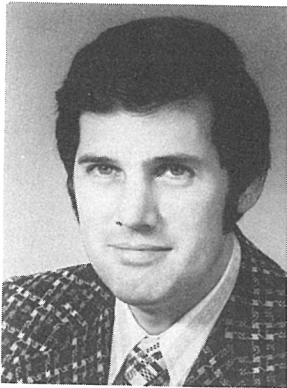


How Long Does It Take To Engineer A Vest Shop?

By—Pete Ehlinger

(Editor's Note: From time to time, we hear of exceptional exploits by KSA consultants that deserve wider publicity throughout KSA. The following story is a good example.)

Our man *Charles Topping* was in the final stages of engineering a coat shop in Montreal when the union declared a strike. In another part of Montreal, another client (unaffiliated with the union) was busily engineering most of his organization at once. *Paul Connell* in the coat shop, *Al Durany* and *Tom Austin* in the pant shop, *Ron Brockett*



with a personnel installation, *Mike Brent* in cutting, *Larry Maurer* in payroll, *George Soffron* and *Dick Bath* installing work-in-process controls. *Pete Ehlinger* was visiting as project manager while *Ken Osborne* was account executive (and of course *Chick Schwartz* served as KSA's Canadian superstar.)

Along with all the other work being done for him, the client had previously asked if we could also help out in his vest shop. We responded that

his management had all they could handle, what with all the other programs and consultants. When Charles suddenly became available, however, we brought up the question and asked if the client would be interested in using him in the vest shop on a short-term basis; "to do what he could in engineering during the strike". . .no promises, but anything would be a plus. The client said yes.

When the strike was over, and Charles left his temporary work in vests, KSA results were summarized in a letter report as follows:

- Two operations eliminated through engineering.
- New machinery ordered and installed on five operations.
- Thirteen operations engineered, including workplace and methods.
- Rates installed on 13 operations.
- All operations placed on incentive rates.
- Follow-up and rates proven on most operations.
- A new improved layout model (done at night).
- Production take-up form made and installed.
- New piecework ticket forms installed.
- Engineering manual completed including motion summaries and quality specifications.
- Six new operators hired and trained.
- Management evaluation prepared.

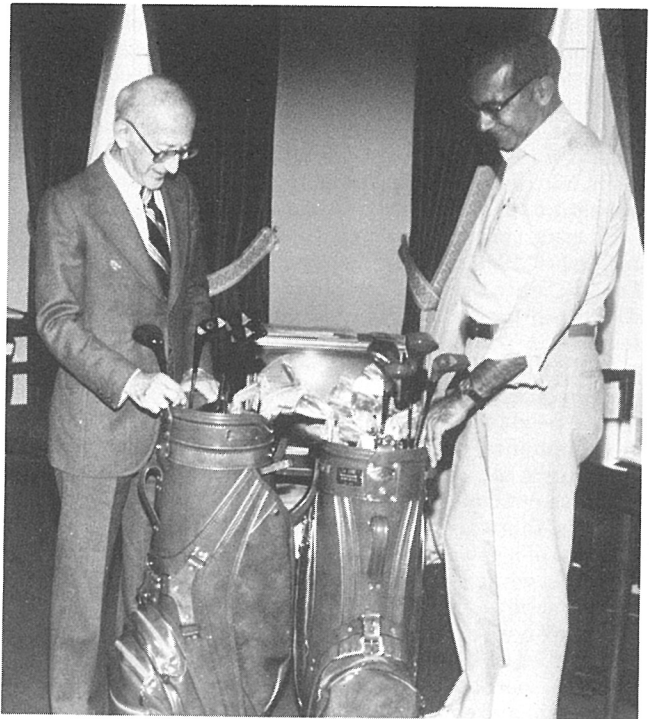
Total Elapsed Time—12 days!

Needless to say, this was no ordinary job and we shouldn't use this for quoting in the future (after all, it's not

easy to predict when *Charles Topping* or anyone else without previous vest experience will be idled by a strike, even with the help of FORSCOR.)

However, this story does illustrate the versatility of KSA consultants, and the inherent adaptability of sound industrial engineering principles (we had never engineered a vest shop before this.) It also shows what can be accomplished in exceptional circumstances by a highly motivated and effective engineer.

The client, needless to say, was pleased silly and is planning to use KSA in other areas.



PAIR OF HONORARY CHAIRMEN (a very well matched pair, in fact) is shown here inspecting pair of matched sets of golf clubs. The objects of their admiration were presented to *Karl Striegel* and his wife, *Jane*, for rigorous testing on assorted North Carolina golf courses during summer months. If they pass, the golf clubs will be permanently presented to *Jane* and *Karl* (another well matched pair!) to mark the latter's long service to KSA. *KS*, holding 4 wood at left, did the honors on behalf of EXCOM. (Although a non-playing Captain, he knows the importance of follow-through.)

Chairman's Corner

What Kind of KSA—All KSA consultants have recently received a paper setting forth KSA's long-range marketing strategy. The paper covers in some detail the purpose of the strategy, alternatives that were considered before arriving at the recommendations for industries where KSA should be active in the future. The paper also restated KSA's basic philosophy and objectives. These were used as a point of departure for the paper and considered too long to be read by many Observer readers. We thought a brief restatement of the essential content would be of interest. There are some additional dimensions to our company that need discussion as well.

Philosophy and Objectives—Since its inception, KSA has believed in specialization by industry. That's how *Kurt Salmon* got started over 40 years ago and as we have grown and entered Textiles, Health Care, and Retailing, we have held to this formula. By specializing our work by industry, we learn more about it and can achieve more for our clients in less time and at less cost. It's as simple as that.

We believe we should provide a total service to our clients. If they need our help in selection of a sewing machine or a computer, we should provide these and similar services of technical nature. If a client needs help in organization or with a basic plan for the development of his business, we should be equally able to do that. By being able to work in all areas of management we can service a client better than if we worked in only one or two areas. So, we want to be a "full service" consulting firm.

It is part of our philosophy to work internationally. KSA decided in 1959 that our expertise would be applicable in Europe. Since then, we have built a practice there which is about half the size of our U.S. operations. In offering our services in Iran, Brazil, Nicaragua, etc., it is in keeping with that philosophy and we hope to develop this aspect of our company further.

We need to be substantially profitable to finance future developments, to create reserves needed in business downturns, to pay dividends to our many stockholders, etc. We have not done well enough on this point for a few years and it is, therefore, an important priority to do better. With the help of a good economy, we are now doing quite well in the USA, while Europe is just getting out of the recession.

We believe growth is highly desirable, as only through growth can we hope to give our younger men opportunities and challenge as they grow. In a more general sense, it is difficult (perhaps impossible) to generate the sense of dynamism and success that we need in the firm if we do not grow. While this is an important objective, it is clearly second to our need to improve on profitability.

That is the philosophy and these are the more concrete objectives to which we are committed.

Direction of Development—The paper on marketing strategy concludes that we should apply this philosophy and strive to achieve these objectives within the consumer products and services industries. Long range, we want to achieve the same prominence as consumer products and services consultants as we have established in apparel and textiles. Our first marketing priority is to develop our potential for growth in the industries we're already in. Once we have made our efforts in Retail and Health Care solidly

successful, we would look to Hotels and Inns and Food Processing as the next large industries in which to invest.

Parallel to this, but on a less costly basis, we would opportunistically capitalize on chances to work in the shoe, leather, drycleaning, laundries and furniture industries, but with a view to gradually developing volume in these industries. We have concluded that these industries are not large enough to warrant high investment efforts.

Briefly stated, these are our ideas on additional markets for KSA and the priorities that will guide our growth.

A Few Additional Thoughts—There are some additional dimensions to the future company we want KSA to be. Particularly, what are the standards we should strive for and what is the working environment we would like to create? To us the following thoughts are of as much fundamental importance as are our objectives and business philosophy.

- *Professionally*, we must strive for the highest standards of quality, integrity and ethics. We believe we all have a need to feel we belong to a firm that stands for the best there is—professionally speaking. Our reputation has always been high so we have an important heritage to carry forward and further improve upon.
- *Socially*, we must be convinced that the work we do will serve the best interest of society at large. We are, in a real sense, making an important contribution to the economic health of our clients and the many people engaged in the industries we serve and thereby to improving the standard of living in the countries we work.
- *Commercially*, we must be successful. Otherwise we cannot pay competitive salaries and invest in the good future of KSA. This ties back to our profit and growth objective.
- *The work must be fun*. Most of us who stay in consulting do so for the love of the work and less because of the compensation we receive. There will always be occasional situations where consultants are offered salaries by manufacturers with which we cannot compete dollar for dollar. Still, we hope that most of the men so tempted will opt for a future in KSA.

To remain in consulting we must, we believe, find our work truly enjoyable and be stimulated by the consulting projects we do, the change of clients, and by the interaction with professional colleagues.

The point is often made that we must be a people-oriented firm. We all agree. A consulting firm really is the sum of its personnel and very little more. We believe that people orientation must mean a genuine interest in our colleagues, a concern for the problems created by heavy travel and pressures of deadlines, the care for their profes-

Continued on page 3

THE KSA OBSERVER

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

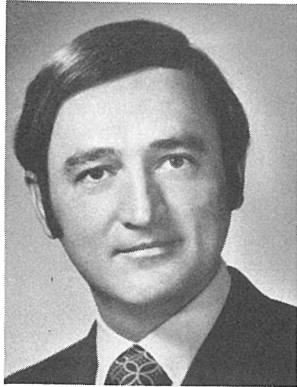
Volume 7, No. 2

June 30, 1976

KSA's Emerging Nation

By—*Dave Cole*

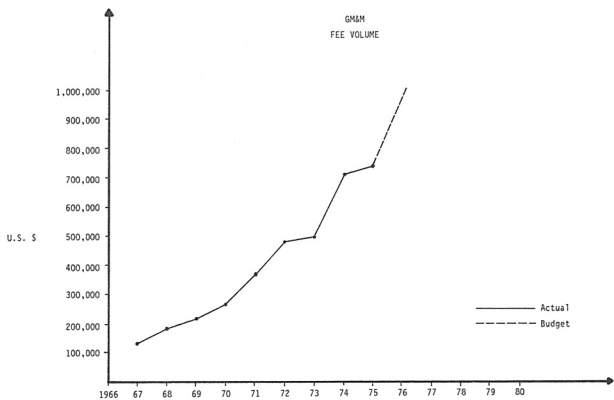
Konyagi and Tonie, the shadow of Mt. Kilimanjaro, methods to manually harvest kenaf fiber. . .without a manual . . .all memories of one type of emerging nation. We have another in KSA. The past 10 years have seen our GM&M practice move from Third World status to some-



where in the elite top five or six of the world powers (still headed by that bastion of western capitalism. . .SRE).

In 1966 *Kurt Salmon* lured *Ralph Ross*, then President of Roydon Wear, back to KSA consulting. As legend has it, the offer included the challenge of building a broad GM&M machine *from scratch*, a six-week course in commanding voice, and two Italian dinners. The challenge was clearly met and the results are impressive.

Volume—Fee volume has increased from \$131,000 in 1967 to \$1,000,000+ projected for 1976. By this measure the practice has doubled every three years, resulting in a 25%+ annual compounded growth rate in dollars over the period.



Units—A broad group of satisfied clients is served, ranging from relatively small, privately held companies that have been valued KSA clients for many years, such as Tropical Garment Co. . .to the industry giants. . .Van Heusen, Warnaco, USI, etc. . .and world giants such as Dupont and Coca Cola.

Services—The service base is extensive. A sample of current projects include the specialized services of compensation reviews, organization realignments, market studies and plans, and broad scope services including corporate overviews and comprehensive long range planning.

Staff—We now have a nucleus of six assigned to the function. In addition, approximately one half of our GM&M work is performed by personnel in other functional or regional areas and the seasoned veterans of EXCOM. This allows us to outperform the "generalist" competition by drawing on such a broad range of truly professional KSA talent. . .thoroughly knowledgeable in the various functions important to our industries.

The future looks as bright as the past. Ralph will pass the leadership baton to *Bob Frazier* at the end of the year for a practice that is clearly positioned for further strong growth. Many positive elements are in place:

- A ready market, particularly in our mainstay industries of apparel and textiles, and in the growth areas of retailing and health care.
- A solidly building reputation for competence in the service areas covered by GM&M, and in delivery of those services in the KSA tradition of properly scoped projects, realistically quoted, that yield what is promised or more.
- A KSA marketing strategy encompassing the overall philosophy of building a consumer products and services consulting practice. Over many years we had to count on MMD and Systems. . .we now feel this can bring more balance whereby GM&M can lead to services needed by clients in other functions.
- An immense reservoir of talent available in KSA. . .the best expertise in the world in many of the areas that are included in our projects.

Achieving the planned annual compounded growth of a conservative 15% over the next five years will yield 1981 fee volume of over \$2,000,000. The real spade work has been done. The future is practically assured. . .as it can be whatever we choose. . .we're bullish.

Chairman's Corner—Cont.

sional development and stimulation. It also means the acceptance of the notion that we are all professionals with the same right to be treated with courtesy and thoughtfulness and that our rank in the management of KSA is of much less importance than it might be in a typical manufacturing company. We are a group of professional people working together because we have elected consulting as our career.

If these are our objectives, the direction in which we are going and the general environment in which we like to work, it then becomes management's job to promote development along these lines. Each of us, meaning everyone of us, can and must make our contribution to the development of the kind of KSA we want to build. We owe this to the company and to ourselves.

Head Of All Systems

J. W. KAVANAUGH

Congratulations to *Jerry Kavanaugh* on his appointment as Manager of Systems.



Jerry will provide coordination and give overall direction to further development of the systems function, and is well qualified for this additional responsibility. Under his direction, Apparel Systems has become a stronger and larger group.

Jerry will continue as head of Apparel Systems, assisted by *Randy Nord*, Manager of Apparel Systems and *Josh Taylor*, Manager of Textile Systems. He will also provide functional coordination of Retail and Health Care systems projects, working with the Managers in these industries.

KSA/USA Mid-Year Report

By—*Jack Ullman*

In the last issue of the Observer, we expressed "growing optimism"—but this could reflect the experience of only two periods. At this writing we have five and a half periods behind us and a solid record of performance. A few specifics:

Volume—Through Period 5, our KSA/USA fees billed totalled \$4,140,000. . . up 31.3% from 1975. . . and 28% ahead of the comparable period in 1974. Discounting for inflation, we are up some 25% from depressed 1975 levels and our *real* growth over the comparable period for 1974 is some 12% to 14%.

Sales—our leading indicator—continue strong. Although the enormous surge experienced in late '75 and early '76 has subsided to a more normal level, our overall backlogs are balanced and holding slightly above six periods. Sales through Period 5 are 110% of the sales quota required to enter 1977 with a six-period backlog *after allowing for 10% growth*. With inflation running under 6% year to date and if sales continue at present levels, we would hope to achieve our 10% growth objectives for 1977.

Profitability—While we customarily look at net after-tax profits, we should also focus attention on the USA operating profit before allocations to DPS, cash profit share, and taxes. Through five periods this stands at \$1,180,700 or 28.5% of fees versus \$227,600 or 7.2% of fees in 1975.

Net after tax profit through Period 5 is \$281,000 versus \$18,000 for the comparable period in 1975 and \$87,000 in 1974.

Manpower—Our first class of '76 recruits begins on July 10th. We have six certain and hope for one or two more (our original quota was seven). One will be assigned to PD and the balance to MMD. Our recruiting efforts continue full steam, and we plan additional trainees for September and January. We are also recruiting for experienced specialists in marketing with a textile background, a retail systems man, and a senior health care consultant—preferably a former hospital administrator. We've begun our preliminary forecasting and budgeting exercise for 1977, and as soon as this is completed (mid-July), we will be able to develop an overall manpower plan for 1977 and direct our recruiting accordingly.

Many more statistics can be analyzed, but we feel you can draw your own conclusions from the above as to the kind of year we are having to date and the outlook for the immediate future if the economy in general continues to hold up—and the economists are generally optimistic.

There are many new and exciting projects being undertaken in virtually every segment of our basic four-industry practice. Additionally, our opportunistic efforts continue to grow and contribute greatly. We have begun the second phase (in excess of \$200,000) of the major productivity improvement and training project for the Holiday Inns. They have also asked us to audit their quality control reporting system for the franchised and company inns. This could have major implications.

In mining, our very successful work at FMC led us into subsequent work with the Island Creek Coal Company and the Pittsburg Power and Light Company. These projects have all gone extremely well, and we continue to be introduced into new situations by Weirco—the KSA of the mining industry. Weirco has asked us to assist them, working for the huge Jim Walter Corporation which is faced with a major manpower development need to bring a number of new mines to full production levels over the next several

years. A total of some 3,500 people must be recruited and trained by Jim Walter Corp. (all levels) on an extremely tight schedule.

Perhaps the most gratifying aspect of this rather bright picture is that our performance in all respects is extremely well balanced by division, function, and industry group. . . in short, achieving most of the objectives set at the beginning of this year. The recent issue of the *Flash* and articles appearing elsewhere in the Observer will give you some idea of the depth and breadth of our practice. Much more could be written, but our purpose was merely to give you a brief overview of where KSA/USA stands half-way through 1976.

Staff Meeting—The highlight of the year promises to be our staff meeting in November at which time we will be able to provide much greater detail. . . and get your input and feedback. . . as to KSA, where we've been and where we're going. Four years between staff meetings is entirely too long, and no one looks forward more than I do to seeing each and every one of our associates, come November. It would take a major disaster to cause this year's meeting to be cancelled. Detailed plans will be announced in the near future.

It goes without saying that were it not for the tremendous efforts of an outstanding team (backed up by their equally outstanding spouses), we could not be accomplishing the kind of results we have experienced this year. The turnaround in the U.S. economy is, of course, substantially better than anyone dared hope, but the turnaround in KSA, thanks to you all, tops it. With all of our continued efforts, our continued commitment to putting quality and our clients' interests first, and a half-way decent break with the economy, we'll keep this ball rolling.

Our sincere thanks to each and every member of our consulting and support staff for your continuing and sustained contributions.

What Happened At Breakfast

KSA's Second Annual Financial Breakfast, introducing this year's Financial Performance Profiles for Apparel and Textile companies, took place on May 25th in New York. Here's what happened (also see Public Relations Dept. report for details about the Profiles):

- 123 people—about 25% of them company presidents or CEO's—bought tickets. They represented. . .
- 66 apparel firms, 23 textile and fiber firms, 5 retail organizations, 8 banking, factoring, and investment houses, 2 consulting firms, and 4 miscellaneous, as well as . . .
- 13 assorted members of the press. . . all of whom helped.
- 400 copies of Perspectives disappear faster than the bacon and eggs.

The numbers are slightly lower than last year, but the event broke even because of tighter cost controls and higher prices.

Jack Ullman introduced the speakers, *Dean Vought* reported on apparel, *Josh Taylor* filled in for *Freddie Wood* on textiles, and *Ralph Ross* presented an update of KSA's 1976 soft goods outlook. *Eileen Gormley*, an analyst with *Thomson McKinnon Auchincloss Kohlmeyer*, covered the View from Wall St.

Tenth Anniversaries . . .

Ron Brockett began his consulting career on an unusual day. . . April Fools Day 1966. He also brought an unusual and different background to KSA, having received an A.B. degree in sociology from Georgia State and an M.A. from Georgia in Sociology and Anthropology. In addition, he



accepted KSA's offer knowing the overwhelming odds in favor of Ga. Tech KSA'ers! His tenacity won out over these factors and Ron celebrated his KSA-Tenth on April 1.

His early training and consulting work centered around KSA personnel services working closely with *Abbie Jean Quick*. Since he was Atlanta based he also provided much needed help in recruiting and interviewing for KSA staff, and his skills in

evaluation and diagnostic interviewing soon became very apparent.

During those 10 years, Ron has been involved in projects too numerous to mention, providing clients with traditional personnel services. . . establishing testing, selection and placement procedures, labor surveys, plant location studies, etc. In recent years with personnel broadening into HRD, Ron has been heavily involved in the development of services, in attitude surveys and induction-orientation programs. The importance of work in these areas can be emphasized by the fact that 46 attitude surveys have been conducted since 1968. One client, Andover Togs, is about to undertake its fifth survey.

Ron was promoted to Principal in July 1971. He's currently a member of STECOM and also represents KSA on the Personnel Relations Committee of AAMA. He, *Charlene* and their daughter, *Caroline*, live in Atlanta. He is a proud

father, a *fair* yachtsman and an excited new (older home) homeowner—with all kinds of landscaping to do. . .so the next 10 years will find him equally busy at home and at work.

On May 2, 1976, *Smiley Jones* celebrated his 10th anniversary with KSA. He came to us from Ga. Tech where he received his B.S. in industrial engineering. He also had work experience with Western Electric.

Many important and interesting things can, and will be said about Smiley. However, one item of trivia dug out of the archives is worth mentioning. He is the last active KSA consultant to have his initial in-plant training at Roydon Wear and thus he closed out a bit of our history as he began his career.



Smiley's first assignment was with Oxford in men's outerwear. . .a very tough product as all engineers know. From this beginning he found himself plowing new ground on many assign-

ments. He staffed our first major project in leather goods for Amity. . .he was involved in initial activity in the industrial laundry and linen supply consulting services. . .he added much to the supervisory development services of our HRD practice with unique contributions at Haspel. In addition, he's been involved in KSA's early work in mining and the shoe industry.

Smiley was promoted to Principal in January 1973. He, *Ruth* and their four children live in Atlanta. If his second 10 years are as active as the first, it is difficult to determine what new things he will lead KSA into.

Congratulations!

To *Bob Messinger* and his bride, the former *Rose Wippler* of the Atlanta office, we wish an abundance of happiness and good health.

Also congratulations to those with new babies, namely, *Bonnie* and *Bob Frasier*, a son, *Scott Innes*, April 6th. . . *Maria* and *Mickey Zaldivar*, a daughter, *Cristina*, April 26th. . . *Maria Luisa* and *Gary Ratliff*, a daughter, *Valeri Xochitl*, June 9th. . . *Lauren* and *Chuck Northington*, a son, *Daniel Allen*, June 5. . .Lauren works with Tech Info in Atlanta.

Recuperating

Their many KSA friends will be happy to know *Bob Reeves* and *Freddie Wood* are recovering very satisfactorily from the heart attack each suffered recently. Their doctors expect them to be as strong as ever, provided they follow orders and take care of themselves.

Bob, a rugged individualist and one of our mining pioneers was stricken while working at home on a weekend

following a heavy schedule. We're expecting to hear a union organizer has visited him to point out what can happen when an unskilled laborer tries to lay carpeting!

Freddie took the "Early Bird" out on Monday to start a busy week of travel and appointments, ignoring his symptoms. . .thinking he had indigestion. By Tuesday afternoon he was not only back in Atlanta, but also in Cardiac Care.

Bob and Freddie were lucky. We hope this will also serve as a warning for all of you to take care of your own health.

Coming Events

- Sept. 14-17— Bobbin Show, Atlanta. KSA will exhibit. Attendance details for staff consultants forthcoming.
- Sept. 17-19— Footwear Conference, St. Louis. KSA will exhibit.
- Sept. 20-23— American Health Conference, Dallas. HIC will exhibit.

Functionally Speaking . . .

PUBLIC RELATIONS

ANNOUNCING the PR Department's First Annual Proofreading Contest!!! Here's your chance to check the accuracy of material produced by people who have been checking your material all these years!

Handsome prizes (218 annotated copies of our fiscal 1974 Textile Profile, for example) will be awarded to the first five contestants who correctly identify the three errors (that we know of, at least) that slipped into this year's Apparel and Textile Profile Perspectives. (Members of the PR Dept., contributors to this year's Profiles, and the Chairman of the Board, are barred from entering this contest, which is illegal in states where it is illegal.)

Errors are no joking matter, of course, and we spent a great deal of time double-checking the data of 232 companies (approximately 7,000 separate numbers) in this year's Profiles. The three in question are minor embarrassments, and luckily have nothing to do with any one company's figures.

KSA's annual financial studies evidently have become fixtures. The demand for extra copies of the two Perspectives containing the highlights is intense during the first few weeks following publication, and it comes from all over—Wall St., company boardrooms, publications, individuals we've never heard of, schools, public relations agencies, etc., etc. We know of at least three meetings of stockholders and financial analysts where our Perspectives have been bandied about and pointed to with pride.

We hope to sell about 50 of the complete, 500+ page print-outs @ \$150. (Copies may be viewed in New York, Atlanta, Nashville and Greensboro. They make fascinating reading.)

This kind of effort doesn't succeed by accident. *Debbie Galloway* started working on the 1976 version last fall, and she and *Kathy Couch* put in two straight weeks, including weekends, of final preparation. They were greatly helped by people from all over KSA, and our thanks go to *Bill Cameron*, *Gerry Churchill*, *Andrea Dillon*, *Emma Donnelly*, *Bob Gargan*, *Norma Hendrix*, *Lillian McCarthy*, and *Mac Ryland*.

It wasn't all financial for PR during the second quarter of the year. We also managed a two-day Textile Planning Seminar in Atlanta (attended by 22, and quite successful), an exhibit at Texpo (mediocre), a presentation by *John Wilcox* before women's wear producers in NY (smooth, as always), informal participation in two health care shows, some consulting work (!), stepped up recruitment advertising, and the never-ending conversion of our mailing lists.

But the last three months definitely belonged to our Event of the Year—three mistakes and all.—*Joe Scheines*

RETAIL INDUSTRY

Retailers had an outstanding final quarter in 1975, projected a strong first half for 1976, and are basking in the glory of their collective foresight as sales and profits are exceeding expectations. Despite this, their optimism becomes guarded past Christmas, 1976, for the memory of 1974's excessive inventories, a host of Chapter XI's, and the

W. T. Grant liquidation is still fresh.

After a very sluggish first three periods, new retail business for KSA came in at record levels during the fourth and fifth periods. New sales totaled almost \$300,000 during this eight week stretch and included a variety of assignment types: new facility planning, warehouse productivity improvement, information systems design, merchandise quality workshop, and a long term retainer.

As the retail industry is being developed, we are slowly broadening the services offered. Physical distribution planning and related order processing systems work has led the way with alterations engineering and other operations type activities following. We have not done HRD work yet and have done GM&M assignments as the opportunities arose but without much formal planning and developmental effort.

Since the early services are gaining a foothold, we are now in the process of mapping plans and developing objectives for more aggressive pursuit of GM&M consulting in retailing. We intend to continue this gradual broadening of our retail service base while hopefully gaining still more strength in the earlier services until KSA is eventually recognized as the preeminent consulting company in retailing. It may take us into the 80's to accomplish this goal, but it is a realistic one, and we will do it. —*Jim Giddings*

WESTERN REGION

It's been a year since KSA officially opened its doors in Los Angeles. Our Western Regional map is beginning to look a little like an English Pub's new dart board—particularly around the big city "targets."

Most of KSA's divisions and functions—AAMD, GM&M, MIS, PD, and Retailing—are currently represented in San Diego and Los Angeles on up through San Francisco, Salt Lake and the Pacific Northwest (Portland, Seattle, & Tacoma.) While just beginning to scratch the surface, the excellent efforts of our diligent staff men, functional specialists, and account executives are allowing more and more "young (and not so young) men to go west."

Y'all come. . . . Wives are advised to check with *Miriam Cruz* and *Linda Price* to find out how they talked *Sergio* and *Butch* into "taking them along" on some brief business trips. Friendly persuasion???

How Far West is the Far East!—*Michele* and *Jim Trautman* were enjoying a belated honeymoon in the Orient in March when they decided to "pay tribute" to KSA's industry in their respective ways . . . *Michele* distributing a few US dollars along Hong Kong's Nathan Road boutiques and *Jim* looking for some "savings" dollars in a tour of some Hong Kong apparel contractors. Fourteen hours and a twelve course Chinese dinner later, the honeymoon was interrupted (once again) by authorization of a \$9,600 job. . . to be started immediately. Their stay in the Orient extended a week, and before long *Jim* was on a plane to Manila leaving *Michele* behind with much more time (than money) for her Hong Kong shopping spree.

Now that Utah's 200 inches of powder is melting away (skiing thru July is normal), the Pyke Manufacturing (Salt Lake City) team is back on the job full-time. To their pleasant surprise, they found that *Roger LeBarron* (who prefers

après-skiing) had already achieved monthly fabric savings levels in the range of \$35,000 to \$40,000 with much more to come. In his spare time, Roger is taking evening woodshop classes and building furniture for his home in the hills. Perhaps he'd like to submit his own report on his (all girl) Wednesday night pottery class.

Out of the Mouths of Babes—One of KSA's most experienced (and unreliable) company cars found itself in Los Angeles after a long and eventful life along the border. During *Jim* and *Lucy Hicks'* nine-month stay in L.A., Lucy borrowed the car from time to time—and had her share of problems with it. Apparently she had some "comments for the car" in the presence of their son *Jason* (aged 2). While we all acknowledged Jason's quick learning ability, imagine our surprise when Jason uttered, "Trautman, where is the dumb car?"

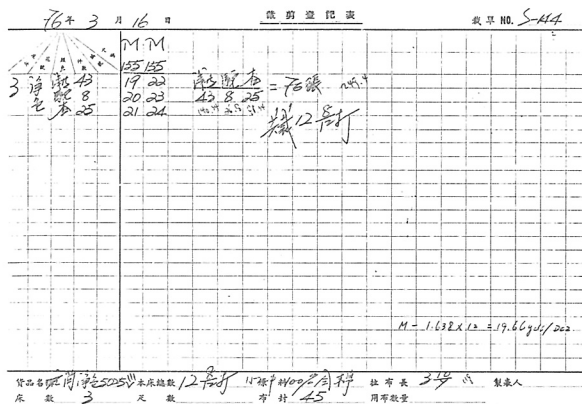
Cutting/MU Input—It was a beautiful balmy Saturday night in San Diego, and *Nort Eberly* and *Jim Trautman* were gathered around the "TV screen." No, they weren't watching "Saturday Night at the Movies," but a CRT (Cathode Ray Tube) of pattern images and markers. Ratner has joined the KSA client fold by authorizing a survey including a comprehensive analysis of their Cansco computerized marking system. They spent seven days a week, 24 hours a day—you guessed it, KSA was awarded the "prime time" shift for its detailed analysis phase. (Ratner couldn't keep up with marking requirements and has actually *lost* M.U. efficiency since adopting the \$300,000 system.)

It's an exciting and challenging project and we've asked *Randy Nord* to add his systems perspective in sorting out their cut planning problems. By the time you read this, we should have identified a plan of action (and some exciting improvements) for Ratner, and furthered KSA's knowledge and experience in the rapidly developing computer marking and cut planning areas.

—*Jim Trautman*

No Tickee, No Cut Work

In a dozen years with KSA, *Jim Trautman* has had the opportunity to see a lot of different types of cutting ticket in his travels. Most cutting project data analysis had become fairly routine. . .until we received a letter from a client in Hong Kong. The first item of the letter stated "Enclosed, please find our photo copies of our cutting tickets which are self-explanatory."



Is it any wonder *JET* moaned, "Where was KSA's Cutting/MU T.A.B. man when I needed him most?"

Chick Schwartz—The Artist

You know *Chick Schwartz* the engineer and Manager of KSA-Canada, but did you know he is also an artist? The *Montreal Star* refers to him as a "young and talented ceramics artist." With not only newspaper coverage but television appearances, he is becoming quite well known as a famous artist.

From the number of pieces displayed at a three-week exposition in one of Montreal's most exclusive art galleries, it appears *Chick* somehow finds the time to produce and promote his works of art.

As *Chick's* reputation spreads across Canada and Newfoundland, prices will no doubt rise accordingly. However, if KSA'ers are interested. . .and act without delay. . .it's rumored they might possibly obtain a small discount through his wife, *Marsha*.

TRAINING AND PROFESSIONAL DEVELOPMENT

The last issue promised a more detailed report on KSA trainees, and we are pleased to announce the hiring of six (possibly more) new men who will be starting in early July. . .next issue will include their pictures and biographical data.

Training classes for resident engineers continue. A class of 10 in June puts us well ahead of budget. The June class consisted of:

- 3 from Haspel, Inc.
- 3 from Hart Schaffner & Marx
- 1 from Pendleton Woolen Mills
- 1 from Palm Beach Company
- 1 from Cadillac
- 1 from Thorngate Ltd.

All of you are invited to stop by the training center when in Atlanta to see our new equipment. We have a Singer 281 in good sewing condition, which you may use to enhance your sewing proficiency. Our students, in order to graduate, will be required to thread the machine and change the bobbin blindfolded—with one hand tied behind—and write *Howard Dagger Cooley* three times without breaking thread or skipping a stitch!

Other *new* equipment of interest is a brand new red, white, and blue (what else?) Union Special 61300. This modern marvel is cut away to show the moving parts and stitch formation (courtesy of *Lewis Sales*). —*Bill Cameron*

DEPARTURES

It is with regret we announce the departure of several of our staff. After more than 17 years *Hugh Tannehill* has joined Gay Tread Mills of Scottsville, Ala., in a line management position. . . *Jack Fitzsimmons* has accepted a challenging position with Melville Corp on the corporation staff. We've already had contact with Jack as a "client" and he also continues to give us time on our Holiday Inns project. . . *Dan Schmierer* has joined DuPont Co. . . *Elmer Beardshall* is now with Stevens Sportswear. . . *Larry Maurer* has formed his own business known as Universal Funding. . . *Eric Chipps*. . . sometimes known as *Professor Chippendale* because of his convincing role in a Kensington Players' skit. . .has accepted a position with Koracorp of San Francisco.

To all of them our very best wishes for success and happiness.

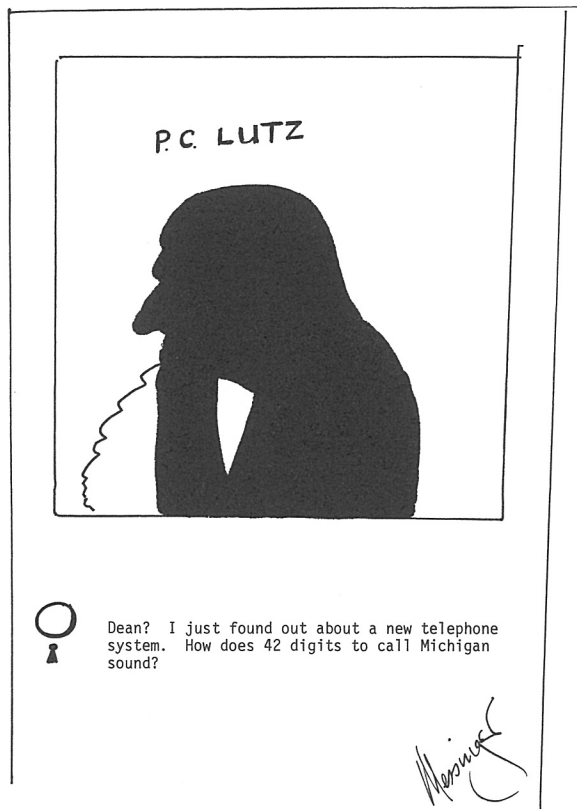
Difference of Opinion

It happened in the first of six "classes" on standard data and costing conducted by *John Wilcox* in an ILGWU-sponsored day of "productivity consciousness-raising" for women's-wear manufacturers and contractors at New York's FIT. A jobber interrupted John with: "What you're telling us is all well and good, but our contractors will never understand how to use these complicated techniques." His group then proceeded to mess up the costing example that JLW tested them with.

The next group, primarily contractors, came up with near-perfect scores on the "complicated techniques."

The President of the union gave heavy lip service early in the day's program to ILGWU's new attitude towards "bringing our women's wear manufacturers kicking and screaming into the 20th Century" with better equipment and a new approach to piece rates.

NEW YORK



HELP A SECRETARY TODAY

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ATLANTA



Nancy Snow



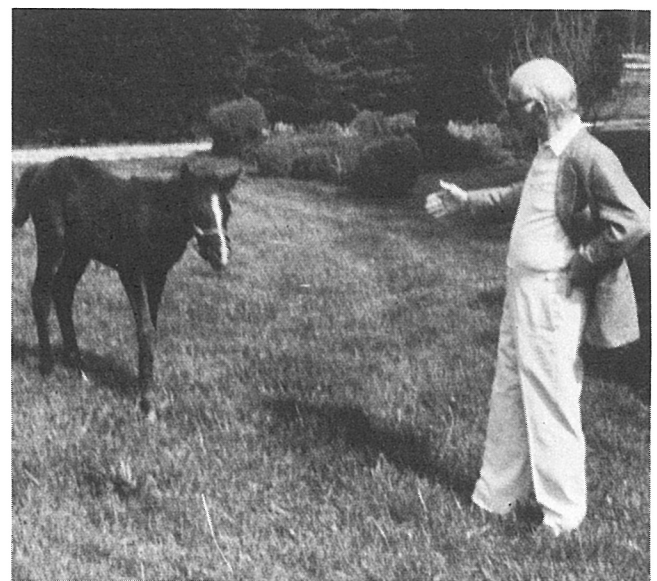
Betty Lane

The Atlanta office welcomes *Nancy Snow*, secretary to our growing GM&M division, and *Betty Lane*, secretary/assistant editor for Tech Info/Apparel Research Apparel Functions. Betty replaces *Lauren Northington*, who left KSA mid-April to await the birth of her first child (see elsewhere). Congratulations to *Chuck* and *Lauren* and also to *Norma Redden* who became *Mrs. Don Hendrix* on March 9th.

AO staffers continue their travelin' penchant. . . *Mickey* to Australia/New Zealand/Tahiti. . . *Andrea* to Europe. . . *Emma* to California. . . *Ruth* to the old west of New Mexico and Colorado. . . *Roslyn* on a three-week jaunt to the southwest and Mexican Pacific Coast.

College sophomore *David Hatch*, replaced *Richard Cheatham* for the summer, will take care of Xerox/General Office duties. Richard, after attending Sewanee University summer quarter, will return to KSA in the fall on a part-time basis while attending Georgia State University. David will continue his studies at the University of Georgia in Athens come September.

Happy 200th Fourth of July, ya'll! —*Vallene Baker*



Look, there's no use horsin' around, let's talk this over. . . says *Kurt Salmon*, the retired country gentleman. (See photo—last page—for final results.)

EUROPE

Achievements and Prospects

In Apparel—Despite many difficulties in that country one of the most significant sales this year was to an Italian company. The S. F. 96,000 assignment (Phase I) is for the installation of a computerized cut planning, marking and cutting system for G.F.T. (Facis), one of the largest European producers of tailored apparel for men and women, with some 3,000 employees. Implementation will be directed by an international team of KSA consultants from the USA, Germany, Switzerland and Italy. The contract calls for the development and installation of the most advanced concept in cutting room systems.

Resumption of our collaboration with Lebole, another very large tailored clothing manufacturer in Italy, is now confirmed. KSA is implementing a major supervisor and management training program.

In France, a F.F. 250,000 assignment at Tisseau involves general management as well as production planning. Implementation of this significant project is in the hands of *Henry-Louis Stimfling*, *Claude Reynvoet* and *Michel Cardon*. Also a survey of a trouser factory for Weil, is felt to represent a breakthrough in our relations with that important company.

In Retail—The present assignment with Bally in Switzerland, a European brand leader in the shoe field, holds the promise of interesting developments. They not only produce shoes, but are heavily engaged in wholesale trade and maintain a wide network of wholly-owned retail outlets. KSA's providing assistance in marketing strategy and organization.

The major sales concluded earlier this year are generating much implementation work, but existing contacts are being actively followed up.

In Textiles—Through one of our bank contacts in Germany, we sold an assignment to one of the largest European hosiery manufacturers. The quality of work produced on an assignment in the U.S. played an important part in our getting the contract. . . . One of the company's directors also has interests in an American company where we had worked, and pressed for KSA's involvement on the basis of results achieved by our U.S. colleagues.

How Do We Do

An Overview of Activities—Sales for the six periods up to period three proved very satisfactory with an annualized rate of some \$5.3 million, well above the projected rate. In particular, period three was excellent with sales of \$623,000 strong everywhere except in France.

While high backlogs are maintained in Germany, good sales and utilization are achieved in the UK, and progress is being made in Italy in terms of both backlog and utilization, matching problems inherent in a multi-lingual practice have so far prevented our extracting full benefits from the current situation.

At the same time, new areas of uncertainty are being created at an alarming rate in more and more European countries. In the UK, the economy is under constant pressure. In France, almost every decision of the government seems to lead to confrontations between armed state police and either students or unions, and sometimes both. In Italy,

the economy moves ever closer to a complete breakdown while even top industrialists, despite *Henry Kissinger's* pronouncements, are giving at least tacit backing to the Communists in an effort to oust a graft-ridden and scandal-racked Christian Democrat administration. In Spain, the new monarchy has yet to prove that it is something more than an uneasy interregnum. In Portugal, there are indications that the worst is giving way to the merely bad, but the change comes too late to save once promising opportunities that have now disappeared. Only Germany and Switzerland remain as relatively dependable havens of stability.

However, situations that are highly explosive in other continents have a way of resolving themselves less dramatically in Europe. The somewhat gloomy outline given above is not to be taken as an indication of impending doom. Rather, it should serve to temper our reaction to the generally buoyant sales picture and create a mood of cautious optimism about future prospects.

Added confidence is also being generated by the very measures being taken to maintain and improve performance in the face of difficult conditions. A particularly good example of this is the Account Executive Development Program set up and being implemented by *Richard Clarke*. The program, which begins with a clear and precise description of the AE concept, goes on to determine how the concept is integrated into KSA operations and concludes with full schedule of the AE's responsibilities at each stage of the relationship between KSA and the account.

Exposure to the program has been described as an "eye opening experience," and there is no doubt that it will do much to develop the ability of individual principals to identify client problems and thereby promote KSA's services more effectively.

On the retail front, annualized sales for the last three periods are over \$800,000. This is well over our \$500,000 income budget. We need to broaden our base in retailing as it is clear this industry is going to demand the same total service we provide for apparel manufacturers. At the same time, a distribution entry point is proving a firm base from which to promote a broader range of services.

In this context, it is highly encouraging to find that we are now generating direct approaches by both retailers and suppliers as a result of work done in the retail industry. Unfortunately, some of these inquiries are beyond our capacity to handle. But they do show that the current emphasis being placed on relationship between retailers and suppliers is bearing fruit. This should stand us in good stead in the future.

While *Harry Lack* in the UK advises that he is so busy building up sales and backlogs in apparel that he has little time to look further ahead for this issue of Observer, *Hans-Horst Hensche* in German Region reports some concern with current economic trends.

Although the expected upturn in the economy has now been confirmed, consumer spending appears to be concentrating on automobiles and travel, with relatively little increase in apparel purchases. There is hope that the situation may improve for the fall season.

This situation makes potential clients reluctant to invest in engineering projects, so our German practice tends to focus increasingly upon such areas as strategic develop-

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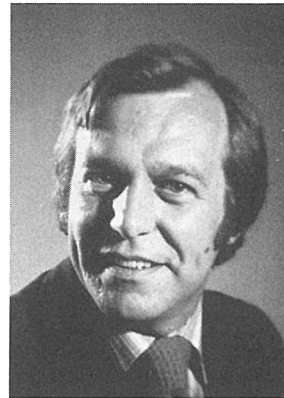
UK Ten Year Men . . .



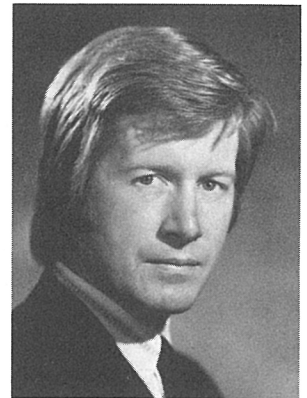
John Beddows



Tony Maule



Bill Wing



Harry Lack

Income in the UK Region is said to have been somewhat depleted by buying ten-year watches for John Beddows, Tony Maule, Bill Wing and Harry Lack himself.

The presentation was made in April at the time of the EUROCOM meeting in Windsor, which made possible the presence of Stig Kry.

How We Do—Cont.

ment planning and marketing concepts and organization.

Good results have been achieved in these fields during the first months of the year, especially as regards collaboration with financial institutions. Two more banks have retained KSA to evaluate and advise upon future development of apparel companies in which they have interests.

Throughout the German Region, utilization is improving and confidence is high despite the present uncertainties arising from consumer spending patterns.

From the Latin Region, Bob Fitze expresses concern with the state of the economy. Rampant inflation during the past year has caused our fees, based on Swiss Francs, to double when expressed in Lire. The latest Government measure, calling for an obligatory deposit in a state bank of 50% of the sum involved in purchases of goods or services from abroad for three months, makes all but the largest companies extremely reticent about buying our services. Nevertheless, as can be seen elsewhere, progress is being maintained.

In Spain, it is unlikely that significant progress can be made until the uncertainties caused by the impending referendum and elections are dispelled.

It Happened in Europe

After about a year in the UK, Nigel Richardson and Bruce Grasso returned to Atlanta last March. We send them our best wishes and thanks for their many contributions.

Alberto Figa-Beleta recently left his home in Barcelona, Spain, to spend eight weeks on an assignment in Colombia.

Dieter and Gisela Fertig moved to a new home in Bremen, Germany, last February. . . Ruediger Herrigt is also redecorating his new home in Bickenbach.

Jean-Louis Lindstrom, Fernand Brengues and Bob Chaumontet, all members of our French team, are leaving KSA. Jean-Louis to join BVR, a French knitwear company, Fernand is taking up a fixed appointment in the personnel management field and Bob is to manage a furniture business close to his home, thus enabling him to spend more time with his family. We wish them all well in their new careers.

From Windsor comes news of the departure of Sue Price Williams, Stuart Hollander's secretary. Sue is to await in leisure—and far from KSA turmoil—the arrival of her baby some time in June. Yvonne Scott also leaves Windsor office to emigrate to Canada after two hard-working years with KSA. Our best wishes to them both.

Zug office is about to lose Rosemary Mueller-Knight. In addition to managing the office, Rosemary was also closely involved with our PR activities and developed a taste for print design. This prompted her to join a large international company as assistant to the Advertising Manager, but she is still doing part-time work for us until a replacement can be found.

IF YOU'RE NOT CAREFUL YOU COULD HAVE A BODY LIKE HIS

Established sales theory states that it's a good thing to put a prospect under an obligation. Renato Tarditi in Italy did just that without trying.

During the first week of an assignment with Lovable, he parked his car outside the plant until the director invited him to use the staff car park.

Accepting gratefully, Renato left his car in the plant parking lot the next morning. A few hours later, he received a message from the director, who ruefully informed him that the personnel transport bus had smashed into his car, reducing it to scrap.

A short section on strategic car parking on assignments is expected to be incorporated in future sales courses.

WELCOME TO KSA

For Heinrich Spoerl who joined German Region on April 1st to bring to our EDP team his experience in computer programming. . . For Judith Perkins, who joined Windsor office last March to become Stuart Hollanders' new secretary. . . For Sue Cleaver, who also joins the Windsor team, mainly as John Phillips' secretary. . . For the second time around, for Helene Rey who returned to Paris office earlier this year.

The Year of the Peacock . . .

By — Steve Webb

It is now more than a year since I first visited Persia. . . which, to my mind is a much more exotic name than Iran. An even more appropriate name is "The Land of the Peacock Throne."

I suppose the overriding impression concerns the extreme contrast between the attitudes and temperament of the Iranians, and the Western culture that I was used to. It



was interesting to read, in the last issue of Observer, that *Helmut Blettenberger* also found Eastern Europeans frustratingly difficult to deal with while being very charming people at the same time. The Iranians are just like that.

KSA's first contacts in Iran go back to around 1970. Since then, and particularly during the past two years, we have built up a list of 10 reference clients in textiles and apparel, both in the public

and private sector. I think it says much for the KSA approach that six of these 10 companies are already repeat clients.

Our biggest job so far has been with a company that will shortly bring on stream a 3 million metre per year double knit fabric mill. Here, *Rod Gunston*, has been involved in developing the complete management systems procedures. Rod has also spent about two months coordinating the often conflicting requirements of the building contractor, the service contractor, the erectors from the various machinery companies. The major headache produced by the system work was convincing the client that much of it was necessary.

The principle usually applied to management systems by Iranian companies can be expressed in two parts:

- Do exactly what I tell you to do.
- Do nothing unless told exactly what to do.

You can guess how this affects the efficiency level of a typical Iranian company. The situation is made worse by the fact that the decision makers—who should be telling everybody what to do—seldom spend more than one day a week in the factory.

Better management is the only thing that can save most Iranian companies. There is a distressing tendency for the average Iranian graduate to feel that the ideal job means a luxurious office and as little work as possible. We've been told on several occasions that the only way to find management appointments is through personal contacts and influence. . . but the truth is that every company is desperate for educated people who are prepared to work hard to develop management skills.

The potential for KSA in Iran was strikingly underlined when Rod left his major assignment in Yazd briefly to do a short productivity development program for an apparel factory in Rasht. The first two weeks' results showed an average productivity increase of 40%. The client was kind enough to express his amazement at the rapport established with the operators across the language barrier. He wanted to know what the magic KSA ingredient was. I told him it was simple, you just smile at them, and they smile

back. . . it never fails!

The operators were in constant hysterics listening to Englishmen speaking to an Italian in their only common language. . . very bad Persian. This was made worse by Rod's Yazdi accent and my Tehrani accent, both of which apparently sound hilarious to Rashti ears. Incidentally, the Rashti is the usual butt of ethnic jokes in Iran, and I've had considerable success with stories by substituting *Akhmed* from Rasht for *Paddy* from Galway.

Our ongoing project for one of the state investment banks is to develop a strategic investment plan for the apparel industry. We also have retainers with two clients for general advice and guidance for new factories (scheduled to begin production in 1977) and are hoping to be involved full-time in the projects by then.

Perhaps the lesson of the past year is that nothing moves quickly in Iran, but to paraphrase Galileo, nevertheless it moves! However, the one thing that really moves thick and fast in Iran—and especially in Tehran—is traffic. I don't care where you have been. . . Paris, Manilla, Mexico City, Sao Paulo. . . Tehran is the worst combination of too many cars, inadequate roads, and completely insane driving. A learner expects to have several accidents before getting a driver's license!

Getting across the street in Tehran can be a real problem. For the first couple of weeks, I seriously considered getting a taxi to the drug store on the other side of the road from the hotel. I thought I solved the problem by looking only to my right on a one-way street until I narrowly escaped death from a motor-cyclist going the wrong way.

After several months, I developed a method of crossing the street. The secret is never let the car driver think you have seen him, otherwise, he will expect you to get out of his way, rather than avoiding you. The flaw in this plan is that everybody uses it and very few Tehrani drivers spend much time looking where they are going.

Our beautiful receptionist, *Marzi*, asked why I had written about the worst features of Iran instead of the nice things. Iran is much larger than most people imagine . . . combine France, Germany, Denmark, and The Netherlands and you are getting close to the size of Iran. There's a wide range of peoples, places and climatic conditions which makes generalizations difficult, so with that in mind, here's a short list of nice things about Iran:

- The people are extremely charming, and gracious to visitors who need to quickly acquire a taste for Iranian tea. . . this being a prerequisite to any discussion. Unfortunately, the old joke about the Iranian word for *manana* not carrying the same sense of urgency is true. . . they even have a word for they day *after* tomorrow.
- To Western eyes, Persian girls are generally very beautiful, while the average Iranian male's dream girl is pasty white skinned and a little plump. For the benefit of KSA wives perhaps I should add that as well as being beautiful the young ladies are also unapproachable, and outside of Tehran tend to hide their charm beneath a "chador"—a type of all-enveloping cloak.
- The air really *is* good—except in Tehran, which suffers the same problem as Los Angeles. The temperature range is extreme, from -10° Centigrade to $+40^{\circ}$ Centigrade in Tehran, but very little wind and low humidity

Continued on page 12

Year of Peacock—Cont.

make the extremes quite bearable.

- The architecture in the old cities, particularly Isfahan, Shiraz and Mashad is quite breathtaking.
- They got oil!

Rumors abound that some of our visitors have been afflicted by a strange malady referred to, depending on where it is contracted and in increasing severity, as the Tehran Trots, the Rasht Runs and Ghazvin Gallops. Fortunately, no one has been afflicted in Shiraz. One V.P., *Harry Lack*, even claims to feel quite queasy when the aircraft wheels first touch the ground at Tehran airport. I would just like to say that these rumors are vicious fabrications perpetrated by the Iraqi tourist board and the makers of EnteroViaform.

(Editor's Note: For anyone planning a trip to Tehran, we suggest they obtain "Extracts from Tehran Highway Code" which Steve has prepared. Space prevents our including this enlightening list.)

DENIAL

The Observer's editorial staff has been asked to deny the rumor that *Greig Barr* went to South Africa to escape from the necessity for sleeping on the ceiling of his Paris apartment, featured in the previous issue of this publication. The rumor is believed to have arisen as a result of the printers having published the photograph upside down. . . . In fact, Greig is working on an overview for Truworth, a major retail group with over 200 outlets.

Public Relations

If only a coast-to-coast television appearance in Europe involved a major part of the continent, there would be jubilation in the PR department. The coasts in question, however, were those of the UK only, where *Stuart Hollander* appeared on BBC-TV shortly after the previous issue of Observer went to press. He appeared on a news program dealing with alleged dumping of men's suits produced in East Germany. Shortly after this event, believed to be the first TV appearance of a KSA'er in Europe, the British Government announced that all import licenses had been suspended. . . . We are still trying to find a way of claiming the credit.

Another personal appearance of major significance was made by *Harry Lack* at the Annual Conference of Textile Managers, also in the UK, last April. The presentation on Textile Marketing was made to some 300 textile mill managers and aroused much interest. Harry feels this could represent the first step toward several assignments in this field. . . also, *Bill Wing* had a record attendance for a speech he made to the Capetown Clothing Institute. This was organized by ex-KSAer, —and now client,—*Ron Malcolm*.

In Germany, *Helmut Blettenberger* addressed a press gathering on apparel industry developments behind the iron curtain. Thanks to Helmut's many contacts in the state trading countries, KSA can claim credit for having been the first to reveal to the Western world that at least one socialist country was planning to produce apparel offshore in low labor cost countries.

Since the beginning of the year, efforts to maximize in Europe the impact of Perspectives and press releases published by *Joe Scheines* in the US have resulted in an appreciable increase in press coverage. In particular, highlights from our Outlook for 1976 and from the cutting room

technology evaluation were picked up by the media throughout the continent.

Markets and marketing have proved a powerful source of interest, and exceptionally useful in introducing the various aspects of KSA's total approach to industry problems. Our first new marketing seminar presented to the German Federation of Men's Wear Manufacturers was very successful. International Textiles, a multilingual international magazine comparable to American Fabrics, published a three-page KSA feature on future development of international trade in textiles and apparel. "The Development of a European Marketing Strategy" was the theme of a round-table discussion held in Frankfurt at the time of Interstoff.

Several other projects based on the marketing theme are also in the pipeline and serve to strengthen KSA's image in Europe as an industry leader.

The first piece of printed matter conceived from the ground up as a promotion mailing piece and hand-out is being printed, first in German, with other language versions in preparation. This is our first attempt at producing an original introduction to KSA's apparel services that features an approach as close to hard selling as is compatible with our professional status.

Although some months away, preparations for participation at the IMB (International Fair for Apparel Equipment) in Cologne, Germany, are in full swing. We have been allocated a prime location for our stand and much thought has been given to a promotion concept that will maximize our opportunities for making new contacts with potential clients. The IMB is a rare European event where we can participate with our own stand and promises to be the promotion highlight of the current year.

Slowly but surely, problems associated with communications, organization and administration of PR in various countries where language and national characteristics differ are being solved. New ones keep coming up, but we are staying ahead. The involvement of senior support staff in each office in PR administration and communications proved invaluable in helping the wheels to turn smoothly. Our sincere thanks to all.

Finally, our decision to concentrate print work in Scotland has led *Etta Chapman*, *Richard Clarke's* secretary, in Dalkeith office, to assume ever increasing importance in the context of European PR. The decision to produce all our print work in Scotland was taken partly to insure uniformity of appearance and partly to take advantage of lower prices. Etta's characteristically Scottish ability to save every penny where one can be saved is helping us to keep costs low, and her efficiency and unflappability is reducing to manageable proportions the mind-boggling problems that arise when a Scottish type setter is asked to produce copy in German, Italian or French, and to keep within a deadline. How she finds time to do anything for Richard Clarke, we don't know. . . and we're not asking.

—*Jean-Pierre Adeline*

