

The



Observer

Vol. 5, No. 3

Published by and for the personnel of Kurt Salmon Associates, Inc.

September 30, 1974

KSA ASSUMES HIGH PROFILE AT BOBBIN/AAMA SHOW ...

The recently concluded Bobbin/AAMA show in Dallas (Sept. 11-13) was a generally good one for KSA—both in terms of business contacts made and strengthened at our booth, and in the extent to which KSA participated in the many meetings that took place during the week. Because we did seem to achieve such high visibility at this major apparel industry event, it is worth more detailed coverage than usual in the *Observer* (and that explains why this issue is a bit late. Apologies . . . Editor.)

To those unfamiliar with recent trade show history, it should be pointed out that the Bobbin Show (primarily showing production equipment) merged last year with the trade show formerly presented by the American Apparel Manufacturers Association. However, the AAMA still offers a full round of meetings and seminars by its various committees during Bobbin Shows. So it is somewhat like a three-ring circus, and the attendees (about 7,500 apparel executives from this country and abroad made it to Dallas) are kept running. So is KSA. . .

Exhibit

Expecting smaller attendance this year (the 1973 show in Philadelphia drew over 10,000), we cut our exhibit space to 20' x 40'. In it, the PR Dept. (*Dan Kennedy*) set up three conference areas, a rear screen projection unit, a 4' x 8' storage closet, several literature racks, and a desk. Some 18 officers and functional managers were scheduled to man the booth at various times during the three days, and another dozen staff support (Tech Info and PR) and TAB personnel were also present in Dallas.

Booth traffic at these shows tends to have more valleys than peaks—but the peaks can be exhilarating. At one time on the morning of the second day, there were at least 50 people in and around the KSA booth—ten or more watching our Casebook movie, five separate meetings with clients going on simultaneously, visitors pawing through reprints, talking about their problems, simply stopping by to say hello, asking for *Jack Murray*'s list of machinery highlights, asking for directions to other booths, or to the men's room, asking to use our telephone (four lines), or simply trapped in the crush and unable to get away. It was quite a crowd.

Interestingly, many old clients, friends, and alumni have taken to making the KSA booth a meeting place at these shows. So long as we have the room, we love it. They also like to leave their coats, cases, shopping bags and samples in our storage room. Together with our own cases, samples, etc., plus supplies of print materials, cameras, large bulky samples of goose down jacket linings, and souvenir rulers, the KSA closet is a dangerous place to stay. (A few years back, when one client went in to get his case, his foot became wedged between two cartons of Tech Info catalogs that had suddenly shifted. The poor fellow was trapped for two hours, but he got to know the Casebook movie sound

track by heart.)

Jill Steinberg's main job in the booth is to handle the phones and keep track of where people have gone. This year she added a few tricks: retyping *Jack Ullman*'s speech, arranging cab pools to the airport, accumulating tech info materials, and making lunch. She earns her keep.

Seminars

A second side of Bobbin/AAMA show activities are the seminars presented by AAMA committees. There were a half-dozen this year, and KSA played prominent roles in four of them.

The AAMA Marketing Committee presented a program on customer service which was chaired by *Ralph Ross*, and included *Dudley McIlhenny* as one of the speakers (using slides prepared by KSA). This session was well attended (about 180) and scored enough of a hit to be rescheduled for next June's Texpo.

The Management Systems Committee offered a program on preseason planning—Chairman: *Jerry Kavanaugh*. Again, KSA slides, a full house, and an enthusiastic reception.

A third program covered the role of mini-computers in manufacturing, and *Jack Murray* only participated in three of the presentation's five parts. *John Wilcox* also sat in on this program by the Apparel Research Committee of AAMA.

Finally, the TAC breakfast presentation (centralization and satellite plants) included *Karl Striegel* among its three speakers (the others were *Dave Billing* of Roydon Wear and *Dan Blicht* of Barrow Mfg.—both KSA alumni). This presentation has more elements of show biz than the others. Tickets cost \$20, and there is enough of a budget to go crazy with big screens and hundreds of slides—also made by us. *Joe Scheines* also spends some time writing the scripts for these galas. So almost everywhere one looked, there seemed to be a KSA man speaking at a seminar.

A Chair for Kurt

A highlight of the TAC breakfast was the announcement by *Dr. Lawson Pendleton*, President of the Philadelphia College of Textiles and Science, that PCT&S has established the Kurt Salmon Chair of Apparel Management. Part of the proceeds from Kurt's retirement dinner last June went to the college as seed money to set up a continuing program for supporting four-year studies in apparel management. It was particularly prestigious to have the announcement made before the largest audience (550) of industry leaders to gather in Dallas.

Our Own Thing

All the aforementioned programs were sponsored by AAMA committees. In addition, consultants were invited by the Bobbin Magazine to present Production Clinics on

Continued on page 6

KSA'S PRACTICE ... IS IT CHANGING?

By—Karl Striegel

Many years ago an astute individual observed that "the secret to KSA's success is dedication to doing simple things well." I didn't disagree with the observation and chose to interpret it to mean that we were dedicated to striving for perfection in the *basics* of industrial engineering/consulting principles. By *basics* I mean such elementary things as:

- Careful attention to detail in motion economy, product economy, etc.
- Strong emphasis on personnel aspects: sell yourself, sell your ideas, lead don't drive, listen don't talk, empathy, perceptiveness.
- Recognize that you'll be placed in difficult situations. It's up to you to get along with the client and client personnel . . . not vice versa.
- Put client interest first. Become totally involved. Act as though—and truly feel—that you are part of management.
- Stick up for what you believe is right, but be perceptive enough to know when to retreat. If you win a battle and lose a war, you have not acted in the client's or KSA's best interest. Know when to "live to fight another day."
- Reduce or elevate the conversation to the client's level. Remember our immediate client can be a bundle boy, a mechanic, an operator, a plant manager, or a Harvard Business School graduate. You must communicate on all levels.

This list could go on ad infinitum, but I think you get the message. *Basics* to KSA mean not only technical basics, but human basics . . . the ability to adapt and get along with people, the ability to put yourself in the other person's shoes and anticipate his reactions.

Lately, one hears how complex everything is becoming . . . the world, the economy, apparel industry, KSA's practice, each assignment. I agree that many changes have taken place in the past 30 years. Today, in order to act in the client's best interest, it is frequently necessary to look at *all* phases of his business to be aware of the interrelationship that takes place between marketing, sales, manufacturing, purchasing, design, etc. A decreasing percentage of our practice is the simple, single function assignment. So, I agree that today's world and KSA's practice is many faceted and, if you will, complex.

What is a complex assignment as KSA knows it today? To me, it is generally the result of a number of basic problems coming into focus at the same place and at the same point in time. To some, a complex problem requires a complex solution . . . and results in a report/recommendations which are always overwhelming, and at times, downright confusing. To me, the first step in solving a complex problem is to break it into its individual basic problems:

- Identify potential solutions for each individual problem and rate the solutions in order of desirability—all factors considered.
- List each problem/solution and determine the proper chronological sequence to recommend (considering client need, cash flow, ROI, client ability to absorb, etc.)
- Put it in proper report form, i.e., logical (always), profound (maybe), or simple, detailed, or broad-brush . . . here again it goes back to *basics*—know your client.

As I skim through today's letters of contact, proposals,

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Editorial Board: Mary Baach Joe Scheines
Jack Johnson

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surveys, reports, and intercompany correspondence, I get the impression that there is a tendency to find complex solutions for the complex problems encountered. I recognize the need for KSA to be profound and to stay ahead of the ever-improving client personnel in technology and technique, but I also recognize that we can get too far ahead—we can be too complex in our solutions if we don't recognize them and revert to addressing ourselves to the client's *basic* problems, both as they exist and as he perceives them.

KSA's reputation and practice has been built upon doing simple things well, as defined—*basics*. This has been a successful approach in the past and, in my opinion, will serve us well in the future. I hope each of us will approach our next assignment with this in mind.

KSA DO BRASIL SERVICOS, LTDA.

After several years of intensive effort and with various substantial assignments under way, we are now in the process of officially establishing a separate subsidiary in Brazil. We hope to be able to strengthen our position further with this move and to improve on the situation of constant contact and sales follow-up work.

Jean-Paul Freneat will be our "man on the spot" and will coordinate our Brazilian activities in the future. Initially, he will be responsible for the plant start-up project at Sparta, ably supported by Jacques Brault.

Centralized warehouse planning for Hering, engineering department training for DeMillus, management reorganization for DeMillus, and a marketing study for Alpargatas are other current projects, while in the pipeline we have a Phase II marketing study for Alpargatas, a major technical assistance program (\$200,000) for Alpargatas' shoe division, systems work for Moinho Santista, and more systems work for DeMillus.

Our chances for a solid start of our Brazilian company look very good, thanks to the efforts of many. Recently we have been ably supported in Brazil by Stig Kry, Bob Messinger, Bob Hagen (an old hand in Brazilian affairs), Ted Harless, Josh Taylor, Denys Williamson, Ken Osborne, Smiley Jones and Nort Eberly, not to mention all the excellent help we have received from fellows back here in the States.

Bill Williams has moved down with his family to start a one year plus assignment in Rio. We wish him and all future Brazilian hands good luck!

—Lutz Kohnagel

TENTH ANNIVERSARY

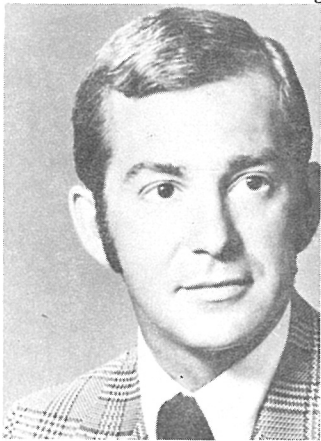
Congratulations to *Bob Messinger*—one of our Principals—on his first 10 years with KSA . . . September 27 was the date.

Bob's educational background is in psychology and business. He was recruited by *Abbie Jean Quick* for the Personnel Division, where he made many contributions before transferring to General Management and Marketing. While in Personnel, he was instrumental in developing our *Employee Attitude Survey* (still very much in use) and was responsible for having it computerized.

GM&M was an area of great interest to Bob, and he foresaw the potential contributions he could make to that division. Since his transfer, he has carried out a wide variety of assignments. There have been organization studies and various types of marketing surveys . . . he adapted the "attitude" technique for the Regal Paper Co. job . . . made some unique recommendations (which were accepted) on a hosiery packaging study . . . conducted job evaluation procedures for Cluett Peabody and for Savannah Foods which related to both executives and middle management.

As you can see, Bob's assignments productwise have been far-reaching . . . they are also far-ranging geographically, e.g., he was at DeMillus in Rio de Janeiro on his tenth anniversary.

Bob's mode of travel is not too different from those of his colleagues, except that as a result of one of his many interests, he carries it a step further. He is a car buff. He keeps up-to-date on the industry itself as well as design and marketing. We are told that he made a projection of the automobile industry, looking ahead five years, which is remarkably accurate. He is also a cartoonist of note, as can be seen from some previous issues of the Observer. Of course, Bob's No. 1 interest is his young son, Eric.



Coming Events . . .

October 15-16—Moulding Technology Conference at Georgia Tech; Chairman: Jack Murray.

October 19-21—American Footwear Conference, Atlantic City. KSA will exhibit.

October 21-25—ITEX (Textiles), Greenville, S.C. KSA will exhibit.

October 27-30—National Outerwear & Sportswear Association Show, New York City. KSA will exhibit.

November 13—HRD Seminar (paid), Dallas, Texas.

November 13—Carpet & Rug Institute Seminar, Atlanta. KSA will exhibit.

November 15—HRD Seminar (paid), Los Angeles, Calif.

November 20—Women's Wear Seminar (paid) at FIT, New York City.

November 21—HRD Seminar (paid), Philadelphia, Pa.

December 13-14—KSA Staff Meeting, Atlanta.

THIRD WORLD

By—*Bob Frazier*

KSA has made a commitment to pursue the logical international expansion of our specialized consulting services and capabilities.

The term "Third World" was originally applied to the lesser developed, neutral countries of the world. KSA has adopted the term to refer to the developing international markets for our services.

Because of the languages and geography involved, KSA has divided up the Third World into four regions:

- U.K. Region—Mideast, Western Asia and English speaking Africa.
- German Region—Eastern Europe and the USSR.
- Latin Region—French, Spanish and Portuguese speaking Africa, plus Greece and Turkey.
- U.S. Region—Latin America, Caribbean, South Asia and the Far East.

The responsibilities for planning and directing the marketing of KSA's services in the Third World have also been formalized. They include: *Richard Dunlop* for the U.K. Region, *Helmut Blettenberger* for the German Region, *Guy Vidal* for French, Spanish and Portuguese speaking Africa, except Algeria, *Bob Fitze* for Greece and Turkey, *Lutz Kohnagel* for Latin America and the Caribbean, *Bob Frazier* for South Asia and the Far East, and *Gerry Vercaemert* for Textiles.

The KSA services in demand in these areas seem to fall into three general categories: Planning and implementing new capacity, broad based industry studies for governments and development institutions, and upgrading and expanding existing operations.

We are currently quite active in Algeria, Brazil and Iran and are pursuing major proposals in Morocco, Turkey, Eastern Europe, Argentina and India. As our Third World practice continues to develop, we will be reporting on individual areas and projects in more detail.



A RATE SALE? So says *Bob Frazier*. Photo taken on one of his sojourns to Tanzania. Bob, third from speaker's right, seems relaxed for the occasion . . . no need to get up-tight over a rate sale.

SYMPATHY

Our sincere sympathy to *Veronique* and *Jean-Louis Lindstrom* (KSA-Europe) in the recent loss of her father.

NEW STAFF

Martin De Jong (KSA-Europe) . . . Age 26. Joined KSA July 1, according to contract, but actually started May 1. Amsterdam college: Hogere Technische School voor de Confectie Industrie "Mr. Koetsier." Worked one year as consultant with the Nederlandse Vereniging voor de Confectie Industrie (NEVEC). Hobbies: Horseback riding, chess, ice skating, reading.

Claude Reynvoet (KSA-Europe) . . . Age 35. Wife *Therese*. Four Children. Lives near Brussels. Textile engineering degree, Tournai. Six years with Werner Management Consultants in Europe and South America. Mostly in supply control and budgeting controls for textile firms, and worldwide surveys. Since 1972 with Levi Strauss in Brussels where responsible for implementation of EDP oriented and manual systems in supply control, distribution, warehousing and sales. Native language French. Fluent English and Spanish. Portuguese "fair" he says. Hobbies: Tennis, swimming, music, reading.

Daniel Rosbrook (KSA-Europe) . . . Age 27. Joined KSA April 29. Second class honors degree in engineering production at Birmingham University. Hobbies: Cricket, football, squash.

John Rutherford (KSA-Europe) . . . Age 25. Joined KSA July 1. First class honors BSC in mathematical science at Edinburgh University. Hobbies: Water skiing, motor sport, classical music, bridge and reading.

George A. Soffron . . . Age 23. Single. BSIE, June 1974, University of Massachusetts. 17 months' co-op experience in production, including production supervision in the construction and food industry. Hobbies: Tennis, skiing, golfing, woodworking (makes furniture...waterbed).

Robert (Bob) Steele (KSA-Europe) . . . Age 25. Joined KSA June 16. Honors degree in chemistry, subsidiary mathematics and German at Jesus College Oxford. Hobbies: Foreign travel, finance and accounting, do-it-yourself.

Miguel F. Zaldivar . . . Age 28. Wife *Maria*. Two sons. BSIE with honors, and MSE, Operations Research, University of Florida. Assistant Professor of industrial engineering and management systems department at Florida Technological University. Taught courses in industrial engineering, operations research and computer systems. One year as consultant for Peat, Marwick, Mitchell & Company, working on Orlando, Florida jetport terminal planning project. Fluent Spanish and English. Hobbies: Tennis, golf, handball.



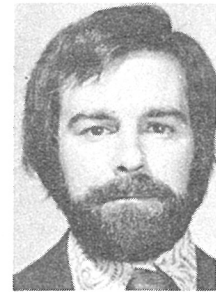
De Jong



Reynvoet



Rosbrook



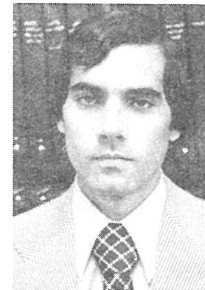
Rutherford



Soffron



Steele



Zaldivar

ABBIE JEAN QUICK HOSPITALIZED

All of you who were "discovered" by *Abbie Jean*, as well as other KSA'ers who have learned to respect and admire her, will be sorry to learn that our "Recruiter Extraordinaire" is ill. With her warm smile and charming manner, we expect to hear that she has convinced the doctors and nurses to work exceptionally hard to restore her usual, excellent health. We're counting on them, and your spirit, *Abbie Jean*, for a quick and complete recovery . . . No recruiting while in the hospital!

SEPARATIONS

Carl Bhame • *Don Flatt* • *Tony Greene* • *Serge Loussarian*.

KSA STEPS INTO SHOES...

KSA is getting a foothold in the shoe industry. Although no assignments are under way yet, several international projects are developing, and a major engineering project has been proposed domestically.

Shoes are a big business. In this country alone, about 600 million pairs are produced annually, with a sales volume of three billion dollars. About a third of domestic production is concentrated in just 10 companies. Several of these are conglomerates—like Genesco, Kayser-Roth, and Interco—for whom KSA has done apparel engineering.

The preliminary steps have already been taken. Following a promising analysis of the industry, *Smiley Jones* began visiting shoe factories and shoe equipment companies to gain firsthand technical knowledge. Meanwhile, through the efforts of *Ross Runnels*, who will direct our footwear activities, KSA attained membership in the American Footwear Industries Association. Unofficial word from that organization is that not much consulting is being done in the shoe industry, but more is needed.

Shoe manufacturing is a lot like apparel manufacturing. And it's a lot different, too. KSA has already encountered some of the differences and the problems they impose. *Smiley*, and several others, did a 30-month engineering project for *Amity Leather Products* recently. As a result, he and KSA hold a patent jointly with *Amity* for a cutting room device which automatically counts each piece as it is die-cut. About 30 of these machines are now in operation at *Amity*.

Currently, *Zeb Roberts* and *Jimmy Adams* are conducting a large project for *Hartman Luggage*, which also involves leather sewing.

"Our experience with leather sewing and material utilization is highly applicable to the shoe industry," *Smiley* explained. "About 25% of shoe manufacturing involves sewing operations."

The same kinds of engineering problems occur in leather sewing as in apparel sewing. But leather is harder to work with than woven goods. It won't stretch like cloth, mistakes are permanent, and repairs—when they can be made—must be made very carefully.

But cutting is a totally different animal. Only one hide can be cut at a time, avoiding scarred areas. Optimum materials utilization is more difficult because grade, quality, and thickness vary from one hide to the next.

"Due to the nature of the materials, there are more opportunities for production problems than in apparel," according to *Smiley*. "For example, fluctuations in humidity cause leather to expand or contract. If pieces are sewn several days after they are cut, they may not fit together properly."

After the leather pieces are cut, they are molded around lasts (forms) for each style and size shoe produced. Reducing turnaround time on lasts is one of the critical factors in maintaining profitability.

"The rest of the shoe manufacturing process is unlike apparel manufacturing, but somewhat like our previous leather product assignments," *Smiley* said. "What we know is highly applicable."

Another promising aspect of KSA's developing shoe market involves Canadian manufacturers. The Canadian government is providing subsidies for its domestic shoe industry, hard hit in recent years by imports. These subsidies include payment of 80% of consulting fees

incurred by Canadian footwear companies. After meeting with government representatives, KSA was placed on a list of recommended consultants for such work.

Other irons in the fire include a comprehensive survey of *Norwich Shoes*, a survey for *Alpargatas*, a large canvas and rubber shoe operation in South Africa, and some contacts with a major shoe manufacturer in Iran.

At home, other efforts are being made to bring KSA into contact with potential clients. KSA will have a booth next month at the National Shoe Exposition—The Bobbin Show of the shoe industry. *Smiley Jones* has submitted an article on "people problems" to *American Shoemaking Magazine* for publication in the near future. KSA will also present a seminar on Human Resource Development to the American Footwear Industries Association in December.

Watch the Observer for further developments.

LEAVE OF ABSENCE

Nelson Bahler and *Dave Perdue* are returning to school. We wish them well and look forward to welcoming them back.

MAGIC CARPET TO PERSIA

By—*Dickie Dunlop*

Nine knee-pinching, back-breaking economy class jet hours from London lies Tehran, capital of Iran, recent target for a KSA Anglo-American hit squad of *Dick Bath* and *Dickie Dunlop*.

The mission was controlled by *Dean Vought* and *Bob Frazier*, who had programmed the intrepid travelers to self destruct if there were no sales after 10 days.

As the seconds ticked away, *Bath* and *Dunlop* walked the Tehran streets in temperatures of 100° Fahrenheit with big *John Sueke*, our undercover man in the city, entertaining small groups of Persian textile and apparel kings with extempore readings from KSA brochures and selected passages from (non-confidential) client manuals. This was followed by recitations of the client list in blank verse leading to the grand finale when Swiss authorization forms and free ball point pens were handed out to help the KSA Third World autograph collection.

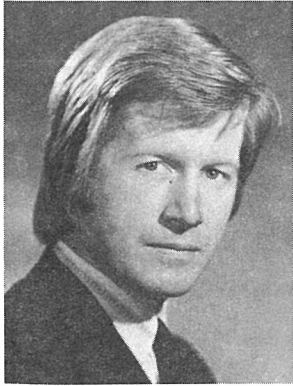
The results were cataclysmic. Not since the reign of *Xerxes 1st* were there such scenes. Patient queues of Iranians lined up, completed authorizations in hand, to apply for KSA client status. *Dunlop* and *Bath*, using special Third World statistical quality control techniques devised by *Bob Frazier*, whittled down the candidates to a lucky two (one said he'd pay in advance). The KSA High Command was consulted by satellite and after their usual deep thought approved the choice.

The heat was off at last.

Naturally, the opposition was not idle while these great events were unfolding. A band of desperate international consultants hijacked a taxi cab and drove it into the KSA team, while on its peaceful way to a sales prospect in downtown Tehran. Fortunately, casualties were slight but *Dick Bath* was heard to use some little known Anglo-Saxon words to exorcise the evil eye.

Postscript to KSA Ladies whose menfolk may go to Iran. You will be relieved to hear that Persian girls are rather plain. Plain, that is, in their intention to make the maximum use of their classical dark-eyed beauty and delightful configurations to ensnare the male. But not to worry, girls, we give our chaps pills for that.

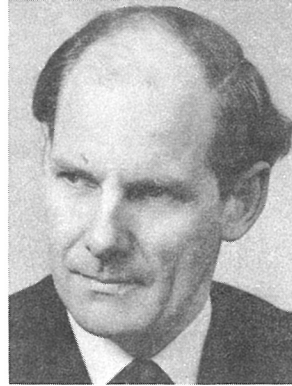
Promotions. . .



Harry Lack



John Beddows



Dickie Dunlop



Jean-Louis Lindstrom

Harry Lack, who has been looking after our apparel practice in U.K., becomes U.K. Regional Director. He is responsible for total business success of our practice in the U.K. Region, which now includes U.K., Eire, Scandinavia or the English-speaking developing countries near Europe. Harry is a member of EUROCOM, our European Executive Committee.

John Beddows has been given the responsibility for AMMD in the U.K., and has very successfully managed our Irish practice for the last three years, which is, of course, the major part of our current practice. John will be liaising closely with USA and opposite numbers in the other European Regions to help us get the U.K. experience fed into other regions and vice versa.

Dickie Dunlop has been doing an increasing amount of general management consulting in the apparel industry and now, in addition, has been given the responsibility for marketing our services in the "Third World" developing countries which speak English in the European area. He is already very active in Iran and will increasingly be seen in Egypt, Nigeria and similar territories. He is rather active in Israel too!

Jean-Louis Lindstrom came to KSA-France in 1972 with

six years' experience in the clothing industry (Honeywell in France). He and his charming wife, *Veronique*, and their two boys live near Lille in Northern France.

In his relatively short but highly successful career with KSA, Jean-Louis has done a great deal to establish our systems practice in France with a number of successful manual planning and EDP oriented assignments. With a minimum of assistance, he has been working on his own and is nowadays involved simultaneously in several assignments.

Jean-Louis has also been actively involved in our planning seminar, has organized an EDP Terminal Demonstration and has just completed an EDP seminar for the apparel industry. His past contacts in the industry have also permitted him to play a valuable role in our selling efforts, and together with *Guy Vidal* and others has managed to oversell himself to the point where we could consider recruiting additional, senior specialized consultants for building up our systems division in France and Iberia.

We wish Harry, John, Dickie and Jean-Louis every success in their new responsibilities which will considerably strengthen our U.K. practice at a time when the U.K. business and political scene is unpredictable and extremely difficult.

Bobbin/AAMA—(Cont.)

the last morning of the show. KSA's topic was "Sewing, Finishing, and Quality Control," and we rounded up a dozen TAB members to sit as a panel of experts in the major garment categories. The program was wide open—questions from the audience on any phase of the subject.

Despite the presence of all that engineering firepower on the dais, and machinery representatives in the audience, half the questions concerned turnover, absenteeism, and other facets of people problems. *Howard Cooley*, serving as ringmaster, deftly converted them into SPM's and SAH's. He also asked the audience of 200 whether they preferred the informal Q & A format to formal presentations, and the vote was overwhelmingly in favor. Having by that time already seen some—250 KSA-prepared slides, who could blame them?

Behind the Scenes

Another highlight of KSA's show-week activities is the publication of "Jack Murray's list." Two or three days in

advance, before half the exhibits are up, Jack roams the floor to gather information on new equipment. He stays with it right up to the eve of the show—and sometimes right on through the opening.

Originally prepared to guide KSA personnel and the executives of a large client company to the highlight exhibits, Jack's list is now on almost everybody's list, and we reproduce 500 copies. But it is a Herculean effort, involving much overnight rush work and many bouts of hysteria, threats, recriminations, and anguish. Indeed, last year's list was "the last one we're doing..." So is this year's.

Obviously, a great deal of effort goes into each show. We feel it is worth it; that KSA's prominence at so many different events is further proof that we are the best and largest apparel consulting firm, and are recognized as such by the industry. Sometimes it takes years to realize the benefits from such efforts—and sometimes it is almost impossible to trace a connection between sales results and their causes. But anyone who was at the Dallas show this September knew that KSA was there.

Functionally Speaking . . .

AMMD

Top Apparel Manufacturing . . .

Top AMMD Client

In the recent Performance Profile, the leader on return on invested capital was *Jack Winter*. This company also found itself in the top three on net income on sales, return on total assets, operating margin, and gross margin.

The Jack Winter Company has introduced some dramatic marketing and merchandising policies during recent years and they have done an excellent job of having the "right looks" at the right times. It is difficult to determine whether this marketing success or the fact that they have an extremely low cost of goods sold is the reason for their excellent financial performance—probably it is a combination of the two.

Our involvement with them began with a PD incentive installation by *Jim Giddings* seven or eight years ago. Then for several years we did a little work on the periphery of manufacturing—doing garment analyses and making recommendations for surveys, etc. Another consulting firm was getting a good bit of business from them in manufacturing. About two years ago we did some detailed analyses on their blazer line and on their slacks and pointed out substantial manufacturing improvements and reduction in cost through construction changes.

When they saw the need for additional production, they turned to us for assistance in starting a new plant in LaCrosse, Wisconsin. This very successful project was handled by *Ted Horsley* and *Bob Malburg*. Bob then made a survey of their shirt factory in Junction City, Louisiana, and as a result of this survey they have made about a 15% reduction in SAM using their own engineers and some guidance from us.

Meanwhile, *Richard Lusk*, *Frank Armistead*, and *Tom Prox* have been successfully completing an "impossible" assignment in their "sew everything" factory in Bainbridge, Georgia. This, their only ILGWU shop has had a history of very difficult labor relations. The last two rate changes management had made precipitated walk-outs putting the entire work force in the parking lot. The project there, nearing completion, will result in a more than 25% reduction in piece rate costs with only the smallest ripples of labor discontent.

John Harry took a look at their cutting operations in Warren, Arkansas, and he and *Gary Roby* are starting a central cutting and cutting incentive engineering project there soon . . . *John Wilcox* and *Frank Armistead* have been authorized to begin a company-wide, work-in-process control program, and we expect authorization soon for the sewing room in Milwaukee—the first one we proposed years ago . . . We will have some peripheral involvement with their installation of CAMSCO automatic marking, and they are interested in the use of mini-computers for production control when the "state of the art" is ready for them.

AMMD is rather proud of the perhaps small part that we have played in the success of this company and in the fact that they continue to call on us for additional services. Most important, perhaps, is that they manufacture a really

terrific product at an attractive price. KSA ladies, take note . . . KSA men, tell your wives to have a look at Jack Winter's line next time you're shopping. —*Howard Cooley*

HIC

(*Editor's Note:* The major portion of activities submitted by HIC will be tied in with a major article in next issue.)

HICcups and Burps

HIC conducting Emergency Room study for one of largest Atlanta-area hospitals. . . *Pete Paddrik* drawing "hard" assignments: first, lower East Coast of Florida, now lower West Coast of Florida. . . Exhibit at American Health Congress in Chicago had good traffic. . . Latest mini-brochure, on Nursing Service, attracted heavy response. . . Long-range planning project in New Jersey highly successful; local planning agency now requesting assistance. . . *Ruth Duke* enjoyed vacation trip to California. —*Eric Bossak*

HRD

If you look closely at the large crowd of consultants, you will spot the HRD specialist. He is the one with the big stack of used air line tickets, worn out shoes and puzzled look on his face. He is trying to figure out what all those other guys are doing *now*, with their newfound enthusiasm and love for HRD services.

It is not quite that chaotic but sometimes it seems so. With more and more people involved in the implementation of HRD services, fresh perspectives and new points of view have stimulated our growth and development at a very satisfying rate. For example, year-to-date '74 attitude surveys have been conducted for 12 companies involving 22 plants, and all but two of the surveys have involved consultants from outside HRD.

The HRD specialist is staying busy, too. *Lee Ozley* is wrapping up programs in two textile mills that have included employee involvement programs that promise to serve as models for the kinds of productivity improvements and turnover reductions that can result from getting the people involved. These projects have also included orientation programs which have had a significant effect on early employee turnover. *Buddy Ruppenthal*, in addition to managing projects from mills to mines, is in the process of reorganizing a knitting firm, one of several Wisconsin clients. . . *Greg Murphy* is traveling around the country with his bag of tricks—an operator training and personnel program at Eddie Bauer in Seattle, an attitude survey in Alabama, an AAMT program in Tennessee and another in Sanger, California. . . *Bob Langley* and *Bruce Peters* are installing a comprehensive supervisory training and organization development program at Tropical Garment in Tampa.

All of this has resulted in \$446,252 in HRD fees so far in 1974 and an 11% increase over last year. This should be our best year, but with all the able assistance we are receiving, we fully expect 1975 to see yet a more rapid growth rate.

On the P.R. side, we are planning several paid seminars

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on HRD, using the same format as one recently held in Nashville. They will be held in Dallas (November 13), Los Angeles (November 15), Philadelphia (November 21), and Atlanta (date not set). We will warm up with a one-day seminar for Vanity Fair executives, including five division presidents, in October. If you have a client you feel would profit by such a seminar, send him our way. —Ron Brockett

PHYSICAL DISTRIBUTION

A wide range of projects are under way by PD personnel, including the NY Garment District Transportation Study, several facility planning jobs, incentive engineering, and feasibility studies. While business overall has held quite well, there is a noticeable slackening of interest in building new distribution centers. Our PR efforts, therefore, are focusing on the services which we expect to be most attractive in the present economic climate, e.g., warehouse productivity improvement, transportation studies, and improved utilization of existing building.

Ubiquitous *Dwight Totten* reports two dubious accomplishments during recent months:

As the proud owner of a new Venture 25 ft. sail boat, he immediately set about re-engineering the mast for increased performance. The accompanying picture shows the results of his nautical design skills (Editors note: Dwight's faux pas has been replaced and the new reinforced mast works almost as well as the original.)



Traveling back to Atlanta from Waco recently with *Nort Eberly* and *Bob George*, Dwight ripped his pants in an extremely revealing spot while rushing to make a connecting flight in Dallas/Ft. Worth. Witnesses swear that Dwight and Dwight alone delayed the plane's departure for five minutes while he changed pants in a nearby vacated loading ramp. —*Jim Giddings*

PUBLIC RELATIONS

After an unusually busy first half, the PR Department eagerly anticipated the restful hiatus that summer promised. No rush deadlines to meet for a while; lots of time to catch up with the April and May trade mags, and to make thorough plans for the fall. It was fun while it lasted. By 2:30 p.m. on July 9th, we were up to our ears in the same old mess. . .

Three major PR efforts for the year—the Annual Turnover Survey and the Financial Performance Profiles for Apparel and Textiles—made their appearance in July and August.

A number of writing projects were also completed: two

HRD items for the National Outerwear & Sportswear Newsletter, an article on yarn quality for *Knitting Times*, a Bulletin on quality control, articles on time-sharing systems and warehousing for the *Bobbin*, plus articles in the *Industrial Launderer* and *Carpet & Rug* magazines come to mind. There were probably others; speeches delivered at seminars have a way of turning up as articles months later.

Dan Kennedy went off to Adamsville, Tennessee to make a Casebook film of Harwood's new collar section, and picked up extra footage for a basic training film on shirt manufacturing. Despite the fact that a second camera had to be flown out from New York after the first one broke, the film turned out fine.

Most of the summer was spent preparing for fall—particularly the Bobbin Show (full details elsewhere in this issue). Complicating matters somewhat this year was the fact that the PR Department, also called in to help with two AAMA committee presentations in addition to its usual work for TAC, got one of those requests to knock out a new brochure (trumpeting our world-wide services) in time for a mid-September seminar in Iran, and (we still don't know how it happened) found itself in the tour-planning business.

This is a fascinating game, making arrangements for KSA's European clients to visit U.S. garment plants on their way to and from the Bobbin Show. One of the more interesting gambits (four or more can play) goes like this:

First Player (*Fran Preston*) calls NY from Atlanta to read Telex from Zug, asking "Where Iten will stay Tuesday?" Second Player (*Jill Steinberg*) relays question to Third Player (*Joe Scheines*) who says, "Ask *Howard Cooley*; he should know." HDC not a player and being out of touch, Third Player then asks Fourth Player (*Ross Runnels*) to relay question to Fifth Player (*Jack Downie*) when he next calls Downie in England. Fifth Player claims never to have heard of Iten, or Tuesday. While Third and Fourth Players roll dice to determine who will Telex Zug, Sixth Player (*Don Johnson*) calls with info: "If it's Tuesday, Iten will be in Vernon, Texas." All other players drop out of game at this point. Johnson wins.

But *does* he? On Tuesday, while *Werner Iten* and lovely wife *Marguerite* are in Dallas, Don peers down lonesome track of Vernon, Texas, railroad station, determined to give up the game in favor of Russian Roulette, where the odds are better.

(Don't ask where Iten went on Monday, or why the sixth member of the Marks and Spencer ladies' wear group wasn't in Farmingdale, Long Island, on Friday, or why two visitors from Lebole went to Philadelphia on their way from San Antonio to Dallas. It's all a bit much. . .)

—*Joe Scheines*

RETAILING

On Thursday evening, June 27th, five KSA men were in San Francisco on retail consulting business±. Such a concentration of manpower for retail activities was (and still is) unprecedented in the USA. *Mike Barnes*, *Jack Fitzsimmons*, and *Jim Giddings* had started The Gap Stores' assignment earlier in the week and *Stig Kry* and *Louis Carroll* arrived on Thursday to join JIG in a meeting with the top executives of a large Oakland department store the next day.

Speaking of The Gap, they have become a solid KSA client with three assignments under way or about to start in physical distribution and information systems. They are Levi Strauss' largest customer and are rapidly starting new

stores in most of the major U.S. cities. With their heavy advertising budget, The Gap is rapidly becoming a well-known retail success story. They are a welcome and valued addition to KSA's retail client list.

Meanwhile, on the East Coast, *Ted Harless* and *Pete Ehlinger* are doing a site location and facility planning assignment for a New England apparel specialty chain. This, too, is an unusually good assignment because the company is situated in the Northeast where KSA's potential is probably greatest and the results of our work will be highly visible, e.g., a new alterations service center will likely be built.

Our rather intensive retail PR program seems to be paying handsome dividends both in the number and quality of responses that have been received. An ambitious PR program will be continued through 1975 by which time it is expected that retailing will be making a significant profit contribution.

Through eight periods, retail fee income for 1974 is running about 25% over budget. We expect to continue exceeding budget for the remainder of 1974 and project a minimum performance of 30% over budget for the year.

—*Jim Giddings*

KSA TEXTILE WORK SPREAD FROM CANADA TO ALGERIA

A whistle stop tour of the Textile Division's activities would require a trip from Canada to Algeria, via Puerto Rico, and with many stops in between.

Beginning in Sherbrooke, Quebec, our first stop is Bruck Mills, where KSA is helping the firm to set up a modern knitting operation. Starting with a model set of 52 knitting machines, KSA is giving Bruck improved and updated practices and procedures. This work was preceded by a fixer training program. Eventually, the work will encompass approximately 150 machines.

Other knitting projects in Canada include a warp knitting, dyeing, and finishing feasibility study for The Nalpac Company in Montreal, and an overview of equipment, manufacturing, operations, and sales at Electro-Knit Fabrics in Montreal and Winnipeg.

On a rare day off, the knitting stalwarts could take a busman's holiday to Cornwall, Ontario where the carpet and rug division is working on a project for Caravelle Carpets. The job here, a manufacturing audit to study production improvement and expansion possibilities, is under the auspices of a Canadian government program known as the Program to Enhance Productivity (PEP). The carpet and rug division is waiting for the government's approval to do a similar study for Coronet Carpets in Farnham, Quebec.

Heading West into Wisconsin, the home of cheese, milk, and half the PR department, we come to Wigwam Mills, where KSA is working on a supervisory development program that applies both to the supervision and the management of the mill.

We are also developing departmental labor controls at Wigwam. This includes establishing production budgets and goals, and then selling them to supervisors as manufacturing tools.

Further, a management audit is under way for Wigwam to help the company define management duties. This will be followed in October by a financial long-range planning study.

Not far away, at Crescent Woolen Mills, KSA has been putting in an incentive program for the woolen spinning

operation. Russ Goddard was involved in the project and will be heading for the Camel Hilton in Algeria in October.

Moving on a little to the South and a lot to the East, we come to Bloomsburg, Pennsylvania (Hugh Tannehill swears it's a day-and-a-half from anywhere). KSA work here, as part of an overview, involves helping Magee Carpet Company here and in Perry, Georgia with material control and yarn handling problems in raw materials.

From Bloomsburg, it's about "a day-and-a-half" to Milford, Delaware and Tech Knit Corporation. The establishment of a fixer training program, as well as a manufacturing survey that will pinpoint areas for improvement and production buildup, has earned KSA front page coverage in the *Milford Chronicle* (photo of newsmakers Mac Ryland and Sam Morrah to come in the next issue of *The Observer*).

The train heads due South from here until it runs smack into eastern North Carolina and any one of five National Spinning plants and even more KSA'ers. Seven staff members have been shuttling between the Kinston airport and wherever, participating in a cost effectiveness study of all staff functions at National Spinning.

It's not too far from National Spinning to Marion, North Carolina, where KSA is working with Marion Manufacturing Company. We have installed a manpower planning program there and are assisting them with operator training. The effectiveness of the company's industrial engineering staff has also been audited as part of the project.

Staying in North Carolina for one more stop, the textile division has just secured a major project for basic organization and staffing at Kayser-Roth's Hosiery Division at Burlington and New York City.

Turning back to the South, our next stop is Jefferson, South Carolina, home of Caro-Knit, Inc. Staffers have been involved in a whole mess (as they would say in South Carolinese) of HRD work there. The programs installed include supervisory development, attitude surveys, post exit questionnaires, group goal setting and job enrichment.

From Jefferson, it's a short trip to Lyman, South Carolina and Lyman Manufacturing Company (a division of M. Lowenstein). The project includes setting up a multiple discipline task force (for engineering, training, production management, quality control, production planning and scheduling), and establishing measures of production and quality. Also, we have done a new layout for their color shop and started a training program for the screen print machine crews.

Heading to Crompton-Leesburg (Alabama), a brand new velveteen spinning and weaving operation, the Textile Division has assisted in the start-up of this plant, probably the largest of its kind in the world. KSA work here has included a personnel installation, videotape orientation program, and operator and supervisor training.

A short ride to the Northeast from Leesburg brings us to Chattanooga. Textile systems is here, at the general offices of Standard-Coosa-Thatcher, working on the implementation of a computerized standard cost system.

And now into Georgia, where a zigzag course takes us to Galaxy Carpet Mills (Dalton), Southern Waistbands (Winder), John P. King (Augusta), Thomaston Mills (Thomaston), WestPoint Pepperell (the Valley), and Swift Textiles (Columbus). Naturally we must make a brief stop in the Atlanta Office to review the work on a CRI Product Mix Seminar in November, the planning of a booth for the Catawba Valley Hosiery Exhibition (October 8-10), ITEX

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(October 21-25), and an open end spinning study for the American Yarn Spinners Association.

At Galaxy, textile systems is busy with a conceptual design of a management information and control system. This project includes order processing, production planning and control of raw materials, sale and profitability analyses, and cost accounting.

One textile staffer is doing consultant retainer work (of all things) at Southern Waistbands, where the project is aimed toward cost improvement, job evaluation, and material controls.

At John P. King, work in AAMT, supervisory development, manpower planning, personnel installation, and videotape orientation is moving along smoothly.

At Thomaston, the textile division is currently coordinating and advising in the training and development of all industrial engineers; developing a videotape orientation program; and working on a production planning and analysis system for the finishing division. Eventually, HRD work at Thomaston will include manpower planning, operator training, and production improvement programs.

From here, we go to Puerto Rico where KSA knitting is conducting an overview of manufacturing, marketing, financial, and management information facilities at Wynnsott Company.

Next, we're off to Algeria via the KSA-to-Paris-to-Algiers Underground Express. All staff men there will be helping the Algerian government to develop its textile industry. Quite a plum for the Textile Division!

Gerry Vercaemert, supervisor of the Algerian project, makes good use of his "ample spare time" (anything over 30 minutes a week for KSA men) participating in seminars, and promotion and sales visits in Athens and Teheran.

As you can see, from Sherbrooke to Algeria, and from Bloomsburg to Columbus, the Textile Division is involved in a wide range of activities that cover many functions. Its fine reputation has grown steadily since KSA expanded into the industry, and its wide exposure is sure to bring even more business.

TRAINING & PROFESSIONAL DEVELOPMENT

The June class of six new consultants and two summer "interns" (all AMMD) finished August 1. They are now on in-plant training assignments ranging from Seattle to Miami, with the exception of *Fernando Silva* and *Phil Vercaemert* who are back in school at Georgia Tech and N.C. State, respectively.

During August a client resident class was held for nine men from seven different firms which included manufacturers of shoes and ties. . . A Principals' training class was held in early September for men promoted to Principal during the past 12 to 15 months. . . And another KSA Atlanta training class began in mid-September for those men introduced elsewhere in this issue.

In addition to these comments on activities, *Bob Pee* requested *Al Durany*, a recent trainee, to give us the following.

A New Man's View of KSA's Training & Professional Development

Many thoughts about his orientation and training occur to a KSA "rookie," as he enters his fourth week on a training assignment. It is a fine time to review and consider his development in terms of applicability and adequacy. Also, after several weeks in "L.A." or "So-So," a man is

reassured if he can reflect and know that his presence in the KSA family is valued. These thoughts are on his mind as he recollects his training.

The AMMD training program seemed a bit disorganized this summer. Scheduling difficulties abounded; proper topic sequencing was impossible. (Editorial observation: The reasons for some of the disorganized practices were the extended plant-closing at Roswell, and normal vacation schedules.)

The trainee's concern over scheduled jumbling became irrelevant upon arrival at the training assignment, however. What became important was that *all the information had been presented to us!* The Atlanta curriculum was quite comprehensive and was absolutely pertinent to the trainee's initial endeavors. Training manuals now serve as excellent reference books.

One other particularly positive, stimulating aspect of the Atlanta class was its participatory nature. The new man is invited to express his viewpoints and to contribute in a no-risk forum. This had a dual effect: First, it certainly motivated interest, and secondly, it reminded us that our principal business dealings are with people. The consultant must be attuned to personalities and situational conditions. Our training moments spent conjuring tactful evasions(?) to "zinger" questions or situations have been invaluable to this trainee. I now know much better when to "think" or "run."

During the Atlanta class, it seemed that excessive time was allocated to KSA procedural orientation. In retrospect, my thoughts are unchanged; however, I am appreciative of the sincere concern that *Bob (Pee)* and *Bill (Cameron)* demonstrated in introducing the class to KSA. Their efforts, combined with the comradery among trainees, reinforced my pre-employment feelings that KSA was for me. And it is most likely to stay this way. . . Training and Professional Development has a promise to monitor KSA men throughout their careers. My discussions with long-term KSA'ers confirm this commitment. Overall, this new man's view is that Training and Professional Development rates three loud "bravos!" — *Al Durany*



BIG-TIME CONSULTING. If you've got a good system, you can get your picture taken with a pretty girl. At least, that's the story that accompanied this photo of *Stig Kry* and *Josh Taylor* (he's the bemused one on the right) shown flanking *Miss Universe* (no other name mentioned). *Stig* and *Josh* were visiting *Kayser-Roth Hosiery* when their big chance came along. *Miss Universe* wears K-R socks.

EUROPE—GENERAL

August is known by the newspaper business as "The Silly Season," and at this writing one could be excused for thinking it is the silly season for consulting too. What do you make of the following mix of news?

- Europe had by far its highest income in a single period in Period 7 (\$322,000—equivalent to around \$350,000 at 1973 exchange rates.)
- Sales for the year to date are 60% up on the same period last year.
- The pundits declare that the British economy with 20% inflation is about to collapse.
- Two countries in which we have developed a healthy market in the last two years (Turkey and Greece) are almost at war with each other.
- The Portuguese and Italian economies are in a state of turmoil with hyper-inflation and political uncertainties. KSA is doing well in both places.
- We are about to benefit from the successful entree into the Iranian market.

I cannot forecast anything sensible under these conditions, and yet each month brings more solid achievements in both the selling and execution of our work in all areas and functions. We cannot be immune from the changing environment, and it is anyone's guess what problems and opportunities these will bring. But it seems to me KSA is developing the three keys to prosperity in such an environment.

Constantly improving the depth and breadth of our apparel practice.

Diversification into retailing and textiles, as a start.

International strengths which will provide new opportunities in the Third World.

We are trying hard to strengthen our organization in Europe to achieve our part of these objectives, with increased liaison with USA.

—Stuart Hollander

U.K. REGION

At the time of writing, the U.K. economy is drifting through an Indian Summer, Watergate and its aftermath, and the start of the football season occupy most commentators' thoughts and overstuffed warehouses and heavy pressure on companies' liquidity seem to be waiting until after the holiday season to come back into fashion.

We have some problems with soaring costs and our efforts to contain them are only partially successful to date. The decisions to pursue the Scandinavian and Third World markets have caused extra expense, unbudgeted at the beginning of the year, but we believe that the investment will be well justified for our results in 1975.

Sales in the U.K. are quiet, although we have good prospects. We have had some signs of resistance, at least one substantial proposal has been deferred by the manufacturer's uncertainty about the economic conditions in the autumn. *Dickie Dunlop* has reported elsewhere on the current state of the English speaking Third World . . . large prospects are on the horizon there. We are also having some interesting and potentially valuable contacts with Scandinavian companies, and these contacts we hope will help to spread the risk of major recession problems next year. Ireland continues to be strong and interest in the engineered jacket is also giving us opportunities for sales.

We have three new men who joined us in June/July, all

in AMMD; and we look forward to their making an early contribution in the autumn.

—Harry Lack

GERMAN REGION

The success in building our AMMD practice on the European continent is due, in no small degree, to the efforts of *Fredy Hollenbach* during the last 12 years. Fredy received a unique offer to become managing director and partner of a small, but nevertheless well-known German menswear manufacturing company, and he has decided to leave KSA. It will be very difficult to replace Fredy and we'll have to work hard on it. We do wish to express our thanks for his efforts in KSA's behalf, and to wish him all the success he'll need to run his new company.

Looking to the Third World—which means Eastern Europe, as far as the German Region is concerned—*Helmüt Blettenberger* has made some good contacts. We have proposals under way in Hungary, Bulgaria, Yugoslavia (value about three-quarters of a Million DM = \$300,000, with a probability of 50% — 60%). We have a representative there (*Jack Moos*) and we hope his efforts in that region will add more dollars. In our home territories—Germany, Austria, Switzerland and the Netherlands—we are now enjoying good business again.

It will be of interest to you that the Dutch Government has decided to spend about \$20 Million to support the Dutch textile and apparel industry. The objective is to find out what the market really is, who to help in the industry, and then to help immediately. KSA is among the four consulting companies the Government has recommended. In September, we shall have our first meeting with the Dutch apparel association to set up things. We believe we will get a good deal of work that has to be done there . . . a bit we have done already with Macintosh, one of the biggest manufacturers in the Netherlands.

Last not least, I would like to point out a new development in the EDP field. *Peter Riebel* at Cruse (one of the oldest clients) has developed a production planning program of high quality. This program handles a planning period of about six weeks and considers the necessity of economic cut orders, cloth in stock or incoming from suppliers, deadlines of customer orders, as well as capacity and bottlenecks. Peter has been with KSA two years now, and I would like to compliment him on this fine piece of work.

Another excellent example of how KSA's full service works is shown in a recently completed, multifunctional survey (AMMD, AMSD, GM&M, EDP) at Val. Mehler, Fulda. This approach has so completely convinced the client that he authorized the next step spontaneously.

—Hans Horst Hensche

LATIN REGION

At this writing, we are in the middle of southern Europe's annual holiday season. We were extremely busy with a lot of inquiries and interesting new projects coming up just before everybody disappeared. It looks as if we are off to a good start for the fall season, and our own optimism for KSA is only tempered by the rather uncertain and generally fairly pessimistic economic and political outlook, particularly in Italy.

Good news, again tempered by potential political problems, is the sale to OECD in Paris of a seven-man-months study of the Turkish textiles and apparel

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industry and its export potential into the common market countries. We believe the time available will permit us to do an impressive report. The terms of reference of this study include public presentation to the government agencies, the press and industry in Turkey.

Jacques Compain-Tissier has lived through the Cyprus war and the Greek change of government on an assignment in Athens. At Clemart he was carrying out a five-week productivity increase crash program in an existing factory and preparing the transfer and a future engineering program in new premises. At this writing, communications with Jacques, who has his wife, *Michele*, and two children with him, have been possible only by TELEX.

One of the most pleasant aspects of KSA's activities in the Latin Region is retailing. The assignment at COIN (Italy) is going extremely well and an important distribution study has been sold, following our initial work involving the planning of two separate warehouses. The buying study for SAPAC (France) is also going well and has already permitted us to talk to apparel manufacturers from the retailers point of view. In France, we are also in contact with Printemps and Redoutie, and are fairly hopeful that both of them will authorize assignments in the near future.

Sales and profits for the first seven periods have been excellent in the Latin Region, despite the fact that our overall utilization is still too low because of unbudgeted lost time—includes a lot of traveling. We hope that our cautious optimism will be justified by the results at the end of the year. I know that all principals and staff are working extremely hard to achieve this.

Our company in Italy and the Milano office have now been closed. We are operating in Italy out of our new Chiasso office. Miss *Alma Filpa* is managing that office. Besides her native Italian, she is fluent in both English and French.

—Bob Fitze

Congratulations!

Weddings

It's official! The marriage of *Nicole* and *Denys Williamson* did, in fact, occur on August 31 in Montreal. As long ago as December, 1973, we erroneously announced that *Denys* and a French-Canadian girl (*Nicole*) were married, so we are particularly pleased to report that they are honeymooning in Newfoundland "far away from phones and airports," to quote *Denys*.

Other newlyweds are *Barbara* and *Gary Roby* who were married August 3. . . no details, just that their address is still unknown!

Much happiness to the *Williamsons* and *Robys*.

Births

To *Bonnie* and *Bob Frazier*, a daughter, *Taney Faith*, June 25. (Bob was scheduled to present a report to EXCOM. He called on the 24th with the message that the baby was to be born at 8:00 a.m. on the 25th and that he would come to Washington that afternoon. Bob can now tell his young daughter that she was not the least bit interested in whether her father attended an EXCOM meeting. . she kept everyone waiting!). . . To *Linda* and *Dan Schmierer*, a son, *Erik Daniel*, their first child, July 20. . . To *Erika* and *Wilfried Luetzteke*, their second daughter, *Anja* August 7. . . To *Kathie* and *Tom McCain*, a son, *Ian Patrick*, September 16.

CORPORATE OFFICE MOVES TO ATLANTA

Many of our nomads have sung the blues of calamitous moves in the past, but after the unbelievable move of the corporate office in June you may, in the future, receive a reaction like this: "You haven't experienced anything. . ." or, "You have our complete sympathy and understanding. We've been through it!"

We are sorry some of you were inconvenienced during that period when everything pertaining to the workings of that office were on a moving truck. . . "somewhere."

Lest you think the preparation for and the actual transporting of furnishings and people was all bad, we'd like to tell you about the goodbye party for *Mary* and *Bill Schenke* given by a "Traveling Dinner Group" of 18 years. They were presented with a variety of gifts and this poem:

In Atlanta
You'll need new clothes
Something long and loose
Strikes fashion's pose.

The lines are simple,
The color white.
Too formal for day,
But so right for night.

Note the lilly-white hood
That comes to a peak.
'Twill shield you from chills
And radical chic.

The classic monogram
Will be your guard,
Keeps flaming crosses
Out of your yard.

Wear this gown
As you sally forth
And remember your friends
In the liberal north.

(Gift: Ku Klux Klan outfit)

Other gifts: An assortment of Confederate Flags, a toy telescope for "scrutinizing your neighbors," a plastic terrapin with a note "Remember the Terps" (Maryland football team), a 1953 map of Atlanta marked "Don't get lost," a Delta Airlines folder marked "The way back to your friends;" a note admonishing them to feed the Governor properly when he comes to dinner, accompanied by a box of hominy grits, and cans of black-eyed peas and turnip greens; another note reading "Atlanta in '75" — when they threatened to come with more grits for the menu; a carpet bag filled with crackers — and more.

There were also treasured gifts: A painting from the group and a leather scrapbook presented to *Mary* at a small party in the Roosevelt dining room at the Blair House, with her name, the Blair House and the dates of her position there inscribed thereon. They also gave her a book "Children of Pride" about a Georgia family from pre-civil war times through the war and reconstruction. As you can see, the Schenkes were prepared for taking up residence in Georgia.

What's it like in Washington these days?

"LONELY!"