

The Tuxedo Story . . .

By—*Dan Schmierer*

West Mill Clothing Company was formed in 1921 to manufacture tuxedos. The present company structure encompasses West Mill Clothing as the sales organization and three subsidiary companies under the same roof providing finished garments. They are Tuxedo Trouser, Formal Tailoring (coat manufacturers) and Contract Cutters (providing all cutting work). They have several trade names, but the most well known are Lord West and Prince Edward. The company produces about 2500 high quality tuxedos a week—annual sales of about \$20 million—with 85% being allocated for rental suppliers and the remainder for the high priced retail market.

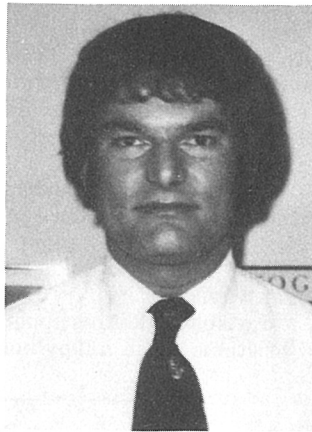
KSA first became involved with this new client in 1972 when they contacted us regarding an anticipated move. Time was too short for their planned move three months hence . . . they had not even signed a lease for a new building . . . so we made a new layout for their existing operation and provided for a planned increase in production from 1800 to 2100 units per week. The layout change with the numerous problems of working with a designer, whose son ran the production floor, was very successful.

We maintained monthly contact with the client who had, in the meantime, signed a lease for a 100,000 square foot facility on New York's West 18th Street in early '73. We were able to sell them such things as a cafeteria, coat rooms and airconditioning. The 350 people loved the new, modern alterations to a 60 year old building's sixth floor. In addition to ample working space, the facilities were luxurious by New York standards.

The client was pleased enough with our work to invite us to survey their pant shop (Tuxedo Trouser) in 1974. *Dick Bath* and I spent a week analyzing the situation and observed that:

- They'd never had an engineer and, in fact, had never had one time study made in their sewing room.
- In the 55 operator trouser shop nearly everyone was on time work.
- The union agent had never had any of "those engineers" in his plants and couldn't understand why the client was wasting his money starting now.
- Although there was a union rate list with pieceterate prices, it defied comprehension.
- The Tuxedo trouser had about 76 SAM's, which must be some kind of a record.

At the survey presentation, the three West Mill principals voiced all kinds of objections about the wisdom of an



engineering project. The union didn't think we knew enough about quality pants and the client wasn't sure they really wanted to replace the 15 little old ladies finishing at the back table, but they were finally convinced and we began. Basically, we were going from a hand made waistband to a machine garment. The first order of business was to make a dozen or so samples . . . with the designer's assistance, of course. We were really on trial the first four months, but once management realized engineering and savings meant the same thing we began breathing a lot easier and they promptly paid our bills, even though their accountant verified the costs first.

After seven months of engineering, the production level was raised from 1400 to 2000 pairs per week, with a savings of \$2.60 per pair, and in the course of the installation we hired and trained their very first resident engineer, put in a basic payroll system, and instituted cost reports.

There was a three months absence on the part of KSA which allowed the accountants to verify the savings to date, we then returned to begin the coat shop survey (Formal Tailoring). *Dick* led the assault with assistance from *Ken Osborne*, *Pete Ehlinger*, *Bernie Wolford* and the writer. Following the three week survey, Phase I began in July and we were off and running. *Hal Ivey* arrived three months later to share the staffing load. We began Phase II (\$80,000) in mid-November. Savings to date are around \$2.50 per coat with production at 2400 per week.

Steve Schlehuser and *Bill Luckert* installed a payroll and cost report system during Phase I which is a tremendous help in our supervisory training sessions. We also started a work-in-process program and a training center. In addition, *Greg Murphy* and *Nort Eberly* spent some time here doing their thing.

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KSA CHRISTMAS CARD FUND SETS ANOTHER RECORD

Contributions totaled \$7,334

Congratulations! We did it again with an all-time high in donations—and with fewer participants than last year. Because of your thoughtfulness and generosity, holidays will be happier for many who are less fortunate.

KSA'ers from the U.S., Europe and South America helped break our previous record by contributing to the cause of their choice—62 different organizations were the recipients.

The company sent its annual contribution to the City of Hope, a non-denominational organization known worldwide for its work in health care for children. Also, a Christmas card was selected, the donors' names imprinted and mailed to the entire KSA staff.

Chairman's Corner . . .

Outlook for 1976

Karl has asked me to handle the Chairman's Corner of this issue of the Observer.

When giving thought to what to write about, it occurred to me that it would be of interest to many in KSA to know more fully how we view the economic outlook as it affects our industries and how we plan to respond.

All of us read contradictory economic news which may well leave us confused. One day's good news about growth of GNP is followed the next day by higher figures on unemployment and inflation. One economist is confident that we are in a solid economic recovery period while the next in authority on the matter fears that the recovery will falter early next year.

We cannot lay claim to expertise on the national or world economy and yet we have to decide on an economic scenario of some sort if we are to have a basis for forward planning. As we interpret what we read, we believe that the economy is in a slow recovery stage that will continue through 1976 and beyond. However, the nation needs to spend more on energy development and environmental cleanup which will leave less for increased consumer spending. Compared to the prerecession conditions, consumer spending is likely to grow at a sluggish rate for some years. Inflation, now at some 7% or 8%, will continue at a rather high level. While the European countries show individual variations, the West European economy fairly well parallels the U.S. conditions except that there would appear to be a difference of timing. The recession was, at least in our business, felt later and Europe may therefore have a delayed recovery.

What does this mean to us? As we see it, our business will recover in pace with the expected (slow) recovery consumer spending. This should make it easier to obtain the volume we must have for a decent profit performance. However, we do not believe that we can increase our fees at this time and hence the on-going inflation will put pressure on our margins. To combat this we are doing two things: First, we are, through the budgeting process, planning a higher utilization of all consulting capacity but particularly in the Principal and Officer categories. Secondly, we are reducing expenses through close scrutiny of all overhead items.

We are confident that, unless the economy "lets us down" badly, we can show a reasonably good profit performance next year. This is our top objective but we must also achieve an improved cash flow.

Due to a combination of slow collections generally, and investments in such areas as HIC, Retail here and in Europe, Brazil and the Middle East, we are stretching our borrowing capacity. In order to improve on this situation we need good profits, improved collections and a restraint on new areas of investment. Before looking for new opportunities to develop through investment we must make sure that we make profitable what we already have underway.

This does not mean that we do not wish to capitalize on new opportunities such as the mining industry and motel chain assignments which "came to us" recently, where this can be done with limited investment.

In summary, we are cautiously optimistic on the im-

The KSA OBSERVER

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

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proving conditions of the industries we serve. We are tightening up and sharpening up our operations to position KSA for a substantially improved performance in 1976. Building on the strong position we have in our major markets, the continuing high level of repeat business, the quality of our services and with the application of everyone's best effort, we are confident that in 1976 we can take a major step in returning KSA to the performance levels we came to expect a few years ago.

In this we are encouraged by the amount of new U.S. business that has come our way in recent weeks. We were also happy to have a major sales breakthrough in Eastern Europe. Things do look a bit better—let's hope it continues that way.

I wish to take this opportunity to wish all a very Merry Christmas and a happy holiday season.

Making an Impression

The moral of this story is smile, look interested, look other people in the eye, be interested, and listen carefully to what they have to say if you really want to make an impression. Jack Murray tells us why.

A long line of passengers were waiting at the Lufthansa check-in counter in Stuttgart, waiting on Flight 055 bound for London. A nicely dressed young man put his bag onto the kilogram scales and said in a soft Texas voice, "Hello, I'd like a nonsmoking window bulkhead seat if you have one left please."

"Sorry, none left in first class. Would an aisle seat be okay?"

He took his boarding pass, turned and saw that the baldheaded fellow behind him was having trouble with a heavy bag, a hangup bag, three boxes of literature . . . obviously from a trade show somewhere, and a pair of double plastic laundry bags also crammed full of literature.

"Can I help you Pop?"

"Yes, thank you. I believe I'm overloaded and undermuscled."

After checking in the two stopped in the departure lounge bar to spend the last few pfennigs of Deutsche Marks on a bottle of Pils. After chatting a while, they exchanged business cards, and *Jerry P. Woodson*, now manager of Coating Engineering for a Houston, Texas firm exclaimed, "KSA? I almost went to work for KSA! It was a tough decision. I met a lot of wonderful people, including *Kurt Salmon*. And I'll never forget the lady who interviewed me. She was the loveliest person I've ever met. She was about 38 or 39 years old, and I think her name was Mrs. . . . uh . . . Mrs. Quick!"

Effective Account Executive Work —Synergism Based on Confidence

What is consulting all about, anyway?

There are undoubtedly easier ways to make money, and jobs that demand less travel.

The satisfactions that a seasoned KSA consultant derives from his work are usually the very things that attract him to consulting in the first place: the challenge of confronting and solving different problems in different places; the opportunity to work independently and measure the results of your efforts with each assignment; the chance to work with and help different people and companies; and always the thought that there's room to grow professionally.

One way—probably the most important way—for job growth and satisfaction in KSA is through work as an Account Executive. This freshly redefined concept received new emphasis in the company's recently announced organization plan.

We feel that the ultimate measure of success for any member of our professional staff is effective performance as an Account Executive. Further, we feel that the goal of a good consultant—in any company—should be to function in all respects as a true Account Executive for his client. Simply stated (many times by Kurt), this means: "Putting the best interests of the client first, always."

We feel there have been some excellent examples of effective performance by Account Executives recently, and these will be the subject of a continuing series in the Observer. —KDV

One of the most rewarding experiences in management consulting is to develop a relationship with a client that extends beyond the immediate project. We are not referring here to the close social relationships that often develop between client and consultant, and continue after the project that brought them together is completed. A sound client-consultant relationship goes beyond the social as well.

Based on the client's confidence in the consultant's ability and judgment, such a relationship almost makes the consultant an ex-officio member of the client's management. For it has already been demonstrated to him that the consultant always puts the client's interests first, and has the ability, judgment, and broad perspective to be able to assist the company from a total approach.

Thus, a true Account Executive cannot be created by internal company fiat; he must first earn the client's confidence and demonstrate the over-all objectivity and ability to be a true consultant in all areas of management.

One example of this level of consulting work is the relationship that *Tony DeMaria* has developed with the Crest Uniform Co. Over the past two years or so, Tony has led KSA's work for this client in the PD area—setting up warehouse operations for both piece goods and finished goods.

In early discussions about the piece goods storage project, the subject of material utilization came up. It seemed a natural tie-in, but the client didn't think MU deserved high priority and the subject was dropped.

During the intervening two years, Tony demonstrated his functional expertise in such a manner that the client's

confidence in his ability and judgment grew to the point where they freely discussed problems with him that were unrelated to physical distribution.

So when a recent KSA Perspectives on Cutting Room Technology came across the client's desk, he was quick to call Tony to discuss the applicability of computerized marker-making equipment to his operation. AAD felt it was in Crest's best interests to become fully aware of all the implications of MU. So he suggested that a member of KSA's MU staff talk to the client.

John Harry (who brought this story to our attention) had little or no "selling" to do when he met with Crest Uniform management. They had already been "sold" on KSA's ability to help by *Tony DeMaria's* work in other areas, and had so much faith in his judgment and advice that their decision to authorize an MU survey was (in their minds, at least) a foregone conclusion.

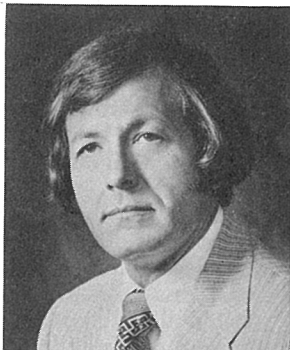
Effective Account Executive work is part synergism and part cross-fertilization, resting squarely on a foundation of client confidence and consultant performance.

While this little example may not seem like much, and illustrates what should be standard operating procedure, it does serve to remind us of the importance of KSA's practice of alert Account Executive work. Other examples will be the subject of future articles.

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Principal ROGER M. LEBARRON

Roger is now back in the States . . . with photo. We would like you not only to recognize him when you meet but also to know that he's another Cutting/MU specialist with a wide range of product experience. Roger will continue to relocate rather than operate from an office.



Tuxedo Story—con't.

What next? In addition to a final phase of coat shop engineering it would seem that West Mill would be receptive to some of our other services. They need a Cutting/MU program, could benefit from a KSA training center, and general management and systems should also find a fertile field here. Other New York coat makers are now seeking our client's opinions, and one survey for a division of Arthur Freeburg of Boston is already in the mill.

SYMPATHY

Our sincere sympathy to *Audrey* and *Phil Lutz* in the loss of *Phil's Mother*, and to *Linda* and *Jimmy Keel* in the loss of *Jimmy's Father*.

A KSA Venture Juvenile Furniture

During recent months an assignment at Jamy, Inc., of Kingston, Pa., which began as a short assignment to apply incentives in selected departments to achieve rapid cost savings, has continued into most manufacturing areas. *Ted Theodorsen* is heading the project, with help from *Ed Owen* and *Charles Kelly*.

The product and operations differ from the normal areas of KSA practice and include punching and bending of tubular and bar metal stock, electronic sealing of plastics, riveting of metal as well as some relatively simple sewing. The juvenile furniture items manufactured include play pens (called play yards), car beds, car seats, boosters, bed rails, strollers, high chairs and walkers. The training period for most operations is much shorter than for sewing operations, and it is easier to use a person on a variety of operations. Many of the operations are machine paced.

Tubular stock is received in bundles of 500 to 1,000 tubes and movement is mostly with fork lift. Though jobs are noisy and dirty in the punching department, one of our best performers on incentive is a lady. Points for women's lib have been made in other departments where women are out-performing men on incentive operations.

In applying incentives in a plant where they have not been used before, the necessary changes certainly help to force better organization and use of people. In the punch department, seven people are now doing the work of eleven, and it appears this number will be down to six eventually. Similar savings are being experienced in other departments with individual take-home pay up substantially from time work.

The impact on profitability for this firm should be very significant when the program is completed.

Coming Events

- Jan. 11-14 — National Retail Merchants Association Convention, New York Hilton. KSA will exhibit.
- Jan. 15 — Fashion Industry Performance Seminar in Dallas (still on the schedule!)

CONRAD C. BARNES DIES AT AGE 74

"C.C." Barnes retired in 1968 and it is our unpleasant duty to record his death on October 9.

In the late 40's KS had a retainer with Williamson-Dickie Mfg. Co. in Texas where one of his most formidable tasks was to convince a very rugged fellow—then superintendent—*Conrad C. Barnes*. Ex-KSA'er *Roy Hertzler*, who took over the client after a while, would concur.

After a few years C.C. left W-D and joined KSA. His first assignment was for Jay Garment Co. where KS had the pleasure of supervising him—as well as later in Ottawa, Canada—and will never forget how he could work from 7:00 a.m. to 7:00 p.m. at the factory, keep KS up until 2:00 a.m. discussing tactics and strategy, and then be as bright and peppy as ever at 7:00 a.m. to start all over. We feel certain that subsequent supervisors have similar remembrances.

C.C.'s many friends in KSA extend deepest sympathy to his family.

Gerald J. Churchill Director, Finance & Administration

This appointment of Jerry Churchill is considered an important step, and we feel very fortunate to be able to welcome such a highly qualified person for this position.

Jerry holds a BSME from Purdue University and an MBA from Stamford. He had held top financial positions with important companies. As an officer in one company, he was director of a number of subsidiaries where he also gained international experience.

Jerry will report to the Chairman of KSA, and work closely in operating matters of budgets, controls, etc., with *Jack Ullman*. He will have direct responsibility for finance and accounting, internal systems and internal administration. *Bill Schenke* and the corporate office staff will be reporting to Jerry.

Jerry, his wife, Sally, who incidentally is a law student, and their two children are settling in Atlanta where we hope the Churchill family will be very happy.



Congratulations!

To *Mary* and *Ron Chisenhall*, a daughter, *Marian Rebecca*, September 24 . . . *Ann* and *Gil Sydell*, a son, *Jarrett Craig*, September 26 . . . *Barbara* and *Nort Eberly* adopted a two-day old daughter, *Allison Louise* born October 9 . . . *Lani* and *Richard Lusk*, a son, *Ryan Davis*, November 26.

UNDERGROUND ENGINEERING

Our training work for the FMC Corporation resulted in our doing work in their mines, as previously reported. After much reading, observation and exposure to maintenance and production problems in mining—above and below ground—we have completed the lion's share of a training manual for electricians and look forward to getting the first class of trainees underway. In the process, other KSA'ers have taken their skills underground. One, *Russ Goddard*, considers the work challenging and among his most interesting. Excerpts from one of his reports follows.

"It's a different world up here in these hills. This is the first place I've been where the restaurants sell chewing tobacco at checkout. Living conditions are not the best but compare favorably with Algeria. The people are good, sometimes direct, but friendly. I'm learning a new language—Southwestern Virginia mountain dialect. It's an interesting mutation of English.

"You have to think of safety 100% of the time and thank Goodness for the hard hat—I've already worn all the paint off the top of mine. It's necessary to become accustomed to things like bending and stooping a lot, directing your head toward anything you want to see—the only light is on your head, getting dirtier than a four year old playing in the rain, understanding mine lingo—drift, break, cage, skip, overcast, and numerous newly redefined words.

"All in all, I like it. I have confidence that our work in mining can continue to be very interesting."

Functionally Speaking . . .

AMMD

The ladies coordinated sportswear segment of the apparel industry poses perhaps the most challenging manufacturing atmosphere for controlling work-in-process, given its multiplicity of products and styles, and its need for extremely fast reaction times. KSA is meeting this challenge successfully for Jack Winter, Inc., a Milwaukee based firm with annual sales in excess of \$60 million.

In May of this year, *Richard Lusk* capped a 10 month SRE project in Jack Winter's Bainbridge, Ga. plant with a WIP installation. Both efforts were extremely successful, with the level of work-in-process, from cut to shipment, being reduced from 19 days to 15 days, of which 6.6 occur in sew and finish. Of even greater importance to Jack Winter, the overall cut completion cycle, from issue through dispatch to the distribution center, was reduced 32%, from 36 days to 24.6 days. These impressive results were achieved in a plant with a product mix ranging from T-shirt type tops to jackets and blazers with labor contents as high as 30 SAM's.

The events which followed this pilot project give evidence to KSA's basic philosophy that our greatest sales tool is the excellence of work exhibited by our consultants "on the firing line." Four additional projects have been authorized by Jack Winter to implement WIP controls in each of their sewing and cutting plants. *Mac Ryland* is currently staffing the LaCrosse, Wis. project, following his successful work at their Warren, Ark. plant. It is a compliment to Mac that he was specifically requested by the client to handle this second project. *Frank Beckmann* has added a new hat to his Cut/MU background with an excellent WIP installation in the Junction City, La. plant. *Richard Lusk* moved directly from the warmth of South Georgia to the chill of Milwaukee, where he and *Fernando Silva* are engineering Jack Winter's blazer sewing room and Richard will again wrap up a major SRE project with the installation of WIP controls. It has been my pleasure to act as project manager and supervisor throughout, a task made easy by the excellence exhibited by this team of consultants.

-*Frank Armistead*

CUTTING/MATERIAL UTILIZATION

The "City of Brotherly Love" has been enjoying the regular presence of a number of KSA Cutting/MU specialists, and the "Grog Shop" has served as a gathering place to discuss the latest arbitration rulings, over more than one beer. Montreal holds a similar position on the other side of the border with visits from a host of other KSA'ers.

We were pleased to participate in the recent Computer Assisted Apparel Production and Distribution Systems Conference at Georgia Tech. Nearly a full day of this conference was devoted to computer-assisted grading, marking, and cutting systems. We have participated in the evaluation selection, and implementation of this highly specialized equipment for some of our clients.

The cutting room has become quite an exciting place in view of these technological developments which have focused attention on many areas for improvement.

-*Nort Eberly*

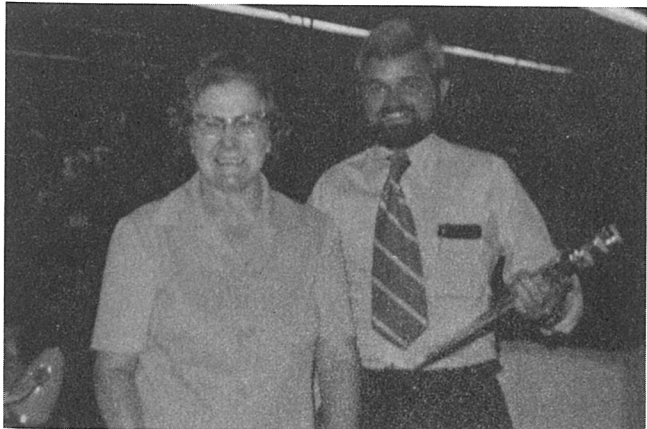
HRD

This has been an interesting year for HRD—a little bit of work in a lot of places, but not enough in all places!

It's been a year in which we have met budget in textiles due to the mining efforts, and a year in which we have missed budget in apparel due to the industry status. It's been a year in which other "peoples" have been exposed to HRD. It's been a year in which the HRD "core group" has been exposed to other KSA services. It has been a year we have built on . . . a year in which we have developed, refined, and worked with some of our basic services to improve or validate them, as the case may be. It's been a year in which our advanced work concepts have come closer to being identified, modified, and a viable working service within the company.

Here are some interesting features: Would you believe that *Ron Brockett* is an expert on the town of Moose Jaw, Saskatchewan, Canada—neither would Ron a year ago; *Steve Avary* has moved from HS&M in Chicago to a little coal mining town in Ky. where he's mining coal; *Greg Murphy* once again made and presented his annual attitude survey for Andover Togs; *Zeb Roberts* has generated many varied contacts and work for the broad HRD function; *Lee Ozley* convinced management to remove the time clocks in a French-Canadian organized textile plant—talk about trust; *Smiley Jones* has alternately worked between the mines in Wyo. and the Canadian shoe industry—how about that for a commute; *Bob Reeves* got his mine maintenance training article published after the client said no—he got it cleared up to everyone's satisfaction (we hope); *Fred Evans* help start a total textile plant in Canada with minimal union problems; *Buddy Ruppenthal* has been recognized as an expert in operator training by the Fifth U.S. District Circuit Court of Appeals; *Barry Mademann*, whose fixer

Continued on page 7



Eunice Lanzetta, a repair girl at Eddie Bauer in Puyallup, Wash., wasn't concerned when KSA's *Vern Deming* approached with his timestudy board. In 1937, then *Eunice Parker*, was time-studied by KS at Milam Mfg. Co. in Tupelo, Miss., while sewing tandem buttonhole/buttonsew on *My-Lamb* (3 button style) children's dresses, doing 240 dozen/day. Of KS she said "He's a fine man. He treated me fairly . . ."

Karl K. Striegel

As KSA has diversified, it has become almost impossible for any one person to stay "in the mainstream" of company activities; indeed, the "mainstream" is now more of a creek—one among many in a delta of creeks. Even key people like *Karl Striegel* have difficulty maintaining a high profile.

In the recent absence of staff meetings, there have been no opportunities for the Chairman of the Board to appear in person before the whole company. Further, Karl is planning to retire from day-to-day participation in KSA activities. This, plus the fact that he has always favored a low profile, qualifies KKS as a subject for an Observer Profile (which is designed to handle low-profile types.)



But how do you capture so complex a character in words? Everyone's perception of Karl is bound to differ. With this thought, we have invited several observations of KKS, and added them to the following major reminiscence provided by *Kurt Salmon*, who knows him very well indeed.

Time: June, 1940

Place: KS' office in Broadmoor Apartment, Washington, D.C.

Kurt Salmon: "Do you think you have analytical ability?"

Karl Striegel: "Yes."

KS: "Please recite a specific situation from your past which strikes you as a particularly good example of your having applied analysis, thereby corroborating your affirmative answer to the last question."

KKS: (not moving a muscle) "Well, I had a football scholarship at Carnegie Tech and we were to play Notre Dame. Our coach had scouted their plays and prepared us on the basis of that information. But it developed that Notre Dame was pulling different plays on us than those he had scouted. It was up to me as team captain to analyze what they were doing, devise a counter-strategy, and get it across to the fellows. I did and we won the game."

That and a few other "right answers" made it an easy decision for KS. But why would Karl want to leave Carnegie Steel, his first post-college employer, and join a company consisting at the time of five consultants and KS.

We quote Karl's reply: "After I was at Carnegie Steel six months, I realized that I was in plant #47, my supervisor had been there 40 years and he was earning \$4,800/year. So, I started to count and found out I had to take my shoes off. I decided I might not live that long."

Twenty years later, Karl was President of KSA, which had grown to about 50 consultants by then. In 1973, he

succeeded KS as Chairman of an international firm of over 230 consultants. Obviously, the same kind of ability to analyze problems, devise strategy, and lead a team to implement it, worked as well in consulting as it did on the gridiron.

This is not to say that consulting is another type of game; it most assuredly is not. But both pursuits require leadership and teamwork, and the growth of KSA during his years as chief executive officer was due in large measure to Karl Striegel's ability to lead a team. (Karl would probably deny this statement. His style of leadership is to stay out of the spotlight, quietly inspire/push others to do more than they think they can do, and insist that he had nothing to do with the result . . . which is an excellent way to achieve results when they depend so heavily upon individual performance and responsibility.)

Karl's style shows in so many little ways . . . He projects a simple and unpretentious image. . . sport shirts at the office, an all-purpose blue suit for weightier occasions. This saves time getting dressed, whether for a 7 a.m. business breakfast or a midnight poker game (or both at once) . . . Demonstrating his ability to concentrate on at least two things at a time, he works in motel rooms facing the mirror, so he can watch TV while working . . . Karl is uncomfortably fast at figures, and is unafraid of rising from the audience at a KSA seminar to point out erroneous numbers on a slide (*Freddie Wood*, speaker on that occasion, was so traumatized that he switched from apparel to textiles on the spot.) . . . Whether he likes gambling because of his ability to count fast, or learned to count fast in order to stay solvent while gambling, Karl has been known to work the odds in farflung places like Las Vegas, Puerto Rico, the fully equipped den of his Greensboro home (traveling KSA'ers always welcome to try their luck), and assorted motel rooms in between. When interviewed for this story, one source reported that his most vivid and satisfying experience with KKS was when he successfully called the Master's bluff and won a large pot. "It's been down-hill ever since," he ruefully reports.

KKS is one of our great account executives. His ability to inspire a client's confidence has reached legendary proportions, and at all levels. For years, Karl made it a practice to enter the plant where he was working through the employees' entrance, thus being able to greet the operators personally each morning. Whether this had anything to do with his success at selling new rates is pure conjecture . . .

Karl is a do-it-yourselfer. As with some other members of KSA management, he doesn't carry a pocket calculator (why bother when you can do it in your head?) and steadfastly but politely rejects the efforts of anyone to write a speech for him.

This is one of the prerogatives of command, of course, and Karl seems to be one of those people to whom other people naturally turn for leadership. Captaining a major college football team (and being named an All-American end in the process) was only prelude to skipping an am-

phibious landing ship around the Pacific during World War II. After rejoining KSA he settled in Greensboro and naturally assumed command of the household. *Jane Striegel*, being no slouch in this respect herself, has managed quite effectively for many years by allowing Karl to think he's boss. The Striegels have three children (Scott, Pam, and Deb) and one grandchild.

Karl's assumption of leadership in KSA has already been detailed, but few know that at one time he held the title of Chief Engineer (which was retired when he moved on to loftier things.)

Though soft-spoken, modest and unassuming, Karl is a real competitor in anything he undertakes . . . work, games or sports. All of these qualities stood him in good stead not only in his relations with KSA'ers and clients but also in his work on AAMA's Technical Advisory Committee, where he followed KS. He rose to Chairman of the Committee, and cemented many industry friendships for himself and KSA during his years of valuable service to that famous group.

Everyone who has ever worked with or for Karl is well acquainted with his intellect, his command of facts and figures, his logical and analytical approach to solving problems, and his ability always to remain "Mr. Cool" in crisis situations.

These are only some of the reasons why we take genuine pleasure in saluting our Chairman, Karl Striegel, and his lovely wife, Jane, who had done without him so much of the time so that he could be with us. —J.S.

UNUSUAL PLANT LOCATION

KSA personnel consultants have no doubt conducted surveys at some unlikely plant sites, but wonder if they ever considered a church. One client, M&W Jeans de Canada has an address which reads "Basement of Church, Donacona, Quebec, Canada." We hear much about separation of Church and State but know of no reason why a business shouldn't operate under the celestial eye and roof of the Lord. Small business needs all the help it can get.

Functionally Speaking—con't.

training program is probably the best in the U.S., has done very little of this lately—we sent him to India to do his thing; *Denys Williamson* has become an AAMT Canadian shoe expert; *Ken Osborne* sold a payroll system, and allowed Ron Brockett to do a personnel installation; *Howard Cooley* opened up his very favorite client, Jack Winter, to HRD discussions, then turned it over to *Frank Armistead*; *Jack Ullman* became involved in HRD through our mining work; *Freddie Wood* continues to prophesy on the merits of sound, fully developed HRD practices for the needs of our industry; and *Jack Johnson* insists that management by intimidation will work.

It's been a year when many KSA'ers have made 1975 more interesting, and a year in which all of KSA has made 1976 more promising. It's a year we'll build on; a year we are going to develop; a year in which our basic services of personnel, operator training, supervisory training and supervisory/management programs will move forward. Next year will be better for HRD . . . it will be better for KSA . . . it will be better for all of us. —*Buddy Ruppenthal*

KSA DO BRASIL

With temperatures only slightly cooler than in

January, it is hard to believe this is really winter yet, *Bill Williams* and I felt very cold in Sao Paulo when it was 80°?

After more than a year in Rio, the Williams family returned to the Northern Hemisphere but we hope to see them back again. We've welcomed *Jeff Gibson* and his wife to Joao Pessoa, and *Doug Moore* and family to Sao Paulo—for three months. Response to our sales efforts has been very good in textiles, thus paving the way for use of more of our specialists in this area. In fact, we may soon need a full time textiles man in Brasil to handle this market.

There is still a lot of red-tape cutting here. Nothing in this country is positively true . . . there are many answers and as many contradictions. We do look forward to more rapid development, however. Restrictions in exporting U.S. dollars may force us into growth faster than expected . . . perhaps a blessing in disguise . . . if we wish to stay ahead of our competition. —*Jean-Paul Freneat*

CELE SANTORO JOINS RIO OFFICE

We welcome the first Brazilian, *Cele Santoro*, to our staff. She will be assisting *Jean Paul Freneat*—and others—in making sure his Portuguese correspondence is gramatically correct, among her other duties, and she is also vigorously studying English.

Jean Paul now feels confident that, with Cele's assistance, they are in a good position to maintain contact with our Brazilian clients, as well as proper followup with new prospects . . . so important to our growing consulting service in Brazil.



PUBLIC RELATIONS

Like new housing starts and corrugated board production, PR Dept. activities are in a sense leading economic indicators for KSA. At least, that's what we've been telling the people who decide our 1976 budget. Whether they believe it or not, consider the things we've been involved in since September . . .

A mail campaign and speech by *Gerry Vercaemert* promoting the apparel and textile resources of Africa, on behalf of an Ivory Coast trade show . . . another speech by GAV delivered at the IFCATI meeting . . . a trade show exhibit and two seminars at the Footwear Manufacturers Conference and Exhibition in Atlantic City, starring *Smiley Jones*, *Lee Ozley*, *Dan Bray* and *Ross Runnels* . . . a conference at Ga. Tech on the use of computers in apparel, with technical expertise supplied by *Nort Eberly* and *Jim Trautman* . . . an advertising and mail campaign trumpeting KSA's new office in LA . . . a speech by *Dean Vought* on the uses of inventory control by apparel firms, delivered in NYC before a bunch of financial types . . . a two-day seminar for the Carpet & Rug Institute in Atlanta, plus a repeat performance in LA . . . repeat promotion of the full Financial Profile print-outs (which took care of that inventory problem) . . . promotion and preparation of a Fashion Industry Performance seminar . . . a Perspectives on Cutting Room Technology and a Bulletin on Cut Planning . . . conversion of our mailing lists . . . and, of course, a seminar and exhibit at the Bobbin Show in rainy Philadelphia

Continued on page 8

Public Relations—con't.
(quite successful!)

If these varied and frenetic activities are on the right track and do, in truth, indicate areas of future business for KSA, you can say you read it here first. In the middle of all this, one of us managed to slip away and *attend* a seminar for a change! On PR for consultants! Most enlightening. KSA seems to be doing more than most consulting firms in PR.

Since 1975 has been the "Year of Productivity" for KSA (at least 82% of everything we've written this year has dealt with that subject), we thought it would be nice to let everyone know about the PR Dept.'s own productivity performance. Through December 1st, KSA has had 1062.5 column inches (120.57 column meters) of print publicity in various trade and business publications. This was generated by 162 individual items, which averages 6.59 inches per item and, more to the point, 2.1 column inches per PR hour. Well above the industry standards . . . —J.S.

TEXTILES

This has been a difficult year for the textile industry. In spite of this, our fee volume is up slightly over 1974. The primary reasons for this are a dramatic increase in carpet industry consulting activity, a surge of knitting assignments in the second half of the year and a continuing expansion of our international consulting activities.

The carpet industry growth is founded, as always, on the quality of our work. The activities have included MSD and MMD services, with particular emphasis on systems. In addition to substantial MIS activities, the systems group is developing a software package which should be of great value to medium sized carpet firms. Also, *Bob Heiland* has developed an innovative approach to product line planning which has real potential for serving clients effectively in this complex area. In spite of the recession in the carpet industry, we are projecting a continuing healthy volume from our services in '76.

Recent knitting activity is a truly bright spot. Assignments include warp knitting, double knitting, single circular knitting, sweater and underwear knitting and dyeing and finishing. Several assignments were conducted for hosiery firms and this segment continues to contribute to overall knitting activity. *Bob Connors* brought us a wealth of knowledge and experience in knitting and we look for real growth in this segment of our practice.

In basic textiles, our 1975 activities have been very diverse. Perhaps the most significant aspect is in the international arena, with assignments in Iran, the Ivory Coast, Brazil, Nicaragua, Turkey, Algeria and Egypt. *Gerry Vercaemert* epitomizes our international practice developments. To use the terms peripatetic and ubiquitous to describe Gerry is understating the situation. With 350 hours in the air so far this year, and clients from Iran to Nicaragua, Gerry has found time to participate in seminars in the Ivory Coast and Italy and to address the prestigious IFCATI Conference in Zurich.

Through *Turby's* economic analysis assignments for the American Yarn Spinners Association, a major fiber company and a Japanese textile equipment distributor, we are gaining increasing knowledge of Open End spinning and texturizing and becoming recognized as the "experts" in yarn economics.

One of the most interesting assignments during 1975 has been the development of a plan for the overall development of the textile and apparel industry in Nicaragua. The plan was developed by a team of U.S. and European consultants under *Bob Frazier's* direction and drew upon virtually

all of KSA's industry and functional skills. The plans are being implemented with KSA's assistance.

As you can see, 1975 has been an interesting year, to say the least. In spite of the textile recession, the skills, abilities and hard work of our people have enabled us to increase our volume slightly in the toughest period since we've been serving the industry. Looking ahead, we are forecasting a significant increase in volume for 1976.

Worldwide developments are accelerating at a rapid pace. Technological developments are dramatically increasing productivity potential in spinning, weaving, and texturizing. From 1967 to 1975, the potential output per man-hour from a greige fabric plant has doubled through technological change. The cost of equipment, however, has also increased rapidly.

As we view them, current trends offer KSA a great opportunity to expand its textile activities. In developed countries, the challenge will be to increase productivity at an affordable cost, to accelerate development of human resources, to develop sound marketing plans, to control inventories and improve customer service and to increase profits in order to generate and attract the capital needed for modernization. In less developed countries, the challenge will be to invest in proper technology and proper products, to develop basic manufacturing skills among employees, supervisors and managers, to improve product quality and to ensure sound planning.

These challenges offer a great opportunity to provide sound professional assistance. The problems are more complex, the technology more sophisticated and costly, the risks and the potential rewards greater. All of this presents an increasingly complex challenge to us.

As part of our continuing efforts to meet these challenges and capitalize on the opportunities, KSA-Europe has decided to enter the textile field. They will develop a textile base in Europe and gradually build the capability to serve both Europe and the European Third World. KSA/USA will continue to support their efforts during this development phase.

We view the future for the textile industry, both in the U.S. and worldwide, as being bright; therefore, it is also bright for KSA.
—Freddie Wood

Tenth Anniversary . . .

December 1, 1965 was a lucky day in the Greensboro office, but we now realize how really fortunate we were to have *Dora Yates* join the GSO team. Looking forward to a 10 year period is difficult; it's so easy to look back over a pleasant, productive and rewarding 10 year association with Dora.

A bit of sorrow . . . Dora will be leaving KSA on the first of the year. Her plans are not definite at this time, but we are sure all KSA'ers join the GSO staff in wishing her the very best in the years ahead.



Departures

Ted Harless • Mike Jevdjenijevic • Sam Morrah, for whom we wish every success in their endeavors.

BRAZILIAN ADVENTURE

By—Solange Brault

Initiation for this French Canadian began in Double Springs, Ala. in August 1974 . . . repetition three times a day of "Come e o chapeau?" "O chapeu e novo." Jacques learned the language at Berlitz and it was a game for him, but after three weeks I could talk with the snobbish accent of a girl from Lisbon. The difference of dialect between Lisbon and Rio de Janeiro is as different as that between London and Double Springs, but the use of my two hands was quickly perceived.

After many delays in our departure from the States, we finally arrived in Rio on February 23 to find *Jean-Paul Frenet* waiting to transport us and our abundant luggage to our seaside hotel 15 miles away. En route our biggest problems were not enough eyes with which to see, and too many noses with which to smell! At the hotel we had a Carioca bath and went to the consulate ready to dive head-first into the Brazilian bureaucracy, to be continued the following morning with the police delegation where we obtained our permit to exist (fingerprints, photographs and signatures—all in triplicate.)

After three weeks of training in language, customs and heat—plus 12-hour workdays, we headed for Rio Grande de Norte, looking forward to working on Monday. Wednesday afternoon we moved into our house, with the owner assuring us that the phone, hot water and the rest of the furniture would arrive "amanha" (tomorrow.) The next day—or "amanha"—for hot water was June 15 and for the furniture it was July 25! We now have the essentials and are finding our very nice house, plunged in this tropical atmosphere, quite pleasant.

We couldn't ask for friendlier or nicer neighbors . . . relationships are easy and spontaneous. They've introduced us to their friends, invited us to visit Natal, have gradually initiated us into their different way of life, and are very patient with our Portuguese.

The Brazilian custom about precedence at the table is a nebulous thing, but very severe. For instance, at lunch time at Sparta, the table is dressed in the cafeteria, and the General Director arrives. Who will dare to sit at his right? One moves forward, loses his courage and goes to sit at the other end of the table. Another, more absent-minded (from KSA) sits down, realizes his position, takes his plate and moves to another table . . . the General Director eats with no one at his right.

Without a car for a month, we rented a VW (no handle, lights, or brakes—happily the handbrake saved us) which stopped running two days later. Three weeks passed and we baptized a 1971 Fuseao (VW), scratched red, which also fooled us . . . after three flats we had to get it new shoes. It was this car that *Bonnie and Bob Frazier*, *Jacques* and I pushed up on the beach to save it from the incoming tide while it played donkey. Yet, it still managed to take us to Recife, the second Venice with its 36 bridges, magnificent beaches and its old section full of tradition; to Jardim de Piranhas, a very small town in the interior of Brazil where the peasants use mules to carry water from the river to their homes, and where there is an open-air market—again we regretted having a nose with which to smell; and the very prosperous city, Fortaleza, where we enjoyed the regional handicrafts and, as *Lutz* said, we will have something to bring back with us.

While attending the feast of Sao Pedro in a private club with friends, our borrowed umbrella was taken. The follow-

ing Saturday we bought a replacement and took it to our friend's home and, during that time, thieves cleaned out Jacques' wardrobe, the bar, bathroom, also taking camera, tape recorder, radio, alarm clock and pressing iron. Jacques was furious, but the police said we should forget our valuables. Our "visitor" entered through a 10" × 10" hole. It is unimaginable that this tradition is being passed along from father to son. The children seem to be raised like *Charles Dickens' Oliver Twist*. We plan to get a German shepherd and train it to bite thieves!

Natal has 300 sunny days a year, thus the denomination, *City of Sun*. There is nothing better than its radiant and permanent summer, its blue sea, enchanting beaches and tropical climate. It is also a growing city . . . from 40,000 to 400,000 inhabitants in 30 years. From May to August is the rainy season, with temperatures of 77° during the day and 72° at night, but there are also violent winds in August which carry the sand and dust into the streets.

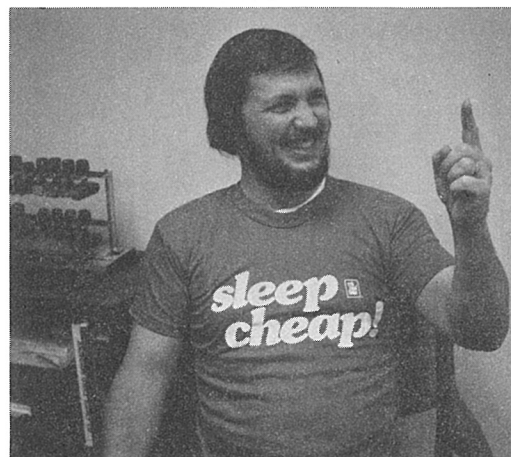
We still have many enigmas to solve about this fantastic country and during our holidays we plan to visit Amazonia with its crocodiles . . . Brasilia, if the President will receive us . . . to attend a "Macumba" rite (African-style voodoo) . . . and to see the coffee and cacao picking—maybe even the Babazu nut picking, so dear to Lutz.

Our major problem was caused by the "Brazilian Revenge" but now everything is fine. As for the Portuguese language and customs, we have adapted well . . . and to the next KSA'ers we say, "Good Brazil."

FLASH:

The day the *Observer* arrived with the cartoon depicting *Richard Lusk* and the ". . . morale is fantastic" caption, the operators went out on strike!

Tom McCain says



On August 19, 1975, a memo originated from KSA's accounting department on the need to minimize lodging expenses wherever possible. It further explained how to take advantage of lower room rates offered by several motel chains.

By way of follow-up and certainly to endorse the concept of expense reduction, the *Observer* has included the above photo. Perhaps this picture, too, is worth a 540 word memo!

EUROPE

How Do We Do

An Overview of KSA's European Activities

Although sales in Period 11 totaled almost \$1,000,000, over half of this sum was accounted for by one single contract, with the rest divided somewhat less than equitably between the regions. We still await the promised up-turn, and it remains difficult to forecast accurately on Europe.

A great deal of effort goes into persuading frightened clients from Iran to Galway into making improvements in their operations. In some cases, such improvements are essential to survival, and in others they can provide the strength to take advantage of the anticipated up-turn. However, many of these firms are now talking about work we expected last year. We hope that this is an indication of growing confidence.

UK sales are in the lap of the gods, while the German region reports good sales periods for apparel. The Latin region, operating as it does in a multiplicity of fast changing markets, remains very much at the mercy of unexpected developments. In Spain, the previously highly promising prospects have become rather uncertain following recent political developments. Sales in France, however, have been very good recently, and results from Italy are also good in view of the current economic climate. In Algeria, the Sonitex assignment continues to provide more than its fair share of problems, both professionally and financially . . . after 10 months of waiting and red tape cutting by a whole team of KSA consultants, the first payments are expected any day. We have just learned that the client is about to implement yet another structural reorganization, which puts in jeopardy the discussions relating to the continuation of our assignment into 1976. It isn't that they are unfriendly, but rather that we are not quite sure who we should be talking to right now.

A management committee has been formed in France consisting of *Michel Cardon*, *Bob Chaumontet* and *Claude Reynvoet*, under *Guy Vidal's* chairmanship.

We have been moving around as well. The move from London to Windsor took place in July. *Susan Price Williams* rules over a pleasant and almost rural office away from the increasing unpleasantness of London. Situated in a delightful period street that joins Eton College to the footbridge over the river Thames at the foot of Windsor Castle, the new office overlooks the playing fields of Eton where, to quote the Duke of Wellington, the battle of Waterloo was won.

Around the same time, German region expanded into a new office in Duesseldorf, under *Hannelore Springer*. Here *Hans-Horst Hensche* sits in front of a wall covered with a view of Manhattan taken from a point just North of the Empire State Building. Stig looks out of his window over Hans-Horst's shoulder.

SO YOU THINK YOU HAVE PROBLEMS?

Current objectives of a nationalized Italian apparel company are described as follows by a consultant who wishes to remain anonymous. "With a fixed number of employees, to produce as few garments as possible, with as small a loss as possible, while avoiding labor problems!" Looks like a good prospect for MU . . . what else could we do?

ACHIEVEMENTS AND PROSPECTS

In Apparel

From Germany, *Hans-Horst Hensche* reports that our corporate foot is in the door of the women's wear industry, where we have acquired some important and well-known clients. Since this sector of the German industry accounts for some 60% of total apparel production in that country, he sees this as a development of major importance.

What with the new Bulgarian assignment and other good sales, the APMS division is in good shape, and with a backlog of around four periods, AGMS is also coming up again, but still requires much effort to get back to a really good position.

The UK region is holding its breath hoping the £20,000,000 aid scheme will help generate additional sales.

We seem to be on the verge of another breakthrough in Latin Region, where *Bob Fitze* reports that we have sold two marketing strategy development assignments in France. Also in France, sales and proposals made during the past months indicate a revival of sewing and cutting room engineering, in contrast to the past two or three years when sales tended to consist mainly of training-oriented work.

In Retail

The current emphasis is on prospects rather than on achievements although a major assignment in Switzerland is described as 90% certain. Intensive promotion and sales activity in all regions has brought several negotiations to the nail-biting stage, and promising new contacts are being made with encouraging regularity. *Stuart Hollander* reports that thanks to the extensive know-how and experience brought into the company by *John Phillips*, we are already making proposals to retailers that we could never have made earlier in the year.

In Textiles

The European attitude to developments in this sector is described as "opportunistic," but it appears that opportunities are being made the most of by all concerned, with work in this area being handled entirely by *Olaf Kier*.

Our interest in this field, where we have only recently become positively active, was sparked mainly by an assignment with a leading German weaver. Starting with an EDP information system concept study, we later started on implementation. At the same time, we were able to provide valuable assistance in costing. In the meantime, we sold our first technical assignment in finishing, also in Germany where further promising contacts include one of the foremost European cotton and blend weaver as well as another important vertical operation where we are already involved in the apparel side.

In Italy, we started a sewing room assignment with a leading household textile producer, subsequently moved into other sewing rooms, cutting, packaging and are on the way toward supply control, getting progressively closer to the looms and spindles. Current negotiations indicate that further developments can be expected in Italy during the coming months.

A similar situation exists in France where, in addition to marketing work for one of the largest knitters, we have just completed a supply control survey in the dyeing and finishing department.

John Phillips Appointed Retail Industry Manager

A warm welcome to *John Phillips*, his wife and two children. John holds a degree in philosophy, politics and economics at St. Edmund Hall, Oxford, and a Masters in business administration at the Wharton School of Finance and Commerce, University of Pennsylvania. He won a Ford international scholarship and a Fulbright award. He speaks French, some Dutch, German and Italian.

After Wharton, in 1967, John joined McKinsey & Company where he carried out assignments predominantly in the areas of consumer products manufacturing and marketing, and retail distribution. Since 1974, as a partner, John has been responsible for practice leadership in Europe in these fields.



John's wide experience well qualifies him to help us develop our retail practice. He is a great believer in "nitty-gritty" consulting, as well as being a strategist, and those of us who've met him found him to be very much a "KSA type", as is his charming wife, *Janette*.

John joined us as a Principal, and has both a European task and a UK based task. The European task is to help *Stuart Hollander* better develop the "practice leader" concept for our retail practice. In the UK region he will be the retail industry manager with the responsibility of organizing and controlling the UK region's retail practice.

IT'S THOSE MACHINES AGAIN . . .

The ITMA show in Milan in October attracted KSA'ers from all points of the globe, eager to get their claws into visitors' investment budgets. KSA held court in a suite at the Hotel Michelangelo, where special presentations were made, client meetings held, and the press introduced to the KSA Investment Audit, a mix of existing services served in a new sauce to whet the appetite of textile chain investors. Several contacts indicated the dish might meet their needs.

The 10 day event proved rewarding on a personal basis for most of the KSA'ers who attended . . . new acquaintances were made, old ones renewed, and existing ones strengthened. While it is too early to quantify the results of our participation in terms of sales, many of the human aspects will be long remembered by the KSA visitors.

ITMA Vignettes

The Great Egg Project launched by *Jack Murray* who completed a presentation too late to eat in the hotel restaurant. It involved conning unwilling Italian waiters into providing four eggs, prolonged negotiations over a salt cellar, the purloining of bread, and the cooking of the eggs in a lighting fixture in the hotel room. Jack reports that the first egg was a little soft on one side, but that the technique was later refined to produce satisfactory results. A manual has been requested.

Cinderella-like *Alma Filpa* from Chiasso never managing to finish an evening meal, having to rush back to the

hotel every evening on the stroke of 10:00 to receive a call from fiancé Moreno who was doing his military service.

The shortage of rooms and beds called for heroic feats of logistics from *Verena Wintsch* of the Zug office, permanently surrounded by hordes of visiting consultants putting up their cases for occupancy of a single room with a level of creativity seldom equaled on an assignment. *Steve Webb*, claiming to snore louder than could possibly be borne by a room-mate, being himself kept awake by a colleague who shall remain nameless.

The shortage of accommodations also obliged many KSA'ers to sleep up to 50 miles away at Lugano in Switzerland. Overlooked by a frontier guard while sleeping in the back of an automobile, *Bob Chaumontet* awakened outside his hotel and wandered around trying to find an official to whom he could show his passport.

A memorable Stanley/Livingstone encounter featuring on the one hand immaculately dressed *Freddie Wood* returning from a late dinner, and on the other *Joe Mueller* in vest and shorts about to take a tub: "Joe Mueller, I presume?" Mueller's reply is not recorded . . . presumed lost in the following laughter.

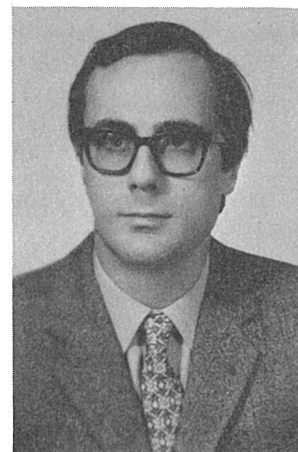
The potential client late for an appointment at the hotel, found by chance in the hotel lobby and immediately whisked to a nearby restaurant to be firmly installed at a table occupied by *Harry Lack*, *Bob Frazier*, *Gerry Vercaemert* and other KSA notables . . . overkill?

And finally, a word of thanks to all the Italian staff and principals, including *Giacomo Ronco*, *Gino Fedeli*, *Tiziano Battaglia*, and *Renato Tarditi* who gave up free time to man the booth, allowing duty staff to grab an occasional sandwich and to see something of the show.

AMSD Man For Italy

Riccardo Stretti joined our Italian AMSD team recently. He had five years experience with CEGOS (a French consulting group) in Italy, before joining Bassetti (a major textile manufacturer) as Organization and EDP Manager for the last seven years.

Riccardo's extensive experience includes retailing work, as a consultant and as a Systems Manager. His first job will be on MU/Cut Planning at Monti, where he will work as a trainee with *Giacomo Ronco*, *Franco Guazzo* and *Joe Mueller*.



WHAT PR DID

About a year ago, when KSA and I were attempting to decide whether or not we were mutually compatible, I mentioned to several fellow trade journalists that I might be joining a firm of management consultants specializing in the textile chain industries. The most frequent comment was "You mean C*****n?" During the past months, we have done much to redress the situation and to provide for KSA a clearer corporate identity.

Thanks to the efforts of all concerned, our press relations have improved appreciably, and coverage in the major markets is wider and more diversified. New standardized stationery, based on existing USA material, is now used throughout Europe. Layout and type faces of printed mat-

Continued on page 12

PR—con't.

ter being published match as closely as possible the appearance of *Joe Scheines'* products, so that we are moving ever closer toward a unified international house style.

The first of the new style mailing pieces, planned to spearhead the sales effort, has been published—a folder in German describing our retailing services—and others are in production. The first of the new general service brochures in French, dealing with apparel and knitting, came off the press early in October. Since nobody complained, and at least one person said they look good, it seems safe to say that they were well received. An English version is actually in print, with a German edition due to follow shortly.

Press releases are producing constantly increasing coverage in the countries where we are most active, and KSA is getting mentions in journals that we did not even know existed last year. Particularly good results are being achieved in Germany, where we hear that press coverage of our forthcoming Interstoff promotion is extremely widespread. This is largely due to *Wilfried Luetteke's* hard work and valuable assistance. In France, *Michel Cardon* and his colleagues are not only getting regular feature articles in the leading apparel trade journal, but are even producing the editorial leaders.

Trade fair participations this fall included ITMA in Milan, dealt with in another column. As I write this, we are about to leave for Frankfurt to insure our presence in and around the Interstoff. This, the world's largest trade fair for apparel textiles, attracts visitors from all over the world, and we look forward to making even more interesting contacts than last year, as well as better press coverage of our services and activities. More on this in our next issue.

It's been a busy, sometimes frustrating, but always exciting year for European PR, and all of us who have been involved feel that we are making good progress when we see what has been achieved. Another look at what remains to be done indicates that a great deal more effort lies ahead. But we are on the move and gathering momentum.

—*Jean-Pierre Adeline*

HOMER RIDES AGAIN

Part of Harry Lack's report from UK region illustrates the epic character of the struggle for profits currently being waged.

"We hesitate to tell the world what our potential sales are, lest we be guilty of hubris. However, it is true to say that before the end of the year we may sell around 80% of the 1976 income budget. But in case the gods are reading this, please ignore the last sentence."

KSA'ers wishing to make the appropriate libations to propitiate the gods have a choice of two deities: Pallas Athena, goddess of wisdom, arts and industry, or Mercury, the god of commerce and travelers. Mercury, however, looks after practitioners of a third trade that does not conform to KSA's desired corporate image.

IT HAPPENED IN EUROPE

Susan Vickery, *Stuart Hollander's* secretary, married archeologist *David Price Williams* during a holiday in Jerusalem last September. Everyone who has met them is delighted, as we believe were Susan and David. Congratu-

lations to them!

Congratulations are also due to *Derek Jones* and his wife *Irene* on the birth of their daughter *Alexandra*.

Michael Cardon and *Bob Chaumontet* started their second decade with KSA . . . as did *Sissy Zedtwitz* of the Darmstadt office. Our congratulations and best wishes to these 10-year-olds.

Vreny Jossi came back to the Zug office to resume looking after our accounting after a summer season in her Mother's restaurant high in the Swiss Alps. She takes over from *Ruth Walker* who left at the end of October. Welcome back Vreny.

Keith Benson, *Peter Sheridan* and *John McCormack* left the company. We wish them every success in their future activities.

A BULGAR MATTER OF MONEY

Described by *Hans-Horst Hensche* as a breakthrough in Eastern Europe, our first major assignment in Bulgaria involves no less than \$560,000. This success is largely due to the efforts of *Helmut Blettenberger*, who reports that his capacity for drinking commissars under the table is improving month by month. As soon as we get him to stay in one place long enough, we hope to get him to write a piece on his experiences beyond the Iron Curtain. The fact that the Bulgarians have an active interest in buying know-how, as well as a real need to do so, also contributed to this major sales success.

NEW POST CREATED

Verena Wintsch, who helped *Bob Fitze* open the Zug office, is now Regional Administrative Assistant for Latin Region. The new appointment is intended to shift more administrative work from Bob's shoulders, and to better coordinate the operations of the three Latin Region offices—Zug, Paris, Chiasso.

In her new capacity, Verena assumes responsibility for supervision of accounting and secretarial staff, office budgets, accounting and administrative procedures, staff administration, cash flow and debtor control. She doesn't even have time to have a photo taken!

Now It Can Be Told

As a result of his outstanding alertness, vitality, zeal and intelligence (as illustrated so convincingly in the photo), *Jean-Pierre Adeline* joined the staff of KSA on July 1. When awake, he continues to coordinate Europe's PR activities. This photo was kept a close secret until his staff appointment was confirmed so that, he says, EUROCOM should not be unduly influenced in his favor. He also says that his efforts of coordinating European input for the Observer should make it more effective bed time reading and should prove welcome for all KSA insomniacs.

