

the KSA Observer

Volume 19, No. 1

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Spring, 1988

Update on Jamaica

Early in 1982, when KSA started its work in Jamaica, we thought we were ambitious in projecting 2500 new jobs over four years. After seeing our proposal, Prime Minister Seaga asked for "20 factories in two years." He was asking for 5,000 new jobs.

Today, a little over five years later, Jamaica's export apparel industry has grown from approximately 1600 workers to 24,000 workers. Export volume of apparel is going at a rate of over \$200 million per year.

En route, KSA has given formal and OJT engineering training to 70 Jamaican engineers, trained managers and supervisors while working in or starting an estimated 30 different production units throughout Jamaica. We have completed close to 40 person-years of consulting and revenues have exceeded \$5 million.

The management infrastructure in Jamaica's apparel industry is certainly broader, deeper and better than it was five years ago, and KSA is the major reason.

The list of KSA contributors is legion — about 50 consultants. *Jack Johnson* shaped much of the original program . . . *Doug Brown* has been our fulltime resident for about five years and should get a Jamaican knighthood for his devotion and contributions . . . *Don Burkhalter* has the longest list of devoted clients islandwide, and rightly deserves the title Counsellor Without Peer.

Currently on assignment in Jamaica are *Bettina Neumaier*, *Connie Lester*, *Robin Athey* and *Carol Chestnutt*. *Becca McClendon* left a few months ago, and *Cheryl Hawkins* was one of our pioneer consultants on the North Shore.

A Jamaican contractor whose company has grown to 1,500 employees in four years recently said, "No matter what else happened, KSA has legitimized Jamaica's apparel industry." —*Dean Vought*

KSA in Asia

Those of us who work in Asia confer now and then on our stock answer to the question, "So . . . how many people does KSA have in this part of the world?" We need to answer truthfully, but we try to be careful to give a full account.

Today, the answer is becoming less calculated as our presence in this exciting part of the world becomes more and more solid.

Butch, *Linda* and *Lindsey Price* have returned for a second stay in Hong Kong as *Butch* manages the Far East region. AA's *Shirley Chan* and *Phyllis Leung* keep *Butch* and me in line and *Jim Trautman* under control during his visits as KSA's VP for International Services.

Jim Trautman has visited the Far East over the last decade or so, and has labored to make KSA's name a household word for many new and potential clients. These long term marketing efforts are appropriate to the cultures in this part of the world where long lasting business relationships are the rule.

An example of *Jim's* reputation with the industry came at last year's JIAM show in Osaka — (Japan's counterpart to Bobbin and the IMB). *Jim* attended the show on very short notice, but still received an invitation from Tokyo Juki to join their president and several other honorees onstage at their thousand guest reception to help break the

traditional wooden cask of saki, and kick off the event.

Doug and *Ginny Rogers* live in Bangkok, Thailand, with sons *Matt* and *Mike*. Much of *Doug's* time is spent with Thai Garments, a subsidiary of TAL. Over the past year, however, *Doug* and I have become familiar faces with new clients in Singapore and Malaysia. The AAMT center *Doug* set up for Wing Tai in Singapore has received good publicity within the industry there, and we are now talking with a government automations center about some joint efforts and more visibility for KSA in Singapore.

Cheryl Hawkins returned to the Far East in 1986 after previous work here several years ago. Now, she divides her time between Pen Apparel, another TAL company located in Penang Malaysia, and Taifab, a new client in nearby Taiping. We were together at Taifab last week, as *Cheryl* pursued her energetic, culturally sensitive approach to training supervisors and engineers.

Ken Shao is originally from Hong Kong but has a couple of years of KSA travel behind him. At one point, his mother would periodically call the HKO and ask *Shirley* where *Ken* was. Projects have taken him from the USA to Jamaica, Hong Kong, Taiwan, Singapore, Thailand, Mauritius and, lately, the Soviet

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Shown here during a boat cruise on the South China Sea are (L to R): *Jim Trautman*, guest *Pat Melnichuk*, *Butch* and *Lindsey Price*, *Chuck Gilreath*, *Shirley Chan*, KSA alumnus *Paul Tsang*, *Bill Reed*, *Linda Price* and *Mitzi Gilreath*.

Globalization . . . a particularly important topic for clients . . . and KSA

We are all exposed daily to the interdependence of the world's major economies, through the use of products or services originating in countries other than our own. Industries are increasingly moving from national to multinational enterprises and, in many cases, global. The differences are sometimes subtle, but important:

- **Global** — A profession or industry that draws competitive advantage from worldwide integration of development, procurement and marketing of its product or service.
- **Multinational** — An industry in which competition in a country is independent of competition in other countries, and therefore the international industry is a collection of domestic industries.
- **National** — An industry confined to a specific country.

Consulting, which began as a national or perhaps regional profession, became multinational in the '60s - '80s and is now clearly emerging as a global profession. We see evidence of that in many ways. acme, the USA association of leading consulting firms, includes members with 953 USA offices and 2,091 offices abroad.

FEACO, the federation of consulting firms in Europe, and Zen-No-Run, a similar organization for Asia, cosponsored with acme the first world conference of management consultants in Paris in 1987. It was well attended by the leadership of significant firms from around the globe, and conference topics frequently touched upon the profession's move toward globalization. We addressed the conference on global innovation in services and markets.

We clearly see the trends in our clients' businesses. In Consumer Products, we have global clients of three major types:

1. **Brands** — Such as adidas, Levi Strauss & Co., Coca-Cola, and Jaeger are well known worldwide.
2. **Suppliers** — Such as Citicorp, Bankers Trust, and Juki provide financial services and equipment on a global basis.
3. **Sourcing** — Most major companies procure products from multiple countries. Far East clients, such as Sinotex and TAL, produce products in Hong Kong, Jamaica, Mauritius, North Carolina, etc.

Such firms require a consulting resource with a global scope for assessment of markets, achievement of a balanced, world-class source or supply, establishment of logistic networks, and systems to track

trends and manage a diverse supply pipeline.

Good relationships and services with such clients in one country inevitably lead to opportunities with the same client in another country.

The world has truly become the oyster for Consumer Products firms.

We are fortunate to have an established presence in most of the important sectors of the world.

Far East — Our practice serves Hong Kong, Korea, Taiwan, Singapore, Malaysia, Thailand and other countries. We regularly review opportunities in PRC and Japan.

North America — This is our full-service base, which allows us to be strong globally with the resources to constantly innovate and expand.

United Kingdom Region — Covering the United Kingdom and France, and at this time major work in the USSR. Russia has massive economic problems and the UK is administering a dose of capitalist management philosophy with project teams including KSAers from Spain, Germany, Hong Kong and the USA. Communist and capitalist economies will likely become increasingly intertwined.

Spanish Region — Serving Spain and Portugal with primarily an operations service mix at this time.

German Region — Serving the majority of continental Europe, including Germany, Switzerland, Italy, Austria, Holland, and a number of other countries, including Eastern Europe.

Additionally, we are quite active on a project basis in Central/South America and the Caribbean, a key sourcing region for North America and increasingly Europe. We will, in due course, establish a fixed presence in the region.

Several Mediterranean countries are also sources of supply for developed markets, and provide opportunities due to our position in the leading consumer and technology markets.

We increasingly field multi-country consulting teams and conduct projects for major brands headquartered in one country by KSAers resident in another market, such as KSA/Germany for Jockey International of Kenosha, Wisconsin, and KSA/NA in the USA for adidas, a leading brand based in Germany.

As we approach the 1990s it is clear that a strong global orientation is needed in all of our practice. The evidence of globalization

is irrefutable in Consumer Products and will increasingly emerge in Health Care.

The Health Care provider market, hospitals and clinics, has been and remains essentially a set of regional markets.

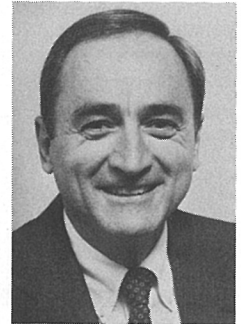
Therefore, our dedication to offices across the country in our USA Health Care practice. Some providers do have national scope, such as Mayo Clinic or Cleveland Clinic, but they are the exceptions.

Looking forward, however, we see the advantage to applying skills developed in the USA Health Care market to other markets. This has started as we have completed major work for hospitals in Canada. As we round out our services in the provider sector in the USA, we will eventually use our worldwide network of offices and contacts to develop the practice in other locations.

The supplier sector in Health Care, including technology and other products, is already global. There is great synergy here with consumer products in the areas of Strategy, Distribution, Marketing, and Sourcing, and these synergies will be developed over time.

It is our plan for 1988 and beyond to continue to develop our global practice and to more fully achieve the competitive advantage inherent in being a global rather than multinational or national practice.

All of our clients are increasingly sophisticated and will demand that we provide leadership with a global vision.



Cole



The KSA Observer

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KSA in Asia

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Union. We were a bit worried about Ken's reaction to the winters in Tallinn, but were relieved to hear from him recently. He'd just been cross-country skiing and spent an evening dancing with a young Estonian blonde. We'll get him back later this year, if we can lure him in this direction.

C.Y. Loo and Alex Cheng have completed their orientation classes in Atlanta and are off absorbing the KSA/USA style before returning to spread the word in Asia. C.Y. recently worked with Ken Osborne and Damon Shuman from the US, and Aris Jund from France on a project in Mauritius. It was a unique situation: a KSA team from three corners of the earth assisting a Hong Kong company with factories off the coast of Africa. A likely preview of our future Operations practice.

Damon and wife, Karen, have now spent over six months in Mauritius under the guidance of Don Burkhalter. Once home of the DoDo bird and presently a non-quota haven for international garment companies, Mauritius is a curious landscape of basalt rock and blue skies populated by French-speaking people of Indian descent. Mix that with Cantonese supervisors and you're a long way from the days of Roswell Manufacturing or Coosa Slacks. Damon and Don are well on the way to training a large team of productivity improvement technicians, having won the confidence and trust of Sinotex's management.

Other visitors pass through the region and we include them in our count whenever we can. Bill Reed, Freddie Wood, Chad Mellon, Joe Irastorza, and Malcolm Newberry have all visited recently or are returning shortly for work here.

So, how many is that? Several years ago, we'd say "five or six." Today, our total is up considerably. We look forward to adding new faces as Mike and Becky Waldrop return later this year, to be followed by more in the years to come. As we tell our clients, KSA is committed to this region and we're here for the long term.

The Traveler Returns

"So, just when are you folks moving back to the States?" A common enough question in the expatriate community. Back to the

place where all the money's the same size and color? Where people drive on the right-hand side of the road? Where they sell Dr. Pepper? Land of the Varsity?

I understand there are now some acceptable Indian and Chinese restaurants in Atlanta. In addition, I hear they've finally finished work on several of the highways. Must be time to return.

A part of us will always remain here,



"How do I get this bowl off my nose?" A Japanese tea ceremony is usually very formal and structured. That is, unless Doug Rogers (above) and Butch Price (below) are involved. The ceremony took place at one of Japan's apparel factories, and although Butch has that see-what-a-good-time-I'm-having look on his face, we understand he couldn't get his legs straightened out for more than a week.



though. I've made Asia my home for long enough now to know I can't fully leave it behind.

"Besides, Jardine's, the trading house fictionalized in James Clavell's novel NOBLE HOUSE, is planning a special midnight firing of the noon day gun for June 30, 1997 as Hong Kong reverts to Chinese rule. Be a shame to miss that."

It is with sadness that we inform you of the death of Lutz Kohnagel's father, Walter, on January 22nd in Berlin, West Germany.

Keeping KSA's Best Feet Forward

To gain fuller appreciation of what KSA has been up to recently, consider the 1987 output of public relations events and materials:

- 8 trade shows covering retailing (2), apparel (2), and health services (4) KSA-sponsored seminars on The Information Revolution (2, with GE Information Services), Soft Goods Marketing and Tailored Clothing Marketing, the annual Financial Breakfast, and an 807 Sourcing Workshop,
- Speeches at meetings sponsored by others - 27 (that we know of), ranging from the Japan International Machinery Show (Trautman) and Footwear Industries of America (Ullman, Griffith, Thall), to Garment Dyeing (Reed), and a Morgan Stanley Retail Forum (Frazier),
- Brochures - 6, covering Nurse Manager Training, Q/Serv for Retailers, The Capacity Development Group, VAM, Recruiting, and Corporate,
- Perspectives, etc. - 13 pieces that we printed ourselves, including four Profiles, two Soft Goods Outlooks, a KSA/NPD Quarterly, three pieces for retailers, and the Annual Software Packages Survey,
- Articles - There were 7 written from scratch, including our annual survey of healthcare CEOs in Hospitals Magazine, plus a number of speech and Perspectives reprints,
- Publicity - A record year, with items and quotes appearing in publications ranging from Inside Textiles to Fortune,
- Slides - Illustrating some of the above, over 1,100 slides were generated by Communications Department personnel in Atlanta, Princeton, and New York.

These only cover projects generated by KSA/USA. In addition, Europe and Hong Kong offices have been doing their own PR with equally good results.

Quite a year — but only a warmup for 1988!

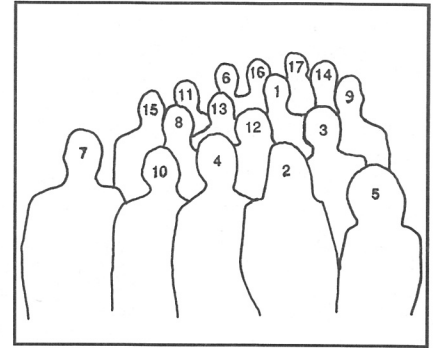
—Joe Scheines

Information Systems Update

Joe Irastorza has been named National Service Manager for the Information Systems Group for 1988, replacing Mike Barnes who served as manager during 1987.

Mike and Joe will retain their respective Regional Service Manager responsibilities in the Northeast and Southeast, and will continue to work closely together in guiding the development of the group.

January, 1988 Orientation Class



1. Aamoth, C.A. (Archie). BS, University of Utah; MHA, University of Minnesota. Age 30. Married: Tricia. Hometown: Fargo, ND. Previous experience includes contract negotiation with PacifiCove of CA and administrative fellowship with Health West. Assigned to Hamilton/KSA-Minneapolis.
2. Athey, R.L. (Robin). BSISE, University of Florida. Age 25. Single. Hometown: Boca Raton, FL. Previous experience as intern with Hitachi, Ltd. (Totsuka, Japan), Florida Power Corporation (Wildwood, FL), and Dames & Moore. Assigned to Operations.
3. Carroll, D.L. (Dianne). BS, Carnegie-Mellon University. Age 24. Single. Hometown: Acton, MA. Previous experience in information systems design and development with Systems Research & Applications Corporation. Assigned to Information Systems-Princeton.
4. Cheng, A.S. (Alex). BS, University of California-Los Angeles. Age 26. Single. Hometown: Hong Kong. Previous experience as mechanical design engineer with West Coast Research. Assigned to Operations-Hong Kong.
5. Decker, M.E. (Marcia). BA, Vanderbilt University; MS, George Washington University. Married: Jim. Hometown: Louisville, KY. Previous experience, consultant/marketing, Pilot Executive Software; systems analyst, Fidelity Systems. Assigned to Information Systems-Princeton.
6. Kelly, S.M. (Seamus). Graduated N.I. Polytechnic. Age 31. Married: M.J. (Mary Jo). Child: Jennifer. Hometown:

- Portglenone, Co. Antrim, N. Ireland. Previous experience as consultant with British Clothing Centre and engineering with Burlington Shirt Company. Assigned to Operations-UK.
7. Kenney, J.W. (Joe). BA, Butler University; MHA, University of Minnesota. Age 43. Married: Christine. Children: Anne and Margaret. Hometown: Edina, MN. Previous experience includes Founder, President and CEO of Med Net Management, Inc., Beta Medical Management, Inc., and Health Care Management; Administrator at Nicolet Clinic; and administration at Mayo Clinic. Assigned to Hamilton/KSA-Minneapolis.
8. Kraus, G.J.G. (Gisbert). Dipl. Eng., Fachhochschule Moenchengladbach. Age 45. Married: Evelyn. Children: Nathalie, Michael and Martina. Hometown: Zofingen, CH. Previous experience as technical manager with Rena AG, Ritex AG, and Brunex AG. Assigned to Operations-Germany.
9. Latimer, H.S. (Scot). BS (Architecture), University of Virginia; M.Arch. and MBA, University of Illinois-Urbana/Champaign. Age 31. Married: Nancy. Child: Stephanie. Hometown: Richmond, VA. Previous experience in corporate real estate division of Bank of America. Assigned to Hamilton/KSA-Boston.
10. Loo, Choo-Yit (C.Y.). MBA, Arkansas/Henderson State. Age 31. Single. Hometown: Kuala Lumpur, Malaysia. Previous experience as consultant with Alexander Proudfoot Productivity Com-

pany, and with Kodak Malaysia and Duchess Production. Assigned to Operations-Hong Kong.

11. Meeks, M.D. (Mike). BIE, Georgia Institute of Technology. Age 21. Single. Hometown: Savannah, GA. Previous experience includes summer intern with Mobil Chemical Company and Ellison-Pioneer Division. Assigned to Distribution.
12. Meschke, J.A. (Julie). BSIE, Northwestern University. Age 22. Single. Hometown: Westfield, IN. Previous experience includes co-op student with Elcen Metal Products, intern with American V. Mueller (Baxter Travenol) and financial consulting with Merrill Lynch. Assigned to Distribution.
13. Mitchell, A.E. (Liz). BSC, University of Birmingham, England. Age 30. Married: Andy. Hometown: Bradford, Yorkshire, England. Previous experience includes systems engineer with International Computers Ltd. and Hewlett Packard Ltd. Assigned to Information Systems-UK.
14. Reilly, R. (Rob). BS, Carnegie-Mellon University. Age 22. Single. Hometown: Port Washington, NY. Previous experience with Rupescon Industries, Carnegie-Mellon University and Reilly & Gatti. Assigned to Information Systems.
15. Reimers, H. (Harry). MBA, University of Hamburg. Age 31. Married: Remy. Child: Jessica-Rosalie. Hometown: Hamburg, Germany. Previous experience as assistant director at Briersdorf AG, Hamburg; director, Rhone Poulenc, Norderstedt. Assigned to Distribution in Germany.
16. Merritt, C.S. (Chris). BBA, Iowa State University. Age 23. Single. Hometown: Des Moines, IA. Previous experience as teaching assistant and systems administration at Iowa State University. Assigned to Distribution.
17. Swensen, K.R. (Karl). BIE, Georgia Institute of Technology. Age 23. Single. Hometown: Atlanta, GA. Previous experience as co-op student with Kimberly-Clark Corporation, Institute of Industrial Engineers and BMW (Munich, W. Germany). Assigned to Distribution.

More Laws of Life

The Wise Ruler

Measure twice because you can only cut once.

The IRS Principle

Build a system that even a fool can use, and only a fool will want to use it.

The Ostrich Principle

Those problems that "go away by themselves" come back by themselves.

Law of the Garden

In order to cover up one hole, you've got to dig a new one.

Key to Happiness

You may speak of love and tenderness and passion, but real ecstasy is discovering you haven't lost your keys after all.

David Ping Named Hamilton/KSA's Western Regional Director of Facilities

David Ping, senior facility consultant in Hamilton/KSA's San Francisco office, was named Western Regional Director of Facilities last October after relocating to San Francisco from the Minneapolis office.

David has strengthened the West Coast region through the development of many new clients, such as St. Patrick Hospital in Missoula, Montana; Community Hospital of Chula Vista, California; and Memorial General Hospital in Las Cruces, New Mexico; and his addition makes a full-service San Francisco office.



Ping

Since moving to California, David has allowed Hamilton/KSA to easily expand services to existing clients such as Children's Hospital of San Francisco. David has been very active since moving to the West Coast, sending out several multi-state promotional letters, serving new and existing clients, and presenting a seminar on Strategic Facility Planning with *Bucky Knowles* of Hamilton/KSA's Washington, DC office at the American College of Healthcare Executive's Annual Congress in February.

Transitions

Tom Barts, A Partner in CRT

Tom Barts has joined his wife, *Judy*, in their very successful micro-based consulting and training firm, Computer Resources and Training, which was founded by *Judy*, a former KSA word processing supervisor and editor.

Tom joined KSA in July of 1976 and had a very diverse career, working in operations, systems, distribution, and health care. His work took him as far away as the Philippines. Tom became an expert in ladies' sleepwear and then moved on to such products as gloves and ballutes (air-inflatable bomb retarders).

His last two years with KSA were spent in the operations group in our health care practice.

We wish Tom and Judy the best of success with their firm.



Barts

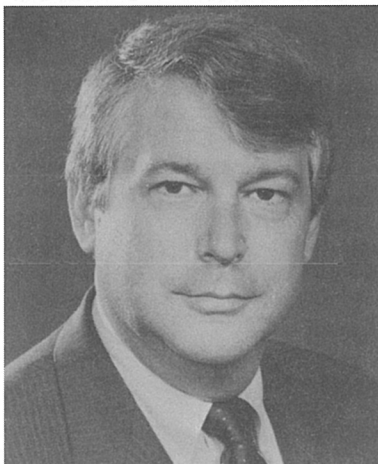
Frank Armistead Joins Andover Togs

Frank Armistead has joined Andover Togs as Executive Vice President of Operations. He consulted with Andover over the years, and management realized that no one fit the company's needs as well as Frank.

Frank joined KSA in 1965 in the Operations practice in apparel, and for two decades was a key contributor in that area. KSA assignments took him to hot spots like Little Rock, Knoxville, and Talladega. He was responsible for Hamilton/KSA Operations for much of 1987.

Known as KSA's resident lake rat, Frank spent most of his free time on Lake Lanier swimming, skiing, and hosting cookouts on his dock. He is reputed to have made the longest and most disastrous boat trailer trip in KSA history.

We wish Frank, *Shirley* and their family well.



Armistead

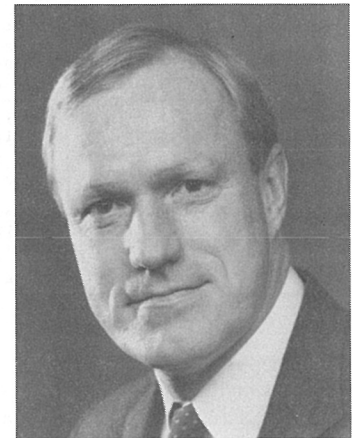
Joe Neal Joins Ames Dept. Store

Joe Neal joined KSA in July of 1978 after receiving a BS degree in naval science from the US Naval Academy and serving 14 years in the US Navy. The last four years of his navy career were spent as special agent with Naval Investigative Services, the equivalent of the FBI.

During his tenure at KSA, Joe worked on some of Distribution's most successful projects. He was always a client favorite; however, he never lost his Navy touch. When working on Saturdays, he often asked co-workers if he should "secure" the coffeepot before leaving.

Joe is now the vice president of distribution for Ames, with responsibilities for four distribution centers serving 400 stores in 20 states. It is a very challenging and visible position with an excellent opportunity to excel.

We take pleasure in listing Joe now among our clients and we wish every success to Joe, *Carol*, *Deidre* and *Megan*.



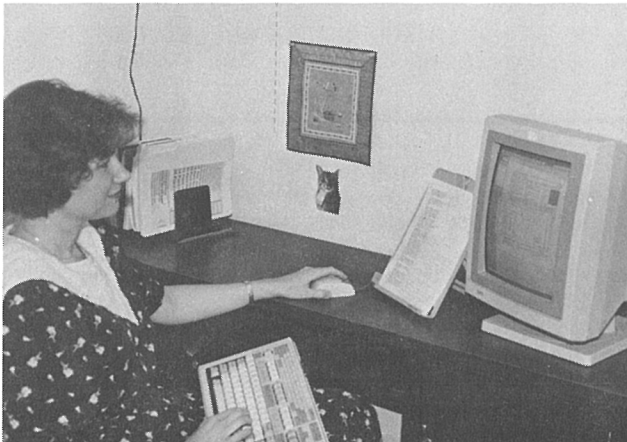
Neal

KSA Makes Graphic Presentations A Snap With New Technology

KSA has brought some exciting computer technology in-house recently to upgrade our reports and presentation graphics.

Here is a run-down of a few of the more innovative programs and how they're being used.

Thought Leaders — a report producing system especially suited for the types of reports generated by the Strategy group. It allows the use of the Apple programs *Chart*, *Word* and *Draw* simultaneously and has greatly improved the quality of reports produced in Atlanta's Strategy Group. (See illustration.)



Above, desktop publishing gives way to laptop computing as Janice Ryer prepares this issue of the *Observer* on the Ventura Desktop Publishing System. Below, a sample page from the Pendleton Mills feasibility presentation. (See sidebar.)

Freelance — used by several offices, Freelance is an easy to use drawing program which allows a great deal of freedom in design.

Harvard Presentation Graphics — similar to Freelance, but more user friendly, with more "cookie cutter" applications. Used by Hamilton/KSA.

Ventura Desktop Publisher — recently installed in the Atlanta Communications Department, Ventura has made the need for separate typesetting and mechanicals obsolete. The result has been much quicker turnaround, better quality, and lower cost per document.

This issue of the *Observer* was produced entirely on computer using Ventura and Office-Writer.

KSA's Profiles of the soft goods industry, our gargantuan annual PR effort, is now calculated in-house using a program written in dBaseIII. The highlights are produced using Freelance and Ventura.

Data Show — can transmit a computer screen image through an overhead projector directly to a slide screen. It can be pre-programmed and controlled from a remote.

Increasing KSA's Capability And Value To Our Clients

Case Study: Pendleton Woolen Mills

In recent months, KSA was asked to look at the feasibility of a mail order distribution division for Pendleton. *Craig VanFossan*, aided by *Lanell Stanley*, *Todd Barr*, and *Mike Barnes*, examined this from both a strategic and operating perspective and concluded a sizable business could be developed with a good ROI.

In addition, the development of this kind of business would also:

- Allow them to present a more complete range of products to their customers,
- Build Pendleton's brand, and
- Help the firm capture more of the marketing value added within overall soft goods distribution.

These conclusions were well received and we are currently underway helping with implementation.

In addition to the solid recommendation, a unique feature of this assignment was the presentation format developed primarily by Lanell. The report demonstrates KSA's newest approach for presenting recommendations to our clients. It is the best of our new pyramid principle communications combined with state-of-the-art report producing equipment.

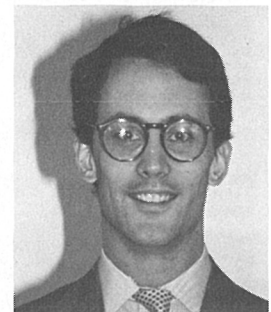
The chairman of Pendleton, Mort Bishop, informed us that out of all the studies done for Pendleton over the 23 year history of our relationship, this study has had the most immediate impact. We will take that kind of feedback any time. Congratulations to all concerned!

—John Wilcox

New Senior Consultant

C. Madison Riley, III

Madison is a member of KSA's Strategy Services Group. He joined KSA in 1985. His clients include Hartmann Luggage, WestPoint Pepperell, Sears World Trade and The Coca Cola Company.



Riley

CATALOG NAME	MERCHANDISING																							
	PRICE RANGE			WOMEN'S								MEN'S												
	H	M	L	Trad/Classic Fash./Updated	Branded	Unbranded	Dress Clothing	Dress Coats	Tailored Sep.	Casual Sptswr.	Active Sptswr.	Sport Outerwr.	Accessories	Jewelry	Shoes	Dress Clothing	Dress Outerwr.	Tailored Sep.	Casual Sptswr.	Active Sptswr.	Sport Outerwr.	Accessories	Shoes	
Cable Car Clothiers	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Carroll Reed	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Joseph A. Bank	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
St. Laurie, Ltd.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Sporting Life	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Talbot's	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Brownstone Studio	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Knight's, Ltd.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mark, Fore & Strike	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Spiegel	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Tog Shop	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bedford Fair	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Eddie Bauer	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Honeybee	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
J. Crew	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Runners, note: The 3.5 mile Manufacturers Hanover Corporate Challenge will be held in Central Park on June 4 and August 4. KSA will sponsor a team. Please contact *Richard Hirsch* in the New York office ASAP if interested.

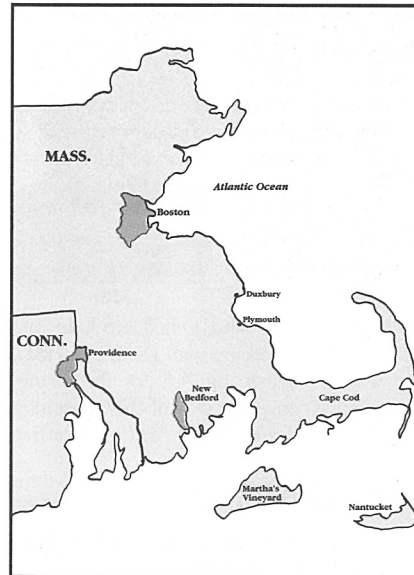
Where in the World is Duxbury?

by John Sweetland

The Duxbury office, open for almost two years now, is still the youngest in Hamilton/KSA's practice. But that's nothing compared to how young we feel relative to the town in which we're located. Our community recently celebrated its 350th Anniversary!

Duxbury was founded in 1637 by members of the original Plymouth Colony. It is located 30 miles south of Boston and 20 minutes north of Cape Cod, in an area steeped in history. Myles Standish, the military protector of the Pilgrims, had his homestead about two miles from our office, right out on a point where he could watch for Indians, and have a good strategic view of Plymouth Harbor. He is still watching over us at all times from atop a large monument that looks down on our office from a nearby hill. Plymouth Rock and the Mayflower are visible across the Bay. John and Priscilla Alden had their home site about a mile from here. Before all of this activity, the area was heavily populated with Indians and some of the original trails that crisscrossed the area are still documented on maps. Lobsters with two front claws are a staple on most tables in town.

The majority of our locals have problems with their "Rs," — in this area we "pak our ca's" (when we can afford to insure them). Our nearby skiing is good, our sailing is great and our autumn colors the best anywhere. But, most importantly, in winter, the ocean keeps Duxbury from experiencing the big snows which



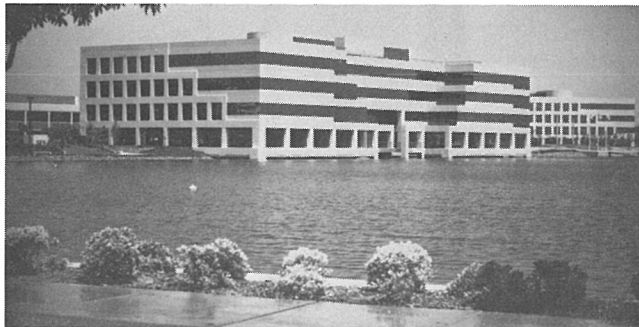
occur inland in New England. In the summer, while the temperatures may well be in the 90s ten miles inland, cool sea breezes keep us in the 70s and low 80s.

We have been fortunate in establishing this northeastern practice to bring a service previously unavailable in the area. This has been translated into many assignments, and our small group of four will soon be five (with more on the horizon) to handle the demand. We hope that any fellow KSA'ers that find themselves in the area will drop in to say hello.

Hamilton/KSA's San Francisco Office Is On The Move

The first week in October of 1987 was moving week for the Hamilton/KSA San Francisco office. The move was prompted by the expected expansion of staff, and the fact that we lost our lease.

Our new offices are located in Redwood Shores, on the San Francisco Peninsula, about 35 miles south of the city. *Richard Fung, David Ping, Maureen Morris, and Chris Kenney* were instrumental in finding and decorating the new quarters. The offices overlook a lagoon where ducks, egrets, pelicans, and other water fowl are frequently seen feeding and nesting. The Stanford University rowing crew holds practice sessions and races on the



lagoon in the spring. Another plus, and one which is greatly appreciated, is that the office is only 15 minutes from the San Francisco Airport, making it convenient for consultants (and their ever-cheerful administrative assistants) to work right up to the last minute prior to catching flights.

The San Francisco staff is very proud of its new space and invites everyone to stop by when in California.

Milestones

Congratulations to:

Mac and Betsy Ryland on the birth of a son, *Fitzhugh Tritton*, January 4.

Kati Kuroda, New York's Chartist and IAG Librarian, who presently has a supporting role in the Round-about Repertory Company's production of "Rashomon." *Kati: Break a leg!*

Jim Severyn, John Wilcox and Tommy Pee for completing the New York Marathon. Tommy finished in 3:35.

Kim Ragsdale, who joined KSA-Information Systems in July of '87. Kim, who was a President's Scholar at Georgia Tech, and a recipient of many honors and awards, was recently featured in a lengthy article in Tech's alumni newsletter.

Old Hockey Players

Don't Die . . .

They Just Go To Europe

In the list of recreational activities pursued by aging jocks and weekend athletes, ice hockey typically ranks near the bottom of most peoples' lists. But for some, the sport has great appeal, especially when combined with a trip to Europe.

Tom Heckler, of Hamilton/KSA's San Francisco office, and his wife, *Nancy*, spent eight days in late January with a senior men's hockey team from the San Francisco Bay Area that went to play a series of low-key "friendship matches" with similar teams in Europe.

The trip included 10 games, with stops in Langenthal and St. Moritz, Switzerland; Innsbruck, Austria; Bolzano, Italy, and Rosenheim, West Germany. In short, a great way to spend a winter week in Europe.



Knowing how important carbohydrate loading is to performance, *Tom Heckler* force feeds spaghetti to a teammate.

Atlanta Office Staff Changes

“When the Music Stops, Everyone Find a Chair”

OK, pay attention.

Susan Parker has moved to a part-time temporary position and will be working on several projects. We are grateful for her many contributions over the past three and one half years.

Steve Sorrell has been named Office Coordinator. Steve has been with KSA for almost three years.

Shauna Mills will take Steve's place as AA to operations and information systems. Shauna recently relocated from Texas where she was a bilingual kindergarten teacher, and a bilingual secretary for a law firm. She holds a degree in Spanish from the University of Houston and Business Administration from the University of Texas.

Debbie Hitlin has transferred to Hamilton/KSA.



Bruner



Mills



Hewitt



DuBose

Deena DuBose, who joined KSA in late March, will be working with Debbie in HSD. She was previously an AA for the district manager and consulting staff of GE Consulting Services. She was in the US Air Force for five

years and remains an active reserve member.

Jeanne Barakat is Dave Cole's new administrative assistant. She was Dept. T's AA for ten years.

Bobbie Malone has moved to the Dept. T AA position.

Colleen Bruner is our new receptionist. She moved to Georgia from Illinois, and has held several permanent and temporary receptionist positions.

Cindy Hewitt joined Strategy Services in January. Previously, she was founder and director of the Atlanta Day Shelter for Women. Cindy has a Journalism degree from UGA, and a background in video and camera production.

Rhonda Webb and *Wil Camp* have transferred from Word Processing to Strategy Services.

Got that? Good. There will be a quiz on Monday.

Health Care Prospects in the Federal Market *by Don Shaw*

About 5% of all hospitals in the country are operated by the federal government:

- 160 Dept. of Defense-operated hospitals,
- 172 VA facilities,
- 48 Indian health service hospitals in the Western US,
- and a NIH clinical research facility in the DC area.

In the past, Hamilton/KSA had scattered success in the "federal" market. Marketing in the "government" is a different process from that of our traditional hospital clients: The process is longer, more proceduralized, and client relationships are more difficult to establish. However, we have stepped up our marketing efforts and our successes are starting to grow:

1. We are currently in the final stages of a major study of DOD health care facility needs in Northern Virginia.
2. We have been selected and will start work this month on a clinical addition project for the VA Hospital in San Juan, Puerto Rico.
3. We have been selected for a master plan at Walter Reed Army Medical Center.

4. We have been selected for a VA building project in Hampton, Virginia.

Our current marketing efforts include:

- Actively pursuing large VA projects to develop master plans at a number of hospitals across the country.
- Additional regional economic analysis studies for the DOD. (Two additional studies will be out soon; one is very similar to our current regional study in Northern Virginia.)
- Facility planning work in the Indian Health Service. (Qualifications submitted).
- Efficiency studies for selected VA hospital departments. (Proposal being developed here.)

All of the federal marketing is coordinated from the Washington, DC office.

Federally provided health care is a large market that we will continue to pursue vigorously. Once we have all our marketing strategies operational for the federal work, we intend to target selected state-run health care programs as a future source of business in the Health Services Division.

Don Shaw, Senior Consultant in the Fairfax, Virginia, office of Hamilton/KSA, has been an active member of the George Washington University Graduate Health Care Alumni Association for several years. He serves on the Accreditation Committee (as well as a number of Ad Hoc Committees) and holds the position of State Representative Director for Virginia. Earlier this year, he was elected to the Board of Directors of the Alumni Association. He will serve a three-year term on the Executive Committee as an at-large member. His first task on the Board is to develop a Long range Strategic Plan for the Alumni Association — a fitting assignment for a health planning consultant!



Shaw

All I Ever Really Needed To Know I Learned In Kindergarten

Most of what I really need to know about how to live, and what to do and how to be, I learned in kindergarten. Wisdom was not at the top of the graduate school mountain, but there in the sandbox.

These are the things I learned:

Share everything. Play fair. Don't hit people. Put things back where you found them. Clean up your own mess. Don't take things that aren't yours. Say you're sorry when you hurt somebody. Wash your hands before you eat. Flush.

When you go into the world, watch for traffic, hold hands, and stick together.

Think what a better world it would be if we all — the whole world — had milk and cookies about 3 o'clock every afternoon and then lay down with our blankets for a nap. Or if our nation and others had a basic policy to always put things back where we found them and to clean up our own messes.

And it is still true. No matter how old you are, when you go out into the world, it is best to hold hands and stick together.

Author Unknown