

# The Observer

Vol. 2, No. 2

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

June 30, 1971

## A KSA Service with Many Uses Supervisory Training:

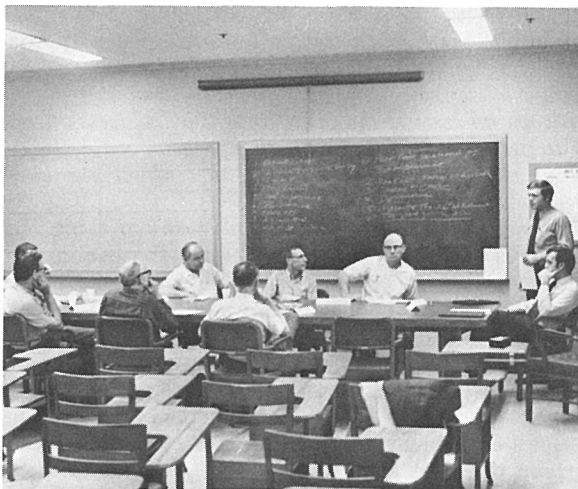
*Buddy Ruppenthal* reports briefly on the supervisory training service now being developed for KSA clients:

To the question, "who is an example of an effective leader?" one man answered Charles Manson, another Adolph Hitler, and still another John Kennedy.

These were not political extremists speaking; rather, mountain-grown textile supervisors involved in KSA's latest venture into supervisory training and development. They had just discussed leadership styles, qualities of a leader, and where effective leaders are found. Next, they may begin identifying the informal leadership structure in their units, which is, of course, one of our aims in supervisory training.

• This assignment developed when *Fred Evans*, in the course of installing engineering and AAMT at Marion Manufacturing Company, identified the serious need for first-line supervisory training. This need was further pointed out by an attitude survey among the company's supervisory personnel.

• *Ron Brockett*, in leading the program, has made terms like the Hierarchy of Needs, Motivation-Hygiene, Theory X and Y, and the Sender-Receiver Concept part of the common vocabulary of first- and second-line supervisory personnel. He has held weekly meetings at Marion, and the company newspaper published a photo of one recently. The



*Ron Brockett* (standing) and *Buddy Ruppenthal* (at right) shown talking to one of the four groups at Marion Mfg. taking a training course in leadership.



**RALPH ROSS** marked his 25th anniversary with KSA on May 21. To commemorate the event, the New York office took a breather while *Dean Vought* presented Ralph with a wristwatch. Gathered around the switchboard to help congratulate RER were (l-r): *Phil Lutz*; a thoroughly delighted *Ruth Turton* (who has been Ralph's secretary for over 17 years!); visiting firemen *Bob Frazier* and *Wilfried Luetteke*. (See full story on page 10).

program has been well received thus far.

Homework, on-the-floor application, and reinforcement of learned principles are influencing the daily performance of the supervisors' duties.

• The sender-receiver concept in communications prompted one older supervisor to admit that he has begun to listen more to his people, and not abruptly dismiss them. What was heresy in KSA a few years ago—the first-line supervisor and department head selling the rates—is now an accepted procedure for rate installation at this company. The department head and the supervisor are requesting that they sell the rates to their people—and they are getting good results. The supervisor training sessions had previously utilized case problems where one participant sold the rate, and the remainder of the class was the operating unit.

*Fred Evans* worked with the supervisors ensuring they understood the rate. Fred has recognized the value of this approach and feels it has been one of the smoothest rate installations he has had.

• We have developed a large—and still growing—package of materials and subjects for supervisory training that may be used by KSA consultants as an aid in performing their assignments, or as a separate service. Here are some examples:

1. A "library" from which the resident engineer can extract pertinent portions to aid him in his assignment. An example would be using the section on leadership to help remove an obstacle to the success of his assignment. The

*Continued on page 9*

## Observations from . . .

### Professionalism in Accepting Assignments

During a recent conversation with the managing partner of McKinsey and Company, *Mr. Lee Walton*, I was reminded of our professional obligation to identify and solve the real problems for our clients.

Mr. Walton cited an example from his consulting work with KLM, the Dutch Airline. That company had used a plethora of consultants, outlining to each a specific problem area they felt to be in need of attention. All of the consultants had eagerly complied and yet, by the time McKinsey was called in, KLM was about to fold.

Why? Because none of the consultants had either analyzed what the real problem was (basic management policies) or, having recognized it, had the intestinal fortitude (spelled "professionalism") to insist that it be tackled in lieu of the patchwork approach proposed by the client.

Mr. Walton spent a week looking for the real problem and then proposed an assignment tackling it rather than the area mentioned by the client. The success of McKinsey's subsequent reorganization of KLM is legendary and has led to many other, notable assignments—among them Shell Oil, the British Post Office, the Bank of England, etc.

We could cite numerous examples of our own practice that are similar. One which comes readily to mind was the case of a textile manufacturer who had a problem competing in the market place with one of his end-products—bedspreads. Somehow, he had convinced himself that the problem was an inefficient Finishing Department (where the bedspreads were hemmed, inspected, and folded).

### Example from KSA Practice

KSA was called in to look over that department. A few questions revealed that labor cost represented the usual 25% of total manufacturing cost and that the portion of labor expended in the Finishing Department was estimated (probably too liberally) to be 10% of that. The quick assumption that a one-third reduction in costs was probably all that could reasonably be hoped for produced the startling fact that this might then reduce total manufacturing cost by eight-tenths of one per cent (.008). When considering selling, administrative expenses, and markup, this figure would shrink further to one-half of one per cent.

Such findings suggested that the problem was somewhat broader in scope, and the client was quickly convinced that there were larger and more promising targets. So we started instead at the beginning—in the opening room of his textile mill—and worked our way through the carding, spinning, and weaving departments. In fact, it was several years before we even saw the Finishing Department. Savings at the end of the assignment were substantial, and enabled the client's product to compete successfully in the market.

It took some boldness and conviction to reject the client's initial diagnosis. We ran the risk of ruffling his feelings and, possibly, of being accused of escalating a project unnecessarily. Yet, we had the evidence to show that the real problem lay beyond the Finishing Department,

## The KSA OBSERVER

A quarterly report of the activities of Kurt Salmon Associates, published by and for its personnel, is mailed to homes and should not be taken elsewhere. 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*

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and we had the fortitude to stick with our conviction—in the client's best interest.

The point should be obvious—and particularly relevant today. The real problem is quite often larger than the client thinks—or than he is willing to admit. The professional obligation of a consultant is to locate, identify, and remedy the real problem—and not to placate the client or to confirm his preconceptions.

These are safe things to say when our time is in heavy demand. When we're undersold, however, it is another story. The temptation is then strong to accept whatever assignment comes our way.

To be sure, KSA is often called in to assist with a specific manufacturing problem. Our reputation is strongest in that area, where we have functioned the longest, despite the fact that we are now a "full-service" consulting organization. Often enough it develops that we can serve a client best at a given time by performing a limited assignment. Just as often, we can serve him better by identifying the larger problem and proposing a broader project.

### Key Questions

The most important element, in either case, is professionalism. In its fullest sense, professionalism demands that a consultant ask himself certain questions when approaching a new assignment:

*How can we really serve this client well?*

*Will we be serving the client best if we address ourselves only to problems in the areas he indicates?*

*How will our alternative approach affect the client's present and future position?*

It is not so much a "do or don't" sort of thing. There will always be outside factors affecting the decision. The economy is but one. How well we know the client is another. How well the client knows our over-all capability is a third . . . and so on. What is important here is the philosophical background against which we act.

Perhaps we must accept a narrow assignment initially, either because we do not know enough about the company to suggest a problem-priority search as a starter, or because the client does not know us well enough to accept such an alternative suggestion at the outset of our relationship. If

*Continued on page 3*

# Tenth Anniversaries...

Three more tenth anniversaries were commemorated: *Bob Hinck*—May 29, *Bob Frazier*—June 5, and *Howard Cooley*—June 14.

*Bob Hinck*, Doctor of Law from Fordham University and a member of the New York Bar since 1944 had been a management consultant before joining KSA and he became a supervisor with us in 1969.

Bob has been contributing his many-sided talents to our Systems Division and has, among other things, pioneered our systems work in the hosiery division. He is a prodigious worker and can put figures and forms down on paper faster—in meaningful configurations, that is—than most of us can read them.

Bob makes Greensboro his headquarters, where he and his wife, *Berta* are also widely feared wizards at Bridge.

*Bob Frazier*, is a young man in a hurry. The fellows we interviewed at Yale where he obtained his B.S. in Industrial Administration, on the whole, proved quite modest about what they had been taught there: "The language of the accountant, the engineer, etc." is the way they had been taught to put it. It seems to work and to imbue them with lots of drive and curiosity about "the rest there is to know." We reckoned he knew enough to warrant our making him a principal in 1965 and a vice



president in 1970.

Bob pioneered Material Utilization, as a specialty with us and, when there are juicy and strange contracts in such odd spots as Algeria and Tanzania, Bob is ever on the ready, willing to forget about his alma mater's modest prattle and to quote nice, round juicy figures like \$600,000 and the like, becoming an instant expert in textiles, marketing, physical distribution and what-have-you.

Bob, *Bonnie* and their infant son live in the Philadelphia area where he is developing Philadelphia and its environs for us—with occasional forays to Africa.



*Howard Cooley*, gave up teaching as an I.E. faculty member to join KSA, no doubt having become beset by doubts "whether it really worked." He has a B.S.I.E. and M.S. in Operations Research and both he and KSA have benefitted from his innate curiosity ever since.

Howard, *Carol* and family are settled in Atlanta. He became a principal in 1967, and District Manager, Apparel Engineering Services in 1969. He heads up KSA's Technical

Advisory Board and among his many and far-flying projects, we find such items as supervision of our Picatinny Arsenal (Munitions Bag Manufacture) project and monitoring of automation projects.

Howard is the sort of fellow who "keeps us all on the ball." Every organization needs one. We are fortunate to have one in him and hope that he will celebrate many more birthdays with us.

Join us in wishing these three "ten-year olds" many happy returns of the day and in congratulating both them and KSA on having spent these exciting years together.

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## Observations — (Cont.)

so, we can bide our time while doing our best within the parameters that have been set.

Yet, once we realize that the problem is greater than the sewing room, followed perhaps by the cutting room, or whatever, we should address it forthrightly and directly. It may mean bringing in senior KSA personnel for the purpose, so as to serve the client best and thereby to enhance our performance and standing as professionals.

These thoughts seem worthy of emphasis today. As KSA grows and younger men undertake the responsibilities of principals, we must not lose sight of the need for daring and fortitude, boldness and conviction, in our over-all strategy as a consulting organization.

Perhaps I can summarize these comments by suggesting that we accustom ourselves to thinking of our clients'

problems the way a new, outside director of the client's company would be likely to think—one who had been sought out and brought to the Board because of his reputed expertise as a successful businessman. Such a man must "think big," identify the real goals and problems of the company, and keep his eyes and energies firmly fixed on both.

## SYMPATHY

Our deepest sympathy to *Mike Brent* in the tragic death of his wife, *Ann*, from complications following the birth of their second son, *Alexander Francis*... To *Sylvia* and *Frank Beckmann* in the loss of her father.

## KSA's Steering Committee STECOM

STECOM met on May 13, 14, and 15 for their regular Spring meeting.

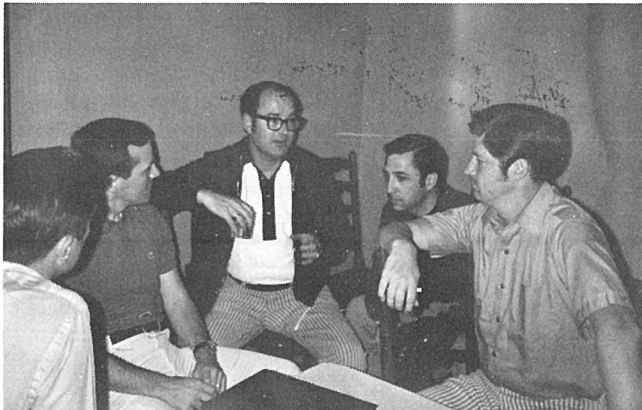
This Committee does not determine company policy but, instead, works on

1. Problems or projects referred to it by our Executive Committee (EXCOM).
2. Problems or projects of its own choosing (with certain restrictions).
3. Matters referred to it by any other member of KSA.

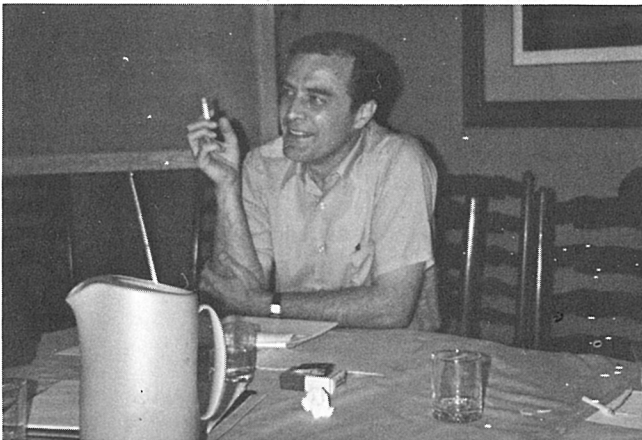
At the present time, *Freddie Wood* is the Chairman of STECOM. Serving with him this year are: *Bob Frazier, Jack Johnson, Cecil Phillips, Ralph Ross, Jim Giddings, Larry Kallus, Zeb Roberts, Howard Cooley, Don Johnson, Jerry Kavanaugh, and John Wilcox.*

A rotation plan is in effect that insures continuity and, at the same time, provides for changes in the membership of the committee from time to time. Among those having served on STECOM in the past are: *Phil Lutz, Bob Pee, Ross Runnels, and Bob Solomon.*

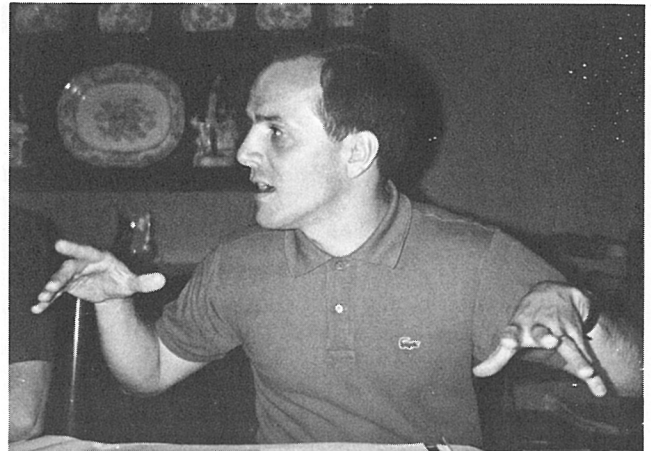
Inquiries, problems, and suggestions are always welcomed by STECOM. Please contact *Freddie Wood* in the Atlanta office.



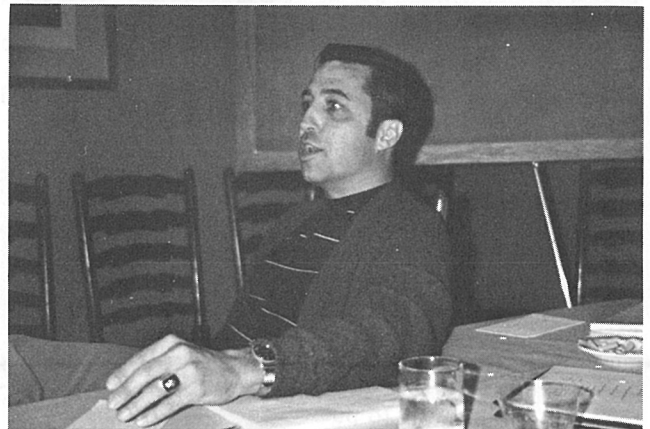
*Freddie Wood* conducts a "rump" meeting with *Don Johnson, John Wilcox, Jerry Kavanaugh, and Howard Cooley* at 11 p.m.!



*Don Johnson* enjoys a moment of humor among the serious topics under discussion.



*John Wilcox* gestures as he makes a sub-committee report to the entire Steering Committee.



*Jerry Kavanaugh* finds the point being made quite interesting . . . (he made it).

### Rigors of a First Assignment

The start of Michel Bazonnet's first European assignment following his USA training wasn't exactly according to the good book of learning from Pee University in Atlanta, and in retrospect he no doubt considers his Stateside assignments uneventful. Why?

*April 30*, one of the owners of Simoes gave KSA-France a formal agreement to begin engineering program. . . *May 3*, Michel arrived in Lisbon to begin the assignment. . . *May 4*, the owner who signed the contract had disagreement with other owners and resigned. The entire factory immediately went on strike to show solidarity behind the resigned owner—intervention by police, four persons wounded, five operators jailed, and Michel, locked up in the plant, found himself without a job (and nothing to eat!) . . . *May 7*, owner who resigned paid \$750 bail to free the five operators . . . *May 10*, operators and Michel resumed work.

## Letters We Like To Receive...

Over the years we have supplied principals with letters of praise from clients. There have been many—some dating back to the 40's. Because the man staffing the job probably hears the complaints while an assignment is in progress, it seems only fair to share with him the good things some clients have had to say about the work done for them and have taken the time to write us. The following "well-done" letter was sent to *Howard Cooley* by Garland Corporation, April 13:

Dear Howard:

Although we've talked about *Dwight Totten's* letter report of March 15, we've never formally acknowledged it or its recommendations. That is our intention here.

There have been those few who tried to detract from its success but there is no one here at Garland who doesn't honestly believe the KSA warehouse project wasn't the most successful operational revamping we ever undertook. And to those of us concerned with everyday warehousing/shipping we realize the planned volume growth of the Company could never be handled without it. It's a project of which we and KSA are justly proud.

Like any plan, though, internal changes within the Company requires changes within the warehouse management and the engineering staff to any operational or system revision so we'll avoid what Dwight aptly described as the "pervasive paralysis of creeping, unplanned change". To further assure that this doesn't happen we are accepting the KSA recommendation of periodic reviews of our warehouse by their staff. Your letter suggests a one week review about mid-September, a duration and time period for which we agree.

If your production planning/scheduling project comes off just as well, Garland is going to be dollars ahead.

Another letter was the one written to *Dean Vought* on April 23 by Kayser-Roth Corporation:

Dear Dean:

I wanted you to know how pleased I am with the SIS program you installed in our Siler City factory.

I suggested to the Kayser-Roth Manufacturing Advisory Committee that they ask you to write a report on this installation, since I think it would be of great interest to our other Divisions.

Then on April 29 (April was a good month!) Philadelphia Carpet Company sent these kind words to KS:

Dear Mr. Salmon:

Thank you for your letter regarding the recent Overview conducted by your company.

I would like to say that in my opinion your associates did an excellent job. They are to be commended for their ability to get along with all personnel with whom they had contact. As a result of our satisfaction they have been authorized to proceed with an additional study.

I appreciate your personal interest.

Similar letters will be published from time to time, and we

hope any such letters which you receive personally will be sent to us.

## COMING EVENT

\* September 15-17—Bobbin Show, Atlanta. KSA will have a program on opening day. Watch for a memo re attendance.

## The Next Voice You hear...

The 1971 TAC Report, produced by the PR department for AAMA, deals with motivating apparel workers. A highlight of the study is a survey of sewing machine operators and foreladies, which elicited some candid comments about working conditions.

It was decided that the best way to get these comments across to the audience of 500+ at the TAC breakfast meeting in Dallas was to record them on tape and play them at appropriate points during the program.

But there was neither time nor budget to visit different plants and record these timeless commentaries ("This place is filthy.") by real live operators. So a gaggle of females in the New York office were pressed into service: *Ruth Turton, Lillian McCarthy, Linda Linder, Judy Chou, Helen Jacobs.*

Acclaim for their voices rang from the rafters in Dallas: "Where did you ever find such authentic foreladies and operators?" The truth never got out, but we've heard some grumbling about bundle size in the NYO lately. . . —J.S.



"Try as we might, sir, our team of management consultants has been unable to find a single fault in the manner in which you conduct your business. Everything you do is a hundred per cent right. Keep it up! That will be eleven thousand dollars."

# Functionally Speaking . . .

## ATLANTA TRAINING

• The Atlanta training staff has been concentrating recently on billable assignments rather than training; however, time was taken out to prepare and administer what amounts to a first for KSA training—billable training.

• The “trainees” were six Canadian government officials from the Department of Industry, Trade and Commerce. These six men are responsible for passing on applications for government subsidies for surveys and studies involving possible programs leading to productivity improvement in the Canadian/Apparel Industry. They are:

Ben Ami Sanders, Industrial Development Officer  
Marvin Zalman, Industrial Development Officer  
Bert Gallanger, Technical Clothing Officer  
James Watt, Industrial Development and Production Officer.

Lawrence Zinman, Industrial Development Officer  
Christopher Kuzik, Industrial Development Officer

Presentations were made by several of our senior men from the southern region on various topics of interest, all keyed to things to look for with regard to training, productivity increase and savings.

The course was structured around a two-week split session. The first week was conducted in April and the second week in early June. Our thanks to *Larry Kallus* for the contact and authorization.  
—Bob Pee

## CARPETS AND RUGS

• Assignments in the carpet area continue to be new and varied. We are currently conducting a corporate overview for the largest tufted carpet company in the world (and using 14 different consultants on various phases of the project). We are also in the process of installing our first total, integrated, management control system for a carpet company—incorporating in the system sales forecasting, production planning, customer service, and inventory-, waste-, quality- and cost-control. We are, in addition, working for another company in the development of a complete sales training program, something we believe will be of interest to others in the industry as well as in textiles and apparel.

• *Josh Taylor* and *Bob Frazier* are at the same time becoming experts in the field of salesmen's compensation plans, having just been given our third assignment in this area . . . A long-range feasibility study for a company in Argentina has been completed and we're awaiting with interest the decision as to whether they will proceed with a carpet enterprise.  
—Bob Saunders

## GENERAL MANAGEMENT & MARKETING

Our marketing assignments have now grown to represent 50% of GM&M, even though General Management has been growing in fee volume as well. Among the more interesting of recent projects were:

• A marketing study for the Floorcovering Division of Dan River, Inc., which covered an analysis of the direct sales force, an analysis of distributors, a review of the marketing

organization, analysis of costs and benefits, and a plan of action. As a part of this engagement, we presented a compensation plan for the divisional sales managers, for the direct selling force, and a training program for the sales force of the division and for distributor salesmen.

We believe this sales training work will be a growth area for our function. *Bob Saunders*, *Josh Taylor*, *Bob Pee* and *Ralph Ross* performed this marketing study and Bob Pee will undertake the recently authorized sales training program.

• A market research analysis of the woven filament fabric industry in the USA was completed in April for Marubeni. We covered the marketing aspects of this fabric and the technical side of the looms used to produce this material; also knitted fabrics and their effect upon woven filament fabrics, texturizing and texturized fabrics. A reading of this study will show the main thrusts to be market size, market direction, and the cost of doing business in a sales service center. *Gerry Vercaemert* and *Carl Priestland* made this analysis.

• Another interesting GM&M project was a management audit and organizational planning assignment for Best Manufacturing Company. In planning the organization, thought was given to logical profit and cost centers which could be used in connection with budgeting and to company objectives. The Apparel Systems Division also conducted a survey of this company and both phases were presented to the client as a single unit in one report because these reports were interrelated and supported each other. *Bob Messinger* manned the assignment.

• The average sales of our function through the fifth period of 1971 have averaged from \$24,000 to \$28,000—better than twice that of two years ago.

Our function concentrates on the question of *doing the right things in a business!*  
—Ralph Ross



## FISH STORY?

*Jack Murray*, in one of the 89 appearances he has made before industry groups thus far this year, displays a piece of knitted fabric at the CMA seminar in Philadelphia.

## HIC

● Expanded sales efforts have been made by contacting most administrators in hospitals of 80 beds and over in the Southeast . . . For the first time HIC participated in a trade show—Southeastern Hospital Conference in New Orleans. *Tee Hiatt, Paul Flood* and *Bill Luttrell* manned the booth.



HIC Booth at Hospital Conference shows *Bill Luttrell* and *Tee Hiatt* talking to administrators.

● Our “prove yourselves” project in a major Atlanta hospital was successfully completed and enthusiastically praised by the hospital’s administration. The project, under the direction of *Eric Bossak*, with the assistance of *Marnie Grant*, was known to be under observance by other Atlanta area administrators.  
—*Eric Bossak*

## MATERIAL UTILIZATION

Activity steady in cutting/material utilization, with a very bright horizon. With today’s emphasis on ecology, reduced material waste should be the “IN” service. Think of the beauty of improving the environment and P & L Statement simultaneously!

Newcomers—*Ron Cain* (Shirley) and *Jean-Paul Frenet* (Conlesa—Mexico). Welcome.

● A continuing increase in women’s wear MU activities shows Shirley (*Ron Cain/Jack Schmidt*) with a whopping 8% savings and further development of our regression analysis marker length techniques; Rose Knitting (*Nort Eberly/JET*) making inroads into full fashion knitwear; White Stag (*Roger LeBarron/Schmidt*) with six plants on deck; some “fashion updates” (knits and flares) at Jaymar Ruby (*Dewey Moss*) and Tropical (*LeBarron/Dave Cole*); California Manufacturing (in Missouri, folks!) cutting assignment (*Eberly/Cole*) wrestled away from competitor, Bert Frank, by *Larry Kallus*.

● We’re trading MU “secrets” for *Lutz Kohnagel*’s linguistic skills, and customs officials are getting their first look at miniature patterns, planimeters, and strange looking booklets bound in black. By the time Jean-Paul crossed the Mexican border for the sixth time to clear customs one time (saved only by a customs official who once saw a Brigitte Bardot movie), he probably wished he’d studied French Literature instead of Spanish in college. (Question for *Bill Schenke*: On the new expense form, should bribes be reported as “tips” or “other?”) Jean-Paul and Lutz are doing a “Clase Primera” MU job in Monterrey which, incidentally, was surveyed in 1963 and sold in ‘71!

—*Jim Trautman*

## KNITTING AND HOSIERY

● Sales have been dragging in the past few months, but early returns from the Knitting Arts Exhibition in Atlantic City indicate that the future is brighter. The KAE was the biggest P.R. effort in recent years, thanks to *Joe Scheines* and *Frank McNeirney*, with the following productions:

● A Perspectives—Day of Reckoning for Double Knits—which truly has become a best seller . . . A Fault Analysis Training Special Service Bulletin describing a new technique for training doubleknit fixers . . . A Knitting and Hosiery brochure especially for the KAE and using a new approach in KSA brochures . . . Publication of *Bob Hinck*’s systems article in the Knitting Times in the issue just before the show . . . A live fault analysis given by *Barry Mademann*—this activity was the hit of our booth at the KAE . . . A six minute sound and slide presentation on Knitting Machine Downtime—“Its Causes and Its Cures” (by KSA)—this was the other half of our KAE show and was most useful in promoting other KSA services.

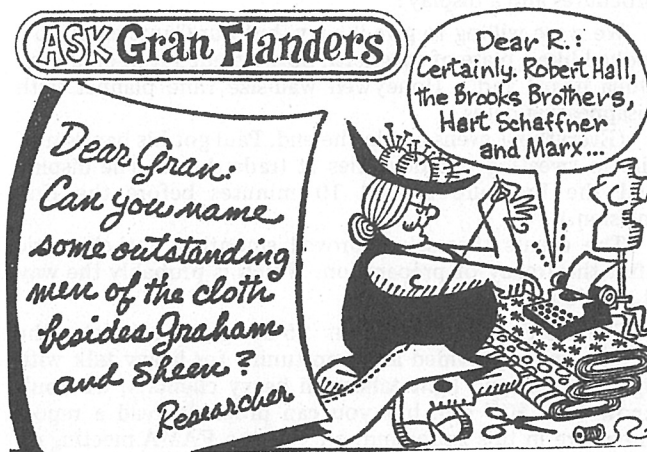
Returns from the show aren’t in yet, but there are followups planned for 20 knitting and 12 hosiery firms. Eight other firms have requested that they be added to our “Perspectives” mailing list.  
—*Bob Solomon*

## PERSONNEL MANAGEMENT

Assignments come from many and varied sources and are as interesting and challenging as ever. In addition to a complete management audit for Mills Manufacturing Company and finding the market for junior manufacturing management personnel—as well as higher level executives—and assisting in the staffing of engineering assignments with sorely needed trainees, we have been involved in a complete corporate overview for E. T. Barwick Mills under the guidance of *Bob Saunders*. Our role there has been to examine their personnel function and measure its effectiveness and long-range development needs. Hopefully, this will lead to our first major inplant personnel work in the carpet industry.

● *Greg Murphy* became involved in hospital consulting with his recently completed attitude survey at Walton County Hospital . . . We are continuing our role in supervisory development, having finished our first program with Marion Manufacturing Company, by developing a supervisory training program for a major Atlanta hospital. With so much interest being shown in the service, we are expecting our first apparel application to be underway very soon.  
—*Ron Brockett*

Continued on page 8



## PUBLIC RELATIONS

We first began to notice that something was afoot toward the end of March. The slides that had been used for the CMA program, still charged up from the experience, got mixed with the TAC slides and spelled out "TACMAC" on Pat's desk.

Curious, but these things happen when you make high spirited slides. Every time the FORSCOR (lingerie) and MU slides get within a foot of each other, they spell out "Since 1935."

So we shrugged and went about our business—printing reprints, stacking reprints, losing reprints, reprinting reprints. We had no time for Phenomena.

When the printer lost the galley proofs for the TAC report on April Fools Day, we kept our cool. Nashville is full of practical jokers. But when the projector bulb blew out twice during the AAMA Accounting Seminar the next day (giving us a blow-out/audience ratio of 1:6), we started to worry. Only fools ignore such omens.

The entrails of a Minnie Pearl chicken confirmed our worst suspicions: it was an odd-numbered year! Woe!

In odd-numbered years, the Knitting Arts Exhibition is separated from the AAMA show by only one week. It's almost like Aries wandering into the house of Taurus without knocking; definitely an ominous sign.

- So the PR department girded up its collective loins and started to make Gantt charts. (You can't tell the trade shows apart without a Gantt chart.) Pinpoint planning, not to mention lucid logistics, would be required to get us through these two major events.

- To make things more interesting, however, it was decided (by some dedicated masochist) that April was the best time to start mailing Perspectives and Special Service Bulletins to everyone on our textile, apparel, knitting and hosiery lists. There was also the College Placement Annual ad. It's always due on May 1; in odd-numbered years, however. May 1 tends to fall on April 22 because of the KAE. You can look it up.

- We refused to panic. Even when it developed that new Textile Brochures had to be printed immediately, we calmly responded with another Gantt chart.

- But then Paul Flood got into the act. That one-week gap between trade shows bothered him, so he invented something called the "Southeastern Hospital Association Show" for May 12-14 in New Orleans and insisted it would be a flop if HIC didn't participate. Could we supply some brochures and a display?

We were willing to give it a try, but our Gantt chart now looked like a plate of spaghetti. So we traded it in on a used Ouija board and a Honeywell wall-size time planner with disappearing dates.

(Everything evens out in the end. Paul got his baptism of fire in sweating out deliveries at trade shows. The display and the brochure arrived 10 minutes before the first incision.)

The events themselves proved smoothly anti-climactic after the frenzy of preparation. Which is probably the way it should be.

- The KAE produced about 25-30 good contacts; the AAMA show provided an opportunity for heavy talk with light clients (and light talk with heavy clients?); we don't know how HIC did, but you can probably read a report elsewhere in this issue; and, oh yes, the FAMA meeting on

June 3 produced two contacts. FAMA means Fashion Apparel Manufacturers in Philadelphia. Jack Schmidt and John Wilcox talked to about 50 of them, even though there was no room on the Gantt chart to plan for the event.

We are happy to note that the next odd-numbered year is not scheduled until 1973, and it may be cancelled. —J.S.

### PR BOX-SCORE, APRIL-MAY

- Over 25,000 pieces of printed matter, including three new brochures; six Special Service Bulletins; one Perspectives; and six article reprints (Ink-stained wretch: Frank McNeirney).
- Over 240 slides for KAE, the TAC presentation in Dallas, and the FAMA meeting. Say the magic word and they spell out P-A-T B-A-K-E-R in six-foot high letters.
- Another TAC report for AAMA.
- Another recruiting ad for KSA.
- 1,374 hand-typed mailing labels, 350 FAT-POWER buttons, and 112 cups of coffee by Linda J. Linder, girl wonder.



"No, Jack, I think you've got it wrong. I go up and down, you go left to right . . ."



## WORK-IN-PROCESS CONTROL FOR FASHION APPAREL MANUFACTURERS

• The emphasis on rapid manufacturing throughput is particularly strong among our clients in the ladies wear section of the apparel industry. As reported in a previous issue of the *Observer*, we have done a number of assignments involving work-in-process control. In March of this year, *Dick Bath* completed our first major assignment of this type for a ladies wear client—A. J. Schneier & Son, Division of Kayser-Roth. Dick did a splendid pioneering job and successfully reduced total throughput, including cut issue through ship, to 17 days from a previous level of 30 days. There was also a significant increase in productivity. For his effort, Dick received a personal commendation from the president of A. J. Schneier & Son.

• In addition, KSA drew praise from Norman Hinerfield of Kayser-Roth and, most important of all, was authorized to implement a similar program for the Catalina Division. "Onward to Los Angeles, Dick, and congratulations for one of KSA's most important successes in recent years."

—John Wilcox



A couple of Swingers snapped at Catawaba Valley Hosiery Expo. *Sam Morrah* (L) and *Bob Hinch* (R) participated in the fun and games.

### Supervisory Training — (Cont.)

portion on internal balancing might be used where this is critical to the implementation of new rates. The section on employee motivation—for both supervisors and operators—is another useful part.

2. A combination of AAMT and supervisory training and development. The flexibility of the AAMT approach can be complemented and the plant supervisory personnel can be strengthened where these two training programs are meshed.

3. The whole package is available as an independent program for supervisory training and development. Identified areas and needs form the basis for an independent training assignment.

Anyone having further ideas about how we can utilize our supervisory training and development package is asked to communicate these to his supervisor.

## A Client's Lament...

All the engineers say  
To the sewers most every day  
We'll time all your motions  
So don't get no notions  
Of making a penny less pay.

Said Ken the clothing engineer  
You designers have nothing to fear  
Don't make a big fuss  
Don't be tough with us  
We'll be gone from here in a year.

Said Chick of SQC  
Your quality surely must be  
The worst that we've seen  
Wherever we've been  
We can help, just you wait and see.

Said Jim the cat from PD  
To the whole apparel industry  
We'll help you distribute  
If you'll just contribute  
For charity just isn't our bag.

Then came the Jim of MU  
Who said before our program is through  
We'll save you so much dough  
From piece goods you know  
You'll afford other services we know.

Said Jerry the scientific systems man  
We'd like to prepare you a plan  
To do costing, control, and computing  
And eliminate all substituting  
At guessing for knowing where you stand.

Those textile fellows (all five)  
Have let us know they're alive  
We get so much mail  
Telling the textile tale  
We're sure that that bunch will survive.

Finally comes Big Jack with a smile  
To tell us with the greatest of style  
"Although you're disgusted and pretty  
near busted — this consulting is  
worthwhile."

—Anonymous Client

# Ralph E. Ross' Twenty-Five Years Commemorated

If ever there was a KSA-er who learned his industry from the ground up, it is *Ralph Ross*. He started sweeping floors, playing assistant shipping clerk and bundle boy during high school vacations, returned during college vacations and, after college, rising gradually to factory superintendent of Jaymar Ruby's dress trouser factory at Michigan City, Ind.

In 1944 KSA was called in by Hoosier Factories—as Jaymar was then named—to change the existing straight-line

production system to a progressive bundle unit. Ralph, being a graduate industrial engineer (Purdue and Northwestern) enjoyed working with us and “got the bug.” He knew our policy of not hiring client-employees and started to look for work with other, generalist consulting firms, some time after we had finished our work. His boss tried to dissuade him but, when he realized that Ralph was “hipped on consulting,” not only graciously waived his objections but suggested he contact KSA. Thus, he joined us on May 23, 1946.



Ralph worked as KS' assistant out of Washington for several years, supervised jobs, recruited at colleges, etc. He became famous as the supervisor of KSA's first Government

projects, the preparation of a manufacturing manual for the Army's Mobilization Division. The project dealt with arctic clothing and the end product was entitled: “How To Make A Sleeping Bag!”

It is not true that he had to leave Washington because of the ensuing abuse, but in 1951, when KSA started its pilot plant, an “all-around, top-man” was badly needed and Ralph went to New York to become president of that subsidiary. That meant planning a line, forecasting, building a sales force, directing the factory, watching costs, buying piece goods; in short, taking on *all* of the problems our clients had, and doing so successfully.

Ralph built that company from its first-year sales of \$218,000 to a 4.5 million dollar company, and KSA sold it in 1963 at a profit of 60% above book or 11 times our single, best year's earnings.

Unfortunately, the buyer stipulated that Ralph become part of the package and we had to give him a leave of absence for several years to complete the deal. He returned after three years to head our General Management and Marketing practice, perhaps the most experienced consultant to the industry plowing that furrow.

He has given of his wide knowledge to many among us and his advice is highly prized by many of our clients.

We are proud to be able to point to a 25-year man like Ralph in our company and know you will join us in congratulating him and KSA and in wishing him and his charming wife, *Liesel*, many interesting years among us, and in the very best of health.

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## The Girl's a Twister

At the Knitting Arts Exhibition, the adjacent booth was exhibiting twisting machines and had a girl tending one of the machines. It was obvious from observing her dexterity, that she indeed was a twister operator, but undoubtedly the best-looking one in the world!

After observing this living doll in action for a couple of days, one of the KSA men decided to strike up a conversation with her. His opening line had the rest of us envious with admiration: “Tell me, Miss, *how* did they ever train a model to do that job in such a short time?”

Her terribly pleased “Why, I'm not a model—” was rather anti-climactic.

(No wonder that all of the follow-up results from the KAE Show aren't in yet!)

## Congratulations!

*Clare* and *Nigel Richardson*, a son, *John Robert* —February 28. Good news travels slowly, especially from Tanzania, thus this late announcement. Other good news: less than \$200 obstetrical charges!

*Jerrie* and *David Schiff* (HIC), a son, *Don Wallace* — April 20.

*Regina* and *Erich Breitschwerdt*, twin daughters, *Alexandra* and *Natalie*, April 27.

*Teddy* and *Walter Maurer*, a daughter, *Aimee*—May 5.

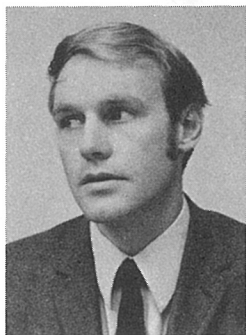
*Joan* and *Oliver Brown*, a son, *Gregory Shannon* — May 23.

*Ruth* and *Smiley Jones*, an adopted baby boy, three weeks old—*David Chaloner*.

*Bill* and *Glen Wing*, a daughter.

*Margaret* and *John Page*, a daughter.

## NEW TRAINEE



**Graham Pierce (PE-SA)**. . . Age 28. Single. From Cape Town, S.A. B.S. in Electronics, University of Witwatersrand. Served in South African Air Force. Installed and maintained microwave systems for Department of Posts and Telegraph.

## Around The Company . . .

### BIRMINGHAM

Sometime this summer, we will release the space held in Office Park and revert to offices in each individual's home. This arrangement was satisfactory in the past for men spending a great deal of time in the field on consulting assignments and we're hopeful that it will again meet our needs.

*Earl Smith, John Caldwell, and Greg Murphy* will continue to live here and represent KSA in this area, but *Jack Johnson* will soon be moving to Atlanta and working out of that office.

*Karen (Our Mrs.) Brooks*, who helped so much in establishing and managing the Birmingham office, will be leaving KSA in June. Karen will set aside her Girl Friday duties for the arrival of her third child later on this year.

While there will be no "office" as such here for now, we feel confident that our practice will be maintained in the area and that it will grow in the future.

### GREENSBORO

*Shirley and Frank Armistead* and children, *Heather and Todd*, have settled in Greensboro, from where Frank will serve his clients . . . Shortly after their arrival from the Miami assignment, Frank searched for a place to dock his boat. The nearest thing to "Miami type facilities" is three and a half hours east of Greensboro. Anyone want to buy a boat?

### NASHVILLE

Springtime found vacations and long weekends the order of the day with the *Burkhalters, vonRosenbergs, Caldwells* and *Armfields* off on a golfing weekend at Point Clear, Alabama and the *Hinches* on their annual trip to Destin, Florida for sun and surf . . . Further golfing news: The KSA team of *Burkhalter/vonRosenberg* turned back a strong bid by *Cutters Exchange* in a golfing event yet to be named or noticed by anyone but the players!

Turning to work—*Dick Millberg* is making real progress in the development of "Kurt Salmon Data", with a training course now available for internal use, and *Glenn vonRosen-*

*berg* is temporarily discarding his AAMT hat to gain experience in cutting incentives.

## KSA People in The News

You just can't give the brush-off to a report of a buzzing suitcase on an airplane. It could be a bomb—or something else.

The buzzing suitcase was reported by its owner to a baggage handler from a New York flight at the Fort Lauderdale-Hollywood Airport. He reported it to airport security officials. They called police.

The police and security people moved the suitcase to a remote area and after ordering everyone to a safe distance the policeman went about finding the source of the buzz. It didn't take long to open the case where he found, with relief, a battery-operated toothbrush vigorously chattering away beneath the clothing inside. The toothbrush had apparently turned itself on due to movement in flight.

The bag was returned to an embarrassed *Mrs. Ruth Turton* (KSA New York Office). She read of her experience the next day in the Fort Lauderdale paper.

### THERE IS ALWAYS TIME FOR A NEW BEGINNING

I never dreamed of having to pass my days in the shadow of consultants and even enjoy it. The unusual becomes an everyday sort of thing, the normal the rare, the special a foregone conclusion. I learned to take it with equanimity. (From: *Propinga—A life with Konrad Adenauer*—submitted by *Ulf Weise*)



"What do you mean, you've lost your identity? Just follow the wide line back to the next left, and then go straight up. You can't miss it . . ."



"That's right, Mr. Nixon, I've made an exhaustive investigation and that firm of consultants is the *only* group capable of tackling such a complex task as the reorganization of the executive branch of our government."