

# the KSA Observer

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## Reflections on the Past; Goals for the Future

Excerpts from closing remarks by David A. Cole  
at the KSA Consultants' Conference, May 1985

### Quick Start for Quick Response

"Quick Response" describes the concept of reducing the total lead time required between fiber and a finished garment ready for sale at retail. For some types of apparel, that cycle currently extends beyond a year. Actual processing (of yarn, fabric, and apparel) takes very little time – only 1% of the total. The balance is consumed by waiting between processing steps, and in waiting as inventory (finished yarn, fabric, or apparel) for delivery to the next stage in the system.

Altogether, it is an unnecessarily long and costly process, with much duplication of time and effort.

KSA believes lead time in the domestic apparel supply system can be reduced dramatically, with major benefits for all segments of the soft goods chain. Further, we think Quick Response is a logical strategy to make the domestic system more competitive by exploiting "The U.S. Advantage" of proximity to the market.

This basic message has been developing over the past year, primarily through speeches by *Bob Frazier* and *Peter Harding* before industry groups. KSA is now engaged in a project for the Crafted With Pride in U.S.A. Council, in which several "teams" of retailers-apparel vendors-textile suppliers have been formed so that we can study opportunities for speeding their over-all response time in a single

*cont'd on p. 2*

As a company, we've been changing and evolving steadily over the last 50 years, beginning with one man who had only a vision, a will, and a commitment. Today we stand at over 250 people worldwide with superb resources: an excellent reputation, financial strength, and the finest group of consultants and staff ever assembled.

We can be justifiably proud of the accomplishments of our colleagues over the decades. Equally important, we must be cognizant of the challenges ahead. We must continue the evolution of the Firm to ensure the next 50 years. We can be sure that changes in our practice will accelerate, as the world is changing faster now than ever before. We must have the vision to take what is happening in the world and apply it in the best way for our clients.

Of all the external changes taking place, I think two will most impact our business in future decades. The first is technology. We are fully into the day of information technology, and we are seeing the dawn of manufacturing technology. In the next 10 to 15 years, the advancements in technology will have a profound impact on the human systems in which we all work.

The second is a global marketplace. The planet Earth is one unified market. We have seen that virtually impenetrable political barriers are permeable by commerce these days... commerce that will increase over the next 15 years.

As various events take place in a global marketplace and new technology becomes available, we must

*cont'd on p. 3*



Joe Schreines

**KSA Graduates Largest  
Training Class Ever  
(Page 4)**

KSA'ers give their attention to one of the speakers at the consultants' conference. A pictorial review of the conference begins on page 6. Other photos appear throughout the issue.

# Chairman's Corner

by Stig Kry

The US Consultants' Conference was a wonderful event. Rarely have I attended a meeting of any kind where everyone felt so enthusiastic about the firm and so pleased to be together sharing experiences and absorbing new developments and future plans. Thanks to everyone who made the conference such a success. We are looking forward to a repeat of the same experience at our European Consultants' Conference in October.

It was great to have a backdrop of strong business for the Consultants' Conference. I am pleased to tell you that all in all the flow of new proposals and authorizations has remained quite satisfactory in both the US and in Europe. We have, however, seen a bit of the customary summer slow down due to vacations, and our margins are under some pressure.

Looking forward, we must remain realistic in the face of the many uncertainties in the outlook for the US and the world economy, and the particular problems that continue to affect many of our industries. The US economy seems suspended in a state of hesitation between the renewed expansion and the beginning of another recession. The federal deficit and the US foreign trade deficit are huge problems without effective solutions. The uncertain outcome of the treasury's tax proposal will keep investment plans in suspension and act as a brake on the US economy. And as the US economy goes, so goes much of the world.

The textile, apparel and retail industries remain in a period of weak demand, surplus inventories and record levels of imports. Heavy discounting at the expense of profits have left retailers cautious in placing new orders, and thereby prolonging the period of weak business for many apparel and textile companies.

It is a tribute to the basic strength of our practice, our marketing and diversification efforts that our business has held up as well as it has. All the same, we have to take note of the cloud without becoming unduly pessimistic. We must go after every opportunity for new business. We need to build our backlog as a cushion against the effects of a downturn. Should such a downturn not come about, we will still be ahead, as only in an oversold position do we achieve capa-

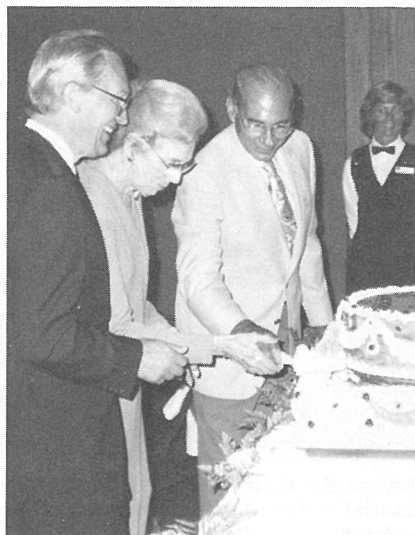
city utilization that yields a superior gross profit. And it is the gross profit margin that determines the size of the bonus pool.

We cannot repeat too often what Stanley Marcus told us about "being in business to provide customer (client) satisfaction." And in securing client satisfaction, Karl Striegel reminded us that the staff consultant remains the key in most projects.

Our sales effort begins here: without client satisfaction we will not get the repeat business that is the backbone of our practice. But the staff consultants can do more than complete the project to the highest standard. They can also be on the lookout all through the projects for opportunities to extend our work into other areas, involve colleagues from other service groups to discuss new projects, etc.

The opportunity to generate more consulting work while on a project is one area in which I suspect other consulting firms are more aggressive. Let's all take a look at ongoing projects and then discuss our ideas with our project managers. In the meantime, I know that our marketing and service group managers are intensively examining their areas for new business, too.

With everyone doing their part, we can have the new business we need in order to sustain high levels of billing. And that will give us the kind of year that we all want for our 50th anniversary.



Bill Cameron

## Quick Response *cont'd from p. 1*

product area. It is an exciting project, involving leading companies at the three levels. Not only does it offer the possibility of later implementation work, but it provides another example of KSA setting the agenda for the industries it serves.

During the week of the Bobbin Show (September 9-13), Bob Frazier delivered the Quick Response message to three different audiences. On September 10, the Crafted With Pride Council hosted a reception for apparel CEO's during which KSA talked about Quick Response Technology being displayed at the Bobbin Show. The next day, we participated in an Apparel Research Committee presentation on the same theme, featuring successful applications ranging from CAD to vendor marking for faster sales information. On September 13, Bob described the benefits of Quick Response for retailers (short cycle buying = higher sell through = lower markdowns = faster inventory turns = better profits) and other segments of the chain at a DuPont meeting on Hilton Head Island.

With the formidable support and active interest of DuPont and Milliken, that week was a memorable one in terms of agenda setting. Stay tuned!

—JS

## Notable Quote

"The real winners in life are the people who look at a situation with an expectation that they can make it better."

—Barbara A. Pletcher

  
The KSA Observer

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## Excerpts

cont'd from p. 1

use it to drive our markets, and industries and drive what's happening in the countries in which we practice. Just as surely as Kurt and our predecessors drove the Soft Goods Chain through modernization, professionalism, and factory management, we can drive the areas that are important to our client constituency of the future. There are four such issues that we are especially concerned with at this time:

1. *Integration of the Soft Goods Chain.* We are in an era demanding firm linkages through asset ownership, or soft linkages via technology and mutual dependence. However it is achieved, an integrated Soft Goods Chain will clearly impact the world's productivity.

2. *Total Productivity.* We must carefully deploy all our assets and time to ensure that everything is productive and operates at its best. We have great opportunities here.

3. *Health Care.* We have the best quality health care system in the world, but we must work at making it a system we can all afford. We can and will have significant impact in the coming decades in this market.

4. *Third World.* In many ways, the Third World may be viewed as the future of the planet. Economic stabilization comes from creating jobs, which come from systematically transferring proven technology to developing areas. Economic stabilization generates political stabilization.

If one person 50 years ago, beginning with no reputation and no capital, could impact one industry so greatly, think of the impact 250 dedicated people can have. In so doing, we can be sure that things will change in the future. There will be many challenges. Perhaps our greatest constant is challenge and change.

However, I believe there are several other constants over the past 50 years in KSA that will remain in the future:

- *Integrity.* The Firm does what it says it will do, internally and externally, in all cases.

- *Quality.* Going the extra mile for high quality work and heeding my personal favorite of Kurt's many quotes: "The bitterness of poor quality lingers long after the sweetness of low price has been forgotten."

- *Innovation.* A hallmark of our history... and the lifeblood of our future. We have and must regularly conceive of truly innovative approaches to the needs of our client constituency. Con-

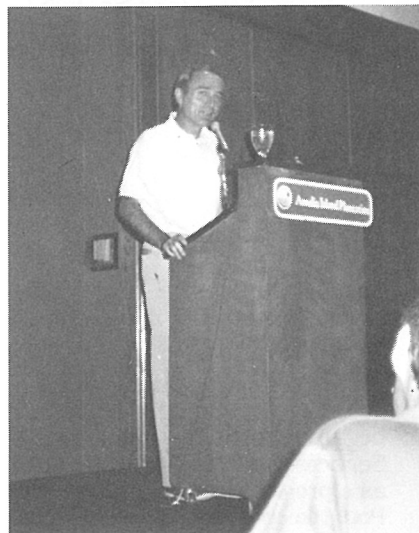
sulting firms hold much of the intellectual capital of the world and have access to what they don't hold. We must utilize that capital effectively.

- *Specialization.* The dictionary defines specialization as the distinctive mark of quality in products or services, special excellence, the state of being distinctive. We are and will be.

- *Respect for Family.* A family is a group of people united by certain convictions and characteristics and providing mutual support. We all have many families. In the Firm they include project teams, clients, service groups, offices. Development of a next generation in a traditional family is important and is the future of that family. At all times our Firm's future is dependent upon the proper, steady, guidance and career development of our personnel. We can never forget that.

- *Results.* Making something happen every day that is positive and lasting. Our Firm, in the final analysis, values consistent results - achieved by its associates for its clients over time, within the boundaries of integrity and our other value systems - more than we value anything else. That will always be the case.

I have a difficult time controlling the excitement generated by the opportunities before us. Our challenges are many, our obstacles few, our commitment is clear. We can meet our challenge if we realize that one achieves a result by focusing on the cause. What are KSA's causes? ... innovative services, client's interests first, integrity, our value system. If we focus on these, we will achieve our results,



Bill Cameron

and we will meet our two overall goals for KSA:

1. To be a firm in which every member can and does contribute to the best of his or her ability and develops to the fullest of his or her potential.

2. To make a positive and lasting difference in the lives of those involved in the firm and the business community of the world.



Bill Cameron

## Reprise

*Many in the Birthday Ball audience at Amelia couldn't make out the lyrics of the New York Perspective Chorus (a game but unrehearsed group). Here's a sample:*

### Control

(Sung to the tune of "You're The Top")

No control  
Is a helpless feeling

Weak control  
Leaves you ripe for stealing

It's a shame to see  
All your profits disappear...  
Just because you're not sure  
Where your goods are - there or here!

Take control  
Buy a payroll system  
Get control  
Take your costs and list 'em

Standardize yourself  
Budget-ize your every move

Keep the IRS from finding  
Something you can't prove

Use control  
Over inventories

With control  
You can stop those stories

That the market loves to tell about the hole  
You would be in if you didn't have control!



# KSA Graduates Largest Training Class Ever



After a short pause to reflect on our 50th anniversary, KSA is starting its second half-century with a bang – with its largest training class in history. The twenty men and women who recently joined KSA are a remarkable example of how our practice has grown and diversified in the last 50 years.



1. *Tim Adams* – Spring graduate (BSIE) of West Virginia University. Summer work experiences include industrial engineering at Consolidated Aluminum Co., Aluminum Company of America and Sun Electric Corp. Tim is from Webster Springs, West Virginia and is assigned to Operations. In his spare time, Tim enjoys golf and snow skiing.
2. *Jeffrey Bourdreau* – June graduate (BSIE) of Virginia Polytechnic Institute. Co-oped with Abex Corp., spending time in Utah, Ohio, New York, and Virginia, working in different divisions. Jeff is from

Annandale, Virginia and enjoys skiing, tennis and travel. He is assigned to Distribution.

3. *Kristi Carley* – A March graduate (BSICS) from Georgia Tech who began work in April in Control Services. Kristi co-oped with IBM as a programmer in Atlanta and Poughkeepsie, New York and also

managed to be very active with campus activities, including serving as president of her sorority, memberships in several honorary societies and being elected 1982 Georgia Tech Homecoming Queen. Kristi's hometown is Poughkeepsie, New York.

4. *Bruce Kroeschell* – May MBA



graduate of the University of North Carolina at Chapel Hill (BSME – Duke, 1982). Bruce's experience includes a year and a half as an engineer with R.J. Reynolds Tobacco Company as well as internships with Burlington Industries and Continental Forest Industries. Bruce enjoys soccer, sailing and reading. He is assigned to Distribution.

5. *Michael Neal* – May MBA graduate of Duke University (BA – University of Florida, 1983). Experience includes two summers with Mobile Laboratories in New Orleans and two summers working as a consultant to various systems firms as well as founding and acting as president of his own firm. Michael is assigned to Control. He plays classical guitar and is a running enthusiast. His home is Tampa, Florida.
6. *Normand Gagnier* – June graduate (MBA) of Laval University in Montreal (BA – University of Ottawa, 1982). Normand's experience includes assisting on technological and management projects at Laval University and working as a texts translator. Normand has a strong interest in aviation as well as many outdoor sports. He is assigned to KSA/USA Operations.
7. *Tracy Kien* – May graduate (BSME) of Tufts University in Boston. Spent spring semester 1984 on engineering exchange program at the University of Sussex in Brighton, England, then spent summer 1984 as an engineering intern at International Paper Company in Corinth, New York. Tracy's hometown is Port Washington, New York, and she enjoys theater, sports and international travel. Tracy is assigned to Distribution.
8. *Connie Lester* – May graduate (BSIE) from Iowa State University. Connie, who is assigned to Operations, began her co-op program with John Deere Ottumwa Works for two summers, then changed over to IBM. With IBM, Connie spent eight months in East Fishkill, New York, and eight months in Boca Raton, Florida. Connie is from Ottumwa, Iowa and enjoys all sports, traveling, snow skiing and meeting new people.
9. *David Lynch* – May MBA graduate of Wharton (BBA – Mercer Univer-

sity, 1980). David's experience includes three years as a senior accountant with Price Waterhouse and a 1984 summer position with Coca-Cola, USA as assistant to the vice president of marketing. David is from Atlanta, is an "avid runner," and is interested in national and international politics. He is assigned to Strategy.

10. *Bettina Neumaier* – June graduate in Textile Engineering (BTE) from Georgia Tech. In addition to working for professors in the Textile Engineering Dept., Bettina has been active in professional organizations including acting as secretary, then president of the American Association of Textile Chemists and Colorists. Bettina spent much of 1983 studying and working in West Germany. She enjoys swimming, bicycling and kayaking and is originally from Oxford, Mississippi. Bettina is assigned to Operations.
11. *Elizabeth Pilnik* – May MBA graduate of Indiana University (BS Nursing – Duke, 1980). Liz joined Health Services in June. Prior to KSA, Liz has three years of full time nursing experience to her credits and for two years was the recipient of an IU Foundation MBA Merit Scholarship. Liz is married to Richard Pilnik and her interests include horses, exercise, and reading.
12. *Jennifer Skeens* – June graduate (BSIE) from Virginia Polytechnic Institute. Previous experience includes working as a pharmaceutical assistant at a VA medical center. On campus, Jennifer was active in a number of professional societies and was a Sweetheart of Sigma Chi. She is from Ashland, Kentucky and enjoys many sports. Jennifer is assigned to Operations.
13. *John Millins* – John joins KSA/UK Operations after 2½ years with the European Research and Development Division of Proctor and Gamble. He earned a BS in Chemical Engineering from the University of Nottingham in 1982. John's hometown is Havant in Hampshire, England, and he enjoys soccer and alpine skiing.
14. *Stephen Szilagyi* – June graduate (BA – Materials and Logistics Management) of Michigan State

University. Steve put himself through school financially by working as an assistant manager of a local restaurant for three years. In addition to working nearly full time, Steve held the offices of both president and treasurer of his fraternity. Steve is from Plymouth, Michigan, enjoys sports and reading, and is assigned to Distribution.

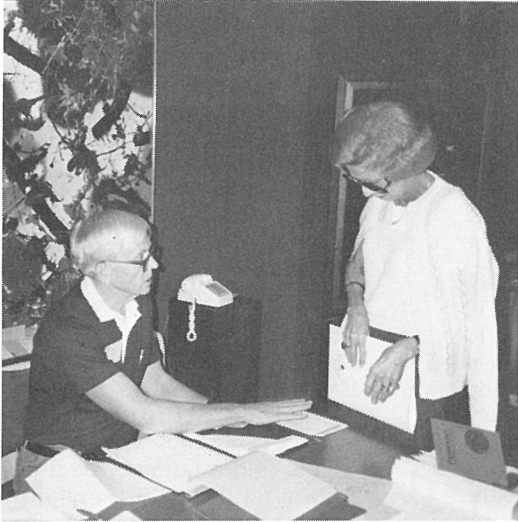
15. *Douglas Van Dagens* – May MBA graduate of Indiana University (BSIE – University of Michigan, 1980). Experience includes two years with Arthur Anderson working primarily with health care clients and a summer as a consultant for a start-up consulting firm in Indiana. Doug is from Bloomfield Hills, Michigan and enjoys athletics (especially softball), music and reading. Doug is assigned to Health Services.
16. *Annette Williams* – May MBA graduate of Indiana University (BS – Accounting, Indiana University, 1984). Annette's experience includes seven years systems and accounting work before she earned her undergraduate degree. Annette completed both her BA and MBA in four years and still managed to hold the offices of president and treasurer of the professional business fraternity and be active in other professional organizations. In addition, she recently took the CPA exam. When she has time, Annette enjoys backpacking, skiing and biking. She is assigned to Control.
17. *Ricky Yang* – Ricky is a graduate of State University of New York at Buffalo (BSIE, 1983), but comes to us most recently from a year and a half at R.R. Donnelley as a manufacturing engineer. He also interned for Westinghouse in Buffalo in 1983. Ricky is from Singapore and enjoys tennis, squash, scuba diving and triathlons. Ricky is assigned to Operations.

#### **Not Pictured:**

18. *John Gleiser* – June graduate (BSIE) from Georgia Tech whose summers have been spent working in the engineering department of his family's zipper manufacturing company in Callao, Peru. On campus, John served as both presi-

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# Images and Memories: KSA Consultants' Conference



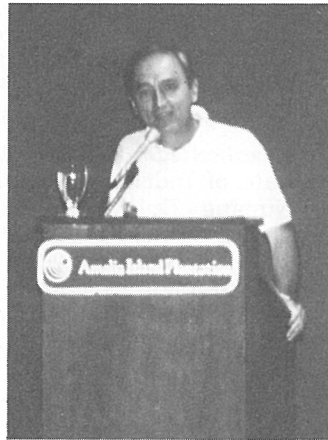
Bill Schenke



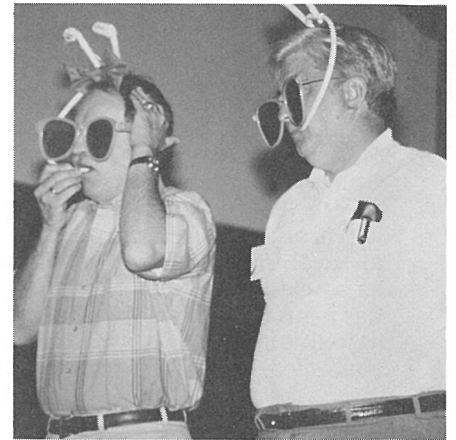
Bill Beckemeyer



Bill Cameron



Joe Scheines



Joe Scheines



Doug Rogers



Bill Cameron

# May 1985, Amelia Island Plantation



Bill Cameron

*"... Nothing compared with the exhilaration and sheer joy of being among that terrific group of people. It was particularly rewarding to see that those of you who have contributed so greatly to KSA's growth have done so without sacrificing that personal touch which made KSA special.*

*"I was tremendously impressed by the obvious advancements and expertise that was unavailable years ago and could only think of how proud 'the boss' would have been."*

Mary Baach



Bill Cameron



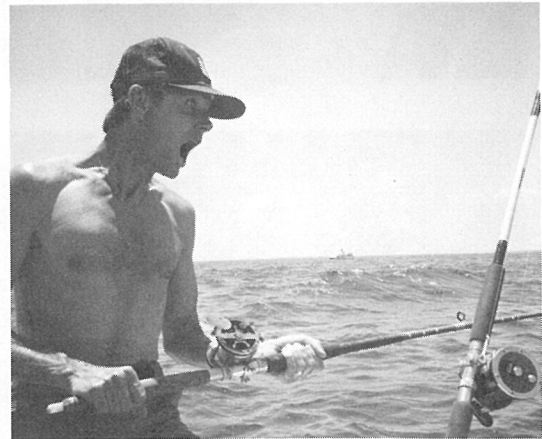
Joe Scheines



Bill Cameron



Joe Scheines

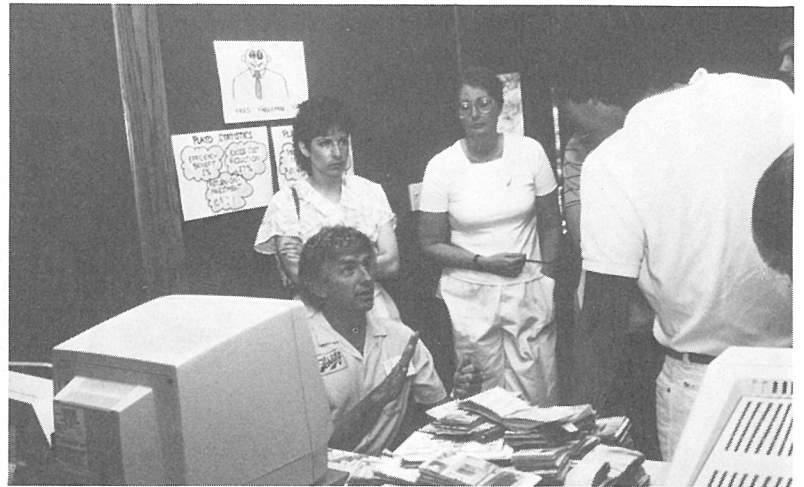


Barbara Brent





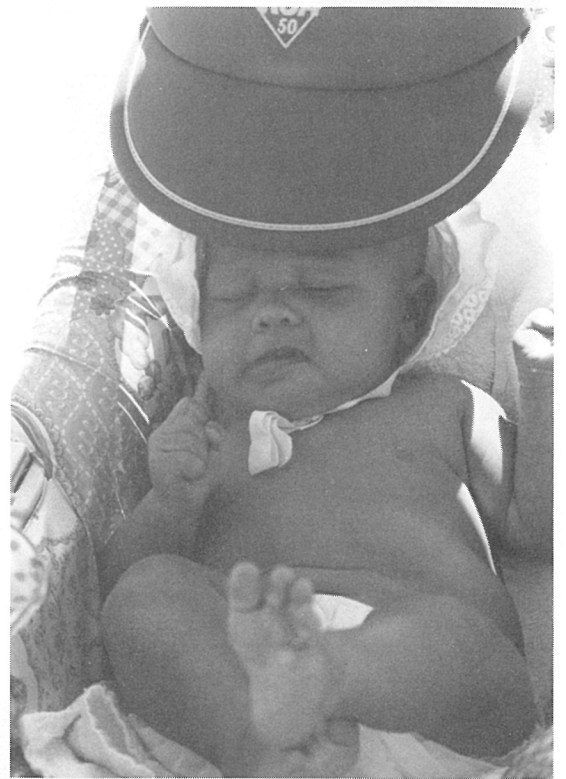
Bill Cameron



Joe Scheines

*"What a marvelous occasion! To see so many of the KSA family from years past as well as those who represent the future of the company, was a thrill. The new engineers are as 'gung-ho' as the ones we hired years ago. What is it about the KSA atmosphere – perhaps that same spirit we knew back in 1940 – that is so contagious? Kurt would have been so pleased if he could have seen what perfect finesse and expertise you fellows employed in pulling off this very special affair."*

*Lula Maye Salmon*



Beth Souther



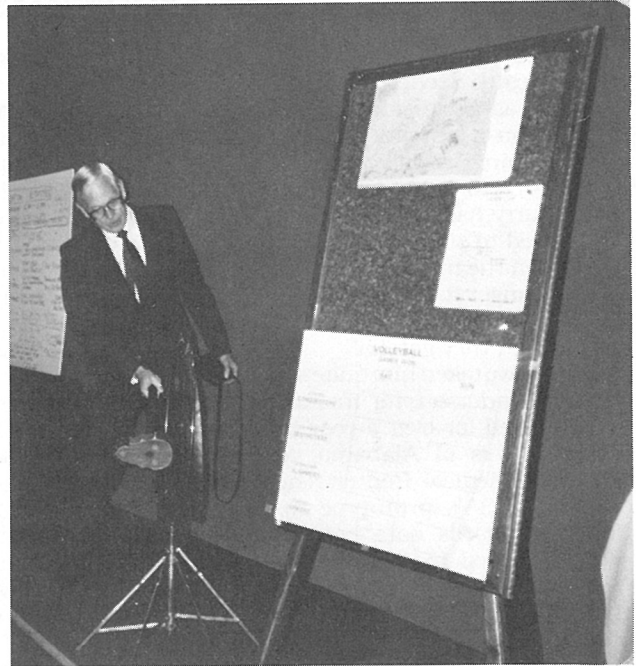
Bill Cameron



Joe Scheines



Bill Beckemeyer



Paul Tsang

*"... Kurt would be mighty proud of what you all have accomplished with his 'brainchild.' You have certainly advanced KSA a long way and I'm certain the future will see accelerated advances. I was tremendously impressed by the caliber of the 'newcomers' (nine years or less!) whom I met. KSA's future would seem assured!*

*"... My hat is off to you, Jack Johnson, and everyone who contributed. KSA couldn't have had a better kick-off for the next 50 years..."*

*Karl K. Striegel*



Sergio Cruz



Joe Scheines

# Health Services Division News

At last glance, full-time membership in the Health Services Division stood at nine, as *Barry Moore* continues production of his edition of *Star Wars: "The Empire Grows Back."*

In order to keep people out and busy, Barry has requested that HSD be limited to six offices... "You have to stay on the move," says Barry, who is no stranger to frequent travel himself... "If they can nail you in one place, then they gotcha!"

Some have taken him quite seriously. *Roland Anderson*, for instance, has disappeared for over a year into the lower bowels of Alabama, at East Alabama Medical Center. There developing KSA's prototype nursing, labor standards data base, Roland was dismayed to discover that the 360-odd work elements of nursing no longer include back rubs. Yet, he still contends that low cost and high quality go hand in hand.

*Mark Wietecha* has picked a more desirable location (if not season) in which to disappear - Miami. Working away at the Cadillac of AMI hospitals

(Parkway) it is on his shoulders to find cost savings to pay for all of our extravagant marketing work there.

Mark faces a challenge to be sure. *Bary* and *Tom Barts*, eager to produce headline numbers, have promised the executive director \$1 million in annual savings. When last seen, Mark was with the hospital mechanical engineer trying to invent a machine to replace four dietary employees.

*Anne Robison* and *Jim Wermert* have also been on the lam in Miami. Anne, rumored to be the next "Don Ette" of HSD's Miami family, has been doing true cloak and dagger work at AMI's Southeastern Hospital. Look for her soon on "Miami Vice." Jim, on the other hand, has been finding ways to keep the rich, rich. Forming joint ventures between Parkway and its physicians, Jim has been generating expenses for Parkway which should keep Tom and Mark busy there for years. (HSD has finally adopted the KSA philosophy of integrating its services.)

New consultants, *Liz Pilnik* and

*Doug VanDagens*, have been laying low in the training class. In the meantime, new administrative assistant, *Pat Amadasun* does the ultimate magic work of coordinating these eight apparitions... sometimes she must make it appear they are where they aren't. (Maybe one day she'll make it seem like they weren't where they really were, and that will really be magic!)

As for Barry Moore, well imbued with the spirit of "In Search of Excellence," he's off to Argentina, in a quest for the next generation of health industry dogma. He thinks the answer has something to do with input-output relationships and has of late been reading "You Are What You Eat." Hopefully, Nabisco has some answers! So stay tuned...

-Jim Wermert

## LET Update

"Managing people to maximize productivity" is both the introduction to our LET service brochure and the continuing challenge for leaders in the industries we serve.

Our Leader Effectiveness Training service continues to meet that challenge by providing concepts in interpersonal communication and problem solving to managers at all levels of corporate structure. The LET program continues to stress effective management as both task-oriented and human relations-oriented, with specific skills training to accomplish both.

Our LET course is a KSA service which may have the most universal application to the range of projects we sell. The concepts are far from industry specific, and the course content can be directly geared to individual client circumstances, regardless of the technical nature of the business. A recent LET course involved teaching managers and supervisors in a company whose business is developing fund raising campaigns in primary and secondary school systems nationwide.

LET continues to be a major service for KSA, and is linked with our PLATO® supervisory development program, creating the opportunity for multiple sales activity. We continue to teach LET to organizations in our traditional apparel and textile industries, and

## Above and Beyond the Call of Duty

Running the administrative matters of KSA's smaller offices such as Greensboro requires a great deal of flexibility and imagination since one has to do everything. *Doris Oakley*, in her seventeen years of experience with KSA, "knows and can do it all."

On a recent Wednesday evening Doris was walking in her yard, slipped on a piece of wet slate and broke her ankle. Her husband, *Bill*, took her to the hospital for treatment. When they returned home, Doris, being a typical independent KSA type, got out of the car, hopped toward the door, tripped, and sprained her other ankle.

The next Monday morning, she appeared at the Greensboro Office as shown in the picture. (Doris is much too young to be using a walker.) During that week, *John Wilcox*, *Bill Reed*, *Hervey Evans*, *Lynn Spuhler* and various others who are in and out of the Greensboro office these days delivered work to Doris' desk. However, after half a day, Doris figured out a way to become more mobile. What is not visible in the picture is an accordion file hanging across the cross-bar of the walker. She used this for taking items back and forth between offices,

to the copy machine, etc.

We believe Doris deserves an Hippomenes Cup Honorable Mention this year, even though she's not a runner.

-John Wilcox



John Wilcox



are expanding our involvement with clients in distribution and health services.

As with many of our services, there is a quick diagnostic each of us can make concerning the applicability of LET to a client organization. If the assessment reveals potential coordination or communication problems within the organization, they could use LET. Consider these issues:

- Is the formal organization chart "real," or are there few "patterns" of responsibility and accountability?
- What does the environmental design of the workplace "communicate" to the employee? To you?
- What are the typical behavior patterns in company meetings? Do things get done?
- What is the general nature of "dialogue" at various management levels? Is there any?
- Where in the organization are actual problems discussed? Where are they resolved?

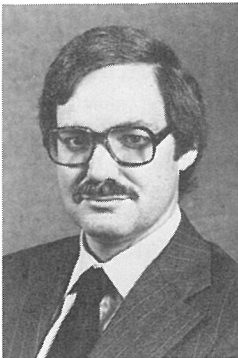
-Doug Rogers

### **KSA, NPD Form Joint Venture**

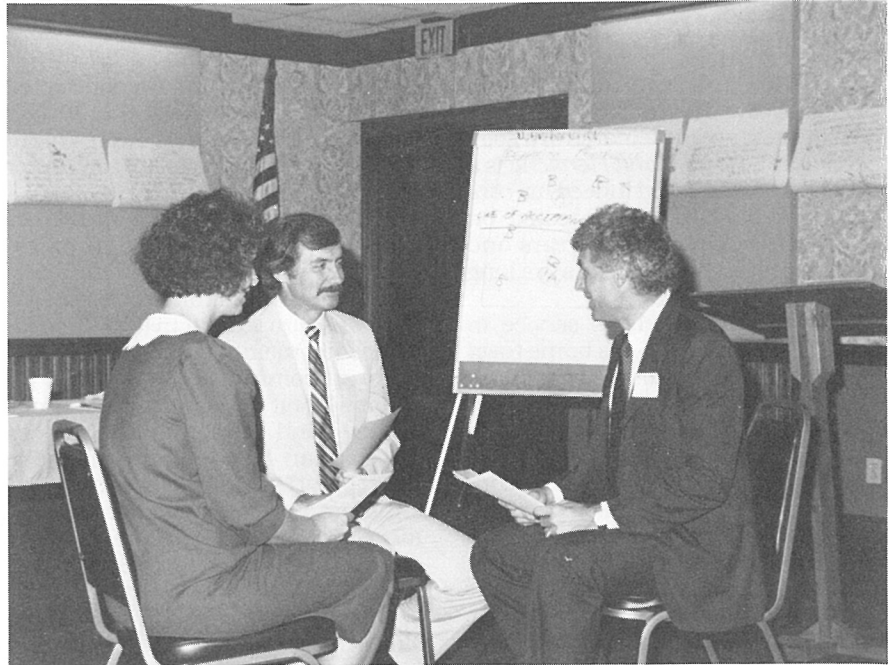
KSA and The NPD Group, one of the nation's ten largest market research organizations, have combined their respective specializations to provide a new marketing tool for soft goods firms. The "KSA/NPD Purchase Panel" expands and enhances the consumer market information now available to companies marketing apparel and textile products in the U.S.

Under an agreement signed in May, NPD will collect and record consumer purchases of apparel and household textiles. KSA will analyze the data for subscribers and offer additional value by helping clients interpret the data from a strategic marketing perspective.

Dudley McIlhenny will direct KSA's effort.



**McIlhenny**



**Doug Rogers assists participants of the Kinston, NC Chamber of Commerce LET session during a role-play activity.**

### **Edith Mendelsohn Celebrates 10th**



Edith Mendelsohn recently crossed the 10-year marker at KSA. She has been Administrative Assistant to Dean Vought throughout that time, and added Jim Giddings to her "stable" four years ago. Both gentlemen, as well as everyone else who comes in contact with Edith, hold her in great

esteem for the cheerful and gracious manner that she maintains while carrying out her responsibilities with crisp proficiency. Edith received her 10-year watch on July 29th at a gathering of NYO people, who unequivocally declared her "one of New York's finest."

# Focus On: Hans-Horst Hensche

If a keen intellect, an ability to persuade, and devotion to the client's best interest are trademarks of a good consultant, *Hans-Horst Hensche* is a super consultant. And indeed his consulting skills have been tested on many projects over many years and his record of satisfied clients is a long and impressive one.

Hans-Horst started his service in the textile industry in his home town of Wuppertal, and finished that phase as manager of a textile mill. He joined KSA in 1969, already a seasoned consultant. For the previous five years he had been a control and strategy consultant with the respected Swiss consulting firm Orga-Ratio. A KSA colleague had observed Hans-Horst's control work for our old client, Cruce, and was so impressed that he went all-out to recruit him for KSA.

It is clear that Hans-Horst was exceptionally well prepared for an outstanding career in KSA. After only two years with us he was managing KSA's control practice in the German Region. After a couple of successful years in that task he was appointed manager of the German Region and held that position until 1983.

Our practice developed considerably during that period, both in volume and in the range of services we offered. It was under his direction that we moved into distribution, expanded our control services, and began to do

strategy work. In fact, we conducted comprehensive strategy studies for German clients before we were able to develop such projects in any other part of KSA's world-wide practice.

While managing the German Region, Hans-Horst served on KSA's Corporate Board. He was a member of the Euro-com when that committee coordinated our Pan-European activities. He continues his membership on the management committee.

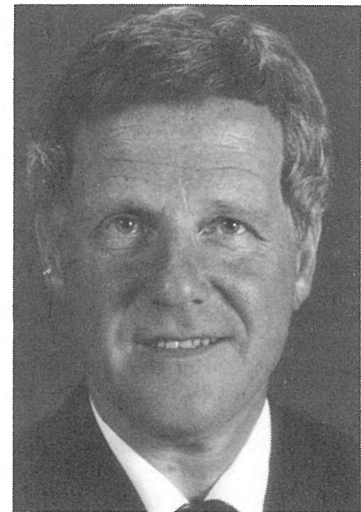
Hans-Horst is now managing our strategy and marketing practice in the German Region. While he made rapid progress in KSA's management structure, Hans-Horst is first and foremost a consultant. His present task permits him to sell, manage, and actively consult on marketing and strategy projects. It is a tribute to his skills that since he concentrated on his new tasks, that part of the practice is doing better than ever. A measure of his consulting abilities is found in the fact that a number of the biggest textile and apparel companies in Germany are his loyal clients.

Hans-Horst has time and energy for more than work. He is a voracious reader of books by Goethe and other intellectual heavyweights. He also enjoys writing as a hobby.

Hans-Horst and *Miriam* have three children: *Monika* and *Michael* are in college and *Mathias* is in high school. The Henschels divide their time be-

tween Wuppertal and a weekend place in the mountains of Rhoen. There, hiking, jogging and cross-country skiing are favored pursuits. Getting there is half the fun for Hans-Horst, who is a Mercedes fan and reputed to be a "fast driver."

All who have visited the Henschels have been impressed by their friendly and thoughtful hospitality. They are all esteemed members of the KSA family and Hans-Horst and *Miriam* have done much to extend that special KSA sense of belonging to more than just a business in their 16 years with us. —SAK



Hensche



Mike Brent

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## Coming Events

*Merchandise Control Seminar*, October 29, New York City. An updated repeat, featuring merchandise planning with a PC. Attendance limited to 35. Fee to be determined.

*Apparel Research Conference*, November, 5-6, Atlanta. Bob King will speak on interactive computer training.

*Knitting Arts Exhibition*, November 19-21, New York City. KSA will exhibit.

*Modern Healthcare Show*, December 3-5, Baltimore. KSA will exhibit.

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## Amelia Island Photo Contest Winners

Hundreds of consultants' conference photos were submitted to the *Observer* for consideration in our first ever photo contest. Twenty-nine were chosen to appear in this issue. Thanks to all who entered. First prize for best picture goes to *Beth Souther* for her snapshot of little *Emma Sue Swift* (page 8). Co-winners for most pictures selected to appear are *Bill Cameron* and *Joe Scheines*. Each will receive a free year's subscription to the *Observer*. The fact that all winners are on the *Observer* staff had no bearing on the decision. Honest. —Ed.

## Together

Whenever I see your face  
I smile at its warm gentle glow,  
Which makes me realize  
That I would miss you  
If ever you left my side.

Whenever the sun rises high  
above the clouds,  
And you are there to share its warmth,  
I realize  
That I would miss you  
If ever you left my side.

Whenever we meet to share a laugh,  
And end up talking of old times past,  
I realize  
That I would miss you  
If ever you left my side.

Whenever I think my days are  
numbered  
And feel as if life were drifting away,  
I realize that you would miss me  
If ever I left your side.

This poem, recently published in "Our Western World's Most Beautiful Poems," was written by *Elaine Thurmond*, Atlanta Technical Services Group.



Thurmond

## Milestones

### Congratulations to

*Tom and Jane Gibson* on the birth of a daughter, *Sunny Bowman Gibson*, April 22.

*Tom and Sue Dennis*, who were married April 27.

*Marco and Judy Velez* on the birth of a daughter, *Amanda Jo*, May 2.

*Chuck and Claudia Troyer*, who were married on May 18.

*Constantine and Laurie Campaniaris* on the birth of a son, *Anthony Dimitri*, June 25.

*Miguel and Vivian Lacayo*, married June 28.

*Jim and Jayne Kirby* on the birth of a son, *Thomas Price*, July 13.

*Sue and Jim Ucci* on the birth of a daughter, *Angela Marie*, August 8.

### Recently Retired

*Lillian McCarthy*

### New Senior Consultants

*Bonnie Brauth* • *Alfonso Hernandez* • *Randy McAdams*

## Notable Quotes

"A man is very much himself what he thinks of others."

—*Frederick W. Faber*

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

—*Samuel Butler*

"Trifles make perfection, and perfection is no trifle."

—*Sidney Hechinger*



**KSA exhibited at the I.M.B. Show in Cologne, West Germany this past June. KSA/UK and German Region consultants staffed the new booth, assisted by six KSA/USA consultants. The Cologne Show, held every three years, is the pre-eminent new machinery showcase for apparel manufacturers.**



# New Office Staff

## Atlanta

*Pat Amadasun* – AA, Health Services Division. Pat has over 20 years of secretarial and administrative experience. She is familiar with health services through her recent employment at the Visiting Nurse Association of Metro Atlanta and the Back School of Atlanta. She enjoys the Arts, playing the violin, and racquetball.

*Jeanne Bowles* – AA, Distribution Services. We managed to convince Jeanne to become a full-time KSAer after she filled in as a Norrell temporary. She has 18 years experience as a secretary and administrative assistant. Prior to Norrell, she worked for Emory University as secretary to the chairman of the Microbiology/Immunology Department. She enjoys walking, reading, and backstage theatre.

*Barbara Byrnes* – Programmer, Technical Services Group. Barbara graduated from Florida State University with a Bachelor of Music degree and from the University of Michigan with a Master's Degree in Music. She is an accomplished bassoonist who plays with the DeKalb Symphony Orchestra as well as with a woodwind quartet. Barbara's major project to-date is the Control Plus system being developed for Base Plus Payroll and Management Reporting.

*Jennie Hudgins* – Programmer, Technical Services Group. Jennie graduated from St. Andrews Presbyterian College in Laurinburg, NC with a BS in Chemistry. She has also done PhD graduate work in Chemistry at Virginia Polytechnic Institute. Her projects to-date include SLM and Apparel Microsystems. Jennie and her husband, *Jerry*, live in Marietta.

*Lisa Lanier* – Invoicing and Accounts Receivable, Department T. Lisa has a certificate in data processing from DeKalb Community College and plans to further her studies in accounting. She has four years of office experience, including two years at a computer service bureau, where she was in charge of the billing for four law firms. As a child, Lisa lived in many countries in the Far East, including Japan, Thailand, and Indonesia. She and her husband, *Tommy*, reside in Stone Mountain.

*Deborah McCaleb* – Accounts Payable, Department T. Deborah is majoring in accounting at DeKalb Community College. Her five years of office experience includes two years in the accounting department at a local furniture leasing company. Deborah, an Atlanta native, is a United Way volunteer with the Visiting Nurses Association. In her spare time, she enjoys bowling, swimming, and reading.

*Cheryl Sizer* – Word Processing. Cheryl comes to us from VideoStar Connection where she was a word processing secretary. She gained her word processing and data processing skills with Sears Retail Distribution Center and JuJu Enterprises as a work-study student. She holds a BS in Economics and Business Administration from Benedict College, where she was elected Miss Senior in 1984. She enjoys meeting people, roller-skating, fashion, modeling and dance.

*Steve Sorrell* – Word Processing. Steve graduated from Evangel College with a Bachelor of Music Education. He has earned several teaching certificates for vocal and instrumental music. He received his word processing training from Lanier Harris and applied it at Emory University Hospital in the Department of Cardiovascular Nursing before joining KSA. His hobbies include calligraphy, piano, and his six-year-old daughter.

## Nashville

*Nancy Comer* joined KSA in May as Plato Assistant. She brings with her a Master's Degree in sociology and a background that includes teaching in the Georgia and Tennessee School Systems and experience as Assistant to the President of an energy management company.

Upon arrival she was immediately presented with responsibility for keyboard conversion of KSA's Sewing Supervisor Course (on the Plato computer) from English to Spanish. Having completed that project on schedule, she has begun converting the course to German, but winces when we mention Chinese.



Comer



Massey

## UK

*Jan Massey* has recently joined the UK Company as a secretary. Jan was previously a sales secretary with a large computer company for 4½ years. She is married (*Tony*) with a son and a daughter, and loves the ballet and theatre.

## Princeton

Having graduated from Rutgers College of Engineering this spring, *Gabrielle Pyle* joined the Princeton Office staff as a Distribution Analyst on June 24. She and her husband, *Greg*, live in Edison, New Jersey. Outside the office, she enjoys sailing, volleyball and reading. (Photo not available.)



Amadasun

Bowles

Byrnes

Hudgins

Lanier

McCaleb

Sizer

Sorrell

Atlanta photos by Janice Ryer

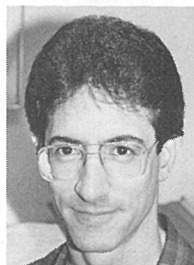
## New York

**Nancy Bull.** That cheerful, well-modulated voice answering the NYO phone these days belongs to Nancy Bull, our new receptionist. A dramatic actress (stage) for ten years, Nancy hails from Minnesota, although she's made New York her home for the past 13 years. Among her other pursuits are jogging, swimming, and singing.

**Lee Feltinton.** Lee has joined KSA's Strategy Group as Administrative Assistant to Peter Brown, Marian Colwell, and Larry Lein. A former political science student at the University of Florida, Lee has a particular interest in Asian studies and the martial arts.



**Bull**



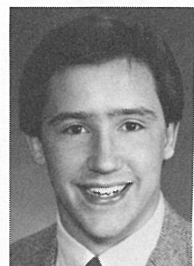
**Feltinton**

**Susan Kuhnemund.** Susan took over the demanding responsibilities of New York Office Manager at the end of May—just in time for a summer with severely limited air-conditioning (drought-initiated). She is a Manhattan native and an Elmira College graduate (BA, History). Before joining KSA, she was in sales and sales administration management with Alcoa. Her interests are bridge, opera, theatre, films, and cuisine, and she is especially fond of collecting antique glass Christmas ornaments.

**Chad Mellon.** Chad joined New York's IAG in July as Research Analyst. Originally from Shaker Heights, Ohio, Chad attended the Wharton School, University of Pennsylvania, where he received a BS in Economics with a major in Finance and Strategic Planning.



**Kuhnemund**



**Mellon**

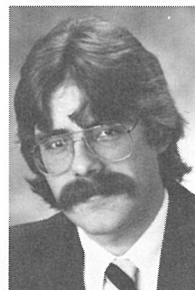
New York photos by Tamara Laurentia

## West Germany

**Dan Weiler** joined KSA's Strategy and Control Group in April. He holds a BA from the University at Cologne and an MBA from IMEDE (Lausanne, Switzerland). He has experience in planning, control and marketing in the US and Germany. Dan is married (*Margie*) and his hobbies include tennis, travel, and reading.



**Weiler**



**Busch**

**Joachim Busch** joined KSA July 1 as a programmer. His educational background includes business administration and information science. In his spare time he enjoys jogging, billiards and microcomputers.

## Largest Class *cont'd from p. 5*

dent and vice president of the Tech chapter of AIIE. He enjoys photography, travel and soccer. John will join the Operations Group in September.

19. **Madison Riley** – May MBA graduate of the University of Virginia (BA – Trinity College, 1981). In addition to being last summers' KSA Atlanta Strategy intern, Madison has two years of retail experience with John Wanamaker in Philadelphia beginning as a buyer and ending as a manager. Madison is married to Laura Hewit-Riley. In his spare time, Madison enjoys singing, acting and waterskiing. He is assigned to Strategy.

20. **Enrique Yaffar** – May graduate (BA Chemical Engineering) from the University of Florida. Experience includes research in the Chemical Engineering Department, working on modeling and optimization of biochemical systems. Enrique is originally from El Salvador, although his family now lives in Miami. He enjoys water and outdoor sports, reading and traveling. Enrique is assigned to Operations.

## Departures

*Joe Bender • Jill Greenwood • Sue Guggenheim • Wil Hardy (Germany) • Penelope Malone • Jeff Palmer • Roberta Edwards White*

## Dominican Jumping Mules

*Editor's note: This is a letter to Jerry Armfield from a prominent client who recognizes the need to have competent management in place before starting a project – or something like that.*

Dear Jerry:

As you state in the closing paragraph of your February 7 report, "We should all remember... the mules that jump fences..."

We do. We have a few.

But we must also remember that some don't. We have some of these, too.

Our experience indicates that attempting to retrain mature specimens of the latter type is akin to facing windward when nature calls. Equipping them with new bridles, fancy saddles, speedometers, altimeters, hired trainers and sophisticated controls almost never overcomes their tendency to remain in place. Even the wisdom of Plato is ineffective.

The only solution is to get a new lead mule who will run off those members of the herd who are terminal non-jumpers. Our mule dealer is at work on this task. After we complete it, we may need your help.

Regards,

## Cain and Woodham win Hippomenes Cup 'Peachtree' draws large KSA field

Atlanta's annual July 4th Peachtree Road Race is not just a 10K race anymore. It has grown into a multifaceted event that includes spaghetti suppers, beer parties, training clinics, beer parties, running ideas, beer parties, barbecues and picnics and beer parties. KSAers seem to participate most eagerly in the peripheral events.

Ron Brockett, who headed the finish line volunteer effort for the race, recruited about 20 KSAers as volunteers for the cause.

Relocating staff, the current training class, and representatives from the Greensboro and Princeton offices, plus a sprinkling of alumni, all joined in the day's festivities.

After a post-race breakfast at Mary White's house, runners and volunteers headed home to prepare for the afternoon's activities.

A torrential downpour at Robyn and Dave Cole's house, site of the traditional Champagne Toast and Hippomenes Cup Awards, proved that it takes more than Atlanta's monsoon season to dampen the spirits or appetites of KSAers, as the revelers tallied scores and traded bragging rights until the storm passed.

When the sun reappeared, partygoers gathered around the pool for the annual presentation of the Hippomenes Cup, awarded to those fighting sloth and inertia. Last year's winner, John Wilcox, presented the cup to the 1985 co-winners, Kathy Woodham and Steve Cain. (See picture.)

Three teams, Falkin Flyers, Cain Mutiny, and Severyn's Speedos, competed for team championship. Severyn's Speedos, captained by Jim Severyn, won the competition. The fastest time was set by Doug Rogers who completed the course (so he claims) in 40:46. — Beth Souther

### Notable Quotes

The time which we have at our disposal every day is elastic; the passions that we feel expand it, those that we inspire contract it; and habit fills up what remains.

— Marcel Proust

When you cease to make a contribution you begin to die.

— Eleanor Roosevelt



### Princeton Office Softball

The major leagues can keep their problems; there is still a place where great baseball (or rather, softball) is being played without the meddlesome influence of attorneys and arbitrators.

I'm referring, of course, to the classic series of softball games staged by the Princeton office during the past several months, featuring office staff, friends, and relatives alike. Led by such stellar athletes as Randy (Dr. K) Moore, John Almeida, Ken Walker, Steve Schlehuser, John Dye, and Steve (E-6) Riepenhoff, the games, held every fourth Sunday, have been both competitive and fun.

The most recent game, July 28, (at

which the accompanying team picture was taken) was a close, defensive struggle (13-5) highlighted by the power hitting of Steve Szilagyi, the deft glove work of Barbara Dye and Barbara Walker and the errant throws of the writer. A good time was had by all, and not one fan was overheard to say he did not feel the game was worth the price of admission. Additionally, the concession stand (Riepenhoff's cooler) did a very brisk business.

So beware Peter Ueberroth. Baseball fans now have a serious alternative to the National and American Leagues—the KSA All-Stars.

—Randy McAdams

