

The Londonderry Air from the Front Line

When I first joined KSA, I learned that whatever one felt about a place one could always pass favorable comments about the air. I never really expected there to be exceptions on this, but even the best air does not deserve favorable comment when it bears even a small amount of CS gas. This, unfortunately, is all too frequent these days in Derry.

My main impression of this assignment in Londonderry has been the speed with which the management/mechanic team repaired the windows, the first time we had a bomb across the street. The third time the repair job went even faster and the windows were finally replaced with hard-board!

The factory is on the edge of the Bogside. Many of you will have seen it in the background on your TV screens. When there is trouble in Derry, it is frequently within sight or sound of the work study office—fourth floor (U.S. fifth floor). We can see the youths throwing stones and milk bottles and watch the soldiers pushing the rioting youth back in the direction of that well-known sign, "You are now entering free Derry." The sound of rubber bullets (the size of carrots) and gas canisters being discharged is now fairly common.

At the factory we are concerned only to move our cars to safer areas when trouble is imminent. It's a peculiar feeling to walk across an almost empty lot toward your car when *behind* you there is a soldier with a loaded rifle peering around the corner. We've only had one suspected bomb in the factory, and bombs outside during the day are infrequent, although if we hear one in the distance, the canned music is turned on so the girls do not hear them. There was an explosion a hundred yards away that shook the building. . . and this correspondent with it. One operator went into hysterics, there was a deadly hush for a few seconds from everyone else, and then most people went on working. The logic of bombs seems to be that if it isn't your building it can't hurt you, and if it is, it's too late.

• Even with all the troubles in Northern Ireland, the assignment went well. The girls worked hard and absenteeism ran at only 10-11% except on days when a solidarity strike was called. Then, intimidation kept many people away from work. One heard tales of individual operators who spent the night lying on the floor to prevent being injured by a stray bullet coming through the window. In spite of all this, we achieved our forecast for performance indices, on time, at the end of August.

• As you can imagine, business confidence in Northern Ireland has been depressed because the recent disturbances, however, our client has continued with the program. From a distance, the problems caused by riots and civil unrest always look very bad, but as long as the girls are willing to

Continued on page 3

Cosmetics... Another New Industry

• An assignment in the area of inventory management systems with the Estee Lauder Company of New York has provided KSA with an entree into the cosmetics industry, as reported herewith by *Mike Barnes*.

Estee Lauder manufactures and markets a broad line of make-up, treatment and fragrance cosmetics. The bulk of their substantial sales volume is derived from women's products, although the relatively recent addition of a men's line is assuming increasing importance. The company places great emphasis on product quality and attractiveness and specifically aims their marketing efforts at the more affluent consumer. To this end, the products are distributed through the better department stores where commissioned demonstrators man Estee Lauder counters.

• There are striking differences between this client's operations and those of apparel manufacturing clients. The products are extremely simple to manufacture, requiring three steps—mixing of bulk material, filling of containers on semi-automatic equipment, and packaging. Manufacturing cycle time is one to two days.

There is, of course, an element of fashion in the products and a significant seasonality of demand, however the products tend to have very long life with many items remaining in the line for several years, rather than the one season common in fashion-oriented apparel.

• The most pronounced characteristic of the company—and of the cosmetics industry in general—is the extreme marketing orientation. Manufacturing costs are quite low, in the order of 20% of wholesale price and the bulk of this cost is in packaging components, rather than in labor or in the mixed product itself. Advertising, promotion and product development demand the bulk of the company's resources and there is little concern about manufacturing efficiency.

• The most successful promotion technique employed by Estee Lauder is the gift with purchase program. Approx-

Continued on page 4

KSA Christmas Card Fund Totals \$2,700...

This holiday season 90 KSA members and their families sent greetings to their colleagues by donating the nice round sum of \$2,700 to 109 worthy causes. A beautiful Christmas card was selected, the donors names imprinted, and then mailed to the entire staff.

The Company sent its annual donation to the City of Hope, a non-denominational organization. It is interesting to note that by far the largest percentage of donations was for the health and/or education of children. Why not? Christmas is really for children.

Observations from . . .

Thanks to *John Wilcox*, I was recently invited to address the *American Institute of Industrial Engineers*, Region III, at Greensboro on the subject "Philosophies of Consulting Management."

Because of space restrictions and your familiarity with much of what I chose to say, I will not repeat that address here; however, I have selected some excerpts.

Nature of the Profession

From beginnings in production methods and work measurement, our profession now encompasses all facets of managerial endeavors. This development has had three consequences: it has accelerated the development of consulting firms; it has made the choice of the right consultant more difficult for management and, unfortunately, it has also led to a good deal of incompetent work, when a consultant's eagerness to do more for his client blinded him to his lack of personal qualifications in the area in question.

Recent Developments in the Profession

There are both "good" and "bad" to report. The "good" is the coming into being of the Institute of Management Consultants with its certification procedures which promise to upgrade the profession and its public image much as the public accountants did with theirs some years ago.

The "not so good", as I see it, is the tendency of consulting firms to spread out into service bureau data processing or of data processing firms and other non-professional firms to add consulting activities to their other endeavors. This can produce conflicts of interests of which anyone desirous of being regarded as a professional should steer clear.

My favorite definition of a professional is that of a man, competent in his field, making public contributions to his field, refusing to accept assignments outside of the area of his competence and always placing his clients' interests above those of his own financial gains. Those principles become difficult to follow, when some parent company strongly suggests that you try and switch a client to their service bureau.

Raisons d'être of Consultants

Why do we need consultants? Is there not by now a plethora of graduates from scientific management curricula in industry—men who are perfectly able to help management solve all of its problems and who, besides, have the advantage of full knowledge of a particular situation often gained over years of exposure thereto?

As I see it, there are a number of answers to these questions:

- A consultant—if he has been properly selected—usually brings to his clients' problems a broader experience than tends to be available inside his clients' organizations.
- A consultant brings the outsider's objectivity and freshness of viewpoint.
- A consultant can devote his time exclusively to the problem assigned to him (this may or may not be true in the case of in-house staff).
- A consultant is generally employed by upper management echelons. This give him more stature than is generally

The KSA OBSERVER

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Editorial Board: Kurt Salmon Joe Scheines
Jack Johnson Mary Baach

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LETTER TO THE EDITOR

I was fascinated by the editorial on our activities in retailing. While not wishing to disagree with the spirit of this editorial, I write to correct a point of fact. The earliest retail work that I can recall was as long ago as 1960 when *Richard Clarke* did some work at Hepworths in England. This was concerned with staffing levels of retail stores to take account of the variation in work-load resulting from the fluctuation with which people attend retail stores both from hour to hour and day to day during the week. Shortly after that, *Richard* and *John Cooper* did some work for *John Collier* on the best way to establish proper stock-holding levels and replacement policies for garments in a large men's retail chain.

KSA's natural instinct to diversify into retailing parallels very much the instincts of many of our clothing clients who already either have or who are in the process of becoming more vertical themselves and either owning or participating in their own retail operations, if not being owned by them.

—*Stuart Hollander*

(We bow to a better historian and are glad to print this correction. —*Editor*)

extended to his clients' staff organizations. Thus, his recommendations carry more weight and have a better chance of implementation.

- The wise consultant will, of course, be open to advice available inside of his clients' organizations, and take good care to give credit where credit is due. Thus, we can assure optimum solutions.

More philosophically speaking, I would recite to you *three basic reasons* for consultants:

- A consultant performs an auditing function. He assesses the state of the art of management, as it is being practiced in his client's establishment. He exposes it to the time-honored questions of the scientific management practitioner: Why, when, where, how, who. He applies his analytical abilities and his experience to his findings.

- The result may be suggestions for improvements or a "clean bill of health." If the latter, management has the satisfaction that all is well in the areas surveyed and can turn its attention to other endeavors. Thus, a periodic audit function is one of the legitimate and useful functions of a consultant.

- The second basic function of a consultant is to act as a

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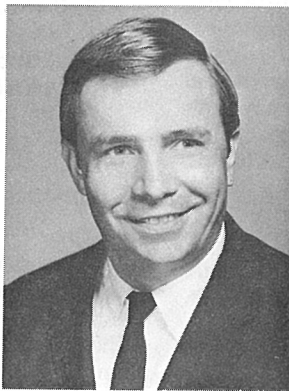
Promotions...



Frank Armistead



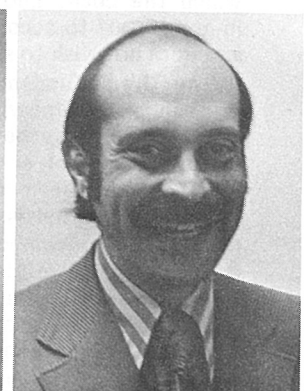
Jerry Kavanaugh



Randy Nord



Phil Lutz



Chick Schwartz

Five from our ranks will be promoted on January 1. Even though Staff Bulletins have been sent out giving details, we wish to congratulate and wish continued success to *Frank B. Armistead, Jerry W. Kavanaugh, Randy K. Nord, Phil C. Lutz, and Charles J. Schwartz.*

Frank Armistead will join the ranks of Principals. His dedication and competence in his many and varied assignments have won respect for him and his work, and prepared him for this step forward.

Jerry Kavanaugh will become Vice President in charge of Apparel Systems. This promotion is well deserved and in recognition of Jerry's success and effectiveness as Atlanta Apparel Systems Manager.

Randy Nord will move to New York and become

manager in charge of New York based Apparel Systems work. Randy's engineering and systems abilities and excellent judgment make him a most versatile consultant.

Phil Lutz will become Director of Administration—MSD. Phil has worked closely with *Stig Kry* on administration matters and, by his background and talent, is well qualified to assume this position.

Chick Schwartz will become manager of our Montreal operations. Chick's wide experience in many areas is but one of many attributes which qualified him for this promotion. The Schwartz family will move to Montreal and, though true Southerners, are excited about a whole new way of life in that Winter Wonderland—including its French cuisine.

Londonderry—(Cont.)

work, we feel satisfactory results can be achieved. Investment in the program and the Eton 2000 production system was authorized and we are well on the way to completion. Every night we hope that nothing will happen to mar that progress.

—Tony Maule

KSA CREATES BOMB SCARE

On a recent trip to Montreal, *Frank Armistead* was invited to a client's home for dinner. Mindful that a KSA consultant is always kind, thoughtful and considerate, Frank declined his host's offer of a ride back to his hotel. Instead he decided to take the subway which, unlike those in some cities, is considered relatively safe.

After a pleasant evening, comfortably ensconced and enjoying his ride, he forgot that he had to change trains and in his rush to make the change, completely forgot his briefcase. He immediately spoke to the subway attendant who politely offered to telephone ahead to ask the next station attendant to find and guard this valuable and irreplaceable item. Then the fun began.

It seems that passengers on the first train had noticed the briefcase wedged between seats, but reported excitedly that it was TICKING! Following the recent bomb scares in Canada, someone called the security police and bomb squad. Sure enough, the case was ticking. Frank had to use all of his charm and persuasion to convince the police that it was only a stopwatch. Moral: If you're going to be careless with your briefcase (especially in Canada) be sure that it doesn't tick!

SYMPATHY

All in KSA extend sincere and deep-felt sympathy to *Cate and Giacomo Ronco* in the loss of Giacomo's father. . . *Jody and Frank Beckmann* in the tragic loss of Jody's mother in an auto accident. Jody had also lost her father only a few months ago. . . *Gwen and John Wilcox* in the untimely and sudden loss of Gwen's mother.

Fred Evans recently completed a two-year assignment for Marion Manufacturing Company. The many functions



in which Fred became involved included the training of five I.E.'s and two training directors; the start-up of a new yarn mill; engineering a greige fabric weaving mill and the yarn plant; AAMT installations at both plants; supervisory training; development of a comprehensive cost control system; assistance in production scheduling; equipment evaluation, and generally assisting management to turn the company from a rather poor performance to a highly profitable one.

Remember Fred's receding hairline? See what a tough, comprehensive consulting assignment—superbly conducted—can do to improve one's hairline and appearance!

Observations—(Cont.)

temporary, third hand to help a client get on with a job which the client knows how to do, but has insufficient in-house staff to accomplish as rapidly as appears desirable and does not wish to staff-up for.

- The third, fundamental reason for a consultant is to bring in special knowhow which the in-house staff may not possess. This may be an operations research approach to inventory control or the design of a more sophisticated management information system, etc. Or, simply wide knowledge of what is currently available in the way of new equipment and techniques.
- A valuable by-product of this third and important reason for having a consultant is the training and greater professional competence he imparts to those of his client's staff who work with him on the project.
- The forward-looking consulting firm will not leave to chance that they will be called upon to impart new knowledge or techniques to their clients. They will orient their own recruiting with that in mind and they will spend sizeable sums on in-house or on-campus research so as to stay ahead of their industrial prospects.

Industry Specialists or Generalists?

You may well ask: Is it not presumptuous of consultants to arrogate to themselves a degree of omniscience that permits them to do all of these things with acceptable competence for all industries, businesses, or institutions? By asking that, you bring us squarely to the question which divides consultants into two camps: The generalists and the specialists.

The generalists maintain that, by employing men with backgrounds in many industries, they are able to conceive and offer to their clients solutions developed in another industry which the specialist in the client's own industry might never dream of. They claim that the specialist shares the inhibitions of the industry he serves and lacks the breadth of the generalists. "Besides," they say: "we have on our staff men from practically all industries; hence, you are not really sacrificing specialist knowhow when you employ us."

We specialists feel that the second argument used by the generalists admits the weakness of their first argument and is not really valid for two reasons: First, a specialist in the widget industry, who is only intermittently occupied in that industry, cannot long remain, or compare with, a full-time, up-to-date specialist in same.

Secondly, the top management in the generalist firm who employed this man—not being widget specialists themselves—would not be able to tell an excellent widget man from a mediocre one. Certainly, this is true in the manufacturing area.

Expressing it in a positive way, we feel that the specialist not only brings with him up-to-date knowledge of his client's products and processes but he can go to work on improvements immediately, while the generalist is busy making flow charts of the production process and learning the terminology involved.

As to objectivity, this is a fundamental trait and, if you employ people for their objectivity, analytical ability and judgment, etc., in the first place, you do not have to worry about their wearing the blinders of their clients' industry.

The trend in industry is clearly to the use of specialists. We have the best proof of this in our own practice in that we hardly ever lose an assignment to a generalist firm when

they and we are being considered simultaneously for an assignment.

An apparel engineer would be absolutely lost in a textile mill. It would take him years to be truly at home there, and vice versa. Thus, in the production area, we consider specialization a "must" and we have so organized ourselves, with separate staffs, specialist executives, etc.

To be sure, we do not find it necessary to specialize all functions by industry.

Functional Specialists or Generalists?

How far should one carry a preference for specialists? We ardently subscribe to the principle of specialization as regards industries. We also feel that a consulting firm can best serve its clients if they have functional specialists on their staff. At the same time, we feel it to be of utmost importance that every client's special problem be seen by his consultant in the context of his overall, managerial performance and requirements. Toward this end, we work hard to broaden our functional specialists so as to make true management consultants out of them, and, wherever necessary, we field a team designed to assure this.

A consulting firm, imbued with this philosophy, has the advantage over the individual, technical specialist; for, not only is it difficult for one man to learn enough about all the disciplines involved but he is all too tempted to bend the client's problem to a particular, pet technique he has refined. The broad-gauge consulting firm should have all techniques in their kit of tools but remain problem-oriented, rather than solution-oriented.

How do I sum up my Philosophy of Consulting Management?

- Know your profession well, and (paraphrasing the Golden Rule):
- Look after your clients' best interests the way you would want others to look after yours!

KSA HELPS GREENSBORO SCHOOLS

As a member of the local chapter of AIIIE, *Bob Solomon* became involved in working with guidance counselors in the Greensboro High Schools. (Activities of the KSA-Klan of Chapter 163 was publicized in these columns previously.) An outgrowth of these activities was a study, guided by *Frank Hurley*, concerning the activities and functions of guidance counselors in four senior high schools.

The Superintendent of Schools was very *complementary* about the valuable *complimentary* service we provided. It was felt that the information gave them a blueprint for continuous program development for counselors as they strive to provide effective guidance service to the students. Besides expressing sincere appreciation for the professional study, the Superintendent stated that it was rewarding to work in a community with interested citizens such as Bob and Frank.

Cosmetics—(Cont.)

mately 50% of their manufacturing is devoted to producing gift items which are literally given to the participating store who, in turn, gives the item to its customers. Forecasting, component purchasing and timely manufacturing of gift items is a unique problem in the inventory management system.

Our work with Estee Lauder has been quite challenging and we hope we may be blessed with a large systems design and implementation project, and the long-term prospect of further diversification—The Cosmetics Industry!



Another Tenth Anniversary

The first 10 years of *Helmut Blettenberger's* association with KSA-Germany was recently commemorated. Helmut was one of the founder-members of KSA-GmbH, joining *Stig Kry*, then European Director, in 1961.

He is a graduate clothing engineer from the famous school in Moenchengladbach, West Germany. Before associating himself with KSA, he worked in the apparel industry in Finland and South Africa.

Life was hard in those early KSA-days in Germany and the formula for survival was high-speed motoring from one client to the next, total flexibility, and iron nerves—qualities which Helmut still retains though,

happily, conditions today allow him to wear his "Dresdner Bank" black homburg hat and spread dignity and light as well.

After promotion to District Manager in 1968, Helmut has shared with *Fredy Hollenbach* a major role in developing our German company to its present strength. Helmut's ebullient, cheerful optimism—well known in the German apparel industry—is a potent sales tool.

When Stig presented Helmut with his 10-year gold watch at a KSA-GmbH party in Helmut's home recently, Helmut's speech in reply was first addressed to Hilde, his wife, as he presented her with *HER* 10-year watch, for 10 years of loyal putting-up-with the mixed joys of a consultant's life. A beautiful thought!

We look forward to the next 10 years, Helmut, with anticipation and pleasure.

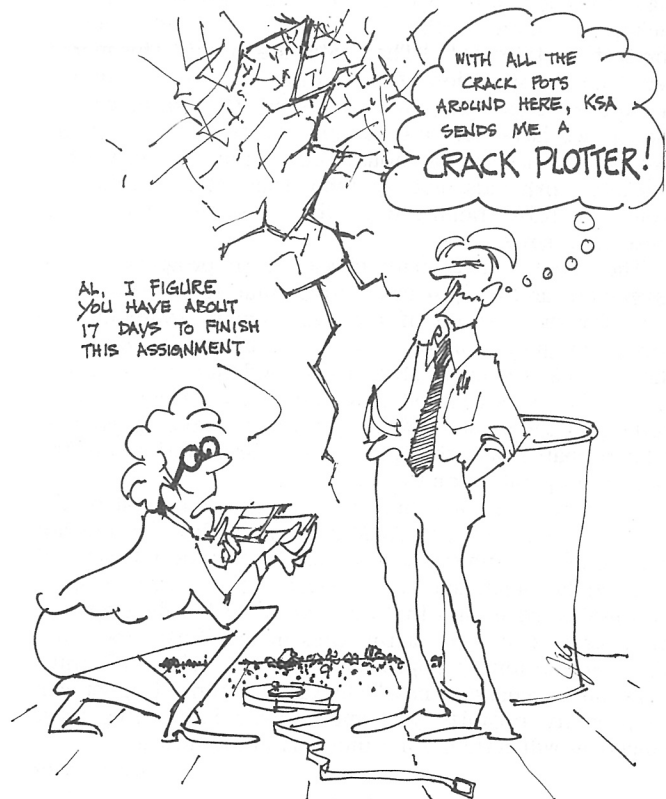
A CRACK PLOT

Al Copelan has been telling us about another *Barry Mademann* antic which occurred on an assignment in a quilting plant in Iowa. It seems that a new, two story addition was built onto a very old, existing structure, and that 25 quilting machines were moved into the second floor of this new addition. Though the floor was reinforced concrete, the pounding of the quilting machines made the entire floor vibrate to the point where we became quite worried about its structural soundness.

Our feeling was that if the machines were synchronized, their pounding would cause the floor to disintegrate. During the assignment Barry noticed the appearance of cracks in the wall adjoining the new area. He carefully recorded the length of these cracks and after a couple of weeks of watching the lengthening of the cracks, he plotted the date (a crack plot!) when the longest crack would reach the floor. Our crack prophet then prophesied that at that time the entire structure would crumble.

After analyzing this scientific collection of data, KSA then scheduled the assignment to end one week prior to the crack date. Barry was given the daily assignment of recording actual versus crack results to avoid a premature floor fall. It was necessary to just ignore the curious nuts who kept asking why he was making those marks on the crack.

Al and Barry are both alive and well—ample evidence that the assignment was concluded according to scientific planning, CMP, PERT, FORSCOR and all that stuff!



Functionally Speaking . . .

AAMD

McRae Revisited

Tom Austin recently began a very interesting assignment for an old client and former KSA subsidiary, Roydon Wear, Inc., located in McRae, Georgia. Old-timers will recall that KSA started the company back in the 50's and saw that South Georgia plant grow from the ground-up operation to one employing about 360 people when it was sold in the early 60's.

More important than growth, however, KSA used the plant for the training (proving) ground for all newly hired consultants throughout that period. Many of you are probably wondering "What are Roydon Wear and McRae like today?" and, if you're under 40 and did not train at Roydon Wear, you probably wonder "What would a modern day consultant think of the early work of JJV, KDU, CAJ, JZR, etc.?"

Roydon Wear now consists of three plants and has plans for building or acquiring the fourth. Dave Billing, Alan Vestal and Nora Tankersley are still the same warm, friendly, accommodating trio you remember. The town has grown also, but mainly in the area of washaterias, supermarkets, and carryout chicken restaurants. A real shocker . . . it's now possible to buy beer in McRae! A note of sadness, however . . . Mrs. Miller's boarding house is no longer there.

Upon arrival, Tom said "Shayam, look at all them cut up table tops and double over and under non-simultaneous pickups!" Upon further evaluation, he made another comforting statement: "Their rates are loose!" This merely bears out the suspicion of many of us, that our consultants are indeed continuing to improve on the improved. Although we have not verified this yet, the head mechanic swears they have a warehouse full of the most clever but obsolete work aids, cut up table tops, etc., carried over from the KSA training days—this must resemble a wax museum of sorts.

The client is extremely pleased with progress on the assignment and has put us on notice that he has priority on Tom for the start-up of the fourth plant following the current program. One of the real areas of satisfaction lies in the fact that the client started a second plant on their own about two years ago and have had a very difficult time in developing the plant—60% of operators in make-up recently. Tom probably beat that performance level during the first month of operation on this project.

In reality, this assignment is somewhat typical of the needs of many of our AAMD clients today. We are not performing a sophisticated service for Roydon Wear, but are merely organizing and supervising a series of small uncomplicated events that must occur in the development of a plant. The style factor—present and future—will not allow revolutionary approaches and the sales staff must have the merchandise now! The value of consulting services to properly organize the small events in meeting these objectives will certainly not diminish in the future.

—Earl Smith

CARPETS AND RUGS

Activities continue to increase with more companies

consistently being added to the client list, covering a broad range of subjects in general management, marketing, systems, and manufacturing.

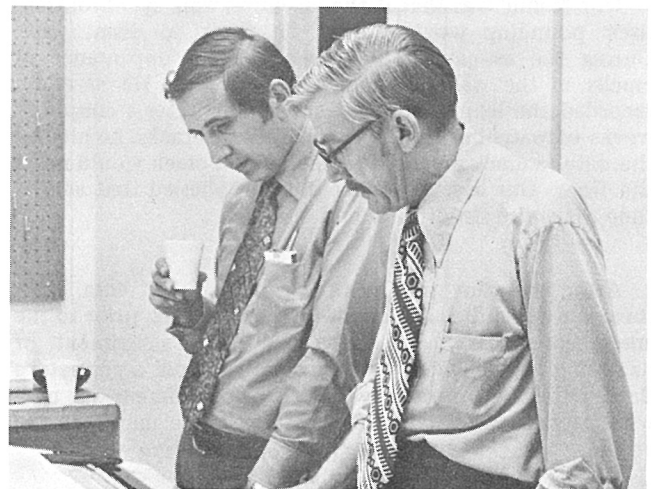
• One particularly challenging current assignment involves turning a \$35 million carpet company completely around (a matter of survival). Bob Frazier is project manager with the assistance of Cecil Phillips and Dale Dodrill in systems, Hugh Tannehill in manufacturing, Bob Pee and Bob Messinger in marketing. So far we (and the client) are most optimistic.

• Josh Taylor, at the same time, is "winning the West" with our first assignment on the Coast. We see an expanding opportunity in that part of the country with increased emphasis on local manufacturing. . . Cecil "Professor" Phillips has once again demonstrated his pedagogic skills in presenting an excellent seminar for small rug manufacturers—with the able assistance of Dale Dodrill. . . Bob Gargan has helped with building our carpet practice by analyzing and putting on the computer the financial results of all publicly owned carpet companies. This will be updated periodically as new results are received and used as a valuable tool in our work and selling effort.

—Bob Saunders

HIC

• We are participating in the design of the Atlanta Health Network System, an organization which is to provide overall administration and management of a comprehensive health care program for the Atlanta Metropolitan area. The System, funded by Economic Opportunity Atlanta through a grant from the Office of Economic Opportunity, will provide overall control of health care centers located in six different parts of the Metro area. The initial phase of the program involves a prototype design of one of the six centers of preliminary design of the overall Health Network System's organization and administrative functions. Later phases will include detail design and implementation of the



Tony DeMaria (left) and Bob Tabor ponder a layout. "It sure would help a heap if outdoor plumbing came back in style . . ."

first center and the overall System, and design of the other five components.

- These centers will be located in areas of the city which presently lack health facilities. In line with the emerging concept of health maintenance organizations (HMO's), they will provide service not only to low income groups but also to other community residents within each center's service area, on a fee-for-service basis. Present OEO health centers cannot provide service to families with incomes higher than the established eligibility limits, even if they are residents of the target areas served by the centers.

- The centers will provide multiphasic screening of patients and basic health services. They will be supported by specialty services such as laboratory and X-ray, and will have back-up hospitals and extended care facilities for those patients who need them.

—Eric Bossak

GM&M—Sales Training

Earlier this year KSA undertook a rather complete marketing study for Dan River Floorcovering Division, which looked at all aspects of their functions. While a number of areas needed attention—salesmen's compensation, marketing organization, etc.—sales training was almost completely ignored. Sales force turnover had reached an annual rate of 66% and no attempt was made to provide structured and formal training for new men joining the company.

We recommended that a training program be developed for all new men. Of even greater importance was the problem of providing training for the sales force already in the field—including division managers and salesmen. Dan River accepted our recommendations and asked us to help develop a program.

Drawing on the experience of a number of our staff, we developed an overall outline for sales training. The immediate problem was the existing sales force, so it was necessary to extract from the program those areas which were most needed for the experienced men. It is interesting to note that the need was not in the area of "selling" (meeting the customer, closing the sale, etc.) but rather the planning and organizing required to be an effective salesman.

Objectives were established for retraining seminars and a program outline developed which included:

- Introduction and objectives.
- Duties and responsibilities—position descriptions were prepared which were used to discuss the manager's and salesman's job.
- Division information—a recap of each division's position and performance in relationship to total company plans and goals.
- Policy and procedure—an outline covering policy and procedure as they relate to the company, the salesmen and the customer.
- Account evaluation—how do active and prospect accounts measure up from the standpoint of both judgmental and quantitative factors.
- Territory planning and organizing—how does one establish goals and objectives, plan effective coverage of accounts, develop a realistic workload, etc.
- New account approaches—how to identify and go after new accounts within the framework of an overall territory plan.

Most of the material was presented through case studies and the seminars were truly working sessions. KSA provided ideas and approaches while Dan River developed case

study material and handled the presentations. Programs were held in each sales division and we audited two of them.

Dan River considered the program very successful. The material prepared for the seminars will be used in initial training for new men. We will continue to assist in completing the full training program and will probably assist the client in developing programs for distributor and dealer salesmen.

An unusual and most interesting project. —Bob Pee

GM&M—Market Research Surveys

Since describing the Customer Service Survey for Berkshire Hathaway, we have found a growing demand for market research services. . . a second MR survey has been completed, a third one undertaken, and a fourth proposed.

- The second study dealt with pantyhose packaging for the largest manufacturer of hosiery packaging, Riegel Paper Corporation. Fifty-five retail personnel on the merchandising manager, hosiery buyer, and store sales level in four major retail channels were interviewed in order to determine how they rated three kinds of standard pantyhose packaging. Design format, package dimensions, and type of package closing were considered. As a result, we were able to develop the characteristics of an ideal package for Riegel, and they are preparing to manufacture and offer such a package to their customers. *Bill Howells* and *Jud Ward* assisted on this study.

An interesting finding of the study was that while merchandising personnel and buyers are most interested in the design of the package, which includes illustrations and product information, store personnel were more concerned with problems related to women shoppers. The sales people felt the biggest thorn in their sides was the shopper who has to open the package to see what is inside, usually destroying it and/or damaging the hose while removing for closer examination. To add insult to injury, even if the woman is satisfied with the contents, she is likely to leave the opened package on the counter and take a fresh one with her to the cashier. Therefore, the ideal package should be one which does not invite the shopper to open it or make it too easy to do so, yet can be easily resealed and made to look fresh if the package has been opened.

- The project we are undertaking for Aldon Industries, a manufacturer of floor coverings, will involve visiting with 60 retailers of floor coverings, plus interviewing approximately 20 Aldon sales managers and salesmen. The response of the latter will then be compared with the information obtained from the retailers.

We feel that the wide range of clients for whom we have performed these studies is indicative of the breadth of the market for this type of work, and are pleased with the demand that has developed in this relatively new area for KSA.

—Bob Messinger

MATERIAL UTILIZATION

Cutting/MU activity is in full swing, with several surveys in progress and many good prospects on the horizon—six or seven in Canada alone!

From a place with "fresh air" to a place with everything but . . . *John* and *Maureen Harry* have moved from Jefferson City to a New York City hotel (complete with 16 bags and a dying potted plant!) to do the Elco MU survey—ladies coats. They're wasting no time in writing

Continued on page 8

Material Utilization—(Cont.)

their own critiques of Broadway plays, Eastside restaurants, etc., and Maureen has asked Santa for a few of Elco's latest.

While *Jean-Paul Freneat*—KSA's Spanish speaking Frenchman—is "enduring the hardships" of a winter in sunny Puerto Rico (Cutting and MU at BVD), other MU fellows are causing the men's clothing rag-'n-scrap trucks to stop less often as a result of the excellent work they are doing from the Northeast to the Midwest for such wellknowns as Hickey Freeman, Marx-Haas, Jefferson, Mr. Apparel, etc.

● Nominations for this month's most interesting visit: KSA (*Jim Trautman* and *Jack Murray*) had a chance to look over the equivalent of "button and thread" utilization for a new prospective client outside the apparel industry. . . . They make cars and they're known as *GM!* When asked about their annual trim material usage volume, their somewhat casual reply was: "Well, it's not much, compared with our other materials, but we use about \$60,000,000 worth of . . . vinyl . . . plus . . . worth of . . . plus . . . (!)" They really need our help, so wish us luck in convincing them, and maybe your '73 Chevy will cost a little less.

—*Jim Trautman*

PUBLIC RELATIONS

As promised, it was an exciting Fall in PR-land. It all began within the Bobbin Show (and almost ended there as well).

If memory serves, KSA had exhibits at both the Civic Center and the Marriott in Atlanta, in order to keep up with the growth of this important trade event. *Frances Preston* and *Vallene Baker* "manned" the reception desks and did an excellent job of keeping KSA in touch during the hectic three days. (They did lose track of *Jack Murray* for 10 hours once, but anybody can do that. So long as they didn't lose JJU or the banana bread, we were okay.)

Traffic was good. It peaked between 2:15 and 3:30 on Thursday, during which time *Howard Cooley* sold five free visits and *Karl Striegel* went for a sandwich—merging two companies and selling a third en route.

KSA's program this year concentrated on fashion manufacturing. *John Wilcox*, *Frank Armistead*, *Dick Bath*, and *Buddy Ruppenthal* were the speakers, and there was a standing-room only crowd of 325 in attendance.

Meanwhile, in another part of the Marriott, *Jerry Kavanaugh*, *Frank McMillan*, and *Susan Crumbley* tinkered with a reluctant teletype (is there some other kind?) in preparation for a series of "invitation-only" presentations of a service bureau program for small manufacturers.

As usual, *Pat Baker* grew three extra sets of arms and legs to handle all the details at the Bobbin Show.

Details of our PD/Customer Service seminar in October appear elsewhere in this issue. (Not appearing elsewhere are details of the annual Bobbin Show poker-game—which is just as well. . . .)

Also in October, KSA made two appearances in Philadelphia during the same week! We exhibited at the first IDEA Show (International Disposables Exhibit & Assembly), where *Jack Murray* spoke on cutting and joining non-wovens. A few days later, *Al Emmons* offered some thoughts on cost accounting at a meeting sponsored by the Philadelphia College of Textiles.

We got out of Philadelphia safely enough, and moved our PR "big guns" south. KKS ran our exhibit at the Institute of Industrial Launderers convention in Florida, and KS delivered a speech to the Greensboro chapter of AIEE.

It's helpful to get others into the PR act. This frees our department for more important things, such as building up KSA's computerized mailing list. At the moment, we have some 2,100 names for apparel and about 2,400 on the textile list. These will be used for future mailings of Bulletins and "Perspectives," as well as for pinpointing our marketing efforts. ("LL send this note to the 17 largest manufacturers of boys' neckties located west of Indianapolis and north of Mattoon, Illinois. . . .")

—*J.S.*

PHYSICAL DISTRIBUTION

● A seminar was held in New York at the Americana Hotel on "Physical Distribution in the 70's." Emphasis was on the customer service aspects of physical distribution and the established and developing trends which, from a PD standpoint, will affect apparel companies' ability to serve their customers in the 70's.

● The seminar was heavily sprinkled with systems and marketing gems which nicely supplemented the physical distribution portion and, in fact, resulted in a much broader look at distribution than most of the top management attendees have seen. The seminar was spiced nicely with two luncheon retail speakers, who laid it on the line to the apparel executives and challenged them with some of the many things they would be demanding in the 70's.

● The week after the PD seminar, a speech was delivered in Washington at the Apparel Research Foundation Technical Conference. This speech was titled "Customer Service Center Engineering" and attempted to cover just that. (For old-timers in KSA, a customer service center is what you used to call a warehouse.) This talk led to a couple of client prospects which we will be following with interest.

● During the same week, *Bob Hagen* and *Bob George* delivered a speech on physical distribution at a meeting of textile executives at Southern Tech near Atlanta.

In addition to public relations, we should follow up the lead article on retailing in the last Observer with a "retail update." This should emphasize the fact that USA and European consultants are cooperating in developing retail practice on the continent, which currently includes four active clients (de Bi jenkorf, Hema, Rheinbrucke, and Peter Robinson).

On the USA side, *Ted Harless* is back and we welcome *Doug Stevens*, an experienced retail systems man, who will be devoting his time to retailing. New contacts and potential clients in the U.S. are J.M. Fields, Hughes Hatcher Suffrin (an old client who wants us to visit them), Roaman's, and an unnamed northern New Jersey ladies' wear chain.

● We are about to undertake a market study of retailing to aid us in properly planning KSA's growth and development in this important industry.

—*Jim Giddings*

TEXTILE DIVISION

The U.S. textile industry had a difficult year. Beset by imports, conversion to knits, over capacity of certain products, governmental anti-merger policies and a traditional manufacturing orientation in a time of rapid market fluctuations, the industry has yet to recover from the lean year of 1970 when average textile profit margins were 1.9% on sales and 7% on equity. This has reflected itself in a difficult year for our Textile Division as well.

● Our sales will be close to \$1 Million and billings about \$900,000. About 50% of our billings will come from MSD services, with GM&M accounting for a substantial portion

of the fees. This reflects the industry's need for assistance in the marketing area and, more importantly for us, our ability to serve this need.

Because of the difficulties of the industry, it has been necessary to exert greater sales efforts. These have begun to pay off and groundwork laid, largely by *Bob Saunders* and *Bob Solomon*, is certain to make 1972 a much better year.

- In spite of the difficulties, 1971 has been a year in which considerable strides have been made in both broadening and improving our services and our reputation. We have developed and successfully conducted several corporate overviews—an evaluation of all facets of a corporation. We have refined our knitter and fixer training service . . . Several marketing assignments have been successfully completed, as have a number of economic feasibility studies . . . Two "sick" corporations have called upon us for broad assistance in helping them reverse their downward trends—assistance in marketing, manufacturing, systems and controls, reduction in SG&A expenses and organizational development . . . Several cost models have been developed for a major fiber producer and a major marketing and feasibility study has been conducted for a foreign textile equipment manufacturer.

It is not likely that a rapid reversal of the industry's poor performance will occur. However, we do anticipate a growth in our practice and are better equipped to assist textile companies with their increasingly difficult problems. In 1972, we anticipate a fee income of about \$1.2 million, which should break down into 50% TMMD and 50% MSD.

Space prevents mentioning names of all the men who performed superb work—many times not in their primary area—but we would like to express our gratitude to the men of the Textile Division. Our practice has been greatly aided by many in KSA and we are especially grateful for the assistance which we have received from *Ralph Ross* and *Bob Frazier* on both sales and projects. —*Freddie Wood*

TRAINING

- The development of this function continues its steady growth. Supervisor training for apparel first-line supervisors heads our best-seller list, with such well-knowns as Oxford, Barrow, Hartwell and Tropical using this particular service, under the guidance of *Bob Langley*, *Hugh Smith*, *Dick Prince* and *Greg Murphy*. The human relations aspects at Oxford and Tropical are being handled by *Ron Brockett*.
- AAMT assignments are showing very good results in

reducing training times and costs and most significantly equipping present employees to become a productive part of the client labor force. The results obtained by *Mike Willett* at Rome Manufacturing enabled the owners to give consideration to expanding when only a few months ago they were concerned with being able to obtain sufficient desirable people to continue operating at their present level.

—*Buddy Ruppenthal*

TRAINING & PROFESSIONAL DEVELOPMENT

KSA's internal training department is in the process of updating material in anticipation of our next training class. P.U. will again be matriculating new undergraduates in early January depending, of course, upon a successful recruiting campaign now under way. This is good news as we were about to lose our accreditation.

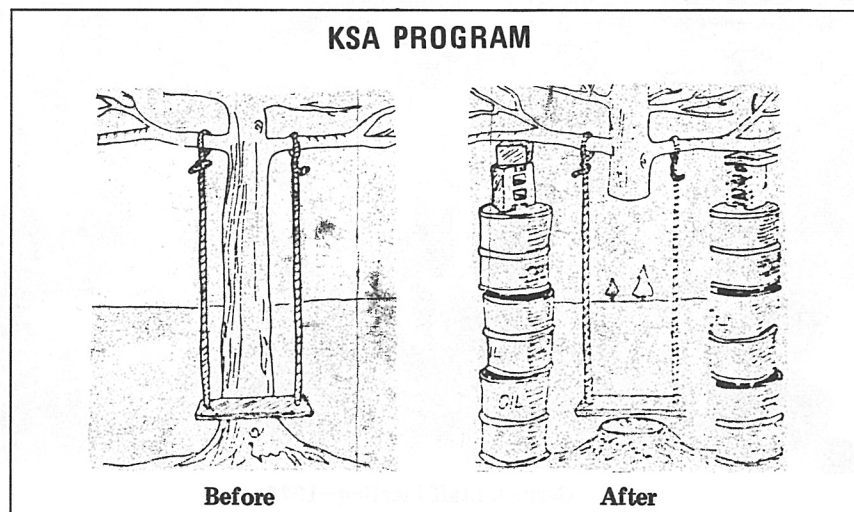
- During the summer we had the privilege of administering an apparel engineering course to a client resident engineer. He was an I.E. by training with several years experience in aerospace but none in apparel. Our objective was to introduce him to the apparel industry and provide a foundation in apparel engineering.

- The client situation was such that it was necessary to structure a program involving only about two weeks of consulting time. To accomplish our objectives and yet live within fee limitations, a somewhat tailor-made program was outlined. Phase one was a two-week stint in the client factories to familiarize the engineer with his employer's personnel, products, plants, and payroll system. Phase two consisted of two weeks in the Atlanta training facility where we were able to draw heavily from our regular consultant training material. Phase three was four, one-day follow-up visits to the clients plants by *Bill Cameron* to monitor and guide his continued training. During these visits it has become obvious that our efforts have been worthwhile; he has made a contribution almost from day one. And, we have added another satisfied client to our list.

Proposals have recently been submitted to several other clients for similar training programs. Given a few days to prepare—and providing it does not interfere with KSA's internal training—we will be ready to conduct courses for client personnel in

1. Apparel Stitching Engineering
2. Apparel Cutting Engineering
3. A combination of 1 and 2
4. Apparel Middle Management

—*Bob Pee*



EUROPE—GENERAL

- Europe had an autumn boom, and although our order book is still thinner than we like, sales are keeping up with our needs and billing was at an all-time high of \$230,000 in October.

Marketing efforts in U.K. seem to be paying off and we expect the same effect next year following the current effort in France. German sales are solid and growing and the systems division there is oversold. Italy's sales position has weakened slightly, but with what seems like a slightly more stable industrial situation, should show continued prosperity in '72. In fact, we face 1972 with optimism.

We now have retail work going on in U.K., Holland and Switzerland with a wholesaler in Finland and a prospect of retail work in France. We have also done work for a retailer in South Africa. *Ron Malcolm, Erich Breitschwerdt, Horst Kern, Herman Frohlich, John Cooper, Graham Gilliver, Albin Graeser* and *Eric Chipps* have all worked for retailers and wholesalers in the last few months, and we are borrowing the services of *Ted Harless* and *Doug Stevens*, who are already specialists in this industry.

- The imminent entry of the U.K. and others into the E.E.C. should be a boost for manufacturing practice and is bringing us some interesting opportunities in the marketing sphere.

- Another factor of interest is the sharply rising level of imports as low-cost countries shift emphasis to Europe following the USA surcharge. Whether this will be good for us, spurring action to meet competition, or bad because it hurts our clients, is hard to predict. It will push new manufacturers to some of the lower cost countries and it is clear that in the late 70's we can have a large practice in the Mediterranean countries.

—*Stuart Hollander*

KSA-FRANCE

- Great effort has been made to make KSA better known in France. Besides meeting too many influential people from the press and suppliers, we conducted a fee-paying *OPTICOUPE* (MU/CR) seminar in Paris on December 15, and a free film show (with cocktails afterward) at Lille on November 30.

- In addition, a new series of Service Bulletins we call *INFORMATION KSA* has been prepared and will be sent

out regularly to a list of about 300 potential clients.

Algeria is still causing us a lot of worry, with \$167,873 (KSA/USA and KSA France) held for payment by the Central Bank. We believe \$50,000 to be "on its way" and anxiously await the news that it has arrived in Washington.

We are still suffering from some patches of idle time, but this should soon improve, and we are using the opportunity to give intense training to our principals and staff, with the help of *Richard Clarke*, European Training Director.

—*Greig Barr*

KSA-ITALY

Italy's economy is still waiting for a long, hoped for recovery from the recession of late 1969. . . With a 30% labor cost increase in the apparel industry, export of ladies' clothing to other European countries and the U.S. has suffered greatly. . . Today, many well-known clothing companies—like *Monti*—are forced to work short hours or reduce their labor force substantially.

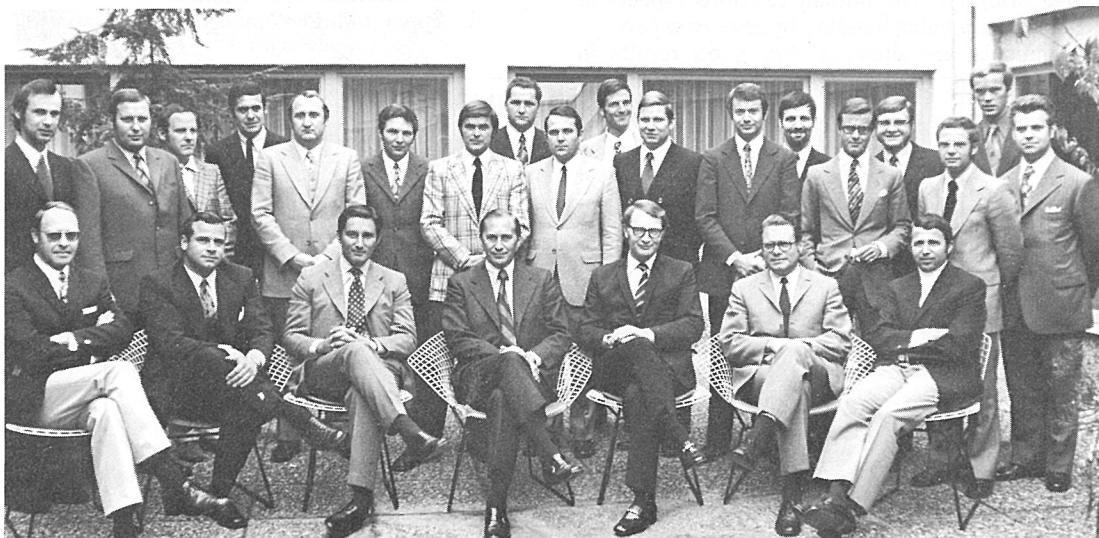
Despite this severe crisis—or maybe because of it—KSA-S.P.A. is managing to keep everybody busy and providing occasional work for colleagues from other European companies. However, we are under no illusion that this situation can change from one month to the other. Of course, we hope, and there are many indications that the present crisis is bound to turn around by next spring.

Welcome to *Franco Guazzo*, our last long-range trainee, who has returned from the States. He is on a MU/CR program for a men's clothing company in his home-town, Torino, where he is working with *Salvatore Pizzolo* for *Caesar*. *Gino Fedeli* is there also, putting in a Standard Cost system. . . And, a \$5 Million annual savings is in store for *Lebole*, once *Joe Mueller* completes the project!

—*Werner Iten*

KSA-SWITZERLAND

A few interesting new contacts came up in Switzerland. *Vollmoeller*, a knitwear subsidiary of the *Haeberlein* (*Helanca*) group wanted to talk to us about helping them in production and systems. We also met with *Ritex* and *Kleider Frey*, two major men's outerwear firms. Also, a Standard Costing seminar was held in Zurich in early December which should contribute to spreading our name in this small but interesting market.



German Staff Meeting—1971

Most of KSA-AG's work is covered by the European Systems Division in *Albin Graeser's* report below:

The economic conditions earlier this year did not make consulting life easier than anywhere else. Since the situation has improved in many ways, we have added *Peter Amrein* to our team in Germany and *Horst Kern* in England. They arrived in time to help us meet our increased commitments. ● Functionally speaking, we have extended our activities into retailing where, following a successful distribution centre reorganization, *Horst* and *Ron Malcolm* achieved a major extension to develop our first complete Retail MIS in Europe. . . Our first Standard Cost system at *Kirsches* gained us much self-confidence, and based on this, we have sold two more costing implementations and are currently doing two costing surveys. And, we have conducted a successful, paid, one and one-half day costing seminar in *Dusseldorf*.

● Regionally, we feel we accomplished a breakthrough in the German systems field and particularly as a result of *Hans-Horst Hensche's* efforts we have piled up a forward sales position of about DM800,000 of systems work in manual and computerized MIS work. With good contacts established with men's and women's wear associations, we think KSA-Germany is well on its way systems-wise.

The sales contacts in U.K. are becoming more concrete and by the end of next year we should be able to report the same good picture as in Germany. Meanwhile, in France and Italy, we are already serving two major systems clients. *Ulf Weise* will establish his permanent base in Paris during the next year and put his considerable experience into this region, which will help *Bob Fitze* and *Werner Iten* get systems work moving ahead. We already have *Mike Cardon* and *Gino Fedeli* working in this function.

KSA-GERMANY

Diligent readers of this column will recall that an annual award "Pokal fuer Freizeit Abenteuer" (Ample Spare Time Cup, more or less) is presented each year to the consultant whose adventures are the most improbable. Over the years the increasing improbability is such that this year, the award was made to *Dieter Fertig* for reasons suitably improbable. It seems that one of Dieter's current clients has a lady President of such improbability that prior to Dieter, no one was able to communicate. Then, suddenly . . . yes, you guessed it, Dieter showed up and the President became everybody's Grandma with the cooky jar. Worth a cup anyway, Dieter!

The award was made at *Schloss Balkhausen*, *Helmut Blettenberger's* baronial mountain home, on the occasion of a KSA-Germany and Switzerland company staff meeting, in a suitable atmosphere of champagne and wurst. *Helmut's* 10th anniversary was also celebrated that same evening and happy consultants were still to be seen late that night meandering to bed. We were most impressed by the Principal (nameless) who was expounding his plan for improving the operation of milking cows: He was incoherent with excitement, but as we understood, it involved eight men per cow. Four each grasped a teat firmly, while the other four, one at each corner, raised and lowered the legs in unison, achieving a 400% increase in output!

● Sales figures are showing the efforts that have been put in this year and it looks as if GmbH will finish 1971 on budget for a fee volume of \$525,000. Two of Germany's most well-known names have recently been added to the survey list, *Alwerk* and *Odermark*, both very large organiza-

tions making menswear. Men's clothing engineering still supplies the largest part of our German-speaking practice, though efforts to penetrate the ladieswear industry are gaining ground.

● As usual, there is a fringe of exotica, one of the most recent being a proposal for up to DM500,000 on providing start-up training for a 1000-operator work-clothing plant planned in *Dahomey*, West Africa. (No truth in the rumor that *Fredy Hollenbach* was recently seen practicing up trees in a *Duesseldorf* park, clad only in a loin-cloth, calling "Tarzan like Jane" to passing birds.)

● Scandinavia is perking up as a market. A short, but neat, planning job was made recently for a ladieswear manufacturer lead to an inquiry from *Angli A/S*, the very famous circular shirt plant, which is practically an art museum. Contacts also bud with the Norwegian Textile Association, and more sales/proposals are bubbling in Finland.

● As a final foot-note, *Helmut Blettenberger* and *Wilf Luetteke* are spending three days engineering work places in the Mercedes shoe plant, *Stuttgart*, on what could well become a toe-hold in the shoe industry. —Eric Chipps

"CURIOUSER . . .

Following the subsidence in tropical rains, a native runner recently brought tidings of strange happenings on the furthestmost shore of the darkest of continents. . . Africa. Strange war dances were observed at high noon when a car pulled up at a spotlight in *Cape Town* and the driver, oddly attired, pranced about in the road.

"and curiouser. . .

Moving to a grassy clearing, 'twixt mountains and sea, the same native chief, accompanied by his worthy (or was it swarthy) lieutenant, danced in strange motions toward an assembled group. Pausing briefly for their cameras, our two heroes suddenly took on the appearance of *Bene (Pele) Johnson-Hill* and *John (Skinner Normanton) Cooper*. The occasion was the annual soccer match between *Truworths* Head Office and factory. Dressed in the colors of *Cape Town City* and *Port Elizabeth City*, respectively, they cut dashing figures, especially as the shorts for the occasion were frilled at the edges. Ben ably played "somewhere on the right" while John did sterling work "over on the left." Both were hardly able to stand within five minutes of kick-off, and bets were taken as to whether it was the result of being unfit, or the effect of too much lunch-time supping. Half-time was reached with the scores even, but with a dramatic change in tactics during the second half (which meant that one or both of our heroes were off the field), KSA helped collect a cup and two winners' medals. The crowd, which would have drowned *Wembley* on Cup Final Day, stopped their off-chanted cry of "Well left Ben!" and cheered the heroes home.

"and curiouser. . ."

Only a few days after this epic in the sun, a strange figure, looking like *Mahlon Saibel*, turned up in *Cape Town*. Rumour has it that he is a part-time talent scout for *Hartlepool United*!

FOOTNOTE: To the everlasting credit of KSA men's devotion to duty, etc., they were the only ones who turned up to work on time next day. Of the three client executives also playing, one never showed, one went home sick, and the third had to be carried to his desk whence he never moved for the rest of the day. *Esprit de Corps*—5. Productivity—0. —John Cooper

Itinerary for European Visitors at AAMA Meeting in Atlantic City

Visions of a relaxed, enjoyable and informative meeting on the Boardwalk in Atlantic City? Then we caution you to keep it a deep, dark secret, lest *Joe (Perpetual Motion) Scheines* hears about it, and your itinerary might end up looking like the one he recently set up for *Anne* and *Eric Chipps* whose schedule, in part, looks like this.

- May 1. . . Mayor of Atlantic City and Outgoing President of AAMA greet Mr. and Mrs. Chipps at deep end of Million Dollar Pier. As they emerge, dripping, Outgoing President of AAMA wraps the Chippses in huge bath towel (one of his multi product company's multi-products) and whisks them away to brief rubdown and reception.
- May 2. . . Convention opens. (EJC and Outgoing President of AAMA cut necktie of KS—who is too busy to notice, having been designated an honorary judge of Miss America contest preliminaries.) Mr. and Mrs. Chipps tour exhibits; retire for 30-minute rest period in folding chair storage Room D; get locked in; spend night.
- May 3. . . Continue tour of exhibits; encounter *Jack Murray*; spend 90 minutes reviewing new machinery developments; lose way and sit for a while in Summerour booth; authorize free visit. EJC featured speaker at afternoon seminar on "How to Pull Your Chestnuts Out of the European Fire Without Burning Fingers" following which he chairs free-swinging seminar on EEC. (Late p.m.) Dinner at Hackney's (whose wine cellar has been under water for 18 years); leave Hackney's after dispute with sommelier; rendezvous with JS (who has bail money) at A.C. Police Station; take in burlesque bar; complain about quality of "champagne" (\$7/split); return to police station; spend night.
- May 4. . . (Late p.m.) Attend whirlwind series of supplier parties; discover the viands identical at each; people also tend to repeat themselves; encounter KSA Vice President and client rolling on floor, fighting over who is to precede whom through door; retire after tour of Boardwalk; discover room has been burgled; call police; spend night at police station describing losses.
- May 5. . . Arise early; rent bicycle for ride along Boardwalk; continue north to New York. Check in at hotel. Relax. (Note that at no time have you spent night in hotel room. Why bother with reservations?)

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.—Machiavelli: "The Prince"

REDUCTIO AD ABSURDUAM

No doubt our readers will recall the front-page lead story in the last issue of the *OBSERVER* about KSA's contribution of five manweeks of consulting work for the State of Georgia. The net result, following a close perusal of the final report by *Cecil Phillips*: one line from KSA's report survived final editing.

Now, perhaps if they'd *paid* for our words of wisdom, more of them would have been published. . . .

Congratulations!

Weddings

Best wishes for many happy years together go to *Elizabeth* and *Graham Gilliver* (KSPEA) who were married on November 5. . . HIC's highest ranking female Methods Analyst (also HIC's *only* female Methods Analyst), *Marnie Grant* became *Mrs. Richard Ingram* on November 20. . . *Alison Ferguson*, Stig Kry's secretary, was married to *Edward Doherty* on December 4. Alison's parents came over from London for the happy event.

Births

Congratulations to the following who have welcomed new babies: *Janet* and *Steven Webb* (KSPEA), a daughter, *Victoria*, Sept. 16. *Julie* and *Tom Austin*, a son, *Matthew Joseph*, Sept. 18. *Cate* and *Giacomo Ronco* (Italy), a daughter, *Barbara*, Oct. 6. *Ilse* & *Michel Bazonnet* (France), a son, *Stephane George*, Oct. 6. *Marsha* and *Chick Schwartz*, a son, *Hardy Jed*, Oct. 19. *Judith* and *Lynn Dyeser*, a daughter, *Stephanie Lynn*, Oct. 22. *Petra* and *Barry Mademann*, a son, *Scott Andrew* (two months premature), Oct. 26. *Michele* and *Jacques Compain-Tissier* (France), a daughter, *Alexandra*, Nov. 1.

NOT FOR THE FAINTHEARTED

Who in KSA has not heard, at one time or another, the admonition "make the client's problem your own." *John Caldwell* literally did this when former KSA'er, *Steve Jackson*—now a client—passed out while donating blood in Columbia, Tennessee. John followed suit and was out for approximately two hours, allegedly dreaming of golf and fishing on the Gulf Coast.

We are not sure if this qualified as Code 82 (vacation and holiday), or if John reciprocated by billing the client, thereby "making his problem the client's."



"THAT NEW MAN, I THOUGHT HE WAS EXPERIENCED!"

Imperturbable Turbyfill

We caught up with Gerry Turbyfill recently and suggested it was time for an interview.

“Why?” he asked, “have I been here 10 years already?”

“Maybe,” we replied (in fact, he has only a few months to go), “but that’s not the reason. We want to write about a textile man. You’re available, so you’re it.”

Turby greeted this news with total equanimity. “Okay,” he said.

Silence.

One of the first impressions one gathers about Gerald Turbyfill is that he is the clam, quiet type. He knows a lot, but you have to do some determined digging to get it out of him. We dug, and discovered that Turby really *is* imperturbable. Consider the following:

- With almost a dozen years of solid textile engineering experience behind him, he was hired by KSA in 1962 to bolster its basic textile manufacturing capabilities (Turby’s arrival doubled the size of the staff) and was straightaway sent through apparel training in McRae.

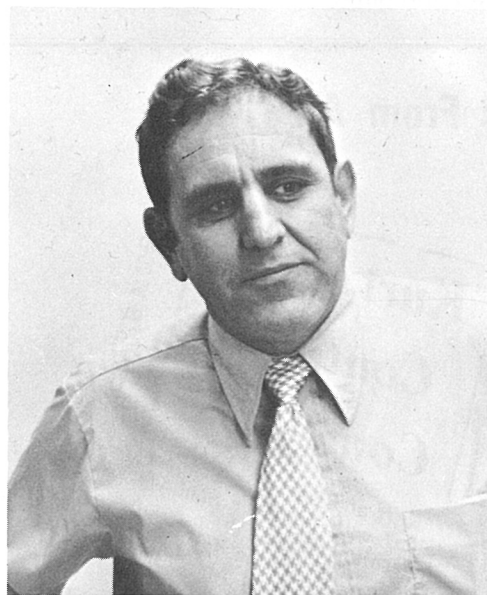
- Turby kept his cool, even when that project was followed by one in a carpet mill (after all, he *was* learning). Finally, of course, he got down to consulting work in his specialty—yarn spinning and weaving in cottons, woolens and worsteds, and synthetics.

- More recent examples of unflappability were displayed when Turby calmly undertook assignments in Indonesia, Algeria, Tanzania, and Germany. As this is written, our hero is in Japan studying a new open-end spinning technique for a textile project in South Carolina. Truly, the language of textiles is universal.

Turby has moved about a good deal in the course of his career. A graduate of North Carolina State in 1950 (BS in Textiles Manufacturing), he worked at Mooresville Mills for four years. This was an integrated mill on the cotton system, covering everything from carding through finishing of cotton gingham, rayon suitings, drapery fabrics, and towels.

He moved on to Pacific Mills, where he gained equally wide experience in woolens and worsteds. (Editor’s note: Burlington Industries bought Pacific Mills five months after Turby arrived—perhaps an expensive way to add a good man, but Burlington’s subsequent growth indicates it was a shrewd move.)

During his seven-year career with Pacific Mills and Burlington, Turby advanced through positions of increasing



responsibility—assistant chief IE for seven plants, superintendent of the Oxford (N.C.) mill of Pacific Mills, head of yarn operations for Raeford Woolen Mills, and finally division IE for the entire Raeford Division of Pacific Mills.

In addition to the exotic trips mentioned above, his peregrinations as a consultant have seen the Turbyfills residing in Maine, Maryland, Columbus, Ga., and various spots in the Carolinas. For the past three-and-one-half years, Gerry and his “princess of a wife” Catherine have been settled in Atlanta with their three children.

Other consultants have shown equanimity in the face of constant moves, quick trips, and surprising assignments. In this respect, all KSA men (and their wives) are imperturbable.

Maybe so. But we don’t know of any others who decided to go out for college football without any high school experience. The fact that he didn’t even know how to get down into a three-point stance didn’t faze Turby. He made the team at NC State, won a football scholarship, and played first string guard for several seasons—in a quiet way, of course.

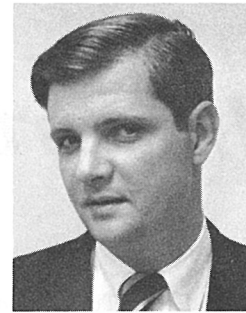
Imperturbable to the last, Turby claims he was born in Maiden, N.C., 31 years ago, and that he has given up smoking 52 times.

Maiden? Who’s he kidding?

—J.S.

NEW STAFF

Douglas A. Stevens . . . Age 30. Wife Susan. One child, age 2. B.A. Economics, Miami University, Oxford Ohio. Some work toward MBA, George Washington University, Washington, D.C. Marketing representative IBM 3 years, specialized in retail accounts. Senior Consultant, Touche Ross & Company, management services division—again specialized in retail accounts. Assigned to Retail-MSD. Hobby: Woodworking.



News From All Over...



Birmingham, Ala.—John Caldwell, eagle-eye, spotted the above item in the sports section of the local paper recently, and sent it in to *The Observer* with a question that demands an answer: "I guess it's okay for the Chiefs to do a little moonlighting to help make ends meet these days, but must they use their real names? I mean, how does tag-team wrestling fit with our image?"

You're right, John; it doesn't. Herewith, a contest. *Name The Tag Team*. Example: "Stopwatch Stan and the Sliderule Kid." First Prize: All-expense-paid week in Brookhaven, Miss. Second Prize: Two all-expense-paid weeks in Brookhaven, Miss.

SEPARATIONS

The following must be reported as ex-KSA'ers since our last report. Hopefully, we will soon be able to number them among our clients.

Oliver Brown • Joe Rosato • Dewey Moss • Steve Woloz

Coming Events...

- January 28-29—KSA puts on its first seminar for the Bobbin Magazine on "The State of the Sewing Room—1972," Marriott, Atlanta.
- May 2-5—AAMA Team '72 convention and trade show, Atlantic City, N.J. KSA will exhibit. Attendance guidelines forthcoming.
- Undated, put planned: A program on the cutting room for the Clothing Manufacturers Association (men's tailored) some time in March; a series of regional programs for women's wear manufacturers; several top management seminars.

LIFE'S UPS AND DOWNS

On-the-job accidents can be pretty rough, but we hope no one in KSA will ever top the following actual, on-the-job accident report submitted to an insurance company by the accident victim.

"When I got to the building, I found that the storm had knocked some bricks off the top. So, I rigged up a beam, with a pulley at the top of the building, and hoisted up a couple of barrels full of bricks. When I had repaired the building there were a lot of bricks left over, so I filled a barrel with these extra bricks. Next, I went to the bottom of the building and cast off the line.

"Unfortunately, the barrel of bricks was heavier than I am. Before I knew what was happening, the barrel started down, jerking me off the ground. I decided to hang on. Halfway up, I met the barrel coming down, and received a severe blow on the shoulder. I continued to the top of the building, where I banged my head against the beam, and jammed my finger on the pulley.

"When the barrel hit the ground, it burst its bottom. This allowed all the bricks to spill out. I now was heavier than the empty barrel, so I started down at high speed. Halfway down, I met the barrel coming up, and severely injured my shin. When I hit the bottom, I landed on the bricks and got several painful cuts from the sharp edges.

"At this point I must have lost my presence of mind. I let go of the line. The barrel came down and gave me another heavy blow on the head. This put me in the hospital."

—Submitted by our very own HIC

Elizabeth Witzig, Eric Chipps' well-liked secretary, departed mid-November for Vienna, where her husband is now located. Sadly missed, but grief tempered by pleasure at engaging *Mrs. Antje White*, who has joined the London Office team.

Around The Company . . .

With the conviction that a consultant performs best when in good physical condition, *Alberto Figa-Beleta* joined a football team. Like many of the pros who play the rough-and-tumble game, Alberto sustained a broken rib. He reported that the bandage limited his movement but—like a real KSA-pro—he could still click his watches as well as on his best day.

Greg Murphy's client promised to provide transportation on a recent trip to his factory. Now Greg is not a presumptuous fellow and certainly didn't expect a late model Caddy, but...would you believe a truck! Greg probably didn't feel like much of a swinger arriving at the airport driving a truck, but he did add one more item to his list of capabilities—one not provided in his cross-training. Not all KSA consultants can claim such expertise!

Another KSA'er displayed his wealth of training, flexibility, endurance and an uncanny sense of rhythm as *Ron* and *Dany Cain* won first prize—a fifth of Champagne—in the St. Louis downtown Holiday Inn, Tuesday night potato dance. (Even *Joe Scheines* has never been to one of those!) The feat was accomplished by holding a potato between their foreheads, hands behind their backs, while dancing to various tempos. For the more technical minded...the winning time was nine minutes at a grade factor of 140%, no machine delay, no personal time and an 87-1/2% fatigue and hangover allowance.

With complete and total dread of anything cold and white, who should arrive in time to catch the first snowfall on November 9 in New York City in 102 years but *Jack Schmidt*, the snow loner from El Paso.

Reported confusion reigns again as KSA Atlanta expands to the 8th floor to accommodate increased training facilities and the relocation of HIC.

The Atlanta Office welcomed not only *Linda Linder*—after a four-month absence following an auto accident—and *Al Aberson*, a temporary since September, who is now a full-time Tech Support man, but also two new secretaries. *Mickey Yount* assumed the duties in Apparel Engineering

of *Vallene Baker* who is now Office Coordinator, and *Millie Simeone* is the Textile Engineering Secretary, relieving *Ann Hodgens* to head Library and Mailing List functions.

Atlanta girls send special thanks to the New York girls who were so accommodating to two of them on a recent visit to "Fun City." They look forward to returning the favors "Southern style."

NEW YORK OFFICE

Whatever happened in New York during the past three months—The Mystery of the Lost Shipments, The Locked Drawer, The Curious Footprint, Etc.—paled in comparison with Alison's Party, obviously, the social event of the year.

Alison Ferguson finally decided to marry (details in Society News). To mark the event, an innocent little punch was concocted to enliven an otherwise drab luncheon hosted by the NYO secretaries (watercress salad points and yogurt-and-radish dip). *Stig Kry* made a speech about "not losing a secretary, but gaining a corporate lawyer" which brought everyone to tears.

As the party progressed, however, the punch must have lost some of its innocence. The scheduled panel discussion on Marriage and the Family deteriorated into a free-for-all over Phase II, followed by a monologue on Automation and the Multi-Children Family. Alison quietly gathered her pots and pans and left, bravely smiling. She promises to return. We hope so.

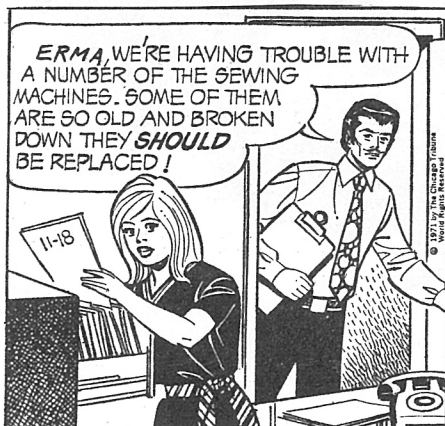
The Mystery of the Lost Shipments was the same old thing, but this time with international ramifications. For the second time, a manual prepared in New York for Tanzania got lost in the toils of air freight. (A full report by our Lost Shipment Disaster Unit—*Erma Stenger*—will appear in the next issue.)

On the domestic front, nothing particularly new. A shipment of film took six days to go from Detroit to N.Y. via air express; a shipment of "Perspectives" took over two weeks to go from N.Y. to Atlanta; a ham-on-rye was hijacked between the 14th and 18th floors and hasn't been heard from since November 5th.

The Locked Drawer is something we'd rather not get into, since it involves KS forgetting the key to the drawer he keeps locked in the NYO conference room, and how we finally got it open, and what was in it, so forget it. . . .

The Curious Footprint was obviously left by a large, barefoot anthropoid. It appeared one morning on the window ledge outside *Phil Lutz's* window—which is on the side of the Empire State Building that offers the most footholds for climbers. . . .

The Adventures of Uncle Jack





*Season's
Greetings*