

## There's Gold in Them Thar Hills . . .

Edited by—*Jean-Pierre Adeline*

Though the Swiss may object to our referring to their Alps as hills, KSA consultants in that country and Germany have prospected that small and seemingly unpromising territory with considerable success. On a per capita basis, Switzerland has produced more billing in the last two years than any other country in Western Europe. The successful assignments described below may show why it could continue to do so in the future.

Against competition from several other consulting firms, KSA won its first \$28,000 assignment last year for Hess AG, a Swiss apparel company producing men's clothing, leisurewear and workwear. The assignment was for the installation of a cost accounting system and, as *Peter Amrein* put it, we won it not because our proposed fee was twice as high as our closest competitor's, but because the client was persuaded that only KSA could cope effectively with all the factors involved in the job.

As *Edgar Reinhold* worked on the project, we won the client's increasing confidence. This confidence led to our helping with the setting of priorities for the next step toward improving the firm's overall operating efficiency.

Our knowledge of other similar operations, allowed us to compare various aspects of performance and to identify personnel fixed costs as the area promising the greatest savings opportunities. Our ability to define the problems clearly and devise the most appropriate solutions, won KSA a second assignment in this area. For a fee of \$75,000, we should enable the client to save almost \$300,000 a year.

Work on this second assignment involves a comprehensive analysis of operations in each department as well as of data flow and procedures. The planned reduction of workload and personnel should achieve the projected savings. Peter Amrein is responsible for production planning and EDP in addition to being project leader; *Hardy Artelt* deals with production and Edger Reinhold with finance and accounting. Edgar is also looking at finished goods in collaboration with *Peter Bengsch*, and at marketing with help from Peter Amrein. As this is being written, the team is interviewing the client's personnel, collating and analyzing data and preparing specific recommendations.

Though we are only in the first phase of the assignment, the client's appreciation of KSA's service continues to increase as progress is made. This growing confidence, coupled with effective Account Executive work, led to a request for yet another proposal from us in connection with their strategic development over the next three to five years.

This move is of considerable significance because, in addition to manufacturing activities that turn over some \$14M a year, the client is also involved in retailing. An associated company, Escos, operates a chain of 22 apparel stores with annual sales of \$18M. During preliminary discussions in connection with the strategic development



proposal, we asked whether the retail operation should also be covered. Their initial reaction was to turn down our suggestion for a combined approach on the grounds that the two operations were managed independently, though part of the same group.

When writing this proposal, however, great pains were taken to emphasize the importance of some interfaces between the manufacturing and retail sides, particularly in areas where improved efficiency and reduced costs in one area could produce a profitable spin-off in the other.

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## Account Executive Concept Works for Client and KSA

By—*John Wilcox*

Lacy Corporation is a medium-sized manufacturer of men's and boys' swimwear and outerwear, headquartered in Martinsville, Va., and presently enjoy a successful business of \$10 Million in annual sales volume.

The company is very unique in that it is owned by its four senior executives. This unusually competent group of gentlemen were all hired as professional managers by the firm's founder, *Frank Lacy*, over the last 20 years. When Mr. Lacy retired a couple of years ago, he arranged for purchase of the firm's stock in equal shares according to the salary of the group. Lacy enjoys one of the highest motivated group of managers with which we've ever been associated.

KSA's history with this company dates back to 1972. Since that time we have been serving them continually during each year and they presently budget a certain amount each year for specific projects which are discussed in advance of each budgeting process. The projects have included:

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# Chairman's Corner

## Productivity

In January, our Manufacturing Management Division (MMD) had one of the biggest sales periods of all times—\$1,300,000!

In January, *President Carter* took note of the disturbing fact that the rate of productivity increase had fallen below 1% per year in the U.S. This has, of course, unhappy implications for inflation, U.S. competitiveness in the world, and our future standard of living.

Perhaps there is a relationship between the strong sales in MMD and the President's concern with productivity improvement in the U.S. economy. Perhaps it is only a coincidence. Nevertheless, increased national attention will be focused on productivity and KSA can only benefit from that.

In the days of rapid expansion of the economy, marketing, merchandising and distribution became key areas of success for many companies, while manufacturing and productivity received less attention. Now, when the economy is expanding less rapidly, domestic competition is as keen as ever and imports provide stiffer and stiffer competition, it is logical to expect renewed emphasis on productivity and costs.

Retailing companies can no longer readily expand to secure profitability by opening new stores, as they did before the last recession. Retailers must operate more efficiently and increase productivity and this should increase receptivity to some of the services KSA provides.

Health care costs continue to escalate and efforts to control them have not been successful. At some point, a national consensus is likely to develop forcing this industry to be more cost conscious, which will lead to new efforts to improve productivity...such a development can only result in more opportunities for KSA.

From our work in the hospitality industry, we have learned there are great opportunities for productivity improvements and cost reduction by application of I.E. techniques and approaches. We've had similar experience with the application of improved training in the mining industry.

In our traditional industries, apparel and textiles, we know from survey findings that substantial improvements are possible in almost every plant we look at.

KSA is well placed to capitalize on a resurgence of interests in productivity. We must be imaginative and resourceful in the promotion and sale of our services and we must adapt our services to the needs of our new industries and to new conditions in apparel and textiles. This is surely a challenge to our MMD consultants. We have always been in the forefront in manufacturing services, and we are well placed to retain this leadership. In a broader context, productivity goes beyond the manufacturing function.

We, in KSA, are increasingly well placed to help clients improve the productivity of their business as a whole. A high level of manufacturing productivity may be of limited value if the manufacturing organization is not set up to function hand-in-glove with marketing and distribution. If a certain style mix is needed to yield a saleable product line, manufacturing must be set up to handle

that mix. If certain customer service requirements are desirable but impinge on costs, a sensible trade-off between competing objectives must be achieved.

Much of our MSD work is related to the definition of, and achievement of such company-wide objectives. It requires consultants or consulting teams with a broad understanding of marketing, manufacturing, distribution and administration to perform services of this sort and we must work toward the expansion of our capacity for this sort of work.

Our Account Executives, have the task to concern themselves with the healthy and well-balanced development of our clients' businesses. We must, therefore, continually strive to improve our ability to understand the functions of their organizations as integral businesses. Our account executive development programs aim to provide opportunities for professional development along these objectives.

Seen from the perspective of labor costs or, from the perspective of the entire organization, productivity in its broadest sense is likely to come into focus with a new intensity. As with all changes, we have new opportunities and new challenges. This is just another manifestation of the changing pattern of tasks and problems that make consulting such an interesting profession. —SAK

## *Gold in Them Thar Hills—Cont.*

The aim was to make the client fully aware that a total concept would have a synergistic impact on total profitability and such a concept could only be developed through a total approach. It worked! When the proposal was discussed, client management agreed that our claims were justified and indicated they would accept the KSA recommendations, subject to the successful completion of the current assignment.

When we have proved our claim that we can achieve the projected \$300,000 savings on the manufacturing side, we expect to be asked to do a similar job on the retail side, then go on to develop the total strategic approach needed to maintain progress in step with market evolution.

Their close concern with money matters once caused the Swiss to be described by somebody or other as the Scotsmen of continental Europe. But, as KSA is proving, this makes them quite ready to spend money on services that allow them to make adequately large savings. It's not only in Swiss banks that gold is waiting to be dug up by keen, and expert, prospectors...

## THE KSA OBSERVER

A quarterly report of the activities of Kurt Salmon Associates, published by and for its personnel, is mailed to homes and should not be taken elsewhere. Address all correspondence to the Editorial Offices at 4301 Connecticut Avenue, N.W., Washington, D.C. 20008. The opinions of readers are invited.

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

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# Random Recollections

By—KS

## The Sit-down Strike

My assignment in Georgia was being extended to the third factory of the client and a Tennessee client was anxious to get on with the changes which were to save him \$70.00 per operating day...a sizeable sum in 1936!

I had come to know and respect a charming, British pattern designer and practical manufacturing expert named C. W. Bean. He was pushing 70 but still selling his patterns to the work-clothing trade and puttering about in their factories. He knew how to take time studies and how to instruct workers at the needle.

With the client's permission, I engaged Mr. Bean to do the day-to-day work at his trouser factory. I had made the survey and layout myself. The workers were placed on time-work during the changeover period, trained in the methods changes underlying the cost reductions and then placed on new production standards after these had been properly established. Mr. Bean would leave Friday and drive to his home in Pacolet, S.C. and I would visit every week or two to keep an eye on how matters were progressing.

When employees were about to receive their first paychecks under the new system—a procedure which took place on Fridays—I had cautioned Mr. Bean to stay there until everyone had received their check and to answer any questions that might arise. Well, about mid-morning Friday, I received a frantic phone call from my Tennessee client: "My girls have all quit work; they are engaged in a sit-down strike, hauling Coca Colas up through the second floor windows and generally raising Cain." I asked, "Where is Mr. Bean?" "Oh, he left for South Carolina, as usual." "Well, tell the girls that I'm on my way from Georgia and whatever is wrong will be straightened out promptly."

I explained the situation to my Georgia client who was only too glad to release me to try and settle the matter, before it became "contagious" and crossed the Georgia border.

We had just bought a brand new 1936 Plymouth and had only a few miles on it. I broke it in good and proper between Cornelia, Ga. and Pulaski, Tenn.

When I arrived at Pulaski, I studied the payroll manual and informed myself in detail which employees had received a larger and which a smaller check than before. I called the employees who had an obvious reason to complain to the office, one at a time, discussed their particular situation and promised to give them personal attention on Monday morning. I then saw to it that they were ushered out of the plant and would not return to the sewing room. I also addressed the entire sewing room and told them what was being done and that, if I accidentally overlooked anyone who had a grievance, to please come and see me, as I did not mean to leave there until all problems had been solved. Apparently, I had enough credibility with them that they were willing to give me that opportunity. So, they went home and returned to work on Monday morning.

Over the weekend, I met with the mechanic and told him: "You are going to be one of the fall-guys in this. I am going to sit down in front of many a machine on Monday morning and find all sorts of things wrong with it—the pressure on the knee-press, the presser foot, the stitches

...you name it. I want you and your assistant to come a-running when I call you and break your ass in getting things fixed up. I don't want to hear any talk to the effect that a machine is okay or that the condition of the machine is the operator's fault...is that understood?" It took a bit more explaining and selling but finally, the strategy was agreed.

And that's how we broke the strike. I sat down to every machine, where there was a grievance and sewed it off myself with plenty of "no wonder you haven't been able to make the new standard as yet, the way this machine is acting...John, come here please!"

Of course, a few clerical errors were discovered as well and a few of the employees had been taken off time work too soon...matters which were likewise corrected. But, basically, the prompt and individual attention and the follow-through on every promise made broke the strike. The factory, in short order, became the most productive of three plants of this client and one of the best in the region. And, I decided not to take any more assignments than I could do myself or staff with people under my absolute control.

Being close to 70 myself as I write this, I can sympathize with the late Mr. Bean, a real gentleman, for needing his weekend time to rest up. At the time, I considered his premature departure all but unforgivable. Sit-down strikes were new and much publicized in those days (Detroit, etc.). This proved to be the first and last strike (in 43 years) which had anything to do with a KS or KSA installation...a lesson well learned.

## In Memoriam

It is with regret that we tell you of the death of *Emma Donnelly* on December 24, following a long illness.

Emma joined KSA-Atlanta February 16, 1966. Although she performed secretarial duties the first year, her previous position as editorial and administrative assistant with the Journal of Industrial Engineering, and her demonstrated capabilities clearly indicated she was the person to supervise our Report Department, the position she held until she resigned because of health.

Emma was loyal, dedicated and a perfectionist. It is little wonder KSA associates felt secure, knowing their reports would be finalized in keeping with our professional image while under her supervision.

Emma is survived by her husband, *Bill*, two children and two grandchildren. We extend them our deep-felt sympathy.

## Coming Events

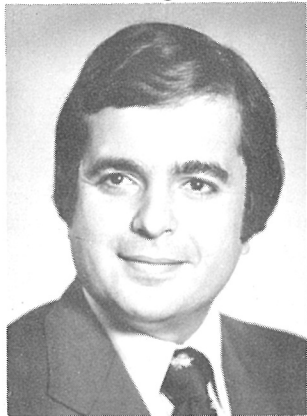
- April 3-4 KSA Textile Manufacturing Seminar—Atlanta, Omni Hotel. Fee: \$350.
- April 4-6 S.E. Hospital Show—New Orleans, KSA will Exhibit.
- April 28- KAE Show—Atlantic City, KSA will exhibit
- May 2 and present two seminars.
- May 5 CMA Seminar on the "European Engineered Suit"—New York Hilton
- May 23 KSA's Financial Breakfast—Essex House, New York City.



# Tenth Anniversaries

Congratulations to all the anniversary celebrants. We are fortunate in having such loyalty and dedication and look forward to many more successful years with them.

*Sergio Cruz* began his career with KSA on New Year's Day, 1969. Our man from La Habana had completed undergraduate and post graduate studies at the University of Florida and was anxious to put his engineering knowledge to work.



In 1970 Sergio's 18-month immigration visa hassle began. When the visa was granted, a big sigh of relief was heard...he would not be deported!

In his early years, Sergio established a regular pattern, alternating assignments between Texas border towns and Virginia. This provided the opportunity to use his bi-lingual abilities on the border, while acquiring a southern gentleman's accent in Richmond, Va.

At this point, Sergio joined forces with his wife, *Miriam* and they moved to another border assignment in Nogales, Ariz. The Audi was acquired to serve as family transport and continues to perform this role. Nogales was the fourth men's clothing client for Sergio; the next year in Missouri added two more, and the number is now 14.

*Miriam*, Sergio and *David* (7) settled in Atlanta four years ago. Sergio was promoted to Principal in 1975. From this base he traveled south (Miami and Puerto Rico) and in all other directions. He holds the record for the most trips in and out (luckily!) of Buffalo during the famous winter of '77.

Today Sergio can be reached in Brazil, Alabama, Whiteville, N.C., or most any other place where clients are found. He has been involved in many functions (CMU, HRD, PD, SRE) in virtually all products.

Atlanta is particularly proud to have Sergio's robust sense of humor, his willingness to accept challenge, and his lovely wife, *Miriam*.



When is a 10-year anniversary more than just a 10-year anniversary? How about when it is also a 10-year celebration of artistic excellence?

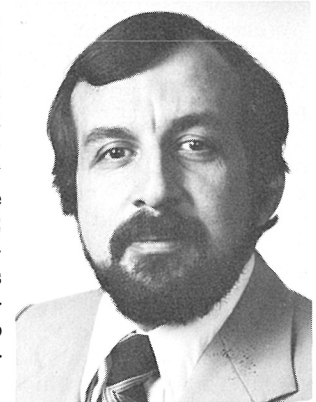
We're referring, of course, to *Lillian McCarthy*, New York's (ch)artist-in-residence. Since joining us on February 11, 1969, Lillian's sharp eyes, quick mind, and steady hands have been giving KSA's graphic image that "something extra;" be it a simple graph for a report, a complex set of visuals for a presentation, or lettering for the annual Christmas card. No matter what the project is, Lillian's professional, "perfectionist" attitude reigns—making her an improver, rather than mere reproducer, of our ideas. Moreover, she knows the industries we serve, and doesn't hesitate in telling us when our sketches are "an impossible reality." We've lost track of the number of times this attitude has saved us from displaying a careless mistake, or helped us get a complex thought across more clearly.

Lillian's embellishing style graces the New York office in other ways, too. An avid gardener, she keeps the office in full bloom during the warmer months. This, along with her ready laugh and constant dedication, makes her an artistic treasure.

We're certain her husband, *Tom*, and children, *Karen* and *Matthew* (both pursuing graduate degrees and the apples of their mother's eyes) are as proud as we are. Our thanks, Lillian, for a decade of making KSA look even better than we are!

*Mike Barnes* joined KSA March 10, 1969 with solid experience in systems and data processing, having spent five years with IBM as a system engineer, programmer and industrial systems analyst, followed by two years as Vice President and General Manager of Programming Techniques, Inc. Mike has a B.S. in Mechanical and Industrial Engineering from Purdue and an M.S. in Engineering Administration from Syracuse.

With this background, plus his great ability to calmly and logically work his way through the most complex client problems and situations, Mike quickly established himself as a truly professional consultant. He became a Principal in 1972 and is one of KSA's most effective product managers with a strong client following. His projects tend to lead to additional KSA assignments.



Most of Mike's work has been in apparel. Clients such as Interstate Uniform, Londontown, White Stag, Canadian Lady, Gant, Lady Manhattan, Phoenix Clothes and Swirl have provided broad product exposure. In addition, he has been at the leading edge of development of our retail systems practice. He managed major projects at The Gap and L. L. Bean and has participated in others. Finally, he as applied his talents at such diverse companies as Louisville Bedding (home textiles) and Starline Optical (eyeglass frames).

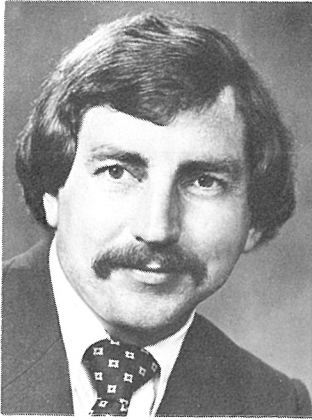
Mike is assigned to MSD and based in Princeton. He and *Betty* and their three sons (two in college, one in high school) live in Englishtown, N.J. Mike's weekends from April through October—plus an occasional extended vacation—are typically spent on his boat, an immaculately kept Irwin 25. He is one of KSA's most dedicated sailers who enjoys all aspects of the sport—racing, day sailing and long distance cruising.



*Tenth Anniversary—Cont'd.*

Charles Kelly celebrated his first decade with KSA on January 6.

After receiving his BSIM degree from the University of Tennessee in Knoxville, Charlie was employed as a hydraulics consultant with Gilbarco, Inc., of Greensboro, N.C. (It is interesting to note that KSA's Ken Campbell, then President of Management Recruiters, discovered Charlie for us.)



Following his initial Atlanta training, Charlie began the first of his many MMD projects in Centre, Ala. Throughout these fast-moving 10 years, he's been involved heavily in both sewing room engineering and AAMT, covering a wide variety of products...

...from slacks, jeans and raincoats to luggage and playpens, to mention but a few. In recognition of his many contributions, Charlie became a KSA Principal in 1976.

More recently, Charlie's diverse consulting talents have been utilized by the Food and Lodging Division where he is providing field supervision of our work at Holiday Inns.

Although Charlie and his family have an address in San Francisco at this time, home is somewhere between Nashville and San Francisco, depending upon such factors as work, weather, and social requirements!

Charles Topping marked his first 10 years with KSA on February 9, and has contributed a great deal in many areas.

Charles sprang out of North Carolina State with a clean shaven face and immediately immersed himself in a Palm Beach coat shop in Knoxville, Tenn. His background with electrical contractors, ITT and S & W Cafeterias (!) was immediately put to work, so line shafts were jerked out, feed-rail installed and, occasionally, a few rates.

His flexibility was tested when he and Linda acquired twins quite unexpectedly while living in a one-bedroom apartment. By the grace of a borrowed bed, bottle warmer, and Charlie's sleeping on the balcony, things came out okay.



From Knoxville there came Alamo with bras, girdles and KSD where he acquired a strange looking "cup hat" that comes out when the party warms up. Following were assignments from New Orleans to Montreal to Denver, in products like jeans, slacks, ties, vests, laundry uniforms and finally miners and waitresses. He lost his razor somewhere in Mississippi! Demonstrating his versatility, Charlie has made major contributions in our mining and hospitality industry as he has furthered our HRD work through supervisory development and LET programs.

Charles and Linda pioneered Lake Lanier as a home-site when they settled in Atlanta. Their love of boating

(acquired in New Orleans) and skiing (acquired in Montreal) has continued.

In fact, at the time of this writing, it is reported that a skier in coveralls and a striped railroad cap is tearing down the slopes in the Laurentians.

## Responsibilities Rotated

Denys Williamson was asked to assume responsibility for our MMD business development efforts in Canada, continuing to work closely with Chick Schwartz in this respect. Last year our MMD volume against budget was almost doubled, and Denys played a major role in selling and managing these projects.

Bill Reed was appointed manager of manufacturing services for the textile and interior furnishings industries. Bill will manage industrial engineering, waste control, employee and supervisory training, process control, quality control, and other manufacturing services to assist clients in reducing costs and increasing productivity. Gerald Turbyfill, who has been managing manufacturing services for yarn manufacturers and knitted and woven fabrics producers will continue in this role.

Bob Langley relocated to the West Coast when appointed manager of western regional activities (replacing Jim Trautman who was appointed manager of our Interior Furnishings group in Atlanta). Bob will represent KSA in the Western U.S. In addition to this primary specialization in apparel, he will handle inquiries regarding textiles, carpets, retailing, footwear, and other consumer goods and services.

Jim Trautman, as industry manager of Interior Furnishings group will direct all consulting activities for manufacturers of furniture, carpets and rugs, bedding, draperies and curtains, and home textile products. He will coordinate the work of various functional specialists providing a full range of services including general management, marketing, manufacturing, management information systems, human resource development and physical distribution. The carpet and rug portion of our practice will continue to be managed by Bob Saunders.

## Congratulations!

To our newlyweds, Cecil Phillips and Louise Franklin, who were married in Atlanta February 3 and honeymooned at Vero Beach, Florida, we wish them many happy years together.

To the proud parents of new babies, much happiness and good luck with their little ones:

Jude and Jim Haas, son, Kevin Matthew, born December 12.

Kathy and Dwight Totten, son, Daniel Harrison, January 20.

Pearl and Bill Luckert, daughter, Cara Megan, February 9.

Marsha and Chick Schwartz, son, Zachary Michael, February 12.

Alison and Hal Wilson, daughter, Kimberly Michele (a Valentine!), February 14.

## Departures

We regret to announce the following are no longer with KSA: David Benson • Bob Connors • John Desormeau • Paulo Hirai • Nigel Richardson • Joel Vatz. We wish them success in their new careers.

# KSA/USA

By—Jack Ullman

## 1979—A Year of Opportunity (?)

This statement reflects our opinion on what 1979 can be for KSA. The (?) reflects the uncertainties which we face in the U.S. and around the world, economic and political uncertainties which can destroy the best laid strategies and plans of any firm...ours cannot be immune.

Our sales record the first six weeks of the year shows no evidence of the predicted slow-down, and we are building backlogs in most areas which should help us through such a period if it develops. We are budgeted for moderate growth—7% in hours billed and somewhat less in deflated dollars—for the year and our planned strategy should position us to take advantage of the upturn predicted to follow a slow-down late this year or early 1980.

As of this writing, we have every reason to believe that '79 will remain a year of opportunity as we implement the planned strategies to achieve our three-year objectives as set by our industry and divisional management.

To meet these objectives, we will:

- Further enhance our reputation by performing outstanding quality services in all of the industries we serve. This has to be *Number One* on our list of priorities.
- Invest in professional and service development to assure that our people in the services we offer remain relevant, up to the task, and responsive to the markets we serve.
- Invest in recruiting and training to assure that we will have the resources to capitalize on future growth opportunities.
- Continue to emphasize our P.R. efforts and marketing services in our "newer" industries, while at the same time supporting the well laid marketing plans for apparel and textiles.
- Move toward an average annual real growth rate of 20% in our newer industries—the maximum sustained growth considered consistent with maintenance of quality standards.
- Maintain healthy growth rates of 5% in apparel and 10% or better in textiles.
- Continue to seek ways of expanding our Third world (including Brazil and Mexico) apparel and textile activities as we can successfully manage and control this work in a manner which will limit the risks involved.
- Remain commercially successful by controlling potential "drains" on our pre-bonus, pre-tax margins.

While some cost reductions are possible, the biggest contribution to improved commercial performance is **THROUGH IMPROVED ESTIMATING, QUOTING AND CONTROL** of consulting projects.

In 1978, we recorded some 12,000 hours of "potentially billable" but unbilled time. This amounts to more than \$750,000 and is a sum larger than our entire cash profit sharing bonus pool. It is clear what the recovery of a reasonable portion of this potential can mean to KSA as a whole and to each of us individually. As in the case of our commitment to quality, each of us has an impact on our commercial results. In our normal range of performance, approximately one-third of every additional one dollar billed (or one dollar of cost saved) goes directly into the cash profit sharing pool.

KSA management is committed to growth not just for growth's sake, but to provide meaningful and challenging

## Elwyn Gaissert Receiving Plaque



**BILL CAMERON** gives **ELWYN GAIS-SERT** a special thank you from KSA.

In 1966 we began sending our training class to the Roswell Manufacturing Company for initial, in-plant training. Since then, over 300 KSA consultants have enjoyed the hospitality of *Elwyn Gaissert*, Roswell's General Manager.

Thanks to Elwyn, you will probably never forget the experience he made possible...your first look at an apparel plant, your first stitch, your first time study, and your first client contact. At Roswell, you gained an appreciation for the intricate assembly operations on pants, empathy for the operators and probably a good dose of humility. Elwyn's guidance and witticisms shall long be remembered.

*Bob Pee* initiated the Roswell training idea on behalf of KSA. So it is fitting that the presentation take place in front of Bob's photograph in the Atlanta office. *Bill Cameron, Jack Ullman, Cecil Phillips* and *Linda Keel* participated in the presentation and luncheon that followed. The plaque is inscribed:

*A special award to Elwyn Gaissert in appreciation for his splendid contributions to the training of 300 consultants, 1966-1978, for Kurt Salmon Associates, Inc.*

career opportunities for our people. We can only do this if we maintain a level of commercial performance which will both finance growth and provide appropriate cash and deferred compensation levels for our consulting and support personnel.

Our growing practice requires a growing management. We have recently rotated a number of tasks in KSA, and there are many others to be filled in apparel and textiles as well as in our newer industries if we are to achieve our objectives over the next three years.

Opportunities abound for each of us. To take full advantage of these opportunities, we must stick with the same fundamentals we advise for our trainees at the wind-up of each class:

- "Take responsibility. Holler if you need help, but don't expect us to hold your hand."
- "Work at an incentive pace—our clients have a right to expect that."
- "Approach each task with enthusiasm—nothing is so

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# Principals Appointed

Congratulations to our new Principals, *Steve Avary* and *Bill Luckert* on their accomplishments. We wish them success as they further broaden their scope as KSA Principals.

*Steve*, since joining KSA in '73, has contributed his talents to our apparel clients, as well as the mining and chemical industry. He was the first staff man chosen to help develop KSA's practice in mining and chemicals. His ability to gain the confidence of client personnel and to motivate them has enhanced our effort to provide professional management consulting in these industries.

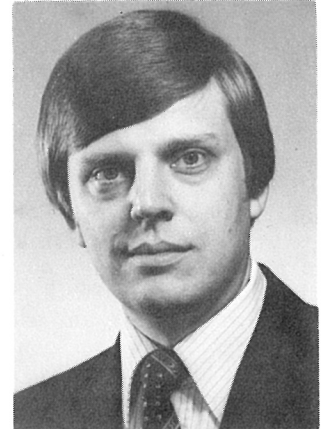
Although he has made significant contributions to KSA and the industry, perhaps his most noteworthy achievement was winning the support of a mining client managing director, and the hand of his daughter, *Carol*.

*Steve*, *Carol* and their three girls plan to settle in Atlanta this summer.



*Bill* also joined KSA in '73 and, although destined for our Systems group at the outset, he first spent a year at Hart, Schaffner & Marx on a cutting room assignment, acquiring background in apparel manufacturing.

*Bill's* assignments include work in all major systems applications areas and he has, somehow, gathered significant expertise in retail, basic textiles and carpet, as well as apparel. He has participated in and managed projects in order processing, production planning and cost accounting. He's assisted a variety of clients (*Bali*—apparel; *L. L. Bean*—mail order and retail; *Starline Optical*—fashion accessories, i.e. eyeglass frames) and made quantum improvement in inventory record-keeping accuracy.



As a native of New Jersey, *Bill* is quite at home in the Princeton office. He, *Pearl* and their three children live in East Orange, N.J.

## A/E Concept Works—Cont.

- A major systems project where we developed computer-assisted production planning and sales status reporting using a remote batch approach of *Fulton Data Systems*. *Elmer Beardshall* did this work under the direction of *Joe Irastorza*.
- A small unit startup project on a *Penney's* storm jacket...handled by *Bernie Wolford*, with *Don Burkhalter* supervising.
- A complete re-engineering of the *Roy Street* outerwear plant which employs about 200 operators and make a full range of lined and unlined poplin jackets. This was staffed by *Butch Price* with assistance in the latter stages by *Joe Reid*, and again supervised by *Don Burkhalter*.
- Another complete re-engineering program in the *Adele Street* swimwear factory employing about 250 operators. This project is currently underway, staffed by *Mike Baird* with assistance from *Tim Brown*, likewise supervised by *Don Burkhalter*.
- An installation of complete KSA payroll system in all plants.
- Several feasibility studies to help determine overall manufacturing strategy.
- Current work in the HRD area to install employee testing, selection, placement and training procedures with *Greg Murphy* under *Don Burkhalter's* guidance.

KSA's Account Executive for Lacy is *Joe Irastorza*; however, *Don* has been heavily involved in all the manufacturing projects and they look to him as "their consultant" on any manufacturing problem.

The unique thing about our relationship with this company is their complete confidence in KSA. This is based on the fact that the various projects have served to make them more competitive; improved their inventory turnover; customer service; and literally made it possible for a small under-capitalized company to grow profitably in a very difficult market. The firm's president, *Jack Lester*, is

very blunt about the fact *Joe*, *Don* and other KSA consultants who have worked with their company made a major contribution to the past and future success of this dynamic company.

We only wish we were privileged to have several hundred more Lacy Corporations on our client rolls.

## AAMA Scholarship

Atlanta—1/22/79—The education committee of the American Apparel Manufacturer's Association this week established a \$5,300 scholarship in memory of a *Kurt Salmon Associates* executive who had been an influential figure on the committee.

The Scholarship, which will benefit students at the Southern Technical Institute, was founded to honor the memory of *Bob Pee*, a *Kurt Salmon Associates* vice president, who was 53 when he died last June.

*Pee*, a founder and vice president of the American Apparel Education Foundation, had in 1971 conducted a study of the educational needs of the apparel industry. He had served as a chairman of the AAMA education committee, president of the Atlanta Textile Club, and a trustee of Southern Institute. *Pee* had worked for *Kurt Salmon Associates* since 1952. He was appointed vice president and director of professional development in 1974.

## KSA/USA—Cont.

infectious, and nothing will be as helpful in selling your ideas."

- "Your glass must always be half full."

Above all, each of us must strive to provide the best quality of service possible for our clients and only do that which is in the client's best interest.

1979 is another year of opportunity!



## Someone's Sure To Break A Leg . . .

By—Virginia Lamb and Fran Fowler

The latest Atlanta office communique has it that *Debbie Galloway* has been studying movie scripts—ever since *Paul Flood* began “appearing nitely” on Tampa TV, and *Bill Luttrell* became internationally syndicated on the Sunday morning religious hour broadcast from the campus of ORU. Not to be outdone, *Pete Paddrik* is currently starring a little “off Broadway” in Tullahoma, Tenn. Rumor has it, however, that he will soon forsake his much heralded role at the J. W. Harton Memorial Hospital to try his hand at directing a summer stock production down in Port Richey, Fla. Port Richey is shaping up into a grand scale spectacular with a cast of thousands...hospital management firms, investment bankers, architects, and lawyers.

*Jim Wermert* will be taking over the lead at Harton—planning the hospital's ancillary expansion and making a little country music with the Certificate of Need boys at the Nashville HSA. Jim is too modest to tell you, but he was offered the role soon after the Tampa paparazzi splashed his picture all over the front page of the hospital's newspaper. (Jim was caught in his jogging shorts.) Speaking of pictures, *Virginia Lamb* was also “shot” in action by the press and headlined the Rock Hill Herald. Incidentally, she was caught upstaging the Ernst & Ernst consultant during a recent Certificate of Need hearing. Virginia's performance was a trial run for a longer engagement down in Columbia, S.C., where she will be appearing in several dramatic productions of big government vs. industry, truth, justice, and the American way.

*Fran Fowler* and *Ron Everett*, still the most camera shy of the division (or is that wisdom?), accepted only walk-on parts in the most recently filmed Tampa General musicale. Word has it, however, that Fran and Ron were responsible for most of the cost savings choreography, particularly in nursing service and systems. We're told the choreography was the highlight of the production and will long be remembered by Tampa General fans. In fact, the roar of the crowd was still reverberating from the rafters when Fran and Ron exited for ORU, and it has been rumored that *Paul Flood* is planning a sequel. Not quite *Jaws II*, but some folks might see a parallel. According to recent accounts, however, Fran may abandon acting for script writing once her HRD for nursing management goes up for bid.

Out at ORU *Frank McMillan* was making a little music of his own, where as director for developing the City of Faith information systems, he has been orchestrating numerous players. The City of Faith producer and star, *Bill Luttrell*, meanwhile has just finished production casting after signing *Bruce Grasso* and *Frank Wise* to long runs. *Mac Ryland* and *Dwight Totten* will be repeating their command performances with audiences already lining up for tickets.

In addition to coordinating all our “stellar” performances, and keeping the fans at bay, *Diane Bailey* has been doing a little starring herself. It was a short run but the audience in Cincinnati and the Our Lady of Mercy Hospital will not soon forget Diane. And you thought theatre existed only in New York and London!

Just so you don't think it is “all play and no work,” the division has taken up downhill skiing, and slopes from Stowe, Vt to Tahoe, Nev., have been tested for the next HIC marketing meeting. *Paul Flood* was even heard to say, “I haven't worked so damn hard in 10 years!”

## Training for Expansion

By—Craig Thornton

“When working in a clanish industry like mining, it is wise to cultivate friendships and earn the respect of the people you meet.” That must have been what *Bob Reeves* had in mind when he met consultants of *Paul Weir Company*, Mining Engineers at FMC, Green River, Wyo., while giving birth to *KSA's* Mining and Industrial Chemicals practice. The respect for *KSA's* work on that project paid off when *Bill Carr*, a *Paul Weir* Principal became President of *Jim Walter Resources* Mining Division. Mr. Carr decided that *KSA* was the right company to assist *Jim Walter Resources* develop an extensive program to train inexperienced miners and supervisors.

*KSA* was retained to assist *Jim Walter Resources* in developing human resources development programs for the mining division in all hourly and salaried skill areas, from entry positions to top management. Programs required include:

**Entry Level Skills**—safety and indirect labor skills needed by new employees.

**Equipment Operator Skills**—inspection, operation and preventive maintenance of more than 20 different types of mining equipment as a man bids on a new job.

**Mine Maintenance Skills**—federal certification, basic electrical, hydraulic, mechanical, welding and other skills, as required to repair all underground mining equipment.

**Supervisory Technical Training**—a “How To...” course for foremen on the operation of a production unit.

These programs were recommended based on the forecasted need for training approximately 5,000 inexperienced miners, over a period of five years. There were obstacles to overcome—six separate mine locations with separate *United Mine Workers* union locals and independent mine management organizations, and no training instructors, programs or facilities available.

Using the concepts of *AAMT* at *Jim Walter Resources*, the keys to developing a successful program were:

- Selection and training of instructors to make them self-sufficient.
- Identification of training needs through union/management participation.
- Determination of how to teach each topic, to provide maximum skills achievement in the shortest time period.
- Follow-up, improvement and program revision as needed.

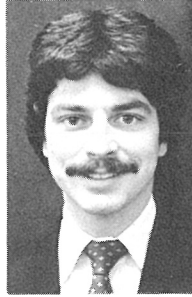
Instructors were selected from the best *Jim Walter Resources* employees because of their familiarity with their methods and equipment. Based on their experience, they were selected for both production and maintenance programs, performance on tests and interviews, and their reputation within the company. The ability of these men to represent the Training Department as a professional, efficient, knowledgeable group went a long way in establishing the credibility of the entire training effort. There are presently 30 full-time training instructors and approximately 20 more will be needed as expansion continues.

To gain acceptance of the programs by union and management, all salaried employees from mine managers to section foremen, as well as 25% of the hourly work force were contacted on their job for their input. Once the training topics were approved, method studies for every job were completed, the best method for each job was

*Continued on page 9*

# New Staff

*Kent C. Davis*...Age 29. Wife, *Becky*. BS in Psychology and MS in Educational Psychology from University of Tennessee. Prior experience includes: Consultant with Dowling Textile Manufacturing, a 250 employee manufacturer of hospital apparel; special projects manager in Industrial Management and Computer Control. Assigned MMD. Interests: Skiing, sailing, tennis, hiking, camping, racquet ball. (He was hit in the eye by a racquet ball during early Atlanta training but, fortunately, the eye was not permanently damaged.)

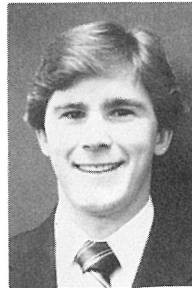


**Davis**



**Douville**

*Lucien W. Douville*...Age 56. Wife *Iona*. 4 children. Comes to us with wide experience in the manufacture of shoes. He was with International Shoe for 13 years, with several shoe companies for 10 years and most recently with Green Shoe Company of Boston for 15 years. Assigned to our Shoe Division.



**Hodson**



**Rogers**

*Scott A. Hodson*...Age 22. Recent graduate of Purdue University, with a BSIM. Worked summers while pursuing his degree. Interests: Gymnastics, racquet ball, tennis, diving (former life guard and diving coach.)

*Douglas C. Rogers*...Age 33. Wife, *Ginny*. 1 child. BS in General Sciences, U.S. Military Academy with emphasis in math, engineering and physical science. MA in Human Resources Management, Pepperdine University. After 10 years in Army, resigned commission as Captain this year. Fair French and German. Assigned MMD. Interests: Tennis, racquet ball, golf, long distance running.



**Sherwood**

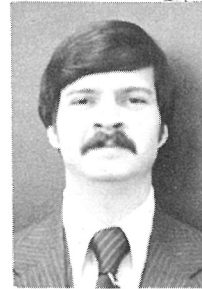


**Wessels**

*Douglas E. Sherwood*...Age 35. Wife, *Carol*. 1 child. BS in Math and Physics, Morris Harvey College; post graduate work in meteorology; MBA, Southern Illinois University. U.S. Air Force, officer in charge of 21st Air Force Weather Support Service with 18 forecasters and observers in his command. Awarded Air Force Commendation Medal and Viet Nam Cross for Gallantry. Assigned MMD. Interests: Skiing, jogging.

*William R. Wessels*...Age 30. BS, General Engineering, U.S. Military Academy; MBA Corporate Finance, University of Alabama. Knowledge of French, German and Russian—fluency dormant. Retired from Army after three years because of knee injury. Spent three years in engineering and management work and a short period in business consulting and construction. Assigned MMD. Interests: Golf, scuba diving.

*Kenneth W. Wilson*...Age 27. Mechanical Engineering degree, N. C. State University and MBA, University of North Dakota. Joined KSA after four years in U.S. Air Force as Captain. A co-op student; earned 70% of college expense during school year, semester breaks and summers. Assigned MMD. Interests: Tennis, racquet ball, running, photography.



**Wilson**

## *Training for Expansion—Cont.*

identified and approved and the final draft of the manuals prepared. By keeping everyone involved in the development of the programs, we made it "THEIR PROGRAM." We have yet to meet any resistance from the union or supervision.

A training center—centrally located to all the mines—at Brookwood, Ala., was designed to provide training facilities for maintenance, supervisory, technical and human relations. It is scheduled for completion in the sec-

ond quarter of 1979. The training center is approximately 32,000 sq.ft., with seven classrooms and will cost \$2 million when completed. Mining equipment valued in excess of \$2 million will be provided for use as training exercise aids.

In order to determine the effects of each training program, the formal follow-up system has been implemented to obtain feedback from each trainee and his immediate

*Continued on page 12*

# EUROPE . . .

## Appointed Principal

*John Rutherford* in the UK was promoted to Principal in January. He's been with KSA nearly five years, is a GMS man with several years PMS experience and represents a substantial and flexible resource. As Principal, he will be helping develop our growing number of assignments in the manufacturing management systems area. John's work at Lee Cooper has broken new ground for KSA in the UK and his ability to develop clients for KSA is demonstrated by the considerable on-going work we are doing there.



## It Happened in Europe

*Lothar Bruecher* and his wife, *Barbara*, welcomed their new son, *Jan* just before Christmas. Congratulations and best wishes.

*Ulf Weise* brought to a successful conclusion negotiations spread over many months to present a series of KSA seminars jointly to both the men's and women's wear manufacturers' associations in Germany. For some years, KSA seminars for top management had been presented to members of the men's wear industry association. Now that the women's wear industry is included in the program, these seminars will be promoted to 800 German companies, including many prime-target clients. KSA will be presenting three of the five seminars scheduled for the first half of this year.

*Arthur Marshall* added to the promotion material for a UK seminar on pricing the information that he was the author of a book on the same subject shortly to be published by McGraw-Hill. Response was so good that the first seminar was overbooked and a repeat—which was also fully booked—had to be organized. A previous seminar on the same topic presented in Dublin drew a satisfactory, but not overwhelming attendance. Some years ago, a leading UK newspaper editor published his memoirs under the title "Publish and be damned." Perhaps KSA should adopt the motto "Publish and be heard."

*Alberto Figa-Beleta* recently sold KSA's biggest assignment ever in Spain. The \$80,000 job for Mayoral is significant not only because of its relative importance but also because it's at a time when the Spanish apparel industry is passing through the worst crisis in its history.

## Departure

*Brian French* accepted a unique opportunity outside KSA which will allow him to spend at least half of the year in Sweden, the home country of his wife, *Ulla*. We shall miss them both.

## U.S. History Rewritten

Alongside a major feature that appeared in a leading German trade publication this fall, the editor published a short insert headed "USA in figures." The first item read: "1935 foundation as a one-man enterprise in Nashville, Tenn." The next was: "1939 move to Washington with six full-time employees."

A correction in the following issue under the headline "KSA-USA?" made it clear the figures referred to *Kurt Salmon* rather than to *George Washington*.

As his excuse—highly acceptable to KSA—the editor wrote that the error as made because the main feature covered KSA's important contribution to a symposium on prospects for the jeans trade, and because jeans as well as KSA originated in the U.S.

The symposium, moderated by *Hans Horst Hensche*, including a well-researched presentation by *Geert Seidel*, was well attended by top management of sports and leisure wear companies, widely commented upon within the industry and produced much press coverage in the sponsoring media with KSA (or USA!) prominently featured.

Under the circumstances, we feel any inconvenience caused to *George Washington* was well worthwhile.

## Security Is . . .

*Tony Maule* started work this fall in a factory in N. Ireland located in a "politically" delicate part of Belfast. Most hotels, including the Conway Hotel where Tony stays, have strict security. Over lunch on Tony's first day at the factory the client, by way of making conversation, said, "Well, Tony, how do you find the Conway?" Tony replied in his strong North of England accent, "Behind a \*\*\*\*\* great barbed-wire fence, and that's the way I like to find it."

## European Attitudes Brief

### Staple and Fashion Fabrics

European attitudes to aspects of the apparel and textile industries already published in this series had some, if not always many, aspects in common with U.S. viewpoints. When we discuss the fabric scene, however, we describe two different worlds.

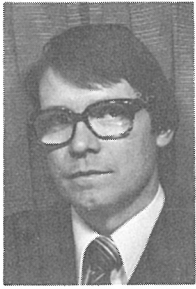
In the U.S., there are genuine staple fabrics. These are commodities, recognized and priced as such. In Europe, there are mills producing commodity fabrics, but they are sold as proprietary fabrics. Over here, though the effects of supply and demand tend to narrow price differences, even denims or cords of a given wale width and composition are very much proprietary fabrics.

The difference between the U.S. and Europe is even more marked when we come to the prints field. In European countries, the composition of the ground fabric merely sets the limits within which prices can fluctuate. The precise price can vary widely according to the established design expertise of the printer. Some French and

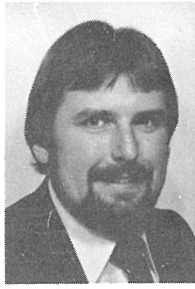
*Continued on page 11*



## New Staff



**Brett**



**Kostin**



**Kunkel**



**Zapp**



**de Padova**



**Fleming**

*Tony Brett* started working UK region PD Group February 5. His previous experience includes internal consulting on distribution and commercial matters for companies in the shipping, road transport and air freight business. Tony, his wife, *Margaret*, and their two children live near High Wycombe.

*Greg Kostin* joined UK region in December as a GMS consultant primarily for the retail industry practice. Greg's previous experience includes store management with one of the UK's largest multiples, planning development and management work for textile companies, as well as marketing management in the food industry. He is married and lives outside London with his wife and two children. Thanks to his previous experience, he will strengthen considerably our capability in store operations work.

*Michael Kunkel* joined the GMS division of German region in January. A graduate of Saarbruecken University with five years experience in retail management, Michael will provide the added consulting strength we need in the German retail sector. He lives not far from Darmstadt with his wife, *Danny*, and one child. Michael

speaks French and English in addition to his native German and his hobbies are tennis and skiing.

*Juergen Zapp* joined German region in February to work in PMS. Juergen holds a degree in apparel production management from the Hohenstein Technical College and speaks both English and French in addition to German. He lives in the Frankfurt area with his wife, *Franziska*, and their one child.

*Olive de Padova* joined Darmstadt in January to help with our marketing research and filing system as assistant to *Cesare Aspes*. Olive is Irish, married to an Italian living in Darmstadt and has two children. She works part-time in the morning.

*Elaine Fleming* joined the staff of Windsor office last year as a consulting assistant to assist in the organization of market and client-related information and to do research in connection with specific assignments. Elaine was born in Scotland and is a graduate of Cambridge University with a degree in education. She has also done work on the evaluation of retail developments, trading densities and relationships to population movements. Elaine lives in Eaton.

### *Attitudes Brief—Cont.*

Italian mills, for example, sell prints on grounds similar to those of their competitors at 20% higher prices and sometimes much more for exclusive rights.

The reasons for these differences are not hard to find. In the U.S., textile production was an industry right from the start. As the frontier was pushed westward, the industry expanded to supply the growing domestic market. In Europe, however, the textile industry evolved from a craft into an industry as machines and power sources became available. But, apart from exports to colonies, European textile mills supplied mainly their home markets. Only specialized products made by a few mills concentrated in restricted areas—such as laces, embroideries and some jacquards—were widely exported within Europe. This led each country to develop an increasingly comprehensive range of products developed specifically for its own market. When the EEC came into being, intra-community trade in textiles grew very slowly as each member country was fully equipped to meet its own needs. Today, though shrinkage of the industry has allowed some of the more successful mills to expand considerably their exports to their EEC customers, there are still too many sources for each type of staple fabric. In order to compete, producers of staples must still attempt to individualize their products. Of course, such individualization is not carried through to consumer level but promotion to cutters by mills places special emphasis on the source and individual qualities of the fabrics in the range.

In some sectors, however, especially fine wool worsteds, it is not unusual for mills to supply cutters with sew-in labels to appear alongside the cutter's own brand label.

This brings us to fashion fabrics where, for much the same reasons as for staple fabrics, the situation is again quite different from that which exists in the U.S. It is a generalization that is truer than most to say that, in the U.S., demand for the more exclusive fashion fabrics is met by imports. Although some U.S. mills are now producing fashion designs, this situation is likely to endure for many years.

In Europe, practically every mill that produces its own designs is in the fashion fabric business to a lesser or greater extent. During the years that followed the formation of the EEC, a number of mills, especially in Germany, bought new equipment and changed their marketing policies to specialize in the production of staple fabrics, operating on much the same lines as U.S. mills. Today, 20 years later, those mills are either no longer in business or they have switched back into fashion.

There are two reasons for this, both of which emphasize again the difference between the U.S. and European scene. First, the European mills' attempts to specialize in staple goods made them particularly vulnerable to competition from low cost, off-shore imports. The U.S. industry remains much more protected than the European mills, even with the reduced tariffs that will result from the GATT Tokyo Round. Secondly, these new policies

*Continued on page 12*

## Public Relations

At this writing, looking back over what's happened since December is not half as promising as looking forward at what's supposed to happen by March 31...PR is pregnant again, and it due to deliver lots of goodies during the next five weeks. In particular, new corporate and PD brochures, a trade show, two or three seminars, etc. Be sure to check these pages in the next issue to see how (and whether) everything came out...

January saw the arrival of our annual Soft Goods Outlook (the usual cautious optimism tempered with hopeful pessimism), the NRMA convention (KSA was noticed by 38% more retailers this year), and a Retail Perspectives on measuring in-store customer behavior (use a clipboard.)

In February, a financial profile of public footwear companies (first one on the new COBOL program) finally made its way through the computer...the finishing touches on suit productivity, marketing, and EDP articles were completed...the full Apparel Delphi report was published amidst much public rejoicing and is now available to non-participants at \$65...our Hosiery Delphi study, done in conjunction with the National Association of Hosiery Mfrs., was also released, along with an exaltation of doves.

In case anyone is wondering, the KSA Publicity Index for 1978 was 1195 column inches, up 5% over 1977. Not bad, considering there's a paper shortage. —J.S.

### **We Are Now Health Services Division Kurt Salmon Associates, Inc. Management Consultants**

You've known us as *Health & Institutional Consultants* (HIC), since 1968 when we became part of the KSA organization. We are changing our name to reflect our broader resources and ability to help our clients in today's more demanding health care environment.

Although our name is different—rest assured we are still committed to the same high quality, professional consulting assistance that can help you find the answers to today's tough health care problems. And we'll be able to do it with our unique blend of specialized health care experience and general business skills adapted to health care's challenges.

### *Training for Expansion—Cont.*

supervisor. This feedback and the monitoring of relevant production data provide indicators to the effectiveness of the programs as well as changes that need to be implemented to more effectively meet the needs of the mines.

The mining industry is an interesting frontier that provides an opportunity of effective, practical, results-oriented management services. The people with whom we come in contact are down-to-earth, practical and proud. It is exciting to work with these men and watch them take the first steps in becoming managers and skilled workers.

The cream is still on the top of the milk in the mining industry and with successes like the initial stages of the Jim Walter Resources project, I am sure that KSA will be the one to skim a great portion of it.

## Welcome to KSA-Atlanta



Johnson



Upshaw



Haug

*Helena Johnson* is a member of our word processing staff. She and her family relocated in Atlanta from Washington, D.C. about a year ago. Helena has very good experience, including three years with the Health Division of the Appalachian Regional Commission. . . . *Edith Upshaw* is working in the Xerox/Mailroom. She recently moved to Atlanta—from Tennessee. Edith replaces *Debbie Maxwell* who was promoted to "Keeper of the Files" in Central Records. . . . *JoAnn Haug* joined our administrative staff as secretary to *Jack Johnson, Ken Osborne, John Caldwell, Dave Perdue* and *Richard Lusk*. JoAnn was previously with ICI Americas for five years.

### *Attitudes Brief—Cont.*

were adopted too early, at a time when other markets within the EEC still had their own less specialized, but still viable, sources of comparable fabrics. In five or ten years, the situation in Europe may have evolved to the point where specialized production of staple fabrics becomes possible for larger mills supplying all EEC countries. Until then, with few exceptions in specialized fields such as the Irish mill of Klopman that supplies all Europe with textured polyester weaves in outerwear weights, most mills over here will continue to look upon themselves primarily as fashion fabric suppliers, when much of their output is staple by U.S. definition.

Although KSA's European practice focuses mainly on apparel and retail, the different fabric supply situation here poses special problems for KSA consultants. Duplication of fabric sources, possible price variations for given products, the much greater variety of print and color woven designs, and the appreciably shorter runs of designs and colorways make effective supply control much more difficult. This in turn makes more exacting demands on cut planning and issuing. Other effects of the fragmentation of European fabric supply sources include price fluctuations due to instability of currency exchange rates, less secure delivery performance, a generally greater number of fabric suppliers for each apparel firm, longer lead times and fairly frequent failure by mills to confirm orders because minimum quantities for a given warp cannot be guaranteed. While Europe is not alone in facing these problems, their impact upon the operating efficiency of cutters is made more serious because the average apparel company in Europe is also smaller than its counterpart in the U.S.

KSA's European consultants, however, have devised techniques and procedures to minimize the effects of the European approach to staple and fashion fabrics. Consequently, our services in the area of supply and inventory control as well as integrated cut planning and other areas connected with fabric suppliers are proving particularly valuable for apparel manufacturers.