

# The Observer

Vol. 3, No. 3

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September 30, 1972

## Development of the "Kurt Salmon" Practice in South Africa. . .

By—Ben Johnson-Hill

A Joint Endeavor by KSA and P-E

From my memories of training in the U.S. in 1962, anyone from "little ole England" who was visiting the smaller towns of southern Georgia and Kentucky was something of a museum exhibit. By comparison, anyone living at that time in Cape Town—"Gee, is that somewhere in Africa"—might have been expected to be inhabiting the tops of trees, eating bananas. The world has shrunk since then, and the publicity accorded such celebrities as *Chris Barnard* and *Gary Player*, not to mention the arch-evil apartheid, have helped to bring South Africa more into the public focus. Even so, let me tell you a little of what we are doing in South Africa.

● KSA contracted with P-E Consulting Group in South Africa (PE/SA) whereby, for 15 years, in turn for training of personnel, technical information, etc., and although the Kurt Salmon staff would function as a wholly-owned division of PE-SA, 20% of the fees earned by the Division would go to KSA. The Kurt Salmon Division got underway in mid-1969 when I went down on permanent loan from KSA. The volume of business has built up slowly since then to the point where, for 1971 and 1972 the Division has consisted of five men—*Richard Campbell* (from KSPEA), *John Cawood*, *Graham Pierce* and *Keith Alleson* (all recruited in South Africa and trained in the U.S.) and myself. We certainly think of ourselves as being very much a part of KSA worldwide. Perhaps we have good reason for this . . . the royalty income to KSA is now averaging \$40,000 a year, a substantial figure indeed.

● The Campbell's have been in South Africa since 1970 and are, regretfully due to return to England shortly. They will be greatly missed . . . The Cawood family lives in Cape Town and John has been working in knitwear, systems, and menswear and is now undertaking survey and retainer work, as well as running a series of highly successful seminars . . . The Pierce family also live in Cape Town from where Graham has done a great deal of pioneering in the ladies outerwear/high-fashion industry and might well be a candidate for KSA's fashion sewing room ring . . . Keith, a bachelor, is a resident of the "concrete jungle", as Johannesburg is termed. Much of his work has been in carrying through some highly successful cutting room projects, and he seems to mesmerize his clients through his considerable talents on the golf course, wicket field, tennis court and piano.

● The market for our consulting services is relatively small, the total industry turnover being around \$500 million p.a. The industry had some fairly unhappy experiences with consultants in the past, so it takes a great deal of time to become accepted and respected. Our penetration into the

menswear side of the industry has been poor, though we have perhaps made up for this with our ladieswear development. While much of our work has been the production function, we do see the practice widening gradually into a full consulting package. To this end we have enjoyed and benefited from five visits from *John Cooper* of KSPEA to set us straight on systems aspects of the work and currently I am spending a fortnight getting exposure to *Albin Graeser's/John Cooper's* new approach to systems in Europe.

On the whole, South Africa is a pleasant and healthy

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## Prominent Retailing Executive Does Consulting With KSA

*Louis Carroll* is a prominent retailing executive with over 30 years experience in the department store field in an executive capacity, the last 20 of which were with Rich's,



Inc., of Atlanta. Mr. Carroll was most recently Executive Vice President there, responsible for merchandising, operations, branch store management, personnel, and publicity and display. He was also a member of Rich's Executive Committee, and served on its Board of Directors for a number of years. Prior to assuming his last position, his service at Rich's included positions as Senior Vice President and General Merchandise Manager of total Rich's, and prior to that, Vice

President and General Merchandise Manager of the department store's homes (home furnishings) division.

KSA, in serving the consumer soft goods manufacturing and distribution industries and our activities in the retail field has included a variety of projects for department stores, independent specialty stores, and chain store organization in the United States, Europe, and Africa. The design of distribution facilities and networks, management information systems and the improvement of employee productivity are among the types of assignments performed for KSA retail clients.

Mr. Carroll will maintain headquarters in KSA's Atlanta office, working with Jimmy Giddings, Vice President of KSA's Physical Distribution and Retailing activities.



# Chess Gambit Results in Smashing Defeat. . .

deBijenkorf 43 — KSA 7-1/2

CHESS ACTIVITY has not been limited to Iceland recently. Our own intrepid PD/Retailing folks proved themselves to be “putzers” of the first rank when they decided to challenge a group of deBijenkorf project team members to a friendly tournament in an Amsterdam watering spot.

Client personnel and their wives proved good



Ted Harless (rear left) regards a poisoned pawn with interest as Herman Froehlich (KSA-Switzerland) watches in amazement. Foreground: Eric Breitschwerdt (KSA-Germany) finds it more interesting to watch deBijenkorf play each other.

sports about it all, and readily agreed to help the KSA team avoid a shutout (“skonking” in Dutch) when it was suggested that maybe checkers would be more fun. By this cunning maneuver, the KSA players (*Froehlich, Breitschwerdt, Harless, and Giddings*) were able to save a little face, but not much.

The fact that a 16th bottle of genever (a local drink that is akin, and in some respect superior, to gin) had just been opened no doubt lubricated the sense of well being that pervaded the contest. Clients, clients’ wives, and KSAers happily switched to checkers while toasting international good will and a pending ordinance to clean up Amsterdam’s canals.



Cor Nugteren, project manager for deBijenkorf retail organization, waits for TJH to make his third move of the game. Already sensing mate in 4, Ted is ready to propose adding a second level and playing 3-D chess.

## South Africa—(Cont.)

country to live in, especially for the out-door type person. The climate is sunny and pleasant and much of the countryside is beautiful and unspoiled. Contrary to public belief, we no longer have to contend with lions and elephants on our way to work, though there are still crocodiles in some of the rivers. For the consultant, the greatest advantage would seem to be the fact that most of the clothing industry is concentrated in the three major cities—Johannesburg, Cape Town, and Durban; this means that he can expect to be at home almost every evening.

Other differences? Yes, the water in the basin does go round the other way. So does the sun. Personally, I think it is the price of wine, at between \$0.25 and \$1.00 per bottle, that gives the country the exotic glow!

All in all, South Africans enjoy a high standard of living and yet the country is still very much a land of opportunity. We enjoyed having a visit from *Stuart and Gill Hollander* earlier this year and hope to see other KSA men in the future. (What about it, *Kurt*?) Meanwhile, we send best wishes to our friends and colleagues throughout the world.

## SYMPATHY

Sincere and deep-felt sympathy to *Margaret and Warner Civitts* in the recent loss of Warner’s father.

## HOW SOFT THE SELL ....?

Following are the concluding paragraphs of a letter written by *Ted Theodorsen* to a supplier of over-the-counter (retail) fabrics who had asked TET’s recommendations for improving his processing operation (cutting off and tagging short lengths of piece goods).

“While we could conduct a survey, I’m convinced at this point that the problem has to do with motivating the employees to do good quality work. Can all of them really read numbers? Especially fractions?”

“Beyond that, they must be motivated (with positive or negative incentives) to do quality work.

“Mr. \_\_\_\_\_, we, of course would be glad to make an in-depth survey. Perhaps this would uncover certain unknown facts. Frankly, I’m reasonably convinced that the survey would merely verify the comments in this letter.

“If a survey is desired, it will require four man-days and cost \$1,600. Please feel free to call me if you wish to discuss this further.”

Result: Survey authorized.

# Promotions. . .

Congratulations and best wishes to eight recently appointed principals. The six from the U.S.—*Mike Barnes, John Caldwell, Ken Campbell, Nort Eberly, Greg Murphy, Bill Reed*—have been previously announced, but we're happy to use this column to announce *Arthur Marshall* and *Derek Walklin* of KSPEA.

Arthur was promoted to Principal July 1. He has been with KSPEA a relatively short time but has already made his impact on the budgeting and accounting procedures in Europe and, while wrestling with the rather complex problems of becoming the Financial Controller for Europe, has also spent a good half of his time on consulting work mainly in the area of financial control. He has also designed a seminar which has been a great success called "Pricing For Profit" which has been put on several times in the U.K.

Derek was also promoted to Principal on July 1. He has been with KSPEA since February 1968 and has done many fine pieces of work including the difficult task of setting up a plant for making shirts in Israel. He also was concerned with the very successful start-up job for Prices Tailors at Denny. Derek's drive and personality have brought him through a number of extremely difficult assignments with excellent results.

We wish all of these men every success in their growing responsibilities.



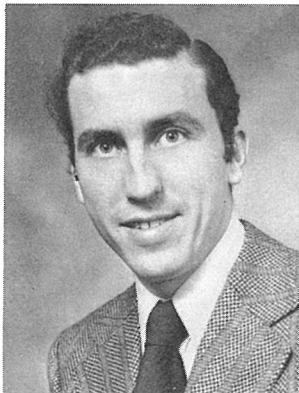
**D. Michael Barnes**



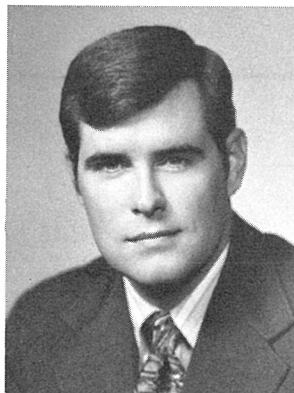
**John E. Caldwell**



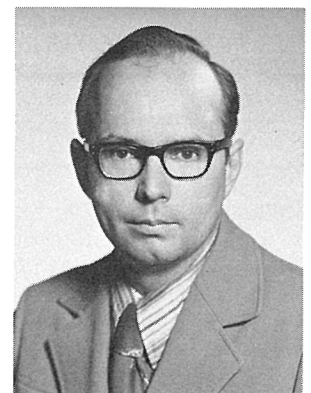
**W. Kenneth Campbell**



**Norton D. Eberly**



**J. Gregory Murphy**



**William A. Reed**



**Arthur Marshall**



**Derek Walklin**

# Functionally Speaking . . .

## AMMD

How much engineering work are we doing with new clients?

Some of our engineers have had the impression that our efforts are primarily in behalf of old clients who keep coming back for more. The fact that they do is most important as a source of business, as well as a source of pride in the quality of our work.

However, when we look at the total number of apparel firms in the U.S. and Canada as opposed to those whom we count as our clients, we can see that KSA has just scratched the surface. There are about 20,000 apparel companies in the two countries, but KSA has worked for fewer than 5% of them!

At the present time, 38% of our AMMD consultants are working for clients whose association with KSA started less than two years ago. So we are steadily enlarging the number of our clients in the apparel field.

One such "new" client is *Damon Creations*, which manufactures a super quality line of dress shirts. Eight KSA engineers recently contributed their different skills to the initial planning of a \$250,000 project to bring a new production facility on stream for Damon. The project included new plant site selection, facilities planning, recruitment and training of operators and supervisors, the establishment of a personnel function, and "sewing in" the factory to a productive level. *Tony Greene* and *Dick Prince* are currently working on the sewing room engineering portion of the project.

This is not to say that our old clients are not remaining active, or reactivating their association with KSA after a "decent" interval. Consider the case of *Almar Coat Company*. Twenty-one years ago, Almar spent \$15,000 on a comprehensive engineering job. But the economics of the situation at the time limited their choice of engineers to a junior with light experience—*K. Dean Vought*. The assignment was a success ("another Cherryvale," one observer marvelled), and the client is well satisfied.

We just started another engineering project for the same company and *Bill Williams* is on the job. When signing the authorization, the president raised an interesting question: "Is it acceptable for me to depreciate this improvement over 21 years? That's how long the last engineering work lasted."

We're not sure what the moral of that story is, but the Damon and Almar jobs do suggest that KSA's engineering work offers varied opportunities in all directions, for both our clients and our engineers.

—Howard Cooley

## MATERIAL UTILIZATION

• Cutting and MU jobs are beginning to develop out West. Two additional major jobs have been recently authorized—Mark of California, Nogales, Arizona (*Sergio Cruz*) and A-1 Kotzin in Los Angeles (sorry fellows, bidding for this assignment is officially closed). Between these two jobs, White Stag in Portland, Ore., and a very likely sale to Bayly in California, *Jack Schmidt* may be able to retire his "east of the Mississippi passport" for a while. *Mike Brent* is confident that Bayly knows how to properly locate

factories . . . He recently completed extensive travel in an MU survey of all their plants—Denver, Salt Lake City, Yakima, Wash., and two in California. And, just to show you that some surveys can be scheduled properly, Mike was able to complete the survey with a four-day scenic drive (July 4th weekend) from Washington State down the coast to Los Angeles.

*Ted Lea* and *John Harry* (half time) have teamed up to engineer the Health-Tex children's knitwear cutting department in Rhode Island, and we're proud as peacocks to be the first manufacturing management consultant to be used by this prestigious, growing, and profitable (10% after taxes!) company.

Many have heard of—or experienced—KSA's policy of sending staff north in winter and south in summer . . . Here's a new twist, *Herb Rybarczyk* is south, to Southern Brazil, for the summer and is enjoying their mild winter. This interesting knit underwear MU assignment will last approximately one year, so the Rybarczyks may also enjoy a very pleasant (not too hot, we hope) Brazilian summer

The *Frank Beckmann* family will be a very welcome addition to Nashville this fall, when Frank, after completing a major Cutting/MU assignment for Hathaway in Maine will begin working out of the Nashville office—largely in the Cutting/MU areas.

—Jim Trautman

## PUBLIC RELATIONS

The department has maintained a low profile over the summer months—mainly because of poor posture, but also in preparation for an exciting Fall.

The last of this year's series of Bobbin seminars on the sewing room was held in Montreal in August. The panel of speakers was unusually illustrious—*Armistead*, *Ruppenthal*, *Murray*, *Schwartz*, and *Salmon*. The last-named did a pretty good job of theme-setting and helped get our Montreal PR

Continued on page 6

## Dwight Totten Turns Author



*Dwight Totten* recently authored a section of the new *Production Handbook* published by *Ronald Press*. Ronald approached Dwight at the suggestion of an Arizona State professor and requested a thorough text on factory layout—with an impossible deadline. Dwight delivered a well-prepared section on time and received plaudits from the Ronald people. He is listed (as well as KSA) as a contributing editor in the introductory pages of the handbook.

Our congratulations to Dwight for this fine piece of work which was done under pressure without compromising his KSA consulting work.

### Public Relations—(Cont.)

activities off to an auspicious start. Among the audience of 58 were manufacturers from El Paso, Texas and Kingston, Jamaica, so it is obvious that the Montreal market knows no boundaries.

The four two-day, fee-paid programs KSA presented in this series attracted a total of 250, and resulted in a number of interesting contacts. They also required a good deal of extra effort and weekend time on the part of the speakers, and the PR Department is most appreciative.

Our recruiting brochure ("The Special World of Consulting") has now gone through its third printing, this time clothed in stunning scarlet to add some color and verve to college placement offices. A close scrutiny of its copy will reveal a more subtle change; the special world of consulting is no longer "inhabited by men who . . ." It is now peopled by "individuals," and masculine pronouns have given way to epicene evasions. Thus, KSA strikes a blow for women's lib and against one of the last bastions of male chauvinism, the English language.

Dan Kennedy has taken over "the back room" in PR-land. He will apply his experience in script-writing and production at Merrill, Lynch, Pierce, Fenner, and Smith to the creation of visual aids and print materials for KSA. Dan has a BA in Communication Arts from the University of Wisconsin (rah!) and an MA in Education from the University of Massachusetts. Watch for him at the Bobbin Show, Staff Meeting, etc.; he will be *doing* while others are merely thinking . . .



Dan Kennedy

George Adcock is learning to juggle in true PR fashion—shepherding PD Project Reports and "Perspectives" to the printer while sorting computer print-outs for 90 textile companies (watch for KSA's new Industry Performance Review) and planning for two trade shows in October.

Linda Linder marked her second anniversary with the PR Department in August, and promptly claimed a longevity record. Hooray!

—Joe Scheines

### TEXTILES

● The textile industry's improvement has had an effect on KSA's textile activities and 1972 will be a relatively good one for us. Total fees should exceed \$1 million for the first time. Gross profits are not yet at the desired level, but are much improved.

The current fee income is divided between TMMD and T-MSD almost equally. TMMD current activities include manufacturing cost reduction programs for spinners and weavers, operator and fixer training programs for knitters, and manufacturing audits and quality and waste control programs for tufters. T-MSD's include standard cost systems, management information systems design and implementation, physical distribution, marketing analysis, corporate overviews and SG&A analysis and reduction. MSD projects are being conducted in each of the three textile industry segments—knitting, carpets, and basic textiles.

● The textile systems group obtained authorization for two

major consumer products MIS implementation projects involving fees of over \$800,000. This will ensure a good year for this group as well as a solid position from which to enter 1973.

● International assignments and prospects continue to play an important part in KSA's textile efforts. Two assignments are currently being conducted in Tanzania and proposals have been made for textile assignments in Poland, Hungary, Russia, Greece and Ethiopia. The underdeveloped countries and Eastern Europe are investing heavily in the development of their textile industries and the opportunities for substantial consulting activity in those areas appear to be increasing. Bob Frazier and Eric Chippis have been watching these developments closely and we are evaluating this entire area.

Today, many outside of the textile group itself contribute to the development of KSA's textile practice. In sales, and on projects, assistance from MSD, AMMD and KSA-Europe personnel has been substantial. This exemplifies the point Kurt made in his last editorial and we are grateful for the contributions to this part of our practice by many KSA'ers.

—Freddie Wood

### TRAINING

● The anticipated unswung for training services is a reality. Established clients such as Carwood, Beltex, Andover Togs, Mr. Apparel, Damon, Roydon Wear, have either been surveyed or had a project started, and a number of new ones—or those long-separated—have requested an evaluation of their needs.

This interest and activity has produced a very much overloaded staff trying to cover the many assignments, the most interesting of which will no doubt be covered in forthcoming issues. It has been necessary to draft men from other divisions to lend a helping hand.

● When an Ex-KSA'er (Bill Smith) asked for AAMT work at Mr. Apparel, Bob Solomon and Lin Briggs not only sold a comprehensive survey, but also received verbal approval for a full assignment . . . And Earl Smith, our most recent Ex-KSA'er is currently evaluating our proposal to Andover Togs. "Those Who Know Choose KSA!"

—Buddy Ruppenthal

## KSA-PHILADELPHIA

Bob Frazier has obtained office space at

101 Greenwood Avenue  
Jenkintown Plaza  
Jenkintown, Pa. 19046  
Phone: (215) 885-5813

Peripatetic Bob invites his colleagues to drop in when in the City of Brotherly Love, whether just visiting or looking for a quiet place to work. Two secretaries, Frances Raiquel and Ursula Elliott, are available to us on an as-needed basis.

### GET WELL WISHES TO OUR TREASURER

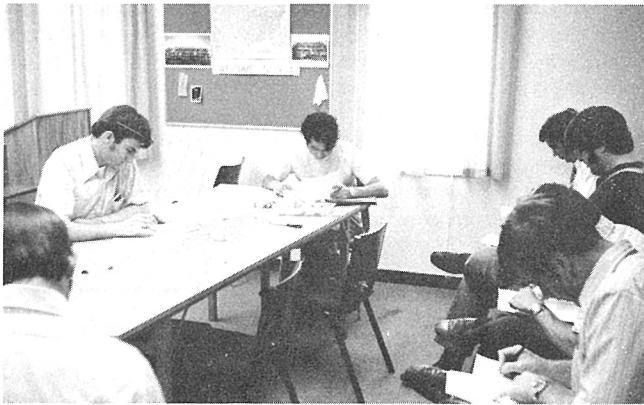
Good wishes for Bill Schenke have been pouring into the Washington office. Happily we can report that Bill is now making progress following his surgery. Continued best wishes for a complete and speedy recovery, Bill.

## TRAINING AND PROFESSIONAL DEVELOPMENT

● In the last *Observer* we mentioned the Atlanta Training Center might have a class of five to seven client resident engineers who would participate in a two-week apparel engineering training program. Well, it seems that some of our clients were anxious to take advantage of this unusual opportunity . . . we ended up with 16! With this many enrolled in the course, it would have been "standing room only" in our small facilities, yet we didn't want to turn anyone away. So, we obtained more space on another floor and two simultaneous classes were conducted. The course concentrated on basic apparel engineering techniques which drew heavily on regular KSA training materials.

● Preliminary evaluations and feedback indicate that the course was well received and other offerings may be forthcoming if there is sufficient interest. This may also be the forerunner of a number of other courses on a variety of subjects which could provide specialized training for client personnel.

All in all, this important precedent seemed to be a tremendous success with the clients, and with *Bob Pee* and *Bill Cameron* who had a great time filling out BI's for the two week period.



Final Exam



Wrap Up Session

### Program Participants

Alatex — *Waylon Peavy*

Aljac — *Bert Tendler*

Damon — *Allan Zeiler*

Globe — *Ronnie Tyson*

Hart, Schaffner & Marx

Blue Jeans — *Edward Jones*

Gleneagles — *Francis Kotmair*

HSM Proper — *George Landenberger*

*Charles Likus*

*Henry Sipowicz*

M. Wile — *John Rutherford*

Robitshek — *Bruce Gerlach*

Thorngate — *Jim Kanoya*

*Darryl Maschmann*

*Ronnie Dirnberger*

Moyer Co. — *John Miller*

Mustang — *Bruce Mills*

For Training and Professional Development, it was back to their regular responsibility with a class of six new consultants which began training September 5. (2 — MSD, 1 — PD, 1 Textile Systems, and 4 — AMMD). —*Bob Pee*

## EUROPEAN DIVISION

● Period Seven gave us record billings of \$210,000 and a period profit of \$25,000. This is not likely to be repeated during the vacation periods but Periods Five, Six and Seven gave us a 7% after taxes result which is a considerable improvement. We still need more sales, especially on the Continent, but the basic fiscal picture is brighter.

● We have taken the step of running the Italian practice from Switzerland so that we can more conveniently use our Italian resources throughout Europe, and make economies in administration costs in the light of the difficulties of that country at this time. However, we are *strengthening* our sales effort in Italy and will take every opportunity to work there with Italian and other staff. We will not earn as many fees in Italy as in 1971 but we may well regain and exceed that level next year.

*Stig Kry*'s visit here was interesting and most helpful and it is good to have an increasing flow of U.S. visitors to these shores. This year we have also seen *Bob Frazier* (for one hour at the airport) *Gerry Vercaemert*, *Cecil Truluck*, *Hugh Gray*, *Bob Saunders* and *Alison Doherty*, and in September we will see *Kurt* and *Karl*. We also nearly caught a glimpse of

*Freddy Wood* as he passed through London. We understand one or two other distinguished visitors may appear to see something of Europe's work in the latter part of the year and we really welcome this.

● We are clearly getting a slowly increasing demand for work at a high level for many clients, including company evaluations, assistance in selling and advice on commercial and strategic policies. This work comes only when the reputation of a company is high and while not big in volume it is beginning to give a number of our staff the opportunity to work in marketing studies, financial evaluation and organization studies and is itself generating more work. —*Stuart Hollander*

## GERMAN REGION

Manufacturing capacity investment in Germany is still slow, influenced both by the political uncertainties of the last few months, as well as insecure feeling engendered by the increasing import market share. There is some hope that it may revive somewhat this fall with the prospect of the political uncertainty being at least reoriented by the December elections, if not eliminated, plus a less nervous

*Continued on page 8*

*European Div.—(Cont.)*

feeling about imports than before. This is speculative, however, and can be better judged in late fall.

● Meanwhile, much effort is going into the reorientation of our services toward the fashion industries and, of course, the bright spot in the picture is the continued oversold position of the Systems Division. In compensation for sluggish waters domestically, efforts in adjoining countries have yielded potential work in Denmark, Sweden, Austria and, increasingly, contacts in Eastern Europe. We are expecting confirmation of a \$20,000 knitwear survey in Hungary within the next month or so. We are also talking to the Czechs and, most recently, have put together a package of proposals for new and improved capacity in Poland involving carpets, textiles and apparel to the tune of some 20 manufacturing units. Buying consulting help on its own from the West is a relatively new concept to the comrades and takes some selling. However, with the increasingly warmer East/West relationship stimulating trade between Western Europe and the Ostblock, there is a great demand for capacity increases in the latter, on which we cannot afford to miss out.

—Eric Chipps

### LATIN REGION

● Considerable progress has been made in the last few months. By mid-July we had six assignments in progress in France, and one each in Spain, Turkey and Algeria. We have several unsolicited inquiries, including one from Portugal for the creation of an entirely new menswear company, and an invitation from the OCECD to quote for a factory-planning and start-up assistance to Sumerbank, the Turkish state-owned holding company . . . Other prospects include a survey for a shoe factory in Spain, and more importantly a chance to work for a Swiss-based holding company who wants us to survey two large menswear firms they intend to buy in France and Italy.

Seminars in France and Portugal, in cooperation with the Clothing Industry Associations, have provided many new contacts to be followed up after the August close-down for the annual holiday period.

● We are increasingly taking advantage of operating as a region. *Werner Iten* and *Renato Tarditi* from an Italian base are working in Spain, Werner also provides his expertise on assignments in France, and *Daniel Manchon* from our French staff participated in a three-plant overview in Italy for a firm owned by Borden, the U.S. chemical and food giant . . . *Joe Mueller*, after completing the very successful start-up of a new factory for Lebole (90 minute jacket) is going to help KSPEA on a new factory for the UDS Group . . . In Italy, *Salvatore Pizzolo* and *Renato Tarditi* with *Giacomo Ronco* as Account Executive, have just completed a very successful sewing room (over 100% production increase) and production planning systems assignment for Lidmann, a \$2,000,000 children's wear company.

—Bob Fitze

### EUROPEAN SYSTEMS

Systems activities in Germany have been previously reported, so we now draw your attention to our activities in England where we have four full-time men continuing to gain strength. *John Cooper* has been asked to contribute on this subject.

● Two current assignments typify the recent trend toward large and more varied work. At Clifford Williams, a client where we already have a high reputation following earlier engineering work, we are well into the initial design phase

of a computer-based supply control system. There are already clear signs that the work will be extended. The second example is Peter Robinson, a large fashion store in the heart of London's West-End. A team of KSA men is guiding the client's computer team through the detailed design of a Merchandise Control System. We were fortunate in recruiting *Bruce Edwards* whose background in retail EDP systems provides valuable expertise. At the same time, *Keith Benson* is finding space in his round-Britain schedule to supervise the introduction of an O&M team to support the EDP function.

● We have recently reviewed the working of Prices Tailors large EDP standards and systems, and also became involved in drawing up a total Management Information System for this vertically integrated company with 12 factories and 600 retail outlets.

Although all the new development is in Apparel-Retail Computer Systems, the work in manual production planning and control still continues under the excellent care of *Keith Benson*.

—Albin Graeser/John Cooper

### U.K. REGION

Things continue to go well despite the various national attempts to disrupt things. So far this year, we've had to contend with a coal-miners' strike which closed many of our clients due to electricity shortages, an electricity strike in Eire, then a U.K. dock strike and the continuous problems in Northern Ireland. But, sales of consulting services by KSPEA so far this year have been at an all-time high in cash value, in marked contrast to the continuing experience of the major consulting companies.

● An important event has been the rise of the mainly clothing and food retail chain, British Home Stores, to the extent that it is now on a higher P-E ratio in the stock market than the famed Marks & Spencer. This is mainly due to the higher profits from imported clothing and a major talking point in the industry is how soon Marks & Spencer will start to import clothing in order to increase their profitability—and the present level is quite good.

Of Particular importance to us have been two multi-survey sales—one to the Menswear Association of the Confederation of Irish Industries and the other to the Clothing Industry Little Neddy. With a little luck, both of these could lead to substantial follow-on work with the individual companies taking part.

—Louis Mitchell

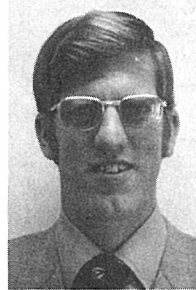


London, the hub of our European activities, has five secretaries working diligently to keep our office running smoothly. They are L to R: *Janice Collier*, *Elaine Bennett*, *Susan Gough*, *Jane Glynn* and *Antje White*.



# NEW STAFF

*Nelson E. Bahler* . . . Age 27. Wife *Barbara*. BA Wabash College, Crawfordsville, Ind. MBA Western New England College, Springfield, Mass. Five years in U.S. Air Force (included two years of school). Electronic Warfare Officer on B-52. 100 missions over Vietnam. Rank of Captain. Assigned to AMMD. Hobbies: Camping, bridge, all sports.



**Bahler**



**Beattie**

*Ronald E. Beattie* . . . Age 25. Single. BA Math and Sociology, Fairfield University, Fairfield, Conn. MBA Systems Management, University of Southern California. Two years U.S. Army Intelligence and Logistics. Summer work while going to college. Assigned to Apparel Engineering with probable long range systems work. Hobbies: Surfing, swimming, golf, tennis.

*Vernis (Vern) D. Deming* . . . Age 27. Single. BS Industrial Management, Penn State University. Part-time work toward MBA. Over four years in U.S. Air Force as Management Engineering Officer. Rank of Captain. Assigned to AMMD. Hobbies: skiing, golf. (Golfers beware—intramural golf champion!)



**Deming**



**Edwards**

*Bruce Edwards (KSPEA)* . . . Age 30. Single. HNC Business Studies. Graduate Institute of Personnel Management. Associate member British Institute of Management. Member British Computer Society. 10 years with Harrods Department Store as salesman, O. & M. officer, programmer, systems analyst and systems manager. Two years with Honeywell Information Systems (U.K.) as Distribution Marketing Manager. Hobbies: Motor racing with Lotus 7, skiing, power boating.

*James (Jim) M. Hicks* . . . Age 27. Wife *Lucy*. BS Industrial Engineering, Auburn University. MBA Business Administration, University of Hawaii. Sales representative for marketing division of Alcoa before entering service. Officer in U.S. Coast Guard, three years. (Jim is friend of KSA's John Cope.) Assigned to AMMD. Hobbies: Tennis, plays ukelele.



**Hicks**



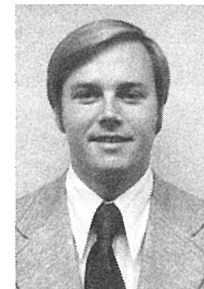
**Sand**

*William (Bill) Sand* . . . Age 27. Wife *Joyce*. BS Mechanical Engineering and MS Industrial Engineering, Columbia University. Courses at New York University in corporate finance during last two years. Fairchild Camera for 2-1/2 years as project engineer. One year with United Merchants & Manufacturing as Systems Analyst. Assigned to AMMD. Hobbies: Skiing, tennis, cooking.

*Brendan Quirke (KSPEA)* . . . Age 29. Single. BS Chemistry, University College, Dublin. Born in Ireland. Over seven years experience in computer field as systems analyst, systems manager and consultant. Worked on commercial and industrial systems with a computer manufacturer—the Burton Group—and a software house. Also, has done some lecturing. Hobbies: Rugby and golf.



**Quirke**



**Wilson**

*Harold (Hal) A. Wilson* . . . Age 24. Wife *Alison*. BS Marketing, Ohio State University. MBA Transportation and Distribution, Syracuse University. Recent graduate. Summer employment only except as graduate assistant at Syracuse. Assigned to MSD-PD. Hobbies: Photography, swimming, water skiing.

## HAPPY DAY FOR *SERGIO CRUZ*

After a long waiting period, Sergio was invited to appear in Washington on July 20 where he was granted an Immigration Visa. He was very proud and lost no time in filing his declaration of intention to become an American citizen. Congratulations on your first step toward U.S. citizenship, Sergio.

After a few hours in Washington, Sergio headed back West to his assignment, already under way in Nogales, Arizona. He was full of enthusiasm and looking forward to moving into a lovely new apartment which had everything—gorgeous desert view, swimming pool, golf course—but to his surprise, an abundance of SNAKES! If golfers find Sergio's drive to be longer these days, with a lot of strength behind it, it's because he carries a golf club at all times to swing at those many snakes, his nemesis.

## Land Of A Thousand And One Nights....TURKEY

The country has changed, but it still means the place where the Hittites, Persians, Greeks, Byzantines lived, and the center of the Ottoman Empire which covered most of Europe and the Arabic countries. Remains of these civilizations can still be found. One road passes by Caravanserail which was used 10 centuries ago by the merchants and their herds to spend a safe night from brigands. Today, we call this a hotel.

Turkey is trying very hard to develop its industry, but lacks management and competent technicians. KSA became involved here a few years ago with a short assignment for a company called K.O.M. and lately with a one-year sewing contract for a ladies garment plant—Neyir.

In the eastern part of Istanbul, where the Byzantine walls of the city are still spreading their cool shadow over a labyrinth of narrow, muddy streets and the low houses are sticking into each other, one finds himself in the Gypsy area, where hospitality is the important rule and belly dancing is the main business of the few tribes living here. Once you get in the house, you are taken through a corridor to get to the room where the dance takes place. (It can be very difficult to find your way back to the street.) Everyone sits down in a big circle, the musicians in a corner of the room, then the hostess brings a brazier of burning coals to warm up the place. With the violin as the main musical instrument, the music begins, the belly dancer enters, and starts the show.

They offer you Raki, a 90-100 proof national drink and everybody begins clapping their hands and sings along with the musicians and the dancers. You will see four or five belly dancers during the two hour show. (*Mrs. Chipps* and *Mrs. Pflieger*, that's all!) —*Jean Jacques Pflieger*

## THE PERILS OF TRAVEL

When *Cecil Truluck* looked pretty sick from drinking too much local water in Italy, *Gino Fideli* asked, "Shall I get you a doctor?" Cecil replied, "No, I think I'd better have a priest!"

## SEPARATIONS

Regretfully we announce the departure of *Jim Golden* • *Earl Smith* • *Tom Moore* • *Ron Cain*.

## Congratulations!

### Weddings

*Mary D. Huff* and *William E. Hiatt, Jr.* were married in Pulaski, Virginia on July 22. The ceremony was at 7:00 p.m. and several KSA bachelors were there to see their long-time friend take a second plunge . . . The first one had been a month or so earlier when *Dee* was teaching Bill to sky dive. Unfortunately, Bill had a bad landing and suffered a fractured ankle on which he's had surgery a couple of times. Cast and crutches be-hanged, he wouldn't let a little ole fracture postpone his wedding for one day. (Someone should have told Bill not to be so literal about "falling hard" for the girl of his life.) Isn't it ironical that Bill—cast and all—has been assigned to HIC?

*Andrea Kesselak* (KSA-Washington) and *Jeffrey Robel* were married in Johnstown, Pa., the home of both the bride and groom, on July 22, also. The traditional Russian Orthodox wedding ceremony was performed in the very beautiful cathedral. Though large Russian Orthodox weddings there are typical (usually about 400), *Andrea's* and *Jeff's* must be atypical. Would you believe 900+ guests?

*Lynn Marie Porte* and *Gino Fedeli* (KSA-Italy) were married August 25 in a 7:30 p.m. ceremony in New Orleans, La. Following their honeymoon, Gino took his new bride back to Italy with him and they are now at home in Varese, Italy.

*Bonnie Dunn* and *David Perdue* were married August 26 in Warner Robins, Ga., the home of the bride. Following a brief honeymoon in Jamaica, the newlyweds are now in Hamilton, Ala., where Dave, a recent KSA associate, is on his first assignment following training.

Every good wish for a long, healthy, and happy life together.

### Births

Congratulations to the following who have welcomed new babies: *Doris* and *Ken Osborne*, a son, *James Martin*, June 22 . . . *Bonnie* and *Bob Frazier*, a daughter, *Tabatha*, July 1. (Increased pregnancy benefits became effective that day—good timing, *Frazier's*!) . . . *Jane* and *Charles Kelly*, a daughter, *Sharon*, July 27 . . . Apologies to *Judith* and *Ted Horsley* for being so late in announcing the birth of their daughter, *Susan Elizabeth*, March 3. (It was not intentional . . . we didn't know.) *Ruth* and *Smiley Jones*, a daughter, *Jennifer*, September 10.

We again urge all of you to send in the name and date of birth of your little ones so we may share your joy with everyone in KSA.

## HAIR-RAISING EXPERIENCE

Lod Airport (Israel) was recently the scene of *Derek Walklin's* most hair-raising experience; he claims that a career review with *Stuart Hollander* or *Louis Mitchell* would be positively therapeutic in comparison.

The airline had lost his luggage—breakfast in London, lunch in Geneva, bags in Rio sort of things . . . "There is one place", the man said. It turned out to be a concrete blast pit some distance from the terminal building where the Israelis put all unclaimed luggage. Derek spent about five minutes peering down into this while a brawny Israeli soldier turned over the various boxes and cases—nearly all seemed to have Arabic labels—with a long pole. Derek feels this should make him a certainty for KSPEA's Copious Spare Time Cup (CSTC).

# Welcome To The Tenth Anniversary Club. . .

The New York office made a well-deserved fuss over *Erma Stenger* and *Ruth Turton* the end of August when Erma celebrated her 10th and Ruth marked her 17th year as secretary to *Ralph Ross*.

Erma was a transplanted Hoosier working with the NY Telephone Company when she arrived to untangle KSA's switchboard. She did an excellent job of it, but her willingness to pitch in and help with emergencies at any time showed that she had abilities and interests beyond handling the telephone. Soon she stepped naturally into heavier responsibilities as coordinator of the NYO report department.

In the face of frustrations thrown in her path by recalcitrant consultants, blundering airlines, temperamental offset machines, and tangled typewriter ribbons, she has calmly and coolly managed to get late reports prepared and delivered on time half way 'round the world. She has improvised last-minute courier services, haggled with postmasters and customs' brokers, recovered abandoned automobiles and walked abandoned pets—all part of the job of keeping the office running.

A few years ago, it was recognized that Erma was really managing much of what went on in the office, so it was decided to appoint her office manager, which is what she has been and, hopefully, will continue to be for some time.



During the month of August the Atlanta office had one of those rare but most pleasant happenings. *Ann Hodgens* celebrated 10 years with KSA—and it couldn't have happened to a nicer person.

In earning this tenure, Ann has seen the Atlanta office grow from two to our current level of 16. She has, at one time or another, been involved in most all areas of work from report typing to secretary of the Textile Division. Whatever her assignment or working schedule, she has remained easy-going, dependable, tremendously flexible and most capable.

Ann is currently the Atlanta librarian and works with the P.R. Department on mailing lists and other activities. In addition, she provides that service which has become her trademark—pinch hitting in all areas when the need arises.

The three "other" men in her life, Corkey, and their two sons, keep her just as busy away from the office as she is on the job. Everybody in Atlanta looks forward to many more years of having Ann around with her ready smile, willing attitude, and special expertise.



*Ruth Turton* (left) and *Erma Stenger* show off their 10-year watches following *Dean Vought's* presentation.

Ruth joined us in a dual capacity when KSA and Roydon Wear opened a combined office in New York in 1951. She served both companies, and has worked in all of the offices we've had in New York (220 Fifth Avenue, 230 Fifth Avenue, and the current Empire State Building offices) and thus, she has observed the growth of the company.

She has been kept busy over the years working in many divisions of the company, but primarily it has been her duty, as Ralph's secretary, to keep him on the right track as well as keep track of him.

We called upon our computer and it told us that Ruth's service devoted solely to KSA is somewhat over 10 years and it was with great pleasure that we were able to show our appreciation for her loyal service by awarding her this watch.

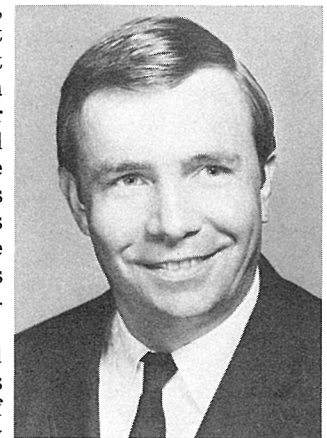


*Randy Nord* had a premonition he was going to do a lot of traveling . . . so, he majored in geography at Dartmouth. Somewhere along the line, he decided he might have to eat as well, and it was out of this sort of contemplation, undoubtedly, that his MBA in industrial management derived.

True to his original impulses, he joined KSA September 17, 1962 and after a few years in Apparel Engineering, transferred to the Apparel Systems Division. Randy's engineering background, systems abilities and excellent judgment add up to a most versatile consultant. He has a knack of taking a particular procedure, living with it and making it work, so it is little wonder that over the years we've heard such comments as "client expressed complete satisfaction with his work" . . . "Successful completion of assignment."

Randy became a Principal in 1968 and since then has managed a large number of diverse projects. On January 1 of this year, he was appointed Manager in charge of our New York based Apparel Systems work. The Nord's continue to reside in Atlanta as Randy gradually works his new responsibilities into his already heavy schedule, however, they are scheduled to relocate in the New York area.

We hope Randy received as much satisfaction from his



*Continued on page 12*

Anniversaries—(Cont.)

first 10 years with KSA as we did in numbering him among us.

Ben Johnson-Hill joined KSPEA in September 1962, at age 24. He is a mechanical engineer with postgraduate qualifications in Industrial Management from Loughborough College.

After returning to Europe from his six-months training in the U.S., he worked for many of KSPEA's well-known clients in Ireland and England, where his many outstanding abilities added much to the early image of our first European subsidiary.

When Ted Theodorsen was sent to Europe to lend a hand in those early days, he had occasion to work with Ben for several months and was most impressed with Ben's exceptional ability to work with people—a most necessary ingredient for a KSA consultant. Ben's youthful looks, which poses a problem for all engineers—and particularly so in England—didn't deter him from working with and dramatically changing the attitude of both management and operators (even a difficult time study girl named Elizabeth, on whom he prepared a Liz-O-Meter with such comments as "seems to be in good mood, think we can get a lot done today, let's try" or "probably got out on wrong side of bed, let's try tomorrow.")

Ben was made Principal in 1962 and his expertise continued to influence KSPEA's activities on the continent. Since 1969 he has been manager of the Kurt Salmon Division of the P-E Consulting Group in South Africa, where he is doing an outstanding job.

Ben lives in Cape Town, is still a bachelor, and enjoys an outdoor life of tennis, swimming and camping in the



mountains. He also manages an annual visit back to Europe each year to ski.



10 + 10 + 10

Would you believe a 30th?

Lest some of the 10th anniversary-ites feel the time elapsed is beginning to weigh them down, let them take solace in the fact that they are really neophytes compared to Mary Baach who observed her 30th anniversary with KSA on September 10. (We had arranged for it to be a Sunday so she would not have to work on that day!)

For the benefit of those of our readers who were not with us in December 1967, when we commented on Mary's 25th in the Observer's predecessor-publication, here are a few statistics: She is the oldest of 13 children...which is probably where she got her "take-charge ability." Being Irish, she tells it the way she sees it which has been very helpful over the years because of her good judgment.

Some of Mary's activities which keep her on-the-go include handling our medical insurance, visas and related problems for our far-ranging staff, maintaining schedule and notices for career reviews, 10th anniversary watches, conducting interviews, editing (90%) and laying out (100%) the Observer. She is KS' secretary and manages the Washington office and—to the extent they let her—Stan, her husband, and KS. All 90+ pounds of her! Where she gets her pep nobody knows.

It has been good having her around and KSA is proud to have had her with us all this time. Banzai! —KS



The dinner dance, following KSPEA's Staff Conference, was their social event of the year. Margaret and Stig Kry participated in the function and rumors have it that "les girls" do a very good Can-Can!

# MANUFACTURING MATTERS

By LOUIS MITCHELL

## *Do you drive or do you lead?*

(Louis Mitchell (KSPEA) writes regularly on manufacturing and management problems for British Clothing Manufacturer. We feel this recent article in BMC "tells it like it is" and its applicability is not confined to any one country.)

### MOTIVATION—1

Is there such a thing as successful motivation?

Can people be motivated? Douglas McGregor, author of "The Human Side of Enterprise" was responsible for the X and Y theories on motivation.

Theory X is the classical view of motivation based on close direction and control of workers by management. *It is based on the idea that people dislike work and will avoid it if possible!* Due to this attitude people must be coerced, controlled, directed or threatened to get results and that the average person prefers this approach as it avoids responsibility, requires little ambition and leaves people free to strive for security above all else.

Theory Y by contrast, is based on quite different concepts—believing, for instance, that work can be a source of satisfaction if conditions are correct and that control and threats are not the only means of getting more effort and that the average human being learns, under proper conditions, not only to accept but to seek responsibility. Theory Y is based on the belief that the capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of problems is widely, not narrowly, distributed in the population and that in practice under the conditions of modern industrial life, the intellectual potential of people is under-utilized.

In short, the differences between theories X and Y are—"Do you drive or do you lead?" Which way do you think your subordinates see you?

### MOTIVATION—2

Following the theme of motivation this month leads to a pet phobia of mine: the way in which some companies treat their operators—and this can be quite different from that which they think they do. If you were to come to your factory looking for a job as an operator what would your feelings be on the following questions?

- Would the reception be good? Would the interview be pleasant and efficient? Would someone try to fit together your wishes and skills with the vacancies? Would someone explain to you the working conditions?
- Just suppose you got a job at your factory—Would anyone care enough to ask how you were each day? Would anyone praise you if you did a good job? Would anyone tell you clearly what quality is wanted? Would you be properly trained? Would your incentive scheme seem fair? Would you have any opportunity for promotion? If you were thinking of leaving would anyone try to persuade you to stay?



What I wonder, *would* your impression be? Perhaps the experience would make you change a few things around the old place.

### MOTIVATION—3

What interferes with the development of such an atmosphere in a company might well be illustrated in the following column by Samuel Feinberg, reprinted with permission of Women's Wear Daily, where it first appeared on January 3, 1967:—

'Christmas has passed and management of companies all over the land has returned to standard operating procedure. Christmas has passed and management has replaced the obviously strained smile and pat on the back of good fellowship with the expressionless look, curtness, and overbearing manner that are regulation for its rank. This doesn't apply, of course, to lower-to-middle management's relations with superiors to whom, regardless of the season, subordinates are invariably respectful and subservient in the all-absorbing job of staying in favor.

'Not for another 51 weeks will the boss have to let his guard down again. So, for 11 months and three weeks of 1967, we may expect many executives will continue to:—

Practice self-worship and one-man rule, know all the answers, think all wisdom resides in and flows from the top only, regard themselves as indispensable men.

Fail to recognize that paternalism, however disguised, is going.

Treat underlings, however competent, as readily expendable and replaceable.

Insist that things be done the same way they've always been done.

Speak to, not with, subordinates.

Listen, but not hear.

See employees as numbers, not individuals.

*Continued on page 14*

Instill in subordinates boredom and fear, not enthusiasm.

Resist innovations and cling to unsound . . . operating policies.

Fail to keep open lines of communication up and down the line of command.

Deny to underlings participation in decision-making processes affecting them.

Confuse the tough-minded manager who operates from strength with the tough manager who operates from weakness.

Get on people's nerves, not creep into their hearts.

Frown on creativeness, aggressiveness, and flexibility.

Have the guts to shell it out but not to take it.

Concentrate on today's problems and 'decisions by crisis' and let tomorrow take care of itself.

Seek to advance the cause of security through conformity.

Mistake apathy for loyalty, standing still for steadiness.

Delay effectuation of clearly defined policies and procedures.

Be so fascinated by their work they can watch it for hours on end.

Conduct business in an atmosphere of secrecy, mistrust, misinformation, manipulation, and revenge.

Bawl people out in the presence of others.

Neglect to give praise when praise is due.

Nurture a climate of wall-to-wall carping.

Promote relatives or friends of the family-owned company over better-equipped non-family within or outside the organization.

Hire on the basis of cheapness rather than quality.

Attempt to buy loyalty solely through raises.

Smile when things go wrong; they have just thought of someone to blame for it.

Sponsor hit-or-miss policies of executive selection and development.

Neglect personal training of subordinates.

Fill jobs solely through seniority rather than primarily on merit.

Assign the halt of middle management to lead the blind of potential executives.

Throw junior executive recruits on initial assignment into a sink-or-swim environment.

Refuse to allow junior-to-middle-level supervisors to accept challenges a little over their heads, take risks, and chance making early errors of judgment to help them develop themselves.

Ignore the need for periodic employee attitude surveys.

Ignore the need for performance-potential studies.

Fail to keep individuals well-adjusted—mentally, physically and spiritually.

'Of course, you don't have to condone any of these negative qualities. Are positive personnel practices on your list of New Year's resolutions?'

## An Executive Has Nothing To Do

As everybody knows, an executive has practically nothing to do. That is, except:

To decide what is to be done: to tell somebody to do it; to listen to reasons why it should not be done, why it should be done by somebody else, or why it should be done in a different way, and to prepare arguments in rebuttal that shall be convincing and conclusive—

To follow up to see if the thing has been done: to discover that it has not been done; to listen to excuses from the person who should have done it and did not do it—

To follow up a second time to see if the thing has been done; to discover that it has been done but done incorrectly; to point out how it should have been done; to conclude that as long as it has been done, it may as well be left as it is; to wonder if it is not time to get rid of a person who cannot do a thing correctly; to reflect that the person in fault has a wife and seven children, and that certainly no other executive in the world would put up with him for a moment; and that, in all probability, any successor would be just as bad or worse—

To consider how much simpler and better the thing would have been done had he done it himself in the first place; to reflect sadly that if he had done it himself he would have been able to do it right in twenty minutes, but that as things turned out he himself spent two days trying to find why it was that it had taken somebody else three weeks to do it wrong; but to realize that such an idea would strike at the very foundation of the belief of all employees that an executive has nothing to do.



HELLO MA! THERE'S A NEW JOB IN NORTH CAROLINA, BUT I'M TENTATIVELY SCHEDULED FOR TEXAS, SO MORE THAN LIKELY I'LL BE IN WINDER WITHIN A WEEK.

## P. R. Man Extraordinaire

P.R. used to be something *Ross Runnels* did for KSA in between trips to Rochester and Chicago. He did it damn well, but it was a “sometime thing” of necessity. Then, we learned about a disenchanted trade paper editor who wanted to do his own thing and had a portion of his time available to help us do ours.

Great, we thought . . . somebody who knew how to talk to the gentlemen of the Fourth Estate . . . somebody who could nag us into writing and then translate our engineer’s mumbo-jumbo into real, honest-to-goodness English! So, we made a deal—much to the relief of Ross Runnels who promptly added St. Louis and Canada to his schedule.

Since we left him alone somewhat, he discovered that he could “do his own thing” with us and because he soon proved his mettle, we quickly took all of his time.

The rest is history . . . He built a P.R. Department . . . He still nags us. He also has the sticky job of being creative in copy and art work and still satisfying a large field of self-styled critics who are experts on colors, logos and, of course, round or square corners. He’s always in demand and seemingly never without the pressure of a deadline (or two). He publishes *Service Bulletins*, *Perspectives*, finalizes the *ARF-Journal* after *Jack Murray* has completed his fact-finding and technical writing for it, produces thousands of pictures, slides, movies for *KSA Seminars*—internal and external, *TAC* of *AAMA*, arranges interviews with the press, meetings for and briefings of foreign visitors, plus all those mirth-laden contributions to the *Observer*, etc., etc. If we told you more, he’d ask us for a raise! (Perish the thought!)

He spends a lot of time with *TAC* and observations have been made regarding the sweat and toil he provides for this group. He has been seen sweating at Dorado Beach in Puerto Rico and over the crap tables in Las Vegas (14 straight passes with a dollar riding on each pass!). Equal effort has been expended in other *work* locations. But his efforts do not go unrewarded, after each *TAC* presentation *Karl Striegel* receives profuse thanks from the Committee.

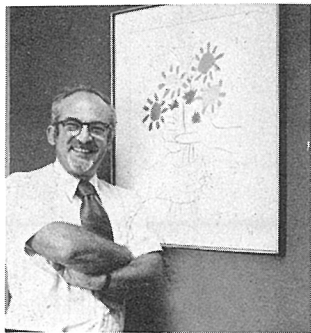
As we continue to grow, his is often the link between trainees, juniors, staff and the rest of the crew. His contribution to staff morale goes far beyond the hilarity of the *Kensington Players’* productions. He attends every trade show and seminar and inevitably comes in contact with just

about all of us. His empathy, durability and class at any bar add a little to the glue that keeps us all stuck together.

Because of his reticence, not many people realize that he maintains a strong political posture with a high profile. Many a verbal blow has been traded over heroes at *The Continental Sandwich Shop*. He is recognized as being slightly left of *Jane Fonda* and has been considered by some to be an elder statesman of the *SDS* . . . Another not-well-known fact: For two days this year he was without goatee. He quickly decided to regrow it when his visage was not quickly identifiable at the switchboard. Also, industry notables on Seventh Avenue were no longer mistaking him for *Bob Green* (*Abner’s* brother).

It’s been going on for 10 years—August 1. Great going! Join us in congratulating him—oh yes, the name is *Joe Scheines*, a person who is sincere, hardworking, cooperative, and original. On top of all this he unfailingly remains pleasant, cheerful and a very human, human-being.

Many happy returns, Joe, and our thanks, too, to your charming wife, *Rita*, whose indulgence of your life with *KSA* makes it all possible.



*J* is for jovial, which jolly Joe is  
*O* is for omnific, he’s really a whiz  
*E* is his effervescence—he’s all of a fizz.

*S* could be for sexy from his toes to his head  
*C* that’s for colorful from violet to red  
*H* is the hell-fire he smotes upon all  
*E* is his energy from winter to fall  
*I* he’s ingravescient—on Mondays, at least  
*N* that’s for nice—he’s a really nice beast  
*E* is for enigma—now moody, now hearty  
*S* for the best Santa Clause at our party!

*If you follow my thinking, I’m sure you’ll agree  
 JS is a tonic for you and for me!  
 The first 10 years may have been quite a chore  
 But, Joey, please promise to stay for 10 more.*

—Alison Doherty

## Around The Company . . .

### ODE TO AN INDUSTRIAL LAUNDRY

Why, this laundry job is not all that bad,  
It has a bright side to go with the sad.  
So the washroom's a dungeon,  
And the building's condemned.  
So there's no airconditioning,  
And the lighting's too dim.

Look at the people; could you ask for more?  
Had your pocket picked in a rate sale before?  
The fragrance of the stain,  
The view of the soil,  
The sauna at the flat irons,  
All justify your toil.

Exert some effort; adjust to it all.  
Stay out of restaurants; undress in the hall.  
And if nothing else,  
Just praise the fresh air.  
But in Philly, you can't!  
There's none of that there.

So thrive on the challenge; look at the fun  
Of knowing you're doing what's never been done.  
But you can't help but wonder  
If there was no one who could,  
Or whether it's because  
There was no one who would.

—Smiley Jones

### Reply to ODE(iferous)

It's true what you say,  
Laundry slum work is strife.  
But if wages aren't raised  
And costs cut with a knife,  
Maslow's Proudfoot'll sink in,  
Leaving Philadelphia dirty linen.

—Bob Frazier

### HANGING IN EFFIGY

*Charles Topping* felt morale had taken a turn for the better when he was summoned to one section of the coat shop at Schwob and found everyone laughing . . . then he noticed a stuffed engineer hanging in effigy from the ceiling, with a stopwatch drawn over the heart. Charles was even pleased to be hanging, as it provided an outlet for "blowing off steam" and relaxing tensions.

### BLOOPER—KSA STYLE

*Bob Langley* recently wrote a letter to a prospective client trying to make an appointment to talk about KSA's consulting services. Imagine his surprise when he re-read the beautifully typed letter—by a new girl in the office—but found one sentence which read . . . "As a consulting firm, we have *expensive experience*" . . .

## GREENSBORO

KSA-Greensboro took a 10-minute break—one minute per year—for *Karl Striegel* to present *John Wilcox* his 10-year watch. We're sorry the photo arrived too late to accompany his 10-year story. However, this gives us a good opportunity to apologize to John for erroneously stating he graduated from the University of Virginia when, in fact, he is very loyal to his alma mater, *N. C. STATE*. We're grateful to *Abbie Jean Quick*—she discovered John—for calling this mistake to our attention.



## NEW YORK

Everyone busy as usual—maybe more so because of vacations: *Judy Chou*, a few days in Las Vegas; *Sylvia Roberts*, two weeks at Martha's Vineyard; *Helen Jacobs*, all free time at Fire Island; *Lillian McCarthy*, Ireland with her husband. No pleasant vacation for *Erma Stenger*—instead, several sessions for periodontal surgery.

*Gene Cronin* is NYO's new offset/report processor. He came with heavy, related experience and we're very pleased to have him with us . . . *Lou Chou* returned to graduate studies at Indiana University. We enjoyed having him with us for the summer and hope he will visit us before returning to Taiwan next year.



**WORLD-FAMOUS NYO SWITCHBOARD** is pictured here ready to spring into action. Anxious secretaries gather to await messages from far-flung executives. ("Reserve . . ." "Type . . ." "Cancel . . ." "Where am I?") From left, *Dorothy Pease*, *Ruth Turton*, *Sylvia Roberts*, *Linda Linder*, *Helen Jacobs*, *Judy Chou*, *Joyce Peters* (switchboard-keeper), and *Lillian McCarthy* (visiting chartist). *Erma Stenger* was at the dentist, and everyone else was out to lunch.