

## Principals Meet in New York. . .

Seventy-eight KSA officers and principals gathered in New York City for three days of speaking, listening, and socializing early in November. It was the largest Principals' Meeting ever held by KSA, and included wives for the first time since 1968.

Among the highlights of the sessions were several presentations of new KSA service developments and two speeches by outside consultants.

For over four hours on Saturday morning, despite persistent and numbing reminders of the previous evening's festivities, the group listened to *Bob Frazier* and *Freddie Wood* lead two panels through descriptions of multi-functional consulting assignments and the state of the art in KSA's Human Resources Development work. In both instances, the wealth of material presented and questions from the audience made a shambles of the schedule.

A third presentation, on Performance Objectives, was led by *Ralph Ross* on Thursday afternoon.

*Richard Paget*, President of Cresap, McCormick and Paget, and a former ACME president, addressed a luncheon meeting and recounted some of the fascinating (and frustrating) aspects of performing consulting work for the Federal government.

Other luncheon speakers during the three days included *William Flanagan*, Executive Vice President of VF Corp. and President of the AAMA, and *Peter Scotese*, President of Springs Mills.

Mr. Flanagan offered his thoughts on the problems and opportunities of acquisitions in the apparel industry, which included some fascinating insights into the age, size, and management status of a company that is a candidate for a take-over.

Mr. Scotese discussed the material shortages that are plaguing the textile industry, particularly synthetic fiber



**HRD PANEL** (*Ozley, Langley, Murphy, Brockett, Ruppenthal*) presents case for massive personnel installation to "client" (*Wood*) in role-playing demonstration at Principals' Meeting.

production, and stressed the continuing importance of long-term forecasting and research to avoid such "surprises" in the future.

Another outside speaker (and consultant) was *Thomas H. Lawrence*, President of Lawrence-Leiter Company. Mr. Lawrence entertained and informed more than 110 (wives were invited to attend) in a three-hour session which bore the slightly misleading title of "Professional Leadership." Actually, his talk had to do with the wide-ranging and always interesting topic of human relations, particularly in business situations.

One highlight of Mr. Lawrence's presentation was a discussion of personality, and this included a non-clinical "test" of extroversion/introversion taken by members of the audience.

Curiously enough, 21% of KSA principals taking the test scored as strongly extroverted, with only 5% of the returns at the introvert end of the scale. The average score was 44.5 on a 0 (outrageously extrovert) to 100 (introvert) scale. (*Howard Cooley* ran away with the extrovert honors, scoring a 6. Being an extrovert, Howard didn't mind being compared with Attila the Hun, who scored a 4 on the same test.)

Reports on current performance, the near future outlook (both healthy), industry activities, and an afternoon of concurrent functional meetings filled out the business portions of the schedule.

As far as social activities were concerned, the presence of so many lovely ladies definitely added tone to the proceedings. The Friday night banquet featured a promising new group of entertainers (*Giddings, Wood, Phillips*) to freshen the seasoned and by now somewhat staid efforts of the Kensington Players. The latter group was augmented by a mixed and very unlikely chorus of singers under the magic baton of *Jack Johnson*. One of their selections was a moving tribute to *KS* (sung to the tune of "Mame!") in anticipation of his impending retirement.

### CHRISTMAS CARD FUND BREAKS RECORD!

Contributions totaled \$5,327

The Spirit of Christmas for '73 ran high. . . high enough to have broken all records since the fund began six years ago. Congratulations to all of you for making that extra effort for the many less fortunate people.

This year 111 KSA'ers became participating members of this fund by making donations to causes of their choosing—76 different organizations. A Christmas card was selected by KSA, the donors names imprinted, and mailed to the entire USA/European staff.

The Company sent its annual contribution of \$1500 to the City of Hope, a non-denominational organization known worldwide for its work in the health care of children.

## Observations from . . .

The next issue of the *Observer* will not be out until the end of March, and inasmuch as I plan to retire at the end of February, this will be my last column. Perhaps the occasion will permit a few personal notes.

They used to give us class rankings in the first few grades. I remember vividly how, as a second semester first-grader, I ran home crying all the way, because I had slipped from No. 1 to No. 2 in my class. I guess my dedication to excellence dates back to that incident.

At any rate, it has stayed with me. My children accuse me of being a lint-flicking father and I have taken much justified ribbing from some of you for objecting to the occasional misspelled word, or even smudge, on what we send out.

As I look back on what you fellows have accomplished, I cannot help but feel that, somehow, my feeling for the worthwhileness of excellence might have made a contribution to the "what" and the "how" of our activities.

We have tried to assemble the cream of the crop. We attempted to inculcate you properly and to give you that semester's worth of indoctrination before we turned you loose on "our world." Your senior colleagues have tried manfully to show, tell, and test you in the field and much growth came out of interfunctional collaboration.

The results speak for themselves: \$10 Million per year of specialist consulting widely reputed to be the best in its chosen fields and plenty of further growth on our horizons! You may be justly proud, as I am humbly proud to have been an early catalyst in this organization of such fine men and women.

*Don't ever lose that dedication to excellence and professionalism; for, only thus is it all worthwhile.*

As I had occasion to tell you in November 1972, KSA is very fortunate in having several layers of seasoned and capable management personnel to continue to guide its fortunes. They have been doing it for several years now. I am certain you share my conviction that they are doing a fine job.

My plans after retirement? I plan to remain on the Board and the Executive Committee which meets about four times a year and to keep myself abreast of matters addressed to it. I also hope to continue, for a number of years, my attendance at major KSA company meetings.

Aside from that, I plan to do more of the things I've always liked to do but never had enough time—read, play piano, public causes, pay some attention to investments, etc. (If General Motors want me on their Board, I'll consider it!)

As I plan to be seeing you at regular intervals, there is no need to say goodbye. Yet, the onset of retirement is enough of a milestone that you must permit me to say: Thank you for having been such wonderful colleagues. I wish you and your families all good health, happiness, much success in your careers, and I hope that you'll get as much fun out of yours as I did out of mine. Auf Wiedersehen!

## 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 4, No. 4

December 31, 1973

## Developing Latin America a la Lutz Kohnage!

In just five years, the number of KSA clients in Latin America has jumped from four to more than 30. *Lutz Kohnage*, in charge of developing Latin America for KSA since 1968, is enthusiastic about continued growth south of the border.

"Latin America is a prime area for KSA consulting opportunities because underdeveloped countries are finding they can build up a sizeable garment industry without complicated technology and a sophisticated work force," Lutz observed.

Lutz himself carried out KSA's early consulting jobs in Latin America. In 1968 and '69, he visited most of the L.A. countries, assessing their potential for KSA services. Since then, he has provided the main thrust for KSA's expanding relationships with L.A. apparel and textile companies and is working with *Bob Frazier* in the overall coordination of KSA's activities in "third world" markets.

Brazil, with a land size as large as the continental U.S. and four times the population of Canada, is KSA's biggest target. Unlike most L.A. countries, Brazil's government is stable and has a planned economy with substantial incentives for industries. Puerto Rico, Colombia, Argentina, Venezuela, and Mexico offer additional consulting opportunities.

Currently, KSA is doing extensive consulting work for three major Brazilian companies, the largest producers of suits, jeans, and men's underwear in that country.

"The development of our potential for consulting in Latin America is directly related to our ability to develop the necessary staff," Lutz commented. "This staff must be made up of senior consultants who have multi-lingual abilities and who can operate independently of US-based direction."

Speculating on future growth in L.A. countries, Lutz said that KSA will continue to assume a low profile. No plans for a Latin America office are in the works yet, but a Brazilian office may eventually become a necessity due to certain logistical problems. Whatever the future holds, Lutz is certain to be there planning the next step forward.

## SYMPATHY

Our deepest sympathy to *Roberta Edwards* (*Stig Kry's* secretary) in the loss of her father.

# Functionally Speaking . . .

## CARPETS AND RUGS

At the request of the Carpet and Rug Institute we conducted, earlier this year, a seminar for carpet executives involved in product line decisions. The seminar proved of such timely interest it had to be repeated in Atlanta and again in Los Angeles. Fiber shortages, the energy crisis and tight money have, of course, contributed to the interest in this problem of planning a profitable product mix.

The seminars covered the diverse factors that affect product development and the difficult task of balancing these factors to achieve the most profitable mix of styles and colors. The intangible, judgmental considerations of market conditions were discussed along with the more tangible methods of determining hidden costs and profits.

Participating in the seminar were *Hugh Tannehill*, covering the manufacturing efforts, and *Bob Heiland*, *Bob Saunders* and *Cecil Phillips* on the marketing and merchandising considerations. In addition, Cecil presented a method of computer analysis which the Textile Systems group has developed for finding the most profitable mix of styles—based on a linear programming procedure. This approach has already proven quite successful in two applications in the carpet industry and we believe it should be of increasing interest with the materials and energy shortage we are facing.

—*Bob Saunders*

## CUTTING/MATERIAL UTILIZATION

Continuing new developments in the area of computer-assisted pattern grading and marker making. Substantial industry penetration is foreseen, and both Cutting/MU and MIS envision possible new service developments related to these systems and equipment. A State-of-the-Art Seminar will be conducted for some 30 to 40 Kayser-Roth division presidents in late November. In addition, we plan to publish a comprehensive report on this area in early '74.

A client wanted to discuss a possible MU installation in his Los Angeles plant because his Ohio plant, making some identical products, showed fewer material losses. However, the discussion was cut off before we could get together. The installation of a new security system in the piece goods warehouse somehow solved his material utilization problem—any potential for a new service?

*Gary Roby*, in between his efforts to make A-1 Kotzin's cutting department "A-1" in performance, is becoming an avid Western outdoorsman. The writer arrived at the plant early one Monday morning to hear about Gary's weekend of fishing in the California mountains. No fish stories were told—because Gary returned from this trip late and exhausted. He forgot to take his catch out of his car and by morning coffeebreak, Gary's catch was still in the back seat for all to see (and smell) in the California sunshine!

Regretfully, *Claude* and *Carmen Djortouian* (and daughter, *Natasha*) returned to KSA-France after four years in the USA. Best wishes to them. . . They'll be missed.

—*Jim Trautman*

## GENERAL MANAGEMENT & MARKETING

### The American Thread Marketing Study

It sounded straight forward enough—almost prosaic—

when I first heard about the Marketing Study for the American Thread Company.

But what could possibly take better than \$80,000 in fees? I hadn't the foggiest, and since *Ralph Ross* and *Jack Murray* had made the proposal, it was a matter of only peripheral interest to me anyway. But, in due time it sold and Ralph began lining up the staff. At that point I first got a careful look at what we had undertaken.

After a review of the Objectives, Technological, Legislative and Trend Considerations, Procedural Considerations and Methodology, I began to get the message. . . a really comprehensive market study unlike anything we had ever done. There was little in the way of published data that we could use to verify our calculations. I also heard a few passing comments to the effect that "it can't be done" or, "we're in way over our heads."

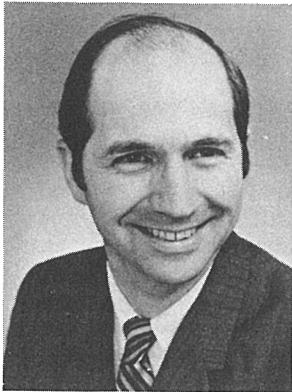
These things aside, we developed a project plan which identified 18 major activities, each of which was sequenced into a Gantt Chart. Deadlines and responsibilities were assigned and repeatedly revised, yet in the final analysis the simple Gantt Chart served us well in managing this massive project. Following are those activities:

- Review ATCO data processing procedures—marketing and sales.
- Ascertain types/qualities thread now sold.
- Design questionnaire, review with ATCO.
- Field test questionnaire, review results.
- Prepare field interview sample selection, review with ATCO.
- Schedule interviews, conduct interviews.
- Economic analysis of imports, legislation.
- Determine thread consumption by end use products.
- Assess movement off-shore by U.S. users.
- Assess fabric trends.
- Assess effects of technical change (machinery, methods, substitute products).
- Analysis of current location of end users.
- Coding of interview data, analysis and manipulation.
- Prepare final projections.
- Draft report, type, proof, duplicate.
- Present preliminary findings.
- Make additions, modifications, etc., as appropriate.
- Present final report.

Reviewing this simple list, you can't possibly appreciate the workload or the urgency attached to some of these activities. For example—Determine thread consumption by end product: This involved the identification of each of the 92 separate end use markets for each of which we prepared detailed production projections through 1977. It also involved the selection, purchase, and detailed analysis of about 150 different apparel, leather goods, home furnishings and automotive items. *Bob Messinger*, *Jack Murray*, *Russ Goddard* and I shared this responsibility. Each of these items was purchased only after considerable thought and discussion—since they had to be representative of the specific end use market with which they were identified. The garment was then physically torn apart, thread content in inches, size and weight to the thousandth of a pound determined, and thread fiber characteristics identified (this was done jointly by KSA and ATCO's Willimantic lab).

*Continued on page 4*

## PEE AND PHILLIPS NAMED VICE PRESIDENTS



Cecil R. Phillips



Robert D. Pee

Congratulations to *Bob Pee* and *Cecil Phillips* on being named officers of the company. Their outstanding contributions and genial manner have earned them this position.

Bob, a KSA member since 1953 has worn many hats over the years, having been involved in most aspects of consulting, a la KSA. He heads our professional development and training functions—more often referred to as *Pee University*—in Atlanta and is also responsible for internal personnel there.

Cecil, as a member of the Textile Systems Group, has been engaged in the development of new applications of computers and operations research methods to problems in textile operations and management control systems, as well as management organization and operating policies for our clients. He's co-author of a book "Project Management with CPM and PERT" and is listed in *Who's Who in the South and Southwest*.

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### *Functionally Speaking—(Cont.)*

Identifying representative men's suits for the men's suit market proved relatively easy. But how do you determine a representative woman's dress, a brassiere, a purse, a representative automobile—or truck and bus, a piece of upholstered wood furniture, etc., etc.? But, we somehow prevailed. The thread content per composite product was then extended by projections of U.S. domestic production for each year through 1977. These were projections made after researching the past 10 years production for each product, preparing computerized statistical projections, and modifying them after extensive review by many different KSA product specialists.

Space does not permit a detailed review of some of the other activities. For example, *Carl Priestland* did considerable research for us on the economic aspect of the study—also the location and trends toward relocation of the various thread consuming industries.

We did manage to deliver the finished report to American Thread—all 660 single spaced pages weighing 13 pounds and 8 ounces. We reviewed it with their management committee, and subsequently their Board of Directors. There were 14 different KSA'ers who billed on the project at one time or another.

ATCO's response to the report made it all worthwhile. They were genuinely appreciative of our work and really are using it in making critical top management decisions, regarding the allocation of capital funds for the construc-

tion of new plant(s) and purchase of equipment, and for the modification of their marketing and distribution efforts. They have committed manpower and funds to the task of updating the study internally to assure that it retains its vitality. If you have the opportunity to peruse a copy of the report (reading it carefully would literally take a week) they are in our libraries. I heartily recommend it.

American Thread was not the usual client. . . they are relatively large, sophisticated, and the leader in their field. Their contribution to the study complemented ours, and their posture of willing assistance and constructive criticism throughout the project helped make what could have been an almost impossible task a firm achievement.

—*Al Emmons*

### HIC

*Bob Reeves* undoubtedly became the first to put into effect the Human Resources Development (HRD) emphasis at the recent Principals' meeting. On Monday morning following the meeting, Bob lined up a series of HRD-type projects at Sarasota Memorial Hospital in Sarasota, Florida. With *Ron Brockett's* and *Buddy Ruppenthal's* assistance, activities will begin with an Employee Attitude Survey and an evaluation of the hospital's present supervisory training. Following the survey, a new supervisory training program is expected. Other HRD areas in which the hospital is interested include wage and salary administration, executive compensation, personnel policies and procedures, and employee incentive programs.

Through Bob's efforts, the Alabama State Health Department also approved our facility design for Cherokee County Memorial Hospital and Nursing Home in Centre. The approved design will be translated into working drawings by the hospital architects, and the project then let for bid within the next couple of months. We will serve as owner's representative throughout the entire construction period of approximately two years.

*Eric Bossak*, *Dick McCaskill* and *Pete Paddrik* completed the nursing service survey for Hall County Hospital and an implementation program is presently nearing completion. The results have been so satisfactory that the Director of Nursing has invited Eric to speak on the project before the Northeast District of Georgia Hospital Nursing Service Administrators.

*Pete* and *Bill Luttrell* have been heavily involved in an analysis of both internal and external traffic control at St. Mary's Memorial Hospital in Knoxville. The hospital consists of a series of buildings which have been constructed over many years, and little direction is provided to visitors to the hospital. As a follow-on to this project, the hospital has indicated its desire to have a complete long-range plan developed to cover the next five years.

Through the efforts of KSA, *Paul Flood* has been involved in discussions with an Iranian representative regarding the development of additional health facilities in that country. Prospects appear serious enough to warrant a trip on Paul's part. Maybe he can line up a KSA gas supply while he is there!

—*Eric Bossak*

### PUBLIC RELATIONS

KSA participated in nine seminar programs and three trade shows since September of this year. Audiences ranged from 12 to 270; results were almost as widely mixed; *Dan Kennedy's* transparency-making machine has become tired and is beginning to assume a protective invisibility of its own.

The significance of all this activity may best be found in

a P.R. memo circa 1966, recovered recently from the bottom of a box of missing envelopes during the massive NYO renovation. The memo in question solemnly warned of the need to "expand our current seminar schedule to perhaps six or eight a year, providing we can find enough platforms. . ." Everyone is invited to our first annual surplus platform-burning on December 31. Bring your own matches.

Meanwhile, in another part of the forest, *Kathy Couch* and *Steve Jones* labored mightily with *Bob Gargan* and his all-purpose computer to complete publication of two financial performance profiles—for textiles and apparel. These have been quite successful, both in terms of publicity for KSA and in sales (15 complete print-outs have been purchased to date.)

*Jill Steinberg* put aside her secretarial duties in November to play tour guide for the wives of Principals in New York City. To date, only one wife remains unaccounted for, and everyone swears they saw her get back on the bus in Chinatown. Win a few, lose a few. . . —*Joe Scheines*

## TEXTILES

It has been some time since KSA's textile industry practice has been reviewed in the *Observer*. For this reason, we are taking the liberty of presenting a brief look at the current position and the future prospects of textile consulting for KSA.

In terms of fee income from textiles, the volume has grown from about \$50,000 in 1959 to about \$1,500,000 in 1973.

A long range projection prepared in 1968 indicated a fee volume of \$2,500,000 by 1978. Currently, fee income growth is running ahead of this projection.

As a percentage of KSA's domestic fees, textiles currently accounts for about 20% of the total. This percentage has grown steadily. Textile gross profits as a percentage of KSA's domestic gross profits have increased considerably over the last few years, and now account for 16% of the total.

By industry segment, knitting and carpets account for about 27% of textile fees and basic textiles 73%. The knitting and carpet industries are in the \$3-\$5 billion size range, while basic textiles is a \$20 billion plus industry.

For the last few years, several hundred thousand dollars of KSA's textile fees each year have come from projects in the "third world" countries.

Looking ahead, the following is foreseen:

- A leveling off in fee income in 1974, with the 1978 fee projections valid.
- Development of additional capacity during 1974.
- An increase in the knitting and carpet industries fee volumes as a percentage of the total textile consulting volume.
- Increased activity in "third world" consulting, supported from the U.S. textile practice.
- A need to increase TMMD profitability through development of additional capacity and more effective business development.

At the current volume, a 10% annual growth rate will enable textile volume to reach \$2.5 million by 1978. If this is achieved, textiles will continue to account for about 20% of total domestic volume and be a vital part of the overall practice.

While the immediate future is clouded by the energy crisis and its profound potential impact on the textile industry, textiles long term can be viewed as offering KSA a great opportunity for growth in income and profits and for

challenging and satisfying professional careers for those engaged in serving this industry.

With the excellent staff who specialize in textiles and those in functions who support KSA's textile activities, KSA can anticipate a continuation of the development of a results-oriented, broad-based textile consulting practice.

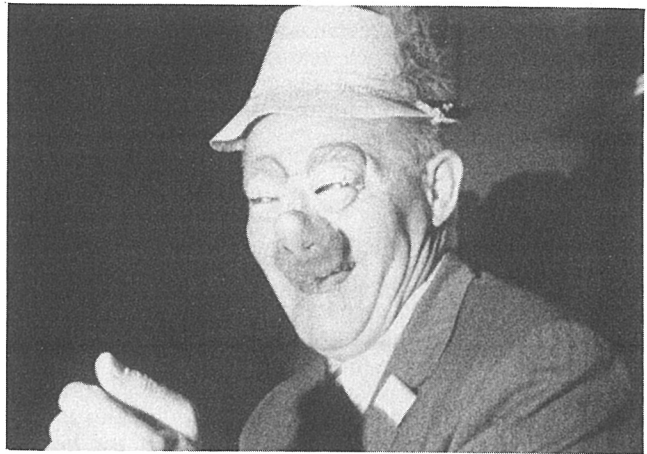
—*Freddie Wood*

## TRAINING AND PROFESSIONAL DEVELOPMENT

The best news story we have to report is the return of *Linda Keel* from her illness which lasted several weeks. We are most happy to welcome her back. She is very busy catching up on all the work we saved for her as well as getting accustomed to the new office and preparing for a forthcoming class.

A class of four new KSA men finished the training course November 16, and the next class is scheduled to start January 7, with present enrollment at five.

A resident basic apparel engineering course started December 3. This is the fourth such course to be held this year. Since this is the department's only source of income, it helps toward lifting us from beneath the "overhead label." —*Bill Cameron*



**KARL WHO? . . .** (Enjoying himself at last summer's Latin Region staff meeting)

## EUROPE—GENERAL

Having just returned from the KSA/USA Principals' meeting in New York, once again I am grateful for the opportunity this gave for seeing old friends, making new ones and seeing the dynamism which has always been the hallmark of our practice in the USA. Most of us from Europe who have worked in America, and with Americans, have come to admire this particular quality, which I would encapsulate as the ability "to get things done."

We have developed some of these qualities, I hope, in Europe, and indeed we are proud of a few of our own. The rising flow of visitors from USA to Europe is one indication of this and I believe that if we learn to combine the best of our efforts on both sides of the Atlantic, we will then have an unbeatable combination!

Specifically, the significant changes I noted in the USA since my last Principals' meeting there include:

- A better organized and managed PR effort which is really producing consistent and quality output.
- A major new packaging of HRD services.
- The integration and broadening of MSD, resulting in

*Continued on page 6*

### *Functionally Speaking—(Cont.)*

more multi-man-year assignments.

- Increased sophistication of PD installations.
- A far greater involvement in business, marketing and financial strategy of our clients.
- Better identification of clients' real problems.
- A real success in making the matrix management concept work.

Our practice in Europe is moving along the same lines and is influenced by the same factors, so we have even more reason to exchange visits and staff, and more of this will be seen in 1974.

Currently, 1973 looks like being at least an "on-budget" year of KSA-Europe. We have had two fine periods since the last *Observer* and we are currently over budget on income and well up on profits. The results for periods 10 to 13 are critical to the year-end result but there is every sign that these will be good periods and bring us out on the right side of our budget, or over \$200,000 profit after taxes (assuming constant exchange rates!).

Looking to 1974, we have reason to expect it to be a year of considerable growth, pushing us toward \$4 million volume and nearer to our profit targets. However, we must watch very carefully what the politicians do to our business. While writing this, the unknown quantities are, of course, oil, power industry strikes in U.K., massive increases in interest rates and much reason to need an oracle. In Roman times they looked at chicken's entrails but we have made life too complicated for that, so instead we will revise our budgets, if necessary.

—Stuart Hollander

### U.K. REGION

Business conditions in the U.K. are currently good, particularly for the apparel industry and, as a result, KSA's U.K. operation is more active than at any time in the past. The immediate future does not look certain, however, with an era of quite excessive interest rates. Views on what will happen vary across the whole spectrum from drop in apparel sales to increased sales as consumer durables are not purchased due to high interest rates. All that can be said now is that flexibility is the key to the situation.

The school-leaving age has been raised in Britain from 15 to 16 and this has caused a serious shortage of labor, which in turn has caused demand for AMMD to be high. Work in distribution and retail is continuing to develop nicely. Systems has been a problem on the sales front this year, but the position is now beginning to look better.

This has been an interesting year in the development of the U.K. practice. It has seen the completion of the major NEDO study which should lead to considerable further work for the companies involved, probably with financial support from government sources.

This year has also seen the development of our total reorganization work for Tillie and Henderson and this has at some time or other involved half the U.K. company. This work has been seen and appreciated by Marks and Spencer and should lead to further similar opportunities. . . Something else of interest has been our development of marketing and sales work in conjunction with a new factory start-up.

Monsanto has also become a U.K. client—at present with a problem on productivity bargaining—but hopefully with AAMT prospects. Now, free of P-E, we are, of course able to undertake this work.

We go into 1974 full of high hopes—but dependent on the general state of the economy.

—Louis Mitchell

### LATIN REGION

We've been extremely busy throughout the Region during the past months. Our biggest—and long overdue—successes have been in Apparel Systems, where both *Gino Fedeli* and *Jean-Louis Lindstrom* not only got themselves sold up but created pressure to recruit additional, experienced staff (highly desirable and in our budget).

Abital, part of the huge Montefibre group, has signed up for a very large full-service assistance program to help them with the restructuring of the entire company (marketing, production, administration, EDP) for the next two or three years. Our team consists of *Fedeli*, *Fitze*, *Guazzo*, *Iten* and *Pavia*, plus "technical support" from several others on problems such as preparing a "budget kit" (*Marshall* and *Schuler*, or coat construction (*Mueller*) and cutting room engineering (*Chaumontet*).

We are also expecting a number of other important assignments to come through in Italy and at present are confident to start the new year with a strong backlog of firm assignments.

In France, we have been fortunate to take over two important ex-Capelin clients: Jacques Jaunet (MIS overview sold plus AMMD proposals outstanding) and Montague, which we got because of successful work at Tebe, their daughter company in Portugal. Earlier contacts such as Mollinier, Lee Cooper, Maugin and Cotal in France and Feycu in Spain have all signed or are discussing repeat assignments with us. This is of course a most encouraging sign for us.

Our seminars continue to be presented regularly, with most of them now being done through the local trade associations. Two, "EDP in the Clothing Industry" and "Human Resources Development in Training" are actually in preparation. One EDP terminal presentation (idea from the U.K. and Germany, script and presentation by *Jean-Louis Lindstrom*) was first presented at Amiens in November.

A particularly important event for the Latin Region was the return of their three last men from the U.S. They left over three years ago as trainees and we are now getting *Claude Djortouian*, *Jean-Paul Freneat* and *Daniel Manchon* back—after some delays—as experienced and much needed consultants in France, Spain and Portugal. Welcome! And thanks to KSA/USA.

Our Paris office will be moving into new quarters sometime during January or February. This move is designed to give us better office facilities and by good fortune, will also result in a substantial financial gain to KSA. . . On November 12, we also got a new office manager for our Paris office: *Marie-Pierre Dufour* has the qualifications, experience and languages (fluent English and Spanish) to provide our associates with the kind of service and assistance they need.

—Bob Fitze

### ENOLOGICAL NEWS

*Tony Maule* reports an excellent trip up the Rhine, as far as he can remember; drank so much wine, he only managed to taste the beer once. . . *Louis Mitchell* visited his favorite Domaine de Chasseloir, which makes Muscadet wine, and had excellent wine tasting with his family. He learned that top grade wine is made with grapes from vines which are 100 years old. Louis has just gone off his speciality—the vines are a mere 30 years old!

# EUROPEANS NAMED PRINCIPALS

Congratulations and best wishes for continued success to *F. E. Caddy, Gino Fedeli, A. C. Maule, J. C. Reynolds, P. R. Sheridan* and *S. M. Webb* on their recent promotion to Principal.

*Frank Caddy* joined us in 1969, after gaining management experience in the car industry with Ford and with one of their suppliers. He had his KSA training in the States.



Subsequently, he has done a wide range of sewing engineering jobs, in coats, trousers, mantles, jeans and rainwear, and he also knows a thing or two about workwear, shirts and cutting rooms. This versatility has enabled Frank to develop a considerable empathy with the owner-managers of the small businesses that mainly constitute the clothing industry in the Irish Republic, and we look to him to further develop our work with this type of client.

Frank, his wife *Jean* and their two boys live near Bangor, County Down. They are looking forward to the birth of a daughter next year (Frank professes to know the recipe). *Jean* has recently had a couple of spells in a hospital, and we hope her health improves soon and send her best wishes for a quick recovery before the scheduled happy event!



*Gino Fedeli* attended the Commercial University L. Bocconi in Milan and graduated as Doctor of Economic and Commercial Science. He joined KSA in 1968 and after a number of engineering assignments in the USA has increasingly been involved in marketing and systems work in Algeria and Italy. His previous experience as a consultant—and in marketing—has been a considerable asset in this work.

*Gino* has virtually single-handedly developed our manual planning systems practice for fashion companies in Italy, and has also contributed much to our P.R. and marketing effort there. Currently, *Gino* is heavily involved in our new, huge contracts for Montefibre (Abital). He will continue to give increasing time to working with *Giacomo Ronco* on the successful marketing of our services in Italy.

*Gino* and his American-born wife reside in Varese, Italy.



*Tony Maule* came to KSA after previous experience as a brewer and a baker. After 18 months in the USA, working mainly with *Paul Flood* at Garver, *Tony* relocated in

Coleraine, N. Ireland. Since then he has become “our man in shirts” in U.K., and although his subsequent travels have



taken him as far as Camitalia, Italy, most of his work has been in reorganizing the Londonderry shirt industry. Our considerable penetration and continued sales in that area are due to the high standards achieved by *Tony* and *Mervyn Kerr*, who are now known to the 10,000 employees in the industry as “The Men.” *Tony* has a high reputation among his colleagues for a deep knowledge of machinery and gadgets area of our work, and he has recently become the KSA-UK

technical officer.

*Pam Maule* is one of the few KSA wives fortunate to have her husband at home most nights, and this enables her and *Tony* to lead an active social life. Their interests include Coleraine Amateur Dramatic Society, where *Pam* plays some of the leading roles, the Lions Club, and further education at the New University of Ulster, as well as raising their four children.



*Joe Reynolds* joined KSA after management training and experience with Unilever. Following his Atlanta training, and a short stint in Dublin, Georgia, *Joe* set up house in Dublin, Ireland, which is “home town” for his wife, *Val*.

In the past three years he has had a variety of assignments, the most interesting of which has been establishing a jeans production unit for Spamount Woolen Company. Spamount weaves high quality woolen tweed, and the first industrial sewing machine they had ever seen arrived at their plant about two weeks after *Joe* started the assignment. Since then, everyone from the Works Director down to the bundle girl has been trained for their role in the running of a clothing factory, and *Joe* has done most of their jobs during the start-up.



(Note to *Bob Pee/Richard Clarke*: Can we sharpen up our staff training on pattern making? Spamount still hasn't managed to make a pair of jeans to fit the Irish Area Manager!)

*Joe* has recently been instrumental in selling a large

*Continued on page 8*

## IRELAND HAS POSTAL PROBLEMS, TOO

Having complained to the Irish Postal Service about the time taken to deliver mail from Britain, *Joe Reynolds* was informed that his problem was that mail was being addressed to his correct address!? He was told that if mail were addressed to a postal district six miles from his home—and not to the district in which he lives, it would arrive more quickly.

### European Principals—(Cont.)

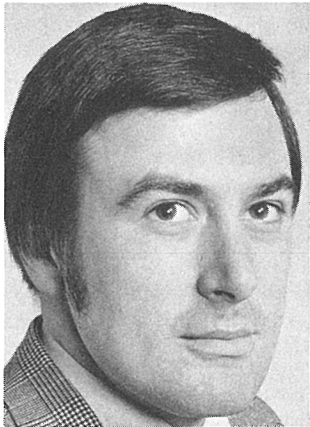
assignment at Bernstein, a leading dress manufacturer, and his immediate future is tied up with making this a "show-job". and developing P.R. and further business in this area.

Training his two boys to be professional games players (so Dad can retire young) occupies much of his spare time, but he also plays a little bridge and loses a lot of golf balls.



*Peter Sheridan* holds a Sociology/Psychology from Sheffield University and Post Graduate M.A. Industrial Sociology from Liverpool University.

Peter was a Personnel Officer at Raleigh Industries in Nottingham before joining KSA in 1968. Following his USA training for about a year, he returned to Europe where he has been successfully handling a variety of assignments.



Some of his recent assignments have included Quality Control Installation Performance Development program at Mr. Harry Shirts and PDP assignment at T & H Leigh for the last year. He has also been in S. Wales with Hodges Menswear on a jacket job which has been most successful

and where we have sold a trouser room installation and a cutting room installation.

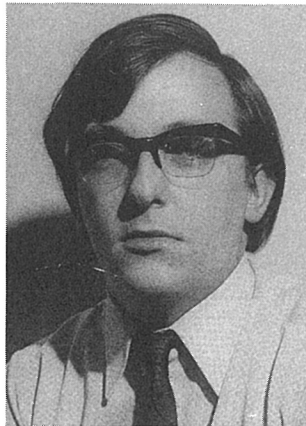
*Penny*, his wife, is an ex-teacher who presently uses those talents with their two girls, ages 3 and 1.



*Steve Webb* was educated at Southampton University, where he gained a B.S. in Aeronautics and Astronautics. He spent a year with B.A.C. at Warton, Lancs, and then four years with British Leyland at Oxford before joining KSA in 1970.

Steve spent six months in the States and has since been working at Cleancut in Dumfries—training, and then at Humphrey Lloyd, where he was also involved in training.

Other assignments found Steve at P.T.C. Langdon, where he was involved with "Donkey Jackets;" at United Drapery Stores, Denny; with David Little; and again at United Drapery—Peter Lee.



### AN UNUSUAL FRINGE BENEFIT

*Denys Williamson* reports: "There is at least something great at Liwe (Spanish client). Although you will not find a drinking fountain or a soft drink machine, you will see the largest cooler ever built full of cans of BEER. . . Beer is free for everybody and no limit set on the allowed number of cans per person. . . No age limit either!" Sorry beer drinkers, requests for transfers unacceptable.

## (FIRST READING--German Staff Meeting)

There's a dark and dirty bunker,  
To the north of Zurich town,  
Where a brave and fearless soldier,  
Wears a fierce and constant frown.

He's sitting on the hillside,  
Polishing his kits,  
He's fighting for his country,  
And he's *Private Robert Fitze*.

It is cold and very lovely  
To the north of Zurich City,  
If you're left alone to deal and fight  
With all the nitty gritty.

His duty is to be on guard, when Switzerland's invaded,  
His armament is heavy, the Reds will be persuaded  
And turn around and to the border hurriedly run,  
For *Private Fitze* is firing his big, erratic gun.

His bunker is an office,  
His job is secretarial  
His gun it fires staples,  
Memos are his material.

When he jumps up to salute  
And throws away his garlic,  
You'll see the officer he obeys  
Is *Captain Hermann Froelich*.

QUIET PLEASE (slowly to violins)

Ven springtime comes to Switzerland,  
And the glaciers are gushings,  
All Swiss will sleep in bed at night,  
'Coz Bob fought off the Russians.

— *Anonymous Author*

### RUNNING AWAY FROM HOME

*Irene and Ted Theodorsen* received the news like this from their son, John, age 9 and T. J., age 7.

"Dear Mom and Dad:

*T. J.* and I are going to run away from home. It's going to take a lot of courage to do this but it will take even more courage to come back to this crazy mansion.

Yours untruly

John

P.S. I'm going alone, *T. J.* went to sleep."

## Coming Events. . .

- January 6-9, National Retail Merchants Association Convention, New York. KSA will exhibit.
- February 21, KSA Top Management Seminar on Physical Distribution in St. Louis. An update of a well-received one-day program previously presented in New York and Atlanta. Clients in the Midwest should be advised.
- March 23, Program for Clothing Manufacturers Association, New York.



# Anniversaries. . .

Ten years ago on August 16, *Klaus Herzog* began his career with KSA.

Klaus graduated from the Moenchengladbach Clothing Engineering School and had many years experience in the apparel industry before joining KSA. Thus, after a relatively short training period Klaus rapidly became a successful KSA consultant.

Klaus has carried through to very successful completion a variety of important assignments in menswear (Kirches, Bock, Potting) as well as in ladieswear (Feilgenhauer, Eckrodt, K. H. Schulze). Due to their success, they have added considerably to KSA's reputation in its first years of existence in Germany.

Klaus became a principal in 1971. Besides being very successful in his metier, he made many friends in his warm, friendly way.

Congratulations on these ten years, Klaus. We look forward to having you and *Helga* with us for many more successful years.



On November 11, *Josh Taylor* celebrated his "tenth" with KSA. He has turned into one of our most versatile KSA consultants. His experience includes apparel engineer-

ing (cutting/MU), apparel systems, textile systems, general management and marketing work.

A philosophy major from Yale, he has a keen analytical mind, can match wits in problem-solving with engineers, computer specialists, etc.



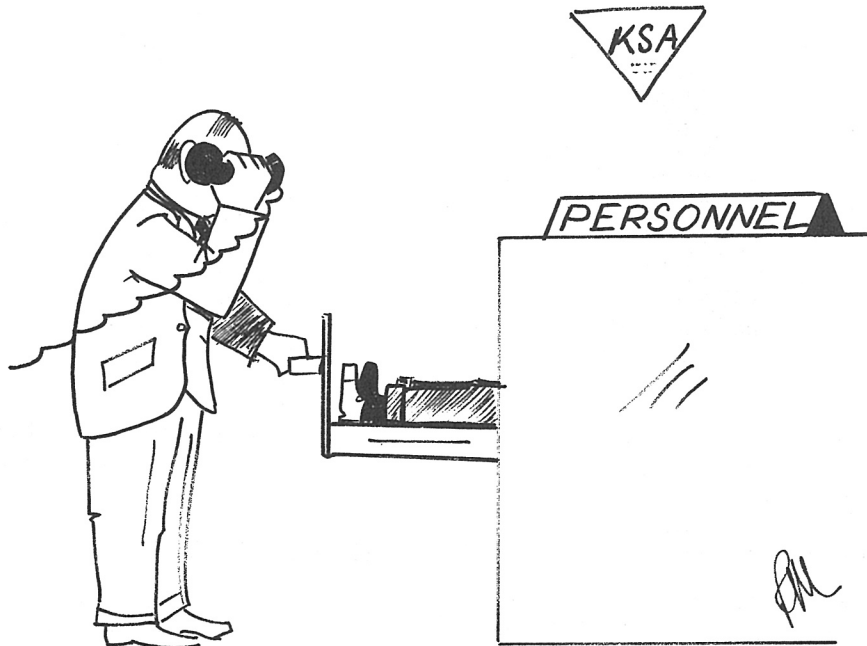
Josh became a principal in 1968, and in recent years has specialized in textile systems with particular competence in cost accounting, production and inventory control. The client rapport he has developed has been instrumental in obtaining some of the largest systems and organizational authorizations in KSA history. His time is split between Textile Systems and General Management and Marketing

now.

Josh is an avid student of interpersonal relations, an active athlete (tennis, handball, squash), and an indefatigable card player (poker and "Oh Hell")—all of which will be useful to him as a new STECOM member.)

About three years ago, Josh took his wife, *Jeanne*, and family on a six-week assignment in Tanzania, which they all seemed to enjoy.

It's been a short ten years for us; hopefully, the Taylors feel the same way. Congratulations!



"I don't recognize the name. Wait, I'll check the dead file."

# NEW STAFF

*Stephens A. Avary, Jr. (Steve)*. . . Age 29. Single. B.S. General Management, Georgia Tech. Speaks French with fair degree of conversational fluency. Worked two years for Sears Roebuck & Co. Assigned AMMD. Hobbies: Bridge, snow and water skiing, carpentry.

*Geoff Ayling (KSA-Ltd.)*. . . Wife *Denise*. 2 children. Brings with him general technical experience in the areas of Physical Distribution and Mechanical Handling. Has worked as a consultant for 16 years—15 with Technical Division of P-E. He's specialized in total distribution operations with emphasis on Mechanical Handling in factories, warehousing and storage operations, with site and factory layout in a variety of industries. Hobbies: Cricket, golf, badminton, gardening.

*Peter Bengsch (KSA-Germany)*. . . Age 42, Wife *Irmtraud*. 2 children. Degree in Industrial Engineering, Iserlohn Economics, Polytechnikum Muenchen. Specialist in PD, has worked in this field prior to joining KSA. Hobbies: Mountaineering, building models of historical ships, traveling, stamp-collector.

*J. Daniel Bray*. . . Age 33. Single. AB Degree, Princeton University, JD Degree, University of Chicago Law School; member of the New Jersey Bar. Four years U.S. Navy, one of which in Vietnam as Chief of Staff/Operations Officer. Rank of Lt. Awarded Navy Commendation Medal. Assigned AMMD. Hobbies: Soccer, squash, lacrosse, golf.

*Ju-Chung (Lou) Chou*. . . Age 26. Wife *Ivy*. BS Degree, Fu-Jen Catholic University, Taipei, Taiwan; MS Degree, Indiana University. Worked part time in summer for KSA New York office (where his sister, *Judy Chou*, has worked for five years). Assigned AMMD. Hobbies: Guitar, ping-pong.

*Dudley F. McIlhenny*. . . Age 33. Wife *Sydney*. BA Degree, Iowa Western College; MBA, Indiana University. Marketing/Advertising Executive with Clairol (cosmetics and toiletries) for 8 years. Activities included P&L responsibility, analytical problem solving, new product development, planning/coordinating, sales promotion, advertising. Assigned GM&M. Hobbies: Sailing, skiing.

*Eugene McIlroy (KSA-Ltd.)*. . . Age 25. Wife *Catherine*. Member of Institute of Work Study Practitioners. Currently on Diploma in Management Studies. Joined KSA from J. H. Jacks, Ltd. where he was Production Engineer. Hobbies: reading, badminton, tennis, antiques.

*Richard Menzel (KSA-Germany)*. . . Age 36. Wife *Ute*. 2 children. Degree from Hohenstein and EDP programmer. 18 years experience in apparel for men and ladies. Came to us from Allwerk, Munich, where he had been 12 years. Hobbies: Skiing, archery, loves nature, and is interested in landscape and garden architecture.

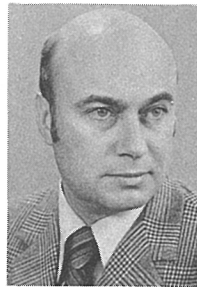
*Gary L. Ratliff*. . . Age 30. Wife *Marcia Luisa*. 1 child. BBA Degree, Industrial Management/Math, North Texas State University; MBA University of Texas—pending 15 semester hours. Four years USAF; three years Boss Manufacturing Co. as senior industrial engineer for their twin plants. Attended KSA seminar in Dallas in '71. Fluent Spanish. Assigned AMMD. Hobbies: Karate (has an 8th degree), chess, reading.



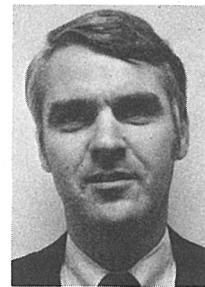
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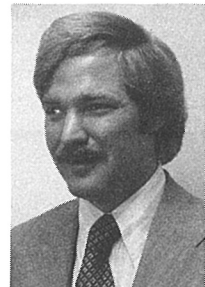
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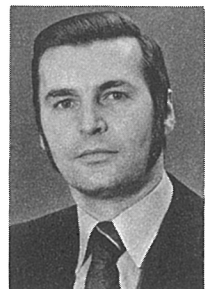
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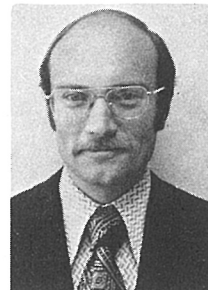
McIlhenny



McIlroy



Menzel



Ratliff

## MOVING DAY

We're moving again—can it be true,  
For what sin is this punishment due,  
On the phone for three straight hours,  
I've found a mover who will be ours.

I place a call to Tom McCain,  
He says, "Oh no, not you again!"  
"Yes," I say, "please send the letter,  
And as usual, the sooner the better."

Moving day has finally come,  
Supposedly all the work is done,  
The moving men are expected at eight,  
Will they set a record for being late?

I place a call but to no avail,  
The kids have started their a.m. wail.  
At ten o'clock three men arrive,  
A new excuse—forgot how to drive.

The packing begins at a furious pace,  
Little ones decide to start a horse race.  
I've now discovered my nerves aren't steel,  
And I'm having second thoughts about this "wonderful deal."

The job is done—the men have a beer,  
I look at my feet and say "Oh Dear!"  
Three boxes later I find my shoes,  
And thank the guys with a bottle of booze.

Last but not least I pack the trunk,  
And wonder where I'll put all the junk,  
An hour later, the job is done,  
This small battle I have won!

As we drive away I shed a tear,  
Saying goodbye to friends who are dear,  
Friends who have made it all worthwhile,  
Living this wonderful gypsy lifestyle.

— *Licia Cleveland*

## Congratulations!

### Weddings

*Gary and Janie Stump* were married in Decatur, Alabama October 26 at 10:00 p.m. Though scheduled at 3:30, the late hour was the result of unbelievable delays! Their first home is in Montgomery, Alabama.

*Cecil and Mary Ann Truluck* were married and following a three-week honeymoon in Greece and its beautiful islands, they are now settled in Atlanta.

A third or fourth-hand story: A French-Canadian girl in Montreal called *Marsha Schwartz*, introduced herself, told her *Denys Williamson* was in Brazil, doing well and available for reassignment December 1. . . . Also told her she and Denys would marry during the Christmas holidays. That's successful, long-distance courting, Denys!

### Births

*Ruth and John Fitzsimmons*, a son, *Michael Ryan*, September 20. . . *Judith and Jim Reinoehl*, a daughter, *Jennifer James*, September 23. . . *Rebekah and Bob Reeves*,

a son, *Robert Todd*, September 27. . . *Lucy and Jim Hicks*, a son, *Jason Stanfield*, September 30. . . *Ana Luisa and Alberto Figa-Beleta*, a son, *Gustavo*, October 5. . . *Margaret and Bill Luckert*, a son, *William Bannon*, October 29.

### WHO NEEDS CRUTCHES?

Attendees at this year's principals meeting may have noticed *Tom McCain* on crutches on Thursday, but rid of them by Friday morning. An informed source tells us he was "cured" by a belly dancer at New York's Port Said—right in front of his wife's eyes!

## A NEVER ENDING PLAY

By—*Louis Mitchell*

Scene 1: LAM at desk reading memo.

"Ah, next edition of *KSA Observer* is due, according to this memo from *Stuart*. Must do something about this. I'll put it on top of this pile of work, then it shan't be forgotten."

Scene 2: Some weeks later. A meeting of Eurocom.

SDH: "Louis, have I got your *Observer* contribution yet?"

LAM: "Sorry, Stuart, been terribly busy. Will do it for you at weekend."

Scene 3: One week later. LAM at client, answering phone.

"Hello *Cathy*. Oh, the *KSA Observer*. Am I supposed to have done something about this? . . . I see, yes, send it straight to *Mary Baach*—now no time to go through SDH. . . Fine, message received. 'Bye, *Cathy*."

Scene 4: One week later. London office. LAM enters beaming goodwill.

LAM: "Good morning, *Cathy*."

*Cathy*: "Good morning, Mr. Hollander wants to know if you have sent your *KSA Observer* material."

Beaming goodwill exits. LAM remains.

LAM: "Oh blast! I suppose I shall just have to write it, but I have no idea what to write this month."

## (Personal Notices)

"Only One *Greg Barr* . . ." but he'll do!

(*Lisa Scheines* has been traveling around Europe, using KSA offices in Milan, Paris, and London as forwarding addresses, financial supply depots, etc. Arriving penniless in Paris on a Saturday, she discovered KSA and the banks closed, and youth hostel prices out-of-sight. So she called the PR Director, who was so flustered he could only come up with two names to call in Paris: *Guy Vidal* and *Greig Barr*. Herewith, an excerpt from Lisa's next letter home.)

"Do you realize Vidal is one of the most common names in France and there were eight G. Vidals in the phone book (only one Greig Barr.) So between unanswered calls to Mr. Barr I was parlez-vousing with tons of Vidals who don't work for KSA. I finally got through to Greig and have been shown the usual exquisite, fantastic hospitality of KSA workers. . . ."

Thanks, everyone.

# DIARY OF A CLIENT LIST

(or, How to Make "Goulash a la Vestabebe" in Seven Easy Months)

*Editor's Note:* KSA's first new client list in three years came off the press on August 17. We asked Jill Steinberg of the Public Relations Dept., if it has been a tough project (she did 95% of the data gathering, coordination, cross-checking and teeth-gnashing.) "I could write a book about it," she replied. So we asked her to, and here it is, in diary form (abridged.) Any similarity to real incidents and people is purely coincidental.

(The following took place before I joined KSA.)

1/19/73—Advance warning sent to Europe, asking for input: "New client list to be published in Spring."

1/25/73—Answer promises client names for all European offices will be coordinated in London and transmitted to NYO by end of February.

1/26/73—Memo to 30-odd (not 30 odd) account executives asking that they check accuracy of their clients' listings, determine which names should appear in new list, return data by 2/29/73.

3/6/73—Second memo sent to 18 account execs, who have not yet answered. New deadline: 3/20/73 ("in order to publish new list by 4/30/73 in time for Knitting Arts Exhibition.")

3/21/73—Complete list of European clients received from London.

3/26/73—Cable from SDH: "Disregard list sent you last week. Corrected list coming." (New list arrives 4/1/73—April Fools Day.)

4/2/73—(First day on job as Public Relations Dept. Secretary.) All very confusing. Review big file containing data for new client list. Find it full of spelling errors, contradictions, bad handwriting. One exec says keep a name on list, another says take it off. What a mess! Boss tells me to alphabetize all names, then sort into product categories. "Jot down any problem names (questionable spellings, etc.) and we'll go over them."

4/9/73—I now have a six-page list of "problem names" to discuss, but he says "no time now, see me tomorrow. . ."

4/12/73—Finally get chance to go over list with JS. He says it has "weak spots." (I'll say!) But let's get it set in type and worry about changes later, must be ready by KAE."

4/22/73—List of names set by *Emma Donnelly* in Atlanta. She points out that it is a big mess. Too late to try to print by KAE (one week away), especially since there are still some questions to be resolved. No one notices absence of new Client List at KAE.

5/12/73—Attempt to reconcile problems by cross-checking

client list against mailing list. Interesting exercise. Find whole set of new clients, new problems. Am told "mail list the final authority" . . . (until something better comes along.)

5/25/73—Without a deadline staring him in the face, this guy loses interest. We are still nibbling at the European lists. Problems with spelling. If they don't know how to spell them, who does? Wonder what happened to the big rush?

6/1/73—Memo from SDH: "Need client lists ASAP to mount big sales push. . ." We go into high gear again, paste up dummy, send copy to Europe. "This material goes to printer 6/8. Cable any changes."

6/15/73—Cable from London. "Corrections on way. Hope it's not too late." JS unperturbed. "Always inflate deadlines by one week to avoid disappointments. Besides, we have to wait for the official new address for Atlanta office. Good thing we didn't rush."

6/28/73—Final corrections from Europe arrive. Incorporate all changes (I knew "Vestabebe" didn't look right!) and send galleys to art studio for mechanical.

6/28/73—Entire client list finally ready to go to printer! JS takes page proofs to Atlanta. "Are you sure that's wise thing to do?" I ask. "While it has its element of risk, it's important that we let *Jack Ullman* know there will really be a client list this year." he answers. "You're crazy," I tell him. He shrugs, takes proofs to Atlanta.

7/2/73—Emergency phone call from Atlanta. JS says call printer and stop presses. JJU thinks list should contain more zipper suppliers.

7/1/73—Client list finally being printed. JS on vacation. Good opportunity to see what's in the file cabinets. Get as far as "AAMA meeting—1966" when Dean Vought casually inquires whether new phone number for NYO will affect client list. I look for pass to Empire State Bldg. Observatory, determined to throw myself off. Luckily, we're out of passes again. Call JS instead. He has a pass, but plans to use it himself.

7/13/73—Get new phone number from Bill Trapp "564-3690 looks 90% certain," he says. "What if it's wrong? We'll have to buy a rubber stamp and correct 6,000 copies!" Decide to wait another week. Call printer to hold up on covers. He asks for pass to Empire State Bldg. Observatory.

8/16/73—Telephone Company assures us 564-3690 is it. Flash word to printer. He completes whole job overnight, preferring overtime to another delay.

8/17/73—New client lists delivered. Look nice, except for nervous appearance, as if they'll be called back and reprinted at any moment. . . .  
—*Jill Steinberg*

# Anthony A. DeMaria

Building buildings is a way of life for *Tony DeMaria*, KSA's "Master Builder." Unbeknownst to many of us, he is responsible for planning more new structures than anyone else in KSA—over three million square feet to date. That's a lot of football fields (or indoor tennis courts, if we are going to maximize the cube)!

Tony's been with KSA-Physical Distribution for eight years now, but his building experience goes back further to the days when he was a physics/philosophy major at Holy Cross College in Worcester, Massachusetts. During his last two years in school, Tony took over his father's contracting business in Riverside, Connecticut. For four days a week he studied thermodynamics and Descartes; the other three days he nailed two-by-fours and poured concrete for new houses.

After a few years, Tony's philosophical side (and back) longed for something less physically challenging. Eager to put all that education to good use, Tony dusted off his new diploma and opened up a small antiques business in Connecticut. Selling Queen Anne chairs and early American sideboards to semi-knowledgeable tourists paled quickly, and Tony found himself looking for a new line of work.

This time he really hit the jackpot—for the next three months, he taught English ( $E=mc^2$ ?) in a vocational school. If that sounds unlikely, consider his students—19 and 20 year old girls who thoroughly enjoyed the novelty of a single male teacher just a few years their senior. Even if he couldn't diagram sentences, who could turn down an audience like that?

But teaching also paled on Tony, and he became an applications engineer for Western Electric in 1963. Just to keep things interesting, he tended bar at night in Manhattan.

The way he tells it, one day while casually perusing the help-wanted classifieds, he saw an ad for an engineering consultant and followed it straight to KSA's door. Here at last was a place where he could combine the things he loved most—buildings, 60-hour weeks, and traveling to small towns he never heard of before. (Naturally, he packed his bags and left for Washington the day he was to be promoted at Western Electric.)

Following training, Tony and *Diane*, his new bride,



unpacked their suitcases and wedding gifts in Andalusia, Alabama. There Tony spent 18 months doing a major warehouse implementation and incentives job for AlateX, the first large distribution center KSA planned from the ground up.

Experiencing their first taste of Southern hospitality, Tony and his wife were "adopted" by grandmotherly Miss Grace who ran the boarding house where they stayed. Among the interesting things that happened was the night the roof fell in on them. When Tony brought the matter to Miss Grace's attention, she took it calmly, pausing only to ask "What were you doing up there?" Tony wasn't able to sell her a building renovation job, but he did get another room.

Then came more small towns and more PD incentive jobs for firms like Arrow and Forsythe in Canada. Tony got in on facility planning early, and has kept his finger in the pie ever since. That's one reason why the pie keeps getting bigger (it now equals 3.1418). Satisfied clients came back for more. AlateX, for one, had Tony and KSA master plan another distribution center twice as large as the first one. (What was wrong with the first one, Tony?)

Fifty or sixty buildings later, Tony is a wealth of information on planning and building new facilities.

Like: "Of all the building supplies that are in short supply these days, commodes are the hardest to get."

Or, how does it feel to direct the spending of millions of dollars of clients' money for these new buildings? ("Scary.")

Or, the time a wall insisted on returning to a horizontal position even though the plans called for it to stand vertically.

Not to mention the time a new warehouse was completed six months before sewer and water lines were laid.

"I learn as I go along," Tony says hopefully.

Tony's chief outside interest seems to stem directly from his work. Or maybe it's the other way around. Anyway, he knows quite a lot about real estate—particularly in DeKalb County where he lives. Tony has served on various zoning committees and has assisted his community in site evaluations and preparing land use reports. So far, they haven't asked him to build a warehouse.

In January, he'll be expanding his official community role by serving on an Appeals Board. DeKalb County is just about as glad to have Tony as KSA is. In between facility planning, board meetings, and tennis, Tony hopes to become certified as a real estate appraiser.

Tony and Diane have two children, *Tony Jr.*, age 7 and *Michelle*, age 6. It's too early to tell what directions they'll choose, but they do have a monopoly game with efficient-looking houses and hotels.

—K.C.

# Around The Company . . .

## ATLANTA

### The Move — Things to Look Back on

**The Look of . . .** *Bob Pee*, unshaven, tired and bleary-eyed, but still jovial, patient, and calm as ever under mucho fire and duress.

**The Spirit of . . .** *Karen, Carol, and Lauren* attired in their jeans and really packing away those boxes. (Can you imagine packing all of JMM's junk?)

**The Serenity of . . .** *Rose* reading Kahlil Gibran's *The Prophet* when all about her is mass confusion and chaos.

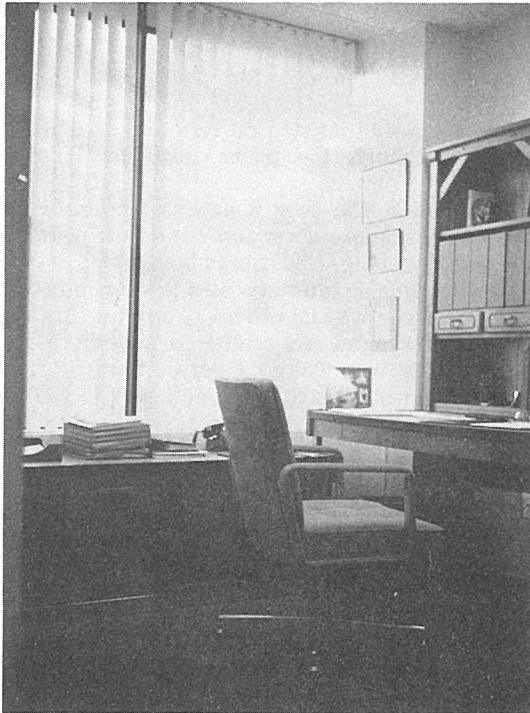
**The Joy of . . .** Throwing away approximately 350 of the 600+ sets of working paper folders dubiously "filed" around the office and basement.

**The Disbelief of . . .** *Freddie Wood* on the Friday of the move—slumped in a chair in the reception area saying calmly and sincerely, "You mean we're supposed to move TODAY??!!!"

**The Taste of . . .** Double *Bloody Mary's* at the *Brothers Two* for two of the KSA weekend move crew.

**The Humor of . . .** *Jack Johnson* sprawled out on the newly carpeted floor of the still empty office space playing penny poker with the Atlantic-North American movers while waiting on the next load of furniture to come up on the freight elevator.

What were the first items to be carefully moved, unloaded from the moving truck, hauled up the freight elevator, and delivered to the 9th floor? Why, two trash cans, of course. . . filled to the brim with trash!

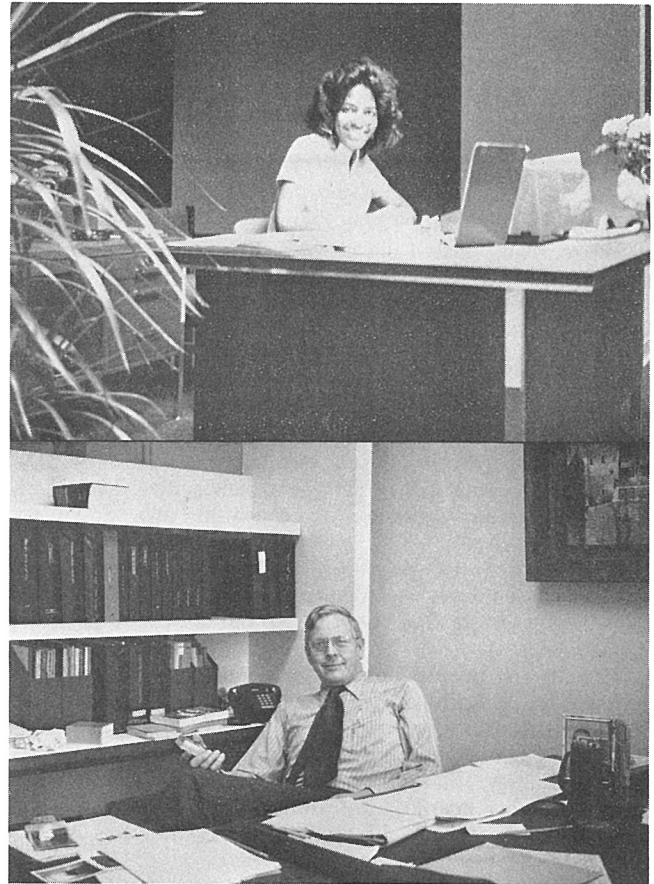


An attractive, unoccupied office. . . perhaps one of those with a view?

### Things to Look Forward to at 400 Colony Square

Ice skating during lunch hour. . . Happy hour at *Brothers Two* lounge. . . Being able to stop by the office and get in the building before your 6:19 a.m. "early-bird" flight to wherever. . . Boxes in the halls. . . Clean coffee areas, minus bugs. . . The view from *Jim Giddings'* office. . . The non-view from *Ron Brockett's* office. . . No waiting lines in the ladies restroom. . . Two office buildings full of hundreds of eligible bachelors. . . Boxes in the halls. . . Clean windows. Clean windows. Continuous soft music. . . Proposed magazine racks in the men's restroom. . . The view from *Paul Flood's* office. . . Our very own ice cold water fountain. . . being able to hear Gwen page you urgently three times while you're in the restroom. . . More cabinets to throw our junk into. . . Springtime concerts on the Mall. . . The smell of "newness" for some time to come. . . Boxes in the halls. . . Behaving ourselves on the elevators and assuming a more "business-like" deportment because, folks, like it or not, we have indeed moved "Uptown!"

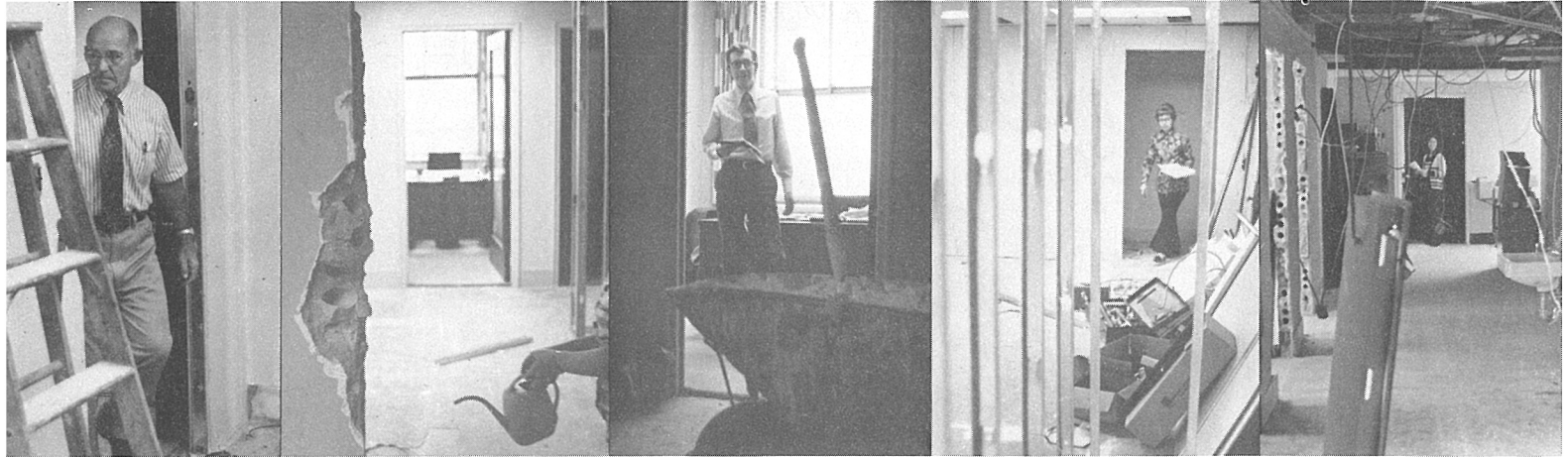
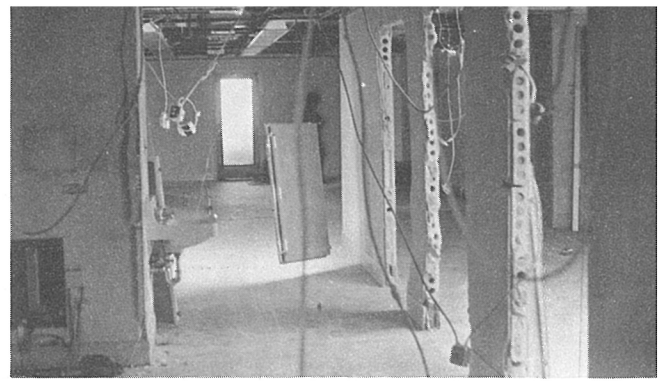
*Linda Keel*—Expecting another visit from the stork the first of June; *Nona Jayne*—Now working in AMMD as secretary to *Cooley/Osborne/Caldwell/Jones*; *Millie Powell*—Our long-awaited records clerk; *Kathy Lance*—Secretary/typist, will fill in for Linda Keel during her pregnancy leave; *Mickey Yount*—Off to Las Vegas for New Year's week holiday.



New office in Atlanta shows Gwen Byrd above in reception area, with *Bill Cameron* beaming satisfaction in his office below.

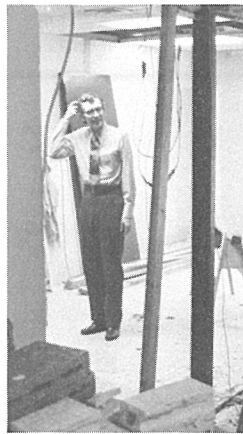
# NYO METAMORPHOSIS

Many KSA'ers have mentioned experiencing a "bombed-out feeling" when visiting the New York office in the past. During October and November, however, denizens of that Outpost of Empire knew the problem intimately — indeed, lived with it (see moonscape at right) — as the office turned itself inside out in the interests of consolidation. Like some giant pupa, NYO gathered its scattered file drawers and paper clips unto itself, ingested a few enzymatic layouts, shuddered once or twice, and emerged a slightly dazed (but lovely) gypsy moth!



LIFE MUST GO ON . . . even as walls tumble down. From the left, above, a visitor cautiously threads his way, perhaps in search of that box of bra samples that used to be in the corner; flowers continue to be nourished; an office manager prepares to hurdle a wheelbarrow; a secretary (*Dorothy Pease*) threads her way through the lathing; and another (*Jill Steinberg*) keeps the light burning at the end of the tunnel. For some reason, they moved the PR Dept. into place and then tore down everything around it, blocking both access and egress.

NOW WHERE DID THAT XEROX MACHINE GO? *Bill Trapp* ponders still another misplaced item of office equipment during big move.



MUTE TESTIMONY of an office in transition. To avoid plaster on shoes and clothing, many NYO staffers kept second set of work clothes in office.

HOW LIKE A BUTTERFLY . . . View of end-result of metamorphosis proves it was all worthwhile.



TELEPHONES kept on ringing, regardless of their location. The trick was to find the receiver that went with the phone with the light blinking. It was a challenge. . .



Season's  
Greetings

