

Planned for 1973

Exchange Visits of USA and European Personnel

Internationalism

By—Howard Cooley

There have been very few professional experiences more rewarding than our recent visit to Europe.

In the U.S., our company has spent many years building a reputation in the industry while offering a very limited list of services. In Europe, it has been necessary to offer a very broad range of services almost from the start—to build an organization as complex as KSA/USA but on a smaller scale and in very little time. This has been further complicated by the language problem. Adding language to our matrix organization concept presents the prospect of a three-dimensional organization chart.

In visiting completed projects and on-going projects, we found that the basic approach and the day-to-day problems are much the same as ours. We also found that in every case the client people with whom we met were hearty in their approbation and lavish in their praise of KSA.

- From a technical standpoint, there is much to learn from our European associates regarding rail type transporter systems. We saw a rather sophisticated KSA installed Eton overhead rail transporter in Holland and two "do it yourself" rail installations which were designed entirely by our staff in the United Kingdom.
- In Germany, some of the mysteries of their machine-made coats were unraveled and we saw extensive use of attachments, profile stitchers, and programmed pressing.
- In Italy, the conditions of the industry and the philosophy of government present to us an extremely challenging (and most difficult) set of circumstances under which to practice our profession. Among other things, we are deeply involved there with potential non-piece rate incentive systems.

It was a pleasure to renew acquaintances with quite a few associates with whom we had previously worked in the U.S. and to meet for the first time several key people whose paths had not previously crossed ours.

Our attendance at several KSA meetings demonstrated the tremendous enthusiasm of our European associates for both professional excellence and business development. As in the U.S., we are working in Europe toward a balance of industry and functional management.

- We must find ways to do a better job of technical communication between Europe and the U.S. It is in the best interests of our clients and ourselves to take steps to avoid "reinvention". Part of the improvement will come from better defined systems on which we're now working but there is also a need for more travel in both directions. It is necessary to see some things first hand to appreciate them, but more important, it is desirable to have more

KSAers on both sides of the Atlantic in personal touch with their counterparts. (EXCOM has just decided on 2-3 exchange visits per year).

Personally, I hope that the fact that we no longer, after 1/1/73, will have any partners in England with whom we must share profits, as well as decreasing air fares, will encourage us to strive for a true "one company" philosophy. Our future in Europe is in excellent hands, our operations there are profitable, and those who have not worked with our associates there have something to look forward to.

KSA In Moscow

By—*Подъём Конгепс*
(Russian for Bob Saunders)

- This past summer we, at KSA, had the opportunity of entering into preliminary discussions with the Russian Government relative to the assistance we might provide toward the creation of four substantial carpet mills. The country currently has no carpet industry of any consequence and has been increasingly eager to upgrade the consumer sector of the economy.



Bob visits Red Square

more than there were two years ago.

The hotel, the Rossyia (Russia), is one of the largest in the world. 3200 modern, comfortable rooms, served by eight dining-rooms and buffets on every other floor. The

The ensuing discussions provided the opportunity for a visit to Moscow and so some impressions—gay or grim—were gained at this citadel of the Communist world.

Upon arrival, one finds the airport considerably smaller than might be expected of a world capital. Possibly this is due to the low volume of internal traffic. A four-lane, express highway stretches toward the city, but very few cars travel on it. In fact throughout the city, few cars are visible; though we are told there are now many

Observations from . . .



KSA Salutes Its Alumni

Beginning with this Christmas issue, we plan to include KSA's alumni (yes, the *alumnae*, too!) among the recipients of one issue per year.

We hope we are not being presumptuous in assuming a continued interest on your part in KSA and its affairs. Certainly you have many friends among us and KSA considers itself a friend of all former associates.

• We are about to conclude a record year—both in volume and profits. Our world-wide billings in 1972 will exceed \$9¼ Million, of which about 25% will represent billings in Europe where we have 70 consultants versus 150 in the USA and Canada.

While we continue to enjoy growth in our production engineering functions, our growth rate in recent years has been even steeper in General Management functions such as Marketing, Overall Organizational Reviews and Planning, Physical Distribution and Management Information Systems. Our Human Resources Development group has been charting new roads with Supervisory Training Programs and Attitude Surveys. (One client just had the fifth one of these conducted in his plant in as many years!)

Spearheaded by *Jimmy Giddings* and his Physical Distribution wizards, we have started a Retail Division (“from sheep to shop”), the competence of which is being insured by a former Executive Vice President of Rich's—Atlanta's large and prestigious department store—who is now working with us. Besides a number of USA clients, this division has worked—and is working—in the Republic of South Africa, Great Britain, Holland and Switzerland with a staff consisting partially of Europeans and partially Americans.

As some of you know, we bought out a small Atlanta consulting firm several years ago which specializes in hospitals. We have turned this around and enlarged it and are able to lend them Systems, Personnel and Materials-handling experts to round out their specialist staff. (Did you know that 65% of the costs of running a hospital is people-cost?)

KSA remains dedicated to the concept of serving selected industries and institutions through specialist staffs and to hatching the eggs it proposes to lay in its clients' plants, with the aid of client staff which it trains in the process.

• KS, as of the first of the year, will become Honorary Chairman, *Karl Striegel*—Chairman, *Jack Ullman*—President, *Stig Kry*—Vice Chairman and Chairman of the Finance Committee, and *Dean Vought*—Chairman of the Executive Committee, of which *Stuart Hollander* (Europe) will be a member. KS semi-retired on January 1, 1972, and plans a full retirement—save some field trips and Executive Committee Meetings—in early 1974. Another item of interest to many of you will be the return to KSA—as of January 1—of *Jimmy Adams*, who wants to get back to his second real love, consulting, after several years in industry.

We want you to know that we are just as interested in you as we assume you to be interested in KSA. So, please feel free to write and tell us newsy items which you'd like to share with the rest of KSA through these columns. Also,

The KSA OBSERVER

A quarterly report of the activities of Kurt Salmon Associates, published by and for its personnel, is mailed to homes and should not be taken elsewhere. Address all correspondence to the Editorial Offices at 4301 Connecticut Avenue, N.W., Washington, D.C. 20008. The opinions of readers are invited.

Editorial Board: *Kurt Salmon* *Joe Scheines*
Jack Johnson *Mary Baach*

Volume 3, No. 4

December 31, 1972

LETTERS TO THE EDITOR:

Dear Editor:

I attended the Staff Banquet in Atlanta back in November, and enjoyed the whole experience. But there is one complaint. Due to all the noise, I was unable to hear the lyrics of the songs sung by the Atlanta girls' chorus. Please reprint, if they are available (the lyrics, not the girls). Thank you.

Editor's Note: With pleasure. . . . (See Page 12)

Coming Events. . .

- February 22-24, 1973—Western Apparel Trade Show, Los Angeles. KSA will exhibit and present a program.
- April 30-May 4—Knitting Arts Exhibition, Atlantic City, N. J. KSA will have an exhibit.

KSA's Christmas Card Fund Totals \$2,872.50

We exceeded last year's contributions by \$172.50 and feel we would have done better had the notification been sent out a little earlier. This increase was accomplished by 93 KSA members and their families donating to charities of their choice—55 different worthy causes. You will note that many of you chose the same institution for your contribution, with the Salvation Army, American Cancer Society and Heart Fund being selected most often.

A beautiful Christmas card was selected by KSA, the donors' names printed, and mailed to the entire staff.

The company sent its usual annual contribution of \$1500 to the non-denominational organization, City of Hope, which is known world-wide for its work in the health and care of children.

please let us know how you like our *Observer* and receiving a copy of it once a year.

A happy holiday to you and yours and best wishes for a prosperous 1973.

Promotions. . .

Congratulations to *Karl Striegel*, *Jack Ullman*, *Stig Kry*, and *Dean Vought*, whose new titles (see elsewhere in this issue) were announced at the Staff Meeting. Since then, the promotion has been announced of 11 others whose qualities and promotions were recognized, and we congratulate them. They are: *Freddie Wood*, Senior Vice President, *Stuart Hollander* (Europe), Senior Vice President and member of EXCOM, *Don Johnson*, Vice President, *Eric Chipps* (Europe), Vice President, *Robert Fitze* (Europe), Vice President, *Louis Mitchell* (Europe), Vice President, *Albin Graeser* (Europe), Vice President, *Peter Ehlinger*, Principal, *Smiley Jones*, Principal, *Keith Benson* (Europe), Principal, and *Mervyn Kerr* (Europe), Principal.

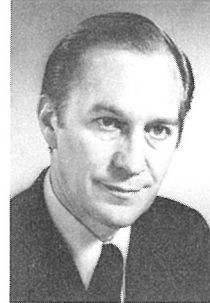
Best wishes to all of you for continued success.



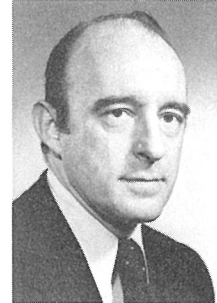
Karl K. Striegel



John J. Ullman



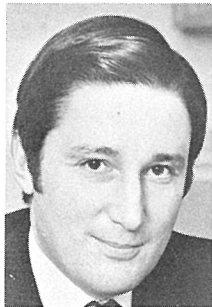
Stig A. Kry



K. Dean Vought



Freddie H. Wood



Stuart D. Hollander



J. Don Johnson



Eric J. Chipps



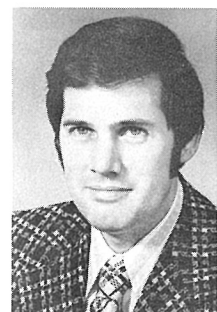
Robert Fitze



Louis A. Mitchell



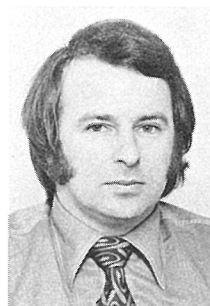
Albin Graeser



Peter J. Ehlinger



Smiley H. Jones



Keith Benson

(No picture available at this time of Mervyn Kerr)

Functionally Speaking . . .

APPAREL MANUFACTURING MANAGEMENT DIVISION

● We don't know whether it's a record or not, but AMMD now has over \$2,000,000 worth of consulting authorized and underway—a bit over six months with our present staff.

There are many reasons for the current intense interest in our AMMD services not the least of which is the optimistic outlook on the part of the industry. In addition, we have the prospect of an increase in the Federal Minimum Wage in 1973 and the smart manufacturer is making preparations for it.

Further, we've added eight brand new clients to the KSA list in the past six weeks. Business in Montreal, where *Chick Schwartz* is developing a solid KSA presence, has contributed nicely; also, *Lutz Kohnagel* is reporting substantial new volume in Brazil. To top off the KSA/USA abroad report, *Ted Theodorsen* is off to the Philippines for a survey.

—Howard Cooley

GUESS WHERE?

You, too, can have a KSA engineered sewing room just as you see in the photo below.



Turnover: 0%
Labor Cost: \$0.05/100
Product: Men's Quality Suits (Grade 6)
Quantity Produced: 5000/week!

HEALTH & INSTITUTIONAL CONSULTANTS

● For the last couple of months, HIC has been working for a community nonprofit organization in Atlanta to design an urban health care delivery system. The system must be capable of upgrading the present health level, using a comprehensive approach and at a cost level equal to or below that now available on a fee for service basis. Payment for these services would be on a capitated basis. The type of system we are designing is what *President Nixon* generally refers to as a Health Maintenance Organization (HMO).

● The questions that *Bill Hiatt* and *Paul Bornstein* have been attempting to answer are: Just what is an HMO? What people will use it? What facilities will they use? How much will they use? Who will pay for it? What supplies and

equipment are necessary? How many and what type of medical rooms are needed? How many doctors, nurses, rubber plants, etc., will be required in the facility? All of these questions and a hundred more must be defined and answered to show not only that we and our client understand what HMO is, but that it is needed in the community and can be eventually self-supporting.

● The revision of our health delivery system in this country, as shown by the extreme interest in HMO's, is but the tip of an ever moving, ever expanding evolution in the delivery of health care, an industry that has only slightly been touched by the industrial revolution.

HIC made presentations to Administrators and Controllers from 27 hospitals at the recent quarterly meeting of the Birmingham Regional Hospital Council project. *Bill Luttrell* spoke on the development of management systems in the hospital, as well as approaches to cost containment in nursing service. *Eric Bossak* discussed effective house-keeping methods and procedures.

Work is continuing on the design of an expanded hospital facility in Stuart, Florida. At one time or another in the last several months, all members of the HIC staff have been involved in planning new patient care areas, new operating room and radiology suites, as well as a new food service facility and materials handling system. Most of this work will be completed by Christmas.

—Paul Flood

MATERIAL UTILIZATION

Sergio Cruz, with *Jack Schmidt's* assistance, is doing an outstanding job in building up men's clothing cutting production for Mark of California in Nogales, Arizona. While the job is going well, Sergio has more than his share of personal hardships—after 2 months, he is still without a phone and mail delivery service. However, life does have its compensations. . . and Sergio's is a wall-size poster of his fiancée. Anyone who met her at the staff meeting can probably understand why a telephone and mail delivery don't seem too important after all!

After five years of outstanding cutting and MU work with KSA/USA, *Mike Brent* will leave behind many KSA friends and well satisfied clients when he returns to KSA/UK at the end of the year, without question a very welcomed addition to their staff. While he'll certainly be missed here, we're hoping he may find occasion to cross the "Atlantic River" soon and often.

Here's a client whose products just cannot be quoted for our Washington computer system! *Roger LeBarron* is applying well-learned cutting and MU principles to a diverse product line at Fingerhut Corporation in St. Cloud, Minnesota—and they are working well. This huge, direct-mail marketing firm has, among its manufactured products, items such as seat covers, outerwear luggage, comforters, furniture, purses, vacuum cleaners, snow throwers, etc.

Now that *Tom* and *Julie Austin* are back in Mississippi (Noel cutting in Ruleville), there is at least one place for great Mexican food in Mississippi. Southern travelers take note!

"From the tables down at Morrie's to the place where

Continued on page 5

Material Utilization—(Cont.)

Louie dwells”, *Steve Bannister* has a full schedule of activities on the Yale campus. In between learning new verses of the Whiffenpoof song, Steven is “buttoning down” cutting room incentives for Grant’s New Haven cutting department under *Nort Eberly*’s direction.

Ted Theodorsen (for Hilton) is handling the first of several likely marker duplication feasibility studies for men’s clothing firms. The latest union negotiations have opened the door for marker duplication, and we’re optimistic that these studies and overviews may lead to additional work in other areas. In men’s clothing cutting room work, we find *John Harry*, *Warren Deviney*, and *Lynn Dueser*—all working in the Chicago area. Looks as if Chicago might be a good place for a functional staff get together!

—*Jim Trautman*

PERSONNEL SERVICES

Once again Personnel Services are serving as an economic barometer. Business must be good—management is getting interested in its people again! Labor markets seem to be tightening everywhere, and the demand for our services is growing correspondingly.

Most notable are the requests for assistance in plant site location. During the past six months we have been involved in nine site evaluation and location studies. Perhaps the most interesting is a project for Skyland International Corporation who asked us to find a site for a 300-operator plant—anywhere in the Southeastern U.S.! Many miles are being logged on that one. We expect to see an increasing demand for work in that area in the future.

Of course, everyone seems to want help with locating people. *Bill Howells*, *Walter Ince*, and *Frank Hurley* have been sandwiching research projects in between their other activities. (That means they are alone nights and weekends).

● Frank has been developing our new performance review service in addition to working on assorted personnel programs and projects for GM&M. A very successful installation at Hartwell Garment Co., kicked this service off, and we expect it to be an increasingly important part of our practice.

● This month we wrapped up our 36th attitude survey for the Hospital Corporation of America ending that project for now. Starting January 3, in a Miami Hospital, the project involved attitude surveys in health care institutions from coast to coast. We are still trying to convince *Emma Donnelly* that the report department didn’t type 3000 reports—it only seemed like it. The worst news is yet to come, Emma. They may want us to do it again in 73!

—*Ron Brockett*

PUBLIC RELATIONS

It takes time to crank up the PR Department—six to seven minutes from a standing start—but once it’s cranked, it goes on forever. . . . Or so it seemed this fall, as we pushed ahead with our intensive hard-sell campaign well after sales picked up and no one had time to participate.

So it was that *Scheines*, *Adcock* and *Kennedy* did entire seminars by themselves (a buck-and-wing, followed by an open-ended Q-and-A session), before 12 bridal gown manufacturers in Easton, Pa., and an assortment of indigent milliners on West 39th St., in NYC.

There were other programs, of course: a very successful seminar at the Bobbin Show, with over 500 in the audience; one for the Carpet & Rug Institute; a series of three

seminars at the Southern Textile Exposition; and a repeat of KSA’s Top Management Seminar on PD. Trade show exhibits were mounted at the Bobbin, STE, Catawba Valley Hosiery Club, and Institute of Industrial Launderers shows.

We look for the best long-term results from two Perspectives issued late in the year: a Textile issue on the performance of 80 publicly owned companies; and an Apparel issue reporting the results of KSA’s survey of industry turnover in 1971.

A new brochure on KSA’s retailing services emerged in November, and we have high hopes for it, too.

—*Joe Scheines*

TRAINING AND PROFESSIONAL DEVELOPMENT

Since the last class “graduated” in mid-October it has been rather quiet in the 8th floor training center. *Peter Paddrik* (HIC) and *Peter Cleaveland* (MSD-PD) joined KSA in late October but received only two days of indoctrination on procedural and policy matters. They will join the training class that is scheduled for early January which already numbers four new men.

● Another two-week client resident engineering training class began December 4. This class was virtually subscribed to before it was planned. The eight men who attended represent seven different companies with products ranging from underwear to outerwear.

During preparation for the staff meeting, we revised our staff list. As of the end of November, KSA-USA is 144 strong. Approximately 80 different colleges and universities are represented by either graduate or advanced degrees. A little analysis of this information revealed some interesting figures on schools represented by KSA staff. In keeping with the national polls (quantity of first place votes, not necessarily record) the top 11 are:

Georgia Tech
N. C. State
Auburn
Penn. State
Cornell
Ohio State
Purdue
Clemson
Illinois
Tennessee
U. S. Naval Academy

Our 144 come from home towns in 23 different states, one from Canada and 12 men from 10 foreign countries. Certainly a group with diverse backgrounds but one with much in common as demonstrated by the recent staff meeting.

—*Bob Pee*

Functionally Speaking—(Cont.)

LOST TELEGRAM

The contents of the telegram sent to *Bill Schenke* during the Staff Meeting was read at the Kensington Players’ Production on Friday night. A reply to that message—but sent to the Marriott, the original place where the meeting was to be held—was never received. Here’s the message Bill sent. “Absence due to improper mending from cut, trim and sew job. Is there a consultant in the house?”

You’ll be happy to learn that Bill is getting better every day—without a KSA consultant—and is able to be back at the office a part of each day.

PHYSICAL DISTRIBUTION

Totten's Bargain Outlet?

What's this?!? Is P.D. opening their own apparel outlet? Or maybe *Dwight's* at it again with his fabulous bargains. Looks as though they're starting their own corrugated container warehouse, too.

One look at the P.D. coat closet and in the technical support room might bring you to this conclusion. After all, you don't usually expect to find pant suits, dresses, shirts, shoes, gowns (?), and undies (!?) in your ordinary office coat closet. As for the corrugated container, the technical support staff can readily vouch for the fact that their domain appears to be rapidly approaching the status of a corrugated warehouse.

No—actually it isn't an apparel outlet, and *Dwight* seems to be fairly well under control these days. Even the corrugated warehouse isn't as it appears. This is just part of a project on which *Dwight Totten* and *Tony DeMaria* are currently involved.

● The client, Avon Products, Inc., is expanding into mail order merchandising. It was necessary to order various items of apparel from several mail order houses in order to compare the current types of packaging and to help determine the best types of Avon's new venture. (Now, where can we store all these samples. . . ?)

● Beginning with little more than a mail order merchandising concept, *Dwight* and *Tony* are now working to develop an efficient packaging and distribution system for Avon, with building design and implementation engineering to follow.

The client expects to have a daily shipping volume of 75,000 individual garments comprising 25,000 orders. They will carry over 35 separate product lines to provide a complete line of ladies' and men's apparel.

Is Honey Good for Piles?

KSA's Dutch client, "de Bijenkorf", believes it works wonders. For anyone who does not believe that this natural elixir of bees can have any salutary effect on piles, the photo shows the chief construction engineer hurling a jug of honey on a pile while being observed by the believing management of "de Bijenkorf" and KBB, the holding company which controls the large department store group in addition to several other retail organizations.



● The occasion was the driving of the first pile (in this case a concrete cylinder about 40 feet long) for the foundation of the new big ticket distribution center planned by KSA. For those not familiar with the terrain in

Holland, nearly three quarters of the land lies below sea level. Because of the high water content in the soil (previous sea bottom), the new 12,000 square meter (121,000 square feet) building will rest on 541 piles which are driven through approximately 6 to 8 meters of mud before seating on a sub-strata of stable clay.

Normally, new ships or buildings are christened with champagne, but not the new "de Bijenkorf" building—"de Bijenkorf" translated into English means beehive.

Successful P.D. Seminar

● November 28 was the date of KSA's one-day seminar, "Physical Distribution in the 70's" held at Stouffer's Atlanta Inn. The seminar was a revised version of last year's presentation on the same subject, with concentration upon the expanded role of warehousing and shipping in meeting the challenges of modern apparel marketing.

The seminar was limited to top management executives of apparel companies who are concerned with the need for improving customer service through more responsive and efficient physical distribution.

KSA participants were *Jim Giddings*, *Al Emmons*, *Cecil Phillips*, *Ted Harless*, *Nigel Richardson*, and *Dwight Totten*. *Louis Carrol*, presently working with P.D. on retail development delivered a luncheon talk on "The Retail Point of View?"

—*Barbara Hardy* (PD Secretary)

KSA's PRESENCE IN DEVELOPING AFRICA

Gerry Vercaemert's family was in Tanzania with him for a part of the summer months, but September and school-time came and the family returned to the States, leaving *Gerry* there to see his textile assignment completed for East African Kenaf Industries, Ltd. in Moshi.



Gerry Vercaemert (R) in discussion with foreman during commissioning procedures of copwinding equipment.

EUROPEAN DIVISION

The highlight of the last few months has been the KS/KKS visit, particularly as it was *Karl's* first. He met over half the European staff during his trip and hope he got as much out of the visit as we did. Undoubtedly the high spots of the trip were:

- The German Region staff meeting.
- The KSPEA Principals training session under *Richard Clarke's* direction, during which, among other "sessions," *Harry Lack* (consultant) sold in a cold call situation to *Louis Mitchell* (client).

Continued on page 8

NEW STAFF

Hugh Brazell (KSPEA). . . Age 40. Wife Hilary. Four children. Served as a merchant marine navigating officer. Worked in line and staff positions in the Canadian electronic component and shoe industries—industrial engineering. Joined P-E, our former associate in KSPEA, in the U.K. in 1968 and has worked on a wide variety of assignments with them. Hobbies: Tennis, badminton and music.

Peter E. Cleaveland. . . Age 26. Wife Licia. Two children. B.S. Management Science, Rensselaer Polytechnic Institute. Three years with Garland Corporation—ladies sportswear manufacturer—in industrial engineering and production control. One and a half years as industrial engineer in electrical equipment (radar). Assigned to MSD-PD. Hobbies: Skiing, swimming, photography.

Jean-Louis Lindstrom (Latin Region-MSD). . . Age 30. Wife Veronique. Lives in Croix-Northern France. Graduated from business school (E.D.H.E.C.) Lille, France. With Honeywell-Bull for six years in their computer department as a senior sales representative, in charge of textile and apparel industry. Started KSA's first manual planning assignment in France.

Peter E. Paddrik. . . Age 25. Wife Sherry. B.S. Management Engineering, Rensselaer and MBA, State University of New York. One year with Montefiore Hospital and Medical Center working on industrial engineering project studies. Has also done part-time consulting for small businesses on projects to reduce costs and methods improvement. Assigned to HIC. Hobbies: Tennis, skiing, stamp collecting.



Brazell



Cleaveland



Lindstrom



Paddrik

Correction: Bruce Edwards joined KSA-Switzerland. . . . not KSPEA, as announced in the last Observer.

KSA In Moscow—(Cont.)

reason for numerous dining-rooms appears to be not only volume but also language, for English-speaking guests are herded into one, French into another and so forth. In whatever language, dining is expensive and the service extremely poor. Normal serving time for lunch, two hours; for dinner. . . until your patience is exhausted.

The food is edible, but the menu is limited. One night, only Beef Stroganoff was offered. Bottled water is advised, but the hotel ran out of it two days before my departure.

The people appear not unhappy, but there seems a complete lack of incentive or drive at the worker level. All are paid by the State, so why hurry? From limited observation, capitalism can stack up against Communism any day.

Those officials we talked with were friendly, cordial but very businesslike (punctuality is the keynote). Discussions were conducted through a young lady interpreter who did an excellent job.

Red Square, the center of Moscow, is impressive—spotlessly clean (woe to him who drops a cigarette butt), no billboards or other advertising in evidence. In the windows of the huge GUM Department Store, one sees attractive clothes and up-to-the-minute consumer items but are they actually available for purchase inside—or are they show pieces for visitors?

The subway is exceedingly attractive, clean and well

run, at a cost of 7¢ per ride. (New York, take note). . .

The ballet, a beautiful production of Swan Lake, was jammed with Russians. Like the subways, admission is inexpensive. During intermission, champagne is the drink. . . At Lenin's Tomb, there is always a long line of Russians waiting to view their hero, but flash a U.S. passport and the first place is politely given to the tourist. . . An interesting country to visit, but not a relaxing place for a family vacation. In true KSA tradition, urgent business right to flight time interfered.

We are still hopeful that from this visit will materialize more work down the road—as soon as the grain crisis is eased. Any volunteers for Minsk, Moscow or Siberia, call Atlanta 892-0321.

UNKINDEST CUT

Joe's suit was tailor-made, but it didn't hang right. He duly complained to his tailor, who swept away Joe's objections by suggesting that if only Joe would keep his right shoulder up a bit, and lower his left leg while walking, the suit fitted perfectly. Cowed, Joe walked off, with his right shoulder pushed up, and his left leg trailing.

He was spotted by two gents. "I say, what a terrible cripple that fellow is."

"Yes, but what a superb tailor he has."

European Division—(Cont.)

- The successful conclusion by Kurt and Karl of the four-year negotiations to purchase P-E's 40% share in KSPEA. This is a particularly important development which gives us a whole new ball game in the U.K. market.

We were also delighted to have the task of organizing a tour of European assignments for Howard Cooley and it was stimulating for many of us to meet him and Carol and to have the chance to exchange views. We learned a lot from him and we hope that he and KSA/USA gained from the visit.

- In writing for the Observer one is always hoping to mention NEWS that illustrates KSA's development and which shows how we may be achieving our targets in some way. Internalism is a target and so is planned diversification. Returning from three days at a new \$250 Million retail client, Rheinbrucke, in Basel, Switzerland, I feel bound to comment on the internationalism of this effort. The project is being directed by Ted Harless, international traveler extraordinary, American, based in Riverside, Conn., and commuting to Amsterdam for his other retail client in Europe, de Bijenkorf, and to Basel. Greig Barr, based in Paris is deputy project director and is ably assisted by Hermann Froelich, Swiss, based in Zurich, having just moved from a year in Amsterdam. The systems part of this major company-wide study will be directed by Albin Graeser, German, based in Dusseldorf. Surely this will be a pattern in our future development.

—Stuart Hollander

GERMAN REGION

With the election behind us, we are hoping for a resumption of economic growth and investment with the ending of the political uncertainty which has characterized much of this year.

- Dexterity at matching capacity with opportunity has maintained activity for the last few months at a profitable level, although the German region is now becoming noted for its elasticity, with one staff man in Southern Brazil, another in East Africa and a third in Liverpool, England. Domestic sales are showing the first early signs of picking up again, however, and 1973 budgets reflect our optimism that a more normal investment in manufacturing capacity will be resumed.

- MSD, by contrast, continues to reflect a very high level of activity and remains oversold well into 1973, with growth prospects limited by staff development rather than sales. With the introduction of much greater commercial integration between the two major functions in the region, we can begin to create a more flexible capacity which can serve in either function in some areas. This trend should gain momentum in 1973.

The German Regional Meeting in Dusseldorf in October had an unparalleled guest attendance which included not only Kurt and Karl but also Lula Maye and Jane, a treat which we hope will be repeated often in the future. The Ample Spare Time Cup awarded at the meeting each year for the most incredible use of A.S.T., for 1972 was awarded to Peter Amrein, whose courage in putting to sea under the command of the legendary Admiral Hollenbach was rewarded by involuntary immersion in salt water in a particularly complicated fashion. KS presented Fredy Hollenbach with a splendidly conservative watch and chain in recognition of his 10 years with KSA (referred to elsewhere in this issue), but prudence dictated that it should be a waterproof model.

—Eric Chipps

LATIN REGION

The Latin Region Principals had the honor of a visit from Kurt at their regular meeting in Paris in September. A short time later, they also welcomed Howard Cooley for a lively and very constructive discussion of practical ways and means for improving the exchange—both ways—of AMMD experience and tech info between Europe and the USA and all agreed that closer contacts could only be beneficial, so Werner Iten and Howard will be making sure it works.

- Also in September, the French staff participated in a Saturday "preview" of the newest KSA seminar on Supply Control. Michel Cardon was responsible for the preparation and presentation, with Ulf Weise and Bob Fitze contributing some of their practical experience. The first Supply Control seminar—with six paying participants—was held in October and now at least two good prospects are interested in our services. Gino Fedeli and Werner acted on an urgent request to look at the EDP and Supply Control problems for Pan Fin, an old contact, and we now hope to sell our first really big (8 Million lira) survey for MSD in Italy since the Lebole overview some years ago.

Our proposal to OECD in Paris for assistance to Summerbank in Turkey is 99% sold (fees will amount to over \$100,000). . . An overview report has been presented to Borden management and feel there is a good chance for substantial work in their shirt and ladieswear manufacturing firm, Merok. . . We have also been talking to GEPI, the Italian state holding company which had to buy up clothing firms in Italy for political (employment) reasons. They now employ over 10,000 on the payrolls of several large companies—Caesar, Monti, Confitex—all heavily in the red.

- The biggest event of the season. . . KSA was invited by CAPCOMA (French Clothing Manufacturers Association) to help reproduce the Atlantic City AAMA presentation, prepared by KSA, at their annual conference in November. Guy Vidal masterminded this PR-coup for us and was ably assisted by Robert Chaumontet and Michel Cardon on the platform.

—Bob Fitze

EUROPEAN SYSTEMS DIVISION

How do we tackle the problem of keeping close links and interchange of experience in systems alive across Europe? The answer to this question is vital for the future growth of our Systems activities in Europe. In general we see two possible answers to the question:

Transfer Multi-Lingual Staff from One Region to Another

Thus we can interchange the existing experience via the men who represent it.

This is a desirable answer from the STAFF POINT OF VIEW, as it helps to gain professional and social international experience, and creates more international opportunities for growth in responsibility.

From the company's point of view, we are more able to put our "best foot forward", and have more flexibility to match market demands and staff capacity in a specialist area. While obviously desirable, as this answer is, we still have a long way to go and although it is an important target for the future, it is bound to take time to build up our international skills.

Transfer "Paper" Instead of People

This solution requires as a condition, that English remains the company language, and most if not all of the

Continued on page 9

Tenth Anniversary Club. . .

Another "Tenth"(!?)

On October 2, *Virginia Jackson—Miss J*, to all who know her, celebrated her tenth anniversary with KSA. As luck would have it, there were eight men in the office that day, so they had a brief party in her honor and helped her celebrate the event.

Miss J has been head of our Greensboro office since its inception (contrary to what *Karl Striegel* and *Bob Malburg* may think!) and, hopefully, will continue to occupy that position for years to come. All of you who have passed through the Greensboro office must appreciate her importance to us and join us in congratulating KSA for being able to have her put up with our peculiarities for these many years.



The reason for the question mark and quotes on the "tenth" are that Miss J actually first "worked for" KSA in 1941 while employed by Office Services. When KKS moved to Greensboro in 1947, she did all of our secretarial work, later became a part-time KSA employee working in her home and/or in KKS' home, and finally became full-time when we opened an office. It could be said that this

"tenth" is really a "twenty-fifth!" We don't know what KKS would have done without her. Congratulations, Miss J.
—KKS

Fredy Hollenbach, a graduate of Moenchen-Gladbach, began his career with KSA's German firm on April 1, 1962. He was promoted to Supervisor on August 1, 1966 and assumed an active role in the management of the firm during 1969.

Fredy has become a well-known figure in the German menswear industry. Among his clients are such long-established firms as *Cruse, Runken, Kirches, Bumsberg*, etc.

Fredy has ranged far and wide in the service of KSA. He drank Slivovitz with Bulgarian bureaucrats, started two new men's outerwear factories in Japan, one in Israel, and has worked in a number of other European countries.

He is also a sailor and happily pursues his hobby at every opportunity.

It has been good to have him and his lovely wife, Rita, on our team these last 10 years. Congratulations, Fredy, and all best wishes.



European Systems—(Cont.)

staff be able at least to read it, and that the written material be prepared in a way which is sufficiently easy to read, so that picking up other experience is easier than developing it over again.

• With this solution we have already had some rather encouraging experience. A Manual Supply Control course has been developed by *Richard Clarke* (UK), and *Ulf Weise* (Germany), which has already been successfully used for English, French and German staff. An MIS survey was written by *Horst Kern* (Germany) for a Finnish client in English, which has been very helpful in serving as a master report for subsequent surveys in the UK. The Italian Cut-and-Lay-Planning report for Lebole (translated by *Gino Fedeli* into English) has helped to develop a similar piece of work for a German client. A French Planning Seminar (translated by *Jean-Louis Lindstrom* into English) will serve as an important starting point for developing a similar seminar in the UK. These are the most recent examples; our German Costing packages (from *Peter Schuler*) is the next item to be transferred to the UK.

So altogether we feel we are on our way to developing a pan-European systems service, and in 1973 will probably have more examples of transferring PEOPLE as well as PAPER. This is an even more challenging task, and very much in line with KSA's international shape, a shape which becomes more important with the expanding number of countries in the Common Market.

— *Albin Graeser*

To err is human; to really foul things up requires a computer.

Jack Johnson—

MOONLIGHTING VEEP

Have you ever wondered what Jack does in that oft-referred-to KSA cliché "ample spare time?" Now, we know. Note the evidence below, which is repeated verbatim, from the South Carolina Needle Trades Association Newsletter.

KURT KALMON ASSOCIATES, INC.
1422 West Peachtree Street, N.W.
Atlanta, Georgia 30309
PHONE: 404-892-0321
Jack A. Johnson — Vice President

MANAGEMENT CONSULTANTS

SUMMEROUR AND ASSOCIATES, INC.
225 Peachtree Street, N.E., Suite 2300
Atlanta, Georgia 30309
PHONE: 404-892-0321
Jack A. Johnson — Vice President

MANAGEMENT CONSULTANTS

Jack felt he should write to *Bill Summerour* explaining not only that "he didn't do it" but to also tell him "... from this I haven't received any calls—either for you or for us." A likely story!

BOB HEILAND OBSERVED

AVID READERS of The Observer would be forgiven for thinking that *Bob Heiland* is KSA's permanent Man in East Africa. After all, whatever we've heard from or about REH during the last few years seems to have dealt with that corner of the empire.

Despite some slight resemblance to the late *Cecil Rhodes*, however, the Sage of Coopersburg (Pa.), established his credentials in KSA's stateside consulting practice years ago. Indeed, Bob is one of those company veterans whose checkered pasts belie the notion that we are all one-track specialists. And that qualifies him for a profile — seen through a fish-eye lens to capture all the facets.

Few realize, for example, that Bob Heiland was KSA's first specialist in statistical quality control. He was also one of our pioneers in material utilization. His exploits as the inventor of FORSCOR are somewhat better known, but only a select few are aware that he runs a rigged ping-pong game in his basement.

And those are only for starters. Perhaps the simplest approach to our super-versatile subject is chronological.

Bob joined KSA in 1959 as Director of Research. He had been an Association Professor of Industrial Engineering (Lehigh University, 1951-59), and chief I.E. for a steel company (1947-51) before that. He earned his BS in Economics at Lebanon Valley College, and an MBA at the Wharton School of the University of Pennsylvania.

In his ample spare time (pre-KSA), Bob also co-authored a book on "Work Sampling," wrote many articles on quality control and allied subjects for industry, and worked as an independent consulting engineer for a variety of firms.

One of his first assignments after joining KSA was to apply statistical quality control techniques to apparel manufacturing. His success provided the foundation for one of KSA's "bread-and-butter" services.

Bob then got involved in one of our first attempts to design a total information system for a textile products client, from forecasting to inventory control. The seeds for FORSCOR (Forecasting with Statistically Controlled Risk)



were planted around that time, and soon a refined procedure was developed by REH. The rest is history, as they say. (The system looks both backwards and forward.) FORSCOR has been installed with considerable success at a number of client

companies. The President of one such firm has unequivocally stated that his company could never have weathered the transition from basics to style without FORSCOR.

Back in the early Sixties, while much of this was going on, it was discovered that Bob had an unscheduled half-day here and there, plus a spacious barn. KSA management promptly decided that its Director of Research might as well utilize all that extra capacity to work on still another project — evaluating two recently introduced systems for miniaturizing markers. So the barn soon filled up with full-size and miniature patterns. This led to further research in a men's clothing cutting room, and the conclusion that there might be a future for KSA in material utilization work. More history ensued.

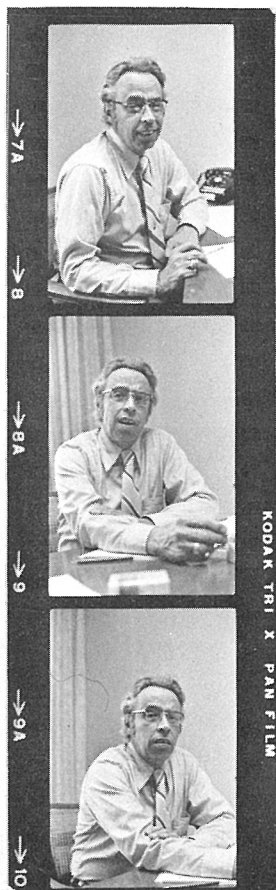
Bob gets confused about chronology around here, since he was active in so many areas at the same time. This may have stimulated his interest in seasonal planning for apparel manufacturers, with whom there is also a lot going on at the same time. Whatever the reason, he soon became immersed in general management/marketing/merchandising assignments — utilizing his experience in forecasting, systems design, and industrial engineering. This, coupled with a job evaluation study he performed for a huge fiber firm, admirably prepared Bob for the task of writing a few landmark studies: KSA's Manual of Reporting Practices, "Forecasting Apparel Sales" for AAMA, and the still unpublished "Profit Implications In Reducing Throughput Time."

We are saying, of course, that Bob Heiland is unusually knowledgeable in a great many areas, and KSA recognized this long ago. He could be called a "triple-threat" or "quadruple-threat" man — except that we would be hard put to limit his skills to only three or four. (Active in scouting, he has won two Silver Beaver Awards; for years he published "The Heiland Fling" — a highlight of the Christmas season; his African exploits have already been well publicized, etc.)

With all this, our man has found time to pursue the contemplative life of a gentleman farmer (on only 1.5 acres — great MU!) Wife *Irene* sets the pace around Coopersburg, having dabbled in belt manufacturing, retailing, and fashion modeling. Sons *Phillip* and *Tom* have already shown technical leanings of their own, while daughter *Amy* mastered the difficult skill of horse-training at an early age.

At the recent staff meeting in Atlanta, REH showed up wearing a fake Ho Chi Minh goatee. No one batted an eye. This inspired our hero to grow his own genuine beard. He says he wants to become a Renaissance Man. Who's to say no?

— J.S.



STAFF MEETING!

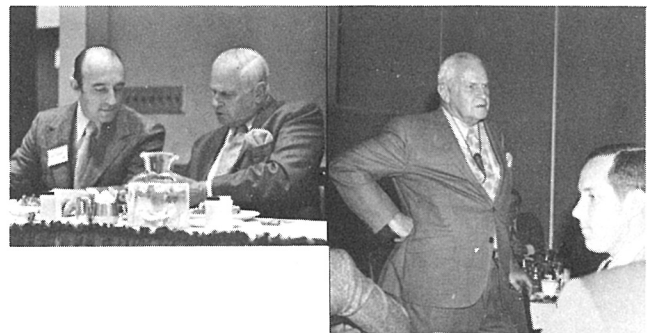
Just to refresh your memories, and to provide evidence for doubting spouses that we really *did* spend 14 hours in meetings over a Friday and Saturday in Atlanta, THE OBSERVER publishes these photos. At right, *Jim Trautman, Steve Schleheuser, Bill Cameron, Pete Cleaveland, Ed Owen, and Jack Murray* (listening!) pay rapt attention to one of the traveling panels.



At left, clockwise, *Jim Giddings, Ralph Ross, Bob Hinck, and Cecil Phillips* continue talking business right through luncheon. It was that kind of meeting. . . The food was good, but the talk was better. Photos of other events either didn't come out, or have been censored for the good of all concerned.



At right, *Dr. Frank Goodwin* gets some advance ideas for his speech from luncheon partner, *Dean Vought*. Unfortunately, Dr. Goodwin lost his notes and, once on his feet (far right), was forced to ad lib. *Elmer Beardshall*, among others, didn't mind one bit. Somehow, he managed. Dr. Goodwin managed so well, in fact, that it was impossible to follow his act, and the meeting adjourned forthwith.



Curious Incident Befalls Director of Recruiting



This story is unbelievable. Nevertheless, it happened during the staff meeting. Pictured at left is *Carl Reith*, President of Oxford Industries, as he addressed the first day's luncheon. Mr. Reith's message concerned the influence of style, and one of the examples he showed was a body shirt — a knitted top with an *attached* bottom. Just the kind of garment *Bill Howells* forgot to bring to Atlanta.

Which brings us to our story. Bill prefers to sleep in a tee shirt. No bottom. So our Director of Recruiting was bottomless when he arose from slumber at 4:00 a.m. on the morning following Mr. Reith's speech to investigate "a strange noise in the hall." The only noise worth hearing was the sound of the door locking behind Bill.

What to do? Knock on the door and hope that roommate *Bob Messinger* awakens to let you back in. But you can't knock too loudly, because a lady was up and coughing in a nearby room, and it wouldn't do to have *her* investigate a strange noise in the hall.

Bill's stealthy tapping went unanswered, so he strolled down to the elevator, got in, and attempted to use its emergency phone. No one answered the phone, but another hotel guest (male) came out of *his* room to investigate the noise in the hall.

Bill said, "Hi!" The other guest refused to commit himself. After a while, however, he allowed Bill to come into his room to use his phone. Bill called the desk. A bellhop was sent up with a key. ("Will it be one of those new-fangled girl bellhops?" Bill wondered. It wasn't.)

So the bellhop let Bill back into his room. Roommate Bob awoke and asked: "Where've you been?"

"Don't ask," Bill replied.

We won't.

Congratulations!

ENGAGEMENT

Miriam Holtz and *Sergio Cruz* were recently engaged and an early January wedding is planned. Sergio seems to be enjoying the good things these days. . . first, his U.S. resident status he had waited for so impatiently, and now his forthcoming marriage to a lovely girl. Miriam is majoring in psychology/sociology, and was just the girl to make Sergio want to change his bachelorhood status. Best wishes for much happiness.

WEDDINGS

In Europe—and details are sparse—*Giovanni Marell*o (KSA-Italy) and *Margaret Smith* were recently married. . . *Stuart Hollander's* secretary was married in September—she is now known as *Janice Tennant*.

BIRTHS

Martha and *Tony Tesoriero*, a son, *Ronald Brian*, Sept. 6. . . *Kate* and *Giacomo Ronco* (KSA-Italy), a son, *Giovanni Michele*, September 22. . . *Jan* and *Harry Lack* (KSPEA) a daughter, *Nicola Sara*, October 9.

CAN YOU TOP THIS?

Dick Prince reports another potential obstacle to an operator making production. A chronic complainer insisted that her machine ran slower because the electrical lead-in cord is longer than the one for the girl next to her. . . then, of course, it had to take electricity longer to get through!

KSA RESTAURANT GUIDE

Steve Bannister has the following suggestions for the hungry traveler.

ROCHESTER, N.Y.: *Eddie's Chop House* (downtown)—Wide range of good food. . . moderate prices. Popular for lunch. . . get there before noon.

NEW HAVEN, CONN.: *Leon's*—In a sociologically and economically underprivileged area of New Haven, *BUT*, oh what great Italian food. Very extensive selection. Enjoys an excellent and growing reputation. Not unusual to wait in lounge for an hour if no reservations.

FOUR BLIND MICE?

A Production Study Sheet was prepared, checked and approved by four KSA consultants, as "*Mamanagement Consultants*." It would seem that all is known about Management Consulting. . . all but the spelling of it!

SEPARATIONS

Steve Johnson (KSPEA) • *Dave Schiff* (HIC) • *Bob Solomon* • *Bob Wallace*.

LOGO SONG

(Tune—"Oh What a Beautiful Morning")

There's a wild traffic jam in the hallway
There's a teletype message from Norway
Tony D. has spilled tea
All over his tie
And the girl at the Xerox has started to cry!

OH WHAT A BEAUTIFUL OFFICE!
OH WHAT A WONDERFUL SPOT!
KSA GIVES US A FEELING. . . .
THAT WE'RE ALL GOING TO POT!

Frank McMillan has lost all of his print-outs,
Hugh and *Turby* report all their ends out
There's a long distance call
From a client named Ball
Whose D and B Statement is not good at all. . . .

OH WHAT A FRUSTRATING BUSINESS. . . .
OH WHAT EXCITEMENT AND FUN!
KSA LOVES YOU, REGARDLESS
BUT THE WORK'S NOT FOR JUST ANYONE.

There's a new look to KSA's symbol
There are curves where the lines were once simple
Round corners are straight
We are getting ornate
And EXCOM is thinking of raising the rate.

OH WHAT A BEAUTIFUL LOGO
OH WHAT A HANDSOME DESIGN
KSA HAS A NEW IMAGE
IT SHOULD LAST UNTIL SEVENTY-NINE!

THE MUDSLINGERS

(Tune—"June is Busting Out All Over")

We're just busting out all over!
We all love our jobs with KSA
We do typing, we do filing,
Telephones we're always dialing,
Just to keep our guys in touch throughout the day!

Sometimes a
Sec-re-tary can't help bubbling
While she toils for KSA
Even though the work's not varied
And the men are fully married
No one cares because of all that daily pay!

KSA is busting out all over
Believe us when you hear us say
We've learned so many things from them
Like BMT and MTM
That we should take a cut in pay, they say!

Just because it's KSA!

Lauren—What do you get from KSA?
A guy with a pen to burst your bubble.

QUOTABLE QUOTE

The best way to get to the top is by being the best man at the bottom.