

the KSA Observer

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What is VICS and why should we care?

VICS is an acronym for Voluntary Inter-industry Committee on Standards. The committee was formed in 1984 by retailers, manufacturers, and suppliers to encourage the adoption of a standard marking system for all participants in the soft goods chain. If each member along the soft goods chain adopts the same standards, communication improves, inventories are managed better, and the consumer ultimately gets the products she wants when she wants them.

The Universal Product Code (UPC) is probably the most visible "signature" of the standards movement. Well-known for its use on grocery store items, the code is gaining acceptance on apparel hangtags, sheets and pillowcase packaging, and cosmetic boxes, to name a few. Toys R Us is so committed to the standards that the huge toy retailer announced it will not deal with any vendors who don't use the UPC.

A most fortunate feature of the standards movement is that the goal of implementing standards is ultimately Quick Response, and KSA has long been credited with the creation of QR.

Last fall, VICS commissioned KSA to study the costs and benefits to vendors who implement Quick Response business strategies and the VICS technologies — UPC bar-coding and scanning, Electronic Data Interchange, and Shipping Container Marking. Andersen Consulting surveyed retailers.

Randy Sadler led the project team of *Brooks Robey* and *Doug Way* to survey selected vendors, document, and interpret their findings. KSA found positive bottom line benefits at companies using VICS technologies. Even more significant, in some cases double gains were discovered by those companies that combined VICS tech-

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Saving \$10M a year soothing lullaby to Carter's

by Ed Rader

It all began in fits and spurts . . . like starting an old car on a winter morning. What was to become KSA's largest domestic project in history got off to a slow start.

Bob Matura, formerly chairman of Warnaco, and a client while he was there, contacted *Stig Kry* last May to ask for two to three days of consulting help. Bob and the investment firm of Wesray Capital were planning to acquire The William Carter Company from Carter family ownership.

The William Carter Company is a prestigious, 115-year-old company headquartered in Needham Heights, Massachusetts. Under the brand name Carter's, the company makes high quality (read pricey) children's wear, sizes infant to 6X; children's and women's all-cotton underwear; and layette items. A dominant force in the industry, Carter's gift sets are considered a must for any self-respecting grandparent on going-home-from-the-hospital-day. Carter's also makes preemie clothes. Before Carter's, parents of preemie babies resorted to buying doll clothes to fit their smaller-than-average bundles.

The acquiring company, Wesray Capital, owns 23 companies, including Allied Van Lines, Six Flags Corporation, and Wilson Sporting Goods.

After Bob Matura called Stig, Stig called *Dave Cole*, the William Carter Company account executive, and Dave called me. (Do we hear a buck being passed here?)

During the following two weeks we scheduled, cancelled, and rescheduled plant visits, and finally confirmed trips on the Wednesday, Thursday, and Friday before the 1988 Consultants' Conference. This revised schedule only conflicted with a previously arranged sales visit and scheduled vacation, but isn't that the way it always is?

Gerald Turbyfill and I reviewed manufacturing operations in apparel and textile plants in Georgia. Turby looked at the textile manufacturing operation in Barnesville, while I reviewed cutting in



"If they'd just stay little 'til their Carter's wear out."

Griffin, embroidery in Milner, sewing plants in Thomaston, Barnesville, and Forsyth, and a distribution center in Barnesville. (This schedule would be the envy of a college football scout for a Friday night.)

We reviewed facility and equipment conditions, operator workspace, management reports, and interviewed countless people. Then we issued a report on existing opportunities. Our observations confirmed Bob's favorable opinion, and Wesray proceeded with plans for acquisition.

When all results were in, Matura realized they would need additional KSA assistance. Good.

We were challenged to propose and conduct an overview of 5 cutting locations, 11 manufacturing facilities, and three distribution centers in 4 states — Georgia, Mississippi, Texas, and the Massachusetts headquarters. Our mission was to identify opportunities to significantly reduce costs, improve manufacturing responsiveness and flexibility, and reduce WIP and manufacturing throughput time.

Operations folks from all over the U.S. leapt into action. Making reservations, *cont'd on page 15*

From the Chairman



by
**Dave
Cole**

Each *Observer* is very special, as it chronicles occurrences in the special world of KSA.

That has never been more the case than this issue. Over the last several months *Bill Schenke*, *Gerald Turbyfill* and *Jack Ullman* have retired. They have been central to KSA's development over the years. We are honored and privileged to have had the opportunity to work with them and be members of the same profession and firm. A recent reception in Atlanta in honor of these colleagues and their spouses was a real highlight of the year. With such wonderful honorees as *Bill and Mary*, *Turby and Cat*, and *Jack and Evelyn*, we recalled many pleasant memories and had a superb time.

We are indebted to each of these colleagues. Through professionalism, integrity, and dedication they made tremendous contributions to KSA's strong position in the consulting profession. We trust you will enjoy the tribute to their careers in this issue.

The occasion of these retirements reminds us of the constant change that is part and parcel of a healthy firm. As has been the case for decades, these are indeed times of significant change.

One of our recent retirees, while reflecting on KSA's history, noted that current times were "reminiscent of the halcyon days of . . . 25 years ago" with many expansion opportunities, exciting initiatives in markets and services and new colleagues.

That is indeed true. To fulfill our mission as the premier international management consulting firm to the consumer products and consumer service industries, it is necessary for us to stay on the leading edge in technique and technology. The ongoing change required to do that is always positive and healthy provided it is built on bedrock of certain constants.

A few occurrences of recent months are illustrative of ongoing positive change and important constants in KSA.

We were on a business trip to Germany, Russia, and England in May. In each country, we had the opportunity to meet with CEOs of industry leading firms. In each case, we found a high regard for KSA professionalism, and an eagerness to have our assistance now and in the future.

A warm reception by key clients and their deep respect for the firm is a constant worldwide. We found as well a keen interest in what is happening in markets and technology on a global basis. Our clients' broad view of the global economy is a much more recent occurrence, and a sign of change.

In Russia, we had the opportunity to visit with clients near the conclusion of successful major engineering projects. These were done by a truly international KSA team of colleagues from the UK, Germany, USA, Hong Kong, and Spain. We participated in a weekend KSA staff conference in Tallinn, Estonia with the consulting team members. The setting was certainly a change . . . a lovely room in a 900-year old church. (It had been restored, however, 600 years ago.) The content of the business meeting was a constant one would find in KSA anywhere in the world. A group of professionals analyzing successes of the project being completed, identifying areas for new approaches in similar environments in the future, and exchanging experiences contributing to the development of all participants — all with the purpose of identifying how to maximize results for our clients. This was clearly a delightful day.

That evening the twelve KSAers were hosted by approximately an equal number of client personnel in a lovely country setting for dinner and recreation. Much of the evening was a change from the norm — experiences such as needing a visa to travel a few miles out of town and the menu of "Saatchlik," a delicious Estonian-style barbecue, were new. Much, however, was a constant. The deep mutual respect and friendship between KSA colleagues and our USSR clients was apparent -- and the vigor of the volleyball tournament would rival anything at our Amelia Island conferences.

Overall, the USSR is a drastic change from our normal environment in terms of culture and political system. The country has tremendous needs for services from the West, and this presents the opportunity to foster international understanding and peace from a base of mutually beneficial business relations. Importantly, the KSA team working in this dramatically different environment of the USSR had esprit de corp equaling the best


that I've seen in the firm. It was clearly a job very well done resulting in personal and professional satisfaction and deep friendship and respect among consulting team members and client personnel. Those things seem to be the same decade after decade. . . project after project . . . service after service.

It would be easy to fill an issue of the *Observer* with interesting and informative anecdotes of that particular trip; however, that is not our purpose and would lose our central message, which is the constant of change going hand in hand with some constants that never change.

Last week in related preparation for the relocation of the Atlanta office to a larger space, we came across an offer letter from Kurt to one of his early colleagues in 1940. It was interesting . . . \$35.00 per week salary, and a meticulously calculated expense allowance of \$4.28 per day for food, lodging, transportation and incidentals. This was under the policy guideline of "travel, not requiring out of pocket contribution by the consultant, while not serving as supplemental income" — and of "spending the firm's and the clients' money as if it were your own." I know we all are delighted that starting salaries have changed.

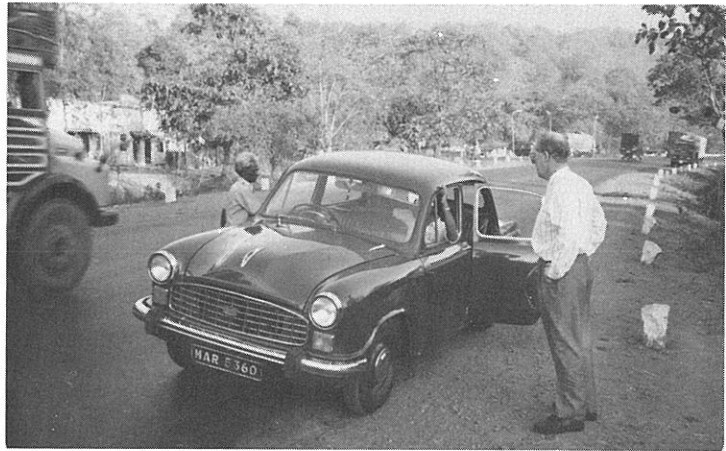
Seeing the list this week of the July '89 orientation class reminded me again of change . . . a group of forty new consultants from around the world. This class exceeds by 30% the capacity of the Execu-

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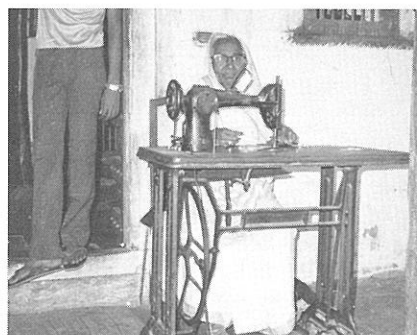
 The KSA Observer
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Indian Diary

These photographs provide a glimpse of consulting in a land where everything is said to be “no problem,” but usually is.



Peter Alderslade (above) demands the disconnection of the car horn that has sounded over every bump for 150 kms, while *Alan Chandler* (left and below) decides that lower technology might work better.



Treating the client's money as if it were his own, *Richard Traish* (left) argues with the auto rickshaw driver that the correct fare is RS5, not RS7 (difference of 7.5p or \$0.14). Above: state-of-the-art technology in Bagoda. Right: *Alan Chandler*, on the beach with a client representative, comes to terms with Indian Bundle Handling Systems.



Health Care Corner



by
**Barry
Moore**

The continued expansion of the Health Services Division brings new terminology to KSA. Just like consumer products people deal with presser foots, SKU's and Open-to-Buys, healthcare has its own jargon and structure. We wanted to share the answers, which took us years to learn, to some of the most frequently asked questions about healthcare.

Who owns hospitals?

Actually, most hospitals are not owned by anyone. About 10% of the hospital beds in the United States are owned by proprietary companies such as Hospital Corporation of America (HCA), Humana,

provides the hospital with capital to expand the facilities, equipment and programs to continue serving the community. In many ways, hospitals operate just like any other kind of company except there are no stockholders to receive the benefit of the profits. The profits are re-invested for the benefit of the community.

Do the hospitals work for the doctors or do the doctors work for the hospitals?

Actually, the answer is a little of both. There is no formal business relationship between most community hospitals and your community physician. Hospitals

hospital, directs your care and sees that the resources of the hospital are properly used to treat you. Exceptions include Emergency Rooms, Radiology, Anesthesiology or Laboratory where, sometimes, the physicians providing their services *within* the hospital are employed *by* the hospital. Normally, however, the physicians using a hospital are customers of the hospital.

Should you always go to a teaching hospital or academic medical center for major, complicated medical issues?

No. Twenty-five years ago, the difference between the availability of high tech, sophisticated care in academic medical centers and most community hospitals was very significant. Today, however, there is a very rapid diffusion of new technologies and advances from teaching hospitals into sophisticated community hospitals. In many communities, the bulk of open-heart surgeries and other sophisticated treatments are performed in community hospitals rather than academic medical centers. Good and bad care is available from all types of hospitals. The most important factor is to determine that your physician and hospital are qualified to administer the treatment you're seeking.

Next issue: Is there really a nursing shortage? Why are health care costs increasing so rapidly? How can I get the best health care? Why do hospitals need consultants?

Some things you always wanted to know about health care — but were afraid to ask.

or American Medical International (AMI). Another 25% of hospitals are owned by the Government — federal, state, or local.

Hospitals such as Grady in Atlanta, Cook County in Chicago, and New York City Health and Hospital Corporation, are examples of public hospitals. The majority of hospitals are non-profit entities owned by other non-profit entities like colleges, or are responsible to a self-perpetuating board. They function like the American Red Cross or Cancer Society. In fact, most hospitals are owned indirectly by us — the people who use them, but we don't have much control of their management.

Can non-profit hospitals make money?

Yes, and, in fact, many of them make tremendous amounts of money. The designation of non-profit does not mean that the entity can't make money. Non-profit means that the profit cannot directly benefit any particular individual. There are a number of community hospitals in the United States recording profits of 10 to 30 million dollars a year. This profit

owned by HMO's like Kaiser Permanente or hospitals operated by medical universities are exceptions because many of the physicians are employed by the parent organizations. Generally, however, your physician places you in a hospital where he/she is on the staff, which simply means that the physician can admit and treat patients within the hospital.

When you are in the hospital, the physician, who has no formal ties to the

Helmut Blettenberger passed away in September in Germany. While tending his garden, he was stung by bees from his honey bee hives, had an allergic shock reaction and died immediately.

Helmut was instrumental in the start up of KSA Europe from 1961 to the mid-70's, when he left consulting to go into industry. He returned to KSA-GmbH as a Senior Associate in 1987.

Helmut is survived by his wife, *Helga* and three children, *Elke, Frank* and *Peter*.



January, 1989 Orientation Class



Seated, L to R: Daluga, Kingsbury, Powers, Kumar, Ferguson. Standing, L to R: Hobson, Schottmiller, Way, Robertson, Hendry, Chan, Watson, Mills.

Chan, V.L. (Vickie). B.S., Stanford University. Age 21. Single. Hometown: Greenwich, CT. Previous experience as Financial Analyst for UNISYS and as Marketing Staff Assistant for IBM. Assigned to Operations.

Daluga, J.R. (John). B.S., United States Military Academy. Age 27. Single. Hometown: Hopedale, MA. Previous experience in United States Army. Assigned to Distribution.

Ferguson, L.L. (Laura). B.S.I.E., Texas A&M University. Age 23. Single. Hometown: Dallas, TX. Previous experience as Co-op student at McNeil Consumer Products Company. Assigned to Operations.

Hendry, A.C. (Alan). MSC (Eng), Imperial College; MA, Cambridge University. Age 29. Single. Previous experience as Industrial Engineer, Ford Motor Co., Ltd., Basildon, England; Production Management, Jaguar Cars Ltd., Birmingham, England. Assigned to Operations—U.K.

Hobson, J.E. (John). French, Manchester. Married: Debbie. Children: Michael and Laura. Previous experience as Retail Operations Controller, Jaeger Company and MIS Project Manager, Tesco PLL. Assigned to Information Systems—U.K.

Kingsbury, H.N. (Hal). B.S., Brown University; M.B.A., Amos Tuck School of

Business at Dartmouth College. Age 27. Married: Brigitte. Hometown: Holderness, NH. Previous experience as General Manager for Arrow Elastic Corporation. Assigned to Information Systems.

Kumar, R.B. (Raj). B.S.I.E., University of Wisconsin. Age 23. Single. Hometown: Green Bay, WI. Previous experience in Industrial Engineering Manufacturing for Wisconsin Tissue Mills and James River Corporation. Assigned to Distribution.

Mills, T.W. (Terrell). B.I.E., Georgia Tech. Age 23. Single. Hometown: Albany, GA. Previous experience as co-op student at IBM Corporation and Koppers Company. Assigned to Information Systems.

Powers, C.M. (Cindy). B.S., University of Wisconsin; M.S., University of Arkansas. Age 30. Single. Hometown: Waukesha, WI. Previous experience as legislative liaison and missile launch officer for the United States Air Force. Assigned to HRD—Recruiting.

Robertson, S.E. (Steve). B.S.I.E., Cal Poly, San Luis Obispo. Age 24. Single. Hometown: Lodi, CA. Previous experience as material control co-op with UNISYS/Mission Viejo. Assigned to Information Systems.

Schottmiller, P.R. (Paul). B.S.B.A., Syracuse University; M.S.M.I.S., Boston University. Age 24. Single. Hometown: Rochester, NY. Previous experience as Research Assistant for Boston University.

Interned with Bose Corporation and Eastman Kodak. Assigned to Information Systems.

Watson, J.K. (Jan). B.S., Washington State University; M.S., University of Illinois. Age: 25. Single. Hometown: Wenatchee, WA. Previous experience includes Computer Automated Sched. System for 7th Army Training Command, W. Germany. Assigned to Distribution.

Way, C.D. (Doug). B.I.E., Georgia Tech; M.S.I.E., Georgia Tech. Age 24. Single. Hometown: Richardson, TX. Previous experience in Systems with Woodscape Homes. Assigned to Information Systems.

Not Pictured:

Bailey, D.E. (Diane). B.S.I.E., University of California, Berkeley. Age: 27. Hometown: York, PA. Single. Previous experience as Inventory Control and Systems Analyst with GDT TOO. Assigned to Operations.,

Palmer, A.M. (Andy). B.S., Rensselaer Polytechnic Institute. Assigned to Distribution.

Six Presents to Give Yourself

Turn off the TV and talk.

Feed the ducks.

Look at old photos.

Laugh at yourself.

Visit a lonely person.

Follow an impulse.

Alumni Focus — Dan Blitch



The prospect of spending a career in sewing was about the most absurd idea that could have crossed my mind as job interviewing began at Georgia Tech in the spring of 1953. As fate would have it, a fraternity brother commented about a consulting firm named Kurt Salmon Associates that would be interviewing on campus and was offering the unheard of starting salary of \$340 per month with a guarantee of \$10,000/year within four years. Wow! For someone who had worked his way through school and owed the bank a whopping \$500, that sounded too good to be true.

Abbie Jean Quick did the initial screening, concluding that KS himself might want to conduct a two hour interview at a later date.

The interview with KS at the Old Biltmore Hotel in Atlanta is one I'll never forget. He was a master of the diagnostic interview and had me grasping for answers all afternoon. The questions came in two's — one to set you up; the follow-up question to see you squirm and grasp for an answer. For example: "Do you have a good analytical ability?" Now any aspiring engineer who says "No" to that question is obviously dead in the water. The only answer is "Yes," and the 'yes' should be said with confidence and without hesitation. Yes, yes, yes — lots of analytical ability. After which KS hits you with the follow-up question: "Now, give me an example of how you've used your analytical ability in the recent past."

Karl Striegel gave the all-time classic answer to that question — an answer that should rank right along with the Gettysburg address for clarity and brevity. He said, "I called defensive signals for the Carnegie Tech football team and we beat Notre Dame and Knute Rockne 14-7." I honestly forget the answer I gave, but Kurt decided to take a chance on a kid just turned 21, and my KSA career was underway.

In 1953, KS was very much involved with every engineer. He seemed to take particular interest in trainees and kept in touch via frequent memos, telephone calls, and personal visits. He was obviously brilliant — a tireless worker with highly disciplined work habits. He was a prolific writer of technical articles in the field of industrial engineering and apparel engineering. He was a student of organiza-

tional structure and motivation. On top of all this, he had impeccable manners and a marvelous sense of humor. As the saying goes, he was the genuine article.

It is a tribute to Kurt, *Karl Striegel*, *Jack Ullman*, *Dean Vought*, and many others who were instrumental in building KSA that they did so on high ethical and professional standards. The KSA experience for both consultant and client has, for the most part, always been rewarding and meaningful.

After a couple of years on the job, still brash as ever, I wrote Kurt a long letter outlining ten suggested changes in the way KSA was being run. Expecting a pink slip by return mail, I received instead a

Bill Cameron, *Lutz Kobnagel*, and *Earl Smith* joined me as we cut new teeth in the territory. Those were exciting and challenging times, but I learned something about myself. The work was so challenging, the opportunities so great, that I found little time for anything but KSA.

With a desire to settle down in a community and try our hand at raising a family, I purchased an interest in Barrow Manufacturing Company, and in December, 1962 we moved to Winder, Georgia. Our first child, *Jim*, was born in 1965, followed by *Elise* in 1967, and *Bird* in 1973. Jim was graduated from Duke University in 1986 and is teaching Latin and U.S. History at Shady Side Academy

"After a couple of years on the job, still brash as ever, I wrote Kurt a long letter outlining ten suggested changes in the way KSA was being run."

very lengthy and discerning response to each point. Seven suggestions were rejected and three accepted. Tactful as ever, Kurt pointed out that .300 was an excellent batting average in baseball!

One of the funniest things that ever happened between Kurt and me — at least it's funny now — came when I was attending Harvard Business School. About 9:30 one night the phone rang. With an impulse for mischief, I picked up the receiver and answered, "City Jail, may I help you?" to which Kurt replied, "I thought you were supposed to be studying, not working at the jail." He never let me forget that incident.

My career at KSA took me to the Nashville region; Woodward, Oklahoma; Winder, Georgia; Lavonia, Georgia; Marshall, Texas; Shreveport, Louisiana; Millen, Georgia; Philadelphia, Pennsylvania; Lynchburg, Virginia; Waco, Texas; and London, England, with many other short assignments in between.

Dottie and I were married while I was at Harvard Business School. After graduation, we headed for Dallas and the opening of a new regional office for KSA. *Don Johnson*, *Don Burkhalter*, *John Caldwell*,

in Pittsburgh. *Elise* is a senior at Duke majoring in art history and will begin job interviews shortly. *Bird* is in the 9th grade at Athens Academy in Athens, Georgia and is my last hope for Georgia Tech!

I sold my interest in Barrow Mfg. Co. in 1982 and am currently devoting most of my time to two businesses in which I was instrumental in the startups and in which I have active partners. The first is a retail chain of 14 stores comprised of 11 stores specializing in medium- to high-priced ladies' sportswear and three stores specializing in sporting goods and athletic wear, including shoes. The second venture is an apparel plant in Thomson, Georgia, started in 1985 and producing very high quality ladies' skirts and unconstructed slacks and shorts. We currently employ 75 people and have a plant expansion underway to increase our employment to 110.

Possibly the project demanding the most time is a new house we are building in Athens, Georgia. We will be moving in soon and hope our paths will cross more often with KSA friends.

This article should not end without a
cont'd next page

special word about *Karl Striegel*. The majority of my years at KSA were spent under Karl's supervision. I had the opportunity to observe him at the height of his career, and he was a dynamo. I'm sure Kurt knew the moment he set eyes on Karl that he would be a future cornerstone of KSA. I've seen Karl in some tough situations with labor unions, clients, and deadlines, and I've never seen a person who could think better on his feet. As Kurt no doubt recognized during that diagnostic interview, Karl's analytical abilities were incredible and he could turn out a prodigious amount of work.

There are many stories about Karl, but the one that ranks pretty high in my memory occurred at the home of a client in Temple, Texas. We had been invited to dinner and after the meal our conversation turned to sports and hobbies. Our client

had at one time been a ping-pong champion, of all things, and he challenged Karl to a few games. Karl agreed providing they would play three sets. As it turned out, our client had a Chinese cut on the ball — you've never seen such a spin. Karl lost the first game about 21-3. He got behind early in the second set only to pull himself into a tie around 15-15. It was obvious that slowly but surely Karl was taking the spin off the ball and slamming it home for winners. He won the second set and was a decisive winner in the third. Better still, we didn't lose the client. That was typical of Karl — a real winner.

I wish space permitted a few stories about *Jack Ullman, Dean Vought, Jack Johnson, Bob Pee, Freddie Wood, Zeb Roberts*, etc., but I'll save them for one of the KSA reunion parties. Until then, continued success and best wishes to all at KSA.

Robert W. Malburg, Sr.

October 18, 1927 — October 18, 1988

Bob Malburg was a people person. He really cared about people — his colleagues, office staff, those he met on the street, in the airport, or wherever. He had a certain charisma that seemed to draw strangers to him — like the young mother who asked him to hold her baby while she checked on her ticket. When working on assignments, he'd get to know the local people — not only the ones in the plant, but in town. People remember him for his friendliness — as one who accepted any assignment as a challenge.

This caring showed in his close-knit family. Margaret was the love of his life. Not only that, she was his best gal and best friend. His sons made him so proud.

Bob greeted every day of his 31 years with KSA with enthusiasm and zest, and

lived his life to the fullest measure possible. He will be missed.



Bonjour from Quebec City!

KSA is involved in the fur tanning industry again after an absence of many years.

To say the least, it's been quite a change for all of us — no thread, bobbins, or sewing machines, and relatively few women in the production process. This is the first KSA project for *Vickie Chan*, and the first for *C.Y. Loo* in which he doesn't speak the language of the people.

The transformation of ugly, stiff, greasy, smelly skins into beautiful, soft, luxurious, expensive furs is quite a process to watch. KSA has been able to apply its expertise in QC, incentives, and process control to Maranda's plant here, and the project is running smoothly. Salut!

—Denys Williamson

Notable Quote

"A happy life does not require of us that our work be the best that can be done but only that it is the best that we can do."

Jane Merchant

Gehringer receives RDP Scholarship

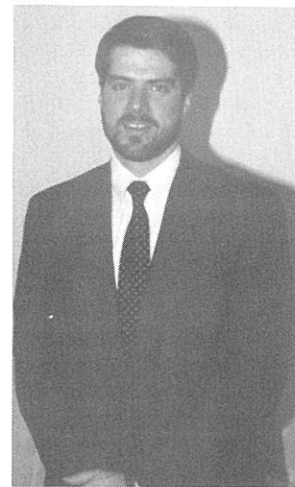
For the second time in as many years, the \$2500 Robert D. Pee Memorial Scholarship from KSA and Southern Tech was awarded to Alan W. Gehringer.

Gehringer, 26, is an aspiring apparel industry consultant. He already has a wealth of experience in the apparel industry as he has worked as assistant foreman and pattern maker for a sportswear manufacturer, as a free-lance pattern maker and marker, with the Department of Defense in developing a contract program with their outerwear division, and with an Atlanta-based consulting firm.

Alan attended Altoona (Pennsylvania) Area High School and Penn State University before coming to Southern Tech. While at Penn State he served as Sigma Pi president and apparel department representative in the student government association. He was also on the Dean's list.

In addition to his academic activities Alan is an avid athlete and enjoys skiing, biking, weightlifting, and wrestling. He plans to graduate from Southern Tech soon with a B.S. in Industrial Engineering Technology and an Associate Degree in Apparel Engineering Technology. He hopes to eventually move into a consulting management position or open his own apparel plant.

Bob Pee would be proud to endorse Alan as the recipient of this scholarship.



Gehringer

Another Record-Breaking Year for KSA's Christmas Card Fund!

150 KSAers contributed \$15,500 to 130 causes.

Retirements/ Anniversaries

Celebrating over 350
years of combined
service with KSA!

Bill Schenke, Gerald Turbyfill, and Jack Ullman Retire

If we at KSA were allowed only one word to describe how *Bill Schenke* is regarded, that word would be TRUST.

Trust must have been in Kurt's mind when Bill was named Treasurer in 1959, after only three years with KSA. When Bill Schenke joined KSA in 1956 as Controller, Kurt's father, affectionately known as "Grandfather," was KSA's accountant, bookkeeper and payroll department. Before that time, Lula Maye Salmon, Kurt's wife, was responsible for these functions. Bill clearly demonstrated trustworthiness very quickly, and for thirty-three years he has proven that Kurt's early judgment was right on the mark.

Bill is a native Washingtonian, and he and his wife, *Mary*, had to make a difficult decision about 15 years ago when KSA's corporate office was relocated. Mary was assistant to the manager of Blair House, the Presidential guest house, at the time. Fortunately for all of us, the Schenkes opted to move and quickly made Atlanta their home.

Most KSAers know there are really two Bill Schenkes. One is the impeccably dressed, sedate, rather quiet and thoroughly competent custodian of KSA's treasury. The other Bill Schenke shines at after hours get togethers. Just give him a band, a dance floor, and a microphone, and you will be thoroughly entertained.

All of us in KSA/USA, and many in Europe and the Far East, have been the personal beneficiaries of Bill's ready willingness to be of help, either professionally or personally.

In his 26 years of consulting, *Gerald Turbyfill* has worked on six of the seven continents for a variety of clients. He has served private and public companies, governments, and individuals. He has worked with some of the largest companies on our client list, as well as some of the smallest.

His reputation for rendering an honest, informed opinion is well known in the textile industry. Within KSA he is recognized as "Mr. Textile," and his opinion is frequently sought. His door has always been open to colleagues in need of assistance.

To maintain a busy billing schedule, Turby has easily ventured into other areas of our consulting practice. He has participated in distribution and strategy projects, as well as in operations projects in apparel, food, and other industries.

Turby and his wife, *Cat*, will divide their time between their homes in Atlanta and Lake Hartwell, where they will enjoy visits by their three children and grandchildren. We wish Turby the best of everything in his retirement.

Jack Ullman has been a contributor and builder of KSA for 40 years . . . one of our most effective business developers of all time. There is no record of the total amount of fees that he has brought in to KSA, but it surely is a big number.

More important to KSA, Jack has been a most enthusiastic and effective developer of younger consultants. His influence upon the professional growth and competence of many KSA consultants over the years has been profound.

Jack put our Atlanta office on the map. That this is our largest office and most popular office for settling consultants is in large measure a reflection of Jack's work and leadership.

His influence on KSA's development while President of KSA for a decade and member of the Board and various management committees was nothing less than enormous. In addition to initiatives taken, decisions implemented and bottom line results, his influence in strengthening the basic value system we all share was absolutely key to our successful transition from the early days of Kurt's and Karl's leadership.

As President, Jack was a successful consensus manager and a team builder. It was fun to be a member of that team. His team included his wife, *Evelyn*, whose interest and support added an extra and invaluable dimension. The Ullman's hospitality was enjoyed by many of us.

All of us know Jack as a man of humor, very quick intelligence and great personal charm — charisma may be a better word.

Part of his charisma is a dose of emotionalism and a temper that could occasionally flare. In fact, I have seen few tempers flare so brightly and yet offend so few. I guess that's the way it is with charisma.

Jack, you earned our respect and admiration. We will miss you as a colleague but we will hold on to you as a friend.

The following people are celebrating their 10th anniversaries with KSA during 1989:

Jeanne Barakat, Bill Beckemeyer, Alan Chandler, Torre Crupie, Tom Dennis (1988), Nancy Dishinger, Kathleen Gregory, John Haworth, Helena Johnson, Cathy Hardeman (1988), Karen Kinard, Bucky Knowles, Michael Kunkel, Cesar Mantilla, Libby Morgan, Malcolm Newbery, Nancy Standish, and Elaine Thurmond.

Congratulations!



Left to right, Jack Ullman, Bill Schenke, Gerald Turbyfill

Boya Polymeros Retires

Boya Polymeros, manager of the Minneapolis office of Hamilton/KSA, has retired after 13-1/2 years with the firm.

Boya started on July 1, 1975. She served as office manager for Hamilton Associates under *Jerry Bieter*, *John Sweetland*, and *David Damberg* and then with *Bruce Miller*, the coordinator of the Minneapolis office of Hamilton/KSA. Her duties in the administration and organization of the Minneapolis office have included personnel work (recruitment, hiring, training, record maintenance); equipment management (purchases, maintenance); supplies; building liaison; and supervision of support staff (word processing, graphics). Some of her more specialized activities included working with consulting staff on various projects; creating, organizing, and maintaining the report archive files; and acting as meeting hostess and coordinator for KSA staff and clients.

Boya helped direct the administrative aspects related to opening offices for Hamilton in Dallas, San Francisco and Washington. She played a key role in the administrative transition of Hamilton to Hamilton/KSA.

Boya was a member of The Administrative Management Society, and chaired the Program/Workshop Committee for two years. She also served on the American Association of Hospital Consultants (AAHC) Business Practices Committee for two years, and spoke at their "Sharing Successful Management" seminar on "Maintaining Quality Control."

Boya was honored by Minneapolis office personnel at a December party. Boya and her husband, *Don*, plan relaxation, walking, travel and visiting with family and friends in the future. Boya specifically intends to get her photo albums in order.

We wish Boya all the best!



Boya Polymeros

Ross Runnels Celebrates 40 Years With KSA

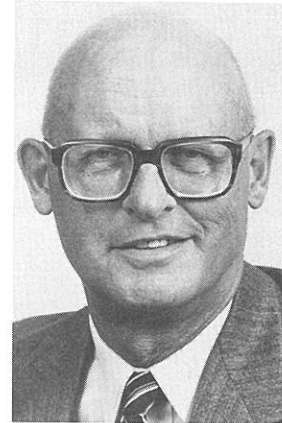
Last fall, Ross Runnels marked his 40th anniversary with KSA. His has been an illustrious career, beginning with his recruitment on the campus of Cornell University by Kurt Salmon in 1948.

Ross did more than his share of full-term engineering projects in southern garment plants during his first five years with KSA. He then performed our first overseas assignment in the U.K. in 1953, after which he settled in KSA's newly established office in New York. Ross returned to England for a year in 1960 to set up our first continuing offshore office there — a joint operation with P.E. Associates.

He returned permanently to the U.S. in 1961. Together with *Dean Vought*, Ross developed the men's tailored clothing market for KSA. He served many years as KSA's account executive for several Rochester, N.Y. firms and for the original Hart Schaffner and Marx.

His consulting career has taken him over a large part of the world, although he has always preferred the eastern end of Long Island.

Although he went on "associate status"



Ross Runnels

in 1987, Ross has continued to work regularly out of his New York office and remains a pillar of strength in our north-east operations practice.

Ross is the only KSA consultant whose records provide actual evidence of growth on the job. When he joined the company, he was 6'3"; he is now 6'4" — and we have all grown to value ROR's long term contributions to KSA.

Margaret Roos — Celebration of 30 Years



Margaret Roos

Margaret Roos, in Hamilton/KSA's Minneapolis office, celebrated her 30-year anniversary with the firm in February.

Margaret's main responsibilities during these many years, before the merger of Hamilton Associates with KSA, were all the bookkeeping and travel scheduling/ticketing. Since the merger, Margaret has continued to oversee the expenses/invoices, travel arrangements, and Minneapolis library resources.

The Minneapolis office staff threw a surprise party for Margaret in February. In Margaret's reminiscences about the last 30 years, one topic surfaced again and again

— office space. When Margaret started with Hamilton, the office was located in one of the men's dormitories at the University of Minnesota. Everything was covered with dust each morning from the dorm boys stomping about overhead. Her "view" from the basement window showed only "legs and feet walking by." The next office Margaret occupied (her one request being a window with a view), had a window, but it was so high that Margaret had to stand on the radiator to look out — only to view the top of the roof. Upon moving to our current location, Margaret finally got an office with a window *and* a view. However, this was short-lived; she's occupied six different offices since then and her present one *guess what* — has no window!

Bruce Miller recalled, as a rookie consultant, overhearing Margaret (who was taking care of travel expenses) questioning one of the very senior consultants about "how one person could eat so much." What an education for a rookie!

Chuck Killian concluded that Margaret has always had the best interest of the company in mind. In that regard, she is honest, demanding, and forthright, and she expects no less from the consulting staff.

Congratulations, Margaret!



KSA's New Global Consumer Client

Recently, KSA had the opportunity to unleash its worldwide consumer products capability to assist an extremely interesting new client, Figgie International. Figgie is a billion dollar public company with 20 operations divisions, including high technology, construction equipment, fire protection, packaging machinery, conveyors, bottle capping equipment, and electrical relays.

Figgie also has a growing presence in the Consumer Products industry with its Fred

Perry Sportswear, Rawlings Sporting Goods, Taylor Thermometer, and Sherwood Hockey divisions. To date, KSA has:

- completed an assessment of Figgie UK operating company and its position in the common market – *Kathryn Larcomb*.
- examined the opportunities for a major Fred Perry US company to substitute its current licensing approach. In this we did very innovative focus group and consumer research to determine the potential for a Fred Perry franchise – *Dudley McIlbenny/Larry Lein*.
- completed an acquisition project and start up to help find a company for US Fred Perry sourcing and distribution – *David Linch/Mark Ciechon*.
- begun an organizational chart for Fred Perry worldwide – *David Linch/Mark Ciechon*.
- started a detailed analysis of US prospects for the Rawlings apparel franchise using focus groups and other consumer and market research – *Dudley*

McIlbenny/Jerry Armfield/ David Linch.

- begun a European Market Study to determine the potential for more aggressive (versus licensing) approaches to the various other European common market countries – *Kathryn Larcomb/Dudley McIlbenny*.

- started discussions about how to best leverage the Drolet Canadian Hockey Equipment Franchise.

It is really gratifying to see how this all comes together to our client's benefit. The power of our market research and product market strategy services, combined with our international scope uniquely allows us to serve this company. There is no doubt that, with the strong brands this company owns, it can build a major consumer products division centered around sporting goods, sporting apparel, and perhaps footwear, and we have a great opportunity to help.

– *John Wilcox*

Update on KSA/Infosys

KSA and Infosys have been working together for about two years now and I would like to review the work we have done during that period and introduce some of the people who have worked or are working with us.

- At Springs, we were involved in developing a Forecasting system to be implemented on an IBM mainframe system under IMS. An innovative approach to development was used in order to increase programmer productivity and to develop the programs offsite. The programs were developed and tested on Compaq portables, uploaded to the mainframe and installed. We will use this approach on more projects in the future. Springs has started using the system and currently we are working on some additional requirements. *Doug Moore* was the project manager and *Vasudeva Rao* and *Arun Katti* worked on this project. Vasu is currently supporting Springs in the Atlanta office.

- We are using a similar approach to develop a costing system for Barnhardt Manufacturing. The target system is System/36 and the programming work is being done in Atlanta. *Musa Rubin* is the project manager. *Clay Parnell*, *Cathy Hardeman*, *Vasudeva Rao* and I are the other members of the project team. *Sanjay Bangalore* has also worked on this project.

- *Peter Harding*, *Lanell Stanley*, *Jana Miles*, *Madison Riley* and I were involved in a Quick Response pilot project at Dillard's. We developed prototype

programs on the PC that the Dillard's buyers used to generate weekly replenishment orders. We are using the same concept for a project with Hanes. *Steve Schlebuser*, *Chuck Troyer*, *Hal Kingsbury* and I are involved in that project. KSA will offer this product along with consulting for Quick Response implementations.

- We were involved in a systems design project for Duty Free Shoppers in Hawaii. *Randy Sadler* was the project manager, and the project team included *Jana Miles*, *N.S. Raghavan* and *Ganesh Pandit*.

We are working on a package customization project at Converse. *Lee Griffith*, *Alan Dabbieri*, *Rob Reilly*, *Jana Miles*, *M.A. Narasimhan*, *Anuradha Bhondre*,

P.G. Naik and *Uday Shankar* were involved in this project.

- *Ganesh Pandit* is working at Time, Inc. in New York on design and implementation of new systems for them. *Kristi Weiss* and *Mike Barnes* are the KSA people on that project.

We are converting an apparel package from CICS to As/400 for Online Data Systems in Allentown. *Vijay Warriar*, *Praveen Rao*, *Arun Katti*, and *Sanjay Bangalore* are working on this project.

- Finally, we are involved in package customization for Bugle Boy in California. *Ramesh Srinivasan* is involved in that project. *R.G. Bhandi* and *N. Sreenath* are working with Digital Equipment Corp. on a small programming project at Nashua, NH.

by *Kris Gopalikrishnan*

VICS *cont'd from page 1*
nologies with Quick Response business strategies.

Results of the surveys were presented at a two-day CEO Briefing in Dallas, Texas. The meeting, coordinated by KSA staff, brought together more than 300 leaders of textile, apparel, and retail companies.

Much of the KSA Atlanta staff was involved in the VICS project from December through March. *Colleen Bruner* handled hundreds of phone requests. *Tami Opland*, *Helena Johnson*, and *Jeanne Barakat* researched mail lists. *Janice Ryer* designed printed materials. *Randy Nord*, *Libby Morgan* and *Neil*

Thall wrote speeches and provided technical guidance. *Javier Iruegas* helped in meeting site selection. *Steve Sorrell* coordinated all survey results. *Irene Wright*, *Geraldine* and *Kevin Carter* copied, collated and stuffed reams of material. *Phil Kowalczyk* served as air line courier, and *Mark Frantz* developed one of our most popular brochures, which documented the study findings. Others in KSA invited special clients and industry friends to support the VICS cause.

The 2-day Briefing was deemed a success. The resulting press for KSA ranks it one of the most successful of our events.

– *Beth Souther*

Forty Five KSAers Participate in March of Dimes Walkathon

KSA continued its tradition of support for the March of Dimes annual Walkathon in April with a massive fundraising effort. Forty-five employees in the Atlanta office participated in the 10-mile walk, held on Sunday, April 29th, and \$3,125 was raised for the cause.

Geraldine Carter raised a whopping \$1,326, doubling her total of last year and exceeding her personal goal by over \$300. "I never could have done it without the tremendous response from everyone

at KSA," she said. "After attending a March of Dimes banquet and seeing the children and everyone involved with the charity, I was very inspired and determined to raise a lot of money."

Tami Opland spearheaded KSA's participation in this year's Walkathon, which featured over 15,000 total walkers. The event was preceded by a visit from a March of Dimes representative and Anna Catherine, a special Ambassador for the March of Dimes, (shown below right with

Randy Nord, who was chairman of this year's effort) on May 23 in the Atlanta office. Special Ambassadors are young children born with birth defects who travel throughout their home state promoting this special charity. There were also numerous office fundraisers, including a bake sale, which brought in \$150.

Opland and Carter are already anticipating next year's Walkathon and hoping to surpass this year's total. In fact, Carter already has her sights set on new goals for the company. "At the banquet," she said, "they were talking about companies raising \$5,000 and \$10,000. I know we could do that, because it's such a good cause."

—Chris Hays



KSA's Atlanta Office Gets the Gold in United Way '88/'89 Campaign

Thanks to 60 Atlanta office KSAers, including 16 first-time givers and 7 leadership givers, over \$19,000 was raised for the United Way and the 80 local agencies it serves.

This represented a 23% increase over last year's giving and earned KSA-Atlanta its first "gold award" for achieving over 90% of personnel giving potential.

Special thanks go to *Madison Riley* for spearheading the campaign this year.



United Way

KSA Fields Two Teams at Pizza Hut Basketball Tournney

Several KSA roundballers braved spring rains and cold to participate in the Pizza Hut Three-on-Three Hoops Tournament, an outdoor event which raised \$10,000 for the Leukemia Society and other charitable causes. The Atlanta office fielded two teams, the "KSA Commandos" (*John Sweeney, Brett Turner, Chris Hays, and Doug Way*), and the "KSA Cool Breeze" (*Ike Myers, Spud Myers, Karl Swensen, and Brady Knight*).

In spite of vicious cold weather which would have killed ordinary men, both teams took the court for some electrifying, above-the-rim action on Sunday, April 9. Unfortunately, the Cool Breeze lost their first round game, a contest

which featured several ferocious dunks by "Moses" Myers, "Swede" Swensen, and "Nique" Knight, but won their next two games and the championship of their division's "Loser's Bracket."

The Commandos, minus Brett "In Yo' Face" Turner (who was detained in the Seychelle Islands completing his spring GQ bathing suit photo spread), won their first game by forfeit but lost in the second round to a group of behemoth lawyers each standing roughly 6'11" and weighing in at 250. However, Sweeney's "possessed" defense and Way's rim-cracking power slams stunned the crowd and became the stuff of legend.

—Chris Hays



Living in the Land of Smiles

by Ginny Rogers

I suppose it was bound to happen! *Butch Price* finally caught up with me and asked (?) me to write an article for *The Observer*. When I questioned my family about what to include in an article about life in the "Land of Smiles," *Michael*, our 7-year-old, suggested writing about bargaining, *Matt* (11) said to write about school, and *Doug* offered the Thai National Museum as a topic.

I think the diversity of those three topics gives an idea of how many different things one could easily write about Thailand. I decided, however, to address this to the distaff side of the house — those of us who spend lots of time solving the problems of our private "companies" while our husbands solve the problems of someone else's company!

When Doug announced that we should join him in Bangkok, I must admit I had reservations. Like most KSA wives, I was very busy with my home, family, job, and school. The thought of leaving that all behind and striking out yet again for foreign soil was a little less than thrilling. However, once the decision was made and the plans underway, we all got very caught up in the excitement of the adventure.

We arrived in the city of Bangkok at night, which was probably a very smart move on Doug's part, or the kids and I may just have gotten on the next flight back to the States! The night proved balmy and quiet — it was very late, but the morning brought indescribable activity and more noise than the loudest heavy metal band! In the usual cavalier KSA way, our first morning here Doug said, "Well, welcome to Bangkok. I'll be gone for the next week but I know you'll find everything you need." That night I had my first crash course in Thai. I managed to learn to count to ten — quite an impressive feat if I do say so myself. So, armed with numbers to ten, a pocket full of money I couldn't tell amounted to how much, and with both kids in tow, we headed out to find the International School. Here began our first lesson in bargaining, obviously one Michael hasn't forgotten! Civilized taxis obviously have meters; but not here,

as one must negotiate even the shortest trip. I hadn't a clue as to where I was, nor where I was going. That caused quite a rapid discussion in Thai of which I caught only two words — both of them numbers. We finally settled on a price and embarked on our voyage — 40 baht (\$1.60) and 20 minutes later we arrived at the



Michael, Doug, Ginny, and Matt Rogers

International School. Both kids were slightly unnerved by what they saw, as the campus houses all grades kindergarten through twelve for an enrollment of approximately 1600 students. But upon entering the elementary office we were met with great warmth and concern, and were made to feel very comfortable. I began to think this might be a great experience after all.

Apartment hunting was next on the list. Coming from a four-bedroom house in Marietta did nothing to prepare us for apartment living in Thailand. After looking at what seemed like hundreds of apartments, we finally chose one relatively close to school and handy to the main shopping areas of Bangkok.

Only later were we to find out that life here really revolves around the activities held at school. Playing at your friend's

house next door is much more difficult here than in the States; in fact, it's almost impossible. One's day in Bangkok is centered around the traffic and your location in relation to the traffic flow. It seems crazy, but the traffic here is so awful that one's freedom is governed by it.

The reality of living here came the day both Matt and Mike headed off to school and Doug was at the plant. I found myself alone and without anything to do. No office was calling asking where something was and no papers needed to be done for my own classes. This was a very unusual feeling indeed. But when I stopped to really think about it, I realized those feelings were the same ones I always had when we moved from one project to another. So I know all KSA spouses can certainly relate to that feeling of "being out there all alone."

Self-pity is always such a useful thing — for a short period of time. So after an hour of tears and questions, I decided to pull myself up and head out into the great unknown! What a pleasant surprise was in store for me. Bangkok is a wonderful place to wander. Every turn in the road brings you face-to-face with something so extraordinary it defies description.

Armed with a bus map, I headed for the Grand Palace and spent enough time with my mouth hanging open at the gorgeous wat (temple) and Emerald Buddha to give me a jawache for a day. I marveled at the incredible workmanship and glory of an era. Indeed, it must have been this first visit to the Palace that caused me to want to know more about Thailand and its art, and which ultimately led me to the National Museum Volunteers.

We were so lucky to have come to Thailand when we did. It was a special year for the King which resulted in many colorful and unforgettable ceremonies. The most memorable one was the Royal Barge Procession held in October 1987 in celebration of the King's sixtieth birthday.

The sight of fifty-two long-tail barges moving slowly down the Chao Pyra River, crowded by sailors in traditional Thai costumes of the most glorious colors of Thai silk, the King and his attendants, the monks chanting and the centuries-old ceremony left our entire family with a memory we will always cherish.

In November we took the children up-country to Surin to take part in the annual

cont'd next page

Elephant Round-Up. This proved to be a truly different experience for everyone. We had the opportunity to ride elephants, race them, and to see them actually doing the kind of work they have been used for in Thailand for centuries. Both kids think having an elephant for a pet would be a terrific idea. (I wonder how my neighbors in Marietta would feel about that?)

Aside from all the new cultural experiences we have all had, getting to see a changing Thailand has been very interesting. It seems particularly ironic to me that I should end up living here, as my father, a retired military officer, once had the opportunity to bring us here. However, we ended up being posted elsewhere, much to our disappointment.

Our daily contact with Thais seems to be primarily centered on those we have working for us or those we deal with in shopping situations. Unfortunately, because the Ministry of Education does not allow Thai children to attend "foreign" schools, we have very little access to other Thai families. That is not to say, however, that we never see or speak with them. Deep personal relationships are hard to form, but the people are genuine and kind and willing to help. A few words of even mispronounced Thai will open doors and bring the sunniest smile imaginable.

Through the American Women's Club I have had the opportunity to travel within the country and visit many villages and country shops. Also, through the International School and the field trips they offer the children, I have been able to see some things and go some places we as a family would never have time for.

The International School has offered both the children and me a wonderful sense of the word "world." They go to school in classes of 20 students, only two or three of whom may be American. This aspect of their education is priceless. We have all grown in our awareness of the entire world as a home and the importance of human life, no matter what nationality.

It has certainly not been all roses. We have missed our family and friends, the children have learned to do without things most American children consider a birthright, and we sometimes wonder if Doug does really live here too. But I know we have all learned valuable lessons which will only help during our lives. We have also discovered some interesting things about ourselves. It has certainly been an adventure for us all.

When we do leave Bangkok, I, for one, will feel an overwhelming sadness, but oh, such happiness to have been one of the lucky ones who actually had a chance to spend time in the "Land of Smiles."

From the Chairman *cont'd from p. 2*
tive Education Center we designed for our new Atlanta office only a year ago. When I joined KSA as a member of a class of three, also a record number . . . we exceeded the then capacity of the "training room" in Washington by 50%. It seems we are constant in our tendency to under plan space.

We have over the years seen major changes in competition in the market place. This has come from new entrants into consulting, mergers/acquisitions, and alternate methods of service delivery. In the final analysis, competition is healthy as it constantly re-stimulates professional drive to be the best and redefines the level of best. Importantly, it crystallizes the fact that quality of service is the best competitive weapon.

Therefore, we have no more important constant than attention to *quality* at every level of the consulting process, from preparation for the initial visit to the successful completion of the project, and subsequent projects, as they may be in the clients' interest. Lasting *results* achieved on time and on budget through quality work are the primary ingredients to forming strong relationships with new clients, and the only way to maintain important relationships with long term clients. In an ongoing world of change there are four other constants, in addition to quality and lasting results which have not and must not change. We have discussed these many times, as they are worthy of consistent mention.

These include:

Integrity — the firm, and its members, doing what they say they will do — internally and externally — in all cases. Without integrity, nothing else matters.

Innovation — a hallmark of our history and lifeblood of our future — in order to provide a competitive edge for our clients.

Specialization — as defined in the dictionary . . . "the distinctive mark of quality in products and services, a special excellence".

Respect — for colleagues and clients.

Our greatest challenge never changes — to make something happen every day that is positive and lasting. The firm, in the final analysis, most highly values consistent results, achieved by its associates for its clients. That will not change.

Now in closing, a few comments on 1988, which was completed since our last Observer. Worldwide we had a record year in level of professional fees and met our earnings budgets. Internally generated growth continued as our primary thrust with 60 recruits worldwide including 51 in North America and 9 in

Europe for 60.

Geographic expansion continued with the opening of the Chicago office, the first full year of our partnership with KSA/Infosys of India, and development of a broader client base in the Pacific rim.

Exciting service advances continued in Quick Response projects linking suppliers, manufacturers, marketers, and retailers. Short-Cycle Flexible Manufacturing, Information Technology, Distribution, Strategy, and Facilities design services continued to advance the state of the art.

Retail continued to be our fastest growth market. The Health Care practice is solidly in position as the leading professional firm in that market sector in Strategy and Facilities services. The Health Care Operations practice is under development.

The Consumer Products practices in apparel, textiles and home products were all above plan. Apparel, our original core market was 20% above plan, and well ahead of the prior year, which was well ahead of the year before that. Therefore, in our traditional core market we are expanding, while simultaneously growing in carefully selected new markets.

We are now well into '89, and as every year, it is a challenging one. We are working hard to further strengthen our lead position in retailing, consumer products, and health care. In each area we are concentrating on results-oriented projects for leading clients.

We are placing extraordinary emphasis on individual professional development to insure that each KSA consultant is well equipped to achieve results required in the market place. We will report after year end on the overall results for the year.

Son of Ike Myers Competes in National Junior Olympics

Akii Myers, son of *Isaac Myers* (Atlanta), recently won the state championship for his age and weight in Tae Kwon Do. He competed in the National Junior Olympics held in Rochester, Minnesota in late June, and is now ranked fourth in the country for his level. Akii trained for five and a half hours a day for the last 14 months to prepare for this competition. His brother, *Badru*, helped out by doing Akii's household chores, and mom, *Johnnie*, made sure he ate correctly and got enough rest.

Congratulations, Akii!

Communications Report

Last fall was Harvest Time for the Communications Department as we completed 26 projects, many of them timed for introduction at the Bobbin Show. The Bobbin is the largest show in which KSA/USA participates. (For coverage of the Granddaddy Show of them all, IMB-Cologne, see story, next page.)

KSA's Bobbin Show booth featured client testimonials in still photographs and continuous-run videos about VAM, Plato and Microsystems. Time planners were distributed to booth visitors until *Torre Crupie* broke the laminating

machine when he tried to encase his hand in plastic by pushing his fingers through the business card slot in the laminator.

In addition to KSA's usual booth activities, consultants were engaged in AAMA committee activities, private label presentations, and the ever-popular TAC extravaganza, produced and directed by *Joe Scheines*, on Modular Manufacturing.

Speeches, slide presentations, articles, and publicity logged during fall and winter spanned almost every industry, as KSA continued to roll up press coverage. KSA/NPD data was the darling of the

press as charts and graphs were featured frequently in *WWD*, *DNR*, *Crain's NY Business* and the *Wall Street Journal*. NPD data also garnered coverage in *Time* and *Newsweek*.

In December, the Soft Goods Outlook was mailed to 6500 clients and potential clients around the world. The SGO data was used and quoted in numerous publications, including an impressive mention in *Fortune*.

While others hibernated for the winter, KSA turned up the heat on promotional activities as our retail experts convened in New York for NRMA, and debuted, among other things, a new Dynamic Replenishment brochure. A merchandising survey resulted in a feature in *Women's Wear Daily*, some impressive spin-off publicity, and a spring feature in *Apparel Industry Magazine*. Before we realized that trees were budding, the VICS cost/benefits megaproject was upon us. (See VICS story, page 1.) To date, KSA's study has resulted in approximately 38 magazine and newspaper features (these are just the ones we've seen so far), and over 15 invitations to speak, and the offers keep coming.

Late spring heralded Profiles season as we produced four performance profiles — Apparel, Textile, Retail, and Footwear — and interpreted them to an enthusiastic audience (especially the top performing companies) at the annual Financial Breakfast in New York.

Our press coverage is not limited to the US. While on vacation, Hamilton/KSA's *Bruce Miller* scanned a Tokyo newspaper and found a *Neil Thall* quote, and a *Ken Osborne* speech was recently translated into French for publication in a Parisian newspaper. (How does one say "grits" in French?)
—*Beth Souther*



The apparel industry's version of fraternity rush, the Bobbin Show, provided KSAers the opportunity to renew acquaintances and generate new business as 50,000 apparel executives converged on Atlanta for four days last September.

The Southeast Strategy Group held a luncheon and awards banquet in the Atlanta office training room recently. Attendees dined by candlelight on a delicious home-cooked meal. Following lunch, awards were presented for such dubious achievements as "present most often in the Atlanta office" and "best able to keep up with luggage." The Strategy Group plans to make this luncheon an annual event.



KSA Travels the World – IMB Cologne

The world's largest exhibition in the apparel machinery industry takes place once every three years in Cologne, West Germany, KSA's central European and UK regions have exhibited since the show's birth over 20 years ago.

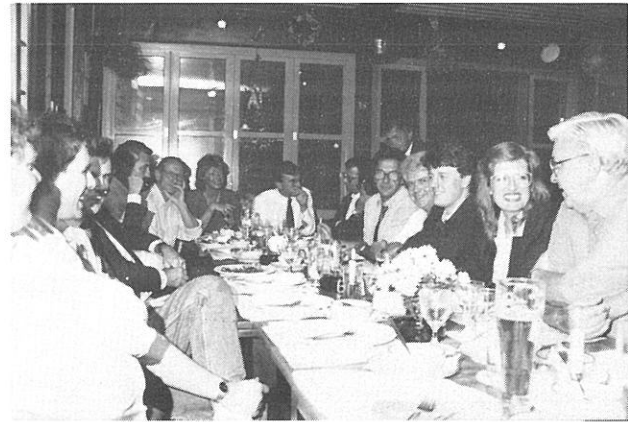
Throughout the years, KSA's affiliation with the exhibiting organization and the press contacts made through those relationships established at the show have proved valuable. KSA has become a powerful ghostwriter and often-used reference for many articles related to

IMB. Our own IMB Highlights, a summary of the most interesting products shown, are compiled, written, and produced the night before the show opens. By mid-morning of the first day, clients and booth visitors have taken our entire initial supply.

This year's IMB recorded the largest number of exhibitors ever. Technology, such as CAD/CAM systems, considered magic three years ago is now commonplace in many companies. At the KSA booth, Quick Response, Modular

Manufacturing, VAM, and our newly developed Time Wand System headlined many discussions. This year we added a mid-show review meeting for KSA consultants to tell each other about new products everyone should see. More than 50 KSA consultants representing 8 countries, speaking 10 languages, provided global coverage for the Firm. And yes, we made time for the traditional alumni gathering as the accompanying photo indicates.

—Hans Peter Hiemer



Carter's *cont'd from page 1*
running through airports, and holding planes, KSAers dispersed throughout the Southeast. *Mike Brent, Bernie Wolford, Dale Graham, Alex Cheng and Cesar Mantilla* conducted sewing profiles. *Nort Eberly, Steve Cain*, and I worked in cutting and distribution, as well as sewing. We were soon joined by *Jerry Armfield and Rob Brown*. We logged 250 consulting days in 11 weeks.

We developed five separate reports and profiles of 11 manufacturing plants which included implementation planning for 4 of those plants — Harlingen, Texas, Senatobia, Mississippi, Forsyth, Georgia, and Sandersville, Georgia. In addition, we outlined detailed implementation planning for 3 cutting rooms in Griffin and Barnesville, Georgia, and Harlingen, Texas, and implementation planning for the Hogansville, Georgia distribution center.

The initial project involved lots of 14 hour days, six and seven day weeks, and airline chicken. The Carter people love Saturday meetings, and I don't mean fishing at the lake. We convened many Saturday mornings to pore over data and to brainstorm.

In addition to consulting hours, there was

an extraordinary effort from AA's in Princeton and Atlanta to meet report deadlines. *Grace Rapp* in Princeton, *Jeanne Barakat, Dianne Gunn*, and *Susan Parker* in Atlanta worked until one a.m. on several occasions, and two temporaries who did not leave forwarding addresses fled the premises.

KSA's final report was so large it was presented in two volumes. The Xerox Reproduction Center charged us for over 16,000 pages. The client requested 26 copies of the report — bound, embossed, and personalized. *Irene Wright* in the Atlanta office Xerox, and *Geraldine and Kevin Carter* in the mail room can write their own volumes about the nightmares of putting this together.

In the final report, we identified savings of over \$10 million a year, and \$43 million over five years. With KSA's help, Carter's can reduce working capital by \$2.5 million with a peak investment requirement of only \$2.5 million and a total investment of approximately \$9 million.

The six projects are well underway at this point. These projects are:

- Cutting and Material Utilization. Company wide with *Nort Eberly, Laura Ferguson* and *Steve Watts* on the Cutting

Payroll Microsystem.

- VAM (Value Adding Management) Installation in Senatobia, Mississippi with *Jerry Armfield, Becca McClendon*, and *Jeff Butler*.

- VAM Installation, Harlingen, Texas with *Mike Brent, Carol Chesnutt* and *Juan Echeverry*.

- Conventional Manufacturing Engineering at Forsyth, Georgia with *Chuck Gilreath, Steve Cain*, and *Pete Blazek*.

- Conventional Manufacturing Engineering at Sandersville, Georgia with *Ken Osborne, Dale Graham*, and *Diane Bailey*.

- Base Plus in Distribution at Hogansville, Georgia with *Torre Crupie, Marian Read* and *Mike Skinner*.

Some other folks are busy with Carter's as well:

Zeb Roberts — KSD-II

Ron Brockett — LET, VAM workshops

Bob King — Plato

Connie Lester — VAM

Bettina Neumeier — VAM

So it seems as many as 25 Operations folks will be knee-deep in little people's clothes for some time to come.

New Principals

Bonnie E. Brauth

Bonnie is our resident expert in consumer products merchandising and has been at the core of the development of our practice expertise in this area. She has spearheaded large, successful engagements with firms such as Leslie Faye, Polo/Ralph Lauren, and Chaus. Bonnie has developed a strong reputation for her project organization and management skills. As a result, Bonnie's first phase projects typically lead to substantial follow-up implementation assignments which invariably lead to successful implementation and a highly satisfied client.

Bonnie resides in New Jersey with husband, *Steve Greer* and daughter, *Brittany*.

William J. Flatley

Bill joined us last June and brought to KSA an extensive background in development of competitive marketing and merchandising strategies for both retailers and manufacturers.

Bill hit the ground running as he has already made major contributions to client development and delivery activities.

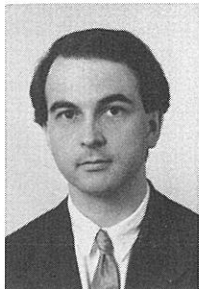
Bill and his wife, *Debbie*, reside with their two children, *Kerry* and *Beth*, in Chappaqua, New York.



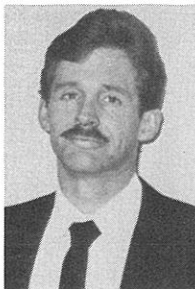
Brauth



Flatley



Fleischer



Harristhal

Arnulf Fleischer

Arnulf has gained wide experience in many industries and services. He worked for important clients in Germany, Italy, the UK and many other countries. Arnulf's skills in strategic planning and implementation were recently demonstrated in a very important project for the leading shoe retailer/manufacturer in Austria.

Arnulf and his wife, *Monika*, live in Dusseldorf with their two children, *Stefanie*, and *Sebastian*.

Michael P. Harristhal

Mike has been a major contributor to some of our largest and most significant Strategy engagements, including the University of South Florida and Cook County Hospital in Chicago.

In addition to numerous engagements with major hospitals, he has played a key role in developing and managing projects for several physician group practices and joint hospital studies around the country.

Steve Humphreys

Steve's early KSA career included Operations projects for Peter England, Laura Ashley, and Remploy; and Systems assignments for Castle Blair and Dorma.

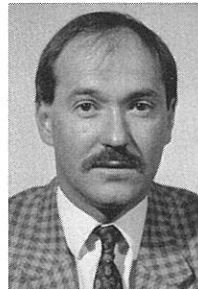
More recently, he supervised the Tallinn project, and provided overall technical support on the cutting room installations in Tallinn, Riga and Minsk.

Currently, he is assigned to KSoft systems, where his breadth of manufacturing service experience will complement the existing technical skills in KSoft.

Steve, *Ruth*, and their baby son, *Robin*, live in York, and are in the process of moving home to Cheshire.

Robert E. Mann

Bob has extensive experience in several key areas in Distribution Services. He has completed very successful Base Plus installations for such clients as Macy's in New York, Woodward's in Vancouver,



Humphreys



Mann

B.C., and Palais Royal in Houston. In addition to this traditional retailing background, Bob has completed considerable design work in the direct marketing industry with major projects at Horchow, Directel, and Express Fulfillment Services. Recently, he has been the Distribution head on an MIS/Distribution project with Home Depot to develop and implement conversion of store operations to UPC marking and checkout.

Bob, *Mary*, and daughter, *Kimberly*, reside in Atlanta.

Cesar A. Mantilla

Cesar has worked in every aspect of our Operations practice ranging from traditional SRE/CMU projects to management restructuring and fashion product development organization. His projects have included a wide range of Operations services with recent clients such as Liz Claiborne, Botany 500, Chaus, GF Furniture, and Madame Alexander. Recently, Cesar has concentrated on project management and business development while carrying a full load of implementation jobs. Cesar's language fluency in English, Spanish, Italian and perhaps by now, Chinese, is called upon in Manhattan almost as often as offshore.

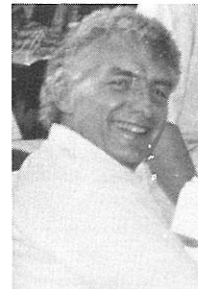
Although Cesar and *Helena* are settled in Princeton and Cesar is assigned to the Northeast Region of Operations, he is "on loan" to the Far East Region in order to staff a complex MU project for TAL.

Douglas C. Rogers

Doug has extensive experience in several key areas in our Consumer Products practice. He began in Operations, successfully handling several on-site engineering projects. He subsequently transferred into the Strategy Group in the Southeast and participated in organizational development and strategy projects. He took a short break in his KSA career and then returned to the firm in our HRD practice. In that area he was heavily involved in LET and administrative/white



Mantilla



Rogers

collar productivity projects.

Doug transferred to the Far East in late 1985 to pick up a major implementation project in Thailand. He has been instrumental in expanding KSA's presence in Thailand, Singapore, and Malaysia.

Doug, *Ginny* and sons, *Michael* and *Matt*, are currently living in Bangkok. *Ginny* teaches at the International School and is President of the Parents' Organization.

Musa A. Rubin

Musa has become our resident expert on textile cost systems, as well as an accomplished general textile systems consultant. He played the leading role in developing and managing major projects for Thomaston, Clinton, and Barnhardt in the last two years. Earlier, he was the full-time consultant on-site at Graniteville for the design and implementation of a major project.

In addition to consulting responsibilities, Musa served as marketing director and general manager of KSA/Infosys for its first year of operation. Under his leadership, KSA/Infosys is off to an excellent start, and is on target with our business plan.

Musa and son, *Billy*, reside in Atlanta.

Randall E. Sadler

Randy joined the firm April 1 and brought with him ten years of experience in consulting. He began his career with Arthur Andersen, subsequently handled major package development and implementation projects for MSA, and was a senior manager at Touche Ross.

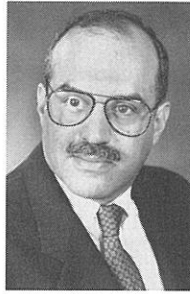
Since joining KSA, Randy has served as the on-site project manager for a major systems design project for Duty Free Shoppers in Honolulu. He was project manager for the VICS study, and is also actively involved in business development in Information Systems.

Randy and his wife, *Ellen*, reside in Alpharetta, Georgia, and he is based in the Atlanta office.

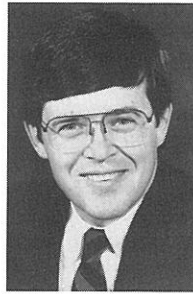
Mary L. Wong

Mary is Regional Director of the Strategy practice in the Health Services Division and is based in the San Francisco office. She has consulted across a wide variety of projects covering management, finance and marketing issues in a health care planning career spanning more than 12 years.

Since joining KSA, Mary has carried significant project responsibility for a state-



Rubin



Sadler

wide university-sponsored division of child development and rehabilitation in Oregon, and for Santa Rosa Hospital, a large, inner-city medical center going through a difficult downsizing process in Texas.

Mary lives in Oakland with her husband, *Barry Shane*.



Wong



When *Mahesh Lad* became a US citizen on March 27, his friends in the Atlanta office surprised him with a cake and a small celebration. *Mahesh* works in the Graphics Department.

Notable Quotes

"To belittle is to be little."

"Happiness comes not from exterior situations but from the peace within you. Joy is never in things, it is in us."

"Deal with the faults of others as gently as with your own."

"Of all the things you wear, your expression is the most important."

"Some minds are like concrete; thoroughly mixed and permanently set."

"Always forgive your enemies. Nothing annoys them so much."

New Managers

Congratulations to the following people, who were named managers in 1989:

Tim Adams

Jeff Boudreau

Steve Cain

Marian Crandall

Dale Graham

Cheryl Hawkins

Joe Kenney

Bruce Kroeschell

Scot Latimer

Connie Lester

David Linch

Becca McClendon

Randy Moore

Brad Morrison

David Ping

Madison Riley

Damon Shuman

Jim Small

Lanell Stanley

Mike Swift

Chuck Troyer

Kristi Weiss

Mark Wietecha

Departures

Keith Alexander, Hugh Batten, Doug Brown, Brad Fox, Chuck Heinemann, Jim Jirousek, Jim Kirby, Bob Larsen, Tish Nix, Jim Roeder, Dorothy Sadd, Don Shaw, George Soffron, Mike Waldrop.

How Many Were Stuffed?

KSAers recently had an opportunity to order Hathaway shirts direct, and not many could pass up the offer. KSA's order totaled over \$17,000 — at wholesale!

New Staff

Atlanta

Sharon Anderson — AA, HSD. Sharon, her husband, *Al*, and their three teenage children relocated to Atlanta



Anderson



Hauch



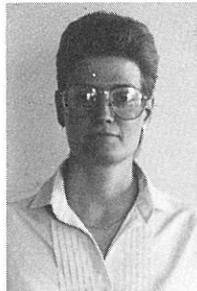
Shriver



Akin



Owens



Schwartz



Jordan, Cruz

from Cleveland, Ohio. Prior to joining KSA, Sharon worked for BP America as an Executive Secretary for eleven years. Sharon and Al enjoy gospel singing and bodybuilding.

Suzy Burcal — Dept. T. Suzy splits her time between time and expense reports and invoicing duties. Suzy has been a customer service representative for Raybestos in Illinois.

Mona Clifton — Dept. T. Mona is responsible for time and expense report editing, Amex corporate cards, Principal automobiles, Avis rental, and consultant relocations/moves. A native of Trinidad, W.I., Mona and her family recently moved from New York.

Millie Cruz — AA, Fernando Silva, Freddie Wood, Alfonso Hernandez, John Stevenson. Born in Puerto Rico and raised in Detroit, Millie is fluent in both Spanish and English. Millie has 15 years experience in international marketing and sales. She has three children.

Wanda Gocher — Administrative Assistant, Department T. Wanda has most recently worked with Federal Home Loan Bank of Atlanta. She received her B.S. degree from the University of Tennessee.

Lawrence Hauch, who joined KSA in August of last year, is responsible for the Novel Local Area Network in the Atlanta office. He has a B.S. in Math with an emphasis on Information Systems from Georgia State. He has 10 years of experience in programming in COBOL and other microcomputer languages. Prior to joining KSA, Lawrence was with Quadram Corp.

Judy Holloway — relief receptionist and assistant to Dave Cole and Jeanne Barakat. She previously worked for Mercer Meidinger Hansen, an employee benefits consulting group where she was an AA and switchboard relief. Judy and

her husband, *Greg*, have been married for just over a year.

Angie Humphries — AA, Distribution. Angie recently graduated from Wesleyan College in Macon with a degree in voice performance. She is a native of Atlanta and had an active performance career while in college.

Clay Jordan — Word Processing, assistant to John Amsler. Clay is originally from Hattiesburg, Mississippi, and is a graduate of the University of Georgia with a BBA in Finance. He was previously employed as an AA for Active Retirement, a retirement community.

Carolyn Mixon — Dept. T. Carolyn is responsible for payroll, withholdings, medical insurance, and vacation and holiday entitlements. She has over 10 years of accounting experience.

Tami Opland has been named office coordinator. She replaces *Steve Sorrell*, who has moved to Information Systems.

Carol Prael — AA, HSD. Carol comes to us from Lambert/Dupree Real Estate Services where she was a Business Manager responsible for accounting and bookkeeping. Prior to that she was an Office Manager for a historic renovator/syndicator. Carol enjoys church-related activities and is the mother of a teenage daughter.

Keith Shriver joined KSA in July of last year as Recruiting Manager. He works with Marian Crandall and Ron Brockett to carry out KSA's overall recruiting effort.

Keith is a graduate of the University of Florida and holds a masters degree from Bowling Green State University. He has held positions of Assistant Dean of Students at Colgate University and Assistant Director of Campus Life at Emory University. Most recently he was Human Resources Officer at First Union National Bank in Jacksonville, Florida.



Gocher, Burcal, Prael



Holloway, Opland

Minneapolis

Diane Henning, who was previously Word Processing Supervisor, has replaced Boya Polymeros as Office Manager.

Marie Schwartz is now the Word Processing Supervisor. She came to us from Deloitte Haskins & Sells where she worked for six years. Marie has both a BA and MA in English.

New York

Susanne Akins worked as a temp for six months prior to joining KSA's permanent staff. She is AA to Bob Frazier and Peter Harding.

Sharon Owens is AA to Strategy services and the WP operator. Sharon was in the military for seven years prior to joining KSA.

United Kingdom

Andrew Thomas joined KSA in January. He is working with KSoft. (No photo available.)



Henning

Pat Libman joined KSA in February, and is AA to the Strategy and Control Divisions. (No photo available.)

Frances Donkin, who joined KSA in May, is AA to the Operations Division. (No photo available.)



Clifton, Humphries, Mixon

Milestones

Congratulations to

Kathryn and Larry Nunery on the birth of a son, *Justin*, August 10, 1988.

Lenny and Kristin Nash, who were married September 3.

Barry and Michelle Hanson on the birth of a son, *Seth Gordon*, October 14.

Diana Hefley and Michel Robert, who were married October 15.

David and Carole Rush, who were married October 22.

Kathleen and Greg Mercer on the birth of a daughter, *Nicole Dorrie*, November 21.

Kevin and Louise Smith (UK) who were married in February.

Cesar and Helena Mantilla, who were married February 3.

Anne Robison and Bob Wyand, who were married March 9.

Bonnie Brauth and Steve Greer on the birth of a daughter, *Brittany*, March 20.

Peter and Marilyn Brown on the birth of a son, *Mason*, March 22.

Bernie and Kathleen Wolford on the birth of a son, *Trevor Marshall*, April 18.

David and Nicki McDonald on the birth of a son, *Dixon*, April 25.

Richard and Liz Symes (UK) on the birth of a daughter, *Chloe*, May 27.

Peter and Jean Blasek, who were married May 27.

John and Jennifer Hayworth, (UK) who were married June 3.

Bruce and Susan Kroeschell, who were married June 10.

Jim and Laura Neal on the birth of a daughter, *Ellen Byrne*, June 11.

KSA's Own Restaurant Guide Still Going Strong

In our travels to unusual places, we frequently find good restaurants that we might share with each other. For example, how many of us know where to have dinner in Bentonville, Arkansas? And why waste our time at the local Sizzler when Tale of the Trout is a mile away (really)?

Edith Mendelsohn (New York Office) maintains a restaurant/hotel guide, which is *distributed only to contributors*.

If you would like to contribute, just leave Edith the following information on Voice Mail:

Name of Restaurant (or Hotel)

Location (include address if you have it, otherwise just city)

Type of Food (seafood, Italian, steaks, etc.)

Price range (low, moderate, higher than average, etc.)

Suitable for client meetings?

Any comments

Alternatively, just send a note to Edith.

Remember, this is how the New York Zagat Guide got started.

Examples:

Maine, Freeport

Jameson Tavern

115 Main Street

(207) 865-4196

Steaks and Seafood

Price range: Average

Suitable for Client Meetings: Yes

Comments: New England atmosphere

Source: Phil Kowalczyk

Arkansas, Fayetteville

The Old Post Office

Town Square

General American food, great salad bar
Price range: Inexpensive, but average for the area

Suitable for Client Meetings: Yes

Comments: Renovated original post office; good service;

Source: Neil Thall

Indiana, Indianapolis

Fletcher's

Downtown

Nouvelle Cuisine

Price range: Moderate prices

Suitable for Client Meetings: Yes



HOSPITALS magazine recently awarded a certificate of excellence to Hamilton/KSA for best advertising in the Services Sector. *Beth Souther* and *Barry Moore*, pictured, received the award. *Bob King* created the award winning concept titled, "Quick — name 1200 hospitals."

You're not going to make a speech, are you?

You have been asked to make a presentation. Consider yourself complimented. Somebody thinks you know something that is worth hearing or seeing — probably both.

You accept. The date of the presentation seems quite remote — and you suspect it may never arrive at all.

The precise hour and place assume minor importance when the date is so far away — and you jot the particulars into your “plan ahead” calendar.

All goes well until several days prior to the presentation date. Then comes the unsettling question, “What have I let myself in for?”

In struggling to deal with this issue, some people have even been known to admit, “I’m not sure I know what a presentation is. It sort of sounds like something that should be done in costume.”

What is it anyway?

There are many things that a presentation is not, but it is mainly not “making a speech.” The phrase even sounds archaic. Speeches have a way of getting fat as they are being given, whereas presentations tend to skinny down to a sharp point. (The graphic will help you detect the difference.)

If you really want to see presentations being made at their most demanding level, visit a courtroom. There, as an important trial unwinds, you will witness immaculately prepared presentations that are literally of life-or-death importance. Sit there in the courtroom, or the conference room, or the “back room” of a political gathering and you will realize that two starkly simple and inherently dramatic developments are taking place during a winning presentation. One centers on the presenter. The other features the audience. And both things are happening simultaneously.

1. You, the presenter, are making a commitment to your audience that you can help them solve a problem — seize an opportunity — do something they really want.

2. The audience, meanwhile, is making a judgment on the value and validity of your promise.

“I will prove to your satisfaction that this man is innocent and should be allowed to return to his rightful place in society,” says the defense attorney. The jury reacts to this commitment with a variety of thoughtful expressions, all saying, in one way or another, “Well, we’ll see about that.” And the commitment/judgment



process begins.

“I will save your soul,” vows the preacher, and his flock rouses itself, hoping against hope that this commitment can be achieved in the next thirty minutes, but reserving the right to dismiss it as an innocent case of evangelical puffery.

Commitment by the presenter.

Judgment by the audience.

“I will,” says the presenter, moving forward.

“Let’s see if you can,” says the audience, leaning back, arms folded.

This simple identification of roles forces the presenter to set forth on a demanding mission. There is a clearly stated objective. It’s not idle wool-gathering. It’s not information sharing. It’s a serious, sincere bid for conversion.

By the end of the presentation, if the presenter has fulfilled his or her mission, the audience will uncross its arms and say, “By golly, I see what you mean. I agree.”

Maybe our definition of a presentation can be boiled down to this handful of words:

A presentation is a commitment by the presenter to help the audience do something — and a constant, simultaneous evaluation of the worth of that commitment by the audience.

The beauty of this definition is that it’s fairly short — and it keeps the presenter talking about the audience’s self-interest rather than his (or her) own. Most presentations drone endlessly about the presenter’s interests (with a generous portion of ego).

There’s something else. The presenter can tell how the presentation is going, every step of the way, by merely looking at the audience. The audience shows you how you’re doing. It’s all in the body and facial language.

But first, see yourself, as a presenter, bringing things to a point — narrowing the options, helping your audience to arrive at a conclusion you believe in. You’re talking to these nice people, one by one, and your mission is to win them all.

Excerpted from the book, “I Can See You Naked — a Fearless Guide to Making Great Presentations,” by Ron Hoff, published by Andrews and McMeel, © 1988.