

the KSA Observer

Volume 16, No. 3

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Winter, 1985

KSA holds European Consultants' Conference at Cannes

When a likely venue for the European Staff Conference to celebrate our 50th anniversary was being canvassed, somebody said "Why don't we go to Monte Carlo?" Previous ideas of Paris or Amsterdam were abruptly forgotten when our travel agent came up with an excellent package based on the Carlton Hotel in Cannes, one of the best known and most elegant hotels on the Riviera... and sufficiently close to Monte Carlo for the high rollers to "fait les jeux."

The conference weekend for around 100 delegates began on Friday evening with an informal champagne cocktail party and buffet supper, where we all had a chance to meet our European colleagues and our invited guests from the States, *Stig and Becky Kry*, *Dave and Robyn Cole*, and *Bob Frazier*. Special guests were *Stuart Hollander* and his wife *Gill*.

Amid temperatures in the mid 70's, Saturday morning saw consultants ensconced in the "Old Palais," not for

old time dancing as the same suggests, but for the staff meeting.

The agenda included many of the topics aired at Amelia. The highlights were six mini-presentations on assignments where some of our newer services are being delivered, including Sourcing, Style Testing, Plato® and Retail Merchandise Control. The meeting was rounded off with the results of three Delphi Surveys that had been undertaken in the German, Spanish and UK companies. It was a very stimulating session.

Other delegates not involved in the staff meeting sampled the delights of the medieval city of St. Paul de Vence in the Provence Hills, and a visit to the Maeght Art Foundation, followed by a leisurely lunch on the terrace of the Mas d'Artigny (Michelin starred restaurant), with a view of the Provence landscape.

For the more energetic, the afternoon was spent touring Antibes and then on to Cap d'Antibes, or a boat

trip to the Ste. Marguerite and St. Honorat Islands. For the others, there was the white sand and warm sea of the Mediterranean.

The highlight of the weekend was the Saturday evening celebration dinner and dance at the Majestic Hotel, a short stroll down the Croisette from the Carlton. An excellent meal was followed by a toast by Stig Kry to the memory of Kurt Salmon, and a *cont'd on p. 2*

From the President

To the Firm:

Congratulations to each member of the Firm on an exemplary year of client service. We can be justifiably proud of the many successful projects of the year. We are completing our first 50 years on a strong note.

Independently, and in aggregate, you have further strengthened KSA's worldwide reputation for excellence. Important new clients have been added in each service group and market, and valued long term clients continue to prosper with the use of our services.

In a few weeks we will be starting the first year of our second half century. We look forward to it with enthusiasm, as we have many exciting opportunities and a strong talent base for moving forward. We must always be mindful that reputation and talent provide opportunity - excellence requires extraordinary effort.

All the best for the Holidays and the New Year. *-Dave Cole*



Miriam Henschel, Stuart Hollander, Gill Hollander, Hans-Horst Henschel (Germany), and Stig Kry enjoy dinner and conversation at the European consultants' conference.

Inside:

Catch up with KSA alumni, pages 4 and 5.

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Chairman's Corner

by Stig Kry

The big event since the last *Observer* issue was our European 50th Anniversary staff conference in Cannes in the south of France. The setting of this well-known resort on the Mediterranean is beautiful, and the weather was warm and pleasant.

The meeting took place against a backdrop of business success and progress in all three European regions, and, as at Amelia Island, the program was well-balanced between serious business sessions, relaxation, and sightseeing.

All of this added up to a magnificent meeting that brought everyone a bit closer and strengthened the conviction of all that KSA Europe is doing well and is off to a strong start on the next 50.

The meeting in Cannes was a good occasion to reflect on the importance of our European practice. A little over 25 years ago, Kurt Salmon and his senior associates decided to systematically develop an overseas consulting practice. After a start in the UK, KSA opened offices in quick succession in France, Germany, Switzerland and a bit later in Spain.

We had much to learn about setting up consulting offices in foreign countries. We have had some ups and downs. In 1977, we closed our Paris office in the face of difficult economic and political conditions. We are now exploring ways of providing clients our services in France again.

There has undoubtedly been occasion for some to wonder if the effort and investment that went into building our business in Europe could not have produced equivalent or better results if applied in the US. The journey has been eventful and enormously interesting to all who have had a part in it. And now the results speak for themselves: in 1984, the profits from Europe were strong and quite out of proportion to the size of the practice. We will enjoy more of the same in 1985. Our congratulations go to *John Beddows*, *Hardy Artelt*, *Alberto Figa-Beleta* and all other present and former associates on their success in building a strong KSA business in Europe.

But there is more to it than fees and profits.

Europe has lost manufacturing

employment to imports just as has happened in the US. But the textile and apparel industries are still large and the European pre-eminence in fashion leadership is as strong as ever. The best known European brands and designers enjoy worldwide success on a scale that few companies or designers from any other part of the world have achieved.

From our offices in the UK, Germany, Switzerland, and Spain, we provide clients our services in practically all Western European countries from Scandinavia to Portugal and in several East European countries.

Without a strong European practice, KSA would not have the credibility as international experts in the soft goods industries that we enjoy and which increasingly sets us apart from our competition.

The transatlantic projects for European clients entering the US market or for US companies interested in Europe, are becoming more numerous every year. More and more of our consultants are involved in such projects. The professional and personal enrichments of this type of experience are priceless.

And the continental expansion continues. Our Far Eastern office in Hong Kong is developing rapidly under *Jim Trautman's* overall guidance and personal impetus. *Jim*, *Paul Tsang*, and *Chuck Gilreath*, assisted by other colleagues, have been successful in establishing strong relationships with a number of the leading firms in the Region. This has quickly given us a base on which to build for the future.

We are now in the middle of a project for a European subsidiary of an American company concerning their extensive Far Eastern sourcing activities centered in Hong Kong. *Jim Trautman*, *Peter Amrein* and *Paul Tsang* are grappling with this difficult project in order to overcome problems of distance and languages. (The project spans three continents.) This is a challenge we must meet because we will surely have an opportunity for similar projects as the textile and apparel industries become increasingly global.

So the vision of Kurt Salmon in 1959 has proved to be correct. Without the important decision to open offices

in Europe 25 years ago, KSA would today be a smaller and less prosperous company. And we would be less able to serve our international clients, both at home and abroad.


Cannes *cont'd from p. 1*
minder that Kurt, a skilled ballroom dancer, would have made the most of the opportunity to dance the night away. We did.

Sunday morning started slowly, but by 10:30am everyone had convened in the Carlton conference room, to be greatly amused by a speech from *Stuart Hollander*. *Stuart's* initial premise, that he had never really left KSA, but had been undertaking a special research project on the life of a consultant whilst appearing to be a client, was not sustained for long but proved to be the prelude to a hilariously funny presentation. The closing remarks were made by *Dave Cole*, who gave the highlights of his Amelia Island speech a European connotation, and set the goals for the next 50 years.

In retrospect, we had a great weekend. Thanks, KSA. *-John Beddows*

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**KSA European
Consultants'
Conference,
October, 1985
Cannes, France.**



Dave Wilson, Liz Wilson (UK), Salvador Cors (Spain), Maria Engles Cors, Jaime Tusell (Spain), Agnes Tusell, Elean Reig, Francisco (Paco) Reig (Spain), Anna Luisa Figa-Beleta, Alberto Figa-Beleta (Spain).



Joachim Mueller (Germany), Giuseppe Tosco (Italy), Cesare Aspes (Zug), Alessandra Tarditi, wife of Renato Tarditi (Italy), Alberto Figa-Beleta (Spain), Wim Schijen (Germany).



Becky Kry, wife of Stig Kry, Jurgen Zapp (Germany), Hardy Artelt (Germany).



Steven Humphreys (UK), Kevin G. Smith (UK), Ruth Humphreys, Brian Nielsen (UK).



Tony Hassall, Stella Hassall (UK), Malcolm Newbery (UK), Sheila Newbery.

Catching up with KSA alumni . . .

Updates from KSA alumni include the following:

Joel Sockwell is Vice President of Construction and Property Management for Kinder-Care Learning Centers, Inc. in Montgomery, Alabama. He is also project manager for a new 5-story home office building in Montgomery. Daughter Kim, 23, is office manager for a real estate developer, son Dean, 19, is a student at N. Georgia College, and son Eric, 16, is a high school student in Atlanta. . . . **Glenn von Rosenberg** is Owner of VR Fashions, Inc. and Sylvan Learning Center of Waco. He is also co-owner of Ozark Leather Company, Inc. Glenn resides in Waco, Texas with wife, Dr. Jo von Rosenberg. He has three grandchildren: Claten, Cooper and Jason, and is looking for granddaughters. Glenn sends this message, "Still fighting to maintain control of children and grandchildren over local

banker. Please have friends send money. Also, a big Texas 'Howdy!' . . . **Dale Dodrill** is Chairman, President, and CEO of American Synthetic Rubber Corp. He and wife Carolyn, and children David, 16, and Amy, 13, reside in Louisville, Kentucky. Dale writes, "Got to play 75 rounds of golf this year in addition to having a profitable year. My best to you all - I've enjoyed my life since leaving KSA, but still miss the friends and associates I haven't seen for so long" . . . **Hal Wilson** is Vice President of Distribution for Neiman-Marcus, and a mixed doubles tennis champion. He and wife Alison, and daughters Lisa, 9, Kimberly, 6, and Cynthia, 4, live in Dallas. . . . **Lee Ozley** is President and Founder of Responsive Organizations, Inc. Lee and Terri live with children Kelly and Tracey in Falls Church, Virginia. Lee notes, "ROI continues to do very well. Recent highlights include appearance in Decem-

ber, 1985 issue of SUCCESS magazine. Terri has completed her Masters degree and has returned to full-time work with ROI." . . . **Barry Mademann** is Vice President, Textile Operations for Jockey International. Barry and wife, Susan, live in Mt. Olivet, Kentucky, on a 260-acre cattle and tobacco farm. Daughter Stephanie is a freshman at Georgia Tech, and son Scott is in middle school. . . . **John Nicholson** is President of Tennessee Apparel Corp. He lives in Tullahoma, Tennessee with wife Barbara and daughter Leigh. . . . **John (Jack) Fitzsimmons** is Senior Vice President of Marshalls, Inc., division of Melville Corp. He and wife Ruth live in Concord, Massachusetts with children Kelly, Sean, Michael, and Scott. Jack notes that son Sean, 16, was recently selected for membership in the National Honor Society.

Payola suspected, but Communications Dept. mum

KSA makes headlines . . . again and again

Watch out Reagan and Gorbachev, you're about to be upstaged in the press by KSA. . . .

Since July, KSA has been featured or quoted seven times in the business section of *The Atlanta Journal* and *The Atlanta Constitution*. Two stories appeared on successive Mondays, the business section's highest readership day.

The groundwork to become the darlings of the press began in July when *Dave Cole*, *Barry Moore*, and *Beth Souther* met a reporter at an acme luncheon. The trio attempted to dazzle the business writer with their knowledge and background in diverse industries, and it must have worked. Soon she was calling for background materials on general business and health care.

Results of that first meeting appeared in a business feature about apparel companies and medical costs and quoted Barry Moore extensively. The second feature, about bonus guidelines for companies, was written in October, and quoted *Ron Brockett*. Two weeks later, a feature about the changing apparel and textile workforce again quoted Brockett extensively in a 30-inch story.

At the end of October, Beth Souther

approached a business staff writer on the newspaper about the possibility of devoting an entire story to KSA and Dave Cole in *Profile*, a regular Monday feature that appears on the front page of the business section. The writer bought (only a figure of speech) the idea, and spent an exhausting day as he followed Dave's schedule and interviewed him between meetings.

Guts, timing and luck all seemed to come together, and the result was a 36-inch feature complete with color photo of Dave in running attire on the front page, and a black and white office environment shot on the inside continuation page. (Reprints are available from the Communications Department or Dave's mom.)

KSAers have reported that they have received numerous comments after clients and friends read the feature, and Dave has received many calls (mostly from creditors who now know where and with whom he is gainfully employed).

Exactly one week later, just as the spotlight was beginning to fade, KSA was featured once again in a story about how to choose a management consultant. KSA was the only firm mentioned, and Barry Moore was quoted exclusively in the 18-inch feature.

Somehow, the firm missed any coverage the next week, but rebounded the following Monday with a listing of employees promoted to senior consultant and announcement of new hires.

And finally, the seventh mention made a big splash on the front page of Business Monday. The annual Soft Goods Outlook, which KSA has been publishing since 1974 to predict the next year's trends was the banner story. The 20-inch feature quoted Dave Cole and *Freddie Wood* and was peppered with excerpts from the Outlook. By midday, the Atlanta office had received calls from the *Wall Street Journal* and WCNN radio for possible spinoff stories, and by mid-afternoon the Communications Department learned that Associated Press had picked up the story for national distribution.

The frequency of KSA mentions in the Atlanta newspapers is no mean feat. As it is a metropolitan newspaper catering to very big business; it is a challenge to edge out Georgia Power, Southern Bell, and the latest re-zoning proposals.

By the time of the next summit meeting Reagan and Gorbachev may find reports of their meetings sandwiched between stories about KSA.

Alumni Focus: Dick McCaskill

I look back on my years at KSA with fondness, remembering little things as well as big things. I felt a particular sense of scrutiny early on because my father had been a KSAer dating back to the early sixties, and I had known several KSAers through him: *Karl Striegel*, *Jack Ullman*, *Ken Osborne* and others. I'll never forget being in the Pee University training class – as a new hire in the health care group – and struggling to avoid the eye of lecturer *Chick Schwartz*, who, because he had worked with my dad, expected me to answer every question. Fortunately we had another “Richard” in our class and Chick didn't know I went by “Dick” (which is what most KSAers remember Dad by as well). He finally popped a question and called on “Richard” for an answer – by the time I had gulped twice my fellow classmate had given the answer. To this day I owe Richard one!

My experience with HIC (now HSD) was invaluable. I worked on nurse staffing studies when most of my PU classmates were seat seaming at Roswell. I quickly moved into departmental functional studies and then into overall hospital long range master planning. This latter area of general strategic thinking and project development was to serve me well later on. Geographically, I worked on projects from Ft. Pierce, Florida to Warwick, New York, and from Savannah, Georgia to Payson, Utah. All tolled, I expect I chalked up several dozen engagements in about 20 states before becoming an alumni. At one point in the mid '70s I was working on five projects that commanded 80-90% of my time, and all were within 50 miles of the Statue of Liberty. My co-workers were suffering in Stuart, Florida, Savannah, Montgomery, Atlanta and other Southern locales... I never did figure that out!

I will truly never forget the day I flew into Newark, New Jersey on a Delta Early Bird, drove two hours to Warwick, New York (summer home of *Stig Kry*, who was kind enough to invite me to dinner during the engagement), made a presentation to the hospital board for a \$25,000 long range plan, sold the job on the spot (out from under three other competing firms), finally had my first food of the day at 2:00pm – a cold chicken sandwich with the administrator in the cafeteria, dashed

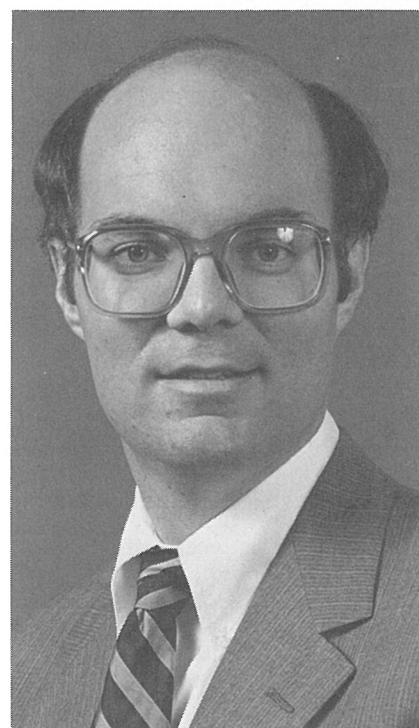
to LaGuardia for the flight home, missed it by five minutes, repossessed the rental car, bolted over to JFK airport to catch (by five minutes) the last flight home to Atlanta. Wouldn't you know it? Only peanuts on that flight (“It leaves too late.”), home in my bed around 11:30pm. Can anybody out there top that for commitment? Awaken in your home, hit all three NYC airports in one day, drive over 200 miles, sell a job in a new state, get home that night to your own pillow and all on a chicken sandwich?

The last two years of my career at KSA were filled with a steady diet of projects for a then fledgling company in Nashville, Tennessee – Hospital Corporation of America. We did a lot of work for them in the form of architectural programming, long range planning, and Certificate of Need studies. HCA was a small \$500 million company of about 50 hospitals when I first met them in the mid-'70s. During 1976-77, other than the big City of Faith job for Oral Roberts University, almost all my time was spent on HCA's behalf. With internal changes and growth within HCA, a job opportunity opened and, with mixed emotions, I accepted, moving to Nashville in late 1977.

In 1977, HCA had revenues of \$625 million with 95 hospitals. Through 1985 I expect HCA will achieve revenues well in excess of \$4 billion with over 460 hospitals worldwide. My job in this eight year period has been to help grow the company by focusing on new market opportunities and growing our share of market in existing locations. This has included activities similar to those performed while a KSAer, but also far beyond. The ability to take implementation action, rather than just recommend it, coupled with the management authority to affect outcomes and change direction has been the biggest challenges and thrills.

Growing a company at 20%+ compounded yearly obviously can't go on forever. The healthcare industry is changing and the hospital segment in particular is undergoing major structural shifting. The prospect of a shrinking market is more likely today than a growing market. These times will call for new skills, greater determination, and better communications.

On those all too infrequent occa-



McCaskill

sions when I encounter a KSAer, past or present, our faces always light up at the prospects of story swapping. I had the pleasure of seeing *Jack Ullman* on a plane a while ago; ran into *Steve Bannister* and *Bill Luttrell* just the other day in town; talked to *Tom Day* at LL Bean months ago.

So, Kurt started something 50 years ago which not only has provided immeasurable benefits through the years, but has been spinning off alumni who, no doubt, continue to employ the skills learned through KSA experience.

Finally, for those who knew of our daughter's serious medical defect at birth (just a few weeks before moving to Nashville), you'll be excited to hear of God's complete and miraculous healing of Lori. She is leading the happy life of an eight-year-old in Brownies, ballet, and the second grade. So – to Jack and Stig I give credit for perpetuating a strong contribution to business and industry. But to God I give the credit for our family, our health and our well being. At this time of year in particular I can't think of a more appropriate closing.

My warmest to all KSAers and alumni.

– Dick McCaskill

The KSA Travel Challenge

by Doug VanDagens

The following is an account of Doug VanDagen's first week as a KSA consultant. Doug challenges anyone who can come up with a better (worse?) "travel nightmare" story to submit it in writing to the Observer. The events of the story must have taken place in a seven-day period or less in order to qualify. Don't sharpen your pencil just yet; wait until you've finished this story, Editor.

While traveling from Chicago to Greensboro on September 18, my luggage was lost. I had to borrow a suit from Jim Wermert to wear to my first strategy meeting. This was a kind act on Jim's part – unfortunately, the waistline on the suit was five inches larger than mine, and the inseam was four inches shorter. Needless to say, I did not look my best.

The following week, while flying back from Ft. Wayne, my wallet was stolen. They got \$100, two American Express cards, a Visa card, many family pictures, my registration, proof of insurance, and driver's license.

On the 25th, Jim and I were in the middle of Greensboro, North Carolina, driving down a five-lane boulevard, totally lost, trying to get to the airport on time. Luckily, we saw a police officer on a side street. We started waving at him in order to get his attention, so we could ask directions. He started driving faster, so we picked

up speed in order to catch him. We finally caught up with him when he pulled into a parking lot, and I hopped out of the car to ask directions. Then he told me that he had clocked me at 17 mph over the speed limit. Of course, he didn't believe our story.

Unfortunately, North Carolina does not have a reciprocal agreement with the state of Michigan, which is where my driver's license was from before it was stolen with my wallet. I was put in the back of the police car and hauled off to the courthouse, where they fingerprinted me and asked me for \$100 bond. Otherwise, I would have to spend the night in jail. I turned to Jim, who had followed us to the courthouse. He had \$29 total, it was after 5pm, and the banks were closed. I looked in my wallet and, luckily, the amount we had was \$100 on the nose. So then I said, "Well, I'll pay the \$100 bond, plead guilty and mail in my ticket, and be out of here." Well, from there they proceeded to tell me that for anything over 15mph (and remember, I was going 17 mph over the speed limit) a mandatory appearance in court is required. I could not plead guilty by mail. So, I would have to fly back to North Carolina to appear in court. The representative from the court asked me to give her the \$100, and I complied by throwing it at her.

The police officer informed me that

the bond was actually an option that the court was not required to offer, and that they could always throw me in jail without bond... Fortunately they allowed me to pay the bond and Jim and I left. We upgraded our tickets to first class and had a few drinks on the flight home.

It was about 1:30 in the morning when I finally got back to my apartment in Atlanta. As I got out of my car I looked behind me and saw a police car with lights flashing. I couldn't believe it. The policeman said, "Let me see your driver's license, registration, and proof of insurance."... He asked me how long I had lived in town. Unfortunately, I didn't realize why he was asking and I responded, "Four months." Well, he told me that I had out-of-state plates, an out-of-state driver's license, and that I had run a stop sign.

He proceeded to write me up for running a stop sign and required that I get plates and registration within a week or he would write me up for that as well.

After he left, I sat on the ground, totally dazed, ticket in hand, for about half an hour, and then I finally went upstairs.

And that's the end of my story. I figured it all up the other day, and I estimate that, including my plane ticket back to North Carolina, the ad valorem tax, the increase in my insurance premiums, etc., my first week as a KSA consultant cost me about \$1430. Can you top that?

Notable Quotes

"To everyone who proposes to have a good career, moral philosophy is indispensable."

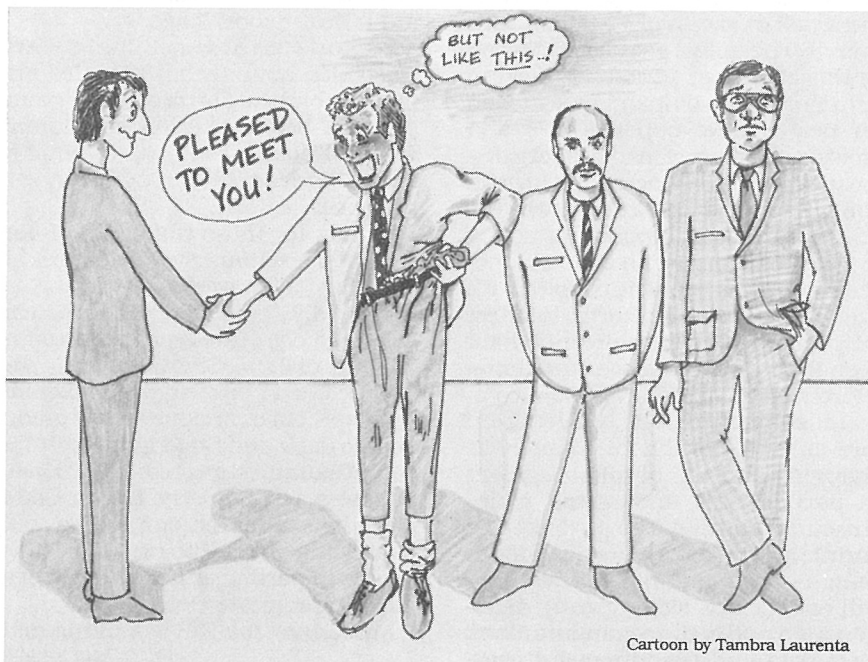
—Cicero, *De Officiis*, 44 B.C.

"Beware of the lure of the swivel chair! So easy is it to sink into routine habits. One feels so much more at ease in the accustomed office chair than in hurrying hither and thither, striving to overcome barriers. Unless we are on guard, we are inclined to let others come, if they wish, to see us. But the way to find business, is of course, to go out after it."

—B.C. Forbes

"Nothing is particularly hard if you divide it into small jobs."

—Henry Ford



Cartoon by Tandra Laurenta

Two Spaniards in the US

by Oscar and Maria Vaquerizo

Since we arrived in the US, a lot of things have happened to this European couple. When we first arrived, our most often used phrases were: "What?" "Excuse me?" "I don't understand." and "Help!" but these days, we might just say "Howdy, ya'll." Here is our story.

We flew into Atlanta (what an airport!) and got a taxi to the office. First challenge: *Bill Cameron*, with his famous southern accent, trying to explain to us how use a huge automatic American car to get to our new home. Probably the first impression we had when we got to this country is that everything seems to be twice as big here, including the money.

I thought that I could speak English, but my first breakfast in the States convinced me that I still had much to learn. After placing my order with the waitress, I expected a marvelous breakfast of scrambled eggs and toast, which I had seen other diners enjoy. Instead, the waitress brought me seven pancakes.

We survived the first weekend. We ate hamburgers and tried to adjust to our new life.

Monday came and I began Bill's training class. Maybe it is difficult for you to understand, but passing a training course, when the instructor speaks Southern, is a trial by fire. Just when I thought I had the hang of it, along came *Ken Osborne* to talk and I was back to square one.

Seriously, I enjoyed the course and the beautiful people I met in Atlanta.



July there.

After five months in Houston, we can say that we have enjoyed American life—having American friends and co-workers, eating popcorn, Saturday night cruising down the main street, learning golf, joining a fitness center. All of the things that you take for granted, and that we used to see in American films in Spain, make this country a unique experience.

My assignment in Houston was to

"When we conducted our first time study, we found a calendar to be a better tool than a stop watch."

One of the things we were taught in the class is the importance of being flexible, and I learned what that meant very quickly. Just when we were getting the flavor of American life, I was sent on a training assignment in Costa Rica. There I experienced a little of everything: 807, Caribbean atmosphere, beautiful forests, iguanas, mosquitoes. It was a great experience for us, absolutely new and different. Once we were used to Costa Rica, it was on to the next assignment – in Houston, Texas! Someone probably thought that we deserved a nice summer in Texas. Actually, it was a nice *summer* in Texas – you will never know what hot is until you've spent

engineer the alternations workroom of a small (\$6M) apparel company. I assumed the workroom would consist of a few old women with needle and thread, trying to alter a 38 suit to a gentleman with a 44 stomach. What could KSA do there, I wondered. Well, an alterations workroom is much more than that, as *Bernie Wolford*, *Mitch Falkin* and I soon discovered.

An alterations room has a receiving department, where garments are cut open, marked, and prepared for alteration. After that, almost everything can be done, such as pant re-cut, raise back, shorten one collar, narrow shoulders, etc. When we conducted our first time study, we found a calendar to be

a better tool than a stop watch. Some operations lasted more than two hours, with the operator moving from one machine to another.

When we began to study the operations, we found that there were common elements and methods that could be engineered and standardized as in any other sewing operation. Of course, it was not possible to be as accurate as in a conventional study because there are many more factors that are affected, such as style, construction, etc. With time and common sense, however, we found that a good and fair standard could be developed.

The result has been annual savings of more than \$100,000 in just this department. As you can imagine, this opens a great field of opportunities for our company, and reminds me of the question asked at the staff meeting: Is there any future for KSA? ...

New Principal

Giuseppe Tosco was promoted to principal on October 1, 1985. Giuseppe joined KSA on January 1, 1976, and has since worked in a wide variety of jobs in Operations, in many countries, and with increasing responsibilities. We are confident that Giuseppe will further help to strengthen and build up our Operation Services in Italy in volume, quality and staff.

Giuseppe is married to *Aidi* and has two children.



Tosco

Canada –The French Connection

by Craig Whitson

The Relocation Blues

We feel obligated to begin this article by informing those not presently on relocating status of the difficulty of such a life. Imagine, after being forced to endure an entire winter season in Jamaica (Christmas suntans, wind-surfing, etc.) to then be shipped to a lake house in Canada for the summer (mild weather, French food, wind-surfing, etc.). I hope you get the picture – we've had a tough go of it! The accompanying photos should arouse anyone's sympathy.

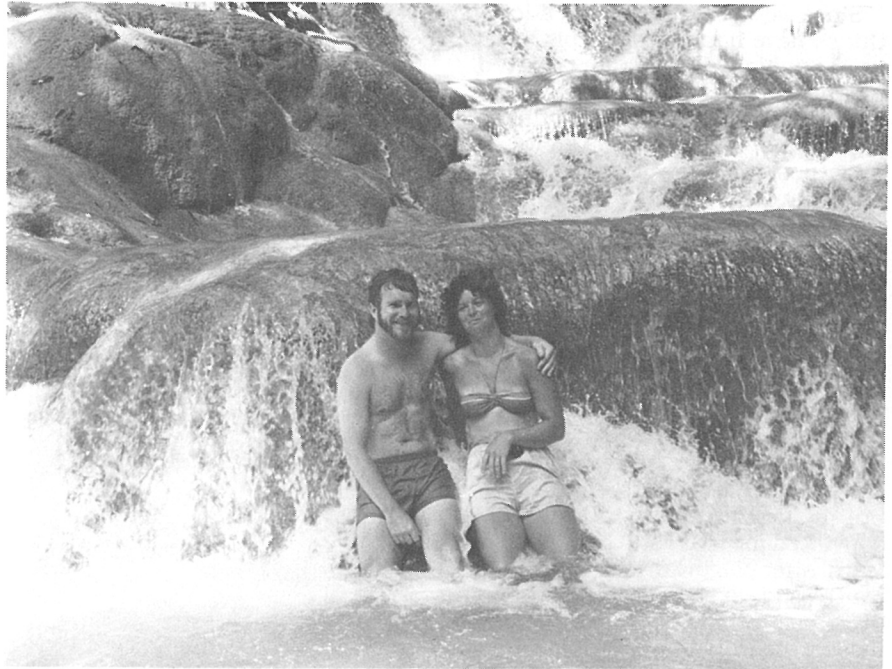
La Chemise Perfection

During all this fortuitous relocating we have also been involved in several interesting consulting projects. First was La Chemise Perfection Ltee, the sole manufacturer of Polo Shirts in Canada, located in the eastern townships of Quebec (The Beauce region). Sound French? Juste un peu! Only the Director of Manufacturing spoke fluent English. Needless to say, this consultant had to pick up on his high school French (wish I'd paid more attention in class!). Luckily, *Denys Williamson* visited regularly to inject a little fluent conversation (in both languages).

This was a full blown KSA Factory



On "our" lake in Canada – making the best of a tough situation.



Suffering through the harsh Jamaican winter.

Controls Microsystem installation. Since the users spoke only French, the client insisted that all system prompts be translated. I got the job, and now see no earthly reason to call this set of programs a "micro" system. With much help from *Steve Watts*, however, we managed to customize the system to meet the client's needs.

By the way, consulting services weren't the only thing delivered during this project. My wife, *Lorna*, also delivered a baby girl, *Nicole Elizabeth*, in September.

"Tieing It Up" In Montreal

We now find ourselves in Montreal with our second Canadian client, Park

Lane Neckwear, maker of high quality ties and scarfs for the Canadian and US markets. Here, we are installing a new incentive system, again supported by the KSA Microsystem (in English this time – thank goodness). *Bob Heiland*, *Keith Alleson*, and *Steve Watts* visit regularly to contribute their respective specialties.

The Park Lane project has really been fun so far, providing a challenge with great opportunities for results. But there's just one thing I don't understand. We're actually going to have to spend an entire winter in Canada. I thought it was company policy to send staff south in November. Oh well – comme c'est, comme ca.

Notable Quotes

"I am a great believer in luck, and I find the harder I work the more I have of it."
–*Stephen Leacock*

"Great ideas need landing gear as well as wings."
–*C.D. Jackson*

"In the pursuit of happiness, the difficulty lies in knowing when you have caught up."
–*R.H. Grenville*

"Exhilaration is that feeling you get just after a great idea hits you, and just before you realize what's wrong with it."
–*Unknown*

Senior Consultants

Eight members of the firm were appointed Senior Consultant in 1985. Each has consistently demonstrated the ability to perform consulting assignments at a high level of competence, including day-to-day project leadership.



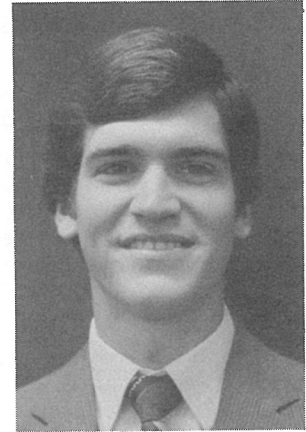
Brauth



Brown



Chong



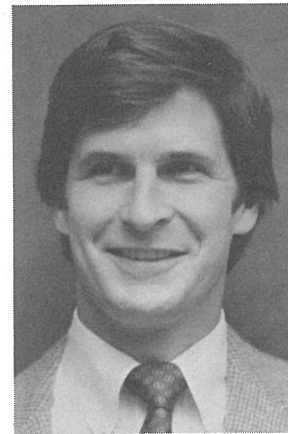
Graham



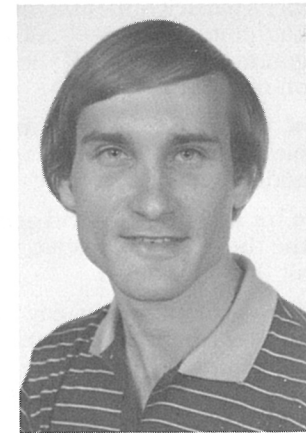
Hernandez



Mann



McAdams



Schulze

Bonnie E. Brauth – Since joining the firm in 1984, Bonnie has been concentrating her efforts in our Strategy services group. She has worked for such clients as VF Corporation, Milliken & Co., and Rashti.

R. Douglas Brown – Doug joined KSA in 1982 and has been concentrating in Operations services. His project work has been for clients such as Jaymar-Ruby, Grieco Brothers, and Jamtex, Ltd. in Kingston, Jamaica.

Lesley A. Chong – Since joining KSA in 1981, Leslie has been a member of the Operations services group. She is currently concentrating her efforts in the Human Resources Development area. Leslie's client list includes Hartmann Luggage, Jockey International and Hartmarx.

Dale A. Graham – Dale has been with KSA since 1981. He is a member of the Operations services group. His client list includes Goodyear, Levi Strauss & Co., and Pendleton Woolen Mills.

J. Alfonso Hernandez – Alfonso joined KSA in 1983 as a member of the Strategy services group. He has worked with a variety of clients including Warnaco, The Wool Bureau, and Frye Regional Medical Center.

Robert E. Mann – Bob joined KSA in 1982 and has concentrated in Distribution services. He has served such clients as Marshall's, The Limited, and Palais Royal.

Randolph T. McAdams – Randy joined the firm in 1982 and has been a member of the Distribution service group. His client projects have included Base Plus® installations at Liz Claiborne, Newman's, and Oxford Industries.

Eric D. Schulze – Eric joined KSA in the Operations services group in 1980. His work has included projects for Jostens, Inc., Aileen, Inc., Russell Corporation, and currently Institutional Financing Services on the West Coast.

KSA Activities . . .

It was hard to decide who or what was the main attraction at Princeton office's Sixth Annual Pig Roast, held at the new, ultra-modern home of *Ruth and Bill Williams* in Stockton, New Jersey on Saturday, September 14:

- the delicious roast pig and roast lamb, and all the homemade goodies,
- all the rustic delights and sights—walks through pastures; horses and cats; a real barn with hay; a hot air balloon appearing at sunset over the Sourland Mountains; the luminaries lighting the long driveway to the parking area;
- the good company, with many representatives from both the New York and Atlanta offices; the storyteller; the singers and dancers; the good conversation,
- the skilled cricket exhibition with all its participants; and the volleyball, badminton, and softball games, all guaranteed to take off the weight put on during the day,
- the dancing by starlight to a three piece band, the female vocalist, the audience participation,
- or the kindness and generosity of the the host and hostess to welcome all this once again.

It was a marvelous day, enjoyed by all – we recommend it, and hope you all can join us next year.

Arline Calaby



Princeton . . .

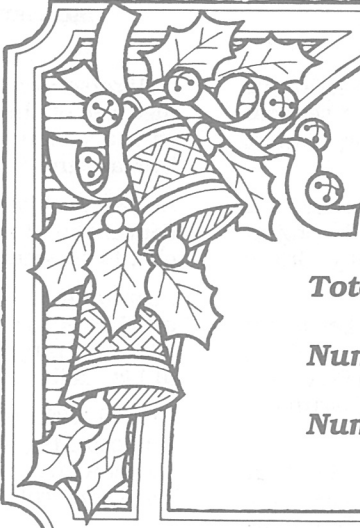


Milestones

Congratulations to

Craig and Lorna Whitson on the birth of a daughter, *Nicole Elizabeth*, September 9.

John and Annick Stevenson on the birth of a daughter, *Caroline Alix*, October 25.



KSA Christmas Card Fund Results

Total Contributed: \$11,892

Number of Causes: 103

Number of Contributors: 132



A Commitment to Excellence

In 1935, Kurt Salmon incorporated his one-man consultancy and set KSA in motion. We have been moving and expanding ever since — in size, skills, industry and geographic areas, and clients served.

On the occasion of our 50th Anniversary, we would like to pause and thank the many companies we have worked with over the years for the repeated confidence they have shown in KSA.

We also want to commit ourselves publicly to the principles of quality and excellence established by our founder a half century ago. They remain very much alive today, and will grow even stronger in the years ahead.

Kurt Salmon Associates Management Consultants

Atlanta • New York • Princeton • Nashville • Los Angeles
Greensboro • Dallas • Montreal • United Kingdom
West Germany • Spain • Hong Kong

This advertisement, marking KSA's Anniversary, appeared in 16 different industry publications during September and October, 1985.



... Philadelphia ...

On October 12, four consultants from the Princeton Office traveled to Philadelphia to compete with 67 corporations in the Manufacturers Hanover Corporate Challenge Triathlon Relay. The team, made up of *Hugh Batten*, *Mike Brent* (Team Captain), *Cesar Mantilla*, and the author, finished in a respectable 1 hour, 18 minutes, which put us well within the top 20 finishers. (The winning time was 1 hour, 2 minutes.)

The event, held in historic Fairmont Park, pitted corporations against each other in a four-part race made up of a 2.5 mile run, a 10 mile bike race, a 500 meter swim, and another 2.5 mile run. The rules required that each leg be completed by a different person, and that a wristband be passed between teammates to serve as a baton. The first leg was run by the author, the bike race by Cesar, the swim by Hugh, and the final leg by Mike Brent.

The concensus was that weather played a central role in the outcome of the race. (These are code words for "on another day we would have won.") While the morning began with a temperature of 95 degrees and 99 percent humidity, by the end of my opening run, it began to drizzle, the temperature plummeted to 80, and the wind started to blow.

The important thing is that the team walked away with prizes. We each received a medal on a ribbon – like the medals in the Olympics. While



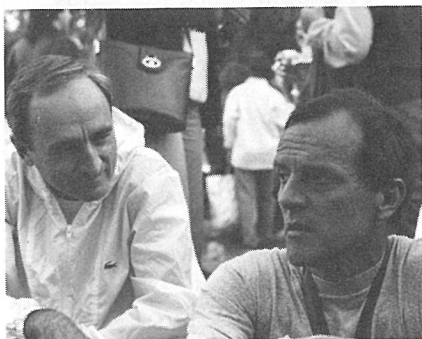
it is rumored that each of the 268 finishers received the medals, we're sure it isn't true.

–Mike Neal
Editor's note: Mike Brent was the

champion of the 1985 Consultants' Conference Beach Run at Amelia Island Plantation.

... and New York

On the morning of October 27, under clear New York skies, 19,000+ runners lined up on the Varenzano Narrows Bridge for the start of the

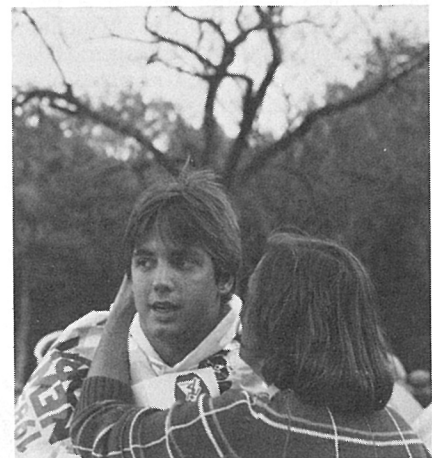


Dave Cole and John Wilcox discuss "The Event."

New York Marathon. KSA was represented by *John Wilcox* and *Tommy Pee*.

The marathon wound through Brooklyn, Queens, across the Queensboro Bridge into Manhattan, around the Bronx, and finally ended in Central Park. Tommy and John finished all 26.2 miles, and now know the triumph of competitive spirit over physical exhaustion, which is the real essence of a marathon.

Jim Trautman, *Ron Brockett*, *Mike Brent*, *Barbara Brent*, and *Dave Cole* have all experienced this challenge in years past. If you love running, you'll adore the New York City Marathon. It will be the zenith of your running career.



Tommy Pee gets a victory hug from Mom, Betty Lou Nord.

New Office Staff

Atlanta



Eubanks

Lisa Eubanks – AA. Lisa has seven years of secretarial experience. She most recently worked with Integrated Computer Graphics, Inc. as sales coordinator and assistant to the president. Lisa will handle administrative duties for Jack Ullman, Bill Reed, and Don Burkhalter.

Joyce Holland – AA, HSD. Joyce has eight years of secretarial experience with Georgia Power. A native of Atlanta, she enjoys tennis, swimming, and aerobic dance. She has three children, the youngest of whom is just eight months old.

Martha MacFarlane – AA, Recruiting. Martha is a graduate of the College of St. Benedict/St. John's University and has five years of business experience. She most recently worked for McFar-



Holland



McFarlane

land-Johnson Engineers as a receptionist/secretary. Martha replaces *Fran Putney*, who transferred to the IAG.

Brenda Russell (not pictured) a seven year veteran, recently transferred to the Communications Department from Word Processing. Brenda will also handle administrative duties for Doug Rogers and Ed Rader. She replaces *Bonnie Alexander*, who moved to upstate New York in September.

Barbara Scott – Receptionist. Barbara has seven years of experience as a receptionist. She most recently worked for I.A.F.P., a financial planning company in Atlanta. Barbara replaces *Melissa Huber*, who transferred to Word Processing.



Scott

New York

Roseann M. Robinson is Strategy's administrative assistant to Linda Ortwein, Craig Van Fossan, and Bob Heiland. Although Roseann came to us from Citibank, N.A., her background includes extensive knowledge of the advertising industry. She is an avid book reader (especially mysteries), likes music, and is a theatre and movie buff, preferring the silents and films of the '30s and '40s.



Robinson



Brunet

Joyce M. Brunet is administrative assistant to Bob Frazier and Peter Harding. No stranger to consultants, Joyce previously worked for Kenergy Corporation, an energy conservation firm, where she was responsible for computer input and technical service. Of all her outside interests, Joyce enjoys photography and sketching the most.

Zug

We welcome *Cecile Lottenbach* and *Anita Selback* to our Zug office. Cecile replaces *Nesal Philip* and has already begun bookkeeping and reporting duties. Anita replaces *Maria Caldarella*, and will handle all our secretarial work.
–Peter Amrein

New CAD Manager

Mahesh Lad joined KSA Atlanta in October as manager of the CAD (Computer Aided Design) system, a new position. His primary duties will include programming the system, training KSA personnel in its use, and producing drawings. Mahesh is a 1984 M.E. graduate of McMaster University in Hamilton, Ontario, Canada. While obtaining his degree, Mahesh specialized in CAD/CAM and mechanical design through computer analysis. Mahesh and his wife, *Nayna*, live in Douglasville.



Lad

Princeton Office Relocates

New address:
103 Carnegie Center
Princeton, New Jersey 08540
609/452-8700

