

the KSA Observer

Volume 16, No. 1

Published by and for the personnel of Kurt Salmon Associates

Spring, 1985

The "Black Hole" at Bidermann

by Chuck Troyer

A "black hole" is a mysterious astronomical area or force with massive gravitational pull; anything that strays too close to it is sucked in and never escapes.

The Bidermann control project here on earth is a good analogy of a black hole in space. The project gained notoriety because it seemed that all consultants who could make time available were pulled into the project, never to be available again. (For example, has anyone seen *Lee Griffith* lately?) This was due to the size and complexity of the project's scope. It is one of the largest KSA control projects ever undertaken. It was also my training assignment - one that lasted almost a full year.

KSA's job was to completely design, program and install a turnkey system that would integrate historical trend analysis, line planning, forecasting, forecast control, master scheduling, WIP control, standard costing, inventory control, and allocation. The new system was also required to interface with existing systems plus several others that were under development

and distribution for its four operating divisions. Each division is further subdivided into merchandising companies responsible for a particular line of apparel. In total there are approximately 20 individual companies under the Bidermann umbrella, and KSA's system design had to be flexible enough to accommodate all of them.

This also complicated the implementation and user training phases. When a system function was implemented it required that user training be repeated 20 times per function with a variety of user personalities.

The project started in September of 1983. Installation of the first portions of the system began in January of 1984 in a pilot (read "Guinea Pig") division. Currently, all Bidermann divisions are using the key elements of the system, although some follow-up work is still underway.

In total, this project has accounted for 1.3 million sales dollars so far. At its peak, the project was staffed by four full time and four more part time consultants, plus three full time KSA programmers. Persons involved in the life of the project were: *Mike Barnes*, (project manager), *Lee Griffith*, *George Soffron*, *George Gelly*, *Joe Bender*, *Mike Fodor*, *Marco Velez*, *John Almeida*, and myself, among others.

The end result of KSA's effort is a very sophisticated system utilizing a distributed network of personal computers linked to the central corporate mini-computer. Each PC, equipped with state-of-the-art storage technology, contains the software for the pre-season planning functions appropriately customized for each company. (This ability was built into the software for ease in cus-

tomizing) The system functions performed centrally are located on the corporate System/38 mini-computer.

The new system has formalized the merchandise planning process across all operating companies. Even though each company operates within the common Bidermann corporate structure, many of the planning activities were performed independently, prior to system implementation. Thus, at the corporate level as many as 20 different planning formats had to use a common format. The system provides a common framework for developing plans for all companies as well, along with the tools for performing this task. Additionally, it utilizes the vast amount of historical data in the corporate data base which, prior to system implementation, was not available to the merchandising personnel.

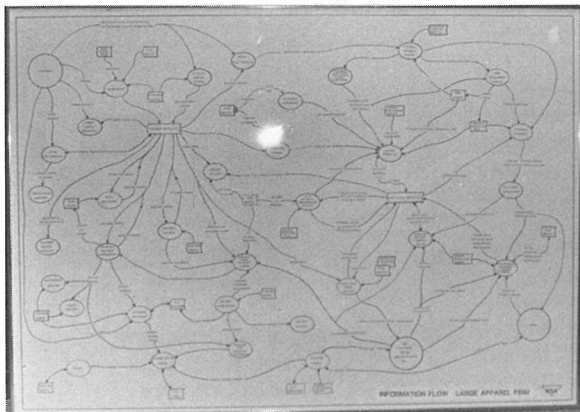
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Thailand - Country of Contrasts

Life in Asia is filled with striking contrasts that make it especially exciting and absorbing, while keeping you off balance and longing for the familiar. Living in Asia is not easy, but it is a rich and satisfying experience. It opens up your mind and your senses to an entirely new world. Some of it is incredibly beautiful; some of it causes you to recoil at its ugliness; all of it is fascinating.

Thailand is alive with Asian contrasts. The tinkle of golden bells along the jewel-like roof of the Temple of the Emerald Buddha mingles with the sounds of the unbelievable choking traffic in downtown Bangkok. A lush tropical garden resplendent with towering palms and waxy banana trees, sweet-smelling and overhung with hot pink bougainvillea, borders an area of squalor and human filth where the canals are stinking open sewers. The

cont'd on p. 6



Bubble chart depicts complicated information flow at Bidermann before KSA control system installation.

in-house.

Bidermann Industries USA, Inc. handles order processing accounting

From the President

by Dave Cole

We recently completed a very good year in the Firm worldwide and we are off to a fine start in our fiftieth anniversary year. I was honored to have the opportunity to meet with many of you in February to discuss 1984 results and our priorities for 1985. This is a good opportunity to recap the salient points we covered.

Our objective is simple... the premier international consulting firm... characterized by: quality, as measured by results for clients; financial strength... to permit growth and stability; and integrity.

We have a rock solid base... deep skills and a superb reputation. The strategy we are pursuing for the future is simple... leverage our strong base by selected investments to achieve proprietary competitive position... in chosen markets and services.

A number of initiatives and investments of recent years coalesced in 1984 within our carefully chosen approach. Service advances in all groups and new marketing initiatives resulted in top notch results for key clients in all sectors.

The Control Group had a record year with volume up 42%. Information Strategy and implementation of turnkey Merchandise Control systems are in high demand. A number of results-oriented projects were completed for major clients.

Operations solidified our position as a world leader in Sourcing Strategy and is rapidly advancing a package of Total Productivity services. These bring together the best of traditional I.E., HRD, new computer technology, and a strong link between other KSA services to get solid results for clients. Volume was up 18% on a large base and there are major additional client needs to be filled... domestic and international.

The Distribution Group closed the year on a strong note at 16% above 1983 fees. The retail community clearly recognizes the value of Base Plus® and distribution strategy/design services. We are the industry leader in traditional markets.

The Strategy Group met budget and exceeded the prior year by 16%. Significant projects were completed at the top level for major firms in retailing, textiles, and PCP. Strategy implemen-

tation services are developing into a key competitive advantage.

New initiatives in Health Care resulted in a core group of five consultants with several others intermittently involved. The strategy of providing marketing and productivity improvement services to health care providers is sound. We are well on our way to a 20-25 person national practice in a few years.

From a market perspective, we had a solid year in Retailing with projects in all four service areas. Personal Consumer Products was particularly strong in our basic apparel markets and we had good results in recreational durables and fashion accessories. Textiles and Suppliers outperformed plan. New initiatives are underway in Home Consumer Products that will pay dividends in 1985.

Geographically, solid progress continued in four key areas. The Hong Kong managed practice expanded to four people. The Los Angeles office now has three principals. Our personnel residing Canada doubled to form the core for the long term. Major international work continues on a highly successful note in Jamaica, Australia, etc. and we have new initiatives in Latin America and the Mid-East.

Overall, our KSA/USA fees of \$17,374,000 were \$¾ million above budget and our new project authorizations of \$19,457,000 exceeded forecast by \$1 million. Profit was 35% above budget. Our colleagues in Europe had an outstanding year. The United Kingdom and German region significantly outperformed budget and Spain operated profitably. Worldwide, we achieved a fee volume well over \$20 million with return on equity of 24%.

1984 is a tough act to follow. However, we can and will do better.

The theme for our 50th anniversary is "Continuing Excellence... 1935... 1985... 2035." To meet the challenges ahead requires our collective efforts in several areas.

We compete daily with the best the world has to offer. In each area in which we choose to compete we must maintain a commitment to service development, results orientation, and a clear focus on quality of client

service. We must manage our opportunities to be of service to our clients and aggressively transfer our services to new markets. Each client should ultimately receive the benefits of a fully integrated set of KSA services.

We must meet our 1985 recruiting target of 30 (23 consultants, 2 interns, and 5 analysts). At this writing we have recruited approximately 20 top notch associates. We must continue to effectively manage our cost structure so that our funds are utilized to invest in areas important for practice expansion.

We must meet our business development and financial budgets, to fund developments to ensure the next 50 years. Through period 3, authorizations are 106% of our forecast. Our P-1 P & L was on-budget.

Our greatest challenge is for continual individual development. The individual commitments of our worldwide group of 264 associates to develop our skills and contribute to the best of our ability is our real leverage on the future.

We can be confident that we will meet these challenges and continue to implement our strategic direction in a manner that meets our client's needs and results in long term success for the Firm and its members.

I very much look forward to working with each of you as we move into our second 50 years, and thank you on behalf of our clients and the Firm for your individual efforts.


The KSA Observer

Publisher
Bill Cameron

Editor
Janice Ryer

Staff Contributors
Joe Scheines
Beth Souther
Tambra Laurenta

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

An Open Letter to our Founder

from Jack Ullman

Dear Kurt:

Can anyone be sure that you're not "out there somewhere" looking down on us with that twinkle in your eye, liking what you see? Yes, Kurt your "baby" has grown up and at 50 is a truly remarkable, highly motivated collection of human beings doing a splendid job of carrying on what you started, what Karl Striegel added to and what you both passed on to the next generation and generations to come.

Working with you for 30 years provided me with a certain personal perspective of our firm and the things you did to make it one of the outstanding companies in the world.

You were one of the first to *specialize*, and in recent years almost all successful consultants have moved in one way or another toward having a specialist practice or specialist groups within. Our strategy has changed to meet the changing needs in our markets. We are serving a number of markets to be sure, but we are still committed to the "specialist" approach. In the first *Observer*, you stated "... for despite our various specializations on functional and industry lines, KSA still offers one of the more closely integrated packages of services within the consulting profession." That statement was right in 1970 and it remains just as correct today.

In 1978, though you had been "officially retired" for a number of years, you were still very active. At that time you put on paper a *philosophy* statement for KSA. It remains in effect today and it is one of our great strengths. The statement outlines our relations



with the general public, our clients, our profession, our associates, and our stockholders, and we would all benefit from reading it periodically.

The term "corporate culture" is perhaps overused these days, but it is understood by current generations of management. Call it what you will, we feel a deep sense of gratitude for the ethical, moral, professional and business values you laid down as KSA's philosophy.

Many entrepreneurs have built successful consulting firms, only to see them founder and wither away because they didn't provide a well-thought-out plan for succession of management and ownership. Greed of retiring founders often saddles their firms with financial burdens they cannot really carry, and shuts off opportunity for their successors. You and Karl provided for both *management succession* and *ownership transition* with the continuity of KSA as the prime objective. Following your guidelines, we are in the process of moving into yet a third generation of management with ownership now shared by 77 of our principals.

That transition is working splendidly as indicated by our record worldwide performance in 1984. I know you and Karl share our pride and gratification in that.

Kurt, you were a "behaviorist" before the term was in vogue. You didn't need to take the LET course; you could have written it. You set the standards for bringing in outstanding recruits, helping them develop to the limits of their capabilities, giving them the opportunity to run with the ball and helping them understand what's really important. Somehow you could help each of us to see how we could improve without ever criticizing and by your example we learned about *human relations*. Another quote from your editorial in that first *Observer* sums it up:

"It has been one of the unique strengths of KSA (and therefore one of the elements that has helped to make our company unique) that we respect and work with each other as professionals and at the same time, know and appreciate one another as individual human beings. These two conditions do not always co-exist in business; when they do, the combination is unbeatable."



We still follow the basic strategy and philosophy you laid down. It has served us well the past 50 years and will continue to serve us in years ahead. We are deeply grateful to both you and Karl for building and then passing along the solid professional practice that is KSA. And we like to believe that you are pleased.

I know all of my colleagues, including those who were not privileged to know and work with you, join me in this sincere expression of gratitude and respect.

Sincerely,
Jack

Coming Events

April 30

Footwear Industries of America Financial Management Forum, Marco Island, Florida. *Dudley McIlhenny* will speak.

May 8-11

AAMA Annual Meeting, Hawaii. *Ken Osborne* will speak on a Technology Panel.

May 14

National Mass Retailing Institute Annual Meeting, Anaheim, California. *Bob Frazier* will speak on sell-through.

May 17

KSA Merchandise Control with PC demonstration/press conference, New York City (by invitation).

May 30

Direct Marketing Association meeting, Chicago. *Mike Barnes* and *John Dye* to speak.

June 6

KSA's 11th Financial Breakfast, Grand Hyatt Hotel, NYC. Reservations: \$75.

Promotions



Braithwaite



Brockett



Larsen



Moore

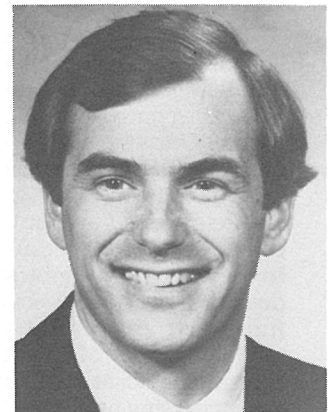
To Vice President:

Alan Braithwaite. Alan is a chartered engineer, and joined KSA in 1970 following a career in industry. He has been a major business developer, and is due a significant share of the credit for the strong performance of our UK subsidiary. Following training in the US, and staff work in UK Operations, Alan was appointed Principal in 1974, became a member of the UK management group in 1979, and a Director of Kurt Salmon Associates, Ltd. in 1981...

Ronald W. Brockett. Ron is manager of KSA's HRD practice and Director of Recruiting. Since joining the firm in 1966 he has been the driving force in the development of a number of KSA services such as PLATO®, LET, Attitude Surveys, Site Location Studies, etc. He has assisted in expanding our HRD practice worldwide and in the past two years has consulted in Ireland, UK, Germany, Malta, Thailand, and Hong Kong. Ron became a Principal in 1971 and manager of the HRD practice in 1976. He added the responsibilities for recruiting in 1984. Ron is current Chairman of the Personnel Relations Committee of the AAMA...

Glenn W. Larsen. Glenn's responsibilities as manager of KSA's Operations Division in the Northeast spans a wide area from Canada to the Caribbean. He manages staff located in Toronto, New York, and Princeton. At the start of his career, Glenn received his Bachelor's degree in physics at Ripon College and went on to his MBA at Emory University in 1971. After a year as internal auditor for Outboard Marine Corporation he joined KSA in 1972. In addition to Glenn's extensive expertise in a variety of apparel, he is one of a group of KSA consultants who knows the intricacies of tailored clothing. He became a KSA principal in 1977 and manager of the operations Division in the Northwest in

1981... **W. Barry Moore.** Barry is the National Director of KSA's Health Services Division. He joined our firm in January, 1984 as a Principal with extensive prior experience in management consulting and as general manager of a service organization. Barry has quickly built a core group of six consultants and established the momentum for rapid growth of the health care practice. His clients include Americal Medical International (AMI), the second largest hospital chain in the country, and a number of other health care organizations. His 20+ years of consulting and management experience have proven invaluable in developing the proper strategy for our health care practice and moving the implementation of that strategy forward aggressively.

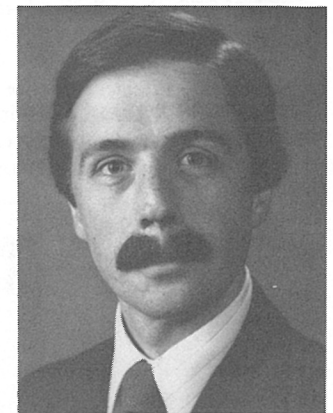


King

To Principal:

Bob King. After beginning his KSA career in industrial engineering and carrying out several projects on the West Coast in some of the fashion houses there, Bob worked on his first operator training project at Spanjian Sportswear. He then moved into Mining and Industrial Chemicals and carried out assignments for three companies. Bob transferred into HRD in 1981 and soon assumed responsibility for the development of computer-based training programs using PLATO®, he has led the HRD team in the development of the Apparel Supervisor Training program, and will be devoting much of his time in 1985 to development of the new health care programs...

John Stevenson. John joined KSA's Operations Group in 1976. In Operations, he conducted sewing room engineering, MU, and cutting room engineering projects on a variety of products. John transferred to the Strategy Services Group in 1982. Since that time, he has conducted marketing and strategy assignments for a wide variety of fiber, chemical, textile, apparel and carpet companies. Recently, John was assigned the task of managing our 807 start-up practice.



Stevenson

UK Investment in PR Pays Off

In the mid '60s KSA set up an extensive training and in-plant experience programme for Stuart Lyons. Stuart was the newly-graduated son of Bernard Lyons, chairman of Prices Tailors, the major client of our then fledgling business in the UK. Some twenty years on, Prices has evolved into United Drapery Stores, been taken over and dismembered by financial predators. Stuart has recently emerged from a brief 'sabbatical' in retail consulting as the Managing Director of the Royal Doulton Group, one of the most prestigious international suppliers of fine bone china tableware and giftware, with brands such as Minton, Crown Derby, Webb Crystal and of course Royal Doulton. In taking stock of Doulton's extensive manufacturing operations, with 7,000 employees in 11 plants, Stuart recognised the potential for improvements in production activities which "reminded me of Prices Tailors before KSA," and called us.

Alan Braithwaite and John Beddows conducted a brief audit of the factories, made a successful presentation to the Board, and sold a company-wide productivity diagnostic. The first phase of this, covering flat-ware (plates and saucers) is just starting, with Alan Chandler and Steve Norris assigned to find quicker ways of getting the clay centred on the potter's wheel. Subsequent phases will include hollow-ware (cups, teapots, etc.), giftware and figures, and special products. Beyond that, who knows what projects may be authorised... but we do have a focus on the present rate of 45 s.a.h. (yes hours) to paint a china elephant!

... and also a quick response

On March 14th we held a seminar at the Park Lane Hotel, London, on Marketing and Merchandise Control, featuring some of KSA's more recent service developments. At 09.00 am on March 15th we had a call from one of the attendees, Dorma, who had been impressed by the "Bidermann" system demonstrated and wanted to consider the application to their business. Dorma is the market share leader in the UK home textile sector. By the end of the week we had positive indications from three more of the thirty or so companies represented at the seminar that they also wanted to talk business; an excellent strike rate.

—John Beddows

KSA Sets Exposure Record on March 14th!

On Thursday, March 14, KSA made public appearances in four different places around the world: New York City, London, Atlanta, and Myrtle Beach, SC. (Historians who rushed to their archives discovered that this was a new exposure record, eclipsing the day we gave speeches in New York and Charlotte while holding a five-way conference call on the West Coast.)

The New York event was our 3rd Annual Sourcing Breakfast, attended by 230 people who heard talks by Jim Trautman (moderator), Butch Price (Far East & Europe), John Stevenson (Caribbean and North America), Peter Harding (textiles), and Craig Van Fossan (retailing).

Starting only a few hours earlier, KSA presented a revival of its "Marketing and Merchandise Control in the '80s seminar not far from the Old Vic Theatre in London. Now part of the standard repertory, this latest version 'starred Randy Nord, Alan Braithwaite, Malcolm Newbery, John Haworth, and Patrick Moylan.

Armed with duplicate slides, Freddie Wood delivered the North America/Caribbean section of the Sourcing Breakfast to a meeting of textile engineers in Atlanta that same morning.

Meanwhile, John Wilcox provided the American Society for Quality Control convention in Myrtle Beach with a backgrounder on the apparel industry and where it is going.

Exhausted by these efforts, KSA showed nothing to anyone on the following day...

Back in January, however, we made our presence known to the retailing industry with a speech on sell-through to the NRMA convention by Bob Frazier. (Measuring sell-through of merchandise at initial markup yields more productive information than the traditional method of measuring markdowns.) The speech was well received and has been reprinted, generating an invitation to deliver the same message to mass merchandisers in May (see Coming Events.) Also at the NRMA, a new brochure on Base Plus featured our exhibit.

But March remained our windiest month. In addition to the Big Blasts delivered on March 14, Stig Kry spoke in Toronto on the 19th (Manufacturers as Importers); Peter Harding went to Florida to explain the virtues of shortening the entire soft goods system's response time at the Knitted Textiles

Association convention; John Wilcox addressed the merchandising faculty of FIT on the 26th; and Butch Price repeated our sourcing message to the Southern Apparel Contractors Association in Atlanta on the 29th.

In April, Bob King demonstrated PLATO® at the WAM Show in LA, and also presented a seminar on human resources productivity. That was followed by the Southeast Hospital Conference in Atlanta the next week. Later in the month, Mike Brent and



KSAers look everywhere for clients at the WAM show. L to R: Bob King, George Soffron, Lynn Spuhler, Ken Campbell.

Bernie Wolford offered speeches on wider linings widths and retail alterations at the Clothing Manufacturers Association production seminar in New York. The latter included highlights of a 120-retailer survey—one of our best response rates ever.

Despite all this talking we did manage to produce two new brochures on international marketing and sales management services, as well as two columns on distribution for Catalog Age, and an article on sales force productivity for Textile World.

Otherwise, it's been a quiet four months and we can't wait to get started on Profiles. —JS

Notable Quotes

There is no mistake so great as that of being always right.

— Samuel Butler

Thank God we don't get all the government we paid for.

— Will Rogers

Thailand *cont'd from p. 1*

other-worldliness of the Buddhist monks in their saffron robes exists side-by-side with the seamy and famous Patpong – its bars and massage parlors busy and its exotic and not-so-exotic ladies of the evening doing a tidy little business.

Fine craftsmen still make exquisite furniture to order and you can have a suit made overnight. But the telephone system will not even give you a dial tone and a simple local phone call may take two or three hours. You can shop in a big modern department



store, have lunch at Pizza Hut, and go to an automatic teller to withdraw money; but just outside the city limits any day, you can see the farmers plowing the rice fields behind a water buffalo, and many houses have no plumbing. Most of the expats live in air-conditioned apartments to protect us from the intense heat of the hot season. But when the floods come in the rainy season, there is no place to hide. There is filthy water in the streets everywhere knee-high. Our cars stall out and some of us go into and out of our apartments by boat.

The greatest contrast of all lies on the borders of the country itself. Peaceful and serene as Thailand is, on the Cambodian border the sounds of war split the air and thousands of refugees pour into Thailand daily. Thailand is threatened by the same conflict that has threatened her for years. Yet inside her borders all is quiet. There is no panic – only some concern and business as usual.

We love Thailand. Many who live in



the foreign community feel the same way. For our family, the reason for our affection is the Thai people themselves.

The Thais are unique because they have never been colonized by the West. (Thailand means “free land.”) This may also account, in part, for their easy smiles and their lack of animosity to foreigners. They are a dignified, proud, and gentle people who have a great capacity for enjoying life. They are amazingly accepting of people different from themselves. Though the country is devoutly Buddhist, they do not interfere with the practice of any faith. There is no Bill of Rights in Thailand, of course, but they do grant freedom of worship.

Their culture is very old and very different from the Chinese or the other groups in Southeast Asia. Their cuisine is as hot and spicy as their religion is passive and serene. They love their king (Bhumibol Adulyadej) and they love their country.

Coming to Asia makes us part of a much larger community of people. That community includes not only the other Westerners who live and work here in Asia presently, but also those who were here 100 years before us. Unfortunately, many of those who preceded us here did not come with the best of intentions. The Chinese, the peoples of Indochina, and even the Japanese have not completely forgotten the Westerners who came to make their fortunes, while causing untold misery and loss of face. We who are now in Asia have a great deal to prove.

While we are working here and

living here and shopping our way across the Orient, we must remember that this time things must be different. This time we must make it clear that we are working so that both Americans and Thais will benefit. To do the job, we have to establish trust between us and the Asian people we work with and live with. It is not easy.

Traveling to live in Asia with KSA is not just a cheap way to see this part of the world. It is a serious business, not only for the company that is attempting to establish something new and untried over here, but also for each of us who make the journey as Americans, as Westerners, as foreigners in a strange land.

–Becky Waldrop

(Ed. Note: Becky's husband, Mike, is working on several MU implementation projects for TAL Apparel. They have been in Thailand for more than a year.)

Observer Reader Survey Results

We received 52 responses to our *Observer* questionnaire. Overall, comments were very favorable. In response to your comments, we will be making an effort to strike a better balance between consultant versus staff coverage, Atlanta versus other office coverage, “seasoned” versus younger consultant coverage, and company versus social activities coverage. Thank you for your kind comments as well as your constructive criticism. If you did not fill out a questionnaire, we’d still like to hear from you.

–Ed.

Milestones

Congratulations

to John and Eileen Haworth on the birth of a daughter, Charlotte Rachel, in January.

to Mike and Terry Swift on the birth of a daughter, Emma Sue, March 9.

To Peter Brown and Marilyn Cummings, who were married January 19.

The following have been promoted to Senior Consultant. Congratulations!

Lee Griffith • Gary Brown • Craig Whitson • Ken Walker • Eric Schulze
• Leslie Chong • Doug Brown • Dale Graham

Departures

Richard Lusk • Joe Facenda • Bill Chamberlain • Dave Reilly • Joe Galatin • Linda Keel • Lydia Boykin • Tom Davis

HSD Operates Deep in Tiger Territory

(There are 17 bad puns in this article. Can you find them?)

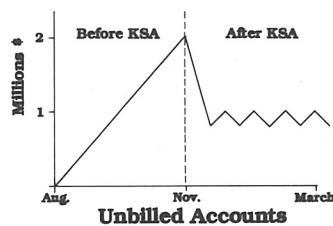
One of the "new" HSD goals is to make KSA's deep industrial management experience the cornerstone of our hospital operations practice. Our first job, at East Alabama Medical Center in Opelika/Auburn, has proven the adage that it's only the lingo that changes; the problems remain the same. For example:

- A simple BOWGY work-in-process control system with daily "production" reporting was installed in the medical records department. Result: a reduction of unbilled accounts by 57%; annual savings of \$90,000.
- "Big" methods work in medical records. Result: the potential for a 33% reduction in labor; annual savings of \$40,000.
- Installation of a schedule board and simplification of clerical procedures in the radiology department. Result: 45% reduction in patient waiting time, improved staff morale, 50% overtime reduction, and a 15% reduction in staff; annual savings of \$95,000.

Every implementation project needs an initial success – ours was the spectacular reduction in unbilled accounts, which was the conversion experience for the skeptical hospital controller.

In a hospital, the operations consultant needs all the believers he can get. Unlike manufacturing a hospital's power structure is made up of many parallel groups loosely controlled by

an administrator. While everyone's nominal purpose is to "help the patient," their methods are frequently at cross-purposes. The distance between "proposed" and "implemented" rapidly



opens to a chasm; it is the consultants' challenge to open communications, smooth conflicts, and build consensus. There is no recourse to a "boss" to force an issue. Fortunately, KSA's intense interpersonal communications training LET us overcome these obstacles.

Another striking difference between typical operations work and hospital operations is in work measurement. In a factory, we talk of tenths or hundredths of a minute; in the hospital, "about five minutes" is often a revelation. Most productivity gains are occurring at a broad management or macro-methods level.

The most difficult area to engineer, both politically and technically, is the Department of Nursing. HSD has devised a staffing system based on actual workload that is unique in the industry in its accuracy and ease of use. The operations work at East Alabama will

Department of Utter Confusion, or, Never Take "NO" For An Answer

(The following letter, reprinted in its entirety, illustrates the enormous global sales potential awaiting KSA ... if we could only decipher our opportunities.)

"Am thankful to your kind letter dated Dec 31 st, 1984 alongwith Copy of KSA's Soft Goods Outlook for 1985. Personally I am to be blammed for not replying yours letter of May 8th, 1984.

Infact the year 1984 has proved to be real tough one for us, no doubt it was an encouraging one, after the period of Lull since 1982. Each time I went through your file and trying as where we can utilize your services, the answer towards it is NO.

I am not sure upon my comments, that uptill now your organisation has whipped your's potential clients from Pakistan with your Policies applicable for European and developed countries. Please try to understand the limitations of a Pakistani Bussinessmen and the stringy Govt. policies. All of them does not fit into your's as well as our intrest unles altered.

Alone I cannot give you suggestions unles the representative of yours do come to Paksitan study the prospects. What so ever assistance we/I can extend would be of our pleasure

I would like you take the matter into your's grip before it is too late.

With regards,"

Bidermann *cont'd from p. 1*

Although the system was designed and installed for Bidermann, the flexibility and portability of the pre-season planning functions on the PC will enable KSA to use this software in other client projects, as has been done with the KSA Microsystem and Control Plus (DPACCS). The software is packaged so that it may be used as a whole or in pieces, as part of a consulting project.

So, even as the Bidermann project itself winds down, KSA will continue to derive benefits from this major accomplishment far into the future – assuming the black hole releases Lee and any others in its grasp.

continue through the Department of Pharmacy, Respiratory Therapy, and the Business Office; total annual savings for the client will be about \$250,000, plus significantly improved patient service in each department.

–Roland Anderson

New Atlanta Office Manager



Parker

Susan Parker has been named Atlanta Office Manager effective March 18. She replaces Cathy Deadwyler, who is now a software analyst with the Control Services Group.

Susan graduated from the University of Virginia. She previously worked for the Nestle Coordination Center in Washington, DC and Brookstone College of Business in Asheboro, NC. She joined KSA last August.

New Office Staff

Montreal

What can make a B.C. belle leave balmy and scenic Vancouver for the hassle and damp of Montreal? Her love for Ze French, and Ze French culture, says *Patricia Healy*, our new Montreal A.A. And as proof, she corrects our misspellings in *French*. What a blow to our egos! Luckily, she is a true lady with a great sense of humor, and we are glad she's part of our team.



Healy



Manrique

New York

Betty Manrique began the new year as receptionist for KSA's New York office. Before joining KSA, she had worked five years as a receptionist for an optician's office. An accomplished pianist, Betty also makes room in her schedule for evening classes at Pace University, where she is a marketing student.

New Consulting Staff



Vaquerizo, Buecher, Robison, Coppock, Evans, Wietecha

Oscar Vaquerizo – ETS, Ind. Eng. Madrid Spain. Age 31. Married (*Maria*). Hometown: Madrid. Has experience in industrial and consumer products marketing and production engineering. Assigned to Operations.

Martin Heinrich Buecher – Artibur, Theodor Koerner School; Engineering Degree, Fachhoch Schule Nieder-Rhein, Moenchengladbach. Age 27. Single. Hometown: Bochum, W. Germany. Previous employment includes quality/production control at Adidas. Assigned to Operations.

Anne Lewis Robison – BS, Georgia Tech; MBA, Georgia State. Age 42. Married (*Gerald*); three sons. Hometown: Athens, Alabama. Previous experience includes health care consultant at SunHealth, systems coordinator at Grady Memorial Hospital. Assigned to HSD.

David Coppock – BSC, Loughborough University of Technology. Age 24. Single. Hometown: South Shields, England. Previous employment includes B.L. Cars, Ltd., and Rank Xerox Engineering Group. Based in UK.

Hervey Evans, III – BA, Duke University; MBA, UNC-Chapel Hill. Age 28. Married (*Theresa*). Hometown: Laurinburg NC. Previous experience includes assistant to president at McNair Seed Co., sales manager at Lark Communications. Assigned to Strategy.

Mark Wietecha – BS, Grand Valley State; MS, Ohio State University; MBA, Indiana University. Age 27. Married (*Kathy*). Hometown: Detroit. Previous experience includes pharmaceutical sales and career placement counseling. Assigned to HSD.

R. Craig Van Fossan – BA, Economics and Psychology, St. Olaf College; MBA, Finance and Marketing, University of Minnesota. Age 35. Married (*Sher*). Hometown: Minneapolis. Has extensive retail background in strategic planning, financial analysis, merchandising, distribution, transportation, stores and operations management. Based in New York.



Van Fossan



Hardy

Wil Hardy – Degree in Commerce, University of Maryland. Age 44, Married (*Lucia*), three children. Joined KSA as HRD consultant on January 1, 1985 after coordinating LET through Infoteam partner since September 1984. Experience includes ten years sales and marketing management, two years personnel training.

Next Observer copy deadline is July 30.