

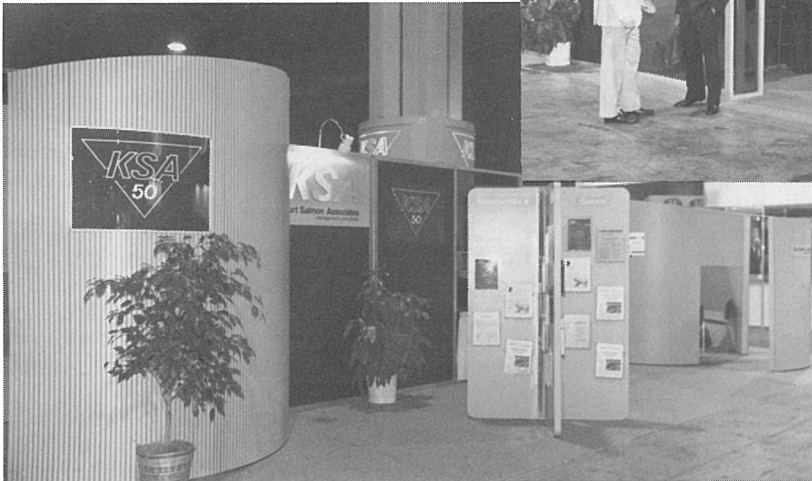
the KSA Observer

Volume 15, No. 2

Published by and for the personnel of Kurt Salmon Associates

Fall, 1984

KSA unveiled a larger, refurbished booth at the 25th annual Bobbin Show in September. The "island" display spotlighted two computer demonstrations. Related story below, and on page 10 (Communications Department Report.)



On The Road With KSA

*Love, brother love, brother love,
Traveling salvation show,
Pack up the babies, and
Grab the old ladies, let
everyone go...*

— Neil Diamond

KSA packed up its traveling road show to spread the word this past summer in both the western provinces and "at home" in Atlanta. It was an invigorating but tiring experience. Nevertheless, "the show must go on" ... and on, and on.

While many KSAers rank trade show duty (dusty, sometimes dull, and usually on a weekend) on a level with root canals or visits to Great Aunt Bessie at the Woodland Nursing Home, there's no denying its importance. Trade shows remain our Number One means of reaching new prospects. Many consulting firms, particularly generalists, do not use trade shows. Because of our

history of industry specialization, KSA has been exhibiting at trade shows for decades. All our attempts to monitor the sources of new business consistently put trade shows at the top.

The cost of making a new face-to-face contact at a trade show is relatively low (except for the first years of exhibiting in a new industry). A trade show exhibit gradually builds a "presence" for us in new markets. It makes an impact upon prospects we don't know, reinforces other PR efforts such as advertising articles, and mailings, and provides easy accessibility and exposure to an entire industry at one time.

This summer's schedule started with an NRMA show in Los Angeles. The retail association's first attempt to expand its annual New York show was not a success in terms of traffic, but KSA's presence helped us achieve a long-time goal to get on the NRMA's

cont'd on p. 2

From the President Fifty for the Next Fifty

We are having an excellent year in 1984 worldwide and we will be embarking on our second fifty years in 1985. Our biggest challenge over the next eighteen months is to find fifty new associates who are capable of success in the dynamic world of management consulting.

This group will share with us the major opportunities in our practice for the remainder of this century... and form the backbone for our next fifty years. Our practice demands the addition of colleagues in all areas... Strategy, Operations, Control, Distribution, and Health Care. We are beginning this season's university recruiting campaign as well as placing advertisements in the New York Times, Los Angeles Times, Atlanta Journal, etc. We are in conversation with search firms regarding a few individuals with specialized experience. Each of these avenues will provide colleagues with the requisite skills for our practice... intellect... drive... leadership... judgment... provided we all do our part in the recruiting process.

Additionally, each of us probably knows of a former classmate, business contact, etc. who is worthy of entering

cont'd on p. 3

Chairman's Corner

by Stig Kry

The first six months may well have been a record period for KSA. We have done well in the US and Europe's performance has been outstanding. It seems that we are headed for a good year. There could not be a better way to prepare for our 50th Anniversary in 1985.

Dave Cole and others have written in this issue of the *Observer* about the good business we have enjoyed recently, and much will be said and written about our 50th Anniversary in the near future. Standing on the threshold to that important event, a few reflections on the values that have served KSA well for 50 years seem appropriate.

In a very basic sense, success in business is the coming together of opportunity and initiative. In 1935 there was plenty of opportunity to improve apparel manufacturing through the application of industrial engineering. Kurt Salmon had the initiative to take advantage of that opportunity. However, KSA's ability over 50 years to grow, build its reputation, develop a loyal clientele and maintain internal stability required adherence to a set of principles and values that in my view are the real key to our success.

Certainly much has changed: We have become a full service management consulting firm to, not just one, but a group of industries. From the beginning in 1935 in Nashville, Tennessee, we have grown to a point where we are now working around the world. Although some things have changed, our basic principles and values have not, and it is this solid foundation that has served KSA so well and which I'd like to discuss here.

First, our ability to grow and to keep repeat business between 70% and 80% of all business reflects our commitment to quality of work and client satisfaction. This is the first commandment of KSA and we must never forget it. We do not promise more than we can deliver (we do not oversell). We do not make claims that we cannot substantiate. We work hard to get the work done within the time allowed, and we do not hesitate to go the extra mile if necessary to satisfy a client.

We are sensitive to conflict of interest problems involving our self interest as well as the interest of one or more of our clients. We have to be conscious of

not improperly divulging sensitive or confidential information that we may obtain in the course of our work. Our record is good and we must keep it that way.

Second, our turnover of consultants is low by the standards of the profession. We take great care to recruit only those who succeed. We try to give new consultants opportunities to learn through basic training, training assignments and adequate supervision and guidance as he or she moves along.

We realize that consulting is a demanding profession and that the strains and the pressures should not be exacerbated by internal conflict, politics and what have you if they can at all be avoided. We want to strive for a pleasant working environment. We promote solely on merit, and we attempt to share the results fairly through direct compensation and stock ownership.

How we think about, deal with and satisfy our clients is fundamental to our success. How well we in KSA work together and how fairly we recognize individual capability and contributions determines our internal stability. These are the twin pillars of strength on which KSA's success rests.

Of course, the principle of industry specialization, our emphasis on implementation, our commitment to high ethical standards in all areas are very important too and have served us well since the inception of the firm. Much of this is embodied in our consulting practice and in our policies.

However, how well we serve our clients is tested on every project we work on, and how well we contribute to our internal environment is tested every time we work with or are in contact with a colleague. In these two areas we as individuals, regardless of seniority, have the opportunity and responsibility to maintain and build further on our heritage.

If we today project an image of quality, integrity and success it is because Kurt Salmon defined and adhered to those values at the outset and because Karl Striegel gave tremendous impetus to the growth of KSA for a long time. This job is never finished and now it is up to all of us to make our contribution.

A recommitment to excellence in everything we do toward client satis-

faction on all projects and the maintenance of KSA as a pleasant and fun firm to work in seems timely as we complete our first 50 years, and prepare to celebrate our anniversary.

Road *cont'd from p. 1*
annual convention program, which is the "main event" in retailing.

The mile-high city of Denver provided the first opportunity to showcase our remodeled traveling exhibit in August. Background color for the booth is now burgundy, and more spotlights have been added. The American Hospital Association (AHA) served as host to more than 60,000 hospital CEOs, trustees, suppliers, and their families.

KSAers spreading the HSD word were Roland Anderson, Dave Cole, Barry Moore, and Mac Ryland.

Roland demonstrated KSA's new computer-based system VALPLUS, which enables one to place a market value on a hospital and allocate its resources. The rest of the booth staff busily distributed 1985 time planners to convention attendees.

The traveling road show returned to Atlanta for the International Woodworking Fair (furniture) in late August. Ed Rader coordinated a cast of thousands in the Operations Group to man the booth and Jim Wermert handled the marketing side.

KSA consultants not only shared booth duty, but they also spent time *cont'd on p. 11*



The KSA Observer

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Fifty

cont'd from p. 1

our firm... and who may be ready for a new challenge. Please take the initiative... discuss with any of the managers... contact the individual... make something happen.

We've made a lot happen in the past fifty years... and the next fifty will be outstanding with the right intake.

Our need for recruiting of this magnitude over the next two recruiting seasons is driven by success in line with our goals of: developing powerful high value services marketed aggressively to selected industry leaders, delivered with unwaivering commitment to excellence.

The results of this for KSA/USA included 101% of budgeted fees for YTD, 100% of budgeted profits, and 108% of budgeted new authorizations. All Consumer Products groups are ahead of budget and Health Care is coming on strong. We have substantial market opportunities for a strong 1985.

Europe is performing well above budget for 1984 as was the case in 1983. Year-to-date in UK/Germany/Spain we are at 110% of budgeted fees and 150% of budgeted profit. The strength of the dollar is creating a currency translation loss. However, we have met the profit budget worldwide after all factors are considered.

I am optimistic we can beat budget in the USA/Europe for the last quarter... with continued aggressive marketing and delivery. As we plan for the future it is good to recognize that we have attained leadership positions in our fields of specialization worldwide through the achievements of outstanding professionals. In our second fifty years our commitment will continue to be founded on simple principles:

- Serve the *client's interest* first.
- Provide *innovative* services and implement to achieve results.
- Recruit *leaders* and provide continued professional challenge.

I look forward to working with each of you as we find fifty for the next fifty, continue our good performance for 1984, and start our second half century on a strong note. - Dave Cole

Stig Kry has been asked to serve on the Apparel Advisory Board of the North Carolina State School of Textiles.

Simon Simplifies and Streamlines System

KSA has a new family member, *Simon*, a Data General MV6000 computer. *Simon*, with its four megabytes of main memory, has been installed to streamline our accounting system. Its entourage includes a line printer, three character printers, eight terminals, and three disk drives.

As of January 1, 1984, Department T has been converting from the old

managers. A significant means of providing such information is through the appropriately named "Project Management Module." Current through the previous day's data-entry, it can provide summary and detail of incurred and invoiced to date; and upon installation of the Accounts Receivable Module, it will show payments to date.

As we get on schedule with routine



Photo by JR

Left to Right: Susan Coddon, Mark Evans, and Jim Steiner, all contract programmers, talk with Don Richter (seated), KSA Accounting Systems Manager. Simon is in the background.

timeshare system at Georgia US Data Services to its first in-house, computerized accounting system. Those of you who have survived computer conversions know the challenges and frustrations involved, but as with the dawn of a new era, we excitedly anticipate the benefits to be realized.

Freed from the problem-plagued service bureau environment, we are now able to schedule as is necessary with no competition from other users. We have better control of access to data with improved backup and recovery. Because our new computer system is an on-line, database system rather than a collection of files accessible only through reports, we will soon be able to provide more timely and detailed client status information to project

accounting processes, we will have the ability to handle special projects rapidly through report writers and a COBOL source code generator using a data dictionary.

In the near future, KSA Atlanta Administrative Assistants will be able to make on-line inquiries on client projects through terminals located in the technical support area. An investigation is also being made into the possibility that IBM PC's can be used to access the accounting system via terminal emulation software.

We in Department T thank you for your support and assistance during this conversion period, and we are confident that soon *Simon* will be simplifying our lives while increasing our efficiency. - Bill Beckemeyer

KSA Worldwide

UK Systems Division

What do Canada, Portugal, Spain, Ireland, Malta, Scotland, Australia, Germany, USA and England have in common? The answer is that in all these countries we have clients using microcomputers with software developed by KSA. We can now name over 80 client companies with 250 microcomputers using our systems—a terrific growth from what “seemed like a good idea” on a Commodore Pet micro around 1978!

Since that time, we have developed our original payroll system onto Apple, IBM, Sirius, (Victor), Altos, Phillips, and Sage equipment and we have expanded the range of systems to include Production Standards Management, Ticket Printing, Factory Loading, Standard Cost Sheets, Work in Process Controls, Quality Control and Stock Control plus several custom developed systems to cope with Knitting Plant Production Control, Mail Order Direct Dispatch, Marketing Management Information to name a few.

The growth of the microcomputer business has meant a few changes in the life of several of our consultants, who now spend a significant part, and in some cases all, of their time specifying, developing and installing microsystems.

In the US, *Zeb Roberts* keeps several micros warm in Nashville and *Steve Watts* has been seeing a lot of an IBM personal computer. In Germany, *Jurgan Zapp* has been creating original systems as well as translating a few of the systems developed originally for the UK or US markets. In passing, this translation has occasionally created problems—it turns out that English is usually more compact than German and sometimes what fits on the screen in English won't in German!

In the UK, *Steve Webb* spends all of his time in this market area.

Plenty of the UK client work in microcomputers is done by our trio of systems analysts, *Liz Wilson*, *Toni Barnes*, and *Jenny Dearnaley*.

Liz Wilson joined us in 1981 from the University of Wales with a BA in Geography and has worked for several major clients. She has developed special software for a knitting company which has allowed them to control 60% more machines more effectively

with half the clerical staff. *Liz* has been heavily involved recently with the microcomputer side of the many projects we are carrying out with *Vantona-Viyella*.

Toni Barnes came aboard in early 1983 with a BSc in French and Computational Linguistics and an MSc in Machine Translation. She has done work for both large and small clients



Dearnaley, Barnes and Wilson

since then, and has also spent time on the *Vantona Viyella* projects. However, her most memorable job to date has been with *Ericssons* in the Irish Republic. Some of the stories about this client, who makes telephones, printed circuit boards, and telephone exchanges (just your usual PCPs) would fill several *Observers*. Having spent the best part of a year writing the Payroll System for *Ericssons*, *Toni* became rather perturbed during her last visit when it was admitted that no one person actually knows how or why their manual system works. This is hardly surprising, given that there are 16 off-standard categories, standard times for both man and machine, fixed rate as well as incentive paid workers, shift premium, insurance and pension contributions, and the possibility of operating more than one machine at any one time. “Computerising a complex system that no one understands has made this a very memorable project for me,” says *Toni*.

Jenny Dearnaley joined us in April 1984 with a BSc in Computer Science. She has already started contributing to work for a client, *James Seddon*, for whom we are doing a major assignment in six factories.

Our current workload includes further work for *Toni's* favourite client; a multi-user labour cost control system, which is proving to be very interesting;

a stock control system for a German bra manufacturer; a synthetics data base system for a German company's off-shore factory in Malta (we know this system will have other applications in Germany); and implementations of our conventional systems all over the UK.

Our forward plans include the development of a full range of systems for a client in Taiwan, and some (paid) research into the feasibility of supplying data to our microsystems from an INA work handling system. Our biggest project is the creation of a major package of microsystems and regular consulting services to enable manufacturers to cope with the ever increasing pressures of high style and low inventories demanded by today's retailers. We call the package “Flexible Manufacturing Systems.” It will include systems that will be used by first level supervision on balancing, operator allocation, transfers at incentive, skill matrix and so on, plus the conventional payroll, production standards, ticketing and loading systems, which all run on a multi-user microcomputer. It looks like the work will take around 18 consultant months.

All in all, the future for our microsystems looks very busy and challenging. We are looking forward to it.
— *Steve Webb*

Spain

The apparel industry is going through the worst period in its history. The economic recession has now peaked with a 20% jobless rate. Against this background, 1984 will not be a good year for KSA/Spain. Overall, we expect improvements in our practice the second half of 1984 versus the slow first half, because of the number of proposals now being made.

We have completed a successful marketing study for *Marlboro* on the rapidly changing fashion jeans market. We also finished a productivity survey for *Rodier*, a ladies knitwear manufacturer, and a company feasibility study for *Liwe*. All of them should develop into more projects.

Let's hope for a cold and rainy fall to bail out the retail industry from its slump.
— *Alberto Figa-Beleta*

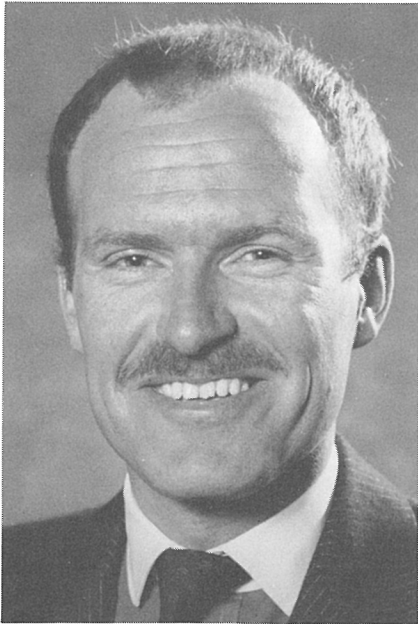
New Principals

Alan Chandler, UK

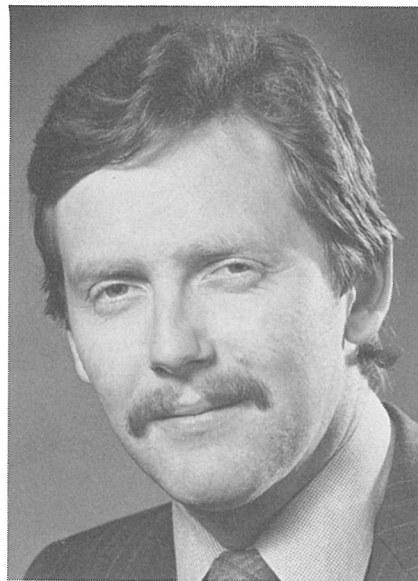
Alan Chandler joined KSA in 1979. His previous experience was in industrial engineering in retailing and distribution for two large UK department stores. During his time with KSA he has worked primarily in apparel engineering for such clients as UDS, Steinberg and Compton Webb (part of Vantona Viyella). His work has been characterized by achieving results with low calibre client personnel.

He is currently installing the first UK installation of Plato® and will be developing the UK retail practice later this year.

Alan lives with his wife and two children on the southeast coast.



Chandler



Haworth

John Haworth, UK

John Haworth received a BSc in electrical engineering and an MSc in Marketing from the University of Manchester. Following university he gained experience in a variety of industries as a director of a house building company, geographical engineer, and management consultant with a smaller consultancy specializing in personnel work. John joined KSA in 1979. He initially worked in the Operations Division but subsequently undertook projects in marketing and more recently control systems. He is now involved in transferring US expertise in both MIS and Merchandise Control to the UK and developing the UK control systems practice. He is married to Eileen and they have a daughter, Rebecca.

Eugene McIlroy, UK

Eugene McIlroy received a DMS at Strathclyde University. Following university he worked in the Textile Processing unit for a large textile company for three years. Since joining KSA in 1973 he has worked in Northern and Southern Ireland in all areas of Operations, but also spent 12 months in Boston working at the Greico plant on a Cutting Room engineering project. He is currently involved in major engineering work for Carrington Viyella in Northern Ireland. He is married to Catherine and they have three children.

Arthur Marshall Retires

Arthur Marshall retired from KSA in April after 13 years with the company as Financial Controller/Company Secretary. A small dinner party, held for Arthur and his wife, Betty, was attended by his UK colleagues, Stig Kry and Bill and Sherry Beckemeyer. We wish both Arthur and Betty the best for the future.



The Born Loser



New Vice Presidents

Jerry Armfield

Jerry joined KSA's Operations Group seventeen years ago after graduating from North Carolina State and after a short stint with a construction company. He was appointed to Principal in 1974 and Central Region Operations Service Manager in 1982.

Jerry has consistently been a big contributor to KSA. He mixes a good personality with drive and capability to win the client's confidence in project management and business development activities alike.

In recent years Jerry has made significant contributions to the development of our sourcing service. This has taken him on important projects to the UK, Hong Kong and the Dominican Republic.

DuPont and Cluett-Peabody in the US, and Vantona Viyella in the UK are among his more prestigious clients and to whom Jerry has contributed either his shirt manufacturing knowledge or his project management expertise.

Jerry is an individual who gets things done. With that in mind, we recently asked him to spearhead our business development efforts in the sporting goods and recreational markets. These industries should have good opportunities for KSA and we are sure that Jerry will find ways for us to unlock the potential that is there.



Armfield

Mike Barnes



Barnes

The appointment to Vice President recognizes Mike's major contributions to his clients, his role in enhancing the value of KSA's services and the leadership he provides within our practice.

Mike joined KSA in 1969 after five years with IBM as a systems engineer, programmer and industrial systems analyst, followed by two years as Vice President and General Manager of Programming Techniques, Inc. He has a BS in Mechanical and Industrial Engineering from Purdue and an MS in Engineering Administration from Syracuse University.

Coupling this systems background with the ability to quickly understand his clients' needs and develop effective solutions, Mike soon established himself as a consultant and project manager. He became a Principal in 1972 and Northeast Control Services Manager in 1982.

Mike has worked with many of our most important personal consumer products clients and has been instrumental in the development of our retail controls practice as well. He has managed some of our largest, leading edge implementation projects, such as JTR and Bidermann Industries.

We share wholeheartedly the feelings of one of his clients who wrote to KSA saying, "It is a rare treat to work with a consultant as knowledgeable as Mike Barnes."

Joe Irastorza

Throughout his sixteen years with KSA Joe has been one of our most dedicated, professional and productive consultants. We know that his loyal clients will heartily endorse this recognition of Joe's accomplishments, capabilities and the energy and sense of responsibility with which he approaches all assignments.

After receiving his BS from Georgia Tech, Joe earned a Masters at Lehigh and returned to Tech for his PhD. He completed his doctorate after joining KSA. To finish his dissertation he went on "part-time" status for a number of months but continued to carry a consulting work load which, coupled with his academic efforts, made for one of the most rigorous schedules imaginable. Joe joined KSA in 1968, became a Principal in 1973 and Southern Control Services Manager in 1982.

Joe has been a leader in introducing innovative, practical techniques in areas which are at the heart of our Merchandise Control practice, i.e., forecasting, inventory modeling and production scheduling. In addition to his work with major US clients, Joe has been instrumental in development of our Latin American Control practice. In recent years he has sold and managed projects in Mexico, Brazil and Colombia.



Irastorza

New Principals

Joe Reid

Joe graduated from the US Naval Academy and joined KSA in 1977, after serving as a naval aviator. After an initial project with Lacy Manufacturing, Joe spent the majority of his first four years at KSA as one of the mainstays of our mining practice.

Since settling in the Northeast, he has conducted successful projects for clients in a variety of apparel sub-markets. His experience ranges from handkerchiefs to tailored clothing. Joe's sensitive perception of his clients' problems has helped him handle difficult situations very successfully.

We look forward to his continued development both as a project manager and as an effective business developer.

Photo by Ron Brockett



Jack and Evelyn Ullman display gifts they received at a dinner held in their honor in May.

HSD Update

Activity is pleasantly hectic in HSD. *Roland Anderson* and *Tom Barts* are conducting a major engagement to reduce costs and install an innovative nurse scheduling system at the East Alabama Medical Center in Opelika, Alabama. In addition, KSA is developing a strategic plan and a marketing plan for this progressive 300 bed hospital. *Jim Wermert* is coordinating the marketing work and *Cyndi Holloway* is massaging data and creating visual aids.

KSA has been retained by American Medical International (AMI), the second largest hospital chain, to com-

plete projects in two hospitals in North Carolina and Florida. *Alfonso Hernandez* is developing a marketing plan and complete restructuring of the charge structure for Frye Regional Medical Center in Hickory, North Carolina. *Barry Moore* is developing a marketing plan for Parkway Regional Medical Center, a 400 bed hospital in Miami, Florida.

These engagements are significant because they extend KSA's considerable operations and strategy implementation skills into health care. The same techniques that serve our clients so well in other industries are proving useful in health care.



Denny

Dave Denny

Dave joined KSA in 1980. He is a graduate of Loyola University and came to us with ten years of solid experience in systems and data processing having worked as a programmer analyst, systems programmer, technical support manager and specialist in developing on-line systems software.

Demonstrating the ability to deal effectively with a wide variety of technical issues, Dave quickly established himself with our clients and within the Control Services Group. While we continue to rely on Dave to provide technical input and guidance on many projects, he has now developed the industry knowledge and consulting skills required to handle all aspects of Control Services projects.

Photo by Beth Souther



Dave Cole and Barry Moore prove that our health care practice has truly diversified over the years.

SPORTING AND LEISURE

World Golfing Championship Held at Scottish Links

by Tom Gibson

First of all, the wager: the loser writes the story for the *Observer*. Now that you know the painful ending, there's really no reason for you to read the details, is there?

As a holiday break from our Northern Ireland shirt project assignment, my family and I ferried to Scotland for, among a few other things, rounds of golf at Turnberry and Muirfield.

It was indeed a special pleasure (for the first thirty holes, anyway) that Rod Gunston of KSA's UK office joined us as my playing partner for both rounds, and as a lively, enjoyable dinner companion in between.

Each of our reputations for the game having preceded both of us and as defending KSA staff meeting low gross title holders from both sides of the

seemed to attract Rod's shots like a magnet. Neither was a pretty sight.

When the game of giveaway was over the first day, I held a shaky two-shot lead.

Turnberry, on the Irish Sea, is a great and picturesque course, but was not in peak condition. Muirfield, on the Firth of Forth, is an excellent test of golfing skill, and deserves its Golf Magazine ranking as the number one course in the world. All of the shots – target golf – are there, as is a constant 30 MPH "breeze."

Rod played steadily well at Muirfield. The two-day match was even after twelve holes when he bore down to finish strongly, four shots ahead over the final six.

One statistic in which we both take pride is that neither of us lost a golf

ball. (The tall grass in the rough is so thick that your opponent's ball doesn't disappear into it, even when you step on it.)

I certainly have no alibis for the way I played, even though I am a foreigner trying to play in elements that would send most Americans scurrying to the warmth and comfort of the nearest 19th hole... even though I couldn't get one of my golf shoes on over the plaster leg cast... even though my concentration was hampered by thoughts and concerns of the shirt project... even though it was Friday the 13th...

I am sure that the honourable Mr. Gunston will grant me a rematch in the very near future, so watch the *Observer* for an article with his byline. Deep down, I know I can beat him with one hand tied behind his back.



Tom Gibson (L) and Rod Gunsten on the links.

Atlantic, the match was naturally on. Rod suggested the wager when he was four strokes up on me after the first two holes.

Rod's early lead at Turnberry notwithstanding, it became all too quickly apparent that the course records were safe. The putting stroke on which I rely so heavily forsook me to the extent that I was hoping to miss greens in order to chip instead. Trouble – tall grass, deep bunkers, a wee burn, etc. –



Early Saturday morning, April 28, 1984, 45 KSAers, family, friends, and Clark the dog braved the elements – heavy rain and winds, and early morning hours – to take part in Team Walk '84. KSA's team, in their custom-made blue and orange T-shirts, joined in the 15-mile trek through Atlanta and showed the community that KSA cares! This event is part of the nationwide walkathon, WALKAMERICA, sponsored by the March of Dimes in its fight against birth defects.

sored by the March of Dimes in its fight against birth defects.

WALKAMERICA is the culmination of the March of Dimes' largest fundraising drive in which team members solicit donations for their participation. This year KSA raised a total of \$1,601.84 with three outstanding fund-raisers: Bill and Sherry Beckemeyer (\$500+), and Melissa Huber (\$200+).

– Joe Neal

Why Hire a Consultant?

"The consultant solves problems... sees with fresh eyes... spots problems and can see details overlooked by those who see them every day... is not part of the problem and has no stake in preserving the status quo... can be completely objective... can judge strictly on productiveness and profit... sees with experienced eyes... has helped companies with similar problems... knows how to attack root causes... knows how to work with people and gain their trust... is success oriented."

Source: Report to Management, newsletter of BALLEW REINHARDT ASSOC., Memphis

KSA Takes Bronze Medal in International Competition

The Kurt Salmon Associates running team surged to a Bronze Medal win in Division One of the Corporate Competition recently in Atlanta. The Gold and Silver Medals were taken by AT&T and Coca-Cola, respectively, in this four-mile road race event sponsored annually by the Atlanta Track Club.

Captain *Joe Neal*, with the help of *Sue Ucci*, put together a six person team, including *Carol Neal*, *Joe Neal*, *Randy Nord*, *Jim Wermert*, *Dave Cole*, and *Robyn Cole*, for this event. The course was hilly and tough, and took its toll on all competitors, but the KSA team members clearly rose above the odds and the conditions.



Captain Joe Neal displays medals won at track meet.

Salter's Levity of the Day

#36 - If God had meant us to fly Coach, he would have made us narrower.

KSA Triathletes

A trio of KSA consultants, *Joe Neal*, *Jim Wermert*, and *John Wilcox*, recently participated in a Triathlon event in Acworth, Georgia. This consisted of: a one mile open water swim, 24 mile bike race, and 10,000 meter road race all done back to back.

All three KSA consultants finished the event in good shape.



NYO Full of Fast-Trackers - Shown here are just a few of the participants and supporters of the KSA/NY Running Team, competing in this summer's corporate races held in Central Park. L-R: *Michael Loftus*, *Joe Bender*, *Kathleen Loftus*, *John Wilcox*, *Jerry Armfield*.

The Peachtree Road Race - An Annual KSA Event

Running is quite a part of KSA's culture these days. It provides both physical and mental relaxation and strengthening for those who participate. The Peachtree is a good rallying point for those KSAers who are regular, dedicated runners.

This year's race was extremely well organized. Runners were positioned in groups according to level of ability. The groups were staggered to avoid a crunch. This allowed everyone to run pretty much at his or her own pace. The weather was nearly perfect. Friendly Atlantans lined Peachtree Street to cheer on the runners. One spectator even played Rocky's Theme over a loudspeaker to inspire runners struggling up Cardiac Hill. (How fortunate for some that Piedmont Hospital is at the top of that hill!) Many KSAers who didn't run participated as race volunteers. Fluids, water sprays, finish line coordination, T-shirt distribution and crowd control were handled in part by enthusiastic folks from KSA.

Topping off the event were the post race parties - first at *Mary White's* and then at *Dave and Robyn Cole's*. There was a great deal of bragging, kidding, eating, drinking (replacement fluids, of course) and, finally, the presentation of awards. This year, *Ann Caylor* and

John Wilcox were co-winners of the Hippomenes Cup.

Everyone, from the youngest to *Jack Johnson*, had a good time. Next year, maybe even more KSAers will join in the fun!
- *John Wilcox*



Wounded Heroes - *Dave Cole* explains to *Jim Trautman* how they can stay out of the hospital. "On our next vacation, let's skip Vail and go to the Shuffleboard Tournament instead."

Notable Quote

Be considerate of others. Be a good teamworker. Commend more and condemn less. Be a propelling force, not a brake.

- *B.C. Forbes*

SOCIETY NEWS



Stig and Becky Kry

Weddings

The past few months have seen a number of KSA weddings—eight in all, including two board members: *Stig and Becky Kry* were married June 10. *Dave and Robyn Cole* tied the knot June 16; *Randy and Betty Nord* were married July 6. Wedding bells also rang for:

Leslie McClure and Bruce Chong, May 12

Becca Correll and Frank McClendon, May 26

Joe Bender and Jane Tschinkel, May 28

Craig Whitson and Lorna Young, June 2

Drena Lockhart and Ray Lawson, July 26.



Dave and Robyn Cole



Randy and Betty Nord with Bobby Pee

New Arrivals

William McCabe Ryland, born July 23 to *Mac and Betsy Ryland* ... *Wesley Jay Gibson*, born to *Celia and Geoff Gibson*, July 29 ... *Jessie Greenwood DuPont*, born to *Jill Greenwood and Augustus DuPont*, August 16 ... *Miriam Brown*, born to *Rob and Anne Brown* August 27 ... *Taylor Harrison Barr*, born September 7, to *Todd and Diane Barr* ... and *Shauna Dawn Camp*, born October 15 to *Ivy and Dan Camp*.

Communications Dept. Report

Public relations activities since the last issue of the *Observer* have been many and varied. Here are some highlights:

KSA's second annual Sourcing Breakfast, so successful in its April premiere, was slightly repackaged for repeat performances in Los Angeles (June) and Montreal (October). Both efforts helped in regional promotion, at minimum cost. Our 1985 Sourcing Breakfast has been moved up to February, and initial planning is already underway.

Steve Schlehuser presented highlights of our second Delphi study of the hosiery industry at the annual NAHM meeting in Charlotte last spring.

Another set of Financial Profiles for apparel, textiles, and footwear was produced (ho-hum). Our Financial Breakfast in May (tenth in the series) again attracted the faithful and proved the durability of the concept that generating your own news guarantees publicity and enhances your stature.

A repeat of our Merchandise Control Seminar was a sell-out in August (when no one goes to seminars).

Stig Kry published a "think-piece" in *American Fashions and Fabrics* magazine on imports and the textile industry. Other articles covered our distribution work at Campus Sportswear, health costs in the apparel industry, combining PLATO® and LET to train supervisors at Canoe Manufacturing, and KSA's third annual Software Packages Survey.

A new corporate brochure/client list for international use in all markets made its appearance in September, along with a handsome new Microsystems brochure and an HRD newsletter (retitled "Human Resources DEVELOPMENTS").

In work at the moment: a sales management brochure, two articles detailing the results of a joint KSA/AHA survey of hospital administrators, and our annual Soft Goods Outlook.

Acquisition of the Year: We don't know exactly how or why it happened (and we don't question our luck), but the Communications Dept. was able to obtain the services of *Tambra Laurenta* last July. *Tambra* had been an AA in the NYO Strategy area, said she'd like to make greater use of her artistic abilities, and we were able to trade three Profiles and an old catcher's mitt for her.

After a full two-hour training session,
cont'd next page



Laurenta

she has already turned out over 300 quality slides and handled a half-dozen speech projects entirely on her own. Further, she keeps her cool, maintains a neat light-table, and writes "please" when she specifies colors on slides. Now, if she could only run a marathon in under three hours... -JS

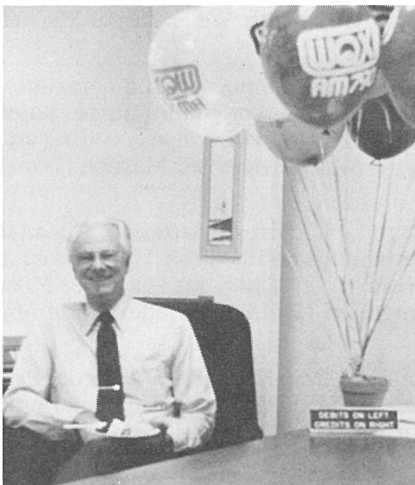
Notable Quotes

A man is very much himself what he thinks of others.
- Frederick W. Faber

Things turn out the best for the people who make the best out of the way things turn out.
- Art Linkletter

Departures

Steve Bannister, Kim Kyle, Rick Parsons, Bob Nahas, Peter Dubuissou, Mark Schneider, Max Fulbright.



Bill Schenke was surprised on his 80th birthday with a bouquet of balloons from an Atlanta radio station. The station proclaimed Bill "Boss of the Day."

Road *cont'd from p. 2*
viewing new equipment and technology on the show floor.

In addition to Ed and Jim, consultants and staff who donated their time to this show included: *Frank Armistead, Ron Brockett, Sergio Cruz, Nort Eberly, Dianne Gunn, Joe Irastorza, Cesar Mantilla, and Ken Osborne.*

The fourth show, the Bobbin, was so large that KSA not only used the tra-

veling exhibit, but required additional conference rooms as booth space expanded to a full "island." PLATO® and Microsystems demonstrations were featured on each side of the island, with conference areas in the middle.

This year's Bobbin Show was the 25th in its history. KSA has exhibited at the last 23. This year's was one of the best in terms of contacts made.

- Beth Souther

New Consulting Staff



Shuman, Colwell, Schroven, Carter, Nielsen, Brauth, Guggenheim

Marian Colwell - BA, Stanford University; MBA, New York University. Age 29. Single. Hometown: San Francisco, California. Previous experience includes two years in direct marketing with Musical Merchandise, three years in merchandising with Town School Clothes Closet, one year in merchandising with Macy's California. Based in New York as part of Strategy Group.

Mark Carter - BSIE, West Virginia University. Age 21. Married (*Erin*). Hometown: Beckley, West Virginia. Assigned to Operations.

Bonnie Brauth - BA, State University of New York at Albany. Age 31. Married (*Steven*). Hometown: Edison, New Jersey. Previous experience includes two years as merchandise manager-menswear with Wright's Knitwear Corporation; four years as merchandising associate-menswear with Blue Bell, Inc., Wrangler Menswear Division; and three years as corporate buyer-young men's with Allied Stores Marketing. Bonnie is based in New York, working in Strategy.

Damon Shuman - BSIM, Georgia Tech. Age 26. Single. Hometown: Hinesville, Georgia. Previous experience includes three years as co-op engineer with The BF Goodrich Company. Assigned to Operations.

Ludwig Schroven - Technical degree from Technical University in Munchen-Gladbach and advanced degree from universities in Munster and Wuppertal. Age 33. Single. Hometown: Hoogstede, Germany. Previous experience includes industrial engineer at Heinze; Nino, a textile firm, and the military. Based in Germany.

Brian Nielsen - Technical degree at University of Bradford. Age 27. Single. Hometown: Leeds, UK. Previous experience includes four years as undergraduate trainee with Hepworth & Grandage; over two years as production supervisor and project manager with Bowater Containers; and one year as production superintendent with STC Components. Assigned to Operations in the UK.

Sue Guggenheim - BA, University of Pennsylvania; MBA, The Wharton School. Age 26. Single. Hometown: Tenafly, New York. Experience includes summer intern at Warner Lambert; one year as research manager for Rolling Stone Magazine; and one year as an account executive for Interactive Market Systems. Based in New York as part of Strategy Group.

New Staff

Princeton

John Almeida joined KSA this past April as a Software Analyst. John came to us from Delphi Systems Associates, a consulting firm, where he was a programmer analyst. He lives in north-east Philadelphia, is currently working toward a B.S. in Business from Drexel University, and enjoys movies and cars.



Almeida



Freitas

Nashville

Nancy Freitas will be handling the varied secretarial duties required in the Nashville Office. She has several years experience with Gulf + Western's Natural Resources Group as a legal secretary. Nancy has one daughter, *Kimberly*.

Montreal

Souk-Ravanh Phavorachith is the new AA in the Montreal office, replacing *Monica Sanders*, who left the company to be married.

Souk, a Canadian citizen, was born in France where her father, a career diplomat, was consul of Laos. She has studied in France, England, the US and Canada.

Prior to joining KSA, *Souk* worked as a secretary in media advertising for *J. Walter Thompson*. She also worked in the department of Psychiatry at Montreal General Hospital, and for 18 months was with the United Nation's High Commission for refugees in Thailand.

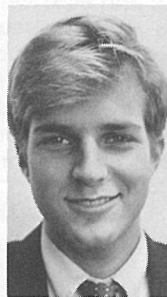


Phavorachith



MacKenzie (Atlanta)

New York



KSA welcomed the following newcomers to the NYO recently. Left to right: *Kevin Foley* (analyst), *Anthony S. Mohl* (analyst), *Kati Kuroda* (IAG clerk/typist), *Stephanie Bernard* (Strategy AA), and *Norman L. Garrick* (Mail Room). Not pictured: *Carole Washington* (Strategy AA).

Atlanta



Parker, Zonder, Wagner, Stokes, Putney

Susan Parker – AA, Distribution. Graduated from the University of Virginia. Previously worked for the Nestle Coordination Center in Washington, DC and Brookstone College of Business in Asheboro, NC. Married (*Steve*). Enjoys travel and playing piano and organ.

Jan Zonder – AA, HSD. Attended Kennesaw College. Previous experience includes four years with Spear and Assoc., and five years with Wells Fargo. Married (*Stuart*). Enjoys drawing acting and tennis.

Eva Wagner – Dept. T. Responsible for BI and expense report editing, consultant relocations and moves, company car leasing and various consultant travel-related matters including AMEX and Avis. Has more than five years of accounting and computer-related experience. Previously with Nalley Chevrolet. Married (*Dane*). Two children. Enjoys traveling.

Jo Stokes – Part-time secretary for Distribution. Is currently attending Georgia State University full time. Has private investigator's certification. Has worked at National Service Industries and also as private investigator for Peachtree Plaza Hotel. Single. Two children. One granddaughter. Hobbies include biking and camping.

Fran Putney – AA, Recruiting. BA in Journalism from Kent State. Will complete Masters in Sociology from Georgia State University in December. Has experience in interviewing editing, research and writing. Most recently employed as assistant to director of Presbyterian News Service. Married (*Taylor*). Enjoys photography and dance.

Sheryl MacKenzie – Editor, Word Processing. BA in Music Ed. from Azusa Pacific University. Most recently employed with Gardiner & Assoc. as a technical writer. Married (*David*). Enjoys music and cooking.