

The



Observer

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September 30, 1971

Atlanta Office Helps Reorganize Georgia...



Dinner at the Governor's Mansion in Atlanta. L to R: Tom Linder (Governor's office), Mrs. Carter (Governor's wife), Dale Dodrill, Governor Carter, Cecil Phillips and Jack Ullman.

As we understand it, this unusual assignment got started by a phone call last June to Jack Ullman that began with the following exchange:

"Hello, Jack? This is Jimmy."

"Jimmy who?"

"Jimmy Carter."

"Oh."

It seems that "Jimmy" Carter, Georgia's new Governor, had a major project underway to reorganize the executive branch of the State Government. Doing this were a group of full-time, salaried professionals (including former KSA systems man Ric Cobb, who had an important role in the project). But they could not do it all, and outside help was needed. The Governor further explained that several businesses and consulting firms were providing specialized assistance, and that he hoped KSA would be able to pitch in also.

Jack responded in his usual charming, polite, but non-committal manner. He tried to steer the conversation quickly to the matter of fees, time, fees, skills needed, fees, etc.

The Governor complied by specifically requesting the help of the guy named "Billups, Fillups or something like that," who he understood was a relatively harmless EDP type who wasn't doing anything these days anyway. He wanted about 13 weeks of Billups' time, gratis. There ensued a short discussion of fees, civic responsibility, the consulting business, lack of fees, etc.

The upshot of all this was that Cecil Phillips (alias Billups), Dale Dodrill and Jerry Armfield upheld KSA's civic duties to the tune of a five man-week contribution to the project (sans fees). Their specific task turned out to be a cost study of the feasibility of consolidating eight of the

state's computer centers into one physical location. (The answer: "very expensive.")

As their reward, Jack, Cecil and Dale were invited to a small, intimate dinner with the Governor and 278 other project people at the mansion, where the accompanying picture was taken.

Aside from causing a three-month argument between Atlanta and Washington about what division got hit with the time spent, the project was considered a worthwhile one by all involved. Governor Carter is making a highly commendable and competent effort to improve state government operations, and KSA will likely be proud of the small role played in the project.

Retailing Works of Art— Another First for KSA...

KSA is now involved in the nearly nationwide sale of limited edition prints. Steve Schlehuser, the lucky fellow staffing this assignment, reports that the program being formalized and installed is a plan of Samuel Dorsky (Chairman of Garan Industries, an apparel client). Dorsky Galleries Limited, located on Fourth Avenue South, New York City, specializes in original works of art by recognized contemporary artists. It also publishes limited edition prints by these artists. The prints, each signed and numbered by the artist, are in the media of lithographs, etchings, and silk screens.

The typical art gallery has an extremely slow inventory turn rate; causing each item to have a high mark-up to cover its share of fixed costs and profit. This program is designed to increase the sales volume several-fold so that the prints can be sold at a lower price and yet allow quality art to be within the means of a much larger segment of the population. This, of course, is a technique common in the retailing of consumer goods. In retailing, however, the quality of the product is not normally less because of a reduced price. In the collector's eyes, though, the value of a print is largely determined by the established retail selling price.

An insurmountable problem? No, not to Mr. Dorsky. In his plan, prints are provided to museums for a benefit sale in which the prints are sold at a discount while maintaining the credibility of the "established retail value." Additionally, the discounting idea is further removed from the picture by having the museum sell the prints by a benefit auction with a community leader as the auctioneer.

Steve further reports that KSA's role in this program was to write a procedures manual for use by the museums to

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Observations from . . .

Because of the importance of KSA's future diversification and the substantial inroads which have been made recently into the important area of Retailing, I have asked *Jimmy Giddings* to be my guest columnist in this issue. His remarks follow:

History of KSA's Work in Retailing

The broader retail spectrum has been recognized unofficially as a logical KSA growth area for a number of years.

Retail consulting is a *natural* extension of KSA's apparel practice, since a number of apparel manufacturers also own retail stores (Hart Schaffner & Marx, Genesco, Botany, etc.), and apparel and textile products represent major consumer expenditures in retail outlets.

KSA's first retail work came about as a result of an apparel manufacturer's recommendation. This work and subsequent jobs in warehouse planning and garment alterations were done mostly for apparel retailers—Hughes Hatcher Suffrin, Wallachs, Barneys, etc.

A very timely opportunity came our way in 1968. A leading South African retailer, Greatermans Stores (9 department stores, 32 discount stores, and about 110 supermarkets), asked their New York architectural firm to help select an American consultant for a major distribution reorganization program. The architect queried several of his clients, among them Hughes Hatcher Suffrin, who recommended KSA. The architect called KSA and from this first contact we found ourselves in final competition with Dasol and Drake Sheahan/Stewart, Dougall, two ACME firms who are physical distribution specialists. KSA was authorized to do a major study and this has subsequently led to a big facility planning job and currently to a retainer contract during construction and implementation of plans.

The same architect later gave us a Dutch lead which has developed into major distribution work similar to the Greatermans project.

Meanwhile, KSA's European offices developed their own retail leads while contributing staff to the USA projects being done in South Africa and Holland. They currently have two active retail assignments while a third client was jointly developed by KSA/USA and Europe.

KSA retail fees now amount to \$457,000.

KSA's Consulting Services in Retailing

Our services have been confined to garment alterations and physical distribution areas. However, the distribution work at Greatermans and de Bijenkorf has been extremely broad and has required a more sophisticated and varied approach than on any other single PD assignment which KSA has conducted. Included at Greatermans were:

Analysis of the effectiveness of the existing company-wide distribution system; determination of future distribution needs and development of distribution alternatives; computer simulation of alternate one and two level inventory systems; determination of supplier capabilities and the cost-service effects on suppliers of alternate distribution schemes; development of rapid store replenishment and

The KSA OBSERVER

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Editorial Board: Kurt Salmon Joe Scheines

Jack Johnson Mary Baach

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merchandise reordering concepts (client systems people responsible for developing concepts); site selection; modernization plan for company motor vehicle fleet and establishment of vehicle replacement guidelines; development of integrated warehouse and store handling methods and procedures; determination of new building characteristics; establishment of warehouse security measures; warehousing methods and procedures; warehouse operating controls and interface with merchandise control system; detailed facility planning; project scheduling (CPM); project management.

Our PD retailing foothold, as you can see, is much greater than might be envisioned if one thinks in terms of an apparel warehouse layout or incentive program. There are many other likely areas for KSA penetration:

Wage incentives—warehouse and other operating areas; maintenance and store housekeeping; supplies control; sales training; shrinkage control; organization studies; merchandise planning and display; store layout; management information systems; etc.

Management systems is the latest KSA service entry in retailing. The Peter Robinson work in England involves systems conceptual design and warehouse planning. Systems is also believed to be the next logical area in retailing or for KSA because of the inseparable information relationship between buying, selling, and distribution.

Personnel

KSA now has a nucleus staff of seven with retail PD and systems experience, although the exposure of several is still slim. These men will undoubtedly play a major role in retailing as it develops. Some recruiting specifically for retailing may be done, though there are no firm plans for doing so at this time. More likely, KSA's future staff will be developed through the normal KSA ranks, for we in PD have found that the disciplines of traditional KSA engineering training prepare a man well for thorough, hard, consulting work in other functional or industry areas.

Marketing and Public Relations

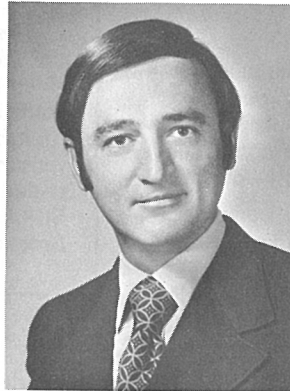
A short retail market study will be started in September with the objectives of learning more about such things as, retail problems, how consultants have been used, which consultants were used, which retail segments are most attractive for KSA, which services should be developed, and

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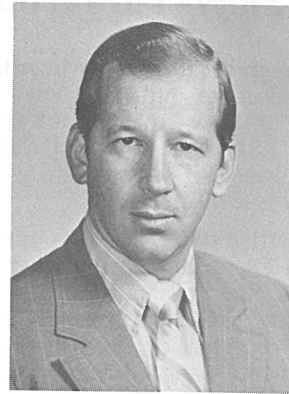
Six Recently Announced Principals...



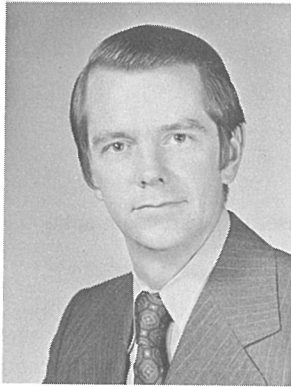
Brockett



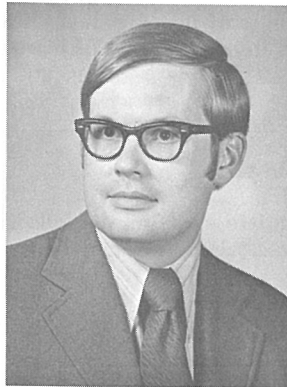
Cole



Langley



McMillan



Moore



Hagen

LETTERS TO THE EDITOR

Is Piecework On The Way Out?

Are We Ready For The Consequences?

A subject of increasing import to our company is the increasing pressure from unions and government to remove the supposed indignities of individual incentives or at least to modify them by unusual schemes. We know a firm in Italy that has just signed an agreement with the union to phase out individual incentives over the next three years, and in France the guaranteed monthly salary, while not preventing individual incentives, makes the whole business of motivating operators into a new ball game.

I do not believe we have at our disposal all the tools which we will need to **STILL BE OF SERVICE TO MANAGEMENT** in this area if these trends continue. Accordingly, I would like to start a debate. There is a diversity of viewpoint on this subject but I believe it behooves us all to learn, for example, what the behavioral scientist can teach us, and see how we can add this to our services in Short Interval Scheduling and Management Training to give us a combined package which will still enable us to get better results than the client on his own, even if incentives were illegal.

—“Behaviorist” Hollander

We have recently written a report for Andrew Baron, Ltd., evaluating their current incentive scheme. They refer to it as a “Graded Payment Scheme” but it is normally referred to as “Graduated Measured Daywork”, “Stepped Measured Daywork” or “Premium Pay Plan.” The principle of the scheme is that operators are paid at a guaranteed hourly rate provided that performance is normally within a specified performance band (occasional failures are not penalized).

These types of schemes are becoming quite fashionable, in fact, two of our more progressive consultants have already proposed a scheme of this nature to Wallis & Linnell. A version of this scheme was also installed, in group form, in the pattern cutting department at John Collier.

I feel that we are likely to be asked more and more either to install or to comment on this type of scheme.

—Steve Johnson

Steve, naturally I do not hold with these modern schemes which are clearly designed to pander to the workers. I have always suspected you of socialist leanings. I am sending you copies of the two schemes which I am trying to publicize over here, under the names of “Treadmill” and “Lash”, but please could you ensure that I get a copy.

—Greig Barr

(The Editor invites the—serious—opinions of others on this topic.)

Staff Aids Cash- Flow Turnaround...

Personal sacrifice by many in order to assist us in attaining our objectives during a somewhat difficult period is, indeed, reflective of the kind of attitude and spirit which has made KSA what it is, and waxes well for continued long-term success. A brief story—though only one of many—will best illustrate this.

An unsettled staff man wrote us that he would like to be considered for settling down with his family as of his next assignment. Shortly thereafter, he learned that KSA was having some cash-flow problems and that we figured it could cost as much as \$12,000 to settle down a man. He promptly wrote us again saying that while they would like to settle down as soon as possible, under the circumstances he would like to withdraw and postpone his request and thus make a small contribution.

This man was in no way marginal, in no danger of becoming redundant, and he knew it. Who could lose with that kind of spirit? We are grateful to everyone.

RON BROCKETT SOLD?

Western Union telephoned the Atlanta office and the cable from Europe was interpreted and passed along as: "Ron Brockett sold. Call Fitze Zurich." Not doubting that Ron might indeed be salable, Jimmy Giddings was none-the-less curious about KSA's new venture into slave trading. A bit of investigation revealed that it was Rheinbrücke (pronounced Rhine-Brooka), a new Swiss retail client, and not Ron Brockett, which had been sold.

SYMPATHY

KSA extends sincere sympathy to Jane and Karl Striegel in the loss of his mother, who was known and admired by many KSA families . . . To Janet and Justin Ward in the loss of his father . . . To Kate and Giacomo Ronco in the loss of his father.

CONSULTANT'S PERFORMANCE APPRAISAL

Those of us who must evaluate a KSA candidate may find the following 'guide' useful. Apart from acknowledging its publication in several magazines, we have no idea where it came from.

PERFORMANCE FACTORS	<i>Far Exceeds Job Requirements</i>	<i>Exceeds Job Requirements</i>	<i>Meets Job Requirements</i>	<i>Needs Some Improvement</i>	<i>Does Not Meet Minimum Requirements</i>
ABILITY	Leaps over tall buildings with a single bound.	Must take a running start to leap over tall buildings.	Can only leap over one medium-sized bldg. with no spires.	Crashes into buildings when attempting to jump them.	Cannot recognize buildings—much less jump.
SPEED	Faster than light.	Faster than a bullet.	As fast as a bullet.	Would you believe a slow bullet?	Wounds self with bullet when attempting to shoot gun.
STRENGTH	Stronger than an elephant.	Stronger than a bull.	As strong as a bull.	Thinks like a bull.	Smells like a bull.
RESOURCEFULNESS	Walks on water occasionally.	Walks on water in an emergency.	Washes with water.	Drinks water.	Passes water in an emergency.
COMMUNICATION	Talks with God.	Talks with the Angels.	Talks to himself.	Argues with himself.	Loses arguments with himself.
CLIENT RELATIONS	Client eats out of his hand.	Client uses spoon when eating out of his hand.	Client invites him to lunch; pays check.	Client accepts occasional cake; rarely finishes it.	Client requests he lunch in parking lot.
ABILITY WITH PEOPLE	Strangers give him shirt off back.	Strangers loan him money at prime rate.	Strangers will return greeting 50% of time.	Strangers occasionally beat him up.	Own family beats him up.

Tenth Anniversaries...

Membership in the Tenth Anniversary Club continues to mount. *Jerry Kavanaugh*, *Cecil Truluck* and *Don Burkhalter* were recently welcomed and presented with their watches.

Jerry Kavanaugh, Manager of our Apparel Systems Group in Atlanta, joined KSA July 5, 1961. He is a native of Roanoke, Virginia and holds a B.A. in Economics from Roanoke College and a M.B.A. in Finance and Accounting from the University of Virginia. Prior to KSA, Jerry was employed by Burroughs Corporation. From '55-'59, he was a patrol plane pilot in the U.S. Navy Air Force.



Boundless energy, enthusiasm, and keen attention to logic and detail has made Jerry a very effective man in his work. His devotion to high quality in everything he undertakes made him an obvious choice for the job of developing a systems training program, and for its initial administration.

Having joined the Systems Division when the group was smaller, Jerry has had the opportunity to gain "hands on" experience in all aspects of our work. His supervisory and managerial activities have also brought him into promotion and sales. Here again, Jerry's track record speaks for itself as several of our most substantial jobs are the result of his nursing a new contact to survey and assignment.

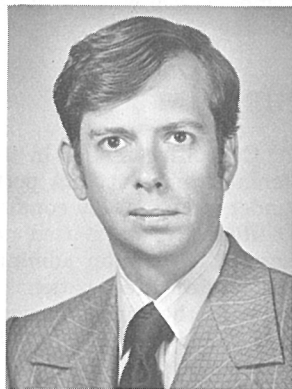
Cecil Truluck graduated from the Illinois Institute of Technology in 1961 and came with KSA shortly thereafter—July 26. After three years, he decided to get his M.B.A. at the University of Chicago. He then rejoined KSA in 1966.

Cecil is one of a growing number of men who have had the benefit of engineering training and experience before making the switch to systems. He has put this experience to particularly good use in his several recent assignments in computerized cut planning.

The insights in manufacturing and particularly in the MU-Cutting areas are invaluable when designing systems for optimization of cost and service functions for the entire company—and that is what computerized cut planning is all about.

In addition, Cecil is attracted to the intellectual stimulation of complex problems. Cut planning offers that and as Cecil has the imagination to come up with new and original solutions, there is here a natural match between the man and the job.

Hart Schaffner & Marx is Cecil's latest client and a successful system has just about been completed for this important firm.



Don Burkhalter joined KSA August 28, 1961 and continues to make friends wherever he goes. Don was educated at the Southern Technical Institute where his major was Industrial Technology. He had a number of years experience in the industry and was thus able to become productive in a short time. He had worked for Imperial Reading Corporation—then known as Blue Ridge—in both management and engineering capacities.



Since that time, Don has worked in the AMMD Division on a wide variety of products and in so doing has become a particularly noteworthy authority on outerwear, slacks, and jeans—both within KSA and the clients he serves.

Don was promoted to Principal in 1967 and settled in Nashville from where he continues to make his contribution to the KSA cause.

Please join us in congratulating these three men on their first 10 years, and in wishing them continued success.

Observations — Retailing (Cont.)

how should we promote our services. Following the study, a long-range retail development plan will be prepared and submitted to EXCOM.

Although a number of contacts and speeches have been made, until this basic marketing work is done, very little PR effort will be expended on retailing.

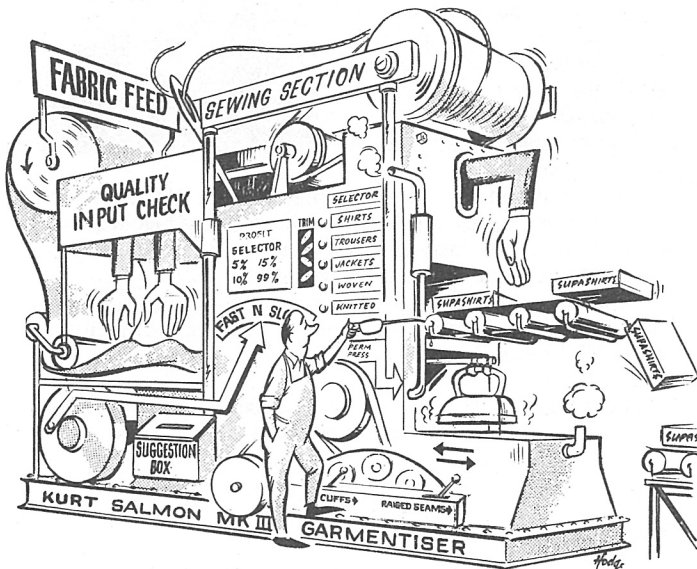
The Future

KSA's future in retailing could better be discussed after the market study just mentioned, however, I believe it is safe to say:

- KSA has established a solid foothold in retailing and will capitalize by wholeheartedly committing itself to retailing as another KSA industry.
- However, no major investment will be made in cross-training or other non-billable development work in 1971.
- Retailing will be developed from an international base with the likelihood of more than the usual movement of staff from USA to Europe and vice versa.
- In the early years, physical distribution will continue to account for the bulk of KSA's retail fee income. Pure PD fees, however, will be exceeded by Management Systems fee income.
- Some outside hiring will be necessary if we are to accelerate retail growth. Our first priority should be retail systems expertise.
- The retail market is practically unlimited and if KSA pursues the opportunity, retail consulting fee income in a decade can exceed USA apparel or textile industry fees.

Functionally Speaking . . .

The Ultimate From Apparel Manufacturing Management Division



GENERAL MANAGEMENT & MARKETING

(Bob Messinger, the author of this article, recently transferred into GM&M from Personnel Management.)

• The most comprehensive Customer Service Marketing Survey to date has been completed for Berkshire-Hathaway's Home Fabrics Division, a producer of textiles primarily for curtains and draperies. They wished to determine the level of service their customers required, and sought information concerning delivery times, ordering convenience, salesmen's service (frequency and effectiveness), inventory conditions, and procedures for returns and allowances. B-H also wanted to know what kind of service their customers wanted from their suppliers, the level they were receiving from B-H and its competitors, and whether customers felt B-H had improved in this area in the previous year, during which they had attempted to improve their service.

To obtain the required information, a questionnaire was constructed to be used by KSA consultants without identifying the client, another was used by a representative of B-H who did identify his company, and a third was mailed by the client to all B-H customers who were not interviewed.

Interviews were arranged with customers representing the categories of businesses with which B-H deals, and the geographic dispersion of these companies—manufacturers, jobbers, converters, retailers, and companies specializing in mobile home interiors.

KSA interviewed 46 companies—Frank Hurley conducted those in North Carolina/Alabama, Bill Howells handled New York City and Baltimore/Washington area. Josh Taylor, working with the client in the systems area, was our constant referent. He also explained to us some of the terms peculiar to B-H's enterprise. Susan Crumbley (nee Salter) guided us in the use of KSA programming while planning for her wedding a few days later, while conversing hourly with John McCreight in Washington about KSA's own data processing.

The completed questionnaires were hand-carried (for fear of losing them in the airline baggage process) to Atlanta where the data were processed by computer. Statistical tests were performed to see if there was a significant difference between the results obtained through each of the three questionnaire methods for questions which appeared on more than one form, and also for the significance of the distribution of responses with consideration to types of businesses, geographic locations, and various other characteristics. The 150 or so printout pages were analyzed—hand-carried back to New York—and eventually turned over to the client for additional analysis work by them.

In many cases, the information in our report substantiated impressions the client held while, in others, it provided a fresh outlook upon B-H's relationship with the various market segments with which it dealt. The information obtained helped B-H evaluate the effectiveness of its distribution centers, its marketing organization with regard to its larger categories of customers, and to reconsider its relationship with retailers. The report was well received, and the keypunch cards and printouts will be used by them as a source of data to answer other questions they may have.

This client expects to repeat the survey periodically, perhaps using an abbreviated form, in order to measure the effectiveness of the company's efforts to improve its customer service where needed. Also, it hopes thus to be able to stay abreast of changing requirements of its customers.

HIC

Consulting service in the field of health is not too different from that KSA performs for its clients—let us hope under more sanitary conditions.

Recently, we started two hospital programs in nursing service to develop administrative systems to improve the delivery of direct patient care. We approach projects of this type in the same manner as in KSA. Eric Bossak, David Schiff and Marnie Grant first identify the attainable goals and measurable objectives of the nursing service in the individual hospitals, then develop the appropriate administrative and clinical policies and procedures. From this, methods are analyzed and improvements implemented in the nursing activities as well as in materials, equipment and facilities. (Sound familiar?)

• At this point, it gets difficult, as they then establish evaluation systems to define the level and quality of nursing service furnished to patients. Staffing, scheduling, and organization are evaluated and improved to obtain optimum utilization levels of Registered Nurses (RN's), Licensed

Practical Nurses (LPN's), aides and orderlies. We have found in many cases that we are not trying to reduce the number of nurses, as many hospitals do not have enough RN's, but to make the most effective use of the RN's available. For example, one day we found an RN who spent 30 minutes consoling a patient who was afraid her husband would kill her pet monkey while she was hospitalized for several days. Although this nursing activity may have had certain therapeutic value to the patient, we are unaware of the clinical status of the monkey.

- We also work with nursing supervision to develop nursing assessment plans to obtain pertinent patient history and information as well as patient care plans to provide a means of organizing services to individual patients with different types of illnesses.

- This period we are hoping to hear from proposals made to the Social Security Administration through the Birmingham Regional Hospital Council, and to Blue Cross in Georgia. If either of these proposals sell, HIC could be "off to the races" in the health industry. —Paul Flood

MATERIAL UTILIZATION

Entree for "KSA vacation of the year": Picture "Easy Rider" Frank and Jody Beckmann motorcycling/camping throughout the midwest... but Frank didn't forget KSA. Among his "can't miss" stops was a look at the Nashville office. Frank is now plotting against a challenging MU gantt chart at Gant Shirtmakers.

Nort Eberly, after an assist at Gant, is on his way to South Carolina to deliver JET's estimate of \$1,000,000 of material savings after a one-day overview at BVD! (Word has it that JET was never very good at decimals!) Jean-Paul Frenet will be helping to perform this miracle in Puerto Rico.

The \$100,000 underwear project in Blumenau, Brazil will be staffed by Herb Rybarczyk, who is on his way (with wife) to a "most interesting assignment" in this German-speaking section of Brazil... Would you believe the "Girl from Ipanema" in Portuguese followed by the "Lichtensteiner Polka" auf Deutch without a pause or accent?

The John Harrys enjoyed an escape from rural USA to join the Dewey Mosses for a cutting survey in Montreal. We understand that the data gathering increased as the wives' mad-money diminished, and while John enjoyed a taste of urban North America, he's happy to be back in the fresh (inexpensive) air of Missouri.

On the clothing MU front, Mike Brent continues to disprove "it can't be done in this grade of clothing" at Hickey Freeman, while Sergio Cruz/Lynn Dueser are establishing a good foothold at Jefferson Manufacturing. —Jim Trautman

TRAINING

- Interest in our training function has increased for both operator and supervisory training. This interest by clients/prospects can be traced to optimism that business conditions are going to improve (they want to be ready), and the realization that they let down their guard in the area of training and are suffering from this unwise decision.

- Interest within KSA stems from additional sales efforts and an innovative survey approach by various MMD (apparel and textile) persons, and confidence within the HRD group that KSA's training services are superior, provide a good return, and constitute a needed service.

- Howard Cooley recently included HRD as an integral

survey function in two separate complete operation surveys (Bilray Mfg. and Lakeland Mfg.). The findings and recommendations were incorporated in the total recommended consulting assistance. This approach has real merit and more people should consider its use on future surveys. At Lakeland, the engineering (WIP) survey portion was handled by Dick Prince and HRD by Buddy Ruppenthal.

- There is a need for supervisory training in warehousing where assistance has been proposed, and old clients are seeking further help through retainers, but the knitting industry—single and double knit—is the giant Pandora's box that we continue to pry open wider. Barry Mademann's good work in developing a training program for fixer training should be a strong lever. Frank McNeirney worked with Barry on the article, *Untrained Fixers: The \$40,000 Gamble*, which was published in *Knitting Times*. These, plus training of knitters in single and double knit plants by Al Copelan and Fred Evans, is a good barometer that KSA is rapidly becoming known in the knitting industry for quality work by quality personnel.

- Lin Briggs continues to develop a first-time (in 25+ years) client—THE William B. Carter Company—into a satisfied client.

- Supervisory training for apparel first-line supervisors will be premiered at the Bobbin Show. This represents the efforts and time of many people. This basic format is classroom discussion followed by extensive on-the-floor continued training in the specific duties of first-line supervisors on a day-to-day basis. —Buddy Ruppenthal

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Works of Art — (Cont.)

guide them through the exhibition and auction. It has been expanded to include a comprehensive merchandising and publicity package for the Gallery to use in contacting museums and for the museums to use in promoting the auction.

Ralph Ross and Ross Runnels sold Mr. Dorsky on the premise that KSA could do a quality job without being experts in the field of art. This was fortunate in that Ross and Steve were genially informed on their joint visit that they didn't "know a damn thing about art."

The first auction indicated that the program does have a good potential. Publicity was almost non-existent and the scheduling was bad, so the auction attendance was only 18 couples, yet the auction was a success. Thirty prints were sold at an average of \$70 each, for an average sale of \$115 to each couple present.

In the best KSA tradition, Steve had a stopwatch in hand to determine if the amateur auctioneer could sell 100 prints in a reasonable length of time—the rate has been set at .85 SAM per print. As expected, a poster of a ticket to Lincoln Center by Warhol sold, but it was a surprise to see the highest price (\$250) go to a print titled "Soft Scissors" by Claes Oldenberg. The print depicts the Washington Monument as the blades, and the below-ground portion is portrayed as handles to a pair of scissors. In the contemporary field, Steve admits that he tends to favor the works Mr. Dorsky refers to as "attractive prints but not important art."

The manual is in the review and revise stage and should come to a successful conclusion in a few weeks. At this time, additional auctions have been scheduled for Williamsburg, Virginia and Meridian, Mississippi.

PUBLIC RELATIONS

Following the mighty exertions of a busy spring, the PR Department decided to adopt a low profile for the summer. We foreswore extravaganzas and concentrated on the nitty gritty of producing 10 new Special Service Bulletins for KSA and HIC and an Apparel "Perspectives" on marketing, plus articles on supervisory training, attitude surveys, dye-house incentives, fixer training, and the future of wage incentives.

As this is written, however, plans are being implemented for a three-ring circus at the Bobbin Show—two booths and a demonstration of computerized planning and control systems, plus the usual seminar program. It should be exciting.

Also on the agenda, an all-day program in October on Physical Distribution's role in marketing. Summer is over . . .

—Joe Scheines

EUROPE—GENERAL

In August, the fashion industry closes down and so, almost, does KSA Europe, at least on the Continent. However, this never seems to prevent major crises arising or new clients wanting delivery yesterday just before one leaves for vacation. We hope our clients get better satisfaction in their desire to purchase our services than tourists in London can get when wanting merchandise which is not in a "sale" at this time of the year. I know end-of-season merchandise has to be cleared but why have virtually no summer merchandise left at the height of the tourist season?

● On the whole, KSA's sales position is much improved over the last few months but we need to be substantially more oversold than in USA in order to fit square pegs in square holes, because on top of the experience factors which need matching when allocating consultant to client, there is the added language problem. Nevertheless, it seems we are able to do some increasingly ingenious things these days, thanks to the willingness of individuals to work outside their own countries and put up with the problems of dealing with a new language. Presently, *Derek Walklin* is struggling with Hebrew in Israel, assisted by *Dickie Dunlop*, and *Jean Jacques Pflieger* and *Greig Barr* and studying Turkish—and bellydancing—in Istanbul, while *Jacques Compain-Tissier* and *Bruno Lezier*, with regular visits from *Guy Vidal*, struggle with Arabic.

● Let it suffice to say, we acknowledge the contribution to our flexibility that those who struggle with language make, and as this international capability grows, so does our ability to match our clients needs from available staff, so enhancing profitability.

● One interesting feature of our work recently has been an effort to get ourselves known by the "Institutions." By institutions I mean the amorphous bodies which tend increasingly to rule or regulate our lives, from the official government-inspired institutions to trade associations. Much of the work given to consultants in this area results in a report which receives a flaring of publicity and then gathers dust. Nevertheless, we cannot afford to ignore the prestige which such jobs provide and indeed, in some cases it can be an entree into private companies. If one does a quality job, it is difficult to work for the institutions profitably as they usually have a pre-ordained budget and an unrealistic idea of the current level of consulting fees.

● In the last year or so, we have landed three important studies of this type and, while we don't want to sink too high a proportion of our resources in this work, it is good to be able to report this progress and we are backing it up with a sustained effort to get known by such bodies in each major European country. And, as we go to press, *Bob Fitze* is quoting to the Swiss Manufacturers Federation for a similar study.

—Stuart Hollander

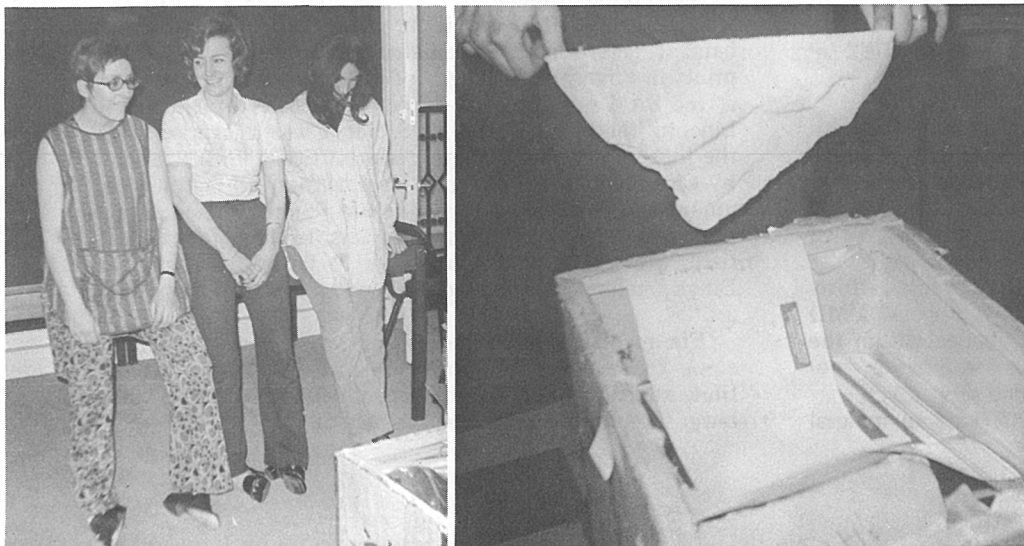
KSA-FRANCE

● Our efforts in June and July—including two highly successful seminars for CAPCOMA (the French men's outerwear association)—have given us the opportunity to propose 13 surveys, all of which will come up for a decision in September, after the complete shut-down of the French industry during August.

The delayed payments from Algeria (caused, supposedly, by the lack of foreign exchange due to the only recently settled "oil war" with France) causes as much concern. We are hopeful to have this settled by early September.

● After a nerve-racking series of express letters (proposing immediate starting!), cables, desperate calls on scrambled telephone lines, dinner meetings in Paris, etc., we got the tickets for *Jean-Jacques Pflieger* and *Greig Barr* to start our newest venture—a one-year plus re-organization assignment for *Neyir* in Istanbul (Turkey).

—Greig Barr



Moving day in the London office produced three tired, though smiling, secretaries (L to R: *Elizabeth Witzig*, *Vicky Hymans*, *Elaine Bennett*) and uncovered unusual desk-drawer items. This one was found in *Stuart Hollander's* desk!

KSA-GERMANY

A warm welcome to *Mike Witteveen* and *Herbert Rybarczyk* who recently returned from their training in the States and to *Wilfried Luetkeke*, the last of our long-range German trainees, who is due back in September.

- A study of the technological development and industry effects (up to 1980) for the Dutch Clothing Industry is but one of our unusual assignments. It was conducted in conjunction with the Dutch consultants, Krekel, van der Woerd, Wouterse, who are proposing to build a computer model of the industry and then, by flexing the effect of the variables predict the likely trends in the industry through this period. We expect to pick up some additional work upon completion of the model, after the results indicate a deeper and more detailed study in certain areas. This additional work will be directed at the individual company level and will be designed to answer the question of the manufacturer who says: "What effect do these changes have on me?"
- Also recently undertaken is a National Economic Development Council (U.K. Government) commissioned Study of the West German Ladies Wear Market on behalf of U.K. manufacturers. This is one of the most prosperous markets in Europe and, quite properly, the U.K. manufacturers want to know what their chances are when—and if—the U.K. enters the European Economic Community. (We hope these two studies, properly publicized, will lead to a number of others.)
- A Profit Improvement Study for an Old Finnish client, Mattinen, is being undertaken in cooperation with the European Systems Division. This is a total approach to a clothing and soft goods wholesaling company, embracing all aspects of their operations with the objective of just doubling their net profit.
- Also noteworthy is the fact that we are trying, with substantial support from Atlanta and *Gerry Vercaemert*, to sell the first textile engineering assignment in Europe. This is a large and progressive five-plant textile group in Northern Germany, the managing director of which also holds the same position with an old apparel client. Up to now, no luck, but hope springs eternal . . . —*Eric Chipps*

KSA-ITALY

We have all nationalities working in Italy—and very successfully.

We have "*English Geoff*" Willis at Amuco, learning Italian and preparing to help our overloaded supervisory capacity here—on a permanent basis from U.K. He also cooks and won the heart of our client with his frying-pan.

We have "*German Joe*" Mueller who is fighting the same problems at Lebole that *Stig Kry* and I had in 1964—resistance to change! "*Trousers Renato*" Tarditi is successfully refereeing a continuous fight between the four brothers who own his client company, with help from "*Italian Giacco*" Ronco and "*Swiss Bob*" Fitze, and we suspect anyone else who can find an excuse to visit his seaside town.

- Our major problem right now is to keep happy our client, Caesar (the high-grade suit company, not the General whose Gaul was divided into three parts), who has authorized about \$80,000 for our work. Nearly everyone is on this, including "*English Arthur*" Marshall, "*International Gino*" Fedeli, "*German Herbert*" Rybarczyk, "*Italian Sal*" Pizzolo and—soon, we think—"Flags Franco" Guazzo, fresh

from his stateside training at the flag manufacturer, Annin & Company.

A recent survey was made by "*English John*" Cooper and "*English Graham*" Gilliver. —"*Swiss Werner*" Iten

KSA-Europe's Tribute To A Peripatetic

John Cooper is a modest fellow who hides his ability behind a very British sense of humor—the self-deprecating kind. In the last two months John has worked in Italy, South Africa, England, Wales and Finland, thanks to the scheduling by *Louis Mitchell*, *Stuart Hollander* and *Eric Chipps*—the most peripatetic of all—at one and the same time.

Even in these "jet-set" days, a look at his travel schedule sometimes makes us wonder whether John is working for KSA or the airlines.

We greatly appreciate this kind of flexibility and felt the Observer was the right place to pay tribute to it. We even more appreciate his wife, *Valerie's* tolerance which we are endeavoring not to strain further by some clever scheduling. We can only claim to have been moderately successful so far.

John did say something about mixed Sauna baths in Helsinki—but as we said, John is a modest fellow and we do not believe he has really been in one!

Consultants Don't Believe in Ghosts...

(A letter by *Jacques Compain-Tissier* from Algeria to his friend "*Samantha*" convinces us.)

Dear Samantha:

I was wondering if you are making a living out of your TV show. In any case, if you have difficult weekends, we can offer the opportunity of making some extra money here in Algeria. (The deal has to be discussed with SDH, but don't agree with anything under 20 dinars a day—and don't forget the deal will not include preparing weekly reports for *Lezier* or *Compain-Tissier*.) We badly need your help. Let me explain. We are truly professional consultants (since 1935), we received two years in-room and in-plant training but we must confess (to you, not to the client) that we don't know how to handle the situation we found here in Djidjelli.

If I ask for your help, it is because I am convinced you will easily get by with an operator who says she cannot make her rate because each time she pushes her machine buttons she feels a ghost behind her watching her with the bad eye. No doubt that you will convince the head mechanic that the devil has nothing to do with four machines breaking down three times in a row at the very same instant and in the very same area. (Neither *Bob Pee* nor *Bill Cameron* taught us how to plan a layout change without upsetting Lucifer's breakfast.) Besides that, we need your skills as soon as possible because they are talking seriously about burning down the workplace of an operator who died two weeks ago in the bewitched area—we are lucky she wasn't the \$4,000 Addler automatic pocket setter operator.

If you are too busy to come, just pass a few tips to *Jack Murray* in our New York offices; he'll be happy to be the first consultant in the world publishing a Tech Memo signed "*Samantha*."

Yours very truly,

A Consultant too serious to believe in ghosts

FARMER KRY'S BACK

Poor old SAK had had bad luck:
His rotten back had come unstuck.
In the spring he lay in bed,
Spirits low, like a ton of lead.

Came the summer he was much better,
Back to his self — a real go getter.
A little twinge just now 'n' again
But few complaints in the way of pain.

I'd like to continue on this course
But sad to say the tale gets worse:
Things were fine until one day
He was up in the country feeling gay

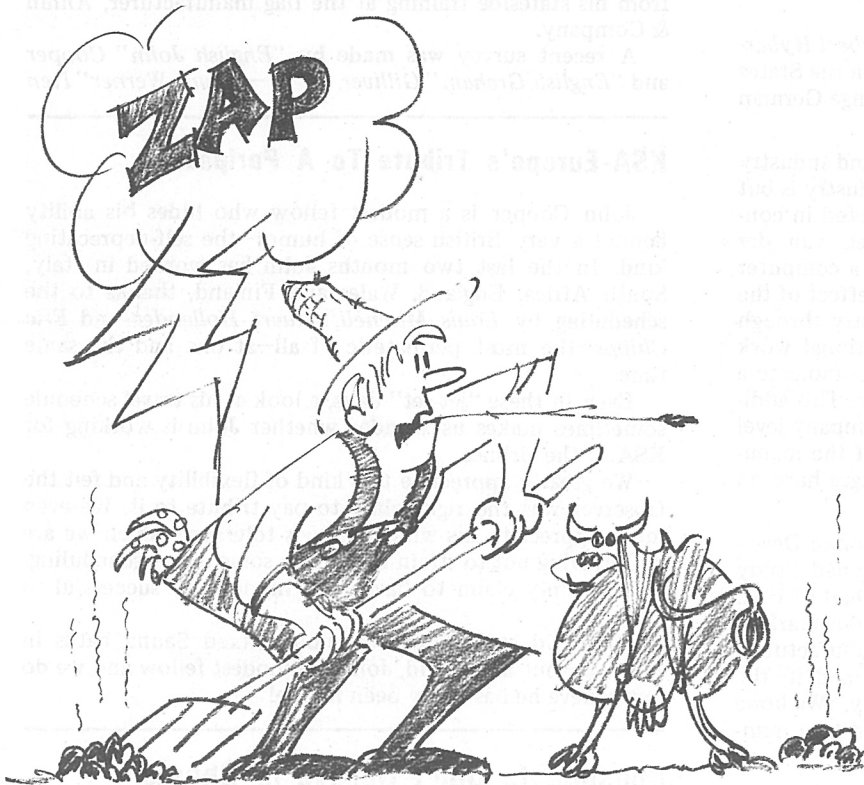
Until a neighboring farmer's beast
Decided on SAK's land to feast,
Not just to feast, well don't you know
These cows can really be quite low.

So out with shovel came the man
Determined to have things spic and span
Cleaning up for all his worth
When, ZAP, oh no! He felt no mirth.

Threw down the shovel, let out a whine
Cursed the trouble with his spine.
Back to the office — really tense,
How much would it cost to put up a fence?

And so this tale will have to stop
Until our hero has an op.
Dear men, the moral's as large as life —
Don't risk your back — just find your wife!

—Alison Ferguson



—JIG

Congratulations!

To our newlyweds:

Susan Salter and Henry S. Crumbley were married in Atlanta June 12. Susan works with our Software Division as KSA's first lady programmer. Her husband's work is also in the field of systems—how's that for mutual interest? As reported elsewhere, Susan was exceptionally busy, professionally, at that time, but she didn't let it detract from the quiet wedding she had planned.

Wilfried Waterboer (KSA-Germany) and Eveline Schmidt were married in Duisburger-Hamborn July 10. Wilf will be remembered by many in KSA/USA from his training here.

Alberto Figa-Beleta came to the states for training, was sent to Mexico on an assignment, and met his bride, Ana Luisa, the first week on the job when she applied for secretarial work. They were married in Mexico July 20, three days after the assignment ended. Though the plant was moving to a new building the same day, the general manager stopped work in mid-afternoon for the plant personnel to attend the wedding.

Ted Lea is the first KSA consultant to marry a KSA girl—someone who should know what it will be like to be a KSA wife. Ted and Pam Finlen of the Greensboro office staff were married August 21 in Greensboro. Pam has worked half time while attending the University of North Carolina where she is beginning her senior year. Ted works with our Hosiery Division out of Greensboro.

An abundance of good health and happiness is our wish for each couple.

To our new parents:

Janet and Justin Ward, a daughter, Janet Justine, June 21.

Carol and Bob George, a daughter, Carol Suzanne, July 6.

Elaine and Don Johnson, a son, Jeffrey Scott, July 15.

Jean and Pat Baker, a daughter, Tracy Lynn, August 9.

Mary Jane and Jerry Armfield, a daughter, Kristin Suzanne, August 26.

Coming Events...

- October 7—All-day KSA seminar on "Physical Distribution in the Seventies," at the Americana Hotel, New York City. For top management. Fee: \$100.
- October 12-14—Annual Technical Conference of the Apparel Research Foundation, Washington, D.C. Several KSA speakers will participate.
- October 19-21—International Disposables Exposition and Assembly (IDEA '71). Civic Center, Philadelphia. KSA and HIC will share a booth, and Jack Murray will talk about cutting and joining non-wovens.
- October 23—AIIE meeting at the Philadelphia College of Textiles and Science (Apparel Research Center) will include a talk on costing by Al Emmons.
- October 31 - November 3—Institute of Industrial Launderers convention, Hollywood, Florida. KSA will exhibit.

A Visit With Dick Millberg



When Dick Millberg was interviewed at Georgia Tech by Abbie Jean Quick in 1959, he asked KSA's recruiter whether his work would be diversified and interesting as a consultant. She assured him that it would; he signed on; and, 12 years afterwards, he still finds variety and stimulation in his work.

Dick has concentrated almost entirely in sewing room engineering assignments since he became a staff member. How does one stay interested in doing the same type of work year in and year out?

The answer—for Dick Millberg and others like him—is that consultant engineering in the apparel industry offers the very real and continuing satisfaction of achieving tangible results. Beyond the known challenges of working in a profession like consulting, and for a company like KSA, there is an added dimension to plant engineering—being able to see and measure the direct results of one's effort on a fairly regular basis.

Such opportunities to see results every day are becoming rare and, to some extent, unappreciated components of job satisfaction. The gap between a consultant's recommendations and the results they achieve tends to widen directly in proportion to his distance from the production floor. At last count, Dick Millberg was one of 63 members of the Apparel Manufacturing Management Division who devote most of their time to engineering sewing rooms. This group represents about 46% of the total USA staff, is the largest "homogenous" staff specialization, and generates a major portion of the company's total fee volume.

To quote Mr. Millberg: "You can't really get bored in this area, even when you're working on the same kind of product for awhile. If you're an engineer—regardless whether you're oriented toward mechanical work or working with people—you'll always have an opportunity to try a new approach to solve an old problem, or an old approach to apply to a new problem."

Dick cites multi-style production as one of the elements that has "livened up" sewing room engineering, and considers efforts to apply MTM and other forms of standard data to solve the problems of style "an interesting diversion." He enjoys his work most, he adds, when he gets to deal with new people on an assignment. Job satisfaction, as in all of KSA's practice, comes from analyzing and solving a new problem in a new place, with a new cast of characters and new elements.

Since joining KSA, Dick has performed engineering assignments in almost all apparel products—shirts, pants in all varieties, outerwear, ladies' wear, foundation garments. He strayed once from the sewing room, when he put in a cutting room incentive program, but he feels most at home among needles and thread.

Product variety is a help, he claims. "It widens your perspective on one type of garment when you get to work on a second type, and then come back to the first with some new approaches to try out."

Dick holds three degrees: a BA from the University of Minnesota (1954); a BS from Penn State (1955) while in an Air Force meteorology program, and an MS in Industrial



Management earned at Georgia Tech in 1959. He was also a graduate assistant at Tech before joining KSA. In between his college work, Dick served as a weather expert with the Air Force in Europe for two years.

He and Nancy Millberg live in Nashville with their two daughters, Nan (8) and Missy (2).

In answer to the Inevitable Question: "All my assignments have been interesting. There wasn't one that was most . . . Well (a moment's thought), there was a job in Tennessee once . . ."

It seems that Dick followed Russ Lewis in a retainer situation. The sewing room had been engineered several times by KSA, so when Dick was told that a certain operator's machine could "sew faster" than the others in the shop, he had his antennae up. The girl was sewing down left flies faster than anyone else in the plant. She accomplished this trick by pulling the work through the machine, getting only five stitches per inch versus everyone else's 10 spi, but turning it out at a substantially faster rate.

"Sally," (that may have been her name) "who taught you to sew down left flies that way?" Dick inquired.

"The best engineer I ever met taught me that," answered Sally, who was no chicken.

"Was his name Russ Lewis?" asked Dick.

"No, I think his name was Salmon. You might know him. He's a consultant just like you . . ."

As it turned out, KS had taught the operator how to pull dungaree pockets through on Attach Pocket Stays many years before, and did such a thorough job of it that Sally never forgot it, even when she was transferred to Left Fly.

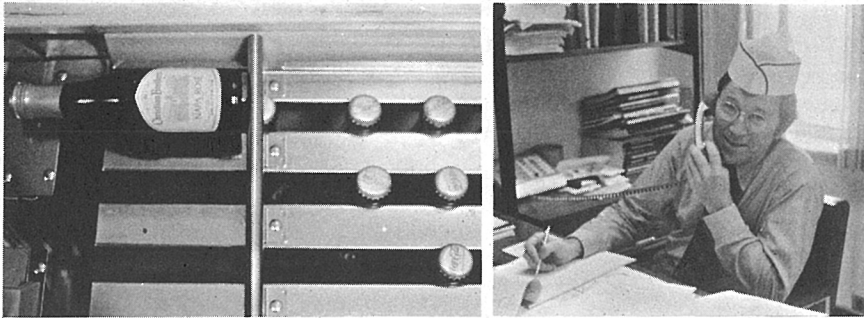
And that's how some machines get to sew faster than others . . .

"But there was a more interesting assignment than that," Dick added, warming to the subject. "I was doing a job at a brassiere plant once . . ."

Who says sewing room engineering work isn't interesting . . . ?

—Joe Scheines

Around The Company . . .



SWINGING ATLANTA. These two candid photos indicate why the Atlanta office is gaining a reputation for its "swinging ambience." At left, a view of the soda machine, with a bottle of Napa Rose cooling atop the cokes. It may not be one of your vintage specimens, and it probably bothers a knowledgeable vinologist to see red wine being chilled, but it's still pretty classy. (In the NYO cooler, you'll only find Yogurt.) At right, *Jim Giddings* at work in his baker's hat, clinching a sale by promising a "baker's dozen." Don't all VP's wear baker's hats?

This office has held an excellent record for many things, including workforce stability. In 1971, however, they have been hit hard by such unexpected things as husbands' transfers and—we regret to say—accidents.

Linda Chronister and *Fran Stallings* left KSA and Atlanta due to husband-transfer. *Kathy Lucas* has been hospitalized several times and is still inactive as a result of that nasty fall on ice . . . *Linda Keel* is on the disabled list—an auto accident on the way home from work. A pair of crutches and a neck brack (both of which were designed without consideration for their aesthetic value—right, Linda?) have been a necessary evil. Atlanta office stay-at-homes and visitors miss your smiling faces—hurry back.

Welcomed to the staff are *Mrs. Catherine Diver* (Report Department); *Miss Edie Langston* (Central Library and Xerox); *Mrs. Sandy Seal* (secretary for men in several divisions); *Mrs. Dorothy Sossaman* (secretary to Carpet Division and part of Atlanta Textile Division staff).

NEW YORK

Perhaps the biggest news (other than the not-quite-on-time arrival of Tracy Baker, but at least she didn't take as long as her brother) in New York this summer was the relatively high percentage of people who made it back from vacation—97.6% versus last year's disappointing 88.1% performance. Nice going, gang!

Vacation targets of NYO'ers ranged from Puerto Rico to California to Siberia. While in Amsterdam, *Joe Scheines* airmailed an assortment of Dutch chocolates to the NYO switchboard. Eleven days later, both arrived; but JS stopped off at the bank on the way up, so he was too late to sample his extravagance. (The purchase you carry gets home first!)

The top of the NYO switchboard is something of an altar. People leave peace offerings there—particularly guilty engineers who bring in 150-page reports two days before they're needed. Chief typist *Judy Chou* has a sweet tooth. When there haven't been any rush typing jobs for a while, and no one has brought candy for the top of the switch-

board in her name, Judy goes out and buys her own. Not to be outdone, other Jewish-mothers-in-disguise bring in their cookies, cake, and candy for the hungry ones around the switchboard.

The whole thing has been complicated by another practice: coffee and cake whenever someone nice leaves for another job. Thus, when *Rosemarie Di Bella* left our part-time ranks in early September to enter nurse's training, and *Linda Righi* and *Phyllis Russo* made similar breaks earlier in the summer, the extra-curricular eating sure was good.

This phenomenon has produced some interesting developments, not the least of which is a somewhat crumby reception for incoming phone calls.

By the most recent tally, the gross weight of the NYO personnel has gone up an average of 1.9 pounds each. In addition, a family of mice has taken up residence, and we have run out of cake forks.

KSA Restaurant Guide...

Wouldn't you like to try a food emporium that had been recommended by one of your colleagues instead of the fare at the nearest greasy spoon? You must have found it difficult, at times, to find acceptable restaurants while traveling, especially in some of the small towns of USA.

At the suggestion of *Josh Taylor*, we plan to use these columns to publish a list of some little known restaurants offering good food in small towns in Georgia, Alabama, South Carolina, etc. (The same principle really applies also to larger cities such as New York, Atlanta, Boston.) For example, *Josh* wonders how many people know that the *Riegeldale Tavern in Tryon, Georgia*, serves excellent food?

In selecting a restaurant, people are usually more influenced by someone's recommendation than by a general guide for measurement of a restaurant's excellence, so if you will send us the names of restaurants you'd like to recommend—perhaps giving their specialty or your reason for liking them—we'll compile the list and cover two or three states in each succeeding issue.