

the KSA Observer

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Spring 1987

PLATO® Goes to the Hospital

by Bob King

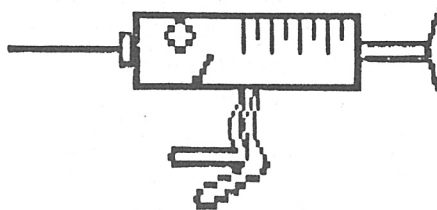
Seymour is a walking, talking hypodermic syringe in the Head Nurse Course on PLATO®. He is one of several figures in the Course, the primary of which is a Registered Nurse who remains unnamed.

In the Sewing Course we called the Plant Manager Fred Finglemax, believing that it would offend no one. We have a client whose real name is Max Finklestein . . . so the RN has no name.

The Head Nurse Course originated fortuitously. KSA did some original things in the Sewing Course that impressed Control Data Corporation (the owners of the PLATO® computer-based education system). In fact, they were so impressed with KSA's work that they suggested a joint venture to develop a course for either the retail or health care industries. After reflection and market research, we chose to develop a management skills training course for first-line supervision in the labor intensive side of health care — nursing.

The project started with CDC's providing KSA with the latest technology in educational software development, including the ability to operate in high-resolution color on IBM-XTs — a big advance over their Viking Computer. Technology is important to us. We observed that training materials in the health care industry are first class, and that proponents of lower quality materials could well expect to do very little business.

Content was also important. In the Sewing Course we had the luxury of writing about familiar subjects such as Work Measurement, Operator Training, Cost Control, etc. However, in health care, some key differences exist. First, you could have hidden my collective knowledge about nursing under a bandaid. Second, it is quite common to encounter nurses with Master's Degrees, so we will be dealing with an audience as educated as we are. Third, credentials are extremely important to nurses. If we



Seymour, the syringe

can't show the right educational background (very difficult for me most of the time anyway) then experience will be accepted as a weak substitute. It was clear that we needed to (1) know and (2) prove what we were talking about.

We needed professional help. KSA's Health Services Division at the time consisted of only 5 people. Although they were extremely busy developing a major practice, they agreed to give their most precious commodity . . . time. We held brainstorming meetings to discover what the content of the course should be, and then *Barry Moore* consented to have me visit several health care projects to help (just about the way my four-year-old helps me with projects around the house).

However, we really needed a development partner, so *Ron Brockett* and *Barry* visited several hospital chains to discuss a trade. If the chain would give us access to information, we would give them a copy of the finished product. Although the potential partners agreed that we offered a good opportunity, they all declined to participate.

Then fortune smiled upon us. Living in Nashville, I made a cold call on the Vanderbilt University School of Nursing. After a short conversation with an Assistant Dean, I was transferred to a woman who was developing a Master's level program for Nursing. It appeared that we could work together on this

project. The first step was for me to attend a night class in Nursing Administration.

Hitting the Books . . . Again

The class included 18 experienced nurses, of whom 16 were women, and 2 were men. From the very first meeting the instructor made it clear that I would have to pull my own weight in the class by participating in projects, discussions, etc. It is astounding how ignorant one can feel in a situation like that. Fortunately, my classmates were kind (mostly) and soon accepted my presence.

As classes progressed, I began to learn about the nursing culture. It quickly became clear that nurses are NOT junior doctors as I had always thought and that they don't like (despise) those funny-looking hats I always thought they wore. Talk during breaks covered clinical and non-clinical subjects. For example, one night there was a big laugh about a soap opera in which all the nurses wore high heels . . . about as practical as a football player's doing the same. On another night two women were upset because one of their patients had died during the day, and they discovered this through a room-scheduling notice at the nurses's desk. Frequent topics were doctor so-and-so, what are you studying next, and how are things in your unit?

I asked to visit units in the hospital. Usually these were in the form of interviews with a unit's Head Nurse. With every interview I also toured the unit to

cont'd. on p. 13

Inside:

Guidebook to Thailand

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Chairman's Corner

by Stig Kry

I Have a Concern

I have a concern over quality of the services we provide our clients, not because we suddenly have developed a critical problem, but because we must *continuously* be concerned about quality of work.

KSA's success over the years has been built on the quality of our work and the resulting satisfaction of our clients. The high rate of repeat business that we are so proud of, and the referrals we get, is directly related to how well we serve our clients and their perception of our work. This has been said many times and is obvious to anyone who thinks about factors sustaining a consulting firm's success.

Why then is it necessary to discuss the subject once more? It is necessary for a couple of reasons: first, we always need to keep quality of our work in the forefront lest we take it for granted and permit quality to deteriorate. Second, we have been preoccupied with other important and exciting matters in recent times. Business has been uneven for us, with some parts doing very well while others have been under pressure. When business is very strong, compromises in project management and staffing can become a problem, and when business is weak, we may be tempted to take on work that we should have refused. Since KSA functions in an imperfect world, we are subject to those sorts of problems.

And in the early part of 1986 our merger with Hamilton Associates required time and attention and was "front page" news in the firm. For several months, a number of key individuals were intensely involved in the Strategy Audit.

For these and other reasons, I believe

that we have been in a period of taking quality for granted. All of these pre-occupations were important to the short and long-term success of the firm. But as everything cannot be first priority, it is human and logical if the preoccupation with the quality of our service slipped a bit in our collective concerns.

If I am correct in this, we need to refocus our attention on quality and maintain it as our ongoing first priority. If my concern is a bit overdone, so much the better since we can still benefit from thinking more intensely about the many aspects that add up to quality and to client satisfaction.

The core of the quality of our work is in the projects we do for our clients. Are the projects conceived and staffed correctly? Are the project plans correct, and do we manage our projects well enough? Is our interaction with the client's personnel as productive as it can be in getting the work done and in leaving them to carry on after we have finished? Do we achieve the objectives and report on them well enough so that the client fully understands the results?

Of course, the quality we project to the outside world through our PR, the structure and appearance of our proposals and reports, and the image we project through our offices are also very important to the overall concept of quality.

This is not the place for me to specify areas of improvement. We all understand what good quality is and how it can be further improved, and we can all make our individual contributions. Let us all, in our respective areas, think about quality, discuss it with our colleagues, and make a commitment to prevent any slippage and to look for ways to do still better.

"It's easier to attack than to defend. Easier to be negative than positive. Trouble is, that's how good ideas — along with bad ones — get shot down. Because the new and different make especially inviting targets.

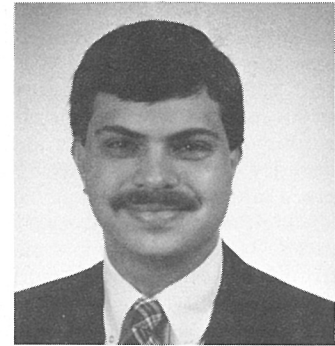
"Being positive doesn't mean always saying 'yes.' It means judging ideas on their merits. Giving them a chance to develop. The bad ones will crash and burn along the way. While a lot more good ones get off the ground."

Robert D. Pee Scholarship Honors Student

An education fund was established in memory of Bob Pee after his passing in 1979. In view of Bob's many years of work on the AAMA Education Committee and other educational efforts on behalf of the apparel industry, it seemed fitting that a scholarship in his name should continue his work. Initiated by contributions from Bob's friends and associates, KSA continues to make an annual donation.

In over 25 years at KSA, Bob's contributions to the firm are still evident. A graduate of Penn State, Bob came to KSA in the apparel engineering program. He later served as vice president of personnel where his tact, diplomacy, and wit were appreciated by all.

The scholarship is awarded each year to an outstanding student in the apparel management program at Southern College of Technology in Marietta, Georgia (Southern Tech).



Fazio

Robert Fazio, of Carrollton, has received the scholarship two years in a row. He is the son of Anna and Ettore Fazio. Mrs. Fazio owns a craft shop. Mr. Fazio is director of quality control for a men's clothing firm in Bremen, Georgia.

A graduate of Carrollton High School, Robert has worked summers in clothing plants and has participated in work-study programs to supplement his college expenses.

Among his honors are Apparel Student of the Year for 1985 - 1986, apparel representative on student government, President of Student Chapter AIIIE, and a member of Tau Alpha Pi Honor Society. Robert will graduate in May with a 3.8 grade-point average in his major course work. He is seeking a sales position in a progressive apparel firm.

The first Robert D. Pee Memorial Scholarship was awarded in 1984 to Cari Ann Pless of Athens, Georgia.

Appointments

Weekly Diary from the Far East

Week 8, 1987 . . . Cheryl Hawkins is engineering the finishing area at TAP's Penang Apparel in Malaysia. Doug Rogers started this project while commuting to a sister facility in Thailand that he also is engineering. (Mike Waldrop was the "instigator" of that project).

Jim Trautman is busy getting authorizations for work in Korea (Daewoo) and Taiwan (Far Eastern) before heading to Mauritius where Paul Tsang and Don Burkhalter are engaged in a pre-implementation survey for Sinotex. Don and Paul have also been involved in helping the same company open a new facility in Jamaica.

Chuck Gilreath, in the process of moving to a new "flat" (apartment to those of you in the Colonies), is busy introducing Capacity Recovery to Wing Tai in Singapore. Chuck also is proposing a PD engagement to Kenner Toys.

Butch and Linda Price are getting resettled in Hong Kong, with trips to Penang, Bangkok and Jakarta planned to assist both old and new clients.

Ken Shao, now on assignment in Jamaica, will be calling Hong Kong his home base in late 1987.

Also during the week, Jim formally handed over to the Hong Kong government a major report assessing the HK apparel and textile industries, including evaluations of the U.S., U.K., Far East, and German markets.

This year-long project clearly demonstrated KSA's worldwide body of knowledge. Key participants included Jim, Paul, Chuck, Ken, Freddie Wood, Allen Hunt, Malcolm Newbery from the UK, Strategy Group, and IAG respectively.

Who's minding the store? Shirley Chan along with Agnes Ho, KSA's newest AA in the Far East. Without them, there would be chaos!

Other than that, all's quiet on the Eastern Front.

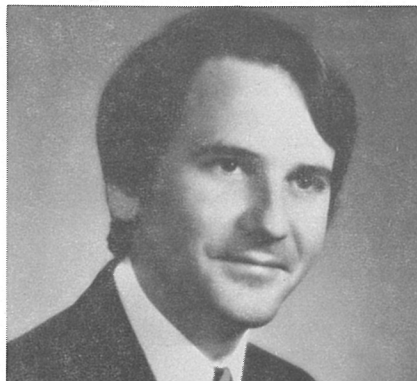
— Butch Price



Rader

Eddie Rader is assuming responsibilities of Regional Manager for the Southeast Operations group reporting to Ken Osborne. In this responsibility, Eddie will schedule all Southeast-based consultants with the exception of Textiles and HRD, which are managed by Bill Reed and Ron Brockett, respectively. Eddie will coordinate with the other Regional Managers on cross-region scheduling of settled personnel. Ken Osborne will handle the schedule of relocating staff.

In addition, Eddie will continue his efforts in Marketing to the furniture industry in coordination with Mac Ryland, the Consumer Products Market Manager.



Price

Butch and Linda Price have recently returned to Hong Kong, and Butch has assumed responsibility as Manager of the Asia Pacific Region.

In this capacity, Butch's major responsibilities will include developing and implementing market plans, developing and scheduling local market communications and public relations events, managing regional project work, developing key accounts, scheduling local and "borrowed" staff from the US and European regions, and assisting in recruiting.

Sergio Cruz has been appointed Manager of Caribbean Marketing for the Caribbean and Latin America reporting to Jim Trautman. Due to close ties with the Caribbean, Miami will be included in this area of responsibility.

In this capacity, Sergio will develop and implement the overall marketing and business development plans, coordinate and schedule overall communication plans with Bob Frazier; coordinate major country project development and maintenance of our sourcing data base (which covers the Caribbean and Far East), and schedule full-time staff assignments to the Caribbean.



Cruz



Armistead

Frank Armistead has been appointed National Service Manager for Hamilton/KSA's operations practice based in Atlanta.

Reporting to Barry Moore, Frank will market the new PLATO® Head Nurse Course and will concentrate on task measurement and scheduling in the health care environment.

A team player who has a knack for developing long-term consulting relationships, Frank has experience in business development, as an account executive, and in project delivery and group management.

Promotions

Paul Tsang was promoted to Principal, January 1, 1987.

With over 20 years of relevant textile and apparel management experience with South Sea Textile Manufacturing Company, Levi Strauss — Far East in Hong Kong, and Murjani in Hong Kong and Macau, Paul has provided valuable direction to all consultants working in the Far East. He has the unique combination of technical understanding and cultural sensitivity needed to properly interpret and communicate the concepts KSA must convey.



Tsang

Paul has been instrumental in the technical implementation of KSA's work with Tristate (South Sea Textile) in Taiwan, Smart Shirts in Hong Kong, and TAL in Hong Kong, Thailand and Malaysia. He has displayed his supervisory training skills in projects in Taiwan, Hong Kong, and Thailand. And he is also providing valuable guidance to the Hong Kong Government Project currently underway.

As KSA's most knowledgeable expert in sourcing for the entire Asia/Pacific region, Paul is and will be instrumental in developing KSA's international sourcing practice. In addition, Paul has been the focal point and sounding board for KSA's new approaches to "Production Modernization" in the Far East and has contributed greatly to the new services and implementation approaches used there.

Paul and wife, *Diana*, are the parents of a son, *Steven*, and a daughter, *Cindy*.

Alan C. Balhorn was appointed Principal, Hamilton/KSA, January 1, 1987.

He joined Hamilton Associates in 1980, following fourteen years of experience in the design of major medical facilities with a national architectural/engineering firm.

Twenty years of experience have permitted him to play a major role in several "million dollar" facility design engagements including Dartmouth-Hitchcock Medical Center and Harris County Hospital District in Houston, Texas.

Al holds a Bachelor of Architecture degree from Iowa State University and is a registered architect. He is a member of the American Institute of Architects, has published frequently in the *Northwest Architect*, and lectures on facility planning at the University of Minnesota's program on Health Services Administration.

As an additional project, Al is currently leading an effort to automate significant aspects of the facility planning process.

Al, *Arthea*, and their family reside in Minneapolis.



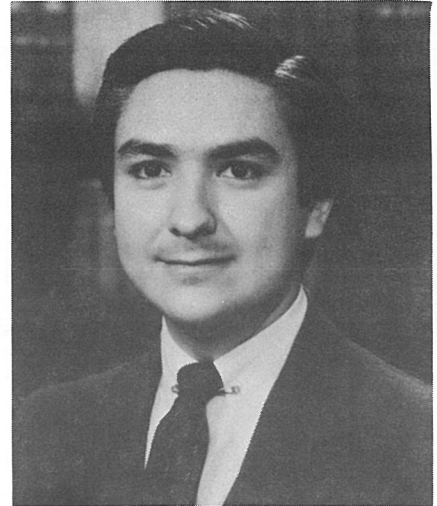
Balhorn

Javier Iruegas was appointed Principal, Hamilton/KSA, January 1, 1987.

Javier joined the Dallas office of Hamilton Associates in 1980.

He holds a Bachelor's degree in Business Administration and a Master's degree in Health Care Administration, both from Trinity University in San Antonio, Texas.

Prior to joining Hamilton Associates he completed a twelve-month residency in hospital administration at Baylor University Medical Center in Dallas and then served in a number of capacities on their staff.

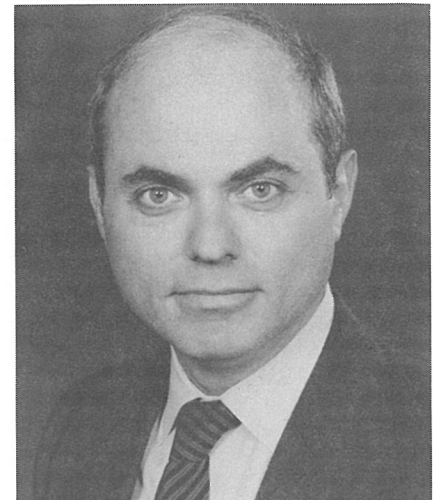


Iruegas

Javier has assumed major responsibility for several of our largest Texas engagements including Valley Baptist Medical Center, Harlingen, Texas; and Methodist Hospital, Dallas. In addition, Javier has played a key role in acquiring both additional engagements with former clients as well as developing new clients.

He is active in the Texas Hospital Association and the Trinity University Health Care Alumni Association. Javier and *Peggy* are based in Dallas.

Neil Thall was promoted to Principal, March 1, 1987.



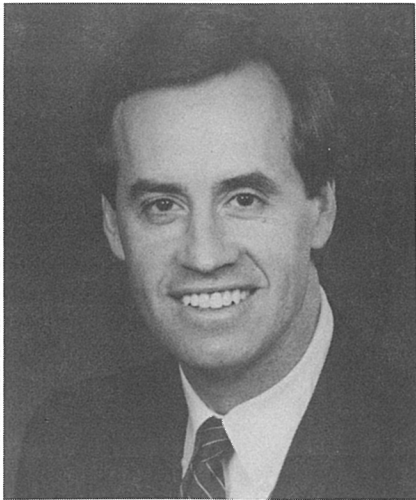
Thall

Neil received a Bachelor of Science in Electrical Engineering with honors from Illinois Institute of Technology and an MBA from the University of Wisconsin. He joined KSA after holding management positions in consulting and retailing.

Most recently, Neil was Senior Vice President, Garr Systems, where he helped establish an information systems consulting practice in retailing. Previously, he was Senior Vice President and Chief Administration Officer of Pantry Pride, Inc., a \$1 billion supermarket operation. He also spent six years with the management consulting group of Touche Ross.

Neil has been asked to spearhead the growth and development of our retail information systems practice. In that role, he will work closely with *Joe Irastorza* and *Mike Barnes* as well as *Peter Cleaveland*, *Jim Giddings*, and other members of the Retail Industry Team.

In his five months with KSA, Neil has helped establish KSA as a leading resource for Universal Product Code (UPC) and Electronic Data Interchange (EDI) consulting. UPC and EDI are essential elements of Quick Response and are expected to be important to our future retail practice.



Sumner

Glenn D. Sumner was appointed Principal, Hamilton/KSA, January 1, 1987.

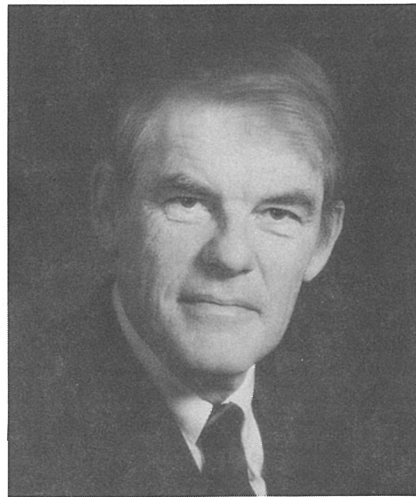
Glenn joined KSA in 1985 after spending ten years with SunHealth. SunHealth is a non-profit, multi-hospital system headquartered in Charlotte, North Carolina.

Glenn holds a Bachelor's degree in Industrial Engineering from North Carolina State University and a Master's

degree in Business Administration from the University of North Carolina-Greensboro. He is a member of the Institute of Industrial Engineers and the Hospital Management Systems Society.

Glenn's experience has been concentrated in hospital operations improvement activities. He has managed a major engagement at Dartmouth-Hitchcock Medical Center; St. Mary's in Walla Walla, Washington; and Parkway Regional Medical Center in Miami, Florida. He is playing a major role in expanding our operations improvement practice in health care.

Glenn, *Judi*, and their family live in Atlanta.



Jirousek

James M. Jirousek was appointed Principal, Hamilton/KSA, January 1, 1987.

Jim joined Hamilton Associates in 1980 after twenty years in the practice of architecture and health care facility design.

He has worked in the design of health care facilities for the last twenty-two years. He is currently Regional Director of Facility Services in the Dallas office.

Jim's significant consulting skills and marketing ability keep him active in such far-flung areas as Lubbock, Texas; Amarillo, Texas; Laramie, Wyoming; Jacksonville, Florida; and Tuscaloosa, Alabama. He is a key contributor to our facilities practice.

He holds a Bachelor of Architecture degree from the University of Nebraska and is a member of the American Institute of Architects and a visiting faculty member at the University of Nebraska Architectural Department. Jim, *Josephine*, and their family live in Dallas.



Hann

Susan B. Hann was appointed Principal, Hamilton/KSA, January 1, 1987.

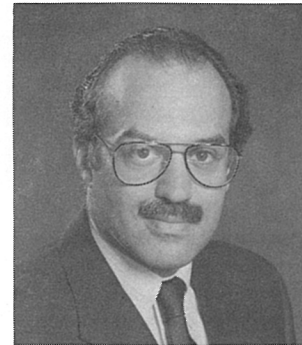
She joined Hamilton Associates in 1982.

Susan earned both a Bachelor of Science degree in Nursing and a Master's degree in Health Services Administration from the University of Wisconsin. She has practiced in several inpatient and outpatient clinic areas and has held positions in health care management.

She is particularly active in developing our practice in psychiatric and substance abuse services and behaviorally related programs. Susan is currently managing some of our largest strategic planning engagements.

She has directed classes at the University of Wisconsin School of Medicine and designed and conducted patient education and continuing education health classes. She is a member of the American Association of Public Health and resides in Minneapolis.

Senior Consultant



Rubin

Musa Rubin — Musa joined KSA in January 1984. He has designed and installed Standard Cost Systems for Graniteville Company, Thomaston Mills, Inc., and Barnhardt Manufacturing Company.

He is a Certified Management Accountant.

Milestones

Congratulations to

Torre and Colleen Crupie on the birth of a son, *John Reynolds*, on December 15.

Janice and Mike Ryer on the birth of a daughter, *Amy Elizabeth*, on January 27.

Norman Gagnier and Stacy Lynne Zuzak, married February 7, 1987.

New Office Staff — Atlanta

Tami Opland — Relief Receptionist/AA, Dave Cole. Tami and her husband relocated from Chicago to the Atlanta area. A graduate of South Dakota State University, she holds a Bachelor of Arts in English and Commercial Art. Tami previously worked for the buying office of a national fashion retailer, and Management Data Communications, a company specializing in data services for the health care industry.

Linda Broadrick (not pictured) — Although some of us remember Linda as the Atlanta Office Manager of a few years ago, she recently re-joined KSA to work with PLATO® where she does primary key entry on the soon-to-be-released Head Nurse Course. Her talents have been put to good use developing a technical system for combining text and artwork from different input sites into composite screen displays. Linda, her husband and three sons live in Stockbridge, Georgia.

Christine Vorphal (not pictured) — is a full-time college student at Georgia Tech, where she is a senior studying Industrial Design. Fluent in German with excellent keyboard skills, she is converting the PLATO® Sewing Course from English to German. With conversion approaching completion, Christine will have the opportunity to develop other PLATO® courses using her art talents as well.

Robin Crocker — Word Processor, Distribution. Originally from Birmingham, Alabama, Robin is completing her Master's in English at the University of Georgia. She loves working with words and computers. She supported herself through graduate school by teaching freshman composition at the University and by operating a word processing and editing business from her home.

Wilbelmina (Wil) Camp — Word Processor. Wil accepted a permanent position with KSA after completing a temporary assignment for us. She attended Spelman College, and has experience on the Lanier Share System. She has proved to be a valuable asset in (frequent) times of crisis. An Atlanta native, Wil has one daughter.

New York

Janet Liebowitz — Office Manager. Janet is a native New Yorker with 26 years of business experience. Though most of her spare time right now is spent reading through 50 years of KSA literature, her interests include antique dolls and furniture.

Princeton

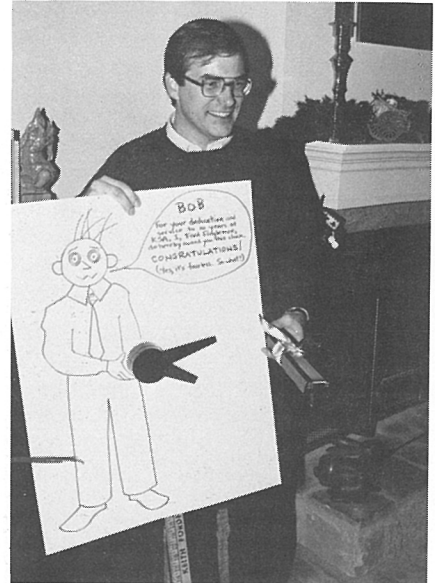
Monica L. Hawkins — AA, Operations. Monica recently worked for Lott Electric Company, Inc. as Executive Secretary to the President. She is a part-time model, an accomplished pianist, and an active member of her church. Her interests include pro-volleyball, traveling and decorating.

Tenth Anniversary

Bob King celebrated his tenth anniversary with KSA on January 10, 1987, at a party hosted by *Becky* and *Mike Waldrop*. Bob's alter ego, Mr. Finglemax, was in attendance thanks to the artistry of *Marilyn Friedlander*, educational programmer in the Nashville office.

Bob continues to spearhead the PLATO® development work in Nashville (see article page 1) along with Marilyn and *Jeanne Kaban*. The clock in Finglemax's hand is faceless, permitting Finglemax to hold Bob accountable for any time he wants.

After completing numerous engineering projects for softgoods as well as mining, Bob moved to HRD and assumed responsibility for developing computer-based training programs using PLATO®.



Bob King



Opland



Crocker



Camp



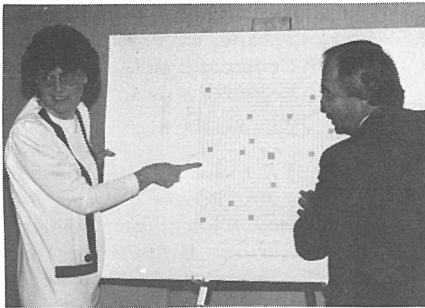
Liebowitz



Hawkins

Princeton Pioneer Pounds Pavement . . . Arrives Atlanta Again

On the cold winter night of Saturday, January 17, 1987, a warm group of people from KSA Princeton met to honor *Randy Nord*, who opened the Princeton office in 1973.



Mary Ann Haggerty and Randy search for his new office.

The celebration was highlighted with the presentation, by *Mike Barnes*, of various gifts, each of which had unique meaning. Among the presentations was a yellow slip from Department T giving Randy his increase of living increment for the move to Atlanta (\$0.00) and a map of his new office located in the center of the Atlanta "maze" (a Rick Wolf creation)!! Lastly, a book of historic pictures of Princeton was given to Randy and *Betty* as a remembrance of the area in which they have lived for the past few years.

For the past 13 years, Randy has led the Princeton Office.

In the "transfer of power" to Mike Barnes, Randy presented Mike with the official "103 Carnegie Center" umbrella, the symbol of ultimate authority!



The pleasant dinner at the Hyatt Regency and the gathering of the Princeton office staff, their spouses and friends was a final tribute to Randy and Betty Nord as they prepared to depart the Princeton area.

Coming Events . . .

Financial Breakfast, N.Y., June 2
 Information Revolution Seminar, Los Angeles, June 23
 Sourcing Seminar, Atlanta, June 25
 American Hospital Association, Atlanta, July 27 - 29
 Bobbin Show, Atlanta, September 15 - 18

Merger Mania

The Hamilton/KSA merger provided office managers the opportunity to (a) reorganize, or (b) take an extended leave of absence. The office managers met in the Atlanta office at the end of January for an information sharing session. There is absolutely no truth to the rumor that all meetings were held at the Limelight, Atlanta's liveliest disco and pleasure palace. The two-day event, coordinated and led by *Frank McMillan*, enabled questions to be discussed and resolved on the spot.

Hamilton/KSA offices are located in Atlanta, Boston, Dallas, Minneapolis, San Francisco, and Washington, D.C. KSA office managers from Atlanta, New York, and Princeton also attended.

— *Frank McMillan*

Departures

Mike Baird • Hervey Evans • Tom Gibson • Don Johnson • Joe Reid • Gail Stahl • Ricky Yang

Nashville Lobster Fest...

Last summer, while working in New England, *Becca McClendon* brought 15 "friends" from Maine to feed the Nashville office. *Frank* (Becca's husband) was responsible for cooking, and *Peter Voget* assumed the role of in-process inspector. Needless to say, Becca's "friends" made a great impression on Nashville.

— *Butch Price*



From left to right

Joyce Holland-Atlanta; Boya Polymeros-Minn.; MaryAnn Haggerty-Princeton; Susan Parker-Atlanta; Janet Liebowitz-New York; Alice Walker-Boston; Maureen Morris-San Francisco; Joy Pierce-Dallas; Bibi Stone-Washington, D.C.

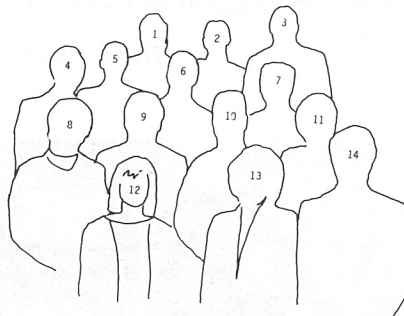
January, 1987, Orientation Class



1. *Turner, B.R. (Brett)*. BS, Business Administration, Morningside College, Sioux City, IO; MS in health care administration, Trinity University; Age 25; Married, Kim; Hometown: Pocahontas, IO; Previous experience as account representative for Security Pacific Finance Corporation; Member of American College of Health Care Executives, American Association of Health Care Consultants, Dallas/Ft. Worth ACHE Forum. Assigned to Hamilton/KSA — Dallas.

2. *Alexander, K.S. (Keith)*. BS, S.U.N.Y. at Buffalo, MBA, Boston University; Age 25; Single; Hometown, Penn Yan, NY; Experience includes sales and sales management with The Southwestern Company and Compliance Analyst with Massachusetts Department of Public Health. Assigned to Hamilton/KSA-Boston.

3. *Easley, Jr., C.F. (Chuck)*. BSIM, Georgia Tech; Age 22; Single; Hometown, Atlanta, GA; Previous experience with Union Carbide in Sales and Customer Service; Assigned to Distribution.



4. *Zuborn, Dominik Louis*, Dipl. Wi-Ing., Univ, Hamburg; Age 35; Married, Gudrun; children, Lars, Frederic, Myriel; Hometown, Harseinkel; Previous experience with A.T. Kearney as a consultant and Bertelsmann as project manager and management assistant. Assigned to Distribution in Germany.

5. *Sanabria, Miguel Gomez*. MBA, Univ. Politecnica de Madrid; Age 26; Single; Hometown: Madrid, Spain; Previous experience in micro-systems. Assigned to Microsystems in Spain.

6. *Manbel, Andreas*. Dipl. Ing., FH. Niederrhein; Hometown, Aschaffenburg; Age 26; Single; Previous experience includes apparel engineer for University; Assigned to Operations in Germany.

7. *McClure, M.A. (Mark)*. BSBA, University of Missouri; MBA, Indiana University. Age 26; Single; Hometown: Raytown, Missouri; Previous experience with Westin Crown Center and Jackson County Parks. Assigned to Distribution in Princeton.

8. *Evans, A.B. (Adey Bel)*. BA, Spelman College, MA, Rosary College. Age 45; Married, B.J.; children, William, Jesse, Carole; Hometown, San Antonio, Texas; Previous experience includes 15 years as librarian for Institute for Social Research-Univ. of Michigan; Assigned to Atlanta Office as Librarian.

9. *Fung, R.C. (Richard)*. BA, English, University of San Francisco; JD, University of Washington, Seattle; MHSA, University of Michigan; Age 29; Single; Hometown, Fresno, CA; Most recent experience as Administrative Intern at Portsmouth Hospital in Portsmouth, NH. Member of the bar in Massachusetts, and National Health Lawyers Association; Assigned to Hamilton/KSA.

10. *Reith, R.P. (Bob)*. BA, Trinity College; MBA, Columbia Business School; Age 27; Married, Margaret Steele; Hometown: Buffalo, NY; Previous experience with Eugene O'Neill Theater in marketing, and Young and Rubicam as Assistant Account Executive; Assigned to Strategy in New York.

11. *Taylor, K.J. (Karen)*. MHA, University of Washington; BSBA, Roosevelt University; Hometown, Portland, Oregon; Age 47; Children, Wayne and Dean; Previous experience includes regional controller of Brim & Associates, CFO and Acting Administrator of Samaritan Hospital, and Controller of Children's Orthopedic Hospital. Assigned to Hamilton/KSA-Minneapolis as Analyst.

12. *Joseph, S.M. (Sally)*. BS, Fin/Mkt., University of Oregon; Hometown, Portland, Oregon; Age 23; Single; Assigned to Strategy/New York as Analyst.

13. *Kraft, B.L. (Barbara)*. BS, George Mason University, will matriculate in 1988 to Wharton School of Business; Hometown, Detroit, Michigan; Age 22; Single; Assigned to Hamilton/KSA-Washington as Analyst.

14. *Hiemer, Hans Peter*. Dipl. Ing., Fachobersch; Age 25, Single; Hometown, Munich; Previous experience includes one year as project engineer of German Apparel Research Association. Assigned to Operations in Germany.

New Consulting Staff

U.S.

Tish Anderson Nix — Retail. Tish has 14 years' experience as a store operations specialist. She began her career in line management at Rich's in Atlanta, and later was a vice president for Garr's consulting practice. Most recently she was principal of her own consulting firm. She is a graduate of West Georgia College and lives with her husband, Paul, in Atlanta.



Nix

New Consulting Staff

West Germany

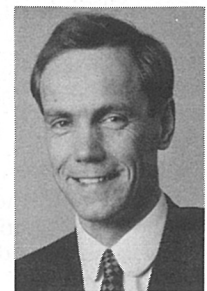
Christoph Robe — Dipl. Wirtsch. Ing., Technische Hochschule Darmstadt.

Christoph has previous experience with Barmag (textile machinery) in sales and Knight & Wendling AG in management consulting.

Christoph and his wife live in Sschwerte, West Germany. He is assigned to Strategy and Control Services in Germany.



Robe



Bottger

Geert Bottger — Dr. rer. pol., Dipl. Volkswirt, University of Cologne.

Before joining KSA in November of 1986, Geert served as assistant professor, 1978-1982, for Public Finance at Cologne University and as head of the group "Strategic Controlling" at Westdeutsche Landesbank, Dusseldorf from 1982 - 1986.

He lives in Cologne and is assigned to Strategy Services in Germany as Senior Consultant.

After Orientation . . .

The last day of orientation arrived, and most members of the class still had no word about their first assignment. By late afternoon, however, it became apparent that I would be moving to Princeton.

Having been to Princeton only once before, for KSA interviews, I was not sure what to expect. The only thing I could clearly remember of New Jersey was the charm of Princeton proper, and

I arrived in Princeton Monday, and by afternoon had discussed my first assignment with project manager *Steve Schlehuser*. The project consisted of the design and implementation of a standard cost system for Emple Knitting Mills, Bangor, Maine.

KSA was to create a cost system as quickly and effectively as possible, to aid this small sweater manufacturer in eastern Maine. The results of our efforts would be a PC-based system which relied upon inputs from accounting and data processing. The system would generate cost sheets for every Emple product as well as a series of management control reports.

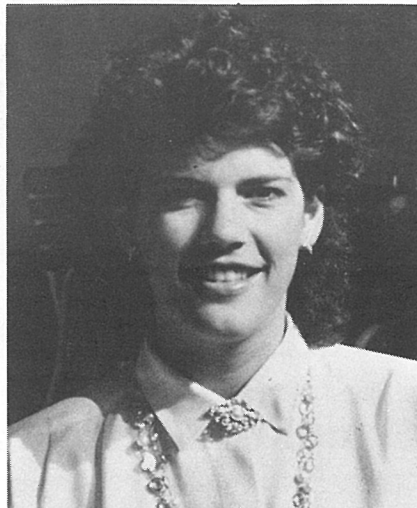
Steve and I left for the assignment Tuesday. After a flight cancellation and a short delay, People's Express finally "expressed" us to Portland, Maine. Upon arrival we stopped off in Freeport for a quick look in the L.L. Bean store. We arrived in Bangor later that evening.

In the following, very full days, we met with Emple management to get a feel for the company. We left after touring the manufacturing and accounting areas, and eating some wonderful fresh Maine lobsters on the bay near Bar Harbor!

The subsequent months brought development work in Princeton, as well as many meetings in Maine. I was introduced to the real world of accounting procedures. I worked with Steve, trying to understand these procedures, and interpreting them in relation to Emple's accounting system.

There was more than basic accounting to learn from this assignment. Emple

had recently been acquired by the investment group, Bradford Associates. As a result, we found ourselves in the midst of a management shuffle. The outcome was a new CEO at Emple. He was a member of the Bradford group brought in to rejuvenate and reorganize the company.



Sadd

The move was a cause for concern, but it turned out to be fortunate for KSA. The new CEO had worked with KSA on previous occasions and was instrumental in hiring a controller to help get our Standard Cost System off the ground.

Working in Emple's environment was a tremendous experience. The employees frequently describe themselves as "Maine-iacs," as do many residents of Maine. They aren't crazy, but they are crazy about Maine. I can see why!

— Dorothy Sadd

"It's Friday afternoon in the spring and not a consultant could be found . . . is everyone dewinterizing boats?"

Introducing: Hamilton/KSA's Dallas Office



L to R: Jim Roeder, Jim Jirousek, Brett Turner, Javier Iruegas, Joy Pierce, Connie Jones, Gwen Long, Elinor Barnes

The "Washington, DC" office of Hamilton/KSA opened its doors for business on Memorial Day, 1982. In December we relocated to brand new office space in the suburb of Fairfax, VA, about half an hour from both National and Dulles airports (good for travelling consultants!) as well as downtown Washington.

The DC office is primarily facilities-oriented under the leadership of *Bucky Knowles*. In addition to facilities work, *Steve Fogel* upholds the operations division, *Jim Small* is our equipment expert, and *Don Shaw* directs office operations and coordinates our marketing activity. *Barb Kraft* worked for us part-time while she attended college, and is now with us on a full-time basis until she enters Wharton Business School in the fall of 1988. Word processing and computer entry are the expertise of *Tina Taft* and *Donna Best*, while *Bibi Stone*, as office manager, tries to make sure that client and consultant expectations are met on schedule.

— *Bibi Stone*

Hamilton/KSA's Washington Office



Rear, L to R: Bucky Knowles, Tina Taft, Steve Fogel, Donna Best. Front: Barb Kraft, Don Shaw, Bibi Stone, Jim Small.

Guidebook to Thailand

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National Geographic, eat your heart out

by Doug Rogers

One Year in Bangkok...

I never paid any attention to the words of this popular song, but always thought it had an interesting, catchy beat. Having now heard the song countless times, plus doing perfunctory research in order to report its accuracy, it references but a slice of Thailand — the Land of Smiles.

Thailand is a country with a very difficult, tonal language and a rich, diverse culture. I visited Bangkok during a tour in Vietnam, and remembered the ornate temples and the grace and style of the Oriental Hotel, located on the city's main artery for commerce and tourism, the Chao Phrya river. This trip is different. It's an opportunity to experience old and new Siam and grow ever more proud and thankful for what we share in America.

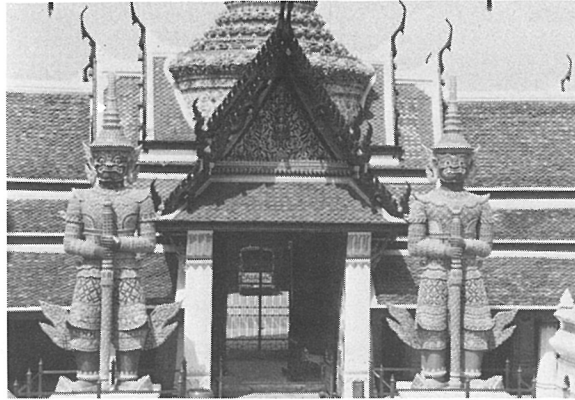
My arrival "shock" was considerably reduced by my most gracious hosts — Mike and Becky Waldrop. Their six-month initial assignment had been "converted" into eighteen and showed no signs of stopping until another KSA warm body was physically there!

If you are ever assigned out of country, simply send Mike and Becky a week or so ahead of you and do not worry about another detail! They will absolutely guarantee your smooth transition to any aspect of a foreign country.

The Client.

The client? Yes, there was/is a client. To do justice to him would demand an *Observer* article itself, if not an entire issue! But for those of you not fortunate enough to have met him or to hear stories, I have included a photo of THE CLIENT, American-educated Dr. Harry N.S. Lee. (Should the editors decide not to print his picture, a reasonable likeness can be found in any Chinese history book; simply look for pictures of Ghengis Khan!)

Dr. Lee is a man with Western thoughts and a good handle on Asia's need to remain competitive in the ever-demanding quick-response apparel industry. His objective to be the region's low-cost producer in multiple product lines presents KSA with an opportunity to demonstrate the utility of our products regardless of language or culture. As if pre-planned to accept this



Factory entrance?

challenge head-on, the Bangkok assignment was a sewing-room-engineering (SRE) project in a Thai factory with Hong Kong Chinese management!

As I kept hearing Mike repeat "NO PROBLEM" over and over to my one-thousand-and-one concerns, I gradually came to appreciate that KSA, in fact, may be the *best* alternative to this organization of primarily old-school Chinese managers (whom I am convinced have some Missouri heritage). The diverse nature of the project soon made documents and presentations in *three* languages and video-taped operations second-nature.

The initial project task was to develop an I.E. team to install piece rates in this 1,200 direct-labor shirt factory, one of two that the Chinese parent companies operate in Thailand. Our initial team of eight grew to twelve, a mixture of "imported" Hong Kong Chinese and local Thai technicians.

The factory is one of the most modern facilities many of us will ever visit, but not necessarily due to state-of-the-art equipment. There are three main buildings in which one could easily store an equal number of Boeing 707's. The entire factory staff is uniformed and color-coded to distinguish function, including all management levels. The normal six-day week is annually supplemented with Sundays from late October through December to ensure achieving quotas.

However, there are some subtle and striking operational and cultural differences:

1. In the cutting room, spreading teams of six to eight women literally throw the manual

spreading machines back and forth along the cutting table, creating an interesting audio-visual scene.

2. On the sewing floor, no operators are ever "let-go," and with low attention and improved productivity from the program, one entire sewing section of roughly 160 people has been eliminated, with the operators spread out among the remaining sections.
3. At lunch, the factory literally shuts down, with all electricity off for exactly thirty minutes. Operators have an adequate lunch for the U.S. dollar equivalent of thirty-five cents.
4. As an exporter to quota-controlled countries, the factory must account for all piece goods brought into the country, resulting in tons of fabric bits and pieces burned annually to preclude customs expense.
5. At the end of the work day, roughly 1,500 people board their open-air bus/trucks at 25 per vehicle, and the convoy takes them home — an interesting sight during rainy season!
6. The remainder of the operators, whose homes may be in distant parts of the country, live in a huge dormitory on the factory property, provided to them virtually free — a unique way to reduce absenteeism!

cont'd. on p. 12



Productivity audit graphic

who uses them on new files to know where and how much space to leave for drawings.

Marilyn and Jeanne also share color-editing responsibility. Art and editing are done by different people so each can add her special strengths to the file. The artist hands the file over to the other for editing. During color-editing, screen displays begin to take on a finished appearance, even though some serious general editing remains to be done. To date, we have completed in excess of 1500 frames (each frame is a unit of memory equivalent to 2-3 screen displays), and are accelerating as we begin the last portion of the Course's development. For comparison, the Sewing Course is 1602 frames and about 25 hours long.

The Course isn't finished yet, but has already begun to attract serious interest from nurses in various organizations. Vanderbilt University Medical Center and now, thanks to *David O'Dell*, UCLA Medical Center have both agreed to test the program in their facilities, after which we expect to offer it publicly beginning about July 1st. *Frank Armistead* has taken responsibility to work with *Anne Robison* and me to launch it correctly.

I have a personal reason to be grateful for the relationships that have evolved out of this course's development. After a recent snow, my three boys were sledding when they hit a bump that threw my four-year-old, *Terry*, into a tree, breaking two vertebrae. (The same son who did \$6500 damage rolling our car down the same hill this past summer.) We rushed him to Vanderbilt's Emergency Room, where they immobilized his back and began testing for nerve and internal organ damage, connected him to an I.V. and called in several doctors to examine him. On arriving, one doctor said, "Well, what happened to you?" *Terry* described his greatest concern by pointing to the I.V. and saying, "I got a shot." We are grateful that his concern about the needle is apparently the only long term effect of the accident.

Seymour will make his official health care industry debut at the American Hospital Association Convention, July 27, in Atlanta.

JEROME T. BIETER A Well-Earned Career Change — Retirement

Hardly a year old, Hamilton/KSA recognized the retirement of *Jerome T. Bieter*, Principal, Minneapolis office. Jerry joined James A. Hamilton Associates in 1956 after receiving a Master's degree in 1949 and holding administrative positions at Rhode Island Hospital, Providence, Rhode Island, and Uniontown Hospital, Uniontown, Pennsylvania.



L to R: Kim Duran, Sue and
Jerry Bieter, Meg Cleary

Jerry's 30-plus years of service with Hamilton Associates and Hamilton/KSA were in role and program/strategic planning consultation services. In 1966 Jerry and four other Hamilton Associates senior consultants purchased the firm when James A. Hamilton retired. From 1966 to 1984, Jerry directed the role-and-program and special studies division of Hamilton, from 1974 to 1980 he was president of Hamilton Associates, and since 1980 he has served as a senior vice president. Other noted accomplishments include assistant professor in the Program in Hospital and Health Care Administration, University of Minnesota (1956-1987), and president of the American Association of Healthcare Consultants in 1975.

While he had a stellar career, Jerry's family is the bright star and priority of his life. His wife, *Sue*, is active in real estate. Jerry has two daughters: *Meg* is in an administrative position at Fairview Hospital in Minneapolis, and *Kim* is an attorney in Denver, Colorado. As a husband and father, Jerry is a smashing success.

The accompanying photo was taken at Jerry's retirement dinner on January

31 at the Edina Country Club, Edina, Minnesota. Approximately 140 friends, family and business associates, including most of the principals of Hamilton/KSA; other health care representatives; *Dave Cole*, president of KSA; and *Barry Moore*, national director of Hamilton/KSA, attended and recognized Jerry and his fine accomplishments as consultant and educator, in building Hamilton Associates, and in his brief career with Hamilton/KSA.

Jerry always gave the client the extra effort, demanded quality from staff consultants, and took the time to help develop and advise staff. His traits of being fair and equitable were widely recognized, and he was sought out by many individuals to help guide their career development.

Jim Hamilton, quite a task master, was rumored to frequently ask consultants if their work was done prior to commencing a vacation. Jerry's work was well done during his career, and he will be returning as a part-time associate, following an extended vacation to Georgia and Florida.

— Bruce Miller

Creativity Cup

Mike Barnes became KSA's first recipient of the Creativity Cup. This award, to be rotated semi-annually, is given for excellence in innovation in developing new services, markets or clients. It is a part of KSA's monthly Innovation Meeting program.

Noted for his creativity, Mike is well-known for developing new services with the Information Systems practice. Clients also claim he will "go through a brick wall" if necessary to make the service work to their advantage.



John Wilcox presents cup
to Mike Barnes

During KSA's 1986 Strategy Audit Review, Mike led the development of recommendations on the need for more aggressive innovation within our practice. He is a prime example of excellence in innovation — both external and internal.



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Jeanne Barakat

Atlanta Office

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The KSA Observer

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Reading Between the Airlines

If you get much of your airline information from the Official Airline Guide (OAG), better start reading it more carefully. The OAG directory up until now has always listed the fastest connection on each route, with other airlines included among suggested connecting flights if they pay for the listing. But beginning with the January issue, connections for second-tier cities show only those airlines who pay to be there.

The publication will print a black triangle next to an entry in which OAG has researched the fastest connection.

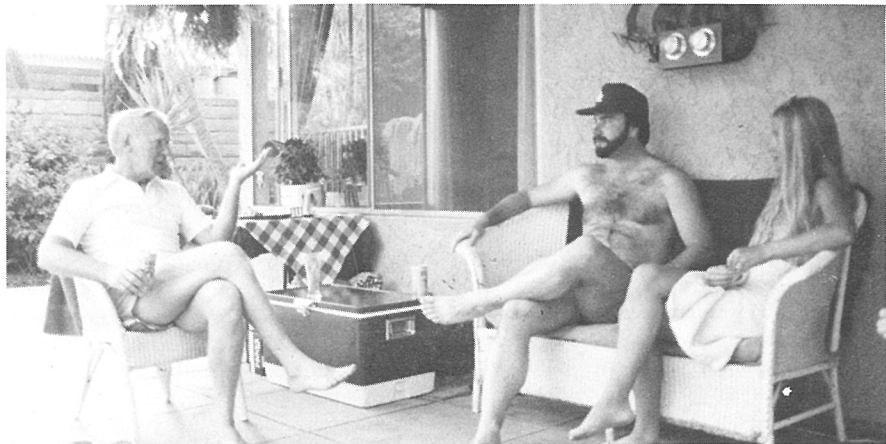
Cities without the black triangle will show only those airlines that have paid to be listed — and may not show the best connections.

The guide has been hit hard by a drop in airline advertisers and falling circulation as readers turn instead to electronic information dispensers. More than 77 percent of OAG subscribers are business or commercial users. If you're one of them, better look for that black triangle before you book.

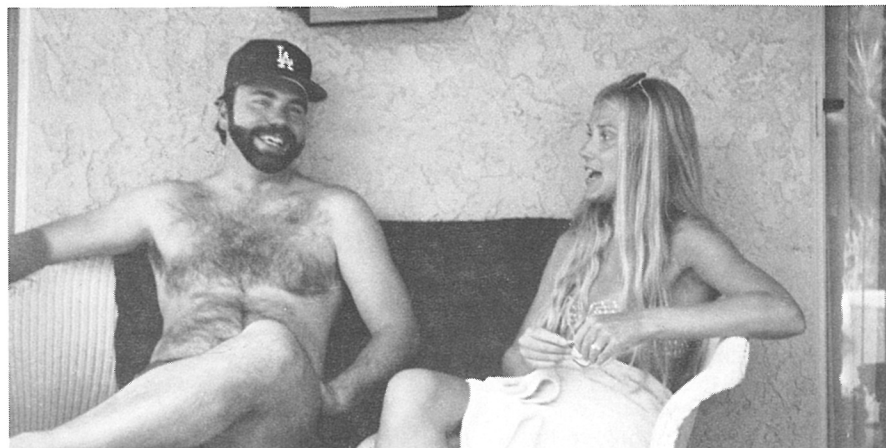
— Successful Meetings Magazine

Should a dress code be enforced?

Historical photos (at least as early as 1985) indicate that not all consultants are born in three-piece suits. George Soffron, who usually wears black lycra spandex pants on client visits, argues that, if a tiny PC is invented, he will wear only his baseball cap. A PC, mechanical pencil, and calculator will easily fit under his cap. To vote on dress code, please call 1-900-555-1212. This is not a free call. It will cost \$0.50.



Ken Campbell explains West Coast wardrobe requirements.



George Soffron responds to Mitzi Gilreath, "I hate clothes."

cont'd. from p. 12

Electrical wiring is hung all over the trees and stretched for what seemed to be miles. The wiring connects hundreds of fluorescent light bulbs which are used in darkness to keep away the lychee fruit's main consumer, the bat. Farmers go to great pains to ensure protection of the crop by covering the bunches with common paper sacks.

Actually, Thailand's lychee crop is small compared to that of China, where the cooler temperatures and more space yield the bulk of Asia's crop.

Rain, Rain Go Away

The rainy season for 1986 was actually quite mild, not in terms of frequency but rather volume, which resulted in far less flooding than expected. The season normally runs September through January, with some occasional rain at other times. In May of 1986, Bangkok experienced its worst flood in 100 years. Whatever the record, it was unbelievable, and I fortunately lived in a "dry" part of the city. I was also on the third floor of an apartment building, so I was not worried *too* much.

The result after over 42 hours of non-stop rain was 18 inches of water on the small street leading from the main road. I was able to make it to work by climbing in and out of the car window, and stayed dry inside the car by keeping my feet off the flooded floorboards! The ride to work *that* day, normally 35 minutes and exciting enough, was a 2-hour battle against nature.

The Thai's are resilient, basically happy people, and even flooding of that magnitude—water over a meter deep on some roads—failed to "dampen" their spirit. They set right to the task of cleaning up, and in a city as dirty in places as Bangkok can be, a good "rinsing" is a great idea. The pictures in the paper told the story well: a wind-surfer on one of the main streets and fresh-water fish of reasonable size caught on the street directly in front of a five-star hotel!

This has been a short tour, and I assure you there's more to write on the beauty of both the people and the country, the often precarious political situation, where to shop for anything, on traditional Thai wedding ceremonies I was fortunate enough to attend, and on the high cost of living if you choose to live a Western lifestyle.

Stay tuned for the sequel to Rogers' Tour Guide of Thailand.

Karrimor — Equipment for Adventure?

by Richard Symes

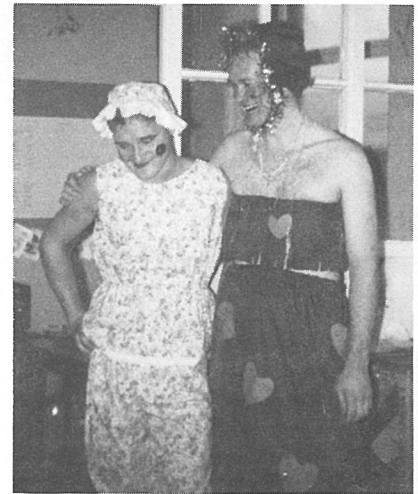
Karrimor is an internationally known manufacturer of rucksacs and seller of outdoor equipment for camping, skiing, and climbing. The manufacturing of rucksacs is based in Accrington, Lancashire.

In May, 1986, *Steve Norris* and I performed a survey of Karrimor's manufacturing operations. In November, 1986, we returned to engineer one of the sewing sections. During the survey we read some of the brochures on the rucksacs and came across the logo "Karrimor — Equipment for Adventure." By Christmas this phrase took on a whole new meaning for me!

The aim of engineering the sewing section was to increase the capacity of the manufacturing facility because the order books were overflowing. The engineering included the usual reorganization of methods and work handling and establishing new piece rates, plus a total revision of an outdated incentive scheme. As usual, this appeared somewhat daunting to the machinists who had been on the Karrimor incentive scheme and piece rates for some years.

Christmas approached. There were some remarks and joking about previous years when Karrimor male managers and work-study engineers had been set upon by the machinists, dressed up in women's clothes and covered in perfume and make-up. At this time *Richard Traish* had some open time and came up to Karrimor to help on the project. He thought he was coming for only a week and added to the joking remarks at my expense. He regretted his actions since his time at Karrimor extended to two weeks!

Our last day on the project before Christmas arrived. A nervous pair of staff consultants went to Karrimor! We settled down to method study — close to exits from the section since we could feel an electric atmosphere amongst the machinists. The telephone rang and we were called across as it was "A call for Richard". We made our way into the office, and, before we knew what had happened, we were trapped by twenty women!



Richard Traish and Richard Symes

We emerged from the office ten minutes later having been stripped, dressed up, made up and wearing green hair! We were then taken for a walk through the factory. Richard also went for a run in the streets of Accrington when he was locked out of the factory. Rumor has it that he attracted some wolf whistles. We now knew the full meaning of "Karrimor — Equipment for Adventure".

It's so easy to say no to it. It's so understandable to want to fix it and make it more conventional and familiar.

It's so reassuring to take the alarming part out of it. Smooth the rough edges. And sandpaper it to death. Oscar Wilde put it this way:

"An idea that isn't dangerous is hardly worth calling an idea at all."

It's the shocking part, the frightening part, the unknown part that makes an idea an idea in the first place.

If you feel comfortable with it from the very first, take another look.

It's probably not an idea.