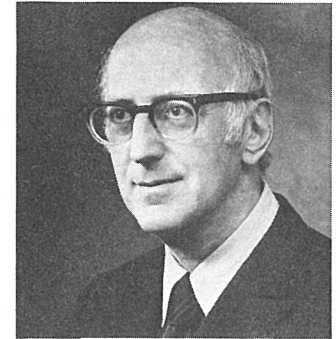


A Tribute To Kurt Salmon. . .

by Karl Striegel

One score and nineteen years ago *Kurt Salmon* brought forth in this country a new company, conceived in the apparel industry and dedicated to the proposition that quality is the essential ingredient of a successful company.

This was true 39 years ago and is certainly more critical and difficult to maintain today than it was then. No need



Excerpts from a Few Congratulatory Letters

...Kurt, you brought something very wonderful and very important to this industry, a probing and innovative mind, thoughtful and judicial counsel, and most importantly a standard of service and integrity that is unmatched. Fortunately, because of your foresight you are leaving behind an organization of fine people who reflect your own high standards.—*Morton Epstein, William B. Kessler*

...All of the Cowdens appreciate having known and worked with you over these many years. . .one of your favorite sales points back in 1936, which you used on my father and uncle, was to describe how to light a cigarette without using one's hands. I have always remembered this, and have had some fun out of it on occasions.—*W. L. Cowden, Cowden Manufacturing*

...You have made enormous contributions to our industry over your long career and I know it must be a source of great satisfaction to you.—*William E. Reid, Riegel Textile*

...you can look back with pride at your many, many accomplishments and innovations in engineering that have brought the apparel industry into the Twentieth Century. Truly, I don't know of another single individual who has done more for an industry.—*T. W. Comer, Washington Manufacturing*

...I just want to congratulate you on the establishment of a very fine organization, and one that is very successful and well regarded in our trade. You have a great group of people associated with you and this is, again, another tribute to your leadership and abilities.—*Joe Haggard, Haggard Slacks*

...It must feel awfully good to have built the kind of organization you have and to be able to leave it in such capable hands. You and your firm have meant much to me over the years and have probably made the biggest single contribution to the apparel industry of any single organization. You must know this and must feel proud.—*Grady M. Jackson, Oxford Industries*

to expand on this. . . *all life* is more complicated, and to control the quality of 250 people (vs. one) in X functions (vs. one) in Y industries (vs. one) is more difficult. We'll have more to say on quality in a future issue. . .we are concerned!

Now (1974) we are engaged in a difficult year, testing whether this company, or any other company so conceived and so dedicated, can endure. We are in the early stages of this engagement. We are writing to recognize those who are no longer in KSA, but through whose efforts KSA exists today. (The longer you've been with the company, the more memories you have. I think back to *Charlie Rousseau, Roy Engman, Roy Hertzler, Ernie Meiere, Bill Cagnon, Monty Mountfort, Bill Egolf*, and many, many others.)

My primary thoughts, however, go back to one man who has been the primary force behind KSA since its inception—*Kurt Salmon*, and *Lula Maye*, without whom it could not have happened.

At this point, I want to leave Lincoln and concentrate on a tribute to Kurt and the sound principles with which he is leaving us.

- He recognized the opportunities in the apparel industry.
- He recognized the possibility of a major consulting firm dedicated to industry/functional specialization at a time when such firms were one-man dominated.
- He recognized the need for recognition, participation, responsibility, reward — in other words, job enrichment — far ahead of his time.

These are but a few examples of his farsightedness.

I have watched other specialist firms rise and fall over the past 33 years. Some of the individuals heading those firms have been outstanding; and some of those firms have had outstanding personnel. However, the one major difference was that they didn't have a *Kurt Salmon* heading their effort.

It would seem to me that the purpose of an editorial in the *KSA Observer* is to expound upon a practical theme which will benefit the company as a whole. If so, the theme should be to urge each of you to become another *Kurt Salmon* so that each could develop into one capable of guiding 250 professionals, then KSA would be a company of 62,500 professionals 39 years hence!

Continued on page 2

TWO DECADES OF CONSULTING

There has been no great change since the man I call "Mr. S" retired, so I'll fudge a little and measure the years as "two decades."

It has been a rewarding experience to have spent 32 years with KSA and to watch the company grow from a staff of seven consultants (I was Secretary #1) to the *oldest and largest consulting firm specialized in the apparel and textile industries*. I have written that phrase so many times it is indelibly etched in my mind!

What was it like in the beginning? Well, working for a man who breathed, ate and dreamed KSA, there was always another idea to be tried and proven. . . and you'd better believe it was proven. I am still amazed at how one man could—and still does—accomplish so much. Like anything new, it was a matter of learning and, thankfully, that has been a continuing process because that little word "can't" is not in the vocabulary of *Kurt Salmon*.

Although *Mr. S* was gone most of the week, following up leads, visiting on-going assignments, battling wartime reservations for what was then less rapid transportation, he came back seemingly inexhaustible to a stack of mail and prepared for a weekend of dictation covering everything from routine letters and memos to writing a final report for the manual I had been working on while he was away. . . then off again bright and early Monday. There were also a few times when he would only pass through Washington and his wife and I would take the accumulated mail to the airport and pick up that which he had worked on while away.

Being a Southerner myself—though not the deep South—I was familiar with that accent, but for some reason a Southern/German accent on a dictating machine occasionally gave me troubles. This coupled with lack of familiarity with the lingo of the rag business sometimes sent me scurrying to Mrs. Salmon for help in interpreting things that made absolutely no sense to me. She just happened to be very familiar with the man dictating—and with the phraseology—as she had been writing all those letters and reports before me.

These memories don't go back to the horse-n-buggy days, but the office conveniences of those days certainly cannot compare favorably with today's. Those seven engineers revamped numerous sewing rooms—the type of assignments for which KSA was noted in those early days—and being the only Sec I fell heir to typing what seemed like zillions of Motion & Time Analysis Summaries and reports. Not only did I have purple fingers and face smudges from Ditto carbon (Ugh), I even got the stuff on my lingerie! The process of pulling each copy off that gelatin-process Ditto machine by hand seemed endless (even then, the client asked for 8 or 10 copies, plus one for our men). It is no wonder that on more than one occasion all night work was required to have a report ready the following morning.

The Salmon children loved to come to the office. I taught the two younger ones and the grandchildren the use of the typewriter before they could walk, and the two older ones used to bring their books and crayons to the office to "do their work." With no postage meter available, my motion-and-time-conscious boss even tried lining up the children with their tongues out to lick the envelopes as he

The KSA OBSERVER

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Editorial Board: Kurt Salmon Joe Scheines
Jack Johnson Mary Baach

Volume 5, No. 1

March 31, 1974

passed them by. Honest!

You have seen pictures of the girls in the Atlanta office modeling underwear for men. Well, many similar garments were analyzed in the Washington office. . . I didn't model them, but you-know-who did. Too bad we didn't have a photographer around to catch the industry's most well-known consultant in such stylish items as long-johns, or a matching nightshirt and nightcap. . . much to the delight of his children.

When KSA began expanding more rapidly, we found ourselves actually bulging at the seams. Many were amazed at the number of people turning out the amount of work that went out of that small office. For many years all trainees came through our office at 3000 Albemarle. Though we were practically sitting on top of each other, we did enjoy having them. It was great to get to know the people with whom we would be working for so many years. *Mr. S* probably enjoyed it more than anyone for he never seemed to tire of telling about KSA and the industry, explaining the KSA philosophy and why we were so dedicated to the service we rendered. He particularly emphasized the reputation we enjoyed and how zealously we protected it. I am sure all of those employees felt enriched by the time he spent with them.

At one time, we even had a sewing machine in the office for the trainee to familiarize himself with its workings before reporting to a factory manager for training in how to manufacture garments. Another simulation was for me to act as operator in order for them to do an actual timestudy and get the feel of how to handle a stopwatch board. Confidentially, most of them needed the practice and it was great fun.

The years have flown by and I thank you, *Mr. S* for the varied activities making me a Jill-of-all-trades rather than just a secretary. —*Mary Baach*

Continued from page 1

We have, however, deviated from the "practical theme" in this editorial. Nostalgia or not, I thank fate for permitting me to join *your* company some 33 years ago, Kurt. It has been a wonderful experience, and I want to express it publicly. . . I trust others will look back on it 33 years from now and say the same thing.

Let us all say simply, "Thank you, Kurt." We trust that KSA shall not perish from this earth.

The End of a Start-up . . .

By—Bob Malburg

In early February 1973, KSA was approached by Jack Winter personnel to provide assistance in a start-up program of a new plant in LaCrosse, Wis. A brief meeting between Jack Winter people and *Howard Cooley* produced a timetable. The schedule called for applications to be taken starting March 1; a rough initial factory layout as well as installation of lights, feedrail, air, etc., should be started by March 9; March 15 would see the initial machines set up and sewn off. On April 1, hopefully, the boiler would be installed and by mid-April KSA would have a full-time staff man on location.

In the interim and prior to March 15, the plant manager (*Gordon Flick*) and I were to make a brief tour of Jack Winter's Bainbridge, Ga. operation. The purpose of the trip was to review the construction of the garment the LaCrosse plant was to produce (at that time, manufactured in the South Georgia plant), to finalize the operation bulletin, to take time studies to insure greater accuracy in LaCrosse's initial estimated rates, to review necessary setups, work places, etc. Illness prevented Mr. Flick from making the trip.

Standards and labor content were such at the Bainbridge plant that the garment (ladies jackets) had an SAM value of 29 minutes/unit (approximately). Our analysis of the garment indicated 16 to 17 SAM per unit.

The supervisory staff had been hired prior to our first visit to the LaCrosse location (March 6). Their initial three to four weeks under the Jack Winter banner was spent washing windows, scrubbing floors, painting poles—roof supports on 10' centers. This could only be done after cleaning the entire building of kapok and feathers; the previous tenant produced sleeping bags.

During the period outlined in the revised timetable, applications were taken by Jack Winter as well as the Amalgamated Clothing Workers. What was described as "a sizable pool of labor trained in apparel manufacturing" turned out to be experienced sewers trained in making sleeping bags, tents, bandoleers, rifle cleaning kits, etc., but not in making jackets. . . jackets of the quality required for the Jack Winter label.

Overlooking the remaining feathers, the wet paint, the fact that the boiler was not installed and hundreds of other "minor" problems, the first cut was received from another plant and during the week ending March 15, 1973, four standard dollars were produced on estimated rates—16 SAM per unit.

The second week, week ending March 22, SAM standard labor increased to \$143. Direct labor during this period was calculated to be \$6.43/standard dollar.

In mid-April KSA's *Ted Horsley* and family moved to LaCrosse to staff the project. Ted was assisted by two resident engineers; one experienced (*Hart, Schaffner & Marx*) one inexperienced (*Accounts Receivable clerk—Trane Co.—air conditioners*).

Throughout the program there were several periods when "samples" production tied up the plant (and caused minor setbacks). Turnover was high; i.e., during the month of June, 30 operators were terminated and had to be replaced in addition to the programmed increase in hiring additional operators. There was a style factor involved in the project. A few basic styles in the 16 SAM range (incidentally, our estimates held) ballooned to 44 styles ranging

R.D. PEE ELECTED STECOM CHAIRMAN

Bob Pee has been elected KSA Steering Committee Chairman for 1974-1975. His present term on STECOM will run through 1976, according to the rotation and chairmanship provisions of the Steering Committee.



Serving with Bob on STECOM at this time are: *Eric Chipps, Bob Frazier, Jim Giddings, Ken Osborne, Hugh Tannehill, Paul Flood, Randy Nord, Chick Schwartz, Jim Trautman, Buddy Ruppenthal, and Josh Taylor.*

Anyone wishing to submit topics for STECOM consideration are encouraged to contact any member or write to Bob Pee at the Atlanta office.

WEEKLY PLANT PERFORMANCE DATA

W/E	Standard	Total	Ind.	Total	Cost/Standard \$	
	\$ Produced				D. L. \$	\$
3/8/73	-	-	1,671	1,671	-	-
3/15	4	48	1,874	1,922	-	-
3/22	143	925	2,155	3,080	6.4294	21.4129
3/29	380	1,754	2,031	3,785	4.6092	9.9493
4/5	716	2,685	2,507	5,192	3.7496	7.2506
4/12	773	2,561	2,311	4,872	3.3112	6.2999
4/19	1,105	3,442	2,998	6,440	3.1163	5.8308
4/26	1,066	3,122	2,697	5,819	2.9297	5.4601
5/3	1,252	3,499	3,137	6,636	2.7944	5.2992
5/10	1,498	4,751	3,218	7,969	3.1714	5.3193
5/17	1,616	4,489	3,203	7,692	2.7784	4.7605
5/24	1,921	5,832	3,473	9,305	3.0357	4.8434
5/31	1,642	4,940	3,140	8,080	3.0081	4.9203
6/7	2,324	7,402	4,205	11,442	3.1849	4.9231
6/14	3,002	7,212	4,022	11,234	2.4026	3.7422
6/21	2,896	7,144	4,189	11,333	2.4666	3.9131
6/28	2,653	7,924	4,415	12,339	2.9871	4.6515
7/5	2,099	7,162	4,431	11,593	3.4121	5.5231
7/12	3,099	6,960	4,319	11,279	2.2462	3.6401
7/19	3,283	6,924	4,890	11,813	2.1091	3.5936
7/26	3,475	6,852	4,665	11,517	1.9721	3.3147

from 13 SAM to 25 SAM per unit. In September a second product—skirts—was introduced into the plant. In 38 to 39 operating weeks, direct labor charges were down to \$1.19 per standard dollar. For the most part, and as would be expected, make-up pay amounted to approximately 50% of excess charges.

KSA's full-time participation in the program ended December 6, 1973; about 40 weeks after the first operator was hired. During the first four weeks of 1974, direct labor charges have amounted to approximately \$1.15 per standard dollar with total plant labor charges approximately \$1.60 per standard dollar. KSA has been retained to engineer a second plant for Jack Winter. . . it started February 14, 1974.

(A graph plotting excesses of Make-up, Recut/Rework, Sample, and Total Direct Labor on page 12.)

PR DEPT. BILLS!

BI's baffle writers; computer confounded

In a radical departure from tradition, the Public Relations Department essayed a new role last period when two of its members undertook *billable* assignments. *Steve Jones* helped Thomaston Mills prepare a slide presentation for its annual meeting, and *Dan Kennedy* began producing a set of videotaped orientation lectures for Walton Clothes. Their stories follow, but it may take a little longer to collect the fees for their work. It took a while to master the intricacies of filling out a Billing Instruction and, when their BI's were finally submitted, the computer promptly rejected them on the grounds that it had never heard of Dan and Steve. It will, it will. . . .

My Most interesting Assignment (so far)

by *Steve Jones*

- I recently wet my toes in the great Gulf of Billable Work by developing a 30-minute slide show for Thomaston Mills.

While I was pleased to have the opportunity for client contact in a consulting role, I couldn't shake the lingering wish that I had paid more attention to what *Bill Cameron* told our training class about BI forms.

- The show is designed as a recruiting and informational tool, and plans are to screen it at high schools and civic clubs in the Thomaston and Griffin, Ga., area. It will also be used at colleges and textile meetings. Its debut came at a Thomaston management meeting and, from what I hear through *Fred Evans*, it was very well received.

- A taped script coordinates with and changes the slides. The show gives a brief history of the company, and tells what Thomaston Mills is doing to keep up with the present as well as to prepare for the future (they hired KSA).

Eleven hundred miles on my car, Christmas, New Years, and a few days more came and went as I worked my way through Sulzer looms and an Olympian case of the flu (three weeks, four days and seven hours). No one ever told me PR would be like this!

The experience was a good one for me. Not only did it give me an excellent chance to learn a lot about the textile industry, but it also helped provide me with an insight into the day-to-day life of a consultant.

I look forward to my next dip into the Gulf—coming up soon from what I hear—and I feel confident that I'll finally learn how to fill out the BI.

Videotape & Introduction Programs

by *Dan Kennedy*

- Because one of the obvious aims of KSA's Personnel services is to reduce turnover and replacement costs, detailed employee induction programs are presently being developed for clients. These programs have certain basic targets: the education of new employees; the demonstration of management's concern for new hires; a morale-boosting, humanizing element which indicates management's willingness to spend time and money to make a new employee's adjustment more comfortable.

Potential topics for induction programs are nearly limitless. So far, KSA's efforts have concentrated on explaining the various situations.

- One example of this work is an assignment that is near-

ing completion for a client company, Walton Clothes. Most of KSA's efforts for Walton have included the use of video. Tapes have been completed outlining the role of the resident IE and explaining "how his job affects your job." A script was prepared, rehearsed and recorded featuring the Walton-Loganville plant's Chief IE. He explained methods studies, the importance of balancing, the "relativity" of various rates, and the importance of each operator's contribution to the total manufacturing process.

- The engineer was quite enthused about making the recording when it became apparent that it could assist his future rate sales. He had the opportunity to explain to all new hires that different jobs require varying amounts of time and skills, and hence different "dollars" and rates were assigned to varying jobs.

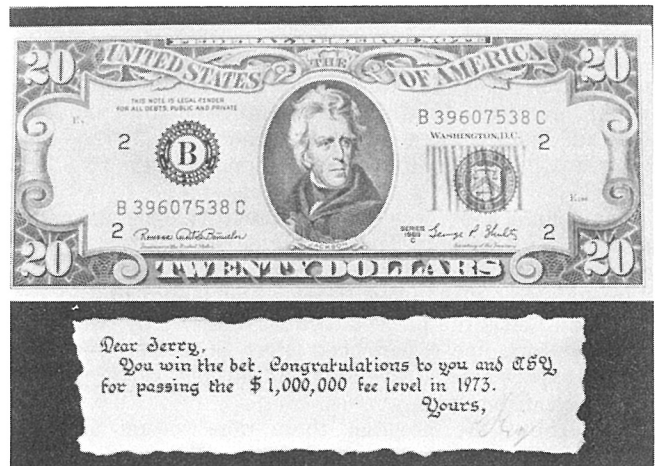
- The director of quality control also made a taped presentation for this Walton project. Working from a formally prepared script, she explained the company's definitions of quality and showed the differences between Walton's products and those made by other manufacturers. A positive association was developed between the company's standards of quality and the new employee's potential to make a garment that a customer will take pride in wearing.

The completed tapes are in the hands of the client company, but excerpts are available for viewing in the Atlanta office. The tapes are informal, non-slick—by intention—and have a "real people" quality that boosts their credibility. New employees can certainly identify more with someone whom they know really does the job rather than an actor who must rehearse "enthusiasm."

Video is not a quick and easy solution for induction and education problems for a company. Neither is its use anything new in industrial communications. The video medium is a tool that allows the user to achieve consistency and precise information for each presentation. Scheduling problems are also lessened. It is certainly easier to arrange for a tape playback than it is to call a supervisor from his or her job for 20 minutes.

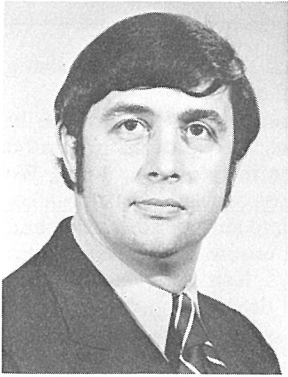
The human element of communication has been overlooked. We have specifically designed our use of video to

Continued on page 5

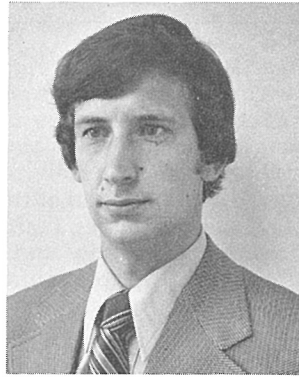


Motivation At Work. In order to get systems men fired up, you have to give them an incentive. Recognizing this, *Stig Kry* bet *Jerry Kavanaugh* \$20 that Apparel Systems couldn't bill \$1 million in 1973. Stig was so happy to lose that he had the pay-off framed and hand-lettered.

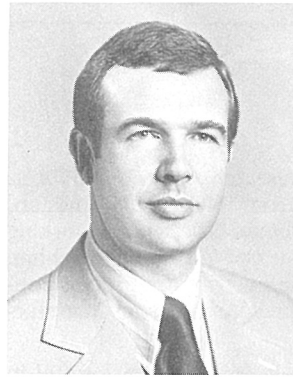
Promotions . . .



J. W. Armfield



T. F. Austin



W. O. Williams



Peter Amrein

Congratulations to *Jerry Armfield*, *Tom Austin*, *Bill Williams* and *Peter Amrein* (KSA-Europe) on their well deserved appointment to Principal. An announcement has been made of the promotion of the first three, however, for *Observer* readers who may not have seen it, here are a few brief comments.

Jerry joined us in '67. N.C. State engineering graduate. Made great progress. . . has excellent reputation in AMMD where he successfully and quietly went about accomplishing difficult tasks. . . gained respect of everyone. He and *Mary Jane* have settled family in Nashville.

Tom, also N.C. State engineering graduate and joined in '67. Varied experience not only in service but also products—from jeans/slacks/shirts to lingerie and foundation garments; even an assignment in upholstered living room furniture. Tom, Julie and family live in Atlanta.

Bill, a native of England and a graduate of King College University in London, immigrated to KSA/USA in '68. Another AMMD man who made good. . . such product assignments as tents/dress slacks/casual slacks/jump suits. . . now concentrates on men's clothing (sack coats/rainwear). Bill, Ruth and family currently live in Buffalo.

Peter, a graduate engineer from E.T.H. in Zurich, joined KSA-Europe in 1971. Following Systems training in the U.S., Peter made a major contribution to our apparel systems practice in Germany. He has worked in costing and done a number of planning assignments very successfully for small fashion-oriented companies as well as for major ladies and men's apparel companies.

Based on this experience and the material gathered in our Supply Control Training Course, Peter prepared a one-day planning seminar, which is and will be an excellent sales tool, which shows KSA's deep understanding of all branches of the industry.

One of Peter's major assets, his logical thinking, impresses not only clients but also colleagues, and produces much natural respect.

Peter, *Liselotte* and young son will move back to Switzerland soon and will live in Zundi, near their home town of Luzern. Peter will continue to contribute to the much needed project management and selling efforts, especially in Southern Germany as well as in Switzerland, to support our constant growth in Apparel Systems.

Continued from page 4

include a live followup. . . a face-to-face question and answer session with the same person (or equivalent title) who appeared on tape.

● Some topical areas are better explained in-person. We have prepared a "live" script which outlines the functions of the Personnel Department. Other topical areas also lend themselves to live explanations—for example, payroll and benefits. We have the resources to prepare large charts, booklets, and brochures for this purpose as well as slide/audio tape presentations.

Obviously, KSA is not in the business of selling video hardware. However, we are equipped to make recommendations for equipment purchases. If a client is prepared to make a video hardware purchase, additional uses can be emphasized. Examples include self-evaluation of methods by trainees; self-critiques of rate sales and the opportunity for managers to see "how I come across" when speaking; easy access library of cartridges and cassettes showing methods; presentations of new styles and explanations of the methods change they necessitate; welcoming speeches by company officers; what is happening in the company's other plants; and (why not?) some footage of the client's last Christmas party or picnic.

CORRECTION

We were "reliably" informed that though the rumors regarding *Denys Williamson's* marriage were substantial, they were not substantiated! our apologies, Denys. Hope you will let us know when your present status changes.

We can presently offer the following services to clients:

- KSA develops and prepares program, works with and rehearses company staff; produces and edits final product.
- KSA develops and prepares program, recommends equipment, and works with client who produces own programs.
- KSA develops and prepares program, uses professional talent, produces presentations, recommends playback equipment, and delivers finished tapes for client use.

For more resource information, contact *Ron Brockett*/Atlanta or *Dan Kennedy*/New York.

Functionally Speaking . . .

AMMD

Project Black Box

AMMD is busily pursuing a research project known as "Project Black Box." With help from the Systems Division, John Wilcox, Jack Murray and Richard Koelsch are working on a system of computer terminals at each sewing machine. This could have a great impact on our work-in-process control practice as well as other aspects of Apparel Manufacturing Management work.

Those of you who read the last issue of the *Journal* in the *Bobbin* magazine will recognize this project as dealing with the same general area so productively treated in that issue by Jack Murray.

—Howard Cooley

PUBLIC RELATIONS

When you take the time to write up a calendar of events for the new year, you might as well try to live up to it for a month or two. With this thought in mind, the PR Dept., started off in 1974 with a surge of activity—exhibiting at the NRMA Show (retail), issuing two Perspectives, a Labor Market Study, articles on the energy crisis, articles on machinery maintenance, articles on replacement costs for linen suppliers, articles on work-in-process controls, new ads, lots of memos, and a couple of seminars (PD and men's clothing.)

All of which covered the projects that were already in work when the calendar was formulated. We are now out of breath, and the calendar is beginning to show empty spots. While seeking a second wind for the long pull, let us take a moment to reflect upon the fact that the race is not always to the swift, and we did garner some nice publicity.

Requests continue to come in for KSA's Performance Profile (Sept., 1973) even though the data are more than a year old. The 1974 versions are scheduled to be published in June.

While half the department indulged itself in billable assignments (see accompanying reports), Kathy Couch successfully juggled the multitude of details surrounding our PD seminar in St. Louis, with excellent results, and published an HIC mailer that led to a sizable assignment. . . Steve Jones and Dan Kennedy have started a second assignment (Skyland) involving the preparation of videotaped induction programs, and the latter continues to lend a valuable hand on projects requiring recruitment advertising for clients.

—Joe Scheines

TRAINING & PROFESSIONAL DEVELOPMENT

A class of five recently graduated from the Atlanta training course, four of whom are busily engaged on their training assignment. . . the fifth one, Tom Smith, is recruiting for the next training class in June. . . and we hope it's a large one.

● We have conducted a time study course in our Atlanta office for eight time study people from Sewell Manufacturing Company. This course was sold by Jack Johnson and

Ken Osborne and was our first of this kind. It was also a first in that all students were females.

Some of these ladies had several years' experience in time study and kept us on our toes. The material presented was essentially the same as we use in internal training. We started with the basics of time study, presented our philosophies and procedures, practiced time study and grading and finished with capacity studies and follow-up. The classroom work was completed in three days. Ken Osborne then followed up with a day of practice in the plant.



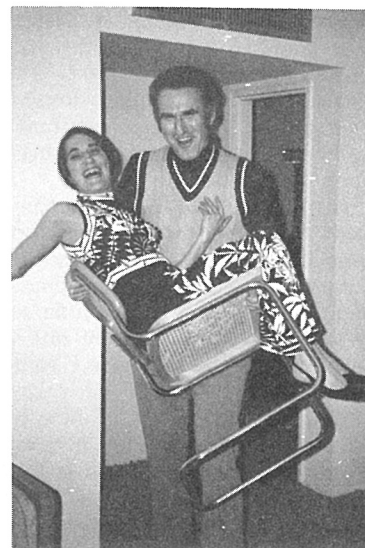
KSA's prettiest class!

We very much enjoyed the recent visit of Richard Clarke from the U.K., who was here for a review of our training methods and an exchange of ideas. We are confident his visit was mutually beneficial.

Prior to our June class, we expect to conduct several seminars as well as a new principals' training course and perhaps one or two resident engineering courses. We hope that we will also have an opportunity to develop more training and professional development material. If this doesn't keep the Training and Professional Development staff busy, we will be looking for billable consulting work.

—Bill Cameron

Maryanna Nord got carried away by demonstration of workplace engineering during recent party at Steve Banister's in Princeton. "Watching KSA men at work is a moving experience," she reported, "and that Dick Bath is too much . . ." Too much what, Maryanna?



EUROPE—GENERAL

It looks as if 1973 will end with a record volume and profit for Europe of between \$250,000 and \$300,000 on a fee volume of \$3.2 million. We have budgeted for an increase of 18% on volume and about 33% in pre-tax profits, to give a similar post tax figure to 1973, as we will be paying more taxes in 1974 and the European currencies are already down some 6% on 1973 values.

In '73, we actually sold overall Europe about 95% of projected 1974 income but this was unevenly distributed. The Latin Region goes into '74 with a strong backlog but both U.K. and Germany not only have a low backlog but are afflicted to different degrees by current industrial disputes on top of universal oil problems. The situation in U.K. is particularly difficult, with a three-day week for the last six weeks, the recent election, a depressed economy and pessimistic industry. So, we cannot be confident about our budget for 1974 and it is almost impossible to predict the next few months, as each day brings new surprises. . . mostly unpleasant!

It is, of course, at times like this that we profit from our international organization and we are doing everything we can to move people between countries where language permits and to take advantage of opportunities in Scandinavia, Ireland and Portugal, where the difficulties are less pronounced and of course in Algeria where they must be getting richer by the hour and KSA would probably be well served by being paid in oil. We also hope to add even more impetus to our retail practice as a hedge against the weaker conditions of manufacturing.

I have no doubt that we will come out of this depression with many new strengths which hard times seem to squeeze out of KSA and while it will be a very tough year everywhere, I am sure it will be a challenging one too.

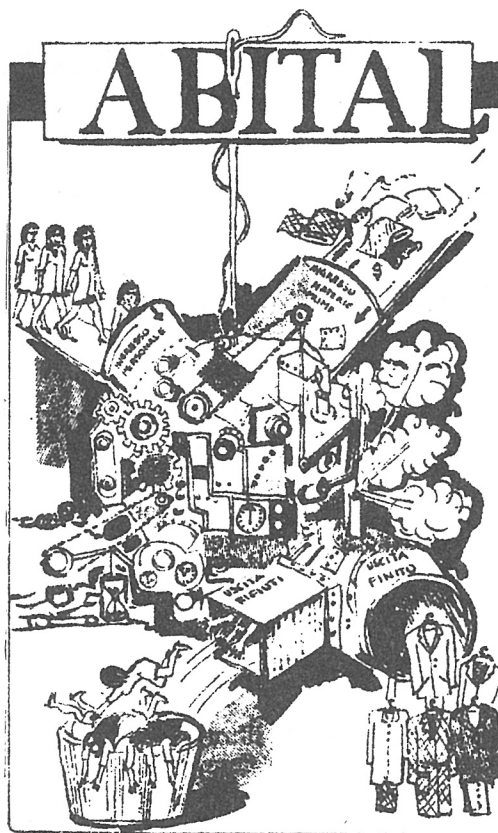
—Stuart Hollander

LATIN REGION

We began 1974 with many unknown factors before us. While it is extremely difficult as yet to know how the different economies in which we are working will develop over the next few months, we remain reasonably optimistic about our own business outlook. Fortunately, in more difficult times the Latin Region operates in many different countries with quite separate economic developments. We consider Italy, France, Spain and Portugal as our home territories; however, we also are either working or have serious contacts in Algeria, Turkey, Greece, Ivory Coast and Angola.

Presently, we are encouraged by the number of inquiries, contacts and sales in Spain and Portugal, where we are looking forward to a healthy development during 1974. In France, we are hopeful that the large number of contacts and outstanding proposals made in 1973 will be adequate to keep everybody fully occupied. In addition, we have started an effort to penetrate knitwear more strongly, spearheaded by *Jacques Compain-Tissier*. A further steady source of income in France is the HRD/Training programs, the cost of which can be at least partially deducted from a national training levy.

In Italy, our business seems to have become more and more concentrated around the Montefibre group, which belongs to the huge Montedison concern. Our team at Abital, a 20 million dollar menswear company, is involved in a complete turnaround situation with responsibilities for advising on top-management decisions. Our work is in sewing,



This is how the communist dominated union at Abital sees their company!

cutting room, material utilization, supply control, general management and marketing. Under the general direction of *Bob Fitze*, *Werner Iten*, *Roberto Pavia*, *Franco Guazzo*, *Robert Chaumontet* and last, but by no means least, *Gino Fedeli*, are all engaged on different projects. They will soon be joined by *Joe Mueller*, to start up another one of the 70-minute jacket plants!

This second company of the group—in just as much difficulty—is a knitwear operation with a 600-operator factory in Sicily. Again, the company has been so badly managed in the past that they are going into liquidation, a new company will be set up and (hopefully) brought into a profitable situation with major assistance from a KSA team under the direction of *Giacomo Ronco*. We are aware that concentration on one huge client has many dangers. . . indeed, we have suffered from this problem in Italy in the past. . . Also under *Giacomo's* overall direction, an effort—including an ambitious seminar program—is underway to spread our business more widely.

The Latin Region would like to say thank you to all those who are continuously supporting us with specific experience by personally assisting on assignments and providing us with the manual and other reference material.

—Bob Fitze

GERMAN REGION

As you may know, industry—especially in Germany—is slowing down, with the apparel and textile industry most affected. We have an increasing number of part-time workers and unemployed in these industries. This will affect our work, causing work-in-process delays, or expected

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NEW STAFF

Richard Bett (KSA-Ltd.). . . Age 34. Formerly a director of Maples, responsible for store operations and the development of business in the U.K. and on the Continent. His expertise matches precisely the growing demand for assistance to retailers in combatting increased competition and escalating costs, and the increased interest of U.K. retailers in EEC opportunities.

Ruediger Herrigt (KSA-Germany). . . Age 29. Degree in Economics. Experience in Cost Accounting. Hobbies: traveling, music (jazz and classical), sailing, photography.

Ricardo Paez. . . Age 30, Wife *Christina*. BS, Electrical Engineering and MS, Electronics Computers, University of South Florida. Native language Spanish—born in Cuba. Taught electronics while pursuing his Masters, became director of Computer Dept., wrote a book on Computer Hardware (now in final stage). Came to KSA from Tampa Technical Institute where he was Assistant Director. Assigned AMMD. Hobbies: Sports, travel.

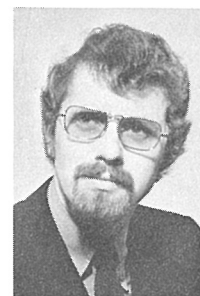
Volker E. Prox (*Tom*). . . Age 26. Diploma, Electrical Engineering from Karlsruhe University in his native Germany. Fairly fluent in French. Came to U.S. as trainee with Atlanta firm, but after four months decided to attend Georgia Tech where he received his BIE and MSIE. He also did teaching and research there. Assigned AMMD. Hobbies: Biking, skiing.

Sergio Severi (KSA-Italy). . . Age 29. Wife *Rita*. Degree in mathematics and 11 years experience in EDP and Systems. Fluent French, some English. Hobbies: Playing piano and mountain climbing.

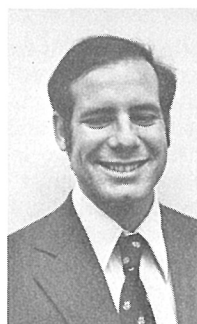
Thomas R. Smith (*Tom*). . . Age 27. Wife *Susan*. BS, Business Administration, Indiana University of Pennsylvania, Indiana, Pa. Worked two years for Penn Central Transportation in personnel and came to KSA from Chesapeake & Ohio/Baltimore & Ohio Railroad, where for two years he was Personnel Employment Officer. Assigned Personnel Administration. Hobbies: Tennis, golf.



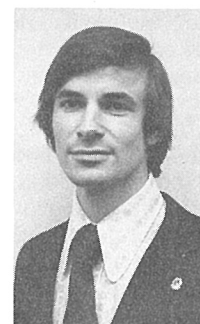
Bett



Herrigt



Paez



Prox



Severi



Smith

Continued from page 7

contracts not to come as early as we need them.

We are selling extremely hard and the type of service is location studies abroad (low wage countries), company evaluation (multifunctional assignments), fixed cost reduction and top management consulting (finance, personnel and organization). We have just finished a highly interesting assignment for an international finance group to set up the goals for the next five years for one of the biggest menswear manufacturers in Germany. It was performed by a multifunctional group headed by *Ulf Weise* (AMMD — *Fredy Hollenbach/Hardy Artelt*, GM&M — *Werner Degen*, Finance & Costing — *Peter Schuler/Rudier Herrigt*, PD — *Peter Bengsch*).

During his visit to Germany, *Lutz Kohnagel* was very helpful in getting us a sewing room survey at Ahlers, one of the biggest apparel manufacturers in Germany. . . we often

tried to get in but without success before. We're confident we will be able to extend the work there. A fine example of international cooperation. . . Thank you, Lutz!

We're happy to have the location study for a new factory for Bierbaum-Proenen, Cologne, an old, well-known company (KS, as an old Cologne citizen, knows them too). The study, which will hopefully lead to further work, will be handled by *Hardy Artelt* and *Peter Amrein*.

Josep Van Gent, now working in the apparel management systems division (at the time performing a conceptual design for an information system at MacIntosh, Holland), has been asked to strengthen our European training efforts and we are glad that he agreed to assist *Richard Clarke* in doing the supply control course. This will cover about 25% of his time.

1973, a successful year, has been one of major changes

and, as far as we can see now, 1974 will be a real challenge. We can hardly see what the politicians will do to our business. . . Just now we have the biggest strike of public services and others will follow. However, we go into this year full of hopes—but dependent on the general state of the economy.
—Hans-Horst Hensche

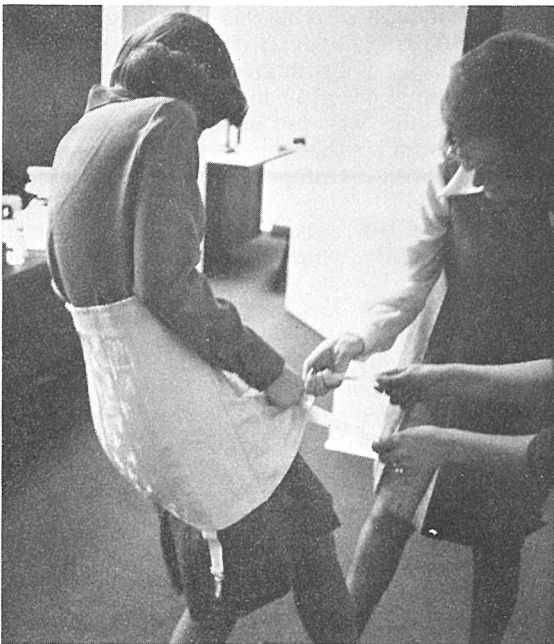
U. K. REGION

The U.K. situation is fluid beyond belief as of now—coal miners strike, three-day week, recent general election.

The short-term effect on KSA has not been substantial but it has severely affected our forward order book. This is not surprising. With industry struggling to remain profitable on three days per week, no one has any great desire to talk to consultants.

Once the strike is settled, however, the situation could change very rapidly. Retail sales are holding up much better than manufacture, although there are wildly different variations for different garment types and styles. All this means that the supply pipeline is drying up and that later in the year there will be hectic efforts to refill it and to supply demand. In this situation our order book, too, should refill rapidly. We may have some difficult times before this happens, however.

We had an all-time record fee income for the last three periods and thus ended 1973 on a strong note. In total, the year reflected the continued difficulty with systems sales



Jack Murray's Tech Info Department recently received a garment for analysis from Tony Maule of U.K. The garment had some very unusual fasteners. . . quite different from those used on USA garments. In the interest of evaluating the fasteners, Rose Wippler was selected to model the garment. Rose, trim of form, had never worn such a garment, and her lack of familiarity led to trouble with the fastening devices. This brought on participation by the training department to help in the unfastening process. . . Anyone interested in the SAH content of the garment should contact Jack or Frank Armistead. (Surely this doesn't mean Jack and Frank are familiar with such garments?!)



Richard Clarke pulling one out of the air . . . or consulting a Higher Authority.

although work in Finland was a great help. Our AAMD practice exceeded budget and retailing, although small, made a useful contribution.

Many good assignments were carried out in 1973, but one worthy of special mention is the shirt engineering at Tillie & Henderson's Maydown plant. Here a team of John Beddows/Mervyn Kerr/Tony Maule managed to raise output by 50% during the year of the assignment without any significant increase in the labor force. In the process, they raised profit on sales from zero to a record 14%. This is an achievement which will take some matching.

Staff changes are with us, and we are sorry to have lost Hugh Brazzel (ex P-E), for domestic reasons, to a subsidiary of Phillips, the electrical giant. . . We have just welcomed Richard Bett, with a strong background in retailing.

Our opportunities in 1974 may be somewhat different and, of course, in many fields—but with this quality of achievement we have a sound basis from which to work.

—Louis Mitchell

Coming Events . . .

- May 1-3, Southeastern Hospitals Show, Atlanta, Ga. HIC will exhibit here and at the Mid-Atlantic Hospital Show in Atlantic City, May 21-23
- May 16, Textile Costing Seminar, Royal Coach Inn, Atlanta, Ga. KSA's fee-paid one-day meeting on costing techniques and the computer.
- June 4-6, Texpo, New York City. KSA will exhibit and present a seminar at this new show for textile buyers.

BELATED GREETINGS

The names of Bill Cobb and Dale Dodrill were not included on the KSA Christmas Card because their names were not received. Since they haven't surfaced in the Postal Service by this time, perhaps they have been shredded! In any event, Bill and Dale did send you their greetings.

Congratulations!

To Teddy and Larry Maurer on the birth of a daughter, Nichole Laurent, March 5.

JACK ULLMAN

Many readers write to ask how the *Observer* selects subjects for its profiles.

“Are they chosen on the basis of longevity with the company?” (No.)

“Position?” (No.)

“Because no one knows about them?” (Partly.)

“Because their image needs improvement?” (Never thought of that one.)

So far, no one has correctly guessed the technique, which is as follows: If we are with an individual on a long plane ride, or at a dull trade show, he will probably be Profiled next time around. Another sure way is to send an unusual picture into the *Observer*. And that’s why we’re writing about *Jack Ullman* this issue (see below).



The fact that J(ohn) J(oseph) U(llman) has been president of KSA since January, 1973, is incidental. Rank doesn’t turn us on. We seek the photogenic face, the man of achievement. On one of these counts, at least, Jack is highly qualified. Consider what he has done:

- ★ Spearheaded the growth of KSA’s Atlanta office from a two-man operation (he and the late *Roy Engman* worked out of their homes there in the mid-Fifties) into a *complex* of 75-80 professionals.

- ★ Played a large role in the development of KSA’s apparel engineering practice in the Southern region. Jack was active at all levels from Junior Engineer through Account Executive in many of KSA’s “landmark” projects like those at Reliance Mfg. in Hattiesburg, Miss., Carwood Mfg. in Winder, and assorted companies in and around Athens and Hartwell, Ga.

- ★ Developed an almost mythic reputation for quality consulting within KSA and among his long-time clients (one sent a congratulatory wire to JJU when he was named President: “We believe in two things—the Bible and Jack Ullman.”)

- ★ Made (and kept) a host of friends for KSA and himself while compiling an awesome record for salesmanship. Jack’s powers of persuasion are legendary. One recent example is the fact that so large a group of people have fitted themselves into their snug new Atlanta quarters without so much as a murmur.

- ★ Beat a serious illness some 15 years ago that defied precise diagnosis, but left him paralyzed for months. It took intensive therapy and plain hard work for Jack to get over most of the effects. (It is no coincidence that KSA’s Major Medical policy also dates back around 15 years.)

- ★ Walked away from a totally wrecked auto and still caught the plane he had been rushing to make.

- ★ Accomplished all this (and more) without losing his

secretary, his wife, or his serenity.

Obviously, Jack Ullman is a man to be reckoned with. KSA first noticed this when Jack was at Cornell University in the late Forties. Having already found *Ross Runnels* there, it was felt there couldn’t be too much risk in hiring the young emigre from Chicago. So with his BSIE degree firmly in hand, JJU joined KSA in 1950.

Jack Ullman’s early days with the company reflected KSA’s specialty at the time: long assignments in sewing room engineering. The task then was still to gain acceptance for *consulting* per se, and Jack’s ability to develop a client’s confidence in an “outsider” soon became evident.

While on a project in North Carolina, he somehow managed to win the confidence of a lovely Wilmington girl, and so *Evelyn* and Jack took off in his 1940 Studebaker convertible for a honeymoon in Hattiesburg, Miss., where he was to be the junior engineer on a five-man consulting project for Reliance.

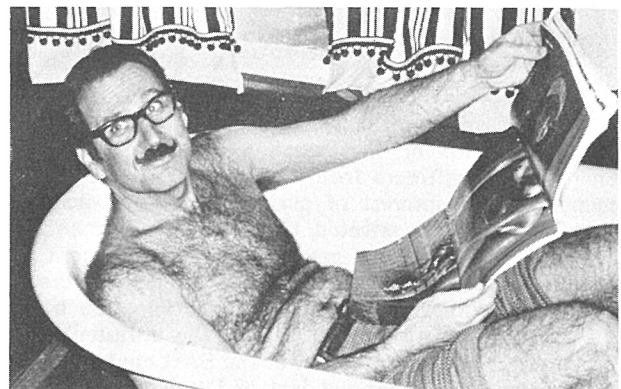
Opinion is divided as to Jack’s ranking achievement. Marrying Evelyn, and fathering *Susan* (a Junior at the University of Colorado), *Nancy* (a Freshman at Greensboro College), and *Mark* (an eighth grader who holds the fort at home), was certainly one of them.

Another was the way he acclimated himself to the South. Natural-born Southerners still marvel at the way this Midwesterner slips into a proper North Georgia accent and vocabulary.

Still others feel that Jack’s greatest achievement is his distinctive penmanship, which took years of painstaking effort to perfect.

All are in agreement, however, that Jack Ullman’s great sense of empathy is probably his most outstanding trait. It shows itself constantly, in matters large and small, with people at every level, both within the company and outside. His well known capacity for worrying over every little detail is usually applied to matters of human relations—which probably explains much of his persuasiveness. Coupled with an inventive mind (“...Why can’t we run another set of labels through the computer?”), all of this may explain why

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Would you buy a used bathtub from this man?

TWENTY-ONE YEARS AGO

News In KSA

Twenty-one years ago there was a staff of 30. . . including three secretaries. Look back with us at some of the items reported in the *KSA News*.

"The following have been added to the Engineering Division: *J.D. Blicht, R.S. Divine, J.A. Johnson, R.D. Pee, C.Z. Roberts* and *T.E. Theodorsen. . .*" (Dan Blicht is now a client. . . Bob Divine recently submitted an updated resume. . . and what would we do without the other four stalwarts?)

Ross Runnels related: "KSA's recent invasion of Europe with a survey of a British boiler suit (coverall) unit started off none too smoothly. . . finally made the London airport two days and six hours late. On arrival I was surprised to find the Treasurer of the *James Smith Company* had waited out the delay and was on hand to give me a warm welcome. This was the beginning of unusually find hospitality which covered everything from daily sinus treatments to pressing my suits. . . All levels of Company personnel showed great enthusiasm for learning American methods, and cooperation in trying out new ideas was excellent." (Little wonder England was selected for our first office in Europe, or that we now have five subs over there!)

"*Carolyn* and *Zeb Roberts*' wedding day. . . was November 7. *McRae* is training ground for *Zeb* these days and, therefore, *Carolyn*'s first home as *Mrs. Roberts. . .*" (We have corrected *Carolyn*'s name here. . . she was so new to us we listed her as *Caroline*.)

"*Jane* and *Karl Striegel*'s family increased. . . February 1, when their little six pound daughter, *Deborah*, arrived. . ." (*Debbie*, the *Striegel*'s youngest, is a student at *East Carolina College* preparing for a teaching career.)

"*Evelyn Ullman* presented *Jack* with a six pound, 10½ ounce baby girl on November 22. Little *Susan* is their first child. . ." (Little *Susan* is now a Junior at the University of Colorado!)

Continued from page 10

they made him President of the company.

Frances Preston, who has been *Jack*'s secretary for seven of her 10 years with KSA, has another explanation: "He's a hard worker," she points out. "When the announcement came through about Mr. Ullman becoming President, he gave us a 10-minute coffee break. Then everybody had to go back to work. At least it was Irish coffee. . ."

But this belies *Jack*'s reputation as a host (strong), so we must look to other explanations.

"His selection as President was intuitively obvious," notes one observer. "If he and the Air Force survived *Jack*'s navigating in World War II, we figured he could guide KSA without encountering any flak."

Then there is the nepotism angle. Didn't the veteran operator at *Carwood* instantly identify our new President as *Kurt*'s son when he arrived at that assignment? "I remember when your Daddy was here," she claimed.

We don't subscribe to any of these theories. The real reason *Jack Ullman* became President of KSA is that he's a very nice guy, and fantastic on follow-up. —*J.S.*

How To Be Efficient With Fewer Violins . . .

The following is the report of a Work Study Engineer—a specialist in Method Engineering—after a visit to a symphony concert at the Royal Festival Hall in London:

For considerable periods the four oboe players had nothing to do. The number should be reduced and the work spread more evenly over the whole of the concert, thus eliminating peaks of activity.

All the 12 violins were playing identical notes; this seems unnecessary duplication. The staff of this section should be drastically cut. If a larger volume of sound is required, it could be obtained by electronic apparatus.

Much effort was absorbed in the playing of demi-semi-quavers; this seems to be an unnecessary refinement. It is recommended that all notes should be rounded up to the nearest semi-quaver. If this were done it would be possible to use trainees and lower-grade operatives more extensively.

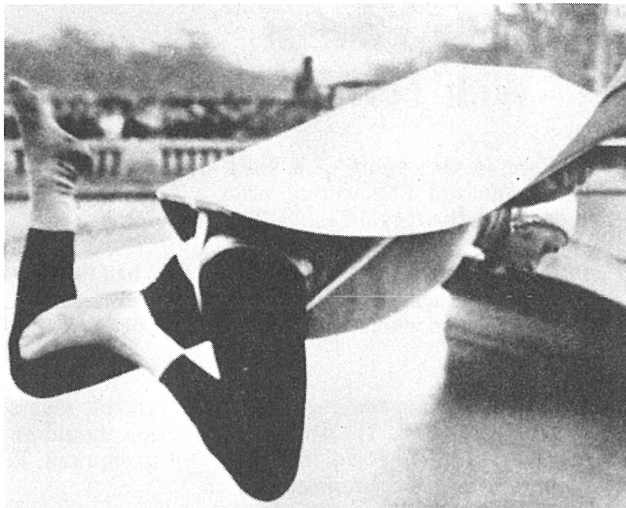
There seems to be too much repetition of some musical passages. Scores should be drastically pruned. No useful purpose is served by repeating on the horns a passage which has already been handled by the strings. It is estimated that if all redundant passages were eliminated the whole concert time of two hours could be reduced to 20 minutes and there would be no need for an intermission.

The conductor agrees generally with these recommendations, but expressed the opinion that there might be some falling off in box office receipts. In that unlikely event it should be possible to close sections of the auditorium entirely, with a consequential saving of overhead expenses, lighting, attendance, etc. If worst came to worst, the whole thing could be abandoned and the public could go to the *Albert Hall* instead.

(Reprinted for newcomers—since 1953—and we hope enjoyed by others as well.)



Dean and Susan Vought on a motor-bike in Bermuda, headed for Physics class to participate in live demonstration of centrifugal force and how it works.



One of our more conservative principals (who goes by the ominous malapropism of WAR) endeavoring to show his new airplane what it's supposed to do. After leaping through the air in a single bound, he plunged to the ground in four seconds flat, bloody and bowed, to the amusement of several hundred spectators gathered around the local land-fill with helium filled plastic garbage bags. He was last heard saying, through the spaces in his gums, "I may not have proved anything to my airplane, but I sure showed everyone that management consultants do *not* lead a dull life!"

SYMPATHY

Our sincere sympathy to *Linda and Carl Bham* in the recent loss of her father.

PERSONAL NOTICES

Linda and I would like to thank each and everyone of you for your prayers and concern during my hospital stay and convalescence at home. We are doing fine now, but it was you who smoothed the rough edges when we were in need. Thank you. *Linda and Charles Topping*

SEPARATIONS

Lyn Dueser • Ward Herring • Ted Lea • Mike Willett.

GEMS FROM LEADERSHIP SEMINAR

- You do not motivate people . . . you create conditions in which other people motivate themselves.
- How do you get cooperation? *Give it away!*
- Keep your human relations "deposits" ahead of your "withdrawals."
- When in doubt, always deal with people at the outset as though you knew them to be introverts.
- Make the other person feel important.

