

the KSA Observer

Volume 13, No. 4

Published by and for the personnel of Kurt Salmon Associates

Winter, 1982

New Microsystem Advances Factory Control *by Rob Brown*

Comparing the KSA factory microsystem's present state of development to the old manual payroll by pegboard is akin to comparing warp factor six to impulse power. Many KSAers will remember that only four years ago, we were doing applications like plant loading on a TI-59 programmable calculator. That was light speed compared to a manual approach and we have been accelerating ever since.

What It Does

The new program can handle plants or production units of 500 operators or more, with 20 supervisory sections, up to 40 operators per section, and 10 off-standard categories. It will also handle the payment of split incentives and daily add-on bonuses.

The plant loading and balancing program projects the impact of loading a given style mix into a plant. If there is flexibility in the choice of splits to be loaded, then the style mix can be optimized. If the sewing schedule is rigidly fixed, then needed operator transfers or overtime can be predicted. The program generates reports on cutting orders scheduled, loading schedules, and a loading detail by style which facilitates "what if" simulations. The program can also be used for seasonal projections of equipment and labor needs by load center.

A new work-in-process control program was unveiled at the Bobbin Show. The program uses six predetermined control points on the floor. When a bundle passes through one of these points, a service person detaches a special work-in-process control coupon from the bundled ticket and attaches it to a coupon holder. These six coupon holders are the basic input documents for the program.

Run daily, the program outputs a production and work-in-process distribution report by lot, another work-in-process distribution by style, and cut closeout report and throughput analyses. The program will also generate a valuation report which calculates the value invested in the work-in-process.

Where It Came From

KSA's microcomputer system for shop floor controls is the original brainchild of *Steve Webb*, who heads up the Systems Group of KSA/UK. When the UK system was in its conceptual stages, which was over three years ago, the then-new Apple 3
cont'd on page 3



"Two strategy audits, three manufacturing overviews, a 12-month merchandise control program, one BASE PLUS installation, a First Class flight to California, and my very own micro."

Cartoon by Jim Giddings

1982—A Time to Sow

- Adopt a new strategy
- Reorganize to integrate the marketing and delivery of our services
- Invest in development of new services
- Invest in a crop of bright new recruits
- Invest in a growing body of knowledge
- Invest in new approaches to marketing our services

These and other investments were made during 1982, a year of contrasts with its significant successes and some new records:

- Record volume for Health Services up 70% over 1981 and crossing the million dollar mark by Period 11.
- Strategy Services (formerly GM&M) up 18% in consumer products markets.
- New and prestigious clients like

Kimberly-Clark, Russell Corporation, Olga, Florsheim, Adidas, Avon Fashions and others added to our list.

- Increasing initiative in getting face-to-face with prospective clients to deliver our message.

But a year in which we simply were not able to fully offset the external factors affecting our markets.

Our Control Services (formerly MIS) held about even for the year. The gains in Health and Strategy were not sufficient to offset an off-year in our productivity-oriented Operations (formerly MMD) and Distribution Services. Many consumer products manufacturers with plants underutilized, high interest costs, and uncertain market projections deferred investments in productivity-oriented services as well as plant and equipment. There are notable exceptions, to be sure, with major

clients gaining substantial share of a shrinking market, and joining with others willing to invest in the future. And we're assisting an increasing number of clients like WestPoint Pepperell, H.D. Lee, Kendall Corp., Salant, Manhattan, Etonic, Bike Athletic and others in evaluating sourcing options around the world.

At the end of 1982 we're a leaner firm with a healthy balance sheet, strategically and structurally positioned for an economic recovery in 1983.

Almost all the economists still feel the consumer will lead us out of this recession. Well—we're ready for him! If that happens soon, 1983 will truly be **A Time to Reap**.

To all of our KSA family, active and alumni, in the U.S. and around the world, all good wishes for the holidays and a Happy New Year.

The Night Before Christmas

It was Christmas Eve at the Triangle Orphanage, and all the boys and girls were gathered in front of the fireplace to dream about what they wanted for Christmas.

"I'd like a new book to **Reed**," said little Billy.

Johnny whimpered, "I'll just **Dye** if I don't get a new box of Crayons. All I've got left in the old box is **Brown, White, Green, and Silva**."

"I want a new **Phillips**-head screwdriver for my toolbox," said Bill. Somebody stole mine."

"Dianne piped in, "I want a new toy **Gunn**."

Jennifer said, "A pack of **Kent** 100's!"

"You ask for that," said Davy, "and all you'll get is a lump of **Cole** in your stocking!"

"We want a **Barr** in **Cleveland**," said Todd and Pete, the most practical of the group.

"And what do you want, Joey?" someone asked the very shy little boy standing in the corner. "I want to be **King**!" Joey said in a small voice. "We'll **Vought** for you!" everyone laughed together, "Because then

we could call you 'Your Highness, Mr. **Scheines**!' " (Bet I don't even get **Severyns** pay after this.)

"But **Watts** the use," said Stevie. "We won't get any of those things. Nobody around here has any money."

"Yeah," said Butch, "the **Price** of everything is so high, they couldn't afford gifts for all of us anyway."

Suddenly, Stephen, who was looking out the window at the top of the stairs shouted, "Someone's coming!" and he slid down the **Bannister** and ran to the door to open it. The children crowded on the porch to see who had come so far for a visit on Christmas Eve. It was the people from the village, who had traveled through the **Foreste**, forded **Brooks**, and battled a **Wolfe** or two to bring a **Flood** of gifts for everyone. There were toys and clothes and food, food, food. Everyone sat down to a dinner of turkey, green beans, corn on the **Cobb** (Billy's favorite), rice and gravy, and for dessert, pumpkin pie with whipped cream **Topping**!

"I think I'm going to **Keel** over," said little Linda, holding her tummy. "I've never been this full before."

"Look!" cried Jean. "It's started to **Snow**!"


Big, fat, soft snowflakes drifted by the window to everyone's delight.

"I'll put more **Wood** on the fire," said Freddie. "Let's all gather 'round the piano for a Christmas **Carol** or two."

"You know, said Doug as the music began, "toys and clothes and goodies are nice, but if it weren't for people who care about **Moore** than themselves, we wouldn't have anything."

"You're right, Doug," said Mikey. "All we really need is someone who cares. All anyone needs is **Love**."

Mary Christmas, everyone. **Peace** on Earth. —Janice Ryer

 The KSA Observer
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<small>The KSA Observer is published quarterly by Kurt Salmon Associates, 400 Colony Square, Atlanta, Georgia 30361. (404) 892-0321, solely for the use of its employees. It is not intended for general distribution.</small>

Microsystems *cont'd from page 3*
II computer was the hardware of choice because of its flexibility. When the Apple II Plus became available, its expanded capabilities favored the development of ever-improving programs. In the course of over 50 installations, the system has acquired so many refinements and options that the available 64K of random access memory must be carefully allocated.

The emphasis to import the UK system to KSA/USA was supplied by Zeb Roberts, who is well known to KSAers on this side of the Atlantic for developing Radio Shack programs for rapid processing of manufacturing survey data. The Haywood Company, a jeans manufacturer headquartered in Nashville, requested KSA's help in choosing a micro-computer system for factory controls. Zeb suggested that the KSA

concurrently with a KSA engineering program which was staffed by Mike Baird, who also contributed heavily to the microsystem installation.

The third U.S. installation is at Elk Brand, and Zeb is also handling that project.

Our sales efforts with the system were intensified at the Bobbin Show in October. The first salvo was a press conference (or "media event" according to our communications department) featuring Ken Osborne, Joe Scheines, and Zeb Roberts. The KSA booth included a display of the system running (an exec demo), an 18 minute program which runs by itself, alternately entering its own data on the monitor and printing reports. This display was mostly an attention-getter.

We also conducted detailed demonstrations in a separate room off the floor, where client decision

The State Of Our Art

The first application which our microsystem attacked was direct labor payroll, which was (and still is) coded in Apple Soft, the version of BASIC which is resident in the Apple. There quickly followed programs for production standards management and bundle ticket printing, both of which are written in PASCAL, which is a more modern structured language that will make our programs portable to other microcomputers.

Written in PASCAL, the production standards management program is the basic tool for incentive system administration. While maintaining the master rate file and operation bulletin file for use by the other programs, this maintenance function program also substantially reduces the engineering time needed for costing new styles, and maintaining the master rate list. Each data disk will accommodate 1,600 standards and 99 styles and separate disks are needed for each product, each plant, and possibly for each production unit.

This program also defines the set-up for ticket assignments on the ticket stock, which needs to be defined only once for each product manufactured.

The output from this program includes printouts of the master
cont'd on page 16

"In the course of over 50 installations, the system has acquired so many refinements and options that the available 64K of random access memory must be carefully allocated."

system should be among the candidate systems which Haywood was evaluating, Haywood agreed, and the ball was rolling.

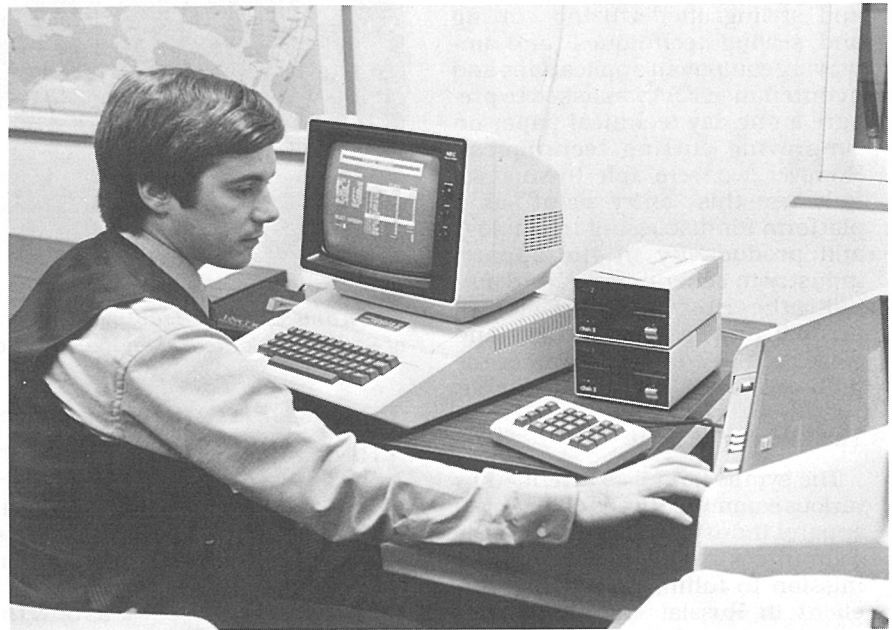
Next, Doug Hardie, also of the KSA/UK Systems Group, came calling in Atlanta to make detailed microsystem demonstrations to a group of U.S. consultants, as well as to Haywood management. Doug not only succeeded in selling the system to his Yank colleagues, but also to the client.

Since the UK system needed expensive revisions in order to Americanize it, the Haywood project was a joint undertaking between KSA/USA and KSA/UK. Steve Webb and Zeb Roberts did the bulk of the project, while Steve Bannister contributed a CP/M based program for work-in-process control and the writer helped in debugging, wrote documentation, and trained client personnel. The Haywood installation was successfully concluded this past summer.

Chips Ahoy

We sailed into another installation with Donkenny, a ladies' sportswear producer, even before finishing Haywood. This installation was done

makers were invited to see a two hour run-through of the five program system. Geoff Gibson, Steve Bannister and the writer presented the system to more than 20 clients in these sessions.



Rob Brown demonstrates software on the Apple II.

Photo by CRP

From Russia With Optimism

by Jim Trautman

In October, KSA had the opportunity to participate in a three-day technical symposium in the Soviet Union.

Bob Nahas learned of this opportunity through a U.S. textile mill which has been doing business in the Soviet Union. He diligently followed up and learned some very interesting facts: The Soviet Union is making a major commitment to improve its apparel industry, and hard currency is available for this purpose. The Russian consumer is demanding fashion and rejecting Russian-made garments except as a basic replenishment item. When imported items are allowed, there is a long waiting line and the stock is quickly depleted. (As we soon found out, there is a long line for most all consumer products in Russia, and demand for Western fashion and improved quality was very clear to us.)

KSA Germany (*Hardy Artelt and Werner Iten*) had visited some Soviet apparel factories earlier this year and had submitted a proposal for improvements. Based on their observations and assessment of opportunities, it was clear that the symposium represented a major opportunity for KSA, and Hardy Artelt and the writer "volunteered" for this project.

The Soviet Union perceives its major needs as improving patterns and styling, modernizing cutting and sewing techniques, and improving equipment applications and maintenance. KSA was asked to prepare a one-day technical paper on "improving cutting techniques." However, we were able to successfully use this "entry point" as a platform for discussing technology and productivity in the apparel industry in general terms, and outlining the critical success factors of product and market strategy and merchandise control, all under the umbrella of our "technology" topic.

The "Power" Client

The symposium was attended by various committee heads of the Soviet apparel industry. While each of the committees has its own particular mission to fulfill, there's only one client in Russia! The committees are all designed to support the infamous "five-year plan," which drives

all Soviet industry segments. KSA's mission was very clear—to demonstrate in no uncertain terms KSA's comprehensive industry knowledge and ability to deliver practical improvements in their industry environment.

Red Tape

In case there was ever any doubt about the color of the world's most famous tape, I can clear this matter up once and for all! KSA was instructed to have a word-for-word presentation submitted in English for translation (and approval!) some two months before our presentation date. Even with our government "sponsorship," the visa application procedure was a real ordeal—requiring everything short of a pint of blood for approval.



Ivan the Terrible and Natasha Nice (a/k/a Jim & Michele Trautman) in front of St. Basil's Cathedral on Red Square.

The Ultimate in Customs Inspections

Having filled up a few passports in recent years, I wasn't at all concerned about going eyeball-to-eyeball with the Soviet customs officials. However, little did I know that the 12-hour air journey between Atlanta, Frankfurt, and Moscow was only the beginning of the price one pays to enter the Soviet Union.

It all began with the normal queue to the immigration official for passport and document inspection. The immigration examiner went through my passport page by page, simultaneously mumbling some things into a telephone. After carefully examining in-bound and out-bound flight tickets, he then asked for a "right face" and "left face" in order to spend a few minutes talking into his telephone about my profile. (I didn't think it was a Hollywood screen test.) After the longest 15 minutes in my life, it was time to proceed to baggage claim. The first step after picking up bags is to put them through an x-ray machine, and go through a personal x-ray and inspection, before entering the customs area.

The rules say "If you have any books or periodicals with you, leave them on the plane in order to avoid problems at customs." However, the rules didn't say how one can bring in visual aids for a speech plus client files for a continuing three-week trip to the Far East without a bit of a problem at customs.

When my customs agent reluctantly accepted the fact that the Chinese script in my files had nothing to do with my visit to the Soviet Union, he began what amounted to a "dress rehearsal" of my presentation. Moscow now has one of the best informed customs inspectors on the apparel industry, who may be considering a job with KSA! My 200 slides were personally inspected by him, and it was only the lack of a 16mm projector (and the timely arrival of KSA's escort) that spared us from previewing the entire presentation!

The "Non-Holiday" Inn

We were then escorted to Hotel Intourist, which is for the exclusive use of foreigners. (Russians are banned from entering it by a less-than-friendly guard at the front door.) Our room was the size of a Chevrolet station wagon, and one of the unique "options" was a sprinkler head with electrical wires running to it. Once I determined that this was, in fact, a listening device, Hardy and I put forth some of our best informal KSA PR efforts ever given in a hotel room!

The welcome "dinner" was a sign of things to come. There is no fast service in Russia, as the first 3 hour "drinks with a little food" session demonstrated. Invariably, there are food shortages, but the waiters politely accept all orders, and do not inform you that they are out of a certain item. Instead, they replenish your vodka until the inevitable question comes up.

The "Kremlin 10 Kilometer"

The time change and lack of heat in the hotel room made it easy for

only "fur" continues to be one that barks and wags its tail!

After a day of working with our interpreters, Hardy and I were ready for KSA's day at the symposium. We each gave a three-hour presentation, which seemed to go quickly through a combination of simultaneous translation, visual aids, and good questions at the end of each presentation. Our interpreters were very capable and informative: one concise commentary on the state of Russian industry can perhaps be best summed up by the fact that there is no Russian word for "efficiency."

"One concise commentary on the state of Russian industry... there is no Russian word for 'efficiency.'"

this crazy American to get out for his morning run. From the looks on the guards' faces, I had the distinct impression that running through Red Square is not a common tradition in Moscow! In an hour run along the river and through Gorky Park, I saw only one other runner, who quickly ran across the street when I said hello to him. I admired what appeared to be hundreds of well-dressed "volunteers" who were raking leaves in the park. (Later I learned that *everyone* "volunteers" for this type of duty as well as snow removal, etc. through a very efficient KGB check-off system.) Fortunately, the weather stayed clear for Sunday sightseeing, but Monday morning brought eight inches of snow. (Moscow is on the same latitude as Anchorage, Alaska.)

I decided to ask Michele to join me—at my expense—to: a) share the cultural experience and b) share the rigors of my "glamorous" international travel schedule. Michele had other secret motives and agreed to join me to: a) try to buy a Russian lynx, and b) enjoy the "cultural experience" of being warmed by Russian lynx.

As we soon found out, consumer products—particularly fashionable apparel—are almost non-existent in the Soviet Union. Furthermore, one's Rubles don't go very far—most items were priced about 20% higher than they would be elsewhere. Michele's

The other days of the symposium consisted of presentations by three U.S. textile mills and a "fashion show" of products made from their fabrics.

Michele was "volunteered" to put the fashion show together, which was no small task. The Russian models were totally enthralled with

"While some form of incentive system was in place, the work pace was no greater than 70% to 75%."

the prospects of wearing western "fashions"—especially blue jeans. Michele's biggest challenges included settling arguments (through an interpreter) on who would wear the jeans—and keeping the jeans from "disappearing!" (The textile mill people would have been pleased to leave these samples behind. However, they had to leave the USSR with all products brought in, or face detention and fines.)

While the term "fashion show" was certainly a misnomer, this publicity did serve to get us an invitation to a dinner party at the home of the U.S. Ambassador to Russia, Ambassador and Mrs. Arthur Hartman. The Hartmans live in an elegant old Russian mansion with Corinthian columns and 15-foot ceilings, which was elegantly deco-

rated and topped off with what had to be the world's largest bowl of caviar. There were about 200 attendees from the U.S. and Soviet diplomatic corps and we had a good opportunity to mingle with the crowd, tell the KSA story, and learn some interesting inside information about life in the Soviet Union. Most of the information I learned is best relayed over a chilled glass of Stolychnaya Vodka—let me know when you're ready.

A Soviet Factory Tour

The conclusion of our week was highlighted by a tour of the 2,000-employee overcoat factory in Moscow. During our tour it became very clear that there was nowhere near the number of direct labor employees one would expect in a factory this large.

In Soviet industry, one has to rewrite the labor ratio rulebook. We were informed that there are only 1,000 direct labor operators in this factory. The balance of the payroll consisted of 375 direct labor trainees (in outside schools but on the factory payroll) and the remainder in what has to be the most incredible indirect labor structure of any plant I have ever seen.

The factory management was very

proud of its facilities with good reason. It was a beautiful physical plant in which the cutting and sewing facilities almost seemed incidental. Included in this plant were: a very large attractive auditorium for company meetings, a full-stocked library, a gymnasium, a nursery and kindergarten, medical and dental offices, a shoemaker, hairdresser, grocery order desk, dormitories, and other perks for the factory "family." In addition, outside the factory they have a Pioneer camp for children as well as summer vacation houses and winter resort facilities that are available on a wait-list basis.

Perhaps these perks at least partially make up for the fact that the average direct labor earnings are about \$220 per month.

cont'd on page 16

In this issue of the *Observer*—produced for KSA employees and Alumni—I would like to present a cheerful business message for the Holidays and the New Year. This time we have to look beyond the immediate future for indication that the recession is coming to an end and that business will be better for us all.

1982 has been a tough year in both the U.S. and Europe for the industries on which we are most dependent. A telling indication is the unemployment rate of 15% to 18% for textiles and apparel for most of the year and a retail industry that barely equals last year's dollar volume in spite of inflation and aggressive merchandising to induce consumer buying. Under these conditions KSA business has naturally come under pressure in both North America and Western Europe.

We have had a few exceptions. Our UK practice has done remarkably well, the Health Care practice will have a record year, and thanks to a government support program, our business in Canada is hectic with promises of still greater things in 1983. Generally speaking, our diversification has helped both in terms of industry and geography. The large and successful marketing study of the U.S. tableware market for the Italian Trade Commission and an equally successful supermarket pro-

ject in the UK may serve as examples of industry diversification. The first significant projects in such farflung places as Nigeria, Australia and Hong Kong illustrate the growth geographically. As a teaser, I would like to mention that our German colleagues are negotiating our first project in Russia. Nothing signed yet, but who knows, maybe we will have a project there in 1983. The recordbreaking project for Jamaica tops my examples, illustrating the expanding international side of our practice.

The implementation of our new strategy and organization has been a real plus in the U.S. Through these changes much enthusiastic effort has been focused on identified service and industry opportunities. In spite of the bad economic climate and the leadtime needed for such changes to be fully effective, there can be no doubt that we are on the right track and that results are coming.

It is my firm belief that when the economy improves, as it surely will, KSA will be extremely well-positioned in our selected markets with services and consulting skills and with capacity to capitalize on the upturn. The economists have disagreed about the timing of the upturn, but even the most conservative among them have had to revise and delay the projected time. It would have been good to see improvement in use of

industry capacity and corporate profits and a reduction in unemployment. We do not have that yet, but we do have lower interest rates and a better stock market and that should portend an improving economy somewhere down the road.

In the meantime, we in KSA will intensify our efforts in our home markets and elsewhere. In this we know that we enjoy the support of everyone in the firm. We also have many supporters among those former colleagues who left to take positions in industry. Of course, many are our clients and all rank among our best friends. While this has been true for a long time, we have in the past taken their support too much for granted. The alumni cocktail party in conjunction with the Bobbin Show was a success and a first step to nurture that relationship that has so much value to KSA and to all of us as individuals. We shall welcome new ideas and innovative ways.

So, while we are winding up a difficult year we stand ready to capitalize on a better 1983. And that is the note on which I want to end this message to all KSAers in and out of the Company. May 1983 be a good year for all our companies and may it bring happiness to all.

Happy Holidays and a good New Year.

Atlanta Office Picnic

Saturday, September 25th dawned cool and cloudy at Van Pugh Park on Lake Lanier. At 6:30 a.m. *Jean Snow* and *Bob Sullivan* officially kicked off the 1982 KSA Atlanta picnic activities by diving into the chilly waters for a swim. Other early birds soon arrived, followed closely by *Denise Trostle* and *Dianne Gunn*, the OHPC (Organizer, Head Planner and Coordinator). Both were loaded with platters and platters of food, lots of enthusiasm, and their usual wit and wisecracking manner.

Later, a fleet of ships was sighted on the horizon, sailing, motoring (and puttering!) toward the harbor. The increasing number of KSAers gathered at the shore cheered as

they recognized the famous Captains *Willie Reed*, *John D. Stevenson*, *Nort Eberly*, *Pat Pittard*, *Dave Cole* and Admiral *Tony DeMaria*. Soon everyone was enjoying a thrilling ride aboard the boat of their choice. *cont'd on page 9*



Miriam Evans' latest coiffure? George Gelly's hair-raising tale? Or merely a fun boat ride at the Atlanta picnic? Take your choice.

Photo by Denise Trostle

KSAers Share Through Christmas Card Fund

A record \$10,872 was donated to 83 organizations in this 15-year tradition.

Donations ran the gamut from the Cancer Society and Heart Fund to the University of Alabama Athletic Memorial Foundation.

An elegant Christmas card imprinted with the 115 donors' names was mailed to KSA staff.

Thank you for your generosity and support of these causes.

Focus on: Bill Reed

by Bob King

Bill Reed is Vice President of Textile Manufacturing with KSA. I first met Bill in an LET class in 1978, and I liked him right away. His good nature is immediately apparent and puts one at ease. The following is a collection of remarks about Bill that he or his friends made.

- He has traveled to at least 28 countries. Turby says Bill is a "travel-holic . . . he must love to travel, the way he does it." When his passport filled, he learned that the government provides an accordion-like addition to permit further travel, which he promptly also filled. He says he likes Switzerland best because, "Everything works and you can drink the water."

- Annually Bill speaks to Cobb County high school students on the value of learning foreign languages. "It brings the world together and, of course, has many uses in the business community." He encourages students to learn Spanish, French, German or other languages. "Every year, some wise guy asks which languages I know . . . and every year I have to tell them I'm bilingual—English and American."

- Bill believes that we should stop trying to make the world like America and accept it for what it is. His "meet the people" philosophy paid off in Germany. He was staying in Berlin, but preparing for a trip to London when he ran out of clean clothes. Finding a German laundromat, he was prepared to correct the situation until he found the machine instructions in German. Calling on his extensive knowledge of foreign languages (English with gestures?), he enlisted the aid of a German lady who not only showed him which buttons to push, but folded his shirts and underwear as well.

- Since joining KSA in 1962, Bill has consulted for WestPoint Pepperell, J.P. Stevens, Pendleton Woolen Mills, Legler-Switzerland, Cydsa-Mexico, Vicuhna-Brazil, Misr Spinning and Weaving-Egypt, and many others. This experience shows readily. In asking about Bill around the office, I heard comments like, "He's never here," and "Who?"

- In Japan, Bill visited the world's most modern textile mill. After a full visit, what impressed him most

was, "the girls' volleyball team." He went on to explain that this company team was an annual contender for an olympic gold medal. However, he never really clarified whether it was the ladies' athletic skills that impressed him, or something else about them.

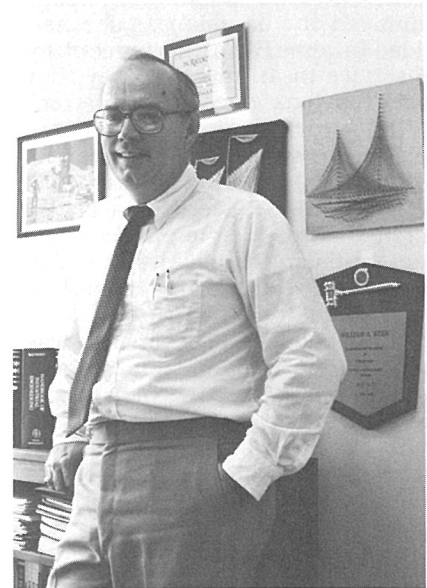
- Among other interests, he is an airplane pilot and enjoys flying quite a bit. Once, he and *Jeff Palmer* were traveling in the Southeast and the weather prevented flying. They both proved that they could fly on the ground when Jeff was stopped for driving 75 mph in Bill's car.

- You have probably heard of the "after dinner speaker" (put in a dinner and out comes a speech). Bill is more of an "after lunch speaker" (put in a speech and out comes your lunch). He may have the KSA record for the most repetitions of the same speech. He has one on "process control" that he has given 12 times since 1978 and says he gives anytime he can get four or more people together. So far, it has been to Egypt, England, and many parts of the U.S., and has been as short as 10 minutes and as long as 90. If you're talking with Bill and see three or more people coming, you should probably clear out fast.

- "The neatest thing that ever happened to me was: One client liked

my previous work so much, they wanted me to consult on another product . . ." (a product he didn't know). When he explained that, they were so eager to have him back, they arranged to have him learn the product for a week, provided an assistant to help him, and paid for a week's full billing . . . and then authorized a full consulting project using his new-found knowledge.

cont'd on page 16



Bill Reed

Photos by CRP



One of Martha Karg's responsibilities as Bill's administrative assistant is to remind people that even though Bill isn't seen for months at a time, he still works for KSA.

Bill Cameron's 25th

Bill's twenty-fifth anniversary party was not a surprise, but the featured "speaker" (wiggler?) was. Salome, the belly dancer slinked seductively into the cheery crowd in the Garnet Lounge, turning heads and quickly capturing center stage.

She danced and whirled, shimmied and flirted with the honored guest, bringing a little blush to his cheeks as *Carolyn Cameron* observed the scene. Salome's melodious message climaxed the occasion as she heralded in verse Bill's quarter century of service in an intimate way that made him look "not older but better."

Not surprisingly, Bill's marriage to Carolyn survived the humorous ordeal and the Atlanta office enjoyed a delightful occasion for a Friday night champagne-popping celebration. Bill also carried away a three-piece set of Hartmann's finest luggage, as a gift of the firm.

Albert Beale "Bill" Cameron was born and raised on a farm near Milport, Alabama. After high school he worked several years and did a stint in the Marine Corps as an aircraft mechanic before entering Alabama Polytechnic Institute (now called Auburn University). Thus when he was interviewing with KSA during his senior year in the IM school, Bill undoubtedly displayed more maturity than most of his classmates. *Abbie Jean Quick* first saw him on campus and selected him for a follow-up interview in Atlanta with Kurt, which was the recruiting practice in those days.

That was a "vintage" year for KSA recruiting, too. Of the six people hired in 1957, three are still making fine contributions to the firm: Bill, *Lutz Kohnagel*, and *Stig Kry*.

Bill's training assignment was at Roydon Wear, the apparel firm that KSA owned at the time. He recalls staying there quite a while helping to operate the firm because the recession of 1958 was having its effect on KSA's business. (Indeed, there will be no 25th anniversaries in 1983 because no one was hired in 1958.)

And who taught the teacher? Asked about his mentors in the early years, Bill recalls Ron Engman, Bob Pee, and Dan Blich as his best supervisors. He clearly learned well,

as he went on to develop a long and successful track record of engineering jobs. Bill's work history is now 13 pages long and lists over 140 projects. They cover a wide range of sewn products, from pants and shirts to bedspreads and draperies. Project types include SRE, CRE, SQC, PD, AAMT, and LET. The geographical spread is even broader, covering about 13 states, Canada, Brazil, Jamaica, and England.

The year 1966 was a memorable one for Bill. Not only was he appointed Field Supervisor (now called Principal), but he also married Carolyn. A client's wife had introduced Bill and Carolyn a couple of years before during a project in Carolyn's hometown, Cape Girardeau, Missouri. The romance endured through the trials of the traveling staff consultant for a couple of years before Bill was able to convince Carolyn to take on both him and his peripatetic career.

It was in 1969 that Bill's involvement in the initial KSA training program got underway. He began assisting training director Bob Pee then, and continued this effort through the seventies, which was a decade of significant growth for the firm. Except for a couple of recession years, the firm hired from 20-35

people each year. Thus Bill was very busy with developing, improving, and conducting the training courses during that period, and in 1977 he was moved from Assistant Instructor to Training Director.

In addition to internal training, Bill has been instrumental in developing KSA's business in training client engineers and factory managers. Since 1971 this part of our practice has provided training for over 300 client people and amounted to some \$500,000 in fees.

Interspersed with the training classes have been a variety of engineering jobs that Bill has continued to carry out to contribute to the business as well as to keep himself current with the apparel industry and consulting. His most recent assignment involved supervising a major SRE job at Jaymar-Ruby's dress pants plant in Anniston, Alabama. Bill credits staff consultant *Hugh Batten* with most of the great success of that project, but that also gives Bill a deep sense of personal satisfaction. "The most gratifying part of my career," he relates, "has been in seeing the successes of our people, the ones I've helped get started in our consulting practice."

The pride is well justified, as KSA's
cont'd next page



Jack Ullman, Linda Keel, and Bill and Carolyn Cameron celebrate the Big Event.

Photo by CRP

Alumni Corner

Since we traditionally send the Christmas *Observer* to alumni, we thought it would be appropriate to add some notes on where former KSA associates are now. So we wrote to a bunch of them and got some informative replies, which are published below.

This sampler shows an interesting diversity of careers and personal activities. Incidentally, it is *Linda Keel* who tries valiantly to keep up with the changing addresses of KSA alumni. Let me put in a plug for her diligent efforts and a request that all you alumni out there remember to send a note to Linda whenever your mailing address changes.

Best regards,
-Cecil Phillips

Phil Brader joined Rollins, Inc. in March 1981 and is now assistant to the president. He and Kathy are living in Marietta, Georgia with their three children.

Howard Cooley joined Jockey International, Inc. in December 1979 as president and general manager. Howard, Carol and their three chil-

dren make their home on the shores of Lake Michigan at Kenosha, Wisconsin. Howard is an active board member of three associations: AAMA, NKMA and MFA.

Ric Cobb is now the executive director of the Petroleum Council of Georgia. He and his wife, Gwen, and their three children live in East Point, Georgia.

Bob Swoszowski is president and owner of Northeast Georgia, Inc. He has been nominated twice for Georgia Businessman of the Year, and received an award in 1979 from McDonald's Corporation for outstanding operator contributor/promotional/performance record in four states. Bob and his wife Sarah and their three children live in Gainesville, Georgia.

Aubrey Lancaster is vice president and chief financial officer of Standard-Coosa-Thatcher. He lives in Chattanooga, Tennessee with his wife Mikie and their two children.

Dick McCaskill is vice president of planning and development for the Hospital Corporation of America. He serves on the Board of Directors of the American Association for Hos-

pital Planning. Dick and his wife Kathy and their two children live in Nashville, Tennessee.

Ted Horsley has worked for Hartwell Garment Company since May of 1977. He lives in Hartwell, Georgia with his wife, Judy, and their four children.

Hugh Tannehill is vice president of Manufacturing for Gay-Tred Mills. He and his wife, Ruth, live in Scottsboro, Alabama with their two children.

Mahlon Saibel is director of manufacturing services at Kayser-Roth Corp. He is a member of the TAC and is a former member of the ARC. He and his wife, Janice, live in Cherry Hill, New Jersey with their two children.

Jim Fry is executive vice president and chief operating officer of Ti-Caro, Inc. He and his wife, Carol, live in Gastonia, North Carolina.

Dale Dodrill is president of American Synthetic Rubber Corp. He and his wife, Carolyn, and their two children live in Louisville, Kentucky. Dale lists as one of his achievements that he managed to stay in business while dropping his golf handicap by five strokes.

training program is recognized as one of the key factors in the quality of our work, our ability to bring in



This is "Happy Anniversary" in body language, Bill. Photo by CRP

inexperienced college graduates, and in our retention of good people for consulting careers. Indeed many members of KSA's management today were introduced to consulting by the team of Bob Pee and Bill Cameron.

His "graduates" often describe Bill as a talented instructor, one who obviously has a depth of knowledge in his subject but who seems to bring it out of the students rather than from himself. One noted, "I've heard other people talk about active listening, but Bill really does it." Bill's sense of humor also keeps the classes rolling.

Bill is a Boy Scout troop leader and keeps very busy with his own teenage boys, Chuck and Bruce. He and Carolyn are also dedicated to the work of their church. As a true "gentleman of the old school," Bill exemplifies many of the fine qualities of KSA's founder. Thus, we celebrate his 25 years of contributing to KSA's character. -CRP

Picnic *cont'd from page 6*

Back on shore, Chief Burnem-suckers (a/k/a *Ken Osborne*) manned the barbecue grills, assisted by *Dave Denny* and *Jean Snow*. After several hamburgers and hot dogs were offered as a sacrifice the tables were laid with all sorts of scrumptious food and goodies and over 120 KSAers, friends and relatives ate heartily. (*Joe Neal*, who carefully transported the beer kegs in his trusty van, was appreciated by all.)

After lunch came the highlight of the day: internationally famous water skiers *Jack Ullman*, *Don Grede*, *George Gelly* and *Jean Snow* delighted the crowd with dangerous aquatic acrobatics. Water skiing and boat rides continued throughout the day, while *Freddie Wood* wowed 'em on the volleyball court.

It was late afternoon when the KSAers finally headed home, tired but happy.

-Martha Karg

Pete Cleaveland's 10th

Proceedings of the Second Annual Meeting of the Loyal Order of Distribution Consultants, Friday, October 22, 1982, 5:38 p.m.

The meeting was called to order by the esteemed head, the Great (?) Ragu.

"Gentlemen (?), we've called this meeting today to select an appropriate gift for one of our members who has reached a milestone in his career, having survived, uh, completed ten years of service, the honorable *Pete Cleaveland*. Suggestions will now be taken from the floor. The chair recognizes the blond-haired gentleman with the nasalized twang to his voice."

"Okay, I think the perfect gift is a bottle of scotch. Besides, I've just started a job with a distillery, and we can get a whole case wholesale."

"No, no," said the Ragu. "You miss the significance of this gift. This is a gift to commemorate his tireless devotion to our cause, his unselfish dedication to his clients and to his firm. Besides, the guy drinks enough as it is, we don't want to encourage him."

The chair recognizes the military-looking guy.

"Roger that. How about a pillow for sleeping in/on hard places?"

(From the Group) "No! No! We gave him one two years ago, and last year it was the Ronco make-it-as-you-go traveling hamburger maker for only \$19.95."

"Roger that."

The chair recognizes the short, black-haired individual in the back. "I can never remember, is your name John or Todd?"

"I'm not sure myself anymore. Anyway, I think the perfect gift is a watch."

(A general murmur of agreement is heard from the group.)

"Yeh, that's it, a watch. But it can't be just any watch. It's got to be a watch that typifies his contribution to the firm, a watch that will show him just what we think of him and all his hard work."

(Secretaries A & B, eavesdropping): "Look guys, it would take weeks for everyone of you to agree on that type of watch, and even then, you'd still have an addition or deletion, or two. The only time you're all agreeable with each other is when you're drinking... how does Trellises sound?"

cont'd on page 16



At Pete Cleaveland's surprise anniversary party after KSA's west coast Merchandise Control seminar, Dave Cole presents a watch to Pete as Licia Cleaveland looks on. Also present at the dinner were: Ken and Barbara Campbell, Jill Greenwood, Don Johnson, Ed Loseman, Alexis Medina, and Randy Nord.

Photo by Ken Campbell

Communications : Coming Up For Air

The fall *Observer* lacked a Communications Department report because nobody had time to write one. In September and October, we exhibited at five major trade shows (see story, next page). At the same time, we prepared a repeat of the sell-out Merchandise Control Seminar, which was presented in New York, Los Angeles, and London during October and November. We also edited and produced the fall *Observer*, prepared slides for *Dave Cole's* and *Joe Irastorza's* speeches at the ARC/Georgia Tech Conference, and reconditioned a speech for *Bob Nahas'* presentations to the Reusable Textiles Association.

During November we concentrated on the hugely successful (front page *Women's Wear Daily*) *Soft Goods Outlook*, using the small mountain of information provided us by our Information Analysis Group (*Bea Alpert, Scott Hodson, Kathy Loftus, and Liz Sweetman*). In addition, we were asked to provide the lead article for a special textile issue of *Context*, DuPont's external house organ (circulation 130,000).

Stig Kry delivered a major speech on the long-term outlook for the apparel industry at AAMA's Economic Seminar in early December. It contains many provocative insights on brands, private labels, and the changing nature of retail distribution channels, and therefore qualifies for reprinting as a Perspective in time for the big retail show (NRMA) in January.

Rob Brown wrote a concise article on KSA's micro-computer programs for factory floor controls that ran in the December *Bobbin*, and a similar piece on quality control is now in preparation. Our Software Packages survey has caused a stir, particularly among software packagers.

Current projects: KSA's first annual sourcing study and breakfast, several new brochures, and a footwear marketing seminar. Here's hoping we can catch our breath before crawlstroking our way into Profile season. Pass the eggnog.

-Janice Ryer

The KSA Road Show

The heavy fall schedule of trade shows and special appearances kept the Communications Department on the road.

Kicking off the trade show season was the *American Hospital Association's* annual convention at the World Congress Center in Atlanta in August. Over 14,000 people attended the three-day show.

KSA's Health Services Division manned a booth at the show and hosted a reception for over 200 friends and business acquaintances at the Hyatt Regency.

Charlotte Branton, known for coordinating some of the best spreads in



Automatic embroidery machine fascinates *Carol Neal*, *Annick Stevenson*, *Genie Silva*, and *Cathy Batten* during KSA wives' tour of the Bobbin Show. Expert tour guide this year was *Mike Waldrop*.

Photo by CRP



KSAers past and present swap stories and remembrances at the KSA alumni party for Bobbin Show attendees. Left to right: *Nigel Richardson*, *Denys Williamson*, *Mike Brent*, *Stuart Hollander*.

Photo by JCR

town, served as hostess for the reception and was responsible for maintaining the impressive guest list.

Louisville, Kentucky hosted the *International Woodworking Fair* where KSA participated with a booth manned by *Jim Wermert*, *Ed Rader*, and *Beth Souther*.

Prior to the Fair, *Greg Murphy* and *Ed Rader* presented a two-hour seminar on training and the use of videotape to approximately 200 NAFM/SFMA furniture executives. The presentation included a slide show, results of a furniture industry turnover survey, demonstration of dexterity tests, samples of tests for audience participation, and a tape about the use of videotape for training. *Eddie* and *Greg* began preparing for this event five months in advance. "Gone With the Wind" couldn't have been better produced.

October marked the return of the *Bobbin Show* to Atlanta. KSA brought a new look to the show as the booth was redesigned, updated, and added to as the space was expanded, a micro-computer demonstration area added, and the color scheme changed from brown to rich olive green and gray.

As usual, KSA was a star performer as we participated in several major events. We held a press conference to introduce integrated computer software programs, and then held private showings as well as booth

demos throughout the Bobbin Show.

The TAC breakfast report, "Fashion Apparel Manufacturing—Coping With Style Variation" was produced by *Joe Scheines* and featured *Evelyn Ullman* in two starring roles as *Cleopatra Von Trend* and *Loreta Lockstitch*. *Ron Brockett* spoke at a seminar about supervisor training in the apparel industry and *Dean Vought* and *Jack Johnson* aided the Jamaican government in coordinating their participation in the Bobbin Show and in hosting a cocktail party for the Jamaican Prime Minister.

The Textiles group went to Greenville, South Carolina in October for the ten-day show of *ATME-I*. KSA's traveling display was manned by KSA Strategy and Operations gurus from the Atlanta and New York offices and coordinated by *Bob Nahas* and *Bill Reed*. Over 18,000 attendees toured the show.

And finally, this year marked KSA's first official representation at the four-day Mining Convention held in Las Vegas where *Joe Reid* and *Charles Topping* hosted a booth.

Since this year was the first time many consultants were honored (?) with booth duty, the Communications Department has decided to issue a consultant trade show survival kit to aid future first-time Boothies. Watch the *Observer* for details.

—*Beth Souther*

Coming Events

Jan 9-12

NRMA Show, New York City. KSA will exhibit.

Jan 27

Merchandise Control Seminar (repeat), Harley House, New York City. Fee: \$400.

Feb 24

KSA Sourcing Breakfast, Grand Hyatt, New York City.

Mar 15

KSA-FMI Footwear Marketing Seminar, Grand Hyatt, New York City.

Canada

For the last two years, Canada has experienced a severe recession, but judging from the activity in the Montreal office, it is hard to believe. In 1982, to date, projects have been started with over thirty different companies, and 1983 is shaping up to be a record year.

Undoubtedly, the Canadian Industrial Renewal Board's (CIRB) program of assistance to the apparel, textile and footwear industries is responsible for most of the action in these bleak times. Yet a large amount of the credit for the success we are currently enjoying goes to *Chick Schwartz* for his efforts in establishing KSA's name and reputation. KSA is now harvesting the seeds planted by Chick during the past 12 years. Chick is presently on a leave of absence, working on his art and looking after his farm. We will certainly see him again early next year as it is impossible to imagine *Marsha's*

supporting his presence full time at home for a longer period.

As the CIRB program revolves around the development of a well thought-out product/market strategy, it seemed logical to locate some of our strategy talent in Montreal. *Eric Cantor* was happy to have his arm twisted and is already active on several projects. To insure proper quality staffing and delivery *Bob Nahas* has accepted the thankless task of assisting in coordinating our marketing efforts with the functional managers. In addition, *Denys Williamson* has promised to conduct classes on the proper use of the French language in order to entice more KSAers up to Montreal.

To Chick, Eric, Bob and the fifty or so KSAers who have already come to Canada this year, we'd like to say thank you, but at the same time remind you that we are anticipating a busy winter. Y'all bring your skis!

—Keith Alleson

New Canadian Office Staff

Mary Dykeman, after working for over seven years on a "part-time basis," mostly nights and weekends, has finally decided to join KSA officially as a full-time administrative assistant.

Mary is a valuable addition to our growing Canadian practice. She has many talents and hobbies which include raising cats, sewing, photography, and remodeling her customized van.



KSA Europe

German Region

Although the year is ending as you read this issue of the *Observer*, the German region still has three more periods at this writing to achieve acceptable year-end results.

1982 has been a year with significant changes. Europe completed its strategy audits and set new goals for the future. What was an intellectual process when creating and defining the strategy has become reality. Implementing the strategy is already opening new doors for our practice as we change attitude from the old perception of KSA's business to the integrated SBU.

This year confirmed the turnaround in the German region. Although year-end figures will not be as budgeted, the positive trend is continuing. Results would have been even better if the political and economical climate had not become so critical in the countries where we are working. A record number of bankruptcies affected our industries and created a high degree of uncertainty which consequently led to decreasing investments.

A recent analysis on the development of the consulting business showed that recession affected con-

sulting firms, even very large ones, in capacity cut backs by 10-15%, and 1983 will also be a difficult year.

Since Germany is still the biggest market in our region, and developments here greatly affect our business, we are very interested in the change of government in Germany. We feel that it is realistic to hope that this new conservative government will turn things around, but we cannot expect a major change earlier than a year from now.

1982 has been a year where many companies had to struggle for survival. In most cases we were confronted with keeping losses at a minimum rather than increasing profits. This posture is reflected very much in the services we sold: total productivity and control with an emphasis on overhead value analysis. Firms focused on short-term savings, and they had to! We expect the need for long term planning to return soon.

1982 had its highlights too. Some prestigious assignments and public relations events occurred. They were:

- ECZA Study—Analysis of past development and future changes for the Dutch apparel and knitwear industry for the Netherlands Ministry

of Economy. The study received widespread industry and press coverage as it has been published in several countries.

- State-of-the-art study for a prestigious Italian client which involves KSA experts world-wide. The first report has already been delivered and a follow-on project is expected.

- Speech by Freddie Wood on sourcing strategy at the International Knitwear Congress in Munich. The German Knitwear Association was so impressed with Freddie's knowledge and delivery that KSA has been asked to participate in the Association's highly prestigious annual marketing forum.

- Symposium in Moscow.

Initial important groundwork has been laid in the retail and textile industries, where we added such clients as Onelli, Brenninger (retail) and Girunes (textiles).

In 1982, KSA has made encouraging headway. My colleagues have worked long hours and maintained a positive attitude. We appreciate those colleagues of KSA/USA who contributed so much throughout the year, and especially thank *Stig Kry* and *Dave Cole* who assisted in the strategy audit.

—Hans-Horst Hensche

UK News

There is little change to report in the economic situation in the UK; the recession is still with us and unemployment continues to rise. The more optimistic forecasts for 1983 are for a growth rate of 1½-2% in G.D.P. (compared to less than 0.5% this year), with the Government making some attempts to stimulate the economy ahead of calling an election in the next 12 months, and before the end of its full term of office.

Interest rates and inflation have been falling rapidly in recent months but with little noticeable effect yet on business activity. Marks and Spencer continue to do well in the retail sector; our business with their suppliers is the bright spot in an otherwise sluggish sales situation and is enabling us to stay on course for achieving year end income and profit targets.

The 1983 UK staff conference was held this year at the Welcombe Hotel in Stratford upon Avon, the home of Shakespeare. We had the pleasure of welcoming *Hans Horst* and *Miriam Hensche*, *John* and *Jo Ann Caldwell*, all the Spanish staff and their wives together with *Stig Kry*, who joined us for the weekend. The Saturday conference itself included such weighty matters as the report on the UK Strategy Audit while the ladies toured Stratford.

The evening activities were lively and energetic. After dinner, the "ample spare time cup" was awarded to *Douglas Hardie* and *Eugene McIlroy* for their endeavours and perseverance in importing two BMW cars from Germany, which is no mean feat! There was a golf match on Sunday morning, or for those non-golfers, a leisurely trip on the River Avon by barge. The added attraction of the barge trip was the "Bucks Fizz" which was served—the only incentive for the golfers was wet feet and a medal. *Geoff Ayling* won the medal for the men and *Jo Ann Caldwell* for the ladies. *John Caldwell* also received a prize for his golfing efforts, for, shall we say, the most exercise expended!

The whole weekend was great fun; one outcome was the attempt to set new financial objectives for KSA, to make 10% pre-tax and pre-conference. The Chairman is still to give his approval to this new thinking.

Two recent major PR efforts have met with good response. Over 50 senior representatives of major consumer products companies and clients attended a KSA evening at the Cafe Royal in London on September 9 where *Stig Kry* gave the keynote speech entitled "The Soft Goods Industries' Future in a Global Economy."

We had a full house for the "Merchandise Control and Inventory Management seminar at the May Fair Hotel in London on November 10. KSA presenters were *Dave Cole*, *Randy Nord*, *Alan Braithwaite* and *Malcolm Newbery*. The positive audience response gave us good expectations of further developing our business in Control through merchandise control services.

Mervyn Kerr and *John Beddows* have recently visited South Africa to take more soundings of the potential for a permanent KSA business base there. An amended version of the "Global Economy" speech was given to audiences in Capetown and Durban and some good question-and-answer sessions afterwards provided further input to our mission.

We have been pleased to welcome *Richard Clarke* out of retirement for a few days to assist with some internal training. Apart from doing his usual highly professional job for us, *Richard* canvassed the idea of starting a KSA UK "old boys" register/newsletter, which would be updated and circulated annually. We will be responding to this; any input from those qualified would be welcome. Write to *Andrea Isaacs* at the Altrincham office.

Sue Dewhurst, travel secretary in the Altrincham office was recently married to *Paul Drury*. We wish them well.

—*John Beddows/Andrea Isaacs*

Spain

Business conditions continue to be difficult and the economy shows no real signs of recovery. However we expect to exceed budget in 1982 and can now foresee good opportunities for the first half of 1983.

We welcome the arrival of *John Caldwell* who has temporarily joined our group to help us maintain the continued growth of our business after the departure of *Jaime Tusell*.

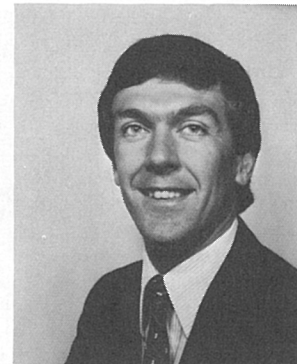
Douglas B. Hardie

Shortly after the accompanying report from the UK was received, word came that *Douglas B. Hardie* had died as a result of an automobile accident on November 12.

Doug was featured in the fall *Observer* in an announcement about his recent promotion to Principal. He was a native of Scotland, where he obtained degrees in textiles and business administration.

He joined KSA in 1978. He carried out several successful apparel operations projects and then became involved in the Control division, where he promoted applications of micro-computers.

Doug is survived by his wife, *Val*, and a 1½ year old son, *Blair*. KSA has extended sympathy and support to *Val*.



An interesting sale to report is the first important project sold to a cooperative, FITEXSA, a 250-operator company owned by the employees that do CMT work for Burberry. One thing we can be sure of, there will be no strikes during this project...

On the PR side, we were requested by the Apparel Manufacturers Association to give its members a presentation on the machine developments shown at the IMB in Cologne.

—*Alberto Figa-Beleta*

New Principal

John Dye

John Dye was promoted to Principal November 7, 1982. John has a B.S. degree from Case Western Reserve and, along with his wife, Barbara, spent three years with the Peace Corps in Western Africa prior to joining KSA in 1976.

John began his career in MMD and transferred to Controls in late 1977. His KSA career has covered carpets through retailing and included assignments in the Philippines and British Columbia as well as much of the United States.

John has a solid record of providing high value consulting over a wide range of systems. His clients include Health-tex, Woodward Stores, Hathaway, Swirl, Williamson Dickie and Effanbee Dolls.

John works out of the Princeton office. He and Barbara, along with daughters, Katie and Nora, live in Yardley, Pennsylvania.

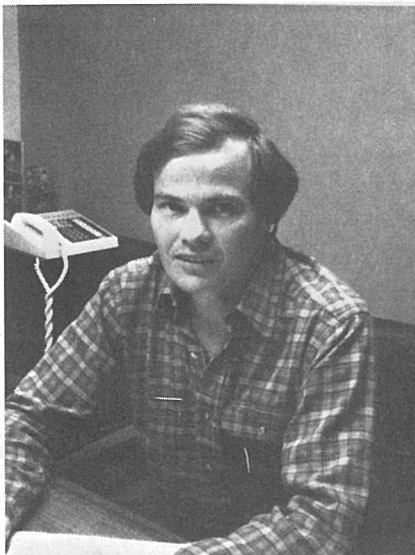
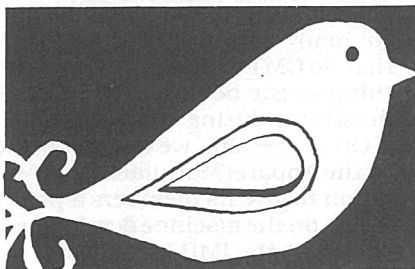


Photo by Hugh Haggerty



New Princeton Office Staff



KSA extends a warm welcome to a new member of our Princeton support staff, *Mary Ann Haggerty*. Mary Ann is Administrative Assistant to our Control Services group and comes to us with experience as a teacher before joining the business world. She and her husband Hugh live in Cranbury, New Jersey where she enjoys swimming and reading.

Photo by Hugh Haggerty

New Atlanta Office Staff

Cecelia Barrington is our capable new Word Processing Supervisor. Celia has several years of experience in the word processing area with Robinson Humphrey and most recently with Datacopi in Atlanta where she also supervised a center. Celia graduated from the University of Nebraska at Omaha with a degree in English and a minor in journalism.

Kim Lovins has joined our Word Processing Center after spending three years in Houston, Texas with Texaco and Shell Oil Company. We are pleased to welcome Kim, a native of Douglasville, back home to Georgia, and we are very happy to have her as part of the team.

Yvonne McDaniel is our new housekeeper for the Atlanta apartment. She has been (and is now) a part-time housekeeper for other tenants in Colony Square, and comes to us well recommended.

Nelda Hollender, (not pictured), our former HSD typist, has been promoted to administrative assistant in HSD for *Craig Thornton*, *Charlotte Branton*, *Mark Foreste*, and *Arthur Holden*. Nelda is a great "team spirit" and has proven to be a valuable addition to the HSD group.

Lynn Green is now our HSD typist on a part-time basis. Lynn is working toward a degree in education at Georgia State University. She has proved to be enthusiastic, cheerful, and hardworking—another valuable HSD addition.

Machell Davis has joined *Barbara Perry* in the mail room as a part-timer. Barbara is also working part-time so she and Machell are sharing the duties. Machell has been attending Emory College and has also held jobs there in the library and on the school newspaper. We are very glad to have Machell and Barbara as our "mail room team."



Lovins, Barrington



McDaniel, Green, Davis

Photos by CRP

New Staff

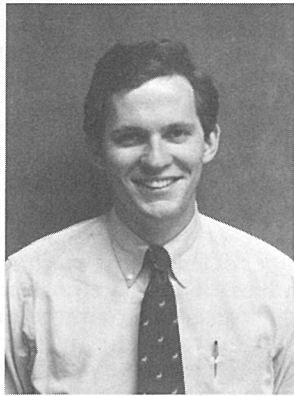


Photo by CRP

Gelly

George B. Gelly, II Age: 24, Single, BEE-Georgia Tech. Interests: Soccer, swimming, racquetball, computers.

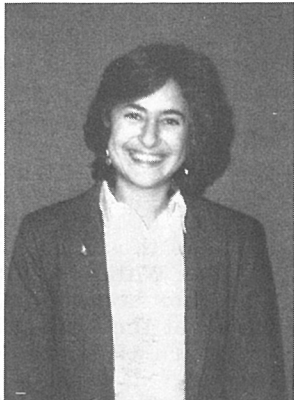


Photo by JS

Greene

Linda J. Greene Age: 26, Single, B.A.-Art History (cum laude), MBA, Harvard. Interests: Squash, tennis, sailing, handicrafts.

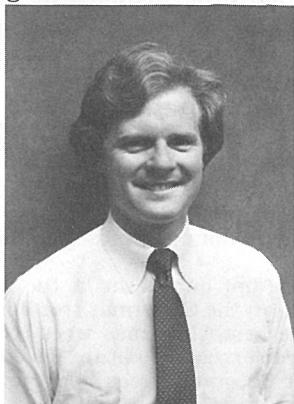


Photo by CRP

Holden

Arthur L. Holden Age: 29, Wife: *Betsy*, MM-Northwestern Univ., BS-Union College. Interests: Music, travel, furniture restoration.

Milestones

Congratulations

To *Larry Lein* and *Jayne Gurland* who married on August 29.

To *Sherry* and *Bill Beckemeyer* on the birth of a daughter, *Anne Fleming*, on September 28.

To *Angie Blankenship* and *Chuck Groover* who married on October 1.

Departures

The following consultants have recently separated from KSA: *Steve Avary*, *Bob Reeves*, and *Bob Hagen*. We wish them much success in their future careers.

New Senior

Jeff Palmer advanced to the level of Senior Consultant during the fall.

A Moving Story

When we purchased a home in California recently, we discovered that according to California law, we were required to provide a listing of all our residences for the past ten years. This is to insure that there will not be a conflict with title from another Peter E. And Licia Cleaveland. After much discussion and searching of old files, we were able to reconstruct our sordid past. Reviewing the list proved interesting: We have now lived in six states in nine different cities, and have had a total of 16 different residences (of more than four weeks duration). But it is obvious that we are progressing in KSA: During our first 14 months with the company, we moved seven times; in the last 14 months we've moved only four times.

As we laughed and reminisced about some of our residences, we both realized that time certainly changes your perspective. While we were moving frequently in our early years, our choice of residences always seemed to range from bad to worse. Looking back, however, we were able to draw fond memories from all but one residence. And, while discussion of that one home still puts fire in Licia's eyes, we do get a lot of laughs about it.

-Pete Cleaveland

Promotion

Pat Pittard came to KSA in March, 1981, from a large Texas bank, and the career change represented a return home. Pat had grown up in Atlanta and went to the University of Georgia. He worked with a Georgia bank for several years before going to Texas. Altogether he accumulated over ten years of experience in the personnel and recruiting fields before joining KSA as head of the employment function.

In a short time, Pat learned KSA's recruiting regime and began improving upon it. His background in college recruiting proved immediately applicable to KSA, and he also brought a broad knowledge of other personnel practices, the executive search business, and individual testing and assessment.

In recent months Pat has participated in several consulting projects, including assistance in recruiting and selecting Jamaican personnel for the JATAG project.

Effective January 1, 1983, Pat will be promoted to the position of Director, which carries the same privileges and responsibilities as a principal of the firm. As Director of Employment, Pat will continue to manage our recruiting program and to do consulting in human resources.

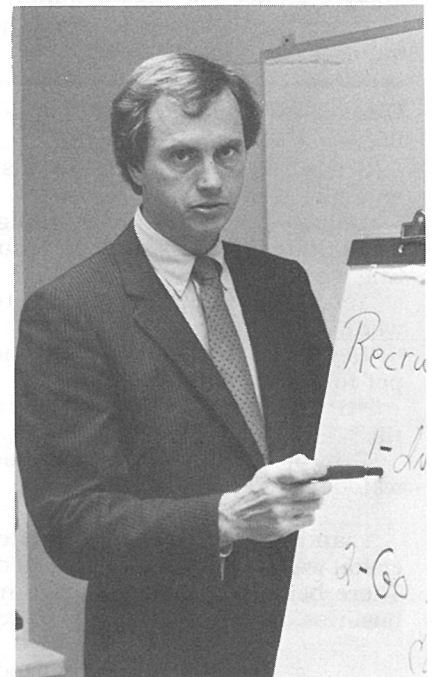


Photo by CRP

Microsystems *cont'd from page 3*
rate list, operation bulletins, and individual rate documentation.

Also written in PASCAL, the bundle ticket printing program uses a continuous form label for its ticket stock. The operators peel a ticket off its adhesive backing and attach it to the coupon holder which is no longer gummed, thus eliminating the time-honored lick-and-stick element.

The ticket stock is bought with no preprinted information, enabling the user to reproduce the ticket cheaply. The ticket sheet can have up to 160 coupons, and the system will accommodate multiple colors and bundle splits, step lays, size cut down, and ply changes for spread-all-cloth cut orders. One Apple with an Anadex printer can print 450 ticket sheets of 52 coupons each during an eight-hour shift.

There are several other operations services which would be enhanced by the use of a microcomputer. Cutting room rate derivation by regression is already being done. Statistical Quality Control, a service which occasionally staggers under the weight of its own paper flow, has already been programmed in the UK. Our AAMT operator training could also benefit from a microsystem. The clerical tasks of Scientific Leather Measurement are also prime targets for automation.

In short, the future is bright for these systems. The microcomputer is a valuable tool for enhancing the value of our consulting services.

Cleveland *cont'd from page 10*
We've got \$250 for the watch!"

(Group can't jam on elevator fast enough.)

Trellises—2 a.m. the next morning: (Ohio State is just as sorry as Tech! Stig who?)

"Yeh, I remember a watch. Pete who?"

"Hey Todd, how much left in the pot for Pete's watch?"

"\$6, maybe \$7 if we don't leave a tip."

(Group) "Great! Mickey Mouse watches are only \$6.25!"

... and so another thoughtful decision was made and implemented. There being no further important business, the meeting was adjourned.

Respectfully submitted,
Worthy Scribe A.A. DeMalone

Bill Reed *cont'd from page 7*

● Bill likes fishing... "I don't catch many, but I like to relax," stamp collecting... "I get them by mail from Lichtenstein—they accept personal checks and I get the stamps in about a week," his Radio Shack word processor... "Mary White is helping me set it up, so I can load data at home, carry the disk to KSA and use it here," and public speaking—"One of my speeches is going to be published. The Instrument Society of America is going to publish a 652 page book. I get to do six pages on "Microprocessors and Minicomputers."

● By 1967, Bill was so highly reputed that Don Johnson wrote a letter recommending him to the AIEE. Don got right to the point with such remarks as, "I don't see how I could possibly recommend him for reclassification to senior membership in the AIEE Society... he can't get along with anyone at any level. He is tactless, has never used good judgment or made a correct decision, has no drive, and his lack of organizational ability prevents him from performing such simple duties as properly collating his cancelled checks in order to balance his monthly bank statement. Don went on to explain that KSA only keeps Bill because "he's a notch above the rest of us."

● As we grow, we become more mature and forgiving of others, and Bill is no exception. He recently attended the 25th reunion of his Georgia Tech class of 1957, of which he said, "I've never seen so many old people in my life." He also has an MS in Industrial Engineering from Georgia Tech and we all know there is nothing funny about that.

● Bill and his wife, Kline, have four children and live in Marietta.

The people who think Christmas is too commercial are the people who find something wrong with everything.

The Christmas tree, for example, is a symbol of love, not money. There's a kind of glory to them when they're all lit up that exceeds anything all the money in the world could buy.

A lot of people are ignoring the Christmas tree tradition, but just to review it, it goes like this:

You put up the Christmas tree Christmas Eve. You do not put it up three weeks in advance or even three days in advance.

If you have young children, you put them to bed first.

As the children get older, you let them help decorate the tree.

Russia *cont'd from page 5*

The factory tour illustrated some clear opportunities for application of KSA's Operations services. While some form of incentive system was in place, my guess is that the work pace was no greater than 70% to 75%. Equipment was primitive and there was a conspicuous absence of basic industrial engineering.

In what turned out to be a fortunate bit of luck, the production manager of this plant was one of the attendees of our symposium, and was very receptive to my comments and suggestions in our wrap-up session. That same afternoon we met with the Director of Science and Technology for the Soviet Union who was personally familiar with this factory. He seemed to be intrigued by the comments about potential improvements, and at the conclusion of this visit, he asked us to prepare a proposal for implementing the potential improvements we discussed. As this article goes to press, Hardy Artelt should be delivering this proposal.

This visit to the Soviet Union was a fascinating experience. We are very different in many ways, but share some of the same problems and outlooks. While our approach would have to be adapted, I am confident that the basic ABC's of KSA's approach will succeed in the Soviet Union.

As most of our full-of-vodka Russian friends would say in a toast: "As we drink and break bread together with our new-found friends, may we in some way gain new understanding of each other which will in some small way contribute to improved and peaceful relationships between our countries."

I'll drink to that.

As they get older, you make them help decorate the tree.

When the tree is decorated, you put the presents around it.

You do not open presents Christmas Eve.

The first one down in the morning turns on the Christmas tree lights.

The best Christmas trees come very close to exceeding nature. If some of our great decorated trees had grown in a remote forest area with lights that came on every evening as it grew dark, the whole world would come to look at them and marvel at the mystery of their great beauty.

So don't tell me Christmas is too commercial.