

Fixer Training at Chipman-Union. . .

By—Craig Thornton

What is a "Fixer?" A fixer is a knitting machine mechanic in a hosiery mill...the individual who fixes the machines when they are not running properly.

At the conclusion of a two and a half year staffing assignment in Tuscaloosa, Ala., it was time to move out of coal mining for a while and try something a bit closer to KSA's normal practice. The new client in Union Point, Ga., Chipman-Union, Inc., produces socks, and since there is no difference between mining coal and making socks, my training experience could help fulfill their needs.

Chipman-Union, a privately held corporation, has been in the hosiery business since 1884, and has grown from a few knitting machines over a local store to more than 400 knitting machines, dyehouse and finishing operations. They make men's work socks, athletic tube socks, women's footie socks, men's and women's fashion socks, and all Izod socks, so college kids can be covered in little alligators from head to toe. Shipments for 1979 totaled over 1.6 million dozen and shipments for First Period 1980 are up 48% over 1979.

Following a chance meeting with *Buddy Ruppenthal* at an industry show in Atlantic City and a check of KSA's reputation within the industry, Chipman-Union's management asked us for help in setting up a training program that would upgrade the skills of the current fixers and be capable of training future new fixers as needed. The program had to produce fixers who were able to reduce equipment downtime at style change, improve quality, reduce waste and increase machine output.

With participation of the existing fixers, knitting room supervisors and a new training instructor, we were able to identify the specific tasks a fixer needed to be able to perform and developed a training program to meet those needs. Using the same principles of AAMT that we used in coal mining, a four-step program was developed that enabled us to instill classroom knowledge and skills the fixers could then apply in actual work operations. When a

fixer demonstrates his mastery of requirements of his current grade, he returns to the Training Center to receive the next level of classroom instruction and exercises. The Fixer Training Program enables Chipman-Union to have a fully qualified fixer in approximately six months who is capable of solving problems that fixers with four years of OJT experience cannot repair.

In order to meet Chipman-Union's needs, we began training two fixers in January. These are currently in the second phase of the program and two additional fixers are scheduled to begin in early March.

Chipman-Union recently asked KSA to submit a proposal to establish a Knitter Training Program, along with a new production control system for the knitting room. Response to this proposal should be forthcoming in late March.

If my son will stop singing "Yea, Alabama" as he walks around Athens, Ga., I should be here to see Chipman-Union establish a long-term relationship with KSA which will be beneficial to Chipman-Union and to KSA.

Good Hope Justified at the Cape

By some strange logic common to several other multinationals, South Africa is regarded as part of KSA Europe's territory. South African apparel companies, or South Africa itself, seem to have a unique fascination for consultants. With depressing regularity, KSA men are sent there on assignments and resign to take up residence in the country. This is the story of one who came back, and of his contacts with others who stayed there.

The story came to our attention when a joke "Job Specification" sheet prepared for *Roger Head* by our client was submitted to *EURONEWS*. The spec sheet was published and drew immediate response from Roger. He not only provided the real reasons for some of the jokes (see inset) but also gave some details of what proved a unique assignment for KSA.

The client was Bonwit, South Africa's leading producer of style women's wear, where KSA had worked on Cutting Room and MU assignments completed by *Bill Wing*, and sewing room engineering jobs by *Ben Johnson-Hill* and *John Cooper* who have left KSA. This time the job was training of a methods development team and appeared straightforward. But there were two problems:

- Reflecting Bonwit's unusually—for South Africa—liberal attitude to color segregation, only one of the five engineers of the methods development team was white. Despite the company's liberal policies, however, many of its senior men including factory managers, had strong color prejudices. At the same time, segregated education had done nothing to prepare black engineers for working in



In case you can't tell which of these men is the KSA consultant...it's CRAIG THORNTON at left, discussing plans with TERRY CALLOWAY, Chipman-Union's Training Instructor.

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Chairman's Corner

I apologize to the readers who are familiar with the content of this column which was prepared in part for the U.S. staff meeting.

A staff meeting is a good time to assess our progress and where we stand as a firm in our efforts to implement our strategy. I will touch upon the industries we serve, U.S. and European activities, functional developments, third world activities, and make some observations on our competition.

KSA's core industries—apparel and textiles—continue to be under pressure in both the U.S. and Europe. We are pleased that we have maintained our dominant position as consultants to these industries, however, we cannot count on them to provide the growth we need. Most of that growth must come from new industries; Health Care, Retail, Mining, Footwear, and Furniture now contribute over 20% to U.S. volume. We are reaching the point where growth in the new industries will have a significant impact on the company's rate of volume increase from year to year.

Most of the new industry activity centers on U.S. and Canada. It is our intention to apply these skills in Europe in due course, as was the case with retail several years ago. It appears we may have an opportunity to do the same in the hospitality industry...Holiday Inns has expressed interest in having us work with them in Germany.

The most significant functional development over the last few years is the broad and impressive improvement in our Management Services Division. We have made headway with services and skills and the gross profit contribution now approaches the level of MMD. The strong performance of General Management and Marketing function is particularly significant and contributes to the balance of business consulting and technical services that has been our objective for some time.

MMD has held its own as the biggest contributor to volume and profits. It remains the mainstay of our practice. We need to build further on this strength and look forward to a period of vigorous service development and aggressive search for opportunities across the spectrum of all the industries we serve.

The last few years have been difficult for our European operations. It has been a period of geographical retrenchment with the closing of offices in Chiasso and Paris and drastic reduction of activities in Italy and France. This period is behind us and we can now build with confidence on the strength that existed all along in the German and U.K. regions. Our new office in Spain shows good promise of rapid progress. Among our priorities in Europe, more rapid development of the retail practice and search for a third industry are high on the list.

Our international experience outside Western Europe and North America has been very mixed. Eastern Europe has provided large and profitable projects and we have significant and successful assignments to point to in Asia, South America and elsewhere. But all too often we have been caught in a web of currency problems, visa regulations, high relocations costs and loss on receivables. There is a need for our services around the

world but experience tells us that we must be highly selective in the projects we bid on. Our present policy can best be summarized as one of trying to "catch the big fish by throwing a wide net."

A look at our competition tells a good bit about KSA over the last few years. Capelin, Summerour, Frank, Werner were among our foremost competitors a few years ago. As a group, their development has not been very impressive. Now we are more often up against Kearney, Booz, McKinsey or the MAS groups of the big accounting firm we win more often than we lose. We have done well compared to traditional competition and are confident we can do well in the new league too.

confident we can do well in the new league too.

In summary, the last few years represent a watershed in KSA's history. While we maintained or even strengthened our position in our traditional markets, we have established bridgeheads in a group of new industries with enormous potential for the future. We became a firm with much better balanced capabilities in all important service functions.

While we feel we are generally moving in the right direction, we have decided to subject our basic strategy assumptions and definitions to scrutiny in 1980. While we may confirm or modify some of these, we hope we can find ways of strengthening our momentum of growth and achieve greater profitability.

We can always do better, but we are doing something right. In the last couple of weeks, alone, we have secured as clients for the first time Walt Disney, a division of Woolworth and Blue Bell...an attractive trio of new clients with tremendous potential. We can look to the future with confidence.

—SAK

Coming Events

- April 9-11 Southeast Hospital Show, Atlanta. KSA will exhibit.
- April 14-18 KSA's Plant Managers' Course, Atlanta Office.
- May 28 KSA's Financial Breakfast, New York, Essex House.
- June 5-7 Canadian Needletrade Show, Montreal. KSA will exhibit and present a seminar.
- June 10-11 KSA's Textile Productivity Planning Seminar, Atlanta.
- July 28-21 American Hospital Association Show, Montreal. KSA will exhibit.

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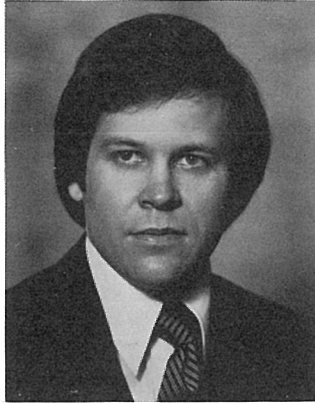
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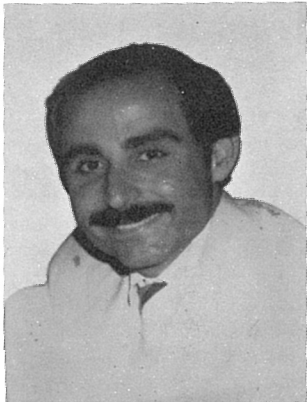
Principals Appointed

Congratulations to *John Cahmpion, Gil Llanes* and *Gil Sydell* on their appointment as Principals.

John spent three and a half years in MMD on cutting, sewing and AAMT before transferring to PD, where he rounded out his field-based experience with two highly successful PD incentive projects. He has been involved in distribution studies and facilities planning projects including the 700,000 sq. ft. Campus Sportswear distribution center design project. He is a solid asset to the PD group and his contributions to the Campus Sportswear projects have been a big factor in the development of KSA's relationship with this client.

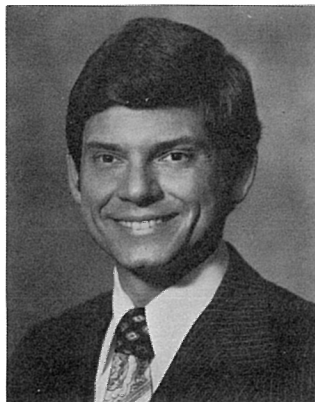


Gil Llanes' KSA consulting career began with four cutting rooms in jeans and suits, and then his first sewing room assignment...in Miami. He's been active in both CMU and SRE. In the course of these projects his native Spanish was used frequently. He's worked off-shore a half dozen times with his favorite being Puerto Rico...he was so well liked there during the cutting room program, he was invited back to do the sewing room. His friendly manner and enthusiasm are known to



be contagious. He and his new bride will settle in Atlanta in the near future.

Gil Sydell, though not an engineer by academic training, soon became a good one in the MMD apparel practice where he engineered sewing rooms producing slacks, ski wear, jeans and children's wear. He also has a breadth of experience in the footwear industry. Gil has a reputation of being exceptionally skilled in human resource problems. He has strong background in attitude surveys and other HRD projects. With this ability he has represented KSA to thousands of people at recruiting conferences and on college campuses, and has interviewed several hundred candidates.



FYI

In 1979, KSA started 29 different assignments for Levi Strauss. YTD 1980: 8.

Random Recollections

By—KS

(Editor's Note: A number of these articles had been prepared for the Observer, so this series of recollections by KS will continue. We hope you enjoy reading more about KSA's development.)

The Board of Directors—As was true elsewhere, there were quite a few unemployed coal miners in the section of Western Pennsylvania, near Greenburg. Under the auspices of President Roosevelt's "resettlement administration" and guided by Rexford Guy Tugwell, a number of communities were created in an effort to combat the ravages of the depression, defunct mines, etc. Norvelt, Pa. was one of these. Its name was formed out of the last syllables of *Eleanor Roosevelt*.

Norvelt was located some 10 miles from Greenburg and consisted of several hundred government-financed houses, each on a small plot of land. The homes had been furnished with refrigerators and stoves and were rented to former coal miners for \$15 to \$20 per month. First, each family was given a cow and a few chickens in the hope that, with a bit of land, they could grow their own food and become reasonably self-sufficient. It turned out that the food thus produced was more expensive than that available at nearby commercial stores.

A re-think resulted in pooling the community's livestock and parceling out the manhours required to tend it among the miners residing there. This created more efficiently produced eggs and milk but still could not compete with commercially available products. Besides, it provided only part-time employment to members of the various families. Hence, it was decided that what was needed was a payroll-producing enterprise.

A search was instituted in Washington and \$400,000 was located in the Department of Agriculture, earmarked for "agricultural purposes." It was reasoned that agriculture was what they were trying to promote and if it required a factory to make it pay, why then a factory really served agricultural purposes. They got the money.

Somehow, this became translated into a pants factory. A Pittsburgh architect was retained to design the factory and a management contract was entered into with an organization called The Washington Manufacturing Company of Huntington, W. Va., to operate the factory and sell its output.

I heard about this, went to New York to meet Mr. Klee Oppenheimer, the President of the company, and sold him my services for starting up the plant and equipping it with a modern and properly engineered operating system.

My wife, two small children and I moved into one of the \$20 houses, drove to the nearest town and bought some second-hand furniture, and I went to meet the Board of Directors of the new company-to-be.

The Board consisted of a number of local citizens, mostly men of Polish-American background. I was instructed to start and operate the plant along the same lines as would any other, private enterprise of its kind, so that it could make a profit in as short a time as possible and its future would be assured even though the funds available to them were limited.

Machinery began to arrive and was being set up. I recruited a forelady and cutting room foreman who had abilities known to me and an experienced mechanic had been found. I began interviewing applicants who were either the daughters or wives of local citizens.

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For a While...

KSA's Asian Outpost

By—John Caldwell

Like survivors of "King Rat" or "Bridge on the River Kwai" they emerged bearded, under weight, tattered, satisfied. The last of the legendary MTIA (Manila Team in Action) coming home from a long tour of duty in the South Pacific. Just before Christmas 1979, Tom Barts and Chuck Gilreath arrived in Atlanta from their second—yes, second—round-the-world trip in 1979. They were the last of the full-time residents assigned to the landmark Aris-Philippines project. Now they, as did their predecessors, the *Caldwells*, *Dyes*, *Luckerts*, along with visitors like *Ross Runnels*, *Bill Cobb*, *Steve Schlehuser*, *Jim Mann*—maybe others by this time—have accustomed themselves to not having ironed underwear, pedicures, personal golf caddies, 12-hour workdays, snorkeling in tropical seas, maids (at \$14 per week), weekend trips to Hong Kong, squash and rowing matches, and weekly runs with the Hash House Harriers.

Tom's residency was the longest—25 months, followed closely by Chuck at 19 months. At the peak, there were five KSA'ers in residence...Barts, Caldwell, Dye, Gilreath, and others no long with KSA.

ITEM: You've been in the Philippines too long when... Someone mentions the President and you think of Marcos • The plant manager keeps goats, geese, catfish and an eagle named Bill and you don't think it's strange • Stateside ketchup tastes different...there it's made of bananas • You prefer rice to potatoes • You pay a dollar for an apple at Christmas • Your favorite tune is "Maag beer muna Tayo" (let's all have a beer.) • You think five pesos is a lot of money...70¢. • You consider baluyt a health food (duck eggs take 21 days to hatch, a baluyt is such an egg broiled at the 19th day...considered a potency food by Philipinos.) • You get two boxes of yellow grits for your birthday and your maid can't cook them • You can't imagine life without maids.

The Aris assignment will certainly be one of the significant events in the lives of those who spent a substantial amount of time there on location. It's impossible to fully appreciate the teeming masses in Asia without actually having experienced the day-by-day shoving, pushing, and effort required to simply get from one place to another. The Philippines have 45 million people and this number will double in 19 years. There are over 8 million inhabitants of Metro Manila. Manila is a stark blend of the very old and the ultra modern, the poorest of poor and the super rich, a city bursting at the seams with activity but with dismal hope for future ability to handle the thousands who come into it daily. A ride into the country on Luzon Island, where Manila is located, is through endless traffic of all types...cars, jeepneys, bicycles, water buffalo, motor bikes, widely decorated buses and, occasionally, escorted caravans of the VIPs' Mercedes.

We think Aris was a landmark assignment in that

- Over 4,500 operators were "engineered" during the 25 months.
- Annualized savings to the client...about 2.8 million.
- KSA fees (MMD)...about \$700,000.
- Resident engineers trained for the client to handle the three-shift, four-plant operation totaled 28. Currently about 6,500 employed, compared with 8,000 at the beginning of the assignment.
- How many other people know dress glove sizes are

measured in French inches? (1-1/8")

ITEM: You can consider yourself an old Far East hand when... You put over a thousand people on piece rates at one time (the MTIA claims not only holding the world's largest rate sale, but the second, third, fourth and possibly fifth.) • The plant generator is run on a holiday so you can work on the manual • You've heard Barts play "Rock Around the Clock" in bars across Asia • You play squash at the Royal Hong Kong Cricket Club...again • You're qualified for the London Rowing Club's "Curry Cup" competition • You always carry "pink and greys" (industrial strength Lomotil.)

The Hash House Harriers

Picture a group of British expatriates sitting around the dinner table of a Kuala Lumpur club in the mid 1930's on a Monday night following a weekend of tropical excesses...too many parties, too much bloody sun. They decide to go for a run through the countryside and afterwards return to the club, the Hash House, for beer and tossing curry at the ceiling fans. The Hash House Harriers became a Monday night tradition and spread through the Far East.

Enter *Gilreath* and *Barts*...too much follow-up, too many rate sales, all those thousands now toiling on incentive. In an attempt to stay healthy, we started running in the afternoons.

We joined an unruly mob of expatriate Pommies, Kiwis, Aussies, Yanks, Poles, Germans, Norwegians and Swedes following a course marked in chalk. Several miles and a few beers later, we were inducted into the Manila Hash House Harriers (MH3.)

For the next year, Mondays acquired a new significance. As we ran through the seamy back streets of Manila and then retired to bars so low that...well, if they would let Tom on stage in his running shorts...

Highlights of the year were the annual general meeting and free-for-all, running with the Hash in Hong Kong (H4), and our numerous farewell parties. The spirit continues...Atlanta would make a good acronym (AHHH), so don't be surprised, if you find yourself being briefed for a run in Roswell. "It's a nice little run, gentlemen. Something for everyone. A few devisish check-backs (for the uneducated this is dead ends), some shiggy (swampy area) a bit later, and an odd twist near the end. On-On (rallying cry)!"

—Chuck Gilreath

At the assignment's beginning, wages in the Philippines were among the world's lowest. Pay for eight hours' time work was 10.50 pesos (about 14c per peso.) At the end, the base rate for piece work was 16.50 pesos per day and most operators were enjoying 40%-60% greater pay. This low, general wage rate explains something...you ladies who wear a pair of Aris' Isotoner gloves can examine the leather strips sewed on them and try to understand that *each* of the tiny holes punched in these strips were done *by hand...one at a time!* (eat your heart out, *Nort.*) This same pair of Isotoner gloves, Aris' most famous product, has about the same labor content as some of our better engineered men's coats, about 60 minutes.

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New Staff

Michael S. Ellis (Mike)...Age 28. Single. BSME, U.S. Naval Academy; MBA U. S. Naval Post Graduate School. Six years U. S. Navy—Lieutenant. Commanded Naval expedition in locating and identifying wreck of USS Monitor and participated in location and salvage of four Revolutionary War vessels. Interests: Scuba diving, sailing, classic automobile restoration.



Ellis

Michael A. Fodor (Mike)...Age 22. Single BS and MS in Industrial Engineering, Stanford University. Fluent French and German. Previously summer employment only. Interests: Golf, music, cooking.



Fodor

Dirk P. S. Mosis, III...Age 28. Wife, *Pam*. BS, General Engineering, U.S. Naval Academy; MS, Systems Management, University of Southern California. U. S. Marine Corps Captain, Instructor/Coach, UNSA, Annapolis, Md. Interests: Tennis, running, skulling.



Mosis

Jeffrey D. Palmer (Jeff)...Age 28. Single. BSIM, West Virginia Institute of Technology, MSIM, Georgia Tech. Prior experience: Industrial engineer with Milliken and Co. (3½ years.) Interests: Water skiing, motorcycle touring, piloting small planes, reading.



Palmer

William H. Beckemeyer (Bill)...Age 33. Single. Associate degree Oxford College of Emory University. BSBA, West Georgia College, MBA, Georgia State. A CPA with considerable accounting experience. Most recently Controller (3½ years) of Computone Systems, Inc., a computerized marketing service company in Atlanta. As Controller for KSA, will manage the daily operations of DEPT. T, including accounting, invoicing, collecting and reporting functions, and will be involved in tax planning. He will work closely with our auditors each year-end. Interests: Farming, sailing, photography.



Beckemeyer

Random Recollections—cont.

Customarily, about 80% of trouser factory employees are female. One part of the interviewing process was a simple finger and hand dexterity test. The test scores were used as an aid in determining who might become good sewing machine operators.

After a few months of operation, with the factory about one-half manned, I was called back before the Board and asked "How is that you've got two Kasiuski girls working there, when any number of girls from other families have applied and not gotten a job?" I explained that in order to operate the factory in a commercially viable manner, ability as perceived through the interview and testing procedure would have to be a guide.

They asked: "Well, if a girl can't make the grade on one job, how do you know she is not suited for one of the other operations?" "We have 57 operations to staff in making these trousers," I responded. "If we had to try out a young lady on one after the other of all these operations to see whether we could not find one where the job requirements could be satisfied by her skills, there is no way I could fill my mandate from you to run this like a competitive, private enterprise and your funds would be gone long before we had the factory in the black."

The upshot was a compromise. They stipulated once more that we must run things properly and I agreed that as long as there were applicants who would qualify from families who did not already have a member on the payroll, I would refrain from employing more than one from any one family.

I thought it was not only a pretty good compromise, but also a lesson of democracy in action where the greater good of the many was given more weight than the privileges of a given individual.

It was a most interesting assignment and, as it turned out, my penultimate personal assignment as a staff engineer.

Ken Osborne, MMD Manager

Ken Osborne was appointed MMD Manager in December and worked closely with *Howard Cooley*, who previously held that position, before he left KSA to assume the presidency of Jockey International.

Congratulations, Ken. Everyone wishes you a great deal of success in your role for which you are eminently qualified.

Functionally Speaking

Communications Dept.

The PR Dept. decided to start the new decade right by changing its name. Since all of our communications efforts do not take place in public, and the term "PR" often implies an element of hype, or fakery, our new identification seems more accurate...although it is three syllables longer.

Whatever its name, Dept. 70 has been churning out the usual varied product line: a retail trade show; a commemorative publication about Kurt Salmon; a Perspectives on Certificates of Need for hospitals; textile seminars (both sell-outs) on inventory planning in Atlanta, and productivity in Charlotte; an apparel trade show and seminar in South Carolina; speeches to knitters and carpet manufacturers; and an article on cutting.

KSA's cautiously optimistic Soft Goods Outlook generated subdued excitement when it appeared in mid-December. Some retail publications—RAM Reports and Chain Store Age—gave it heavy play. (The latter also did flip-flops over *Rudy Greers* theory of over-segmentation in department stores.) After two months of 1980, our forecast appears to have been too cautious.

Although the Communications Dept. had nothing to do with it, footwear and mining garnered some excellent publicity in Footwear News and Coal Age during the last quarter, and we are content.

KSA's recruiting ads, slides, and prints materials are looking better lately thanks to *Janice Ryer's* quick mastery of our new Itek phototypesetting machine.

Dave Elderedge has left to become N. Y. correspondent for California Apparel News, and to pursue other free lance activities..

—J.S.

Electrician Training

We recently completed a very successful assignment for a synthetic fiber producer, Wellman Industries, Johnsonville, S. C. The project, staffed by *Peter Brown* and supervised by *Bob Reeves*, involved training electricians for total plant maintenance in a highly sophisticated technological plant. Peter, with client personnel recruited and selected by KSA, developed an outstanding program that will take people new to the trade, but with basic aptitudes, to where they can "adequately" maintain a shift electrician's job in 15 days of training, 10 days on the floor and five days of follow-up...a total of 30 days. In approximately six weeks a person is able to maintain shift electrician duties in this plant. Prior to this, they were unable to come close to this level of proficiency for "at least" six months...the "at least" comes from the client!

I recently used a couple of selected pages—a table of contents, an exercise description—in a sales visit to another high technology synthetics fiber manufacturer. The maintenance superintendent had a jaundiced opinion of what I said, but when he reviewed the pages I brought—especially the table of contents—he was virtually salivating in his discussion with the plant manager as to "When can we get started with this?" "What is it going to take to get it justified?" "I'm ready to go."

This reflects, in my estimation, the fact that KSA is able to train maintenance type people in high technology areas in other fields of expertise—industrial chemicals, mining, apparel and textiles—and do a better job than is

being done by manufacturers themselves, by tech schools, or anyone else.

The investment per student may be considered high in terms of normal KSA justification, but to the industry needing help the costs are justified ROI.

—*Budy Ruppenthal*

Health Services Division

A new decade has begun and the Health Services Division is off and running. This will be the 13th year for health service consulting. It has been under the auspices of numerous logos and banners. Originally, Management Science America, Inc. (MSA), a large consulting conglomerate, formed Management Science Health (MSH) as its window into the health care field in 1968. The firm was formed by an illustrious—aren't they all?—Georgia Tech professor who developed an academic perspective on the application of industrial engineering to the health care industry. Thus, our forefathers ("roots") worked under a management philosophy which didn't foster a strong cash flow through May, 1970. At that time KSA purchased the stock of MSH to gain an entree into the health care field. MSH became Health & Institutional Consultants (HIC) and operated under the guidance and leadership of *Paul Flood*. Many of us have said that Paul has gained "at least" one gray hair for every year of his tenure with HIC/HSD... some years he got more.

Under Paul's direction, HIC became a recognized health care consulting firm in the Southeast, as well as the nation. HIC remained a wholly-owned subsidiary of KSA through 1974, at which time we finally received the distinction of becoming a true KSA division.

Between 1978 and 1979, we gradually made a name change and have almost divorced ourselves from the HIC title...even though some of our clients still call us hics.

That should be enough history. On the current side, we are trying to develop sales and follow up with old clients as the new year starts. *Ron Everett* and the writer have developed and managed numerous planning and certificate of need projects with both old and new clients. Paul Flood recently wrote a systems project proposal for a sheikdom in the Persian Gulf...and it is rumored *Frank McMillan* is updating his passport and securing a visa. The job has many potential benefits such as the price of gas which is approximately 50c a gallon.

Between working on numerous planning studies and certificate of need applications in Virginia, Georgia and New Jersey, *Virginia Lamb* found time to represent KSA at Lake Placid for the Winter Olympics. She almost made it to the women's downhill event to race Anne-Marie Moser-Proell, but she missed her bus Regretfully, *Fran Fowler* couldn't join in Virginia because of her busy schedule of certification of need studies in Ohio, Kentucky and Georgia. She wanted to enter the huge event at Lake Placid, but had to abstain because of client commitments to attend public hearings in Columbus, Ga., and Cincinnati, Ohio.

Don Seymour has been hot-tubbing with one of his favorite clients in Tennessee. When not hot-tubbing, Don is working with St. Thomas Hospital in Nashville on a long range planning study. He recently had his baptism of fire at a public hearing in Nashville. . . . *Mark Richardson* has "almost" lost his New England accent while working in Kentucky and Georgia on certificate of need studies and long range planning. . . . Between working on exotic GM&M projects, *Jim Wermert* has been working with

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KSA's Contribution to Society . . .

By—Jack Ullman

"Every segment of our practice contributes to increased productivity!" If that statement sounds as if this column will only discuss MMD (PMS), don't stop reading. MSD (GMS) gets equal time. So please—those not involved in engineering sewing rooms—stay with us.

Productivity is a world issue and the U.S. is declining as the world's productivity leader. Our rate of productivity increase has lagged many other nations for a number of years and, according to the numbers, U.S. productivity *actually decreased* last year.

Generally, productivity is defined as the output—goods and services—per man-hour. We haven't checked what man-hour the government uses, but for purposes of this discussion, we're not talking about blue collar hours, white collar hours, management hours, or machine hours. We're talking about *all* hours.

Maybe you'll accuse me of a play on words. Instead of productivity then, am I really talking about effectiveness? Is KSA an effectiveness firm? Somehow that doesn't say much. I'd like to stick with productivity. If my thesis is correct—and I think it is—we're in the productivity business, and we make a significant contribution to society because of the work we do.

A Few Examples—Certainly in systems almost everything we do is oriented toward increased productivity. We help reduce the man-hours of managerial and clerical work involved in processing information. But the greater contribution comes from each client's purpose and use of the information itself. Be it payroll, cost controls, planning and inventory control, hospital systems, distribution systems, front desk systems, etc., etc., our purpose as systems consultants is to provide information systems that enable management to make the right decisions in the control of their operations. And, of course, the right decisions help optimize the many variables involved in producing the right goods (or services) at the right time and having them in the right place. Waste is reduced; so are unproductive inventory in dead storage and needless handling. And finally, as the result of our good systems work, the unit output per man-hour in the chain from raw material to consumer is increased.

How about merchandising? A good merchandising calendar and planning process contribute to more efficient manufacturing, more output per merchandiser, per customer service clerk, per shipping clerk, and per trim supply person. Why? Because all through the operation, there are fewer back orders, fewer rush orders, fewer phone calls for late trim, less wasted motion, effort and cost. The result? A contribution to increased productivity of the total enterprise.

Turning to the Obvious—Certainly there's no question about the traditional I.E. methods and standards work we do—the same things *Kurt* stated doing 45 years ago. That's productivity improvements in its purest and simplest measurable form, and we're doing it in one way or another in *all* the industries we serve.

Would you question our MU, SLM and waste control work as productivity improvement? We might even add man-hours. But let's back it up all the way to raw material. If we increase the yield in units per pound or yard or hide, we've increased total productivity. Maybe raw material suppliers sell less because we help our client

Miss J of GSO Retires

Virginia Jackson, more affectionately known to KSA'ers as "Miss J," retired December 31, 1979. She tried to retire several years ago but Greensboro based personnel would not hear of it. She finally convinced them she really deserved retirement.

Officially, Miss J would have celebrated her 19th anniversary with KSA October 2, 1980. Unofficially, she has been associated with us much longer. When *Karl Striegel* settled in Greensboro in 1947, he made arrangements with Miss J, who worked for Office Service Company, to handle his correspondence and other typing chores. When his KSA files became unmanageable, plus the fact he had to deliver the work to Office Service, it was decided to locate an office in the lower level of his home. Miss J spent a few hours each week at the Striegel home trying to keep track of all KSA personnel for KKS. That arrangement continued during the early years of *Bob Malburg's* and *Jack Sanders'* permanent location in Greensboro. When KSA leased space for the Greensboro office, Miss J joined us full time, and so it has been....



Although *Doris Oakley* and *Becky Albanese* can certainly "keep us straight" at GSO, Miss J will be missed for many reasons. Her total and historical knowledge of KSA could fill volumes. A seemingly complicated question such as "Miss J, who did the Raab-Meyerhoff Co. job in 1949?" Her immediate answer would be "You mean 1948. It was *Warner Civitts*. His billing rate was \$5.00 per hour. All correspondence is to be sent to Jay and William Raab..."

Oh, did we say Miss J retired...never. We plan to use her on an agreed upon need basis in 1980. We're sure all KSA'ers wish Miss J well in her "reduced schedule status."

—RWM

reduce waste by 3%-10%, but that means fewer man-hours (all the way through the chain) per unit of consumer product.

And the Not-So-Obvious—Certainly numerous examples of our I.E.-oriented services, HRD and PD can be cited, but let's skip over them and take a quick look at our GM&M type work. What about strategic planning, marketing, organization, sales compensation and the host of other GM&M services? What do they contribute to productivity? As in the other examples, if we can help our clients become better, more effective managers and move their businesses in a direction which helps them become more profitable and achieve appropriate growth objectives, we are contributing to increased output of goods and services per management hour expended, and ultimately per man-hour from raw material to consumer. With an entire organization moving in a planned direction to achieve a planned strategy, there is less waste...hence greater productivity.

A strategic plan which leads to consolidating operations or closing out unprofitable strategic business units, one that concentrates capital, equipment and marketing efforts on profitable business, enhances the productive performance of the firm. Unit volume *might*

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Zeb Roberts

PART OF KSA's FOLKLORE is that it took eight years after he joined the company before *Zeb Roberts* made any contact—visual or verbal—with *Karl Striegel*, who was No. 2 man during that period and about to become its President. The story, which is not apocryphal, tells us something about both characters. However, lest it be thought that the subject of this profile is bashful or backward in any sense, it should be noted that Zeb was busy doing his thing in the mid-South, and Karl traveled other routes.

C. (for Clarence) Zeb (for Zebedee) Roberts has been KSA's man in Nashville for a long time. He was discovered at Auburn (along with *Jack Johnson*) one memorable day in 1953, passed his subsequent interview with Kurt in the Atlanta airport, and was promptly shipped off to McRae, Ga., for training at Roydon Wear. He was the second trainee to go through the KSA-owned plant, and during his year there (talk about your thorough training programs...) he was detailed to put the cutting room on incentives.

Zeb Roberts is an instructive blend of the old and the new KSA. His story reflects what we were, and what we are today. Consulting assignments in his early years included follow-up for people like *Jack Ullman*, a good deal of cutting room engineering and material utilization (without benefit of miniature markers, let alone computers), a variety of sewing room projects, and warehouse engineering before we realized it was Physical Distribution. It also meant bridging the first of KSA's generation gaps. This was encountered when you arrived at a new assignment, they told you they remembered the last time the place was engineered, and wanted to know "How are you related to Kurt, Sonny?"

CZR took over responsibility for our Nashville office in the late Fifties. This was KSA's first office, populated by veterans like *Bill Egolf*, *Warner Civitts*, *Russ Lewis*, and others, but that didn't faze our young tyro. Zeb soon made the Central Regional KSA's volume leader. His thorough approach to marketing and account executive work paid off, and still does.

So much for the "old." How does a 27-year veteran exemplify what's happening in KSA today?

Never much for laurel-resting, Zeb has stayed in the van of new developments in apparel engineering, and come



Left to right: Zeb before, Zeb now, and Caroline (at 25th anniversary with KSA party).

up with a few innovations of his own. Recognizing the potentials of minicomputers in an increasingly more complicated consulting practice, he went out and purchased KSA's first one (we now have two), learned how to program it, and developed some esoteric applications—viz: time study, engineering program progress reports, discounted cash flow for ROI analyses, etc. He has since added other computer programs—for new plant start-ups, warehouse space requirements, regression analyses for wage incentives, cutting room analyses, a furniture pricing model—and issued KSA's first "Micro-Computer Manual." Further, Zeb's work in incentives and variable base rates has provided practical solutions for some of the problems endemic to apparel style shops.

Such "self-starting" professional development keeps a fellow young in heart and appearance. Zeb has helped to develop others as well. He has built the Nashville office to a complement of nine resident consultants, largely because of his effectiveness in keeping KSA's Central Region busy and growing.

Zeb Roberts has been happily doing his thing in Nashville for years, and that covers a wide range of activities. A sometime watercolorist and viniculturist, his recent passion is star-gazing—which explains the presence of a monster telescope in the Roberts' dining room. "It's too big to move out, so it's there for every meal," wife *Caroline* reports with resignation.

Obviously, our man in Nashville is also a man of lofty vision. —J.S.

Asian Outpost—cont.

ITEM: How many KSA couples have had a front row seat for a volcano eruption? The Dyes did...at Mt. Mayon in Legaspi, Philippines. The Holiday Inn has a commanding view of the conical-shaped volcano and the Dyes caught it during a weekend trip at the peak eruption. They must have spectacular slides!

This assignment afforded all of us outstanding opportunities for work and life in a very different part of the world, and probably never to be repeated chances to visit many other exotic countries in Manila's environs. After our first offshore residency in Algeria, JoAnn and I

said, and we repeat: "If the opportunity comes up, don't miss it."

ITEM: Chuck won the Makati Executive Running Club championship...his opponents average 5'2" in height.

ITEM: While giving Tom a facial on his weekly trip to the barber (20.00 pesos buy a haircut, manicure, facial, pedicure, shoe shine, and legitimate message), his barber excused himself for 20 minutes while he left in one of Marcos' Mercedes to cut the Secretary of State's hair... That doesn't happen in Winder, Ga.!

HDC Departs

Our usually crowded December issue left no room for a proper valedictory for *Howard Cooley*, and we hasten to make amends. After an 18-year career with KSA, Howard left to assume the presidency of Jockey International in January. This \$200+ million under-wear and sportswear manufacturer had been one of HDC's clients on and off for some years, and it didn't take them long to recognize his talents. Same here.

Howard came to KSA in 1961 from a teaching post at the University of Florida. His abilities as an engineer and consultant surfaced rapidly as he progressed through all types of sewing room and PD assignments. A little over a decade ago, he teamed up with *Ken Osborne* and others to engineer the men's tailored clothing industry—one of KSA's signal achievements.

Howard's confident and open personality made him an effective account executive and manager, and he took over the complexities of running our Manufacturing Management Division in 1972.

HDC's contributions to KSA were unique. Still very much the teacher, he played a key role in developing (putting the fear of God into...?) young consultants, and he was always quick to repeat Kurt's admonitions about "Look to your client's first, and don't worry about the scorekeeping within KSA."

No one has ever accused Howard of being bashful or dull. More important, he was the company's No. One confidence man (not as a trickster but as a performer.) During his years with us, he radiated enough confidence and energy to keep dozens of consultants leaping happily over tall buildings.

We will miss him, but we look forward to hearing great things about Jockey in the future and wish Howard and *Carol* every success.

From a recent client report

"...Attempts were made to help these managers gain a 'macho' approach to plant management..."
From a macroperspective, what else is new?

STECOM News

STECOM held its fall meeting at Lake Lanier Island in North Georgia, on the following agenda topics:

- Final Report on Consulting Utilization
- Interim Report on KSA Office
- Interim Report on Technical and Business Data
- Report on Recruiting Investigation

This meeting also marked the rotation from the committee of our colleagues *Bob Saunders*, *Tony DeMaria* and *Joe Irastorza*.

Following the meeting, STECOM members voted on four new members which have been approved by EXCOM. They are, *Bob Hagen*, *Bob Langley*, *Doug Moore* and *David Perdue*.

Our spring meeting is scheduled for April 24-26 at Sea Pines Plantation, Hilton Head Island, S. C. This will be our annual work/recreation meeting.

We welcome input from any KSA associate on topics that should be addressed by STECOM. —*John Wilcox*

Departures

We regret to announce that the following are no longer associated with KSA: *Jim Miller* • *David Mitchell* • *Bill Wessels*. We wish them success in their careers.

In Sympathy

We are saddened by the rather sudden death of *Dorothy Sossaman* of the Atlanta office on January 11.

Since joining KSA in 1971, Dorothy had been administrative assistant to *Bob Saunders* of the Textile Division's carpeting services. She was capable, pleasant, and always managed to quietly get the job done on schedule. Dorothy will not only be missed by her husband, children and friends, but by Bob who lost a loyal assistant upon whom he could depend to satisfactorily carry out any assignment and to cope with office problems as they arose. Our deepest sympathy to her family and KSA friends.

We also extend sincere sympathy to *Charlene* and *Ron Brockett* in the loss of Ron's father on December 19, and to *Irene Jurczyk* who lost her mother January 25.

KSA's Contribution—cont.

decrease for a time, but units per hour (management and labor) increase...and that's the name of the productivity game. Done right, profits (return on equity) increase, too...and that's the name of the business game!

There is another side, of course. If our work helps our clients trade up, then it might be argued that we, inadvertently, create waste. These remarks, however, must be considered in the environment in which we live. It's true we could buy little cars, eat rice and beans in lieu of steak and potatoes, wear inexpensive clothes—certainly not pay for brand labels—stay in cheap motels and hospital wards instead of private rooms. But that is a whole different subject to be grappled with by economists, sociologists and futurists.

I didn't start with the premise that KSA's mission was to reform the world or to advocate small is beautiful or to even try to understand the macro economics involved in a consumer-oriented society with perhaps too much materialism. We don't purport to be a think tank on how to reform the world, though certainly our world needs some reforming. But it is nice to know that in our own small way through work in all functions, in all industries and all over the world we are contributing to a higher level of productivity than would be the case without our services. Let's hope the clients we help make all those high-priced designer jeans at a higher profit will invest a substantial amount of profits in computers, modern equipment and facilities (and consulting services) to make them even more productive.

KSA consultants and KSA's support staff find their work gratifying or they wouldn't be the highly productive individuals they are. We look at the project or a piece of work we have accomplished and the results we achieve, and we like what we see most of the time. Otherwise, we wouldn't stay around. We work in a pressured environment, but in the last analysis, our work is fun and rewarding. If we also recognize that we are indeed contributing—at least a little bit—to the society in which we live, it will give us a little extra, but equally important, sense of accomplishment.

The next time your daughter or son asks "What do you do, Daddy/Mommy," you might answer "I contribute to increasing productivity in the world." Then when your child looks puzzled, perhaps you can take the time to teach him/her the importance of that word, *productivity*.

Perhaps *productivity* is our business.

EUROPE . . .

European Overview

By—*Stuart Hollander*

The long awaited recession is here, with the postponements, cancellations and other symptoms of this disease which has become almost cyclical...1970, 1975, 1980. In addition, we have a return to 18% inflation and a six week (plus?) steel strike with associated lack of business confidence in the UK. In all European countries inflation is rising again and consumer spending power is being squeezed which shows up in massive reductions in retail ordering of apparel products. This in turn creates even bigger distortions in manufacturing capacity decisions, with factory closures becoming almost a weekly occurrence.

And yet, we see and work for companies that are growing and investing. There is a major shakout going on and we cannot help but be shaken with it. But by focusing our attention on the successful, well-managed companies we are still maintaining a sales level that while worrying below our budgets is still one which enables us to anticipate some growth in 1980.

Our retail efforts are also affected by confidence in the consumer but we are re-jigging these efforts to promote specific services which can improve productivity in stores and in distribution facilities. While we do not yet have the penetration of the retail industry we would like, we *only* have satisfied clients where we have worked.

Our marketing efforts are geared to address the challenge of the economic situation. We are being very cautious in recruiting and doing all we can to maximize billable time. From each recession we have come out stronger, and I have no doubt the same will be true of this one.

Meanwhile, we can take increasing comfort from the growing evidence that our industry specialization, our growing reputation for being able to shape our services to the type of problems the times bring to our client and our international structure are all major strengths in a recessionary period. The latter is particularly important, as was illustrated dramatically to me on a recent visit to Barcelona where (apart from myself) the following eight men were working:

- *Renato Tarditi* from Italy and *Dieter Fertig* from Germany, have both developed important business for us with the important Zegna Group in Italy and now for their Spanish subsidiary, Italgo.
- *Guiseppe Tosco* from Italy, is doing the current engineering project for Italgo.
- *Jaime Tusell* from Spain, is managing a number of projects.
- *Jurek Piasecki* from England, is managing a retail project for our old client St. Patrick. *Luis Torrent* from Spain, is working on the same project. *Jeffrey Wood* from England, was not there that day but will be working on the St. Patrick project.
- *Alberto Figa-Beleta* is now in charge of developing our practice in Spain.

How's that for international strength!

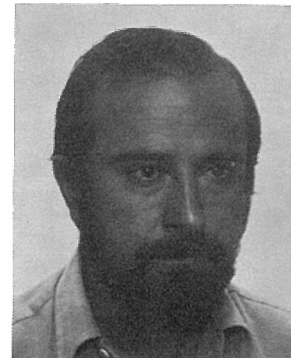
Principals Appointed



Roger Head



Heinrich Sporn



Jaime Tusell

Roger Head joined KSA in the UK three years ago, bringing with him a chemistry degree and considerable experience in textile marketing from Courtaulds. Since then he has helped develop our embryonic marketing practice in the UK, and has developed new approaches to management development with clients in the UK and South Africa.

Heinrich Sporn joined KSA-Germany in 1976 and has proved to be a highly professional expert in EDP consulting, whose work is respected by his colleagues and clients. His dedicated efforts earned KSA a growing reputation for this type of consulting work.

Jaime Tusell joined what used to be the Latin Region of KSA in 1975 and has had wide experience. He applied his extensive textile background to client work and has worked in most apparel products in Spain, France, USA and Nicaragua. Some of his clients have been difficult to say the least, but Jaime has always managed to win their respect and get their people running for him. He will play a much valued role in helping *Alberto Figa-Beleta* build our practice in Spain.

We wish these new principals much success in meeting their growing responsibilities. These appointments were effective January 1, 1980.

KSA's Joint Research Venture

In collaboration with Prognos of Switzerland, KSA is to produce a joint study of developments in the West German apparel market from 1980 to 1990. Agreement on the project was reached last July but only recently established that enough copies of the proposed multi-client study could be sold to make it viable. Field work began last month and findings are to be made available to subscribers this fall.

Apart from the prestige of collaborating with Prognos—one of the leading research organizations in Europe—KSA is expected to benefit in other ways:

- Our collaboration on the project will emphasize the extent of KSA's involvement in marketing matters as they affect the apparel industry.
- We shall have access to all data, which will form a valuable basis for our client work in the field of marketing.
- Opportunities will be created to discuss marketing matters with important potential and existing clients.
- Time spent on the project will be totally covered by KSA's share of revenues from sales.

Initial negotiations with Prognos were maintained by *Cesare Aspes*, Principal in charge of KSA marketing activities in Germany, in close collaboration with *Hans Horst Hensche*. Cesare also managed the sales campaign for subscribers to the study and will direct KSA's contribution to field work and presentation of the findings.

The study will be quite different in character from the Delphi study of the apparel industry we hope to do later when we find an appropriate sponsor. Its scope will be limited to the West German market and cover consumption, consumer trends, styling, distribution and other aspects of the market. It promises to be a definitive study of the market and to bring considerable prestige to KSA...as well as experience and revenue.

Good Hope—cont.

a potentially hostile environment.

- The company's internal structure placed the methods team in the Management Systems Division (MSD) which was separate from the production department though it controlled all work study engineers. Conflict of interest had led to some hostility between production and work study men, a situation which threatened to produce more problems for the methods team.

The team members were young and relatively inexperienced in industry and needed help to cope with technical as well as social problems.

The initial project was reviewed when it was realized that the company's work study force, comprising 25 engineers, could make an important contribution to the methods development program if properly trained and motivated. The original three-month program was extended to six to allow this to be done. Objectives also became more ambitious and four specific targets were set.

- **Train Methods Team to Cope with Potentially Hostile Environment:** The importance of a professional approach to methods development and installation was emphasized. Much effort was put into developing the team's abilities to sell themselves and their ideas—even to the extent of forcing them to handle criticism from imaginary, hostile factory personnel during role playing. Some of the imaginary problems actually became real when the methods engineers moved into the factories.

- **Reduce Hostility of Factory Environment: A Factory**



RON MALCOLM, ex-KSA and formerly Bonwit Deputy Managing Director, JAN BOWER, General Manager of the organizing body and ROGER HEAD, apparently safe from threatening insects.

Managers' Work Study Training course was organized. This highlighted teamwork and showed exactly what the methods team and factory work study personnel should be doing and how it would benefit the factory managers. The main tutors of the course were MSD managers...this has helped build friendly relations between MSD and production management.

- **Improve Effectiveness of Total Work Study Force:** An analysis was made (including activity sampling) of what the factory based work study engineers were doing. Detailed job specs were produced to show what they should be doing. These were discussed in detail with the engineers and it was stressed that their prospects and payment depended on their abilities to develop and implement new methods. A major factor in the success of this exercise was the training of factory managers, during their work study course, to use their work study engineers more effectively.

- **Place Emphasis on Cost Effective Method Study:** The achievement of real savings was urged throughout the course. It was stressed that a method developed, but not installed, achieved nothing. The importance was underlined of getting the method working, selling the idea to the operator, supervisor and other factory personnel, motivating the operator to achieve good performance and following up to make sure the method was maintained.

About 40 people were trained during this project. Average productivity savings of about 58% were achieved on the individual projects tackled. This despite the fact that Bonwit factories, having been engineered by KSA, already had a reputation as one of the highest productivity womens-wear factories in South Africa. In 1979, they won the National Productivity Institute prize not just for the garment industry but for all manufacturing.

At the end of the first project, a further month's work was sold to help devise a corporate strategy for Bonwit and to supervise reorganization of the management structure. During these projects not only was virtually the entire manufacturing management staff put through some form of training, but most of the senior staff changed jobs at least once.

While in South Africa, Roger was asked to participate in two Clothing Institute functions. In the first, he gave a lecture on the Basis of Incentive Schemes to the Capetown Branch. It was well received as few South African garment companies have incentive schemes. The second was the

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Good Hope—cont.

Capetown Clothing Institute winter school, a residential weekend covering various aspects of garment manufacture with particular emphasis on productivity. The four organizers were KSA or ex-KSA...*Ron Malcolm, John Cooper, Derek Jones* and Roger. The course was so well received that 41 participants arrived instead of the 40 booked. The final reaction was so good that the South African Clothing Industry Training Board agreed to sponsor three more sessions. Roger notes: "Unfortunately this sponsorship wouldn't cover a trip back to SA for me."

The Lighter Side—Among the Bonwit management team shuffled around during the reorganization mentioned in the article were two ex-KSA men. This is one reason why Roger Head was presented with his own job specification as a consultant when he finally left South Africa. (The document is too lengthy to reproduce here in full, but we quote some extracts with Roger's explanatory comments.)

Personal Requirements—Self Discipline: Ability to remain sober under all circumstances. (RH: "Bonwit hospitality is famous in the South African garment industry and infamous among KSA consultants. With wine at as little as 70¢ a bottle, this ability is necessary.")

Communications: Must be fully bilingual with emphasis on double talk. . . Ability to waffle convincingly and procrastinate indefinitely. (RH: "Both are comments I made to two trainees after a disastrous presentation. It just goes to show that anything you say *can* be taken down and used against you.")

Judgment Criteria—All companies have fliers, you will be judged by the ones that flea. (RH: "The insect population of South Africa is enormous, vicious and entirely dependent on eating immigrants and visitors. Our initial experience was with a column of ants that invaded our bedroom on our *first* night in Cape Town. In addition to being badly bitten by sandfleas—that produced blisters an inch in diameter—I also had the dubious pleasure of meeting a giant tick that became so attached to a tender part of my anatomy that it had to be burned off. My wife, *Christine's* worst moment apart from being bitten by a spider while hanging the wash, was her meeting with a giant baboon spider in a comfort station at the Cape of Good Hope. This beast, bigger than a man's hand, with striped black and white legs as thick as fingers, can jump 9 ft. *vertically* when startled but is apparently harmless. However, not knowing that last fact. Christine broke the South African open 100 meter sprint record when evacuating the vicinity.")

This assignment, with others completed by KSA for Bonwit, clearly produced client satisfaction. Speaking at a clothing industry conference in Hong Kong, a Bonwit executive referred to results achieved, saying: "...In our case, absenteeism was reduced from 6.1% to 2.6% against an industry average of 5.8%. Labor turnover was cut from 64% to 39% where the industry average is 59%." "...50% more production with 13% fewer people led to a 59% productivity increase....over three years, improvements in productivity resulted in a profit increase of 258%. The rise in cost per garment was held down to 6.4% while wages

rose by 30% and fabric prices increased by 21%." "...I consider this particular project (an MU program carried out by *Bill Wing*) as a lesson in the selective use of outside specialist assistance, a lesson which was very painless, very profitable, and helped to develop and train our own team to a high degree of competence and confidence." "...we found that what began as methods training ended with a major management training effort, self-perpetuating and resulting in fantastic motivation and involvement at all levels....Outside assistance, a consultant, pays dividends, for a day, week, month or even longer."

The successful conclusion of this assignment, dealing with many problems virtually unknown in Europe, is a tribute to KSA's ability and methods as well as to the people who apply them. The Cape of Good Hope indeed lives up to its name when KSA arrives.

New Staff



Salonen



Stubbe



Lorenz

Heikki Salonen...Age 39. Joined KSA-Germany January 1. Born in Finland, Heikki graduated in apparel engineering at the Moenchengladbach college in Germany. His considerable experience in the industry was gained mainly in the women's wear sector, including some time as internal consultant to one of the largest companies in Finland. His interests include car racing and winter sports and he lives in Germany with his wife, *Leena*.

Gerd Arno Stubbe...Age 31. Also joined KSA's PMS group in Germany January 1. Gerd holds degrees from the Fashion Institute in Frankfurt and the Technical Academy in Hohenstein. Most of his experience has been in the men's tailored clothing sector. As client staff, he worked with KSA for several years and was formerly production manager of a client in Malta.

Christa Lorenz also joined KSA-Germany January 1 as personal assistant to *Hans-Horst Hensche*, working in the Duesseldorf office.

We wish all every success in their new career with KSA.

Hans-Horst Hensche

If Ripley hears of *Hans-Horst Hensche*, our colleague is assured of a place in "Believe It or Not!" Hans-Horst came into the world on the same day and in the same nursing home as former KSA'er, *Fredy Hollenbach*, only one year later.

It took time before the obvious destiny took its course, because HHH only followed his predecessor into KSA 37 years later in 1969. In the meantime, he earned a degree in mechanical engineering in his home town of Wuppertal and acquired practical experience in a local silk mill (destiny preparing the way.) Having played its part in pointing Hans-Horst in the right career direction, the silk mill went bankrupt, following a decent interval to ensure the future Manager of German Region could in no way be blamed for the failure.

Somehow, the textile industry, as well as KSA'ers, continued to intrude into Hans-Horst's life. He went into consulting with a firm specializing in systems and organization where he worked in the EDP section. It was while on a job for Nino, a leading cotton and synthetic mill in Germany, that he met *Albin Graeser* who was managing the project. The wheel of destiny continued to turn, propelling Albin into KSA where he was in a position to attract Hans-Horst into the organization, as was clearly pre-ordained by his place and date of birth.

Now that fate has succeeded in placing Hans-Horst in the company for which he was destined, it leaves him to direct the course of his life and career as he sees fit. Except, that is, for occasional reminders that someone up there is keeping an eye on him, both as a man and as a consultant.

One such occasion was when the clerk in a hotel where he was to meet *Ulf Weise* misunderstood a message Ulf had phoned to the hotel before his arrival. Mention by Ulf of his own place of residence—*Wildenstein*—coupled with a few other words misunderstood due to a faulty line, caused Hans-Horst to be greeted on arrival as *Baron von Wildenstein*. Not content with raising our colleague to nobility, the hotel also placed him in the truly baronial VIP suite at no extra cost. The timing was perfect: HHH had just been promoted to Principal.

From the time he first joined KSA, Hans-Horst specialized in EDP, systems, and other aspects of management and strategy. Considering the string of coincidences described above, it is not surprising his considerable talents in those areas proved to be precisely what KSA-Germany needed at the time he began to exercise them. Hans-Horst became Principal in 1970 when the German apparel industry had just begun to recognize that technical excellence alone was not enough to retain viability in an increasingly competitive situation. Demand from clients began to grow for services in the areas of more sophisticated EDP, information systems that met the



specific needs of the apparel industry, long term corporate strategies and effective marketing concepts. His skills in those areas, backed by those of colleagues he later recruited or developed within KSA, played a decisive part in shaping the image of KSA-Germany. Now, perhaps to a greater extent than anywhere else, KSA is generally recognized there as a full service company with a range of skills that covers every element of a client's operations.

Professional ability, however, is only one of the qualities that helped Hans-Horst develop within KSA. Another professional asset, his talent for getting to the root of a problem, is a great help in human relations. Totally objective analysis of a given situation, coupled with sympathetic understanding of its impact upon the people concerned, has helped him develop the German group into a particularly effective unit.

In 1973, when *Eric Chipps* returned to the U.S., Hans-Horst was appointed Manager of German Region. His first major "public appearance" shortly after this posed a slight problem. He had been invited by the International Rainwear Council—a group of leading European and overseas rainwear producers—to make a presentation on apparel marketing at their Annual Conference. An excellent opportunity for KSA to polish the image it presents to that sector of the industry, but there was a snag. Like many of us, HHH feels less than wholly happy about speaking in public and is prone to suffer butterflies in the stomach when addressing large groups of strangers.

To ensure that all went well for the presentation, the project team scripted regularly scheduled interruptions from other KSA colleagues present at the event. These took the form of questions to which his answers were not scripted. In a face-to-face situation, he feels much more assured and is very persuasive so that the "ad lib" parts of the presentation were designed to allow the most important points to be dealt with. The whole operation proved highly successful and the German member of the IRC—*Werther International*—became one of our most important prestige clients. Since then, his skills in public speaking have developed in step with his increasing responsibilities. His most recent public appearance—directing a symposium on the jeans industry attended by hundreds of top executives—was carried out in a masterly manner that showed complete assurance...and an in-depth understanding of the industry's basic problems that was as good, and often keener, than that of most of the audience.

On the home front, *Miriam Hensche's* expert management leaves Hans-Horst free to concentrate on his demanding professional life. Despite these commitments involving long and frequent absences from home, Hans Horst and Miriam managed to bring up their three talented children, Monika, Michael and Mathias. Two years ago the family acquired a farmhouse retreat in the country—but not too far from the factory of our most important German client—where Hans-Horst disappears some weekends to rest from the stresses and strains of professional life. Here, he made one of his few mistakes...

Continued on page 14

European PR

Having emerged from the traumatic experience of annual PR planning, we are just getting down to implementation of those spring projects rated top priority. Printwork and other promotion material is being fed into the pipeline. Some of it will have emerged by the time this gets into print.

Production has begun of the English version of our new European apparel industry brochure following the publication of the first version in German last September. This is the first major KSA publication in Europe conceived, written and designed specifically for our major markets in this continent. The previous brochure, in use five years, was merely a Europeanized version of existing U.S. material. The new production represents a totally new approach in both content and presentation. All who have seen contents and graphics are enthusiastic and eagerly await completion of the project.

Work has started on the production of material to promote specific services to select segments of the apparel and retail industry. This includes low cost mailers, follow-up material and face-to-face presentation sales aids. Current priorities include PD, Management training and SEPAC (Staff Effectiveness Planning and Control), a special package put together for the retail industry.

With only two minor trade show participations scheduled for this year—our third appearance at Leipzig which has become a run-of-the-mill low key operation, and an equipment show in Harrogate, UK, which has national significance only—more attention is being focused on direct press contacts. In addition to press releases and article publication in trade journals, steps are being taken to achieve more frequent and topical exposure in business publications, national and international. In particular, we are preparing to extract maximum press exposure for our work on the EEC study of state-of-the-art technology in the apparel industry. When KSA won this assignment and received approval to make the announcement, the resulting release produced more editorial coverage than we'd ever received following a press release. We expect even more coverage if and when we obtain permission to release some of the findings.

While the expected recession begins to make its impact, there is evidence of greater will to survive among the apparel companies. PR has a major part to play in helping KSA make the most of manufacturers' apparent readiness to improve performance. At the same time, as sales effort moves into overdrive, demand for appropriate sales promotion material grows with it. It looks as though 1980 will be a vintage year for European PR, so much so it is unlikely that time will be found for another report until December. Watch this space then for an impressive list of achievements...typed faster for not having our fingers crossed!

HHH—cont.

a telephone was installed. He made up for this lapse by keeping the number out of general circulation. One of his colleagues, on hearing this profile was being prepared, suggested the following summing up of Hans-Horst's personal and professional profile: "Although he drives a Mercedes, which has a conservative, establishment image, few within KSA would hesitate to give him a BMW image...fast, fair and reliable (sic)."

Watch That Fuzz

John Heyworth in the UK provides us with news a new HRD technique which could prove very effective. He came across the following statement made by an overseas student in a thesis for a Clothing Institute examination:

"A company which is going to be successful today will have to change to an environmental condition by changing its company police...this will make labor turnover fall down."

John adds that there's a lot of wisdom in this statement. By using the wrong word, the student put his finger on a fundamental point. Many managers do unconsciously behave like policemen...if they didn't, LTO might indeed "fall down."

Departures

ULF Weise, German Region, left KSA at the end of last year. He will continue to work for us on an associate basis this year. . . . *Horst Dieckmann*, German Region, left KSA the end of December 1979. We wish them both success in their new careers.

KSA/Europe Challenges KSA/USA Sailors

All the talk about this year's America's Cup led our European PR man to suggest to KSA sailing types that they might challenge a group of KSA/USA sailors to compete for KSA's Cup (due to the recent price increases of silver, it may be only an earthenware skipper's mug...but it's the glory that counts.) In response, they have the nucleus of a challenge crew, so they formally issue the challenge here. Many details must be agreed, but this is the outline submitted by *Jean-Pierre Adeline*:

Time—One week in late winter/early spring 1981.

Place—The Caribbean (From Europe good inclusive deals that cover the flight and charter of a boat at reasonable prices are available. Comparable facilities are probably available in the U.S.)

Boat—Depending on size of the two crews responding to the challenge...both boats will be identical.

Crews—Teams will be made up of KSA employees, including spouses, sufficiently qualified to know the difference between a Halyard and a winch handle.

Course—To be agreed. It could be match racing only, or set passage or a mixture of both.

Level—Unimportant, the idea is to have competitive enjoyment. Most are cruising types with little or no experience in off-shore or match racing, so don't let that put off your responding.

What to do—If you, with or without spouse, would like to take up the challenge as part of the U.S. team, write to Jean-Pierre at the address below. Each respondent in the U.S. will then be sent a list of other U.S. participants (as well as European) and then one of you can be appointed to represent the U.S. team. Your representative and Jean-Pierre will finalize and make all group arrangements. You will be kept informed regularly of progress made and decisions taken.

Jean-Pierre, in his own time, is prepared to undertake all, or as much of the organization as can be done from Europe. The numbers in the teams are variable and will depend on the level of response. Europe already has five

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Congratulations!

Weddings—In addition to congratulating *Mary* and *Jerry Churchill* on their September 29 marriage, we wish to apologize for this tardy announcement.

Other KSA newlyweds *Janie* and *Peter Dubuisson* were married November 19, but were late spreading the word *Joyce* and *Gil Llanes'* wedding date was February 2 *Sharon* and *Bill Sand* were married February 16 *Tina Mich* (of Atlanta's Dept. T) and *David Frank* were married in New Orleans February 24. Much happiness and a long and healthy life together is our wish for all.

Births —*Susan* and *Chris Osborne's* daughter, *Elizabeth Coker* was born December 6. Congratulations to the Osbornes.

Functionally Speaking—cont.

Mark on a long range planning study in Athens, Ga. When not at the hospital, Jim has been seen jogging around the girls' dorm at the University of Georgia.

We have almost convinced *Charlotte Branton*, our administrative assistant, that Lake Lanier is just a smaller version of the Atlantic Ocean...without salt.

—*Pete Paddrik*.

Hospitality Industry

When *Don Burkhalter* started a casual conversation with a neighbor, he had no way of knowing it would lead to KSA's current involvement in the hospitality industry. Most of us know of our work with Holiday Inns, Inc., but few know what we are doing or just where we're headed.

The Operations Management System (OMS) KSA developed jointly with Holiday Inns' Food and Lodging Division is a cost effectiveness program responsive to economic changes. The program maintains a consistency of product and services, while being flexible enough to meet the unique needs characteristic of each individual inn. This was done by developing a labor control system consisting of

- Business forecasting.
- Establishing labor standards consistent with desired levels of service.
- Scheduling labor to business demands.
- Reporting performance to standard.

The reporting function was integrated into an overall management information system which addressed all levels of controls and operations of a hotel. During the early stages, the importance of quality control was recognized and a quality assurance program was incorporated into the system. This brought KSA into the operation of all levels of the hospitality industry...from front desk design to bath tub cleaning procedures, and from salad preparation to performing a night audit.

In addition to the work at Holiday Inns, we also installed a labor control package in the housekeeping department of Sea Pines Plantation on Hilton Head Island. Sea Pines presented some unique problems with scheduling and logistics because of its tremendous size... over 5500 acres. But with the help of a mini-computer, and KSA's systems personnel, a very effective and successful program was implemented.

Where do we go from here? The goals of the KSA Hospitality Group are simple.

- Expand our involvement from Holiday Inns to at least two major franchise holders.
- Develop the necessary public relations material to establish KSA's name in the industry.
- Publish at least one article in a major hospitality magazine.
- Continue to expand our expertise in the hospitality field by attending trade shows.
- Continue to expose additional KSA staff to the hospitality industry.
- Develop internal training material.
- Maintain a contributory position to KSA's overall profitability.

The hospitality industry is a very fertile area for KSA's synergistic consulting services. The hospitality group has enjoyed the opportunity of working in other areas within KSA to expand and strengthen our practice. With our continue efforts, we feel sure the hospitality industry will become a growing part of KSA. —*Ed Loseman*

Training & Professional Development

The decade is off to a busy start with one large KSA class of nine in January/February. We are anticipating our usual large summer class plus another in the fall.

Recent classes have taken on an international flavor reminiscent of the late 60's and early 70's. Our European consultants are participating in the six-week Atlanta training and returning to Europe. Since 1978 we have enjoyed having *Arthur Hertzogel*, *Jurgen Stueck*, *Gerd Stubbe* and *Juergen Zapp* from Germany; *Bruno Weder* from Switzerland; *Alan Chandler* from U.K.; *Heikki Salonen* from Finland; and *Luis Torrent* from Spain. Others from foreign countries but assigned to KSA/USA are *Roberto Bequillard* from Nicaragua and *Cesar Mantilla* from Ecuador.

Your professional development department continues to do a brisk business in internal short courses. If your interests are in the following areas, we can provide short courses: Cutting/MU, KSD, Product Analysis, Standard Costs, ROI, Annual Report Analysis, Financial Analysis, and others.

We are also planning some internal seminars for new Principals and Account Executives.

Our resident training schedule is off to a good start with a resident engineering course completed in March and a plant manager's course scheduled for April 14. Watch for announcements of future courses.

The staff meeting is uppermost in our minds as this goes to press and we anticipate the best opportunity lately to renew old acquaintances and make new ones, plus an overall bang-up good-time weekend. See you at Callaway. —*Bill Cameron*

Sailors' Challenge—cont.

and can probably get up to eight. Both crews will have to be of equal size and the details can be sorted out when he begins hearing from you.

With the strongest challenge ever, the U.S. might lose the America's Cup this year. Here's your chance to get KSA's Cup.

—*J-P Adeline*
Via Cortivo 22c
6976 Castagnola/TI
Switzerland

New Faces at KSA/USA



Branton



Medina



Rivers



Miller



Albanese

We are proud to welcome several new administration staffers to KSA Atlanta.

Charlotte Branton joined us in February as secretary of the health care group. She and her husband recently moved to Atlanta from Florida where she worked as assistant account executive and assistant to the president of an advertising agency. Charlotte replaced *Kathy Collins* who is now secretary to *Bob Saunders*.

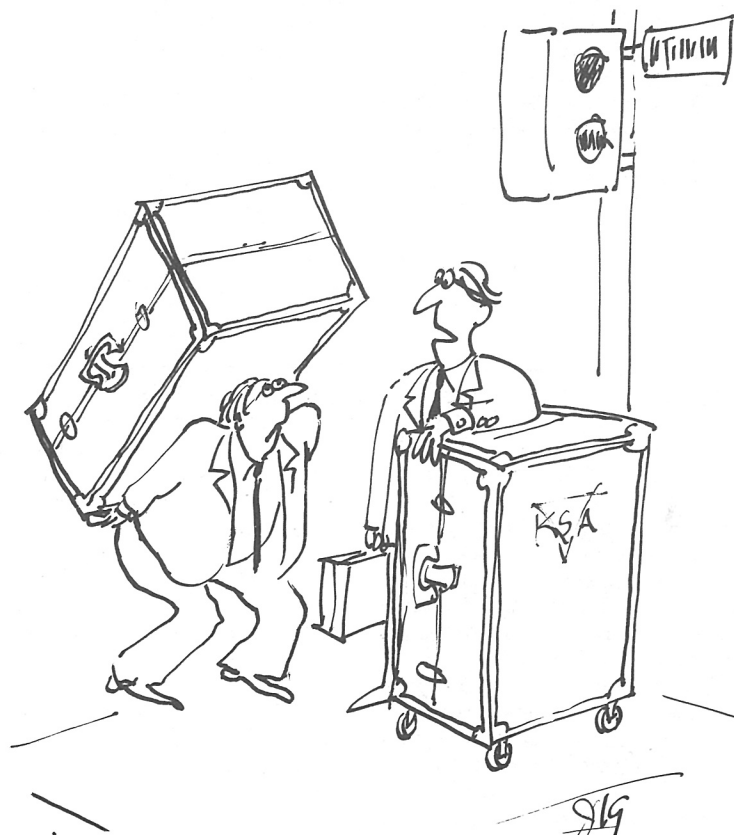
Alexis Medina came aboard in February as a new MMD secretary and translator. Alexis owned and operated a boutique in Santo Domingo for 18 months and prior to that was a bilingual secretary for eight years with a steamship company.

Myrtle Rivers is working in the Xerox/Mail Room. Myrtle has a B.A. in education from Clark College. Before finishing college, she interned as a school teacher. She

replaces *Cindy Dula* who has been promoted to Tech Support.

Sonia Miller will be assisting *Mickey Yount* in the library. Sonia has good experience, having worked as a school librarian, a legal librarian and a medical records librarian for a hospital.

Mrs. Rebecca (Beck) Lynn Albanese joined KSA-Greensboro as secretary December 3, 1979. Originally from the Orlando, Fla. area, Becky made her way to Greensboro via San Antonio, Texas. She has a BA in History and English from Middle Tennessee State University in Murfreesboro. Becky's husband, *Dave*, is co-owner of The Innovators, a computer consulting firm in Greensboro. They have two children. Welcome to KSA, Becky.



"Remember the good old days? One industry, one brochure."