assignments being relatively short, there were few opportunities to settle in one place for long.

Mixed in with personnel installations were labor surveys; Abbie Jean has conducted over 100 of them. It could be said that many a garment plant is where it is today largely because AJQ gave the location her blessing. (She's too modest to provide us with a batting average here, but it must have been high. You don't get to do that many labor surveys if the industry loses faith in your judgment.)

KSA, of course, has had great faith in Abbie Jean's judgment over the years. She spotted much of the talent that is making the company go today when that talent was embryonic and fuzzy-cheeked. Judgment, coupled with clairvoyance and great faith. How else can you explain picking two future vice presidents on the same day and in the same unlikely place?

Despite all the tests and structured, diagnostic interviews that have been developed, Abbie Jean often added an invaluable and indefinable sixth sense about people to her recruiting work, and it has paid handsome dividends for KSA and its clients over the years.

There are seven men now covering the ground Abbie Jean once covered by herself. *Bob Messinger* heads a four-man staff in client personnel services, and *Bill Howells*, with the assistance of *Walter Ince*, took over KSA recruitment on a full-time basis last month. Abbie Jean has resettled in West Hartford, Connecticut, where she will assist with KSA recruiting activities on a part-time basis. But her influence on KSA remains full-time and stronger than ever.

—J.S.

Around The Company . . .

ATLANTA

This office is bracing itself for the annual ritual of the Bobbin show, knowing full well that *Joe Scheines* will have everything prepared at least one hour in advance! But, with four new girls lending eight additional hands, we should have it made.

Miss *Donna Etheridge* joined the AO staff on May 25. She functions as "jack-of-all-trades" and nicknamed "Xerox Kid." . . . Mrs. *Kathryn Lucas* found a permanent home with Carpets and Rugs—a division of Textiles, that is . . . Mrs. *Rosemary Moylan* transferred from the HIC office to our Report Department on August 13 . . . Mrs. *Phyllis Rozof* also joined our Report Department on September 8. *Rosemary* and *Phyllis* have already mastered the MTST equipment under the careful direction of *Emma Donnelly*.

DALLAS

Recently on a long flight, *Jack Schmidt* occupied the middle seat and became engaged in a conversation with the man on his right. This man was a college professor and was knowledgeable about some of the better known generalist consulting firms. Jack explained our specialization, method of operation, and philosophy. The man on Jack's left said absolutely nothing until the flight ended. He then told Jack that he owned a garment plant in Canada and that he had found the conversation very enlightening. He asked for Jack's card and said we would hear from him.

Unusual Event in NYO

Shoemaker's Child Shod!

It's an ill wind that blows no good . . . So during some summer doldrums, *Ted Theodorsen* applied his analytical skills to the problem of mailing diverse gems of technical information and PR emanations to the staff on a regular, efficient, and economical basis.

It may sound simple, but it wasn't. Ted has allowed as how he's seen few plants in worse shape.

As some of you may have noticed (if you haven't, ask your mailman), NYO mails approximately two pounds of printed material each month to each staff member. Simple: use a big envelope.

However, who should get what? On occasion, Management Systems people have been known to return—unread—catalog sheets on new presser feet or undertrimmers. Ditto engineers with the latest poop on COBOL/FORTISAN 999/1 for 360/40 computers.

So it was a problem of selecting the right material for the right people out of the tons that *Jack Murray* collects each month. (PR stuff is ageless and universal, like fine cheese. No problem here.)

Ted surveyed the situation, retired to his office, whipped out his combination sliderule/CPVADR (Critical Path Vector Analysis Divining Rod), and came up with the following system:

1. Every staff member has been coded by division and special interest area;
2. Code numbers appear on address labels, as well as on the 20 distribution bins in which material is accumulated prior to mailing;
3. Every fortnight, the contents of bins and address labels are matched during stuffing. Envelopes are sealed, weighed, metered, opened for last-minute goodies, resealed. Post Office couriers then spread out all over the world in their search (Third Class) for KSA people, each of whom (First Class) is no doubt already impatient for his semi-monthly reading kit.

Results:

1. Savings in postage—considerable.
2. Savings in handling time—fantastic.
3. Savings in reading time—.039 min. per mailing.
4. Improvement in relevance of reading material—immeasurable.
5. Improvement in NYO morale—well, let *Erma Stenger* tell it: "We are very proud of our very own KSA-engineered workplace and thank Ted for his time and patience in solving a big problem for the New York mailroom."

You're welcome, Erma. The invoice should come through from Washington any month now . . .

NASHVILLE

Jerry Barnett returned to work in late August following his recuperation from an automobile accident in April. He is assisting *Bob Pee* on the assembly of a Production Control Training Kit, and expects to be ready for a field assignment in October.

Having been involved in some of KSA's early Short Interval Scheduling applications, we note with great interest the increasing activity around the company—Barrow (Atlanta), Schneierson (Greensboro) and Manhattan (New York).

Our leading sports enthusiast, *Glenn vonRosenberg*, recently installed a baseball pitching machine in his back yard. Glenn hasn't been invited to shave on TV yet, so we suspect that stardom is some distance away. Maybe some of the fellows from the KSA-Atlanta team would like to receive some training at the vonRosenberg "farm" before next summer's game!

INTERNATIONAL TRAVEL

KSA is doing a growing amount of work outside of the United States, and in most cases this involves details regarding visas, work permits, individual income taxes in foreign countries, etc. We also have men coming from Canada and Europe to work in the United States. Most of the arrangements with the U.S. Government are handled by *Mary Baach* in Washington who has long been KSA's specialist at unsnarling red tape. Now Mary needs help.

In order for KSA to have a central location for all information of the types named above, we ask that you send a Xerox copy of all correspondence, both sent to and received from all Government Agencies concerning the above matters. In time we may well be able to accumulate enough information so that we can answer inquiries on how to get to, work in, and get out of many different countries. For now, however, please continue to conduct your own inquiries and arrangements, with a copy to Mary.

BIRMINGHAM

The Alabama Apparel Industries Association again invited KSA to present a program during their second annual convention in Montgomery, Ala., August 7-9.

John Wilcox ably prepared and had a major role in presenting an hour-long seminar on "Work-In-Process Controls in the Sewing Room."

Earl Smith introduced the Yankee from North Carolina to the audience, consisting mostly of first line supervisors of apparel plants in Alabama. Upon learning that he might possibly have to follow an address by Governor-Elect George Wallace, John considered changing his topic to "Integrated Work-In-Process Controls Using the Block System." Such boldness sent tremors through this office and some thought was given to withdrawing the invitation we had extended to the distinguished speaker from KSA's Greensboro office. Moderation and common sense prevailed, however. (We insisted that John submit his entire talk for editing here and WE furnished the topic to the program printers!) Everything went well, as evidenced by the smug looks on the faces of Messrs. *Wilcox, Smith, John Caldwell* and *Greg Murphy*.

DODRILL RETURNS

Dale W. Dodrill returned to the fold on September 22 following his three-year stint with the Army. He says it's good to be a civilian again, although admits he was fortunate in his assignment locations and duties while a member of the armed forces. The Dodrills (Carolyn and baby) will be settled in Atlanta where Dale is lending his talents to Textile/Systems. Welcome back, Dale.

INSTANT SUCCESS

Jacques Brault, newly arrived on his first training assignment in Wrightsville, Georgia was introduced to a young lady in the local restaurant. Following his own custom (and instincts) he politely kissed her hand. Needless to say, this news spread like wildfire and Jacques immediately became a favorite of all the ladies in the plant.

HAZARDOUS CONSULTING

Countess Mara had a bomb threat which caused management to evaluate the building while *Frank Beckmann* was on that assignment. He was quite puzzled—the loosest rates were yet to be adjusted! Frank inquired about "combat pay" and also an okay for the purchase of a flak vest, with the suggestion that it could be charged to Code 553, Entertainment.

Frank left New York for the wide open spaces of the West—Pendleton, Omaha, Neb.—measuring 6'2", but is down to 5'6" after falling four stories in one of Pendleton's rickety elevators when the cable broke. He was enroute to the basement with all skirt, dress, and slacks pinners to give them their rates. What an encore! Several of the older employees claimed to have made similar trips in the past, but Frank now uses the stairs—once was enough for him. (*KS*, who owns up to 5'6-3/8" wonders if there is a way of "falling UP four stories!")



Where's George? KSA panelists at the Alabama Apparel Association's meeting. In the usual order: *Wilcox, Smith, Caldwell, Murphy*.

FIRST DOWN AND MORE TO GO AT PICATINNY

Jack Johnson must hold a record for his coordination of the massive survey recently completed and presented at Picatinny Arsenal. The KSA people working on the assignment included two vice presidents (one was *Dean Vought*, as account executive), six principals, five staff men and two P.R. men, plus *Bill Sandlin* of Ultramation.

The product was powder bags—neither client nor product blew up! Result of our efforts? A 250-page report which required eight people for presentation. Potential savings are classified but run into millions per year. Estimated engineering man-years required are 10 (!) and it appears that KSA is in line to get a good slice of these.

SPORTS?!

Charles Kelly may be the first in KSA to have found a sport (?) which could make one completely forget the problems of the client for a little while. He recently accepted an invitation to accompany some of the plant personnel on a *RATTLESNAKE* hunt, using small caliber pistols. Fortunately, for KSA, Charles had no luck.

Coming Events. . .

- November 11th—KSA program (repeat) on "Management Accounting Techniques for the Apparel Industry," sponsored by AAMA. Regency-Hyatt, Atlanta. Tell your clients.
 - November 12-14—KSA Principals' Meeting, Atlanta.
 - November 15-18—Institute of Industrial Launderers convention, San Francisco (KSA will exhibit).
 - December 9th—New program based on material utilization study KSA produced for ARF, plus added material. Sheraton-Biltmore, Atlanta.
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WANT YOU TO START RIGHT OFF LOOKING FOR SOME
OF THIS HERE "DEADWOOD" WE GOT TO GET RID OF.