

The



Observer

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September 30, 1973

"Truth" By Gut Feel. . .

By—John L. Wilcox

Somewhere in an old KSA recruiting brochure is a statement — and a promise — to prospective KSA consultants. After listing the various areas of functional expertise which are typically developed by the young engineer, the brochure states: "At some point in his career, the KSA engineer will develop the competence to design and bring on-line a total apparel manufacturing facility from the ground up."

During 1973, this opportunity was realized for four KSA men. . . Frank Armistead, Tony DeMaria, Dick Prince and the writer. Our client, Cassie Cotillion, Inc., is a New York based manufacturer of girls' and ladies' sleepwear. Cassie had been experiencing dramatic growth in recent years to a 1972 volume of \$8.5 million. Their manufacturing was situated in the Albemarle, North Carolina area in 10 separate facilities comprising 144,000 sq.ft. With the exception of the original plant of 40,000 sq.ft., all facilities were converted from previous uses to house manufacturing, storage and distribution functions as the company had grown. It was really humorous to hear company officials speak of a particular facility as "the sock mill, the bowling alley, the skating rink, the bakery, etc."

The management of Cassie Cotillion had come to realize that consolidation/modernization was needed in order to better effect cost and logistical control over their budding business. In our preliminary discussions with officers of the company, we had become aware of an unusual level of management talent. The company had been successful in operations with a minimum of financial resource. They had utilized generalist consulting assistance on a limited basis (McKinsey), but had not been exposed to specialist firms in the apparel industry. Leo Garter, the company's president, carefully defined the scope of KSA assistance required.

- Essentially, we were to develop pre-architectural layouts and building performance requirements for an integrated manufacturing facility to generate an annual sales volume of \$10 million — gradually expanded to \$15 million. It was also determined that we would design the facility for optimum manufacturing procedures, recognizing that the building would not (of and by itself) achieve this ultimate objective.

We investigated the labor market in the Albemarle area and determined that it would support the required work force. A suitable site was located encompassing 14 acres of beautiful Piedmont, North Carolina woodland. The site had been pre-selected by Mr. Garter and was complicated because of the many hills and valleys. Early "analysis" therefore required an "eye topo" by Tony DeMaria. During the course of this phase, we were exposed to a variety of hazards including a frontal assault by squirrel hunters. Tony determined that adequate flat acreage was available on the proposed site. Meetings were conducted with the city

fathers to pinpoint community assistance in the form of access roadways, water and sewage, water supply (for fire protection requirements), etc.

- Early in the project, KSA prepared a critical path network analysis to summarize all required activities from initial site selection until the building was constructed and various production engineering projects were initiated. This became the *Cassie/KSA* guide for timing of required decisions.

A rather comprehensive survey of present procedures in manufacturing and distribution was conducted by Frank Armistead to pinpoint deficiencies and to project attainable optimum performance in the various areas. This formed the basis for space calculations in the new facilities. Also, basic improvements in layout, materials handling systems, and equipment were outlined for inclusion in the new facility.

The basic space requirements for each functional area from receipt of piece goods and trim through shipping of finished goods was then translated into a series of pre-architectural layout drawings by Dick Prince. Building performance requirements were detailed by Tony in a form which was suitable for presentation to an architectural and engineering firm. The proposed building comprised 80,000 sq.ft. of space with a mezzanine storage area in the distribution center. Since this represented a 64,000 sq.ft. decrease in space requirements while providing for an expanded level of sales volume, the benefits of consolidation/modernization became obvious. (Escalation in building costs has emphasized the need for good space utilization in new facilities.)

Information on costs for direct labor, indirect labor, fringe benefits, and overhead in the new facility were projected and compared to present costs and the required capital investment to determine cash flow and ROI. This analysis proved very valuable and generated additional alternatives.

- While presenting the report for this phase of the project, the consulting team was confronted with an unusual situation. The report was being presented to Mr. Garter together with his various functional officers for manufacturing, marketing, finance and personnel. Numerous challenges were offered to various aspects of the planning focused on disbelief in the ability to generate the required sales volume within the stipulated space. Each successive attempt to discredit KSA projections (based on detailed independent analyses) was put down based on practical "rules of thumb." After a time one got the impression that these "experience factors" had more to do with the planning than the analysis. Finally, Mr. Garter reassured his staff by stating: "Gentlemen, I believe that these projections are realistic. In spite of your concerns, it is inconceivable that (even KSA) would plan an 80,000 sq.ft. building

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Observations from . . .

A Consultant's Broader Responsibility

Most consultants dream of being called in by the Board of Directors of a prestigious company and told: "Look us over and tell us what we must change to optimize the results of our efforts — no holds barred" or, words to that effect.

In real life, not many assignments are that all-encompassing or unrestricted. Nevertheless, we frequently find that the real problem lies with the personality or ability of an executive . . . sometimes the top executive of the company.

If we have been told, "I want to know what's wrong, even if I am the one who is the bottleneck", we would appear to have clear sailing. In such situations, one must weigh a number of factors, however, before blundering in and telling his client, in effect, "Well, you're indeed the problem." Among the questions to be considered are: Did he really mean it? Is he temperamentally able to assimilate personal criticism? Is he capable of changing?

In the rare case — and usually only where the consultant has been able to establish a condition of personal trust and rapport based on successful, previous assignments and collaboration — these questions can be answered in the affirmative and then you are "home free." More often, the answer to one or more is doubtful or negative.

To a degree, the same may apply to the top executive's reactions to a negative evaluation by the consultant of a lesser executive. The man in question may be a relative, he may be a confidant of many years; in any event, he probably represented the best judgment of your top executive, when he appointed or promoted the man to the position. Thus, once again, we must stop and ask ourselves questions like the above.

At this point, someone might ask two other questions: *Why all this soul searching . . . why not "tell it like it is" — it's their responsibility to buy it or not? Why bother . . . if you know they're not going to like or act on such advice . . . why not just do the best you can for them?*

We must always remember that our *real* responsibility is to the corporation which is paying for our services, not to the one man who happened to engage us. Thus, to blunder in and tell all, without considering the possible consequences, may result in no more than a "thank you for your frankness — we'll certainly consider what you had to say" and a quick end of the engagement with no opportunity for you to help implement your recommended changes and, likely enough, no changes being undertaken. In such a case, you will not have rendered a full service to the client company or your own.

If you duck all of the more delicate issues and concentrate on improvements not involving personalities, you again will be doing less for your client than you know how and this, too, means doing a less than optimal job for your own firm. So, the question becomes one of reconciling conflicting factors. How to go about it? There are a number of approaches and crutches. Among them:

- Discuss the situation with colleagues, preferably older and more experienced ones — ideally those who themselves know the people involved.

The KSA OBSERVER

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Editorial Board: Kurt Salmon Joe Scheines
Jack Johnson Mary Baach

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- In a case where second-level executives are less than effective, you might do some discreet research on how long they've been there, what the president's relation or commitment to them might be. This may embolden you to take a calculated risk. (This only, if the individual is either truly ineffective and/or hostile to an improvement program.)

- You might decide to suggest starting the assignment; then, when results have begun to accrue in impressive amounts, you may decide to appeal to the president's greed/fear complex by pointing out the danger that the results will neither be optimized nor perpetuated because of inadequacies on a certain management level. (You have tried your best to eradicate these through training but either the willingness or the ability are lacking and you are beginning to have concerns for your client's not inconsiderable investment in your services and a non-perpetuation of the respectable returns which have begun to accrue, etc.)

- You commence the assignment, "working around" the weaknesses of certain management personnel as best you can, then begin a series of management training seminars, insisting on top management attendance. These may show top management where the weaknesses are.

- You "phase" the work, gain the increased confidence of top management by the successful completion of one or more phases, at which point they may be more obviously receptive to your suggestions and you might feel more emboldened to question whether management should not be strengthened along with undertaking the next phase.

- You point out that certain individuals (the weak ones!) have far too much to do and that assistants should be secured to see to the proper handling of certain (specified) tasks. Then, lay down the specifications for these assistants and offer to help find them, either with or without the organization. If you are not empowered to find them, try to obtain co-determination-of-suitability-rights, at least. In other words, you contrive to neutralize the existing weaknesses.

- This can also be done within the context of a formal, organizational audit, the authorization of which you may wish to suggest at this time.

There are many other approaches. Some will fit a given situation best and none may apply to all situations.

The important thing is that we remain conscious always to our broader responsibilities, namely, to the client company and to ourselves to find the "real problem" and to do our best to remedy it, as well as the problems which we can eliminate more readily.

Functionally Speaking . . .

CUTTING/MATERIAL UTILIZATION

Jim Trautman reports that the functional news for this division is "plain old (but exciting) new job starts and new men in this busy function."

Claude Djortouian is enjoying his Los Angeles assignment and has been bombarded by vacationing relatives from France. The Djortouians have spent almost as many weekends in Las Vegas, San Francisco, etc., as they have in L.A. and Claude has to go to the plant to practice his English.

Jim considers himself a half-time Westerner, a half-time New Yorker, and an occasional bill-payer/laundry doer in his Atlanta apartment.

There's a lot of Western activity but no additional "bill payers" yet, says Jim. He suspects it will take a lot of effort, salesmanship, perseverance, wining and dining, before a significant Western business volume is developed. If that is what it takes to develop the L.A. market, we are sure we have *the man* to spearhead that effort.

HIC

● We had two significant projects start in the last period. After completing a long-range planning study for Cherokee County Hospital, the Board of Directors approved *Bob Reeves'* recommendations that the existing hospital and nursing home be renovated into an expanded nursing home facility, and a completely new hospital be designed and constructed adjoining the present facility. HIC will do the pre-architectural planning of the hospital, which includes the functional layouts of all departments, as well as advise hospital management during the construction phases. *Dick McCaskill* took part in the presentation, discussing the statistical data he had formulated during the project. Dick accomplished these calculations in the late afternoons and early evenings while still in *Bob Pee's* training class.

● *Bill Luttrell* and *Eric Bossak* sold our first project to Hospital Affiliates, Inc., a large proprietary chain of hospitals through the South and East. Eric will manage the project — the design of a new 250-bed hospital for HAI in Houston, Texas . . . Bill also remains heavily involved in overall project coordination as well as many sales activities . . . *Pete Paddrik* and Eric are continuing with a large nursing service program for Hall County Hospital in Gainesville, Georgia.

Oftentimes, many of us forget what an important job our secretaries do for us in getting our proposals, making reservations, typing letters, etc., etc. HIC learned recently that the old adage "Absence makes the heart grow fonder" is certainly true. *Ruth Duke* was on vacation for six working days — it seemed like two months. During that time we hired and fired two temporary girls in three days. We became so frustrated that we decided to make it the rest of the week without a temporary. *Linda Keel* and other KSA secretaries lent a helping hand in emergencies. Everyone was so glad to see Ruth back on Monday, they chipped in to make a sign and have some long-stemmed red roses awaiting her return. The picture shows Ruth's



surprised look, and if you look closely, you can see the piles of work waiting for her — behind the flowers!

—Paul Flood

TRAINING & PROFESSIONAL DEVELOPMENT

The large class reported in the last *Observer* finished training on schedule — August 1. . . Just in time to start a class of six on August 6.

This new group is rather unique in its structure and conspicuous by its diversity. *Al Aberson*, who has headed our Atlanta Tech Support activity for two years is in the class. The others are listed in another section and include: two PR people — one each for the textile division and HIC; one for PD; one for textile systems; and one for AMMD. This class is scheduled to finish September 14, at which time a basic resident training course is scheduled.

During the summer we have conducted one KSA (Standard Data and Pre-Determined Time) course as well as isolated one- and two-day courses in MU, Cutting Engineering, Standard Cost, etc.

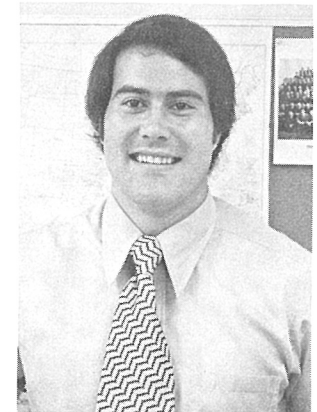
The above along with plans for the office move and some consulting work has made for a very busy summer for your Training & Professional Development staff.

—Bill Cameron

PHYSICAL DISTRIBUTION

The PD men may have been too modest to report on some of their interesting/challenging/rewarding activities, but the Atlanta secretaries are surely singing their praises

Continued on page 6



Promotions. . .

It is our pleasure to announce the promotion to Principal and to congratulate the following men on their well-deserved appointment. They are *Fred F. Evans, Dieter Fertig, John A. Fitzsimmons, John C. Harry, Horst Kern, Renato Tarditi, and Gerard A. Vercaemert.*

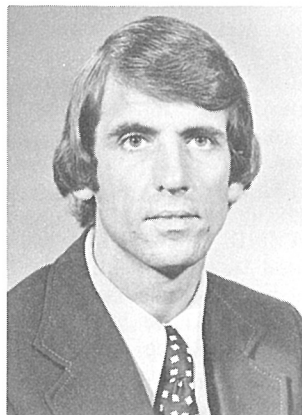
Fred Evans became a Principal in mid-July. An announcement to our associates was sent out at that time telling of Fred's experience and accomplishments — primarily in the textile industry. We will not repeat here those qualities which have made client friends for him from South Georgia to Quebec but assure you accolades regarding his work have been many. For those who have not had the pleasure of meeting Fred and only know him by reputation, this photo should identify him when the meeting occurs.



Jack Fitzsimmons was recruited for KSA/USA by Production Engineering, Ltd. — when they were our partners in KSPEA, now known as KSA-Ltd. He is a native of Ireland, attended the University of Strathclyde in Belfast and holds a BSME.

Jack was employed by a cigarette manufacturer for approximately three years before joining KSA, and at the time he left he was Production Manager of the packing department with 300 workers.

After he had been in AMMD for a couple of years and with no pant experience or sewing room experience, he was given the difficult assignment at Metro Pants. Since then we have seen such superlatives as "...as good as senior trouser men"; "...rate John Fitzsimmons as the best"; "...outstanding in



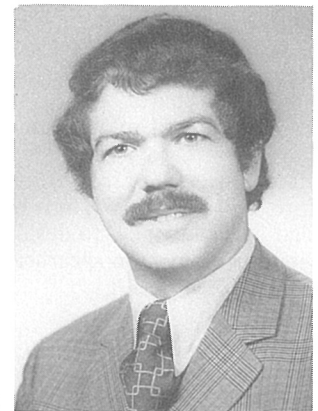
Jack transferred into physical distribution from AMMD after successful assignments in sewing and cutting. In PD, he first worked in South Africa with *Ted Harless* on a large retail project, then returned to the U.S. where his PD activities in the apparel industry have been broad in scope and geography (Tennessee, Georgia, Alabama, Texas, New York and Canada). Regardless of the nature of the job or of the client, all of Jack's consulting work has been characterized by professionalism, competency, and client satisfaction. He has that rare ability to develop an enduring relationship for KSA with the clients he has served. Those who have followed his career and progress know we can continue to expect big things from him.

Jack, *Ruth* and children are relative newcomers to Nashville where *Zeb Roberts* will be relying heavily on Jack to expand KSA's physical distribution practice in the central district.



John Harry hails from Wales and came to KSA by a circuitous route. Starting out with Production Engineering, Ltd., South Africa, he came to KSA for apparel training in 1969. Then when PE/SA did not develop sufficient apparel prospects to justify John's return to South Africa, they permitted him to transfer to KSA-USA near the end of 1970. From that time until February 1973, he was in the USA on a temporary permit, when he finally received his resident alien status.

In diversity of experience and ability to deal with new situations, John ranks with KSA's best. His early years were about as far from the Rag Business as anyone can get. Following a BSME at the University of Wales, he worked as Production Manager and later Project Manager for a steel company in the UK over a period of approximately three and a half years.



Joining KSA, John's first job was at Metro Pants where he helped *Jack Fitzsimmons* engineer a 200 operator sewing room, with a union organizing drive in progress for the duration of the project. In the last two years, John has specialized in cutting and material utilization and has literally criss-crossed the US and Canada in this work. Most recently, he headed a team which streamlined Cutting/MU for Health-Tex and is now supervising Cutting/MU assignments at California Manufacturing Co., Jay Garment, Marx-Haas, and last but not least, Hart Schaffner & Marx.

The HSM cutting project is a story in itself. Here, John and *Warren DeViney* have headed a team which has included *Bill Luckert, Dave Stuart* and several client engineers. Two highlights illustrate the scope and complexity of this project. First, the fees authorized to date are in excess of \$350,000, probably an all time high for the cutting facilities of one factory. Second, the management meetings sometimes get pretty wild. John had the unusual experience of proposing a cost reduction of approximately \$1.00 per unit (something like a million dollars a year) and was greeted with less than enthusiasm. Specifically, the Chairman of the Board turned on him, eyes flashing, finger pointing and angrily proclaimed, "that doesn't impress me one damn bit; our competitors are cutting for a lot less than that." In John's usual cool fashion, he saved the day by quietly explaining about cutting heights, plaids, equivalent units, and apples and pears — comparing, that is.

John and his charming wife, *Maureen*, are presently settled in a garden apartment in the Chicago suburbs not far from O'Hare airport — a fortunate location in view of John's continuing travel schedule.



Gerry Vercaemert has been one of the most traveled and versatile KSA'ers during the last three years. His assignments have included stints in Algeria and Tanzania; visits to Turkey and Iran; work in Yardly, Pennsylvania, and Mooresville, North Carolina. His activities have included the start-up of a new jute plant in Tanzania; PD work on a new drapery warehouse in North Carolina; a U.S. marketing study for water jet looms; an evaluation of a knit dyeing and finishing plant in Pennsylvania; and the development of an economic and technical "model" of textile dyeing and finishing operations. Truly a peripatetic and flexible consultant.



Gerry joined KSA following textile management experience in Belgium, the Ivory Coast and Morocco, and experience as a U.S. technical representative for Belgian loom manufacturer. He is a mechanical engineer by education and a textile engineer and linguist (fluent in five languages) by training.

Gerry has proven himself to be capable of carrying out assignments effectively under the most trying conditions, of learning new functions rapidly and of "selling" himself to client personnel in the U.S. as well as remote parts of the growing world. He has contributed greatly to KSA's growing textile practice in underdeveloped countries as well as to our U.S. practice. With our newly formalized international efforts, he will play a key role in our international textile practice as well as continuing to assist us in our efforts in the U.S.

Gerry, his wife, *Judy*, their two sons who are in college, and their teenage daughter make their home in Charlotte, N.C.



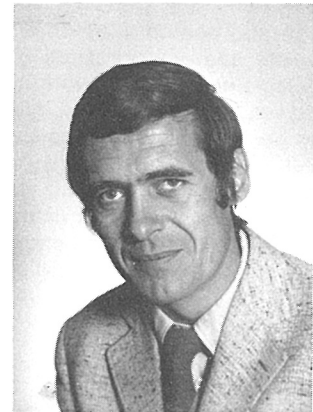
Horst Kern became an associate in 1970. He had several years of relevant in-depth consulting experience in the installation of computerized supply control systems — mainly in the apparel industry.

With his solid consulting experience and a double degree in engineering and economics, he first helped the U.K. region to start the retail systems work with Peter Robinson in London, where he had moved with his family. When the increasing systems work in Germany required his experienced capacity, he handed over the Peter Robinson job and helped in his home country again with EDP installations in the apparel industry.

Having become a Principal in the German Region, at the end of the year he will move his family back to Germany, where he is now busily involved with the biggest menswear company, Odermark, in an EDP supply control installation.



Dieter Fertig joined KSA July 21, 1967 and brought with him seven years experience in the apparel industry — in Switzerland and Ireland. Dieter came to the U.S. for KSA indoctrination and training and remained here until October, 1970. During that time he brought his technical knowledge to bear on a number of assignments for well-known U.S. clients. Six months were taken out of that period to conduct a successful engineering program in Finland for KSA-Germany.



Since Dieter's return to Europe in 1970, he has carried through to success a number of interesting assignments in Germany and is currently spending his time in Austria.

Dieter and his charming wife, *Gisela*, and their children have built a new home in Bremen, Germany, where they are happily settled.



Renato Tarditi was born and educated in Milan. He received his degree in physics from the University of Milan and worked in connection with the university for two years.

Following his military service, Renato joined KSA and was in the States from August '68 to April '70. He completed his Atlanta training and was then exposed to a wide variety of assignments in widely spaced locations. For example: Raincoats in Baltimore, Md., Physical Distribution in Lexington, Ky., Hats in Dallas, Texas, and Cutting Room in Portland, Ore.



Then back to Italy where he has been fully occupied on a variety of assignments in his Mother Country, with only one exception of a few weeks in Spain. Renato, his wife and five-month old son reside in Milan.

Welcome, Burkhalter

Don Burkhalter returned to KSA August 20 after a year's absence. Though a client while away, we are happy to number him among our consultants again. We understand Don still has consultantitis!

A warm welcome to Delores, Don and their daughters.

Truth by Gut Feel—Cont.

by gut feel. I suggest that we accept their projections based on faith in their analysis."

- At present, the plans are under submission to several turnkey contractors with groundbreaking scheduled for early fall. As the new facility nears completion, we will be assisting Cassie in various production engineering projects to permit a realization of our optimal output per square foot targets.

PHOTO NOT AVAILABLE

Functionally Speaking—Cont.

for their assistance in helping them reduce their clothing budgets.

In addition to such other AO goodies as Coors beer at \$5/case and Jaymer pants at \$8/pair, the latest hot item available was Garland clothing at wholesale price. The girls received their order with overwhelming delight and there was an immediate fashion show. They are now wondering what to expect next from *Dwight Totten's* outlet store. Also, thanks to another PD man, *Jim Giddings*, Atlanta girls are being provided with discount prices on Gossard lingerie and loungewear. Let it be known that Jim will not, repeat *not*, pay for any KSA girl's lingerie!!! A lingerie fashion show???

PUBLIC RELATIONS

This has been a seminal summer for the PR Department. While everyone else was on vacation, we quietly reproduced ourselves overnight — doubling in size from two to four.

Sounds!

On July 16th, *Kathy Couch* and *Steve Jones* joined KSA as PR assistants in the Atlanta office. Kathy will have primary responsibility for HIC, Physical Distribution, all print production in Atlanta, mailing list maintenance, etc., etc. Steve will handle PR for basic textiles, carpets, knitting and hosiery, etc., etc. We know from experience that there will be enough "etceteras" to keep them both running and busy, etc., keeping PR clients happy in Atlanta. Welcome aboard, folks!

How do you train someone for work in KSA's PR Department? Resolved to do things systematically for a change, a carefully structured curriculum was planned: two weeks learning PR procedures in N.Y., followed by regular KSA training in Atlanta. By their fourth day on the job, Kathy was making rush slides and ad paste-ups, while Steve was asked to see what he could do with a little brochure on the consulting profession, which is another way of proving that you've got to stay loose and flexible if you do PR work around here.

Thus augmented, the PR Department promptly went into its late-summer *Panickfest*. Preparations for the Bobbin/AAMA show included a larger exhibit, a new Casebook movie, the TAC Report, new reprints, a seminar, a flip chart and mailing for PD, the first Apparel Performance Profile (financial ratios for 78 publicly held apparel companies) and the final, *absolutely final*, changes prior to printing the new client list.

Good Deed of Month: Sensing that the Athens airport was due for trouble, we insisted that *Dan Kennedy* spend an extra day on his vacation in Greece. Thus, he missed the

latest Arab shoot-out by 24 hours. What with the Bobbin Show comming up, and all that, we couldn't risk any absenteeism or turnover problems.

— *Joe Scheines*

EUROPEAN DIVISION

August is a difficult time of year in Europe. Vacation patterns become more unpredictable each year as the old pattern of closing plants at regular times becomes diluted and additional statutory holiday entitlements make budgeting for their occurrence a real problem. We have suffered a period of relatively poor utilization for the middle three periods of the year, as gaps in available work in one country have not been able to be filled by non-linguist capacity available in another. However, the sales picture has picked up again after two or three months of relatively poor figures and we are hopeful of recovering some of the lost fees during the rest of the year.

- Some dramatic breakthroughs are to be recorded and there are signs that our first real effort to sell to the Retail industry started this year in UK is beginning to pay off with a number of distribution projects coming through in the last month.

Eric Chipps, prior to his return to USA, handed over his responsibilities in Germany to *Hans-Horst Hensche* in July. This changeover was carried out most effectively, thanks to a major effort on Eric's and Hans-Horst's part and, while we shall miss Eric, we know that his German hat will be worn well by Hans-Horst. Eric is now handling parts of Africa, a major prospect in Iran, and one or two other major contacts until he physically moves his base to the USA later in the year.

- The newly solid sales portion of the Latin Region is a major triumph compared with the situation a year ago and all concerned are to be complimented on this. We should see this reflected in billings from here on.

- The perennial problem of finding the key to UK Systems is apparently being solved, with some extension of the territory to Finland, but with some nice manual planning studies brought home in UK itself.

- Other interesting developments include our first opportunity to work in Retailing in Italy, for the fastest growing Retail firm there, thanks to *Jim Giddings'* contact with the store architects Copland, Novak and Israel.

All in all, Europe has had a difficult mid-year after a dramatically good start in '74. We need every effort and some luck to stay on our planned course for the year as a whole. However, initial indications are that during the two "vacation" periods we shall well exceed budget.

— *Stuart Hollander*



BOBBIN SHOW ACTION. Visitors watching KSA Casebook Movie (left) at one end of new 60-foot booth. Right, a discouraged *Zeb Roberts* wonders what he's doing at Annual Game (he found out on last hand) while *Jack Ullman* tirely ponders giving up KSA Presidency (previous incumbent told him poker was part of the job).

EUROPEAN MANAGEMENT SERVICES

Systems in Germany is continuously in an oversold position, which has led to new recruiting efforts. As a result, a new systems man with solid education and industrial experience equivalent to a CPA will start in November. His experience is an important addition as we had already been asked to evaluate two companies as part of take-over negotiations by bigger groups in Europe. We can, therefore, very well utilize his ability to analyze Balance Sheets and other Statements with similar work in the future. Also, we hope to add more EDP and Programming expertise to our staff by the end of the year. Planning and Costing Seminars are already scheduled in Duesseldorf and Munich in autumn to further promote the variety of our services in Germany.

● UK Systems has mounted an intensive sales campaign, which has not only led to many solid contacts and additional sales mainly in the manual planning area, it has also spread our "Systems" label further in the region. Furthermore, our old client Mattisen in Finland has already authorized 75 consulting days to upgrade their Manual Production Planning as a result of a successful survey by *Keith Benson* and *Brendan Quirke*, and will very likely buy another 170 days to install EDP-Planning later in the year as well. Brendan has already started his full-time work in Heinola and will surely enjoy the Finnish Type of relaxed sauna life.

The Latin region will gain promotional impact on the Systems front from an updated version of our "IMBEX" terminal presentation. In addition, an EDP planning seminar, done by *Jean-Louis Lindstrom* in Paris in autumn should help to get Systems going in the region.

Albin Graeser

GERMAN REGION

The economy in Germany is still slow for the apparel industry. That effects mainly AMMD, as MSD and retail are fully loaded with work. In AMMD, however, we have potential prospects and expect bigger sales later in autumn.

● In Eastern Europe, we shall start the Hungarotex survey in a State plant (knitwear) in October. An international team is set up with *Hardy Artelt* (Germany), *Sam Morrah* (USA), and if possible *Rod Gunston* (U.K.) — a fine example of how to use special knowledge and expertise internationally. Hopefully, it will lead to further work.

In the last few months we have had more work in appraising and evaluating companies for bigger industrial groups in order to buy or to merge.

We were successful in recruiting new staff, so three experienced men will join the company: *Peter Bengsch* (Distribution Services), September, *Ruediger Herrigt* (MSD — cost accounting and finance management) November, and *Richard Menzel* (AMMD), January 1974. . . . On the other hand, we regret that *Reimar Maennel*, principal in AMMD, left us to manage a big retail store he inherited. Also, *Ulrich Dissars* left the company to take on the role of production manager in a menswear factory. We wish them both success for their future work.

—Hans-Horst Hensche

LATIN REGION

As this is being written, most of our clients and staff have just started their annual vacation, which last up to four wonderful weeks in France — but does nothing for our utilization!

We have been extremely busy during the past few weeks, have moved into a very strong sales position in AMMD and are fairly optimistic that our more limited MSD capacity will also be fully utilized from September on. The most impressive "turn around" has no doubt been achieved in Italy. *Giacomo Ronco* has been able to spend more time on sales and promptly got us into a situation where we cannot deliver any more tomorrow! It may be significant that we now have several medium and smaller clients rather than just one big name.

● In Italy, too, we completed a major acquisition and future policy study of a large menswear firm called Abital (at present part of the Montefibre/Montedison group) on which *Robert Chaumontet*, *Gino Fedeli*, *Werner Iten* and the writer spent long, hectic, but most interesting hours. If all goes well, we should get some very major consulting assignments as a result.

● In France, we seem suddenly (but not surprisingly after all those Opticoup seminars!) to have a "breakthrough" with several CR/MU surveys and assignments, either already authorized or expected shortly.

● Our HRD activities (including recruiting) are continuing to provide about 50% of all our billings in France and Spain. In fact, we had to borrow *Denys Williamson* in order to finally staff an assignment sold several months ago!

The outlook for the latter part of '73 is very optimistic throughout the region. We are looking at some recruiting in order to bring our capacity in line with the very encouraging sales performance and forecasts, especially in Italy and Iberia (Spain and Portugal).

—Bob Fitze

CORRECTION

Werner Iten has been with KSA for only 10 years instead of 12, as announced in the last issue. We retract our apology for "having missed his 10th" and instead apply it to our error in the number of years! Sorry 'bout that, Werner.

Coming Events. . .

● October 8—*Jim Giddings* will make a speech at a National Retail Merchants Association meeting in Los Angeles.

● October 10—Georgia Textile Manufacturers Association meeting in Atlanta. *Buddy Ruppenthal* and *Ron Brockett* will speak on "people problems."

● October 19-20—Paid seminar for the Bobbin Magazine on "Planning and People," starring *Jerry Kavanaugh*, *Howard Cooley*, *Ron Brockett*. Atlanta Marriott. Tell your friends.

● October 24-25—Seminar for Carpet & Rug Institute in Los Angeles. *Bob Saunders* will lead a cast of thousands.

● October 25-November 2—American Textile Machinery show in Greenville, S.C. KSA will not participate.

● October 21—*Buddy Ruppenthal* will make another "people" speech at the Canvas Products Association meeting in New Orleans.

● November 8-10—Principals Meeting, New York.

● November 14-15—CRI Seminar in Atlanta. Speakers: *Bob Saunders*, *Cecil Phillips*, *Josh Taylor*.

● November 28-29—AIEE meeting in New York. *John Wilcox* and *Randy Nord* will talk on production scheduling and short cycle time in IE language.

● December 7-8—Seminar in San Francisco for Western Apparel Magazine. *Jim Trautman*, *John Wilcox*, *Jerry Kavanaugh*.

NEW STAFF

Kathleen J. Couch . . . Age 25. Husband *Michael*. BA, English, Kent State University, Kent, Ohio. Prior experience, Hospital of University of Pennsylvania and Naval Air Development Center (Public Relations). Assigned PR-Atlanta. Hobbies: Cycling, gardening, photography.

Nigel Fennemore (KSA-Europe) . . . Age 30. Wife *Christina*. Diploma in management studies. Apprenticeship and several years with container and packaging machinery manufacturers, followed by production engineering in computer power units. Joined us from Amplivox where he was senior production engineer. Hobbies: Music, reading, gardening, rifle shooting, tennis, rugby.

Derek Jones (KSA-Europe) . . . Age 31. Wife *Irene*. Two children. Degree in chemical engineering from Manchester University. Went on to take course in works management. Joined us from British Sidac where he was the process manager. Hobbies: Sea-fishing, photography, classical music.

Stephen G. Jones . . . Age 26. Single. AB, English, University of North Carolina. Assistant Editor with Southern Trade Publications; editorial responsibility for two monthly trade magazines and two weekly visitors guides. Reporter for Kinston Daily Free Press for one year. Assigned PR-Atlanta. Hobbies: Bridge, horseback riding, reading, drawing.

John E. Lackay . . . Age 28. Single. BSIE, Georgia Tech, 1973. Four years in U.S. Navy as radioman. Assigned AMMD. Hobbies: Reading and tennis.

Gilberto (Gil) A. Llanes . . . Age 25. Single. BSIE University of Miami. Speaks, reads and writes perfect Spanish — born in Cuba. Two years as plant engineer and day-to-day manager of Miami pool equipment manufacturer. Assigned AMMD. Hobbies: Tennis, collecting coins.

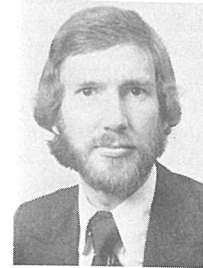
Ian May (KSA-Europe) . . . Age 27. Wife *Christine*. Two children. Degree (BSc) in chemical engineering from Birmingham University. Started as work study officer for Bowater's and has had experience in engineering in such diverse products as margarine and zinc. Joined us from pump and compressor company where he was an O&M analyst. Hobbies: Rugby, tennis, skittles, pianoforte.

Gary P. Stump . . . Age 23. BSIE, Tennessee Technical University, Cookeville, Tenn., June 1973. Worked three summers for our oldest — and continuing — client, Washington Manufacturing Co. Assisted KSA consultant, *Jack Fitzsimmons* one summer on the warehouse project. Assigned MSD-PD. Hobbies: Tennis, water skiing, wine making.

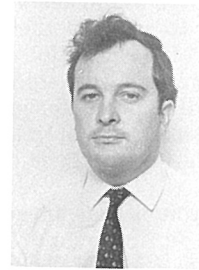
Joel E. Vatz . . . Age 22. Single. BSIE, Georgia Tech, 1973. Worked part time for Fulton Data Systems and IBM in the areas of programming and systems engineering. Assigned as Programmer, Software Group, MSD. Hobbies: Guitar playing, tennis, basketball, reading.



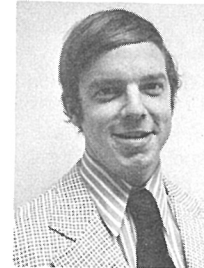
K. Couch



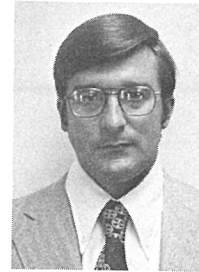
N. Fennemore



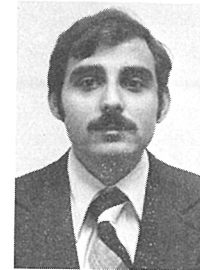
D. Jones



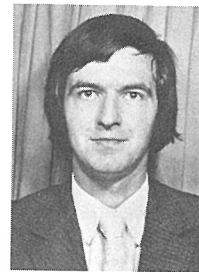
S. Jones



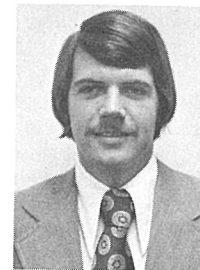
J. Lackay



G. Llanes



I. May



G. Stump



J. Vatz

Anniversaries

Ross Runnels Marks 25th

We don't know Ross' poodle, Brummel, as well as does *Joe Scheines*, our enterprising P.R. Director (see *Ross Runnels Revisited* — Issue 1, 1970) — but we do know Ross. We spotted him first as a Junior when interviewing at Cornell in 1947 and, when he reappeared the following year as clearly “the best of the crop”, we snapped him up.

As who hasn't, he worked with us in the South for a number of years, as well as in Brazil, Canada, and England. In 1954, he became our first full-time KSA consultant in the New York office.

Ross became a Vice President in 1966 and was the first Chairman of our Steering Committee. He has gravitated toward the clothing industry and is our account executive for Hart, Schaffner & Marx for whom we perform many important assignments year after year.

Ross has made many important contributions to KSA over the years and we are delighted to be able to celebrate his 25th anniversary with him. Please join us in wishing him many more.



Mrs. Chapman's 10th

It was a special pleasure for KS to be on hand to help celebrate Mrs. Chapman's 10th anniversary with the firm. She not only runs Richard Clarke's office with great resourcefulness and frighteningly long weeks, it seems she has also recruited her husband, a school principal, to help edit the reports of KSA'ers and resolve semantic disputes, all on an unpaid basis. We were glad that he could attend the party and, at least, receive a few choice bottles of malt whiskey from us on the occasion. Richard is indeed fortunate to have such able and dedicated assistants — and so are we.

—KS



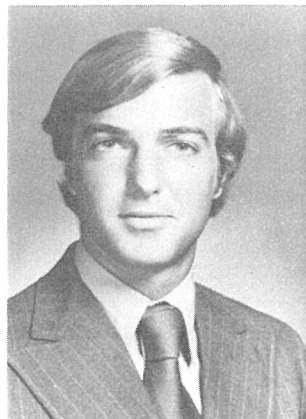
WHO'S WHO AMONG GREENSBORO YOUTH

Though we share with our readers the well-deserved promotions/special achievements of our associates, we too rarely tell of their greatest pride and reward, that of being successful parents. Modesty no doubt prevents KSA'ers from telling us of the achievements of a son or daughter.

The Greensboro office recently told us about *Rob Malburg*, the oldest son of *Margaret* and *Bob*. KSA joins Margaret and Bob in their pride of this outstanding young man. Without listing all of Rob's achievements and extracurricular activities, you can readily see why he was listed on Who's Who for three successive years.

From a graduating class of 520 and a student body of 1800, Rob captured such honors as: *President, Senior Class*; *Captain, Football Team*; *Most Outstanding Male Student Award* (voted by class); *Recipient of Scholarship from the National Honor Society*; *Bob Jamison Football Player of the Year Award*; *Superlatives — Most Likely to Succeed*; *President, Junior Civitan Club*; *Gold Star Award Greensboro Civitan Club*; *All Star Football Team* (selected two years); *Varsity Track* (three years).

Rob also plays piano, is active in such sports as golf, tennis, swimming, skiing, and found time to participate in



DEFINITION OF A SUPERVISOR—*Italian Style*

In talking with a floor manager about controlling production, sections, styles, etc., at TEBE in Oporto — where there's only one supervisor for 250 operators — *Giovanni Marelllo* found that no one had the slightest idea of the function of a supervisor. When Giovanni asked the floor manager for his definition of a supervisor, these were his exact words: “A supervisor is an operator whose wages are not paid weekly but monthly.” And to quote Giovanni . . . “I was killing myself laughing, even if I couldn't show any change in my face.”

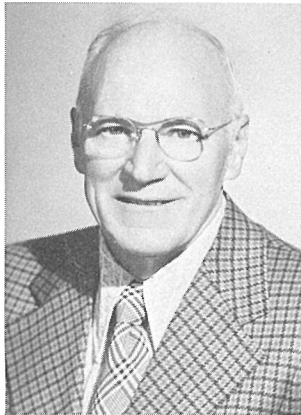
many civic endeavors — Federal Food Program, Heart Fund, Christmas Seal Project, etc.

Rob is enrolled in Wake Forest University, Winston-Salem, N.C. for fall of '73. We not only congratulate him and his parents on his achievements, but wish him every success in his future development.

RUSSELL W. LEWIS-HUMANITARIAN

In late '39 or very early '40 when KSA consisted of five associates, KS naturally had many functions now the preserve of specialists. Thus, it happened that, following some correspondence, one *Russell W. Lewis* picked up KS at the Chicago airport and drove him to Union Station where he was interviewed from 8:00 p.m. to close to 1:00 a.m., when KS' overnight sleeper pulled out for Oshkosh, Wisconsin.

Shortly thereafter — February 14, 1940, to be exact — Russ, a Purdue University engineering graduate, began his long association with KSA. Following his indoctrination and training, he began his first assignment with a cutting room engineering program in Cowden's Kansas City plant. Since that time, he has worked in 18 states and Canada and since settling in Nashville, Tenn., in 1946 has worked in all 19 of Washington Manufacturing Company's 19 plants, and in all engineering functions!



Russ says his most rewarding work experience was a plant start-up at Lake Superior, Canada in which he was involved with 15 different nationalities including Indians, which was supposed to be an impossible task. Needless to say, the client was properly impressed and still brags about its success.

In recent years, Russ has been seconded to W. E. Stephens of Nashville for whom he has served in the capacity as manufacturing executive.

Russ' hobbies are metalworking, photography and travel. He and his wife, *Katherine*, have combined their wanderlust with work for the International Christian Youth Exchange and have accompanied perhaps 1,000 youngsters on trips to or from South America, the Caribbean, Africa, Israel, Lebanon, Greece, Cyprus, Italy, Australia, Germany,

France, Spain, Portugal, England, Netherlands, Russia, Scandinavia, Scotland, Ireland, and Mexico. In addition to this, they have had several German and Swedish Exchange Students of their own and sent one of their daughters — *Dotty* — to Germany as an Exchange Student. The Lewises report that they have slept in 49 out of USA's 50 states . . . a record in itself.

Katherine and Russ can proudly count two daughters and four sons their own. Their daughters, *Betty* and *Dotty* are school teachers and have presented their parents with four grandchildren; one son is an engineer, one works for Cutters Exchange, one is still in college and one in high school.

Katherine, a registered nurse, is head of the nursing program of the Belmont Terrace Nursing Home in Nashville.

Somehow — don't ask us how — Russ found time to be Deacon, an Elder and Board Chairman of their church and Katherine taught Sunday School for 19 years. There surely is truth in the old adage "If you want to get something done, find a busy person."

Russ, now 60, plans to retire within a short time. Our hats are off to him and Katherine for the busy and truly worthwhile life they have had while associated with us. We wish joy and good health for many more years to them and their fine family and we express our deepfelt appreciation for their many years of devoted and conscientious service as a KSA-Associate.

—KS

Russ Lewis will actually be the third KSA'er to retire. The first was *C. C. Barnes* who had joined the company in 1943, after a career in the industry and retired in 1968. *Roy F. Engman* who was, likewise, an experienced apparel industry expert when he joined us in 1939, semi-retired in 1967 and passed on before he elected full retirement. "C.C.", as he was affectionately known to all in KSA, lives in Decatur, Mississippi and still enjoys receiving the *Observer* and, otherwise, keeping touch.

THE HUMOROUS THIEF

Shortly before completing the assignment at Clifton Manufacturing Company, *Joe Van Gent* opened the office early one morning and found it had been burglarized. The burglar had tried to open both safes, turned everything upside down (good for fingerprints), but left Joe's almost-completed manual untouched. The thief got away with \$650 in merchandise from the outlet store in the building, but not without showing his sense of humor: On a sign in Joe's office which read "IT CAN BE DONE", he wrote "It Sure Can!"

SYMPATHY

Our deepest sympathy to *Ruth* and *Ward Herring* in the loss of his Mother.

LEAVE OF ABSENCE

Tony Tesoriero, who holds a B.S. in Engineering has taken a two-year leave of absence to enter Harvard and pursue his MBA . . . *Bill Hiatt* is also hitting the books again this fall — he's entering law school. Bill expects to be available to us for assignments during his free periods from school.

Good luck, fellows, we'll welcome your return any time!

MEANWHILE, BACK AT THE RANCH

(A comparative Guide to a KSA Husband's & Wife's Work)

By — Ruth Fitzsimmons

SUNDAY

Husband

Kisses wife goodbye, leaves for airport with suitcases and sunglasses for business trip to Canada. Takes off in Jumbo Jet, sees latest film, flirts with air hostess, drinks brandy.

Wife

Drives back from airport, cleans up devastation caused by packing. Feeds children and watches old movie on TV; drinks coffee.

MONDAY

Arrives Montreal, hires plush car, arrives at luxury hotel. Greeted by immaculate commissionaire. Porter carries bags. Has sumptuous dinner with business associates. Liqueurs and cigars.

Drives car pool. 2 children late, other 3 in tears afraid of detention. Goes to grocery store. Crowded, children hungry and tired — fighting. Prices higher than budget. Puts back steak, takes more hamburger. Has instant coffee with neighbor.

TUESDAY

Visits plant. Has lunch with business associate and temporary secretary (blonde, very vital statistics) — long lunch. Catches hockey game, talks business at intervals. Visits little French restaurant, ooh la'la'.

Greets milkman, weeds garden and cuts yard. Discovers blight on fruit trees, sees paper boy (age 13 — no vital statistics). Drives 4 nine year olds to ballgame.

WEDNESDAY

Flies to New York. Buys new racy magazine at airport. Lunches with more business contacts. Sees sights. Calls in at office. Calls wife.

Does large pile of laundry, makes beds, dusts and vacuums. Cleans windows and sews new dress for weekend. Feeds children. Baby throws up on clean floor. Cup of instant coffee and leftover beans. Goes to bed. Talks on telephone to husband 2 minutes. At 12:30 a.m.

THURSDAY

Flies to Atlanta. Books in at large hotel, visits office. Quick game of tennis followed by long swim. Sun scorching. Excellent dinner. Somehow ends up at club — “he insisted we go” — admires topless waitress.

Gets babysitter and drives to friend's for lunch. Man drives into her car at light. Spends rest of morning at service station, returns home in time to take sitter home and pick up children from school. One sneaker lost and 3 dozen cup-cakes needed for tomorrow. Night out at Women's Institute, talk on crocheting pot holders.

FRIDAY

Leaves office early. Buys apron for wife, has cold beer, long swim, complains of heat, admires bikinis. Catches last flight home, arrives and blows horn loudly at 11:45 p.m.

Bakes and delivers cupcakes. Cleans oven, complains of heat. Beautifies house, children and self for husband's arrival at 6:00. Children fall asleep by 9:00 and wife at 11:00.

SATURDAY

Awakes exhausted. Complains of too much traveling, sunburn and indigestion. Empties pile of laundry on floor and collapses in comfortable chair with TV and beer. P.M.: Feels amorous.

Admires apron, soothes fevered sunburned brow. Does pile of laundry. Keeps children quiet, prepares home-made gourmet dinner. Opens bottle of Mateus. P.M.: Feels tired.

Congratulations!

Wedding

Mac Ryland and Betsy Banks were married September 1 at the home of Betsy's parents in Charlottesville, Virginia. Betsy graduated from George Washington University in Washington, with a major in psychology. The newlyweds took a short trip which ultimately ended at their first home in Griffin, Georgia.

Best wishes for many happy and successful wedded years.

Births

Doris and Eric Bossak, a son, Brian Hugh, born June 13 . . . Jocelyne and Jean Paul Freneat, a daughter, Stephanie, born July 9 . . . Ann and Gil Sydel, a daughter, Amy Carolyn, born July 17 . . . Mary and Ron Chisenhall, a daughter, Karen Lee, born August 6 . . . Judy and Ted Horsley, a daughter, Julie Catherine, born August 21.

SEPARATIONS

Tom Perry • Susan Crumbley • David Stuart • Hugh Smith
• Lin Briggs.

Around The Company . . .

ATLANTA

Topping AO news this quarter was departure for college of their beloved resident comedian and poet laureate — as evidenced by “Xerox The Magic Copier” — *Richard Cheatham*. He rated two farewell luncheons and a champagne celebration. *Bennett Sims* will serve in this part-time General Office capacity through November when he, too, will depart for college.

Nona Jayne, who moved to Atlanta from Michigan, became the second Apparel Systems secretary. *Carol Englund* started some time ago as HRD/Personnel secretary. We wish her, finally, and Nona a belated and formal welcome.

We Knew Her When: *Lauren Northington* listed on cover of most recent Apparel Research Journal (published by Bobbin magazine) as Assistant Editor.

Unanimously Conceded: *Jack Johnson* has the most prolific and cute giggle; and *Millie Simeone* the most evil!

Next on the list of AO monthly festivities is a Raft Race down the Chattahoochee River — to culminate at a clubhouse pool party at *Cecil Truluck*'s apartment. *Vallene*, the contributor of these news items, requests: “If we're not back by the time you read this, please send out a search party!”

STREET SCENE

Atlanta Journal—August 7, 1973

Has it made: Young man with two legs broken (from tennis) going to lunch at Pershing Point with his office crowd which includes half a dozen men and one pretty girl, she pushing his wheelchair.

Guess who?

None other than KSA's very own *Steve Bannister*, with one of the Atlanta secretaries pushing his wheelchair.

A roving reporter spotted Steve while he was recuperating from a fall from a 12 ft. to 16 ft. wall (depending on who's telling the story) onto concrete while retrieving his tennis ball. Regardless of who's measuring the height, Steve knows it was quite a fall and considers himself a very lucky fellow to have sustained *only* two broken heels — one of which required corrective surgery, and a gash on one knee from the impact of his teeth. . . which broke two. Steve

surmises that he made the Atlanta Journal news not because of the unfortunate accident, but because he managed to get a pretty girl to push his wheelchair.

From two leg casts and a wheelchair, Steve has progressed to the use of crutches and one shoe but expects to be back to normal soon.

Incidentally, Steve's inflatable furniture is causing quite a stir among KSA-Nomads. Is *Bob Pee* giving consideration to recommending inflatables (and waterbeds?) to our trainees to cut down on moving costs???

XEROX THE MAGIC COPIER

(To the Tune of
Rudolf the Red Nosed Reindeer)

Xerox the Magic Copier

Wasn't really worth a damn,
And if you needed a job done
It would never fail to jam.

Richard, the wondrous office boy
Rarely ever did blaspheme,
But when his Xerox busted
He would go irate and scream.

Then one toilsome working day
The Tech Rep came to say,
“Xerox, if you go haywire,
I will set your cord on fire.”

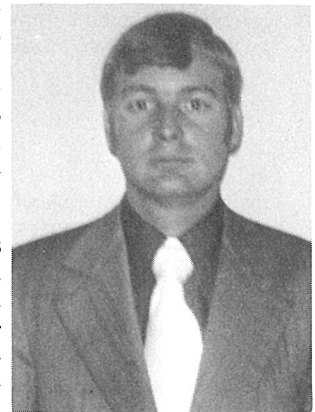
Now there are no more problems
Just because upon a whim,
Richie destroyed the Xerox
And sent out for an IBM!

—Richard Cheatham

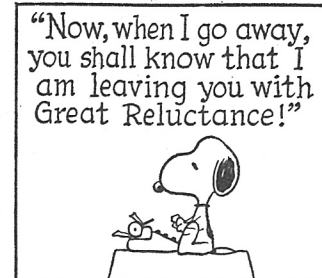
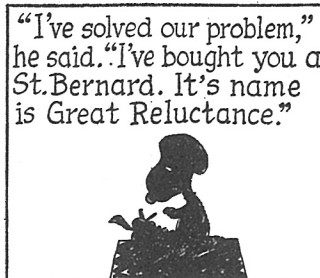
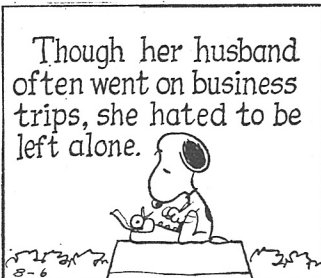
WASHINGTON

Grover C. Helton, III, better known as *Rick*, joined us in July to lend a hand with our ever-increasing accounting work. Rick is up to his eyeballs in many procedures, but one of them makes him a VIP to all of us . . . **PAY-ROLL!**

Rick has had three years of accounting at Maryland University and has enrolled there for night classes to complete his education. He, Ellen and their 18-month old son reside in a Maryland suburb.



PEANUTS



Submitted by *Jarnetta Wood*. . . who has just changed her dog's name!