

# the KSA Observer

Vol. 15, No. 3

Published by and for the personnel of Kurt Salmon Associates

Winter, 1984

## KSA prepares to mark 50th anniversary

### Seventeenth season for KSA's Christmas card fund

by Jill Steinberg

Of all the projects that I am involved with at KSA, none is more rewarding than the annual Christmas Card Fund. It was conceived in 1968 by Ross Runnels, who thought it was inefficient for everyone in the company to send everyone else Christmas cards.

"Why not send one company card to all KSAers and do a good deed at the same time by contributing to our favorite causes?" Ross asked. The savings in postage stamps alone would provide a handsome start. Having uttered these words, Ross graciously handed the logistics to the Communications Department. That's how I inherited it.

My holiday season begins in October with the selection of a card to be sent to all KSA personnel. Armed with a hefty supply of pens and address lists I tell my boss I'll see him in two days and go off in search of a quiet spot to address approximately 265 envelopes.

Pledge cards are sent out and the donations come pouring in. Donor names are printed on a handsome insert and by December 1st cards are ready to be mailed overseas. I will skip the part about sealing and stamping 265 envelopes...

Numb fingers and fuzzy tongue aside, what a super feeling I get as each year the list of contributors grows and the amount of donations increases. From about \$2,500 in 1968, the fund has mushroomed to 128 contributors this year, giving a total of \$12,337 to 94 different charities—the all-time KSA high.

The enthusiastic and generous participation in this event by so many KSAers is a most satisfying start to every holiday season.



by Stig Kry

KSA will soon have been in business 50 years. We have come a long way since Kurt Salmon's modest beginning as a one-man consulting firm in Nashville, Tennessee in 1935. In a world of accelerating change, it is an achievement to stay in business for such a long time and indeed, many of KSA's early competitors have fallen by the wayside. KSA is not only alive and well, but has become the largest firm in the world in its field and is confidently looking to the future.

When Kurt started, the apparel industry was stable: consumption was growing, imports unheard of and fashion much less of a complicating element. A strong manufacturing orientation was appropriate to the opportunities at that time.

Sounds like a piece of cake for an Operations consultant, doesn't it? But, of course, nothing was easy at that time, either. Consider what Kurt was up against: he had to develop services, learn how to work as a consultant and at the same time sell to entrepreneurs who had never heard of consultants and who could not have very much confidence in a young upstart in his mid-twenties. If anyone thinks we have it tough today, just try to imagine what Kurt had to go through.

Kurt was a real pioneer with no one to learn from. He was totally dedicated to success and he believed in specialization; and he was committed to a set of ethics and values that provided consistent guidance in dealings with clients and associates. With that as a foundation, he, Karl Striegel and a

number of other outstanding individuals who joined early, built a unique and successful consulting practice.

The fundamental beliefs and values that served KSA well fifty years ago continue to be our guidelines today.

Of course, much has changed. We now work in many markets, but we remain specialists. In fact, the whole consulting profession is moving toward greater specialization, so we must still be on the right track with that.

We now have thirteen offices: six outside the US. International trade is

*cont'd on p.2*

### Anniversary Plans

The present agenda for marking KSA's 50th Anniversary includes the following:

- Anniversary pins – already distributed at the Bobbin Show.
- Special stationery has been ordered for 1985, featuring a gold triangle logo and the phrase "1935-1985: A Half Century of Commitment to Excellence." Regular stationery will be set aside until 1986 – unless consumption forecasts are wrong.
- Use of anniversary logo in all advertising, plus the possibility of special anniversary ads in general business publications later in the year.
- Special 8-page anniversary supplement to the spring issue of the Observer.
- Staff Meeting at Amelia Island Plantation, May 25-27, with spouses. Watch for advance program details in the spring issue. Featured: a Delphi Survey of KSA in the years ahead!

Planning on these events is already underway, but it's not too late for other good ideas. Send them in!

**50th Year** *cont'd from p. 1*  
growing and many of our bigger clients do business abroad. We are well placed to capitalize on this development and not threatened by it.

The industries we serve have become more marketing oriented and attempt to continuously respond to ever more precise segmentation of consumer preferences. More fashion and shorter seasons have led to greater risk of obsolescence and this complicates all aspects of the business in a way that could not have been imagined fifty years ago. The development and growth of our strategy, control and distribution services enables us to provide assistance in any of these areas. Of course, the best merchandising and marketing efforts must be supported by reliable and cost competitive sourcing if it is to succeed. Operations, the genesis of KSA, remains by far the largest of our service groups and it should continue to do well.

I could go on pointing up differences

between then and now, but I am leading up to a time-tested conclusion: the more things change, the more they remain the same.

Good consulting fifty years ago and in 1984 is the same in the very fundamental sense that consulting firms have to:

- Continuously stay a step ahead of the industry in order to have something of value to offer the clients;
- Employ individuals capable of incisive analyses, efficient communication and able to work well with many types of people;
- Provide the challenge, professional development and opportunity for progress that keeps outstanding individuals attracted to consulting work.

Seen in this perspective, the fundamental task facing KSA 25 and 50 years ago was really the same as we have today. Yes, business is more complex and our clients more sophisticated, but we have continuously built on our previous experience and

advanced the state of our art with every passing year. And we recruit individuals whose academic preparation and capabilities are in keeping with the needs and opportunities of today.

If we keep our dedication to quality of work, remain committed to KSA's traditional ethics and values in dealing with our clients and in our internal relationships, the rest is easy. All we need to do is keep a step ahead of our clients and build our consulting staff with the best individuals we can select.

And that remains our collective challenge as we enter the second half of our first century. We enter it with a clear sense of direction and a strong momentum. It is fitting that we are just completing one of our best years ever and will enter 1985 on a strong note.

Happy Anniversary to everyone and on behalf of our firm, thanks to all readers for their many contributions over the years to a successful KSA.



**John Wilcox makes sure there's enough tape in the camera prior to being interviewed for a Public Broadcasting series on economics and markets. John explained the rise and fall of designer label jeans, and you'll be able to catch the program on your local PBS channel next year.**

## Notable Quote

"The happiest people are those who discover that what they should be doing and what they are doing are the same thing."

— from *Reader's Digest*, November, 1982.

## Coming Events

NRMA

January 13-16

New York Hilton, NYC

KSA will exhibit

Bob Frazier will speak

KSA Sourcing Breakfast

February 12

Grand Hyatt, NYC

  
**The KSA Observer**

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# New client work...

## The basics still apply

by Jack Ullman

KSA's strategy broadens our traditional markets. It does not alter the fundamentals on which KSA was built.

KSA recently began a project planned for \$2.5 million in fees for a \$400 million public firm that manufactures and markets light metal consumer products.

While primarily an operations project, all four of our service groups will be involved.

The size and scope of the projects are noteworthy as is the fact that the manufacturing processes are outside our strong soft goods experience base.

But these factors are secondary to three fundamentals which led to the successful contact and conversion:

1. KSA's reputation, in general, and with other professional service firms, in particular.

2. The job is sold by the consultant on the "survey."

3. KSA promises no more than we can deliver.

Kurt was committed to #1. He devoted a great deal of time to the development of professional relationships with other service firms such as attorneys, accountants, bankers, acme members, and other consulting firms. Some offered overlapping or competing services.

It was just such a relationship that allowed KSA to be introduced to our new client. Their labor counsel is a good friend of KSA, with whom we have shared many clients for nearly 40 years. We enjoy a relationship of mutual respect.

A senior partner who is a member of our new client's board recommended KSA. A substantial wage cut was being considered to partially offset price reductions in the face of import competition. Sound familiar?

The attorney/director felt productivity improvement was a better answer and that KSA was the firm to help. He introduced us.

Karl Striegel taught us the second fundamental.

How many times did those of us who know him hear him say, "The job is sold on the survey"? We've passed his lesson to younger consultants. There is no question that, once given the opportunity to get face to face with the client, the successful conversion

depends almost entirely on the performance of the consultants who conduct the study. The rapport and confidence KSA consultants develop with client personnel on client premises is crucial.

This project is one of the best examples of that basic truth.

In our initial meeting we asked for three weeks to do a "scope-defining overview" and stated that we probably would require three months to do a thorough planning study. The client said, "No, in five weeks we must have an analysis which will tell us if we should cut wages or implement a productivity improvement program."

We agreed to tackle the project and assigned an outstanding project team - *Jerry Armfield, Hugh Batten, Jeff Palmer, and Bill Reed.*

Not only did they conduct the audit in unfamiliar territory under an impossible schedule, they sold KSA and themselves to everyone they encountered, from the chairman to the workers on the line. (They covered a lot of territory - all 55 acres under one roof.)

The third week of the study, top

management spoke to some 3,000 employees in a series of briefings. The praise they heaped on KSA and on our project team was almost embarrassing. Privately, manager after manager described each one of these four consultants to me as outstanding, not only in their knowledge and ability, but in how they presented themselves to client personnel at all levels.

We are indebted to Kurt for teaching us to appreciate the value of developing relationships of mutual respect and trust even with firms which may compete with KSA in some areas, and to Karl for his many lessons on "selling." But, most of all, congratulations to Jerry, Hugh, Jeff and Bill for a super job.

We have no doubt that the three-year project will produce even more than the \$12 to \$16 million cost reduction projected in the five-week overview. The labor attorney/director said it best: "KSA didn't get their reputation by delivering less than promised results. They're conservative!" The client was so impressed that he authorized the entire program on the spot.

## ... and work of continuing interest

### Computer Modeling Aids Distribution Study

In October, 1983, Maurice's, a mid-western specialty retail chain with 300 stores, asked KSA's Distribution Group to develop an operating plan that would alleviate its immediate distribution problems. The company also realized the need for a short and long range distribution strategy. KSA quickly developed recommendations to meet 1984 distribution requirements. Then long term strategies were developed. Consideration was given to developing and implementing a long term plan that would be consistent also with short term needs and objectives.

Critical to the success of this project was KSA's use of computer modeling. The models were used to: identify likely configuration alternatives, simulate alternatives for transportation modes, routings, timing, and costs, and to project total distribution costs by year through the planning horizon. This included making projections for facilities space requirements as well

as the cost of constructing and equipping those facilities.

Adding to the complexity of the issues was the fact that the strategy analysts had to take into consideration the potential for continued use in disposal of the existing three facilities as well as their associated short term capacity constraints.

The thoroughness and completeness of the analyses conducted were greatly enhanced by the use of these models. This apparently was evident to our satisfied client who committed, at our final presentation, to implement the strategy recommendations.

### KSA Assists VF in Bassett-Walker Acquisition

In October, VF Corporation acquired Bassett-Walker in one of the best and most rapidly completed acquisitions in apparel industry history. The process began at the end of July when VF asked KSA to evaluate and report on the fleecewear market in time for VF's September board meeting.

*cont'd on p. 16*

# Squaring the gorge at Santone

by Dale Graham

The "European gorge" or "square gorge" in tailored clothing describes a type of construction for a man's suit coat - part of what KSA calls the Precision Tailored suit. This approach eliminates many of the traditional and wasteful steps in making a man's suit. It is in many ways a radical departure from the "round gorge" construction used by most American suit manufacturers.

We introduced the new construction technique at the Levi Strauss coat shop in San Antonio, Texas, starting in October, 1983. Formerly known as Santone Industries, this plant had been engineered by Glenn Larsen 12 years ago and, according to my project manager, our old client was either still impressed by our work at that time or we needed to come back and "fix the mistakes." The truth of the matter remains elusive; Glenn is now the project manager, and I am willing to take his word for it.

Today, the plant continues to be successful, employing more than 700 workers who produce 27,000 coats per week, or 1.3 million annually. The workforce is largely Hispanic, and the unofficial language is Tex-Mex. Unofficial or official, it makes little difference; many of the employees speak English about as well as I speak Spanish. However, it does make for some interesting methods training sessions.

When my wife, *Sherrie*, and I settled in San Antonio, we were both excited about the move. Because of the length of the project, our first child would be born and almost one year old before we would move again.

Once we were settled in a nice, brand new garden home (read *duplex*), my full attention was given to the engineering program. My first tasks were to learn how the current round gorge was constructed, how the newly engineered square gorge coat would be constructed, and how to get from point A to point B. After Glenn was convinced that I knew something about the first two points, we began on the third - which was to learn to wait for the client to approve expenditures on the new equipment needed for the program. This took longer than expected, and December slowly moved to February before equipment was ordered. This was followed by a few late deliveries in equipment plus

some other changes during the program. All together, I numbered five official changes in the schedule, as well as countless unofficial ones. This made life interesting whenever *Don Johnson*, Santone account executive, called to ask "Are we on schedule?"

Once the program really began to roll, critical path scheduling became the name of the game. In a company the size of Levi, approval to make a change was not obtained by walking down the hall to the owner's office and presenting the situation. While we were engineering operations that

making those prototypes with 'extra care and accommodating requests for changes, put the program on the road to success. For without quality and merchandisers' approval of the new garments, this major program may have been little more than some minor reengineering.

A pleasant and interesting part of the engineering program was the PLATO® supervisory training course installed by *Bob King*. This was Levi's first installation and my first personal contact with the new computer course. Some initial concerns arose about a

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*'New layout design' is not so simple when it entails 60,000 square feet of floor space, and the relocation of approximately 700 machines and presses.*

---

had little or no relationship to changing the construction of the coat, we were making prototypes of square gorge coats for various merchandisers and the quality department to evaluate and approve. Many feature changes were made in order to streamline the production flow at the plant and enable the full potential of the square gorge construction benefits to be realized.

Glenn and *Bill Williams'* hard work in presenting the quality improvements, lower cost, and better look of the garment at San Francisco, in addition to work at the local level

potential language barrier, but they quickly faded with acceptance and positive comments made by the supervisors. Until overcome by the short term excess costs created by the engineering program, the measurable results of the course were positive. In fact we have heard that Levi is beginning to implement a corporate-wide personnel training program for new engineers and supervisors using the PLATO® system.

In March, *Miguel Lacayo* joined us at Levi for his operations training assignment. He, too, had to learn the intricacies of suit coat construction - particularly the secret of the square gorge. Miguel's outstanding contribution to the program soon became apparent and he was asked to remain and work as a second staff consultant on the project.

Once patterns were approved by all interested parties, the work really began. Equipment was ordered, a coat conversion plan was drawn up and approved by local management, and a new layout designed.

"New layout design" is not so simple when it entails 60,000 square feet of floor space, relocating approximately 700 machines and presses, selling the changes to over 20 very concerned supervisors, and implementing it all during one calendar week (summer shutdown). The only way we could accomplish all this was to make it a joint effort, with client personnel thoroughly involved (we simply managed it.)

*cont'd on p. 7*



**Dale Graham and Miguel Lacayo pose with two new "operators," planted by Santone pranksters.**

# Health Services Division – transplanting skills

by Tom Barts

Adjustments in Medicare reimbursement policies, the need for cost containment, changes in the tax-exempt capital market, corporate concern about increasing costs of employee benefits packages and exploration of alternative services, and increasing demand for high technology have all forced health care providers to rethink their strategies and review their management practices.

Hospitals and multi-health care systems are becoming increasingly aware that their long-term viability will depend on developing a strategy to respond to and/or manage:

- The changing strategies of their existing competitors
- Competition from new market entrants

- The development of substitute services (outpatient health centers, ambulatory surgery centers, etc.)

- The demand of large health care purchasers for lower cost services, and

- Their own operations in the most cost effective manner.

Not by accident, KSA is poised to assist health care professionals who are trying to unravel the intricacies of their own businesses.

After 8½ years in PCP/Operations and 2 months in HSD/Operations, I have discovered some parallels. The health care terminology may be different, but the problems, analyses, project implementations, and results are the same.

KSA has a unique body of knowledge to offer the health care industry. Our 50-year success record in labor-intensive service and manufacturing industries firmly positions HSD to assist with strategic planning, marketing strategy and implementation, and operations improvements. The same methodologies used in cutting rooms, sewing rooms, distribution centers, etc., also apply to health care.

To that end, one of HSD's primary objectives is to establish a distinctive market position by providing innovative, total productivity improvement services for the health care industry. Specifically, these services will include:

- *Financial Strategic Analysis – "Valplus"* establishes the value of a hospital, identifies opportunities and provides a financial measure of the impact of strategic plans.

- *Marketing Implementation* provides the analysis and strategic planning, as well as a turn-key implementation program.

- *Operations Improvement* includes methods improvements, standards, computer-based standard data system, productivity/cost reporting, scheduling, staffing, etc. (Sounds like the standard operations PPM, doesn't it?!)

We are involved in various stages of development and implementation of all of these services including the implementation of the marketing plan developed for Parkway Regional Medical Center, a 400 bed hospital in Miami, Florida.

Looking ahead, 1985 will be a year of product development and refinement as well as continued growth for HSD. We are searching for at least two more colleagues to join *Anne Robison*, who joined KSA in November, 1984, *Roland Anderson*, *Tom Barts*, and *Barry Moore*.

## HSD – 2035

During the last 50 years, KSA has shown our clients that we *understand* their problems, we have the *resources* to solve their problems, and we *implement* to achieve high quality/high value results. This is what has made KSA a premier consulting firm and what will enable HSD to achieve a distinctive position in the health care market during the next fifty years.

## Transplanted Terms

### Operations

Plant  
 Operation/Job  
 Piece Rates  
 SAM, SAH  
 Cutting/MU  
 Cutting Room  
 Sewing Room  
 Designers (Personality, attitude)  
 Operators  
 Effective Operators  
 Presser Foot  
 Work-In-Process  
 ASAP  
 Style Group  
 Style  
 Sample  
 Follow-up  
 Output  
 Attachments  
 Alterations  
 Installation

### Health Care

Hospital  
 Procedure/Activity  
 Standards  
 RVU (Relative Value Units)  
 Surgery (MU not applicable)  
 OR (Operating Room). Not to be confused with the nurses lounge!  
 OR, too. (Hand sewn only.)  
 Physicians ("Docs")  
 Nurses, technicians  
 Full-Time Equivalents (FTEs)  
 "Press her foot" (Physical therapy term)  
 Length-Of-Stay (LOS)  
 STAT  
 Diagnostic-Related Group (DRG)  
 Patient  
 Specimen (varies)  
 Follow-up  
 (Very much different here!)  
 Prostheses  
 (See "Cutting, Cosmetic Surgery")  
 Although used in relation to rate setting, can also be procedure specific (see "Proctology")

# KSA focus on: Kati Kuroda and Kevin Foley

by Tandra Laurenta

*New York City is renowned as a city of survivors; the fleet of foot and mind make it, while others fall by the wayside or get run over – or both. New York City is a fascinating mix of people who come from countries we didn't even know existed.*

*KSA's New York office reflects the city in microcosm. Unfortunately, due to the prevailing "get-it-done-yesterday" atmosphere, we overlook the remarkable people behind their faces and functions. Here are profiles of two of our valuable KSA New Yorkers.*

Hawaiian-born Kati (pronounced **Kah**-tee) Kuroda wanted to see the city. So she came to New York in September of 1983, abandoning a successful acting career in Hawaii. Expenses in the city being what they are, her savings didn't last forever. Before joining KSA in April as an IAG clerk/typist, she was on stage with the New-York-based Pan Asian Repertory Company.

In Hawaii, Kati is well-known. She holds a BFA in drawing and painting and an MFA in children's theatre from the University of Hawaii. She spent 13 years teaching art and drama, consulting, advising, and writing curricula at her alma mater's Lab School. Kati is an author, too. She wrote *Arts Play*, a teaching guide for creative activities for children. But what she's best recognized for is her work on CBS television in Hawaii; her comedy specials, commercials, Christmas specials and plays.

Her favorite performance was in a music video of the song B.B. King made famous, "Lucille", in pidgin En-



**Kati Kuroda**

glish, by a Hawaiian musician. In fact, Hawaiian works in pidgin English are her specialty. She explains: "In Hawaii, we have a mix of people – Hawaiian, Japanese, Chinese, Portuguese, and English. Hawaiians speak in what's called a 'talk-story' manner (metaphors and slang), as opposed to the American 'conversational' style of speaking. It's very colorful and exciting."

Having performed and directed theatre in Hawaii, she's now found a niche in New York City. Kati is directing "Manoa Valley", a play in pidgin English, for Pan Asian Repertory Theatre. She's enjoying this. "Directing is an art form," she said, "just like painting or pottery. There is a great satisfaction in seeing the pieces all come together." "Manoa Valley" opens in February at the Actors Outlet Theatre on 28th Street in New York.

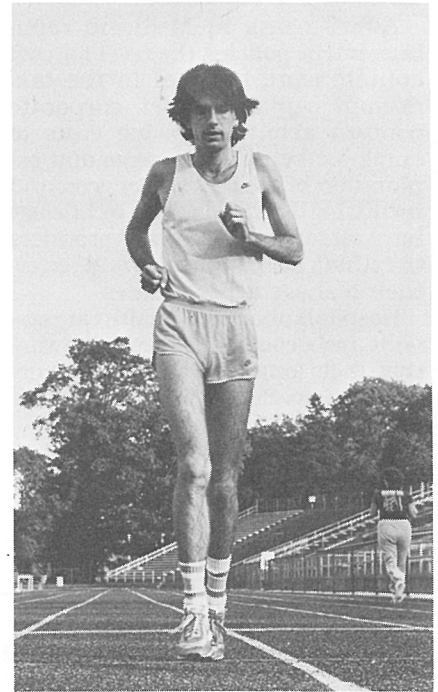
Meanwhile, Kati continues putting together mountains of data for IAG, fulfilling a vital function for its four analysts.

## ... and we run, too

*(KSAers in New York have long noted, indulgently, the uninterrupted flow of news reports and photos concerning their southern associates' running activities in things called "The Peachtree Roadrace" and "The Andalusia Amble." Casual readers of the Observer might think KSA confines its running to the South. Just to show that northerners can also think and run at the same time – and without once mentioning Mike "Foots" Brent – read this...)*

Kevin Foley worried that when he left the track team at Haverford College (near Philadelphia) and began a full-time job he would lack the discipline to continue his running. Not to worry. Since joining KSA as an analyst in June of this year, he has had no problems creating time to pursue this activity. For ten years Kevin has been running the mile competitively, and has honed his time to a very respectable 4:00.2 (compare this to Roger Bannister's breaking the "impossible" 4-minute barrier only 25 years ago). And he's improving. Last year he was 2 seconds slower.

Kevin's father was a runner, and when Kevin took it up, he found himself on the track teams of his high school and Haverford College, where he was the Division III National Cham-



**Kevin Foley**

pion three years in a row. Was that his biggest coup? No. Beating Olympian Sidney Maree last June at the NJTAC Championships was. (You non-runners, note: Sidney Maree is the third-fastest miler of all time.) Kevin explains, "Sidney was having a bad day. He beat me the next week in California at the National Championship finals." But it felt good. "The significance of the win wasn't the trophy. It was the experience of crossing the finish line before a very serious competitor."

So how does he manage to maintain a full schedule (65 miles a week) of running? "Let's say I leave work at 6:15. I walk to the New York Athletic Club and change. I run from 7:00 to 8:30, then work out with weights until 8:50. I'm out of there at 9:15; not so late." He does this twice a week. Or he changes into running clothes at work and runs an hour and 15 minutes and heads home. He says he enjoys running along the water surrounding Manhattan; up the west side, down the east side... "New York City is great at night. The lighting is so good that it's truly a 24-hour city."

What's on the agenda? The Millrose Games, the largest indoor track meet, is coming to Madison Square Garden in February. Kevin says it's unlikely his time will be good enough to qualify. But a lot could happen between now and February...

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## Tenth Anniversaries

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### Geoff Gibson

Geoff Gibson marked his tenth anniversary with KSA last June. It is difficult to believe that this lean fellow once waged war in the trenches of the SEC as a scholarship lineman at Vanderbilt University, where he received a Bachelor of Arts degree in 1974.

The diversity of his career provides one of the outstanding examples of the excitement and challenge posed by the growing international scope of our Operations services.

Geoff's experience base, which covers both apparel and footwear, coupled with his multi-lingual skills, make him an extremely versatile principal. He has participated in the development of our rapidly expanding Sourcing Diagnostic practice, to which he brings credibility built on engagements in South America, Mexico, and throughout the Caribbean Basin.

Geoff's commitment to KSA is perhaps best evidenced by his immediate acceptance of the challenge to introduce on-site staffing stability to WestPoint Pepperell's dress shirt facility in San Jose, Costa Rica. This required the interruption of his active participation in an Executive MBA Program at Mercer University, and a relocation with *Celia* and their two small sons, *Jonathan* and *Wesley*, to San Jose for the month of October. Wesley's receipt of a passport at the age of two months is probably a KSA record.



Gibson

### George Soffron



Soffron

George Soffron's 10 years with KSA span Operations and Control Services. He began his career with the firm in 1974, working with menswear manufacturers. He has particular expertise in men's tailored clothing. When George moved into Control in 1979, he staffed both engineering and control portions of the William Carter Company project. In addition to his already impressive list of projects and clients, George completed design work and participated in implementation of the JTR project, a computerized production control system which uses state-of-the-art equipment. Each operator has a computer terminal at her sewing machine.

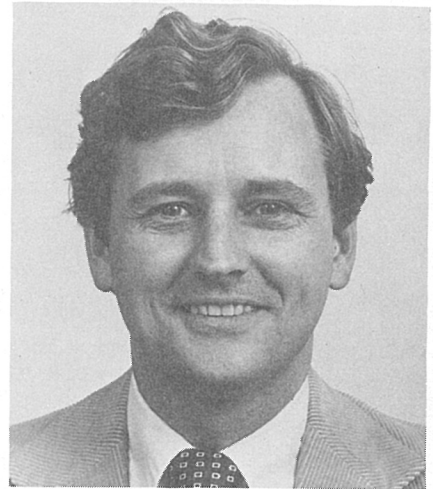
Named regional manager of the West Coast office in April, George and his wife, *Andy*, moved from Princeton to lovely Manhattan Beach near Los Angeles. He has the dubious distinction of being the only Princeton consultant not to have worked on the Bidermann project, and he had to achieve a promotion to get out of it.

Unfortunately, George hasn't spent enough time at his new home to really enjoy the beach. He is the airline industry's transcontinental dream as he flies coast to coast to Grief in Allentown Pennsylvania, while working on a Stacy's project in San Francisco.

George is a native of Boston and holds a BSIE from the University of Massachusetts.

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## New Principal



Reid

*Editor's Note: Joe Reid's promotion to principal was covered in the last Observer, but unfortunately a picture of Joe was not available at press time.*

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### Square gorge *cont'd from p. 4*

To make things more interesting, the changeover in coat construction techniques had to be a gradual one in order not to affect coat production, which had been climbing. This meant that, no matter what layout was being used, many of the coats would be going through the plant in the wrong direction at times. Needless to say, we went out of our way to help the sewing manager as much as possible. At least we let her know that we were aware of her problems, and wished her the best...

The program is now starting to wind down with only a few operations left to engineer. Looking back at the program, it is impressive and a little awe inspiring to realize that we installed a completely new approach to suit coat construction by substituting the Precision Tailored coat for the traditional US method of construction. This meant implementing operations and installing machines that are new to the United States, such as setting a lower patch pocket with automatic machinery, pre-creasing the bottom edge of the coat, and introducing a new front edge press machine. We hope that the Santone project becomes the first of many such conversions. They would be good for the men's suit industry as well as for KSA.



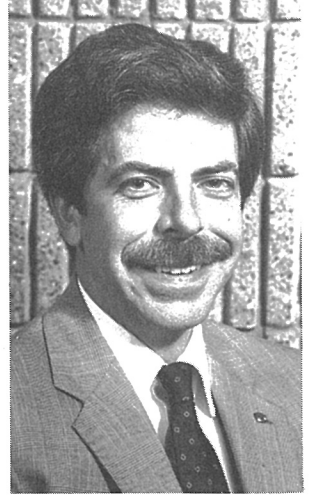
**Dean Vought, Clara Engman (widow of Roy Engman), and Jack Ullman**



**Howard Cooley**



**Cecil Phillips**



**Dick Prince**



**L to R: John Cooper, Hardy Artelt, Gino Fidelli**



**Bob Frazier and Mahlon Saibel "put on a front"**



**L to R: Larry Maurer, Dolores Burkhalter, Dave Perdue, Fernando Silva**



**John Beddows and Alberto Figa-Beleta**





**Dave Cole and Larry Parks**



**John Caldwell, Glen Von Rosenberg, Zeb Roberts**

## ***KSA Alumni Party***

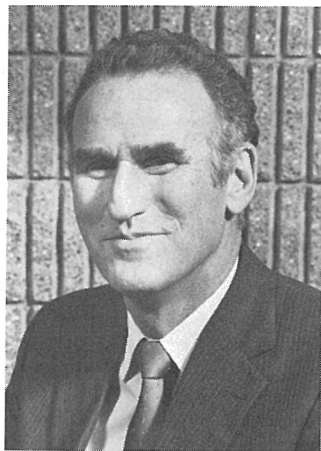
*KSAers, past and present, who are active in Bobbin Show activities, gathered at cocktail hour during the Bobbin Show to joke, joust, share war stories, and compare (fictional) low golf scores.*

*To kick off anniversary activities, the KSA 50-year logo was displayed. The number "50" has been added to the original KSA triangle to commemorate KSA's "Commitment to Excellence - 1935-1985."*

*These photos capture the spirit of the event. More photos, page 10.*



**Ed McPherson**



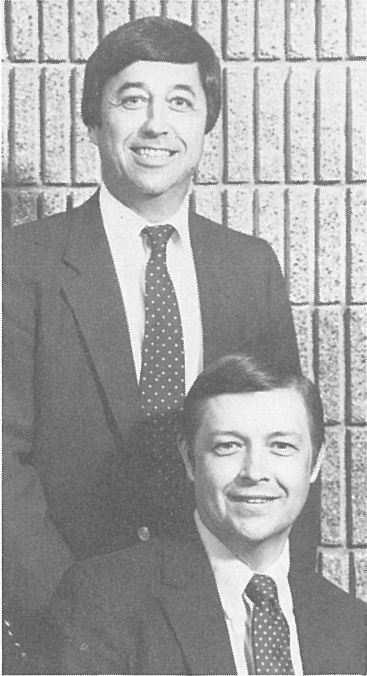
**Dick Bath**



**Ric Cobb and Randy Nord**



**Frank Armistead and John Cooper**



**Jerry Kavanaugh and Larry Maurer**



**Suzanne and Jack Murray**



**Bob Solomon and Freddie Wood**

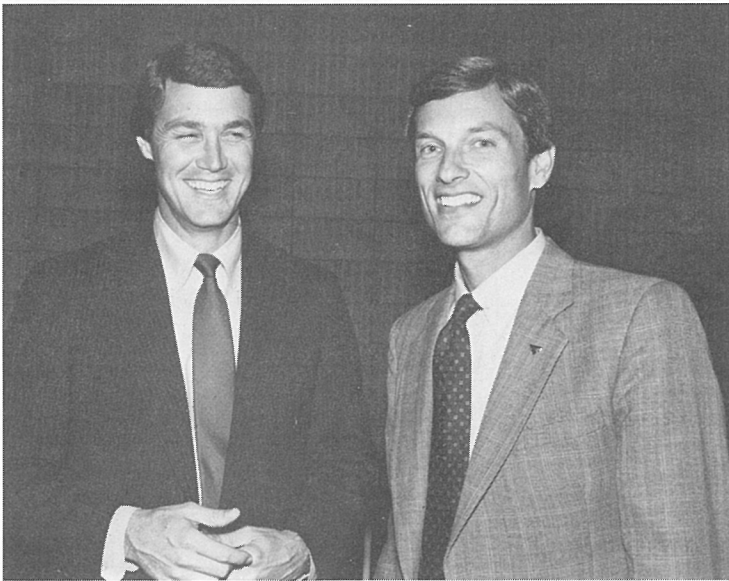
***KSA Alumni Party***



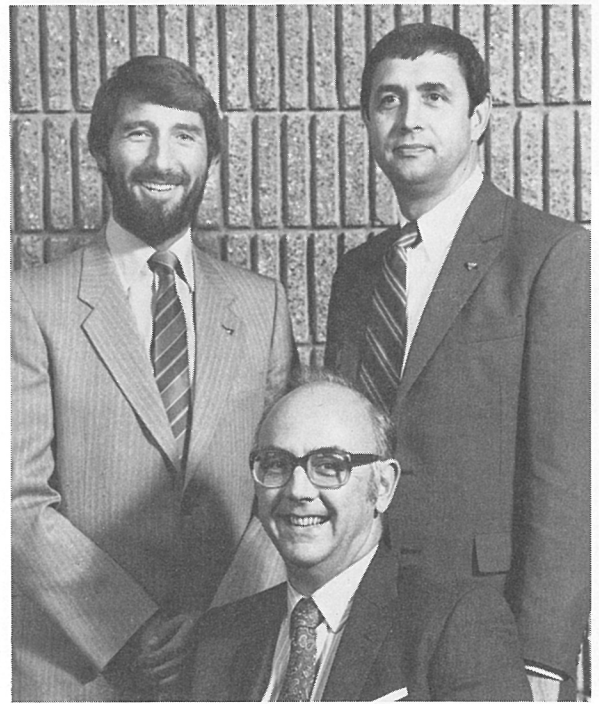
**Peter Ehlinger**



**Paul Bornstein**



**Dave Perdue and Richard Lusk**



**Rod Gunston, Tony Maule (seated), Jerry Armfield**

# Catching up with KSA alumni...

Updates from KSA alumni include the following:

**Elmer Beardshall** (1969-76) is VP of Distribution at Stevens Sportswear, Hattiesburg, Miss. Daughter Linsley (sophomore at the Univ. of SC), son William (senior in high school) and wife Ann send regards... **Aubrey Lancaster** (1969-77) is VP and chief financial officer at Standard-Coosa-Thatcher in Chattanooga, Tenn. Wife Mikie is a church secretary and "tennis bum," son Frank a freshman at Wake Forest, and daughter Betsy a senior at U. of Tenn.-Chattanooga... **David M. Billing** (1949-62) is VP of Manufacturing at Roydon Wear, Inc., McRae, Georgia. Daughter Elaine, now married, is a schoolteacher in Rome, Georgia; daughter Lynn, now married, is a housewife in Atlanta, Georgia; daughter Diana, a student on basketball scholarship at Berry College. Dave

and wife Vivian are now proud grandparents of a boy (David Chad Cooper) and a girl (Erika Lynn Fain)... **Ric Cobb** (1964-71) is Executive Director of the Petroleum Council of Georgia. He resides in East Point, Georgia, with wife, Gwen, and three children, Robyn, Kimberly, and Ricky... **Cecil Gillespie** (early '40s) is now retired from his post as Professor of Accounting and Information Systems at Northwestern University Graduate School of Management. Cecil resides in Kenilworth, Illinois, with his stepchildren, Phillip and Richard Ahern. His wife Eunice is deceased. Professor Gillespie was KSA's first systems consultant... **John N. Cope** (1972-77) is Director of Special Projects as well as partner in SouthWare, a new company that specializes in software development of general business applications on multi-terminal microcomputers. He resides

in Auburn, Alabama, with wife Charlotte, and children Shannon, Ben, and Lacey (born September 26, 1984)... **Bill Williams** (1966-70) is Special Projects engineer at Levi Strauss & Company. He and his wife Susan and son Jay reside in Conway, Arkansas... **Peter J. Ehlinger** (1966-78) is now Senior VP at M. Wile & Co. He and his wife Carmen and children Melinda, Jeffrey and Jennifer make their home in Buffalo, New York, where Peter recently won an award for being the oldest finisher in a fun run... **Sam Morrah** (1965-75) is Corporate Industrial Engineer for Cluett, Peabody & Co. Four daughters: Catherine works in Raleigh, Cynthia is married and lives in Franklin, NC, Jennifer and Elizabeth are both at home in Morganton, North Carolina with Sam and wife, Rachel.

## Jack Johnson's 'wonderful life' with KSA revealed

In a last-ditch effort to change his mind, KSA threw a Retirement Dinner for Jack Johnson in October. A mountain of encomia was heaped upon the 31-year veteran, quality food

was served while it was still hot, and a parade of "mystery guests" from Jack's past was organized - but all to no avail. JAJ has gone ahead with his plan to take early retirement, and

KSA has lost the full-time services of one of its stalwarts. We shall miss his gentle touch, his unflagging energy, and his constant ability to demonstrate what consulting is all about.

The photo at left, taken at Jack's Retirement Dinner, shows him with the "mystery guests" who were assembled and introduced by *Jack Ullman*. The group provides a snapshot history of JAJ's many achievements with KSA. Left to right, front row: *Doug Brown*, who was Jack's right hand man on the complicated and continuing Jamaica project; sons David, Jeff, and Andy Johnson; long-time friend, co-worker, and Auburn Alumnus *Don Johnson*. Second row: *Abbie Jean Quick*, who recruited Jack for KSA (along with another future vice president, *Zeb Roberts*, on the same day!) at Auburn in 1953; *Gloria and Jack Johnson*; *Mrs. Jack (Marnie) Langford*. Back row: *Dave Perdue*, who was Jack's right hand man and successor in footwear; *Sarah Murphy*; *Mickey Yount*, Jack's former AA; *Greg Murphy*, who was part of KSA's Birmingham office when Jack managed it; *Bonnie Perdue*; *Karen Brooks*; *John Caldwell*, another Birmingham office original, and his wife *JoAnn*; *Ruth Tannehill*; *Jean Baird*; close friend and KSA alum *Hugh Tannehill*, and *Jimmy Baird*.



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# KSA Worldwide

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## Canadian office celebrates 25th year

KSA has been active for 25 years in Canada. During the early days, *Dean Vought*, John Cohen and others were pioneers who developed our Canadian practice. Projects were mostly staffed with French consultants because it was believed they could understand the "French" spoken in Quebec better than the "English" spoken south of the border in the US.

*Chick* and *Marsha Schwartz* settled in Montreal in 1971 and with this full-time presence our practice began to evolve across Canada. Chick developed many contacts with industry leaders and influential government officials, quickly building up the foundation of our present practice. Many KSAers began to travel north - mostly during winters - to exotic places such as Moose Jaw, Saskatoon, Chicoutimi and even to the Northern Territories. Only *Ken Osborne* limited his Canadian travel to Montreal to look after his favorite client and to write a guide on this town's restaurants. During this period *Keith Alleson* and I settled in Montreal and Chick decided we could afford a part-time secretary.

By 1983, with the Canadian Industrial Renewal Board program, KSA took another leap forward. Our repu-

tation helped us to capture a major share of this program and we began to serve our clients in all functional areas. Two new consultants were hired (*Constantine Campaniaris* and *Mike Cardon*) and the Montreal apartment became an office with a full-time secretary.

Frequent flyers to Canada include *Bob Heiland*, *Dudley McIlhenny*, *Linda Ortwein*, *Peter Brown*, *Jill Greenwood*, *Chuck Harris*, *Bob Saunders*, *Cheryl Hawkins* and many others.

Currently, Canada is contributing 8% of KSA's North American fee volume, and has topped \$1 million in fees for the past two years.

In the coming years we will follow KSA's strategy in the US and expand our base in retailing, home consumer products, and other industries.

-*Denys Williamson*

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### Montreal Office in New Location

Effective January 1, 1985, our Montreal staff will be located in new, larger quarters. Please make a note of the address: 1140 De Maisonneuve Blvd. West, Suite 1030, Montreal, Quebec H3A 1M8, Canada.

Phone: 514/845-7154.

## Jamaica

There's more to Jamaica than the travel posters indicate. "Come back to Jamaica. What's old is what's new" may be a great tourist slogan, but KSA and the Jamaican Industrial Development Co. (JIDC) have made sure that there's plenty new on the island.

KSA arrived in Jamaica in September, 1982 to help the private sector develop a productive apparel industry. To achieve that end, KSA established a training program for technical and management personnel to make Jamaican industry internationally competitive by improving quality and productivity. This improvement would make Jamaica's apparel industry more attractive than its Caribbean neighbors' industries.

A product market strategy study done by *Dudley McIlhenny* and *Peter Harding* indicated that, by far, Jamaica's best opportunity to meet its goal of earning hard currency through export was to build manufacturing capacity to produce apparel under tariff provision 807. 807 is a process by which American piece goods can be cut in the United States, cut parts shipped to a low labor country, finished apparel assembled in that country, and tariff paid on value added.

The KSA program is administered by a public company controlled by the Minister of Industry and Commerce, the Jamaican Industrial Development Company, which oversees the hiring, payroll, and training of engineers, client mechanics, and technicians.

The project, which will represent \$4,500,000 in KSA fees over five years, is divided into three phases: diagnostic studies, planning studies, and implementation.

The list of consultants working on the three phases has more names than the Ben Hur cast, but three notables have been on the scene since the inception of the program. *Dean Vought* was the original architect and serves as account executive for the project, *Jack Johnson* was project manager and *Doug Brown* has been liaison for KSA and JIDC.

Phase I, the diagnostic portion gave *Ken Osborne*, *Dave Perdue*, *Rob Brown*, and *Richard Lusk* a reason to join Jack Johnson in the Caribbean.

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## Far East

Four KSAers, *Mike Baird*, *Chuck Gilreath*, *Jim Trautman*, and *Paul Tsang* participated in a major new equipment show in Nagoya, Japan in October. The 4-day exhibit was visited by over 110,000 attendees, (five times the Bobbin Show's attendance).

KSA received its share of the lime-light as the only US representative to make a presentation to exhibit attendees. Our topic was, "Future Trends of the International Apparel Industry," which was delivered by *Jim Trautman* to a Sunday morning "brunch crowd" of 500 attendees. In addition, Tokyo Juki invited 100 Japanese industry representatives to a separate presentation on "Total Productivity."

*Ron Brockett*, *Chuck Gilreath*, *Jim Trautman*, and *Paul Tsang* represented KSA at the opening of the Kowloon Bay Clothing Industry Training Centre.

The eleven-story facility, has trained 1,000 operators since its partial start-up in June.

In Hong Kong, *Ron Brockett* conducted a seminar on human resources development and demonstrated PLATO® to 40 representatives of the Hong Kong apparel industry. He then traveled to a Control Data seminar in Bangkok and, while there, managed to take time out to sell a training project to TAL in Bangkok.

In December, KSA is demonstrating its microsystem to about 25 Hong Kong manufacturers with the assistance of the UK's *Steve Webb*.

Also in December, KSA is exhibiting at the Hong Kong productivity center, and *Paul Tsang* will be leading a panel discussion of Hong Kong industry representatives.

-*Jim Trautman and Chuck Gilreath*

Of course, Jack's reputation as a Caribbean host par excellence spread rapidly and scores of KSAers lined up to volunteer for Jamaican duty. *Bill Cameron* supervised the training of JATAGs, (Jamaican Technical Advisory Group), and was assisted by *Tom Barts* and *John Caldwell*.

In addition to being tour guide extraordinaire, *Don Burkhalter* oversees the bulk of the work. He has spent over 200 days in Jamaica in the past two years.

Major factory improvement programs are being implemented in six factories throughout the country and three more will begin in the next few months.

A brief description and a partial list of past and present staff of six of those follows:

- Jockey International has just opened a beautiful facility in Lucie

- Tultex, after a KSA feasibility study, is opening in Montego Bay.

- Windmill, located in Falmouth, makes ladies skirts, slacks and blouses. Staff: *Mike Waldrop*. *Don Burkhalter* supervises. *Cheryl Hawkins* heads there soon.

- Classic, located in Montego Bay, manufactures men's and ladies' slacks and activewear. Staff: *Mitch Falkin*. *Don Burkhalter* supervises.

- Jamtex, located in Kingston, makes jeans. Staff: *Doug Brown*, *Craig Whitson*. *Ed Rader* supervises.

- Model Contracting, located in Montego Bay, and owned by *Charles Topping* KSA alum, makes laundry shirts and activewear. Staff: *Eric Schultze*, *Damon Shuman*. *Don Burkhalter* supervises.

- International, at Galina near Ocho Rios, makes men's dress slacks. Staff: *Kevin Keegan*, *Leslie Chong*. *Don*

*Burkhalter* supervises.

- Regent, in Kingston, makes men's dress shirts and pants. Staff: *Craig Whitson*. *Geoff Gibson* supervises. *Doug Sherwood* is on the way.

KSA's success in Jamaica has been dramatic and rewarding. For example:

- The number of workers employed in serving the hard currency market has risen from 800 to over 6,600.

- Employment growth in overall industry has increased 88.6%, and employment growth in export has exploded more than 700%.

- Projected employment in export to March, 1985 is 947%.

Sixteen technicians and managers, and 36 mechanics have been trained ... and KSA consultants have learned how to get an even tan in the winter.

—*Beth Souther*

## A consultant's life in Jamaica: "No problem, man"

What is it like to be a staff consultant in Jamaica? Well, here is a word picture. There are professional frustrations that one doesn't have to deal with in the US. A vital machine part can be here overnight, or it can fall into the black hole known as Jamaican customs. Mail and care packages from home are very, very slow. The Jamaican phrase, "Soon come," which roughly translates into "Don't hold your breath," is used often. "No problem, man," is another popular phrase which doesn't necessarily mean that's so.

Planning is all the more important and, of course, Murphy's Law is compounded when one is isolated. Some of the rules of motivation and production that we learn in US plants don't apply in Jamaica. As one would expect, people are definitely different everywhere and this difference can be quite a challenge for a consultant.

Without the aid of a satellite disk, there is only one TV station, which features Laurel and Hardy reruns, British soccer and a recipe hour. A consultant gets to do a lot of reading in Jamaica.

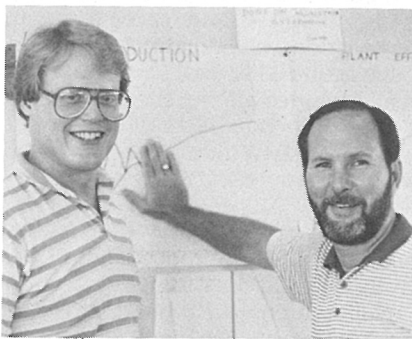
Although Jamaica doesn't possess the country charm of Pisgah, Alabama, (the location of a former assignment) it does have sun-bleached

beaches, crystal blue waters, lush tropical vegetation, and a climate that would make Californians envious. Among the palms, cows are tethered and goats nibble grass in the ditches.

The natives, although sometimes over-enthusiastic with their private enterprise, developed through tourism, are wonderful people. As sewing machine operators, they are quick to learn, energetic, and a pleasure with which to work.

The native cuisine leans a little to the spicy side, which should be kept in mind by those with sensitive stomachs.

Lobster and red snapper will delight any seafood lover. Akie, a poisonous fruit until it is cooked, looks like



**Damon Shuman with Charles Topping**

scrambled eggs and is served with salt fish as a popular breakfast dish. Pepper pot soup and calalou, which is similar to spicy collard greens, are a treat not found off the island. There isn't any barbecue in south Georgia better than jerk pork and jerk chicken. For those unable to sever old ties, however, Kentucky Fried Chicken, Shakey's Pizza and even Burger King are located in town to satiate the fast food cravings.

Combine all of these advantages with the knowledge that the efforts of a staff consultant in Jamaica will help develop a young industry, which in turn will provide many jobs, and bolster an economy in need of foreign investment. This challenge makes it easy to forget the trivial inconveniences one encounters. Jamaica is definitely a nice place to visit and as far as this consultant is concerned, it's not a bad place to live.

—*Damon Shuman on location in Montego Bay, Jamaica*

### New Arrival

A daughter, *Alexandra*, was born to *Tony* and *Gill Smith* (UK) August 9.

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# KSA Worldwide

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## United Kingdom

As this is written, KSA/UK is moving towards the conclusion of another very successful year. Fee volume has increased by some 20% over 1983 figures, which in turn were up by a similar figure over 1982.

Our recruiting staff has not been able to keep pace with this growth, so we have drawn on the resources of our colleagues in Germany and the US and have enlisted the assistance of several ex-KSAers to increase our billing capacity. *Joe Mueller* and *Tom Gibson* have served long terms in Northern Ireland on Vantona projects, and have found the friendliness and industry of the people there in marked contrast to the public image of that unfortunate part of the UK. Former colleagues who have worked as associates this year include *John Rutherford*, *Greg Kostin*, *Rene Seo*, *Ray Ghalib*, *Roger Fielding*, *Paul O'Brien*, and *John Heyworth*. John Heyworth is also spending some time on internal training of post-Atlanta recruits as well as staff development.

We have continued to broaden our services: this year has seen the first Trend Merchandising project and two installations of the PLATO® supervisor training package. *Alan Braithwaite* is spearheading an initiative into Home Consumer Products, and we have visited with a variety of companies in home textiles, furniture, pottery, carpets and wallcoverings – areas where we are not yet well-known.

The highlight of our social activities was the staff conference in London in September. Including our chairman and guests from Spain and Germany, around 70 colleagues participated. Some KSAers enjoyed a guided tour of London on the open top deck of an old London 'bus, and a dinner dance. *Malcolm Newberry*, winner of the 1983-84 squash competition, was awarded a trophy during the dinner.

Continuing our efforts to maintain contact with former colleagues, prompted by *Richard Clarke*, we were pleased that around 20 alumni were able to attend the Happy Hour on the Friday evening of the staff conference. Responding to a welcoming speech from *Stig Kry*, *Stuart Hollander* and *Louis Mitchell* both confirmed the strength of the KSA spirit and

camaraderie amongst those who have moved on to other careers. The sporting theme continues to run through the "off standard" activities of our staff. Our annual golf competition is reported on this page by *Tony Smith*. Training is in full swing for the winter squash tourney: *Eugene McIlroy* has already put one client into the hospital for a weekend. His all-action style makes him an opponent to be feared (literally). The writer is still waiting for the age/seniority handicap allowances to be clarified.

We look forward to 1985 with some confidence, but with short-term business prospects still clouded at the time of writing by industrial unrest. As winter deepens, the continuing coal-miners' strike is a threat to energy supplies. However, we recall a similar crisis in 1975, when industry was reduced to a three-day week. Through creative scheduling and the application of motivational techniques, (or some such management euphemism), many of our staff managed to bill six days per week! Our final line must be to thank our staff sincerely for their hard work, and their families for continued support over the past year, and to express the hope that they will find 1985 as challenging and rewarding, and as much fun as 1984 has been.

– *John Beddows*

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## German Region

Generally speaking, KSA Germany has had a very good year to date, and projected year-end figures look very promising. We expect to beat the budget in all key figures, including profit margins, and carry a six to seven period backlog into 1985.

We acquired several key clients this year. Included among them are Adler, a \$250 million retail apparel discount chain, and BMW (motor cars) for whom we will do some seat cover production work.

We are recruiting heavily to strengthen our staff position, especially in Control, HRD and operations.

*Heinz-Juergen Krogner*, with KSA for ten years, has accepted a top-management position with a large

## 1984 KSA/UK Golf Tournament

by *Tony Smith*

Fresh from his victory in the KSA transAtlantic challenge, the UK handicap committee (*Rod Gunston*) finally scheduled the annual UK golf tournament for October 28th – one day after the challenger from "the Colonies," *Tom Gibson*, flew west to Atlanta!

Seven "intrepid" golfers set off in search of those most rare and sought after ornithological objects – birds, eagles and albatrosses. However, the only members of the "feathered fraternity" encountered on our travels were a magpie, disturbed when the writer crashed a 6-iron shot into its nest on the 15th, and several ducks, surprised by a delicate pitch from *John Beddows* into the water hazard at the 17th; this, after laying up short with his tee shot on a 135 yard hole!

Any commentary on the day's proceedings would not be complete without mentioning *Alan Braithwaite's* display of hitting phenomenal wood shots – not *with* them, but *into* them, his reward being a luminous pink golf ball.

The final outcome? Well, the handicap committee finished second to the writer – *c'est la vie!*

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retail chain, where he will be responsible for merchandising and sourcing. We will miss *Heinz*, and his capability in service and business development. Perhaps he will become a client, and we will be able to stay in contact with him.

The economic outlook for the next year for most countries where we are working is still positive. Growth rates are forecast to be moderate, but we hope they will be enough to give us an extra push in sales.

Nineteen hundred and eighty five will not be an easy year for the German region, but we will try our best to make the 50th anniversary of KSA a good year.

– *Hardy Artelt*

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## Spain

We have completed a company feasibility study for Liwe, a leading jeans and sportswear manufacturer. We also helped the financially troubled company apply for financial help from the National Textile Reconversion Plan. The project schedule was extremely tight, which meant sacrificing weekends and part of summer vacation. To make things worse, an airline pilots' strike necessitated long hours of night driving to the factory. Happily, the project was completed on schedule and the Textile Reconversion Plan has given its approval and funds for our refloating project. The real task now is implementation.

We have begun a major project for Rodier, an important ladies' knitwear manufacturer. *Salvador Cors* will be responsible for the implementation of a flexible manufacturing capability. This will be a major change from Rodier's old fashioned systems, which were based on standard production and long runs. The project will include the change of production systems, introduction of micros for factory control, and the design and implementa-

tion of a flexible incentive system. This will be followed by a total change in the company's merchandise control systems.

1984 has been a very tough year for Spain. The country has suffered a decrease of .5% in private consumption and a 1.5% decrease in investment, but as a result of a strong restructuring of the industrial sector, KSA's profits increased. We hope the restructuring will create a healthier industry in the near future - one that can invest in development projects.

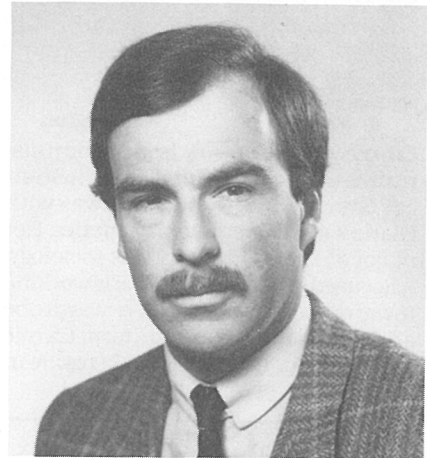
As talks regarding Spain's membership in the EEC continue to advance, so does concern among textile manufacturers. Existing tariff barriers could decrease by as much as 40% after the first year of Spain's EEC membership. This will create fierce competition that many companies will not survive. We foresee an important investment climate in 1985 as companies take advantage of existing wage differences between Spain and most EEC members. KSA will definitely be involved in this important task.

- Alberto Figa-Beleta



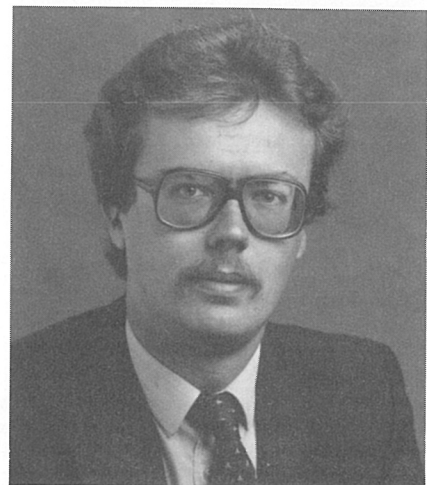
## New Staff - German Region

*Daniel Tschopp* - age 36, wife *Regula*, one son. Joined KSA in August as part of Strategy and Control Groups. Education: Economics and Swiss Textile Technology School in St. Gall, Switzerland; Graduated from Zurich Management School (KSZ) in Business Administration. Previous experience: Project management in Africa and Middle East; general management consulting in Europe and US. Hobbies: "Animal farming (horses, dogs, rabbits, ducks, cats, etc.), and flying.



**Tschopp**

*Gunter Fricke* - age 34, wife *Barbara*. Joined retail division on October 1, 1984. Previous experience: 16 years as retailer in various positions with several large German companies. Hobbies: shooting sport pistol, photography.



**Fricke**

Today we're offering a bonus credit of 2,000 miles if you get to the gate on time, 5,000 miles if you remain seated until your row number has been called, and 10,000 miles if you eat your Tiger Sauce.

## New Staff

### New York

Before joining us as AA to Stig Kry and others, *Jane B. Reilly* was a secretary at Norton Simon. She holds a Bachelor of Business Administration from New York's Bernard Baruch College. Jane's favorite pursuit is traveling. She and her daughter *Tara* (8) are both native New Yorkers.



Reilly



Washington

*Carole Washington* is an administrative assistant in the New York Strategy Group. Prior to KSA, she was with Diane von Furstenberg Cosmetics. Her major at Pace University was sociology. A licensed cosmetologist, she is working towards certification as a wardrobe and color analysis consultant. Carole and her daughter *Audra* (17) reside in New York.

### Princeton/Atlanta

*Suzanne Cox* joined KSA in October as administrative assistant to the Distribution group in Princeton. She comes to KSA from Princeton University where she was an Administrative Secretary at the Woodrow Wilson School for Public and International Affairs. She has also worked with a computer services company and was a secretary for the FBI in Washington, DC. Suzanne has two sons and is a Cub Scout Den Leader.



Cox



Tarrant

*Angie Tarrant* - AA, Strategy. Before taking a leave of absence, Angie worked for 1½ years in the Atlanta Word Processing Center. We're glad to have Angie back with us.

## Training and Professional Development

Nineteen Hundred and Eighty Four has been a busy year for Training. In addition to two KSA classes, we conducted two Plant Manager's Short Courses, one Apparel Engineering Basics Course, one Apparel Engineering Short Course and two courses for the Jamaica Technical Advisory Group (JATAG).

The JATAG course is nine weeks long. Six weeks are spent in Jamaica and the other three weeks in Atlanta. The JATAG courses would not have been possible without a lot of help from a number of KSA people. We are especially indebted to: *Doug Brown*, *John Caldwell*, *Eddie Rader* and *Tom Barts*. Thanks also to *Ann Hodgens* and *Dianne Gunn* for their help in moving tons of paper and information to Kingston.

A two-day Training session was conducted for a group of our newer principals in September, led by a slate of KSA officers.

We have engaged Speakeasy to conduct a tailored-for-KSA public speaking course for a pilot group in December. We will plan some repeats.

-Bill Cameron

## New HSD Staff

The Health Services Division is happy to announce that *Anne Lewis Robison* joined our group as of November 19, 1984. As the past Manager of Consulting Services at SunHealth in Atlanta and having "served her time" at Grady Hospital in Manage-



*Ann Caylor* was co-winner with *John Wilcox* of the Hippomenes cup this year for outstanding achievement as a first-time runner in the Peachtree Road Race. Here, *Dave Cole* presents the cup to Ann.



Robison

ment Engineering *Anne* comes to us with a very strong and varied background in the health services field. A native of Athens, Alabama, *Anne* earned her Executive MBA at Georgia State University and her BA, Health Systems, at Georgia Tech.

*Anne* and her husband, *Gerald*, are the parents of three sons, two of whom are currently following in her footsteps at Georgia Tech.

### VF/Bassett *cont'd from p. 3*

KSA's research team consisted of *Peter Harding*, *Dudley McIlhenny*, *Bonnie Brauth*, and *Kathleen Loftus*. Between July 22 and August 23 the team completed retail interviews, a compilation of consumer panel data and analysis of secondary market data and competitors.

KSA found that the market offered much potential and that there were a number of competitors that could be considered acquisition opportunities. Bassett-Walker was one of those companies.

In early October, the boards of both companies agreed on the terms of acquisition and the deal was finalized.

This is a good example of how KSA resources can be mobilized quickly to support critical decisions for our clients. We are now assisting VF as they assimilate this acquisition and several others they've made in the last year, following our market studies. VF's chairman commented that they never would have discovered the market, Bassett-Walker, or been in a position to negotiate so quickly and forcefully without KSA's assistance.