

the KSA Observer

Volume 20, No. 2

Published by and for the personnel of Kurt Salmon Associates

Winter, 1989/90

What's in a Name?

"Responsive Manufacturing" Replaces VAM Under KSA's New Vision/2000 Umbrella

Operations Group consultants were told in December that KSA has concluded its contractual arrangement with VAM Ltd for use of the name and materials. We still support the concept of Value Adding Management, and will continue to apply its principles of just-in-time, total quality, and employee involvement in operations projects and elsewhere. However, our broader goal is to help clients respond rapidly and effectively to external market changes as well as to internal developments affecting manufacturing systems, planning, and employees. Successful adaptation of Quick Response will introduce changes everywhere.

According to *Mike Brent*, "We are promoting market response strategies at the CEO level involving external linkages (customers, suppliers) together with the internal services necessary to convert manufacturing into an ultra short lead time creator of high value, high quality, and innovative products."

"Responsive Manufacturing" will be the first service promoted under a new marketing umbrella theme aimed at describing the challenges and exciting possibilities that lie ahead — "KSA's Vision/2000." This will be quickly followed by advertising and print materials on "Responsive Information Systems," "Responsive Distribution," and "Market-Responsive Strategy." You'll see more on this as the campaign is developed.

Thrilla in Manila

by Joy Montgomery

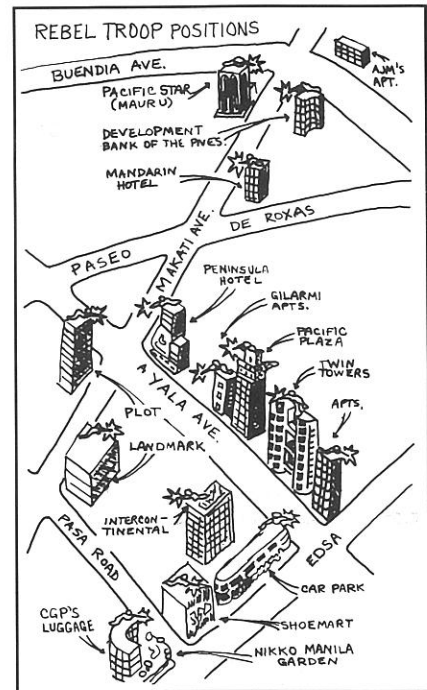
When I had my first interview with KSA, UK, I remember being told how each project would be different, and the experience gained at each would help me in some way with the next assignment. I thought this meant consulting experience, but I have learned this also relates to being prepared for factors outside of one's control. So, let me tell you about my International "Experiences."

After my orientation in Atlanta, I travelled to my first project in Northern Ireland, passing through three or four security checks along the way. There, I adjusted to seeing soldiers marching around with loaded guns. After surviving the IRA, I spent a month preparing for the Soviet Union. We arrived at a very interesting time, politically. After six months, I witnessed the nationalistic uprisings in the Baltic state of Estonia. "People Power" became a common term, and I began to understand how strong emotions can alter peoples' lives.

I returned to the UK, hoping for my first project in England. Sadly, business was slow. It was decided I should try a project in the traditional heartland of KSA's operations practice, the Deep South. I packed my summer clothes and set off for Gadsden, Alabama. One of the problems we faced was the fact the company kept threatening to close the Gadsden plant. This resulted in a bomb threat at the plant and some slashed tires. Threats and dangers became part of the project.

Since I had all my summer clothes with me it was decided that my next assignment should also be in a hot climate, so I packed my belongings and set off for the Philippines. The Philippines is not only warm, it is also prone to Typhoons. In October, Manila was directly in the path of one of the six typhoons to hit the Philippines in 1989. Factory damages kept us out of work for four days. Our apartment was okay, although there was no water or electricity for three days. At this stage, I had not realized that all my experiences were only preparation for things to come!

On Friday, December 1st, I awoke to an



announcement on the BBC that a coup d'etat was taking place in the Philippines! Due to the position of the rebels at that time, we decided not to go to work. Instead, *Laysie Teo* and I went over to the Nikko Manila Garden to discuss some things with *Butch Price*, who happened to be visiting. The rebels had bombed Malacanaang Palace and had taken over a number of Army and Air Force bases. From the hotel, we could hear the sounds of fighting, and see the smoke from the bombing. From our tenth floor room, we had a grandstand view, but the news reports indicated that most of the action was a few kilometers from us. *Linda Price* contacted the American embassy to see if we were in any danger. They suggested we stay inside as the situation was "fluid." Butch suggested we all stay at the hotel as it seemed safer than moving around. That night, a battle broke outside our hotel. Initially, we thought the crackling noises

cont'd on page 14

1990s Challenges for KSA's Consumer Products Clients

by Bob Frazier

As we enter the last decade of the 20th century, it's useful to reflect on the major trends impacting our retail and consumer products clients and the opportunities KSA has to help our clients capitalize on these trends.

Slower Growth, More Fragmentation in Consumer Products Demand

Most of our clients depend upon consumer spending for one or a range of products found in a general merchandise retail store. For these personal and home consumer products, consumer spending in North America, which increased at the rate of 2-1/2% to 3-1/2% per year, net of price inflation in the '80s, is expected to have an even more modest real growth rate in the '90s of perhaps 2% to 3% per year. Real growth in apparel will be even less.

While spending growth continues to slow, the variety and consumer precision of demand will continue to increase. We are still completing the shift away from mass market demand to serving more educated individual consumers with multiple life styles.

Major Client Consolidation

We have seen our successful clients growing at rates that significantly exceed the market growth rates, along with significant merger and acquisition activity. The result has been a consolidation in market share.

As we enter the '90s we have around 100 major retail organizations and 250 major manufacturing and supplier organizations serving two-thirds of the total personal and home consumer product spending in North America. This is around twice the level of major client concentration that existed as we entered the '80s.

We expect this major client consolidation trend to continue with considerable turmoil in the client landscape as a result.

Competition is increasing for our clients.

Client Survival Strategies

To successfully compete in the '90s, with slower growth, more fragmented demand and increased competition, the business units within our major client organizations will have to migrate toward one of three major concepts:

- Fashion leadership with shorter merchandise development cycles and more precise merchandise timing as assortments must dynamically evolve to satisfy the particular needs of precise consumer segments.
- Price/value leadership with the lowest possible sourcing cost, thin margins and high stock turns in narrow but deep assortments.
- Service/convenience leadership with relatively broad assortments and high in-stock service levels and turns for both the retailer and manufacturer.

Time-Based Performance Benchmarks

As we learn to implement these generic strategies, and capitalize on available technologies, new operating performance benchmarks are emerging that seem to cross most of our client situations.

The retail/supplier merchandise performance benchmarks are becoming:

- 500 hours (21 days) for new product development, from concept to available to test.
- 350 hours (15 days) from new product available to test to initial order decision.
- 1,000 hours (42 days) from new product order decision to assortments in store.
- 250 hours (10 days) from POS cutoff to replenishment in stores.

To meet these requirements, manufacturers will have to shift to a much more responsive modular manufacturing sys-

tem using raw materials linkages with their suppliers. The resulting benchmarks in the manufacturing sector will become:

- 250 hours (10 days) from decision to produce to available to ship.
- 250 hours (10 days) from materials purchase decision to available for production.

KSA's Unique Opportunities

To implement the survival strategies and meet the emerging competitive performance benchmarks, our clients must focus on vertical partnership marketing relationships between customers and suppliers and do it with focused business units which can integrate the traditional functional activities of operations, systems, merchandising and distribution.

The survival concepts that are emerging are driving the development and integration of many of our CPD services. These include:

- Real time merchandising
- Continuous distribution
- Capturing, interpreting and responding to point of sale information
- Decision support systems, such as dynamic replenishment
- Flexible, short cycle operations
- Integrated planning and/or implementation with customers and suppliers
- Managing cultural change

These client success requirements for the '90s fit the unique specialized positions and strengths of KSA's consumer products practice. Our challenge is to capitalize on our worldwide full service retail and consumer products position in helping our clients meet these competitive requirements.

The result is accelerated opportunities for growth and professional challenge for CPD in the '90s as we capitalize on the full service, customer/supplier world wide leadership position we created in the '80s.

Lula Maye Salmon 1906-1989

Lula Maye Salmon, pictured here at the 1985 Consultants' Conference, passed away October 16, 1989.

This gracious lady may have projected a reserved, formal first impression, but she was really down-to-earth "Luly" to everyone fortunate enough to spend some time with her. KSA's first relocating wife, Lula Maye set up housekeeping

in Nashville, Kansas City, and New Orleans before the Salmons settled in Washington. She also served as the company's first bookkeeper/AA and Dept. T rolled into one.

Through the Sixties, when KSA was still a small consulting firm that trained its recruits in the boss's basement office, Lula Maye played her most important role as Kurt's partner — welcoming newcomers, serving as sounding board, and entertaining both trainees and clients. She helped make KSA a family.



Rogue's Gallery



Back row, left to right: Bob Pee, Dean Vought; center row: Don Johnson, Jerry Kavanaugh, Howard Cooley, John Wilcox, Paul Flood; front row: Buddy Ruppenthal, Freddie Wood, Randy Nord, Jim Trautman, Chick Schwartz.

Catching Up With KSA Alumni

Roger LeBarron is director of manufacturing at Pyke Manufacturing Company. He and wife, Mary Elizabeth Walker, live in Salt Lake City, Utah. Children are: Jeff, (23), Mark (21), Scott (19), Allison (18).

Richard Lusk is senior vice president, hosiery division at Jockey International. He and wife, Lani and children, Rich (16), and Ryan (14), live in Lake Forest, Illinois.

Phil Lutz is controller at DeBoer's, Inc. in Sarasota, Florida. He and wife, Audrey, live in Bradenton, Florida.

Randy McAdams is manager of Scott Consulting Group in Raleigh, North Carolina. He and wife, Bonnie, are enjoying seven month old son, Stephen.

Bob Nahas is a partner in Ward Howell International, Inc. in Wyckoff, New Jersey where he lives with wife, Virginia, and children Josh (16), and Drew (14). He reports that he helped "Rocket" Rod Laver to a doubles victory in a little pro-am tennis tourney.

Rick Parsons is senior vice president, operations for Intercontinental Branded Apparel/Hartmarx. He lives in East Amherst, New York with wife, Pat, and children, John, Jason, and Robyn.

Cecil Truluck is co-owner of Pearl C. in New York City, where he lives with wife, Pearl Chang. His major achievement — "Surviving five years of owning my own apparel business."

Jim Wermert is executive director of John Hancock Healthplan Management Services in Atlanta, where he says current business has been growing and is consistently profitable, but it's still a "jungle outpost."



Notable Quotes

"If you hit a home run, you can take your time running the bases." —Casey Stengel

"If you don't make dust, you eat dust."

The Robert D. Pee Memorial Scholarship

KSA and Southern Tech jointly announce the 1990 recipient of the RDP Memorial Scholarship to Ms. Carolyn Ring. Ms. Ring, formerly of Adamsville, Tennessee, is a Georgia resident living in Marietta. She is enrolled in the Apparel Engineering Technology curriculum and maintains a 3.5 GPA while working 30 to 35 hours per week to pay her college expenses.



Ring

Prior to enrolling in STI, Ms. Ring worked for three different apparel firms over a period of eight years. Positions held include contract manager, assistant plant manager and plant manager. She has also had the responsibility for quality control, set-up of an 807 cutting facility, development of training programs and set-up of a sewing training center in the Caribbean.

Upon graduation, Ms. Ring will seek a mid-management position in an apparel firm using high tech equipment.

Congratulations to a most deserving student. —Bill Cameron

Health Care Corner



by
**Barry
Moore**

The cost of health care in the United States is becoming a national concern. The alarm has already sounded in several European countries. In all countries, health care expenditures are becoming a much greater percent of the Gross National Product, which means more and more resources go into health care and are not available to increase the standard of living in terms of consumer goods and services. More importantly, people do not feel they have any control over rising costs. It just seems to happen — like taxation without representation. No wonder there is frustration.

The bad news is that in the '90s things

entrants and wider range of career choices for females have significantly affected the supply of employees. The shorter supply has driven up the cost. This will accelerate. Historically, low nursing and technical salaries have subsidized health care costs.

How will society react?

Basically with confusion and anger! All of us want access to the new technology and to be cared for as we get older. We think technology should be available to everyone regardless of income. And no one wants to pay what it costs.

The crystal ball for the future is unclear.

skill will be required to help our clients achieve meaningful results in this environment. KSA will have an opportunity to really make a difference.

All of our services, strategy, facilities, and operations will be challenged by the rapidly changing health care delivery systems. In all areas, we will be helping clients to be more responsive to their customers, provide better access and service, and to do it more cost effectively. It will require the assistance of a multi-specialty, highly skilled firm like KSA to assure success.

Much of the changes in health care will be accompanied by rapid changes in information technology. This is not an area in which we now practice heavily, but must in the future. During the '90s, we will be expanding KSA's information technology expertise into health care. Like other industries, health care will be information intensive in the '90s and we must be part of it.

Health care in the '90s — who has a crystal ball?

will only get worse. Even though the system could be more efficient and we all (except physicians, of course) wish doctors made less so they would charge less, these are not the major factors driving the rapidly increasing health care cost. The major factors behind rising health care costs are:

The rapidly increasing capability and level of technology of medical care. The normal X-ray of ten years ago has been replaced by an MRI scan that costs 100 times more. However, the likelihood that the correct diagnosis will be made has also increased. We are all thrilled by organ transplants that give new life to people of all ages. However, they are incredibly expensive. The future will bring the capability to do even more marvelous things, but all at a high cost.

The aging population. The use of health care services increases with age. The heaviest expenditures are related to the natural degenerative processes of the body. As the population ages through demographic shifts, and healthier life styles permit more people to live longer, the demand for health care services will increase rapidly.

The shrinking supply of health care professionals in the nursing and technical areas. The reduced number of

In the United States, we could go one of two ways. We can adopt a National Health Care system like the one many countries are trying to escape, or we can strive for more efficiencies in the present system. The experts agree that the probability of national health care is about 50/50 now.

Our society faces some difficult decisions that revolve around controlling and limiting access to care. Unless, as a society, we are willing to let health care costs absorb all of our opportunity to improve our standard of living and perhaps even reduce our present standard of living during the next decade, we must give up, collectively and individually, our freedom of choice to consume health care any way we want. You will hear a great deal more about managed care, utilization control, and maybe even rationing. The underlying forces that are increasing costs will overwhelm the efficiencies that can be gained in the system unless consumer behavior changes.

How will all of this affect HSD?

Health care will be an exciting place in which to consult during the next decade. We have an opportunity to help society cope with one of its most important issues. In addition, enormous consulting

More Rogues



Team VA: Veterans' Administration Hospitals and the Southern Experience

by Herb Buchanan

"Boy, you don't smoke, you don't chew, you don't drink coffee; what *do* you do to smell like a man?" So began the initiation of a Hamilton/KSA facilities consultant into the realities of true Southern living as interpreted by the employees of the Veteran's Administration Hospitals in the Southeastern Region of the United States.

Five consultants, from the Washington, DC and San Francisco offices, led by *Javier Iruegas*, were challenged to forego our mostly "Yankee" ways to accommodate the style and customs of our Southern brethren. Before we left, we were even given a briefing on Confederate customs and colloquialisms by noted Southerner Carlton L. Purvis, III, of the San Francisco office. He told us how to conduct ourselves as proper Southern gentlemen, and helped us translate some critical facility terms (i.e., "wirehouse" = warehouse, and "heister" = forklift). With this ammunition, we felt more prepared than General Ulysses S. Grant to invade the Confederacy.

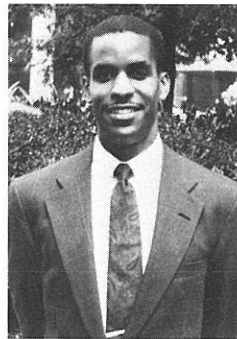
The legend of Team VA, as the five are now known, began when the VA Central Office granted Hamilton/KSA a contract to complete comprehensive Facility Development Plans for six VA hospitals in Florida, Mississippi, and Alabama. This contract is part of a nationwide project to systematically assess the VA hospitals across the country. The VA — like most healthcare providers — is experiencing a drastic change in its primary population of patients. The veterans are aging and placing more demands on the system. This is compounded in the region we were selected to evaluate, because veterans with primary residences in the northern states are migrating south to escape the cold weather. In addition to increased demand, the VA is faced with a limited supply of capital funds to meet all the requests within the system.

The Central Office's assessment will enable VA hospitals to prepare for the growing demand in the region. This process represents the first time the VA has undertaken a project that will objectively examine each facility and rank its deficiencies so that those with the greatest deficiencies will receive the greatest share of capital dollars for improvements.

In order for us to evaluate a facility, we meet with each department head, and the administrative staff, to get a sense of the entire hospital operation. We look in each

patient room; we measure each corridor; we open each door.

Team VA has gained a great deal from its Southeastern experience. We learned that VA hospitals, and the Central Office, operate differently than any public sector hospital or administration we had previously encountered. VA hospitals typically serve a limited population: elderly patients with ailments often related to prolonged smoking and drinking. Expectations and treatment patterns are different. We also found that the meticulous, regimented Central Office process revealed some useful techniques in the service evaluation process that can be applied to facilities development planning in the public sector.



Buchanan

involved get a little bogged down in the bureaucracy of our client. We can get excited by only so many checklists and ways of writing up a particular department. When we find ourselves wallowing in the VA doldrums, all we need to do is think of the interesting friends and fine food we have found along the way.

Team VA was treated to the finest Southern hospital-ity, and a rather comfortable work schedule. Who wouldn't want to work for a client who leaves the facility at 4:30 p.m. every day? Where else would consultants be locked in their client's building if they foolishly decided to work until 5:00 p.m.? And, at what other client would you find psychiatric patients who are part-time mental health inpatients and part-time engineering employees?

Finally, we would be remiss if we didn't discuss the fine food we found in the South. We sampled some fine Gulf shrimp and fish. And, the noteworthy point about eating in the South is that they know how to treat the customer. We are always called "sir" and given the finest suggestions from the choices on the

menu. Few of us would imagine a meal of catfish, turnip greens, fried pickles, cole slaw, and skillet bread in this lifetime. (Fewer still could imagine a restaurant that had only those items on the menu.) The crazy thing was that we loved it. Maybe more Northerners should explore Southern living!

Hamilton/KSA . . . Educational Consultants?

It's true. Hamilton/KSA, Healthcare Consultants, became Hamilton/KSA, Educational Consultants in 1989 as the developer of a Master Facility Plan for DeKalb College in Atlanta. The two-year unit of the University System of Georgia, with an enrollment of over 10,000 students, has three separate campuses with varying facility needs.

Anne Wyand, Doris Klein and Scot Latimer worked with Administration to define future facility requirements for each campus. This involved a close look at the mission of the college and at the changing trends in education. The process resulted in a profile of the DeKalb College of the Year 2000 and a Master Facility Plan for each campus. The interim and final report formats were designed and produced by *Janice Ryer*; the final report was printed in two colors with 16 full color site plan inserts, and bound for presentation to the Board of Regents.

Master facility planning for institutions of higher learning is becoming increasingly important as educational accrediting bodies require their completion for college accreditation. The work with DeKalb College was in response to a referral from a medical school healthcare client; however, other opportunities for consulting engagements in the educational field are being explored. The marketplace is substantial, competition appears to be low, and we have experience. What more could we want?

July, 1989 Orientation Class



Left to right, front row: Inigo Cortes, Trinja Merit, Joe Cannady, Alan Seelye-James, Leslie Li, Laysie Teo, Ming-Ying Lee, Jenny Murray, Maureen Mondora; row 2: Tom Janda, Adrian Whitfield, Rowe Michels, Satish Kaul, Rene Buck, Claire Sharda, Claudia Larrondo, Andy Palmer, Julie Johnson; row 3: Bob Wilson, Dick

Donnelly, Ing Chuan Kau, Herb Buchanan, John Karonis, Doug Ford, Gunter Jellinghaus, Doug Means, Jim Neal; back row: Emanuele Pedrotto, Craig Acosta, Paul Winer, Doug Dupler, Eric Issa, Gene Collett, Doug Krehbiel, Bruce Seeber, Bryan Timm.

Acosta, C.M. (Craig). MPH, UCLA School of Public Health; MBA, Anderson Graduate School of Management at UCLA; BA, Stanford University. Age 28. Married: Grace. Child: Caroline; Hometown: Ontario, CA. Previous experience includes finance related projects at St. Mary Medical Center; Strategic/financial/legal emphasis projects at Maxicare Health Plans., Inc. Assigned to Health Services-San Francisco.

Buchanan, Jr., H.C. (Herb). MSMGT, J.L.Kellogg Graduate School of Management, Northwestern University; MSME, University of Michigan; BSME, Massachusetts Institute of Technology. Age: 30. Married: Zanita. Hometown: Washington, D.C. Previous experience in Human Resource Management at HCA Chicago Lakeshore Hospital; Development Engineer, Chrysler Corporation; and Member of Technical Staff, Bell Telephone Laboratories. Assigned to Health Services/Facilities-Fairfax.

Buck, R. (Rene). Lic. Oec., Handelshochschule St. Gallen. Age: 43. Married: Christine. Children: Dominique and Patricia. Hometown: Basel, Switzerland. Previous experience as Buyer, C & A Switzerland; Buying Manager, Hey Mannermode; and Manager, Mexx Switzerland.

Assigned to Strategy/Switzerland.

Cannady, J.T. (Joe). MBA, The Wharton School, University of Pennsylvania; BS, University of North Carolina. Age: 28. Married: Susan. Hometown: Greensboro, NC. Previous experience includes summer intern with KSA-Strategy, Senior Accountant with Arthur Andersen & Co. Assigned to Strategy-New York.

Collett, E.A. (Gene). MBA, The University of Texas at Austin; BS, United States Military Academy. Age: 28. Married: Patti. Hometown: College Point, NY. Previous experience includes Marketing Intern at Lexis Pharmaceuticals; Personnel Manager, U.S.Army. Assigned to Distribution.

Cortes, I. (Inigo). BSCE, University of California, Berkeley. Age: 25. Single. Hometown: San Sebastian, Spain. Previous experience in housing at U.S.C.A. Berkeley and teacher at Miracosta College. Assigned to Operations/Spain.

Donnelly, Jr. C.R. (Dick). BS, United States Naval Academy. Age: 29. Single. Hometown: Savannah, GA. Previous experience includes Commissioned Officer, United States Marine Corps. Assigned to Operations.

Dupler, D.J. (Doug). BSISE, The Ohio State University. Age: 22. Single.

Hometown: Lancaster, OH. Previous experience as Intern, Technical Support at Bank One, Inc.; Intern Consultant, at Marshall & Melhorn Law Firm; and Assistant Math Teach, Ohio State University. Assigned to Distribution.

Ford, P.D. (Doug). MSMGT, BSIM, Georgia Institute of Technology. Age: 23. Single. Hometown: Marlboro, NJ. Previous experience includes Finance/Accounting Intern, NCR Corporation; Instructor, Georgia Institute of Technology. Assigned to Operations.

Issa, E. (Eric). BSIE, Ecole Polytechnique de Montreal. Age: 22. Single. Hometown: Laval, Canada. Previous experience includes Industrial Engineer, Cheminee Securite Limitee and City of Blainville. Assigned to Operations/Canada.

Janda, T.C. (Tom). MSMGT, J.L. Kellogg Graduate School of Management, Northwestern University; JD, Washington College of Law, The American University; BA, Northwestern University. Age: 27. Single. Hometown: Hinsdale, IL. Previous experience includes Consultant with PMI Consultants, Research Assistant with The Mac Group. Assigned to Health Services/Strategy-Minneapolis.

Jellinghaus, G. (Gunter). Masch-Techn.,

School for Masch-Tech.; Age: 42. Married: Roswitha. Children: Nicole, Jens and Natalie. Hometown: Babenhausen, Germany. Previous experience with Klocknerwerke, the Military, and Mannesmann-Demag. Assigned to Distribution/Germany.

Johnson, J.K. (Julie). BS, Northwestern University. Age: 22. Single. Hometown: Arlington Heights, IL. Previous experience includes Intern for the Hon. Marvin E. Aspen, U.S. District Courts. Assigned to Distribution.

Karonis, J.A. (John). MBA, Golden Gate University; BS, United States Naval Academy. Age: 30. Married: Rebecca. Children: Emily and Erin. Hometown: Cushing, ME. Previous experience as Lieutenant, F-14 Radar Intercept Officer; Squadron Instructor, Fighter Squadron 101, U.S. Navy. Assigned to Distribution.

Kau, I.C. (Ing Chuan). BS, Ohio State University. Age: 28. Single. Hometown: Singapore. Previous experience as Account Executive, S.G. Organization Pte. Ltd. and Military, Singapore Armed Forces. Assigned to Operations/Singapore.

Kaul, S. (Satish). BS, Indian Institute of Technology. Age: 31. Hometown: Kashmir, India. Previous experience includes Manager, Software Engineering at Exeter Software Ltd.; Manufacturing Systems Specialist, General Electric Company; and Systems Analyst, Datamation Systems, U.K. Assigned to Distribution.

Krebbiel, D.M. (Doug). BSIE, Rensselaer Polytechnic Institute. Age: 22. Single. Hometown: New York, NY. Previous experience includes facilities planning at Sheridan Catheter Corporation. Assigned to Operations.

Larrondo, C.A. (Claudia). BSIEOR, University of California, Berkeley. Age: 23. Single. Hometown: Santiago, Chile. Previous experience includes Account Representative at Pacific Gas and Electric Company. Assigned to Operations.

Lee, N.Y. (Ming-Ying). BScBa, University of Denver, Colorado. Age: 23. Hometown: Singapore. Previous experience includes Assistant Manager, Westin Stamford & Westin Plaza, Singapore. Assigned to Operations/Singapore.

Li, L.C. (Leslie). MBA and MA in International Studies, The Wharton School and The Joseph H. Lauder Institute of Management and International Studies; BA-History, Yale University. Age: 27. Single. Hometown: Bethesda, MD. Previous experience includes Summer Intern at Coca-Cola China Limited; Assistant Marketing Manager, Campbell Soup Company; Assistant Account Executive, Needham Harper Worldwide (DDB Needham). Assigned to Strategy-New York.

Means, D.R. (Doug). BSIE, Iowa State University. Age: 23. Single. Hometown: Villisca, IA. Previous experience as Industrial Engineer with Cimtechnologies Corporation. Assigned to Distribution.

Merit, T.A. (Trinja). MBA, Anderson Graduate School of Management at UCLA, BSN, Georgetown University. Age: 29. Single. Hometown: Baltimore, MD. Previous experience includes Marketing Research Intern, Ivac Corporation; Critical Care Nurse, American Nurse Resources and Hospital Staffing Service. Assigned to Health Services/Strategy-Atlanta.

Michels, F.R. (Rowe). MM, J.L.Kellogg Graduate School of Management, Northwestern University; BS, Brigham Young University. Age: 25. Married: Lisa. Hometown: Encino, CA. Previous experience includes International Marketing Intern with IBM, and Analyst/Associate Trainee with Morgan Stanley & Co., Inc. Assigned to Strategy-Atlanta.

Mondora, M.D. (Maureen). BSIE, University of Cincinnati. Age: 22. Single. Hometown: Boardman, OH. Previous experience as Methods Engineering Co-op with General Electric Company and Student Computer Consultant with University of Cincinnati Computing Center. Assigned to Distribution.

Murray, J.J. (Jenny). BSc, University of Lancaster. Age: 27. Married: Stephen. Hometown: Manchester, England. Previous experience includes Systems Analyst, Kurt Salmon Associates, Inc. Assigned to Information Systems/U.K.

Neal, J.L. (Jim). MBA, Darden Graduate School of Business Administration; BS, University of Tennessee. Age: 29. Married: Laura. Children: John and Ellen. Hometown: Nashville, TN. Previous experience includes Research Associate, Tayloe Murphy Institute for International Business Studies; Associate, Financial Concepts, Inc.; and Customer Service Manager, American Hospital Supply Corporation. Assigned to Strategy-Atlanta.

Palmer, A.M. (Andy). BSME, Rensselaer Polytechnic Institute. Age: 23. Single. Hometown: Canajoharie, NY. Previous experience includes co-op student with General Motors. Assigned to Distribution.

Pedrotti, E. (Emanuale). MA, Politecnico di Milano. Age: 26. Single. Hometown: Gorla Minore, Italy. Previous experience includes project work at

Bayer AG (Germany). Assigned to Information Systems/Italy.

Seeber, B.D. (Bruce). BSICS, Georgia Institute of Technology. Age: 24. Single. Hometown: College Park, GA. Previous experience as Co-op Student, IBM. Assigned to Information Systems.

Seelye-James, A. (Alan). BSIE, Northwestern University; Diploma, Moscow Energy Institute. Age: 23. Single. Hometown: LaGrange, IL. Previous experience as General Manager, North Shore Window Washing; and Computer Programmer, Pelouze Scale Company. Assigned to Operations.

Sharda, C.E. (Claire). MBA, MHSA and BSN, University of Michigan; Age: 30. Single. Hometown: Grand Rapids, MI. Previous experience includes Administrative Intern, University of Michigan Medical Center and Analyst Intern, General Motors Corporation; plus five years as professional nurse. Assigned to Health Services/Facilities-Fairfax.

Teo, L. (Laysie). BBA, National University of Singapore. Age: 26. Single. Hometown: Singapore. Previous experience in systems with OCBC Bank and ACB Bank. Assigned to Operations/Singapore.

Timm, B.J. (Bryan). BSIE, University of Wisconsin-Madison. Age: 23. Single. Hometown: Wisconsin Rapids, WI. Previous experience includes Industrial Engineering Design, W.T. Rogers Corp. Assigned to Distribution.

Wilson III, R.W. (Bob). MBA, University of Chicago; BS, The Wharton School, University of Pennsylvania. Age: 26. Married: Nancy. Hometown: West Chester, PA. Previous experience includes Brands Analyst, M&M Mars; and various positions with SmithKline Beckman. Assigned to Health Services/Strategy-Chicago.

Whitfield, A. (Adrian). Mech. Eng., Imperial College. Age: 28. Married: Rosemary. Hometown: Middlesborough, England. Previous experience includes project management for Imperial Chemical Industries. Assigned to Operations/U.K.

Winer, P.A. (Paul). MBA and BSICS, Georgia Institute of Technology. Age: 26. Single. Hometown: Atlanta, GA. Previous experience includes Human Resource Information Systems Intern, Georgia Power and Firmware Design Engineer, Intecolor Corporation. Assigned to Information Systems.

KSA Christmas Card Fund

133 KSAers gave \$17,185
to 116 different causes

New Principals

Steve Cain

Steve's projects have been diverse, as he has worked in both our Operations and Distribution practices. Prior to joining KSA, Steve obtained an Industrial Engineering degree from Virginia Polytechnical Institute. He is a member of the Southeast Operations Region.

Steve and his wife, *Bea*, are in the process of moving into a new home in Atlanta. *Bea*, who has a PhD in Education, teaches at Kennesaw State College.

Kathryn Larcombe

Kathryn has made a major contribution to the development of our marketing services and market research capability in the UK and in Europe, and has taken the lead in coordinating several international projects. More recently, she has become involved in strategy work for UK companies.

Kathryn joined KSA four years ago from Selincourt, a mini conglomerate of clothing and textile companies, where she was group market research manager. She has a B.A. in modern languages from Liverpool University, and is fluent in French and German.

David Ping

David heads HSD's West Coast Facilities consulting practice, based in San Francisco. He took on this major challenge for KSA three years ago, when he relocated from the Minneapolis office to California. He has done a great deal to expand and strengthen the presence that we had in that region.

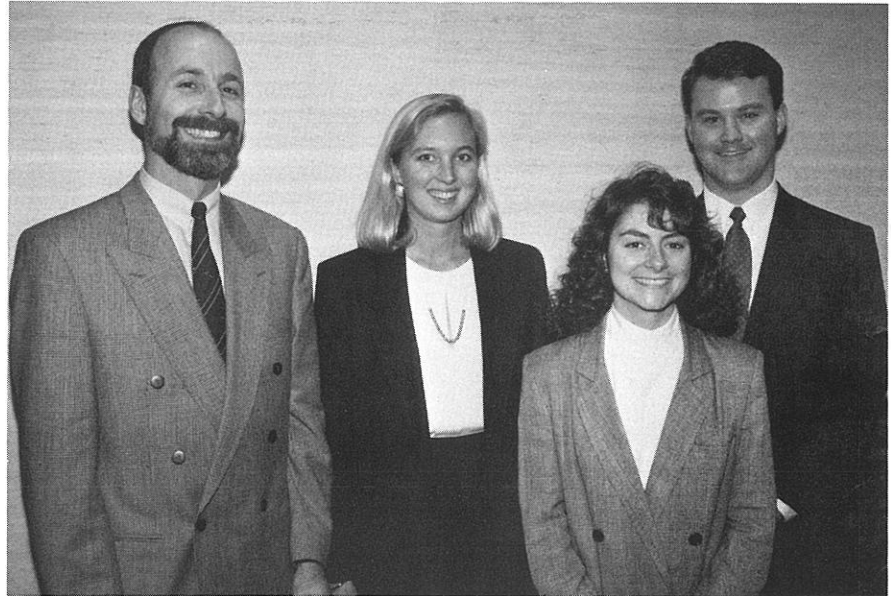
David is another of the many successful Masters of Hospital Administration from the University of Minnesota in our firm. He and his wife, *Cyndie*, have settled into Redwood City and are real Californians. Dave has even been known to ride his bicycle to work.

Mark Wietecha

Mark is the Eastern Regional Director for Strategy Services in the Health Services Division based in Atlanta. He has made a major contribution to the success of that practice and the Strategy practice nationally. He played a major role in many of our larger sales efforts, and has been responsible for many of the innovative and creative consulting and sales approaches that have been recently implemented.

Mark has Master degrees in both Pharmacology and Business Administration

January, 1990 Orientation Class



Left to Right: Stapelfeldt, Swanson, Gowan, Swint

Gowan, K.E. (Kim). BSIE, Georgia Tech. Age: 23. Single. Hometown: Dalton, GA. Previous experience as co-op student with Scientific Atlanta and Sewell Plastics. Assigned to Operations.

Stapelfeldt, G. (Gert). Doctor Ing., Technical University-Aachen, Germany. Age: 40. Married: Maria. Hometown: Aachen,

from Ohio State University and the University of Indiana, respectively. Before joining KSA, Mark had experience in marketing and sales for a major drug company.

Germany. Previous experience as consultant with AEG and Kienbaum in Germany. Assigned to Operations/Germany.

Swanson, M.M. (Molly). BA-Economics, Northwestern University. Age: 23. Single. Hometown: Mankato, MN. Previous experience as sales/manager, SDM Corporation. Assigned to Operations.

Swint, J.K. (Kevin). BSIE, Texas A&M University. Age: 22. Single. Hometown: Allen, TX. Previous experience with Proctor & Gamble, Texas Instruments, and LTV Aerospace & Defense. Assigned to Operations.



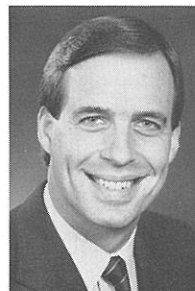
Cain



Larcombe



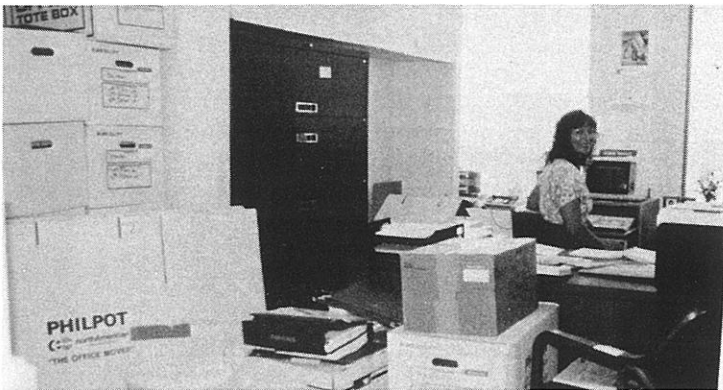
Ping



Wietecha



At the close of training in 1989, Jonathan Medverd and Randy Britt showed the class that they were ready to move on to the big city. After all, how bad could life be as a New York pedestrian?



The Atlanta office move was a test of patience, diligence, and endurance, but the end result was a very organized and methodical move into The Peachtree.

Operation Paper Chase began several months prior to the move date. Everyone helped by sorting through 50 years of archives and disposing of *miles* of paper.

Several weeks before the move, with construction at the new office in the final stages, everyone at Colony Square began packing boxes. *Hundreds* of boxes. Offices began to look bare as the hallways rapidly filled with boxes and yet more trash.

Even *Bill Cameron*, Move Coordinator, began to look weary as the Big Weekend hit. On Friday afternoon, August 18, all employees cleared out to make room for the moving crew, and we contended with getting everything moved in 2-1/2 days. Bill felt most vulnerable to “Murphy” when the freight elevator broke down at several crucial times during the move — bringing the entire operation to a grinding halt!

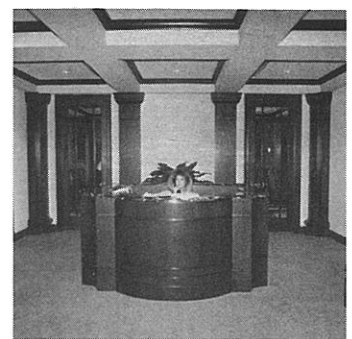
Monday morning, August 21 brought the realization to all that “it wasn’t over yet” — all those boxes had to be unpacked! Everyone pitched in, though, and we were settled (mostly) within days of the move.

Without very careful planning by Bill Cameron and *Jack Johnson* we would still be living out of boxes and trying to find files, but their attention to every detail ensured a very smooth move.

As for the new office space, *Carol Prael* said it best:

KSA moved from Colony Squareable
 To The Peachtree for quarters more bearable.
 My new office space
 Gives such charm and grace,
 It's much nicer here than therable.

— *Tami Opland*



Community Service Corner

Face to Face With Atlanta's Homeless

by Beth Souther

The telephone rang just as my husband, Dennis, and I sat down to a rare dinner together. It was the rector at our Church, John. As John and Dennis chatted, Dennis' side of the conversation sounded as if John were asking us to make cookies for the bake sale or participate in the Church bazaar. My jaw dropped when Dennis hung up and told me we had just been "volunteered" to coordinate our Church's participation in the community-wide night shelter in downtown Atlanta.

Neither of us had ever worked at the night shelter. We didn't even know where it was, and now we were charged with soliciting five volunteers per night to sleep over and another three to prepare supper and breakfast for 40 homeless men.

The two weeks assigned to us were just before the Christmas Holidays and during the week of St. Patrick's Day.

I was scared. How were we going to enlist folks to spend 12 hours, from 6:30 pm to 6:30 am, with 40 strangers, in what could be a dangerous situation! Many of us had volunteered to deliver food boxes to housing projects and clothing to the needy, but that whole process had been pretty sterile. We didn't have to interact with anybody. Work at the night shelter would be different.

During the weeks of night shelter solicitation, Dennis and I began to look at fellow parishioners in terms of their willingness to help . . . and fellow parishioners avoided us like the plague.

Amazingly, the week before our first week of night shelter duty was to begin, most of the volunteer slots were filled.

Dennis and I volunteered to spend the first night, Sunday, to get a firsthand look at what happens at the shelter so we'd be better prepared to handle emergencies during the week.

The night shelter is located just north of downtown Atlanta. The line to get in begins to form in the late afternoon. The shelter can only accommodate 40 men. Any overflow is turned away for the night. Many night shelter guests have tickets that are distributed when the men leave in the morning. A ticket is worth \$10 on the street, but not many are sold when the weather is cold.

Church volunteers were told to dress very casually in washable clothing, and to bring a sleeping bag and pillow. I didn't wear any jewelry. I'm not sure if I was worried it

would be stolen or embarrassed that I could afford jewelry among people who didn't even have a place to live. I remember on the ride to the shelter, Dennis and I discussed our budget for our family Christmas presents. We had just put a new roof on the house, and were concerned about overspending during the Holidays.

The night shelter has six areas under one roof. The sleeping room has 40 cots. The dining room doubles as a television room after supper. A small kitchen is situated between the sleeping room and dining area for buffet service at a pass-through. The washer and dryer and shower stalls are located next to the sleeping room, and the administrative area and volunteer sleeping rooms complete the building.

At 6:30 pm the doors opened and guests

*"It struck me
that these men are
fathers and/or sons
of somebody."*

entered after they'd been screened by a breathalyzer. A night shelter coordinator and one volunteer also screened for drugs and weapons. Before the breathalyzer was installed, a 911 call to the Atlanta police was a nightly occurrence. Now, any suspicion of alcohol or drugs can mean expulsion. All tools and prescribed medications are checked with a volunteer and retrieved in the morning. Guests make a beeline for their cots to stake out their territories. Although guests are asked not to leave personal belongings at the shelter from one day to the next, many do anyway because it's the only place they have.

While guests checked in, volunteers prepared food in the small kitchen. All portions must be identical or arguments occur. I guess when you have very little, you guard what you got.

After guests were served, leftover food was given to the overflow crowd outside. I'm told five or six more people, at least, get a hot meal that way.

After supper, some guests went to bed. Others watched TV, some read, and some changed clothes to do laundry.

One guest, usually a regular, volunteers to launder everyone's clothes. He gets "paid"

in leftover food, and a ticket for entry the next night. Each guest is allowed to have three pieces of laundry washed. He attaches a big metal laundry tag to his three items of clothing — usually underwear or long underwear and a shirt — and is then able to retrieve them before bedtime.

After supper clean-up, volunteers mingled with guests in the TV room. I think we were supposed to be "ministering" as they like to say in church circles. Nobody was praying or trying to get converts, but if just getting to know people better is ministering, I guess we were.

Most of the men, we found, had come to Atlanta within the past year or two because they had heard work was plentiful or had been promised a job that later didn't materialize. One man had become ill, gone to the hospital, lost his job, and, when he couldn't pay his rent, was evicted from his apartment.

Four or five of the men had jobs as carpenters' helpers or contractors' assistants, but most of those working were paid minimum wage and had no means to fund a security deposit and first month's rent.

Our conversations with the guests were, by no means, a one-way street. They were curious about us, too. What did we do for a living? Where were we from? Where did we live? What were we going to do for Christmas?

It struck me that these men are fathers and/or sons of somebody. Their parents probably don't know where they are, or if they're alive. Their wives and children are probably angry and hurt because they feel abandoned. Christmas must be an awful time to be homeless, but then anytime must be an awful time to be homeless.

At 9:30 pm it was lights out in the sleeping room. Some of the men stayed up to iron their clothes for the next day if they had jobs, some watched TV, and some went to bed. At lights out, the door alarm was set so no one could enter or exit, and volunteers worked in shifts so two people were always awake to make security rounds.

The night was uneventful. No break-ins and no calls to 911. At 5:30 am, lights went on and guests were roused for showers and a day's work or job hunting. At 6 am, we stood at the exit to hand out tickets for the next night, and to distribute a banana and granola bar for breakfast on the go.

Turning the men out into the dark morn-

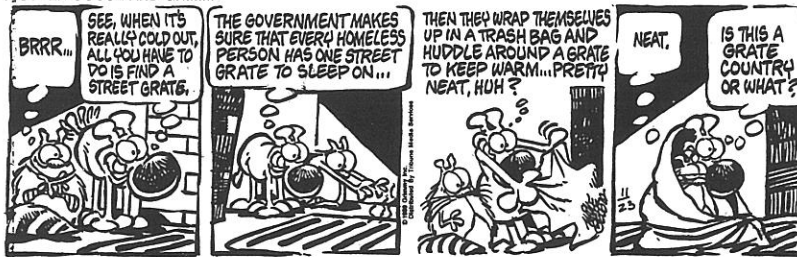
ing with a cold breakfast was one of the most heart wrenching things I've ever done. Dennis and I cried all the way home. To think, only 12 hours before, the most important thing in our lives had been our Christmas budget. Indeed, the people we'd just spent the night with wouldn't be getting anything for Christmas and if they did, they wouldn't have any place to put it.

The metro Atlanta area has 25,000 homeless people and 75 shelters that accommodate 4,000-5,000 people. The problem of homelessness has spilled from the inner

city to the suburbs. The homeless sleep on heat grates in town, and around shopping centers in the suburbs. Homeless men are only part of the problem. During the day, our night shelter is converted to a day shelter for homeless women and children.

There is no happy ending to this story unless one considers awareness of this nation-wide problem is one step toward solving it. Homelessness will not go away and will not be solved with government assistance. It's going to be up to the private sector to deal with this issue.

MOTHER GOOSE AND GRIMM



United Way

During the 1989 United Way Campaign, a record 73 Atlanta office KSAers, including 16 first-time givers and nine leadership givers, pledged a total of \$23,000, which was 105% of the '89 goal and 20% above last year's total. Congratulations!

KSAers Share the Spirit of the Holidays with Special Children

During the Holiday season, a group from KSA's Atlanta office attended the Retarded Citizens/Atlanta (RC/A) Christmas Dinner/Dance. It was a chance to share the joyous feelings sometimes lost during this hectic time of year.

Dianne Gunn, who organized the KSA contingent, and her 18-year-old daughter, Tracy, have been involved with RC/A for five years. The group provides Tracy, who is retarded, and other members of RC/A, social opportunities they otherwise might not have. For most of the retarded participants, the Christmas party provided a significant social event, and for many of them, it was the only party of their Holiday season. RC/A provides a ready-made group of friends and acquaintances with whom they can relate comfortably.

RC/A members are retarded people age seven and up. The organization offers its members diverse events

such as bowling, parties, Special Olympics, and trips to area attractions.

The Dinner/Dance was held on December 16 in the social hall of a local church. Almost 200 RC/A members and volunteers attended. The KSA contingent included Judy Holloway, Fran Preston, Keith Shriver, Chris Hays, Dick Donnelly, and Milli Cruz.



Left to right, back row Dianne Gunn, Jay Stewart, Judy and Greg Holloway; center row: Dick Donnelly, Fran Preston, Chris Hays; front row: Milli Cruz, Keith Shriver, Gerry Baker.

Shriver and Hays, both avid guitarists, provided music, and other volunteers helped with food service, decorating, and door prizes. But the most meaningful part of the volunteers' time was spent getting to know the special people who came to the party.

"It was their night to shine," said Judy Holloway. "We saw lots of smiling faces and enthusiasm. Working with these special children gave us an opportunity to see how sweet and loving they really are."

Judy, and husband, Greg, said they were both delighted by the kids, the dancing, and one memorable incident. During a Hays/Shriver rendition of "Don't be Cruel" they spotted a little boy with Down's Syndrome performing a high-spirited Elvis imitation in the middle of the dance floor. The evening was full of these kinds of happy scenes. This was most evident during the door-prize giveaways, when lucky kids received everything from dolls and sweat-shirts to a portable stereo system.

Dianne said there are several more events planned for the coming months, including a "lock-in" party and a '60s Sock Hop. "Working with RC/A gives me a chance to have a very positive impact on the life of someone less fortunate than I," she said. On one special December night, it provided other KSA people with that same chance.

Chris Hays

The Ample Spare Time Cup

by John Beddows

All KSA consultants lead busy lives: heavy schedules of client work; reports to produce; presentations to make; planes to catch; jogging, squash and golf to be indulged; and domestic and social commitments to meet. The one thing consultants don't have is ample spare time – or do they?

There is an adage, much practiced in KSA, that if you need something done quickly, you ask a busy person to do it. It is perhaps, then, not too surprising that within KSA-UK we have a competition for the Ample Spare Time Cup. The award is made, on a nearly annual basis, to the consultant who is judged by the current holder of the trophy to have made the best use of his or her ample spare time. Some of the achievements of past winners are worth relating, and may strike a memory chord for UK alumni.

One early winner of the trophy was *Harry Lack*. En route back to the UK from USA training, Harry managed to sit in an Avis car on a Bermudan beach “watching the sun go down” for so long that the car became irretrievably bogged down in what turned out to be quick-sand – he was single at the time!

Mervyn Kerr's car broke down while he was working for a client somewhere in the middle of Ireland. With little chance of getting the car repaired locally, Mervyn persuaded *Frank Caddy*, who was also working in the area, to tow the car back to Belfast, where they both live. The drive was fairly tedious, Irish roads being what they are and Frank the most cautious of drivers. As they neared a traffic light on the approach to Belfast, Frank checked his mirror to confirm Mervyn was still in tow behind . . . and found he wasn't. Alarm turned to relief and then amazement when Frank recognized Mervyn in the car that had pulled up alongside him at the light and was poised to go when the light changed. Mervyn won the award for the only known instance of passing while being towed.

Several years ago, there was a series of murders and attacks on women in the red-light districts of the main cities in Yorkshire, and the police, who were under a lot of pressure to solve the crimes, began a systematic process of eliminating suspects. We never did find out what criteria were applied, but *Ray Ghalib* was summoned to the police station, ques-

tioned and required to prove his innocence. Ray won the award for not being the Yorkshire Ripper.

There are many more examples of outstanding actions and behavior that have merited the Ample Spare Time award in the UK. However, space and the author's memory are limiting factors. Doubtless similar deeds, perpetrated elsewhere in KSA, are waiting to be recognized – a cue for the *Observer* editor – an Ample Spare Time Column with an annual award?

Notable Quote

“I'm proud of paying taxes. The only thing is — I could be just as proud for half the money.”

—Arthur Godfrey

Clear Speech vs. Gobbledygook

Gobbledygook is a form of jargon that is unusually obscure, verbose, and bureaucratic. The word itself, gobbledygook, was coined by a Texas congressman after attendance at a committee meeting. He said later that the word came to him as he began to think of turkey gobblers and the sound they make as they strut about. The term is applied to writing (and speech) that contains long words, passive constructions, and roundabout expressions and euphemisms. Consider this example:

In promulgating your esoteric cogitations and articulating your superficial, sentimental, and psychological observations, beware of platitudinous ponderosity. Let your conversational communications, extemporaneous decantations, and unpremeditated expatiations demonstrate a clarified conciseness, a compact comprehensibility, sans coalescent conglomerations of precocious garrulity, jejune bafflement, asinine affectations, rhetorical rodomontade, and thrasonical bombast. In your calligraphic communications, let your verbal evaporations and expatiations have lucidity, intelligibility, and veracious vivacity. Sedulously shun all polysyllabic profundity, obnoxious jocosity, pompous propensities, pusillanimous vacuity, pestiferous profanity, ventriloquial varbosity, elaborate eloquence, and similar transgressions, observable or apparent.

What does this mean? Simply, *Say what you mean and don't use big words.*

From *Dictionary of Problem Words and Expressions* by Harry Shaw, copyright 1987 by McGraw-Hill, Inc.

Snapshots: *The Galapagos Islands*

Birds with bright blue webbed feet, gregarious sea lions, lunar landscapes, and marine iguanas wearing their crimson mating garb were the order of the day as we embarked on a most wonderful trip in October to the Garden of Eden. In the Galapagos Islands, 600 miles off the coast of Ecuador, the innocence of wildlife with no fear of human beings brings the visitor close to nature and evokes a feeling that time has stood still. Swimming with sea lions all around you and small penguins darting beneath the surface of the water is an unforgettable experience and we

will always be grateful to our friends in KSA for the generous gift in 1988, which prompted the trip. From both of us, we send a heartfelt thank you for marking, in such a memorable fashion, Stig's tenure as CEO of the company.

Several days in Quito, Ecuador and San Jose, Costa Rica were also part of our itinerary. This photograph was taken at an Indian market in a small village outside Quito. We thought it was a perfect illustration of the new modular manufacturing system.

Stig and Becky Kry



Central European Ski Weekend

The annual Central European Ski Weekend was held as usual this year on the weekend before Christmas in the Swiss ski resort of Flims. Due to winds, storms and a lack of snow, this normally outdoorsy group was forced to invent various indoor sports and hold the first "Flimsathalon." Here is the official history of how *Siggi* became the surprise winner.

After four events (pinball, table tennis, table football and pool) *Luigi* was six points ahead of *Gert* and nine points ahead of *Siggi*. He then scored maximum points competing in the Swiss national sport of shooting. With only four events to go most of us were ready to concede defeat and retire to the bar. However, as luck would have it, most of the remaining events were to take place in the bar, so we continued.

Riding high as he was, *Luigi* suffered the psychologically devastating blow of being bested by his friend and partner, *Jacqueline*, in the beer mat flipping event. He never recovered and had eventually to settle for a shared silver medal with *Gert*.

Gert captained the winning curling team and won the "Knobeln" event. ("Knobeln" is an intellectual puzzle using matchsticks (which those who are good at it say requires refined logical analysis and those who are not say it is simply guesswork).

Brian, the only UK entrant, won the Pac-Man event and the beer mat flipping event (with a personal best of 38). He missed out on a medal, though, largely because there was no event that resembled cricket.

The next two contestants were head to head: *Rita*, *Siggi*'s friend, who left the Flims sporting area as the shooting queen, and *Hans-Peter* whose only real success was in vetoing the North Germans' suggestions of a peculiar tea bag throwing event (Teebeutelwurf for the linguists) which he knew as a Bavarian he could not win. ('Why' was not ever explained.) It was only due to a good result in the "Knobeln" guessing game that gave him his middle field position (back of the middle field).

Klaus and *Jacqueline*, at the end of the field, put their poor performances down to having trained for the wrong sport, i.e., skiing. *Klaus*, however, was a key member of the victorious curling team and *Jacqueline* showed her killer instinct by coming second in the Pac-Man.

Congratulations go to *Siggi*, who took the gold medal with consistently high scores in every event. He never let *Luigi*'s early commanding lead unnerve him and due to his strong self confidence his victory was probably no surprise to him.

For the record books, the scores were:

<i>Siggi</i> Schuttpelz	70
<i>Gert</i> Stubbe	69
<i>Luigi</i> Bilazare	69
<i>Brian</i> Nielson	61
<i>Rita</i>	53
<i>Hans-Peter</i> Hiemer	52
<i>Klaus</i> Herzog	51
<i>Jacqueline</i>	48

—*Klaus Herzog and Brian Nielson*



One of the longest gestation periods for a KSA proposal (seeded in 1982) culminated in the signing of the \$512,000 contract with the Suez Apparel Company of Cairo, Egypt, in our New York office in July. The contract for factory start-up and management training was signed by Mr. Adel El Exaby, Chairman of Suez Apparel, and *Dean Vought*, Executive Vice President of KSA. *Alberto Figa-Beleta* of our Barcelona office is the Project Manager.

New Managers

Congratulations to the following people, who were recently named manager:

Alan Dabbiere

Paul Dixon

C.Y. Loo

David Rush

Steve Szilagyi

Notable Quotes

"A pat on the back is only a few centimeters from a kick in the pants."

"Diplomacy — the art of saying 'Nice doggie' until you can find a stick."



As many of you know, Asia has some of the most exotic and exciting fruits in the world. To broaden the horizons of some of our other consultants, I offer this description of one of our favorites, the durian.

Although Hong Kong is not the original home of the durian, its residents certainly appreciate the "King of the Fruits." Its creamy, pudding-like seeds are smooth and in great demand (not unlike our intrepid leader, *Butch Price*.) Alas, the only drawback to the "King" is its pungent odor, which outlaws it from most hotels and classy restaurants (again, not unlike our leader). Yes, the durian is a real stinker. However, once the fruit has been consumed, the rind may be used for other purposes. As *Butch* demonstrates, they serve quite well as earmuffs during the long, cold Hong Kong winters.

—*Cheryl Hawkins*

Thrilla *cont'd from page 1*

were from fireworks, but Butch quickly pointed out that Military 101 taught that the red flashes were tracer bullets. Military 102 taught you to duck!

Saturday, the Government made their *first* victory speech and things seemed fairly quiet and normal. Butch and I decided it was safe enough to venture out, so we drove to my apartment to pick up a change of clothes and some work. We dropped by the Cathay Pacific office to confirm tickets for a flight out that afternoon. Shortly after lunch, troops began to appear in the parking lot across the street. They just seemed to be standing around. In view of the victory announcement, we thought they were probably government troops. Piecing information together, we learned the rebels had taken over the supermarket across the road and a few hotels in the immediate area. Our hotel quickly locked all the doors so the rebels could not enter.

Linda was in periodic contact with the US Embassy, who kept us informed. That evening, the embassy suggested that if we could safely leave, we should. The fact that everything was blacked out outdoors, and that rebel soldiers were on the prowl, and using real bullets, caused us to ponder for only three seconds before deciding to get the hell out of there. We grabbed passports, airline tickets and my computer. (I never leave home without it!) Not knowing exactly where my car

was, (could it be across the street in the rebel controlled parking lot?), we headed downstairs. To our relief, the car was parked in the hotel basement lot. The hotel had barricaded the parking lot exit, and the guards would not let us leave. Luckily, I knew the managers and security people and they knew I was not a guest. Eventually, they let us leave. We drove home the long way because we knew the rebels were in a number of buildings along the normal route. We came across one rebel road block, which we managed to bypass, but it was a fairly nerve-racking drive back to the apartment.

It was a great relief to be safely home, until we realized the next morning that the apartment was located only 200 meters from the government reinforcements. Fortunately, shooting was in a north-south direction, and we were located slightly northeast of the troops! Government troops were conducting "mopping-up" activities, as yet another victory speech was made.

The next two days, the seven of us (one Brit, two Filipinos, three Americans, and one Singaporean) remained cooped up. Every time we thought it was over, there would be another volley of bullets from across the road. Despite it all, we managed to stay in good spirits. Laysie's trips to the local market provided us with a food supply so I could cook. They were not the best meals I'd ever cooked, but nobody volunteered to fetch takeout.

As things did not seem to be improving, and the proposed cease fire for Tuesday was greeted with more gunshots, we phoned the client factory managers who had earlier offered to send a van to take us away from that area. The sleepless nights and gun fire were beginning to get to everyone. The van eventually arrived and took us out through the maze of roads around the edges of Makati past the signs marked "No Entry, War Ahead." Life was normal once we were out of Makati. We were taken to the factory where Butch was able to see the project after all. While he made arrangements for us to get out of Manila, Laysie and I managed to teach all the Industrial Engineers how to line balance! Since we were not sure how long we would be away, I had packed only a few things, but at least I had more than Butch and Linda, who had to abandon all their luggage at the hotel. Also left in the hotel was all our project documentation!

That evening, much to everyone's relief, we arrived in Hong Kong. We had been told the plane was overbooked, but in the end, it was only one third full as most people were still trapped in the hotels. We were thankful to be out of Manila at last!

Afterwards, we all suffered what can only be termed as delayed shock as we realized what we had just experienced. However, it didn't take long before I began to look forward to returning to the Philippines to finish the project and see all my friends again.



In a more peaceful time, during the Phil Bobex '89 Exhibition in Manila in early November, **Joy Montgomery** and **Doug Rogers** greet a new client who just authorized a project to establish piece rates in his timework shop.

Departures

Tim Adams, Keith Alleson, Diane Bailey, Bonnie Brauth, Alex Cheng, Lisa Eustace, Jack Flannery, Dale Graham, Carl Jones, Joe Kenney, Hal Kingsbury, Connie Lester, Carl Levinson, David McDonald, Susan Parker, Joy Pierce, Jim Small, John Stevenson, Glenn Sumner, Craig Van Fossan, Bob Wilson.

The KSA  Observer

Publisher
Randy Nord

Editor
Janice Ryer

Editorial assistance by
Debora Baily, Jeanne Barakat, Chris Hays,
Tami Opland, Fran Preston

The KSA Observer is published by Kurt Salmon Associates, Inc., 1355 Peachtree Street, NE, Atlanta, Georgia 30309, solely for the use of its employees. It is not intended for general distribution.

That Rumbling You Hear Ain't Thunder

by Butch Price

"There's something going on out there. I hear gunfire!"

These were Linda's first words to me the morning of December 1 as we woke up in the Nikko Manila Gardens Hotel. I rolled over and mumbled that it was probably thunder. When she mentioned the sun was shining, I woke up.

The details of what happened are recounted in Joy Montgomery's article, but perhaps it might be useful to review what we learned during this experience:

1. Our orientation class in Atlanta didn't cover anything about coups. I do remember something *Bill Cameron* said about changing your underwear each day, but frankly, once a day ain't enough if they're firing real bullets in your vicinity.
2. Learning a foreign language has always been useful. In this case, it might have been helpful to at least know how to say, "Please, sir, don't shoot me." Other than that, I think our tongues were too dry to say much else.
3. A recent issue in the health pamphlet *Hope* had a tip useful in this type of situation. It mentioned you should "never travel with anything you can't carry at a dead run for half a mile." Good advice, although the word "dead" leaves me a little cold at the moment.
4. Firecrackers and gunfire sound remarkably alike. Mortars are unmistakable since the ground (and you) shake when they go off. Once you are back home safe and sound, it is amazing how normal, everyday sounds can make you dive for cover. The pile drivers at the building next to our home have helped keep our reflexes honed to a fine edge.
5. Never pay attention to a victory announcement by the government. We heard at least five on TV during as many days. Each was followed shortly afterwards by a barrage

of gunfire. (Hey, if we won, why are you guys still shooting at us?)

6. Joy and I whiled away the hours by writing proposals. When we ran out of clients to propose work to, we spent time debating whether American English or The Queen's English was more correct. Eliza Doolittle had it easy compared to my predicament. To compound the problem, a lady who escaped with us from the hotel was an English professor from St. Louis. On about the fourth day, she began going through our sales brochures, correcting grammar. I knew then it was time to get out of there. Rebels are a piece of cake compared to an English professor on a rampage of dangling participles.
7. The support we received from KSA worldwide was tremendous. Even though we were trapped in Joy and Laysie Teo's apartment, we were able to receive telephone calls from *Jerry Armfield*, *Dianne Gunn*, *Dave Cole*, *Shirley Chan*, *Doug Rogers*, *Cheryl Hawkins*, and *Ken Shao*. These were real morale boosters, especially Dave's advice, that "when you're surrounded, you can attack in any direction."

What I will remember most from this experience is the way KSA people pull together during a crisis. Joy, Laysie and Linda were great. Everyone hung in there and handled the stress well. This says a lot for the caliber of KSA people. It was an experience none of us wants to repeat, but if I ever do, I hope it will be with people like these three individuals.

P.S. from Linda: It will be a long time before I ask to go along on another work-related trip! If and when I do, I fully intend to thoroughly check out the weather — both meteorological and political.

Milestones

Congratulations to

Jenny Dearnaley and *Stephen Murray*, married May 13.

Doris Klein and *Nelson Bulmash*, married June 24.

Jim and *Mary Kay Berarducci* on the birth of a daughter, *Gianina Claire*, July 15.

Kathy Woodham and *Keith Hicks*, married July 15.

Ludwig and *Kay Schroven* on the birth of a daughter, *Kris*, August 17.

Randi Erikson and *Paul Nolan*, married September 3.

Madison Riley and *Laura Hewitt* on the birth of a son, *C. Madison IV*, September 19.

Aristide and *Jolanta Jund* on the birth of a son, *Alexandre*, September 20.

Christoph and *Petra Robe* on the birth of a son, *Constantin*, October 9.

Ken Shao and *Susan Chan*, married November 3.

Doug Way and *Leslie Hubbard*, married November 4.

Susan Sippel and *Jeffrey Kahn*, married November 5.

Cathy and *David Hardeman* on the birth of a daughter, *Sarah Elizabeth*, November 7.

Brenda and *Steve Kennedy* on the birth of a daughter, *Kalin Rae*, November 12.

John and *Wendy Worley* on the birth of a daughter, *Brittany Ann*, on November 24.

Tom and *Nancy Heckler* on the birth of a son, *Benjamin Mills*, November 30.

Sean Henschel and *Monica Kerr*, married January 1.

Jim Harris Named Assistant Controller

Jim Harris, who joined the firm on August 28, is responsible for supervision of the KSA North America accounting department. He is a CPA with 13 years' experience, including three in public accounting, and ten in financial management positions in industry. Jim received a BBA degree from The University of Mississippi. He relocated to Atlanta from Amory, Mississippi, with wife, *Diane*, and sons, *Joel* and *Aaron*.

Ken Wilkes Joins KSA

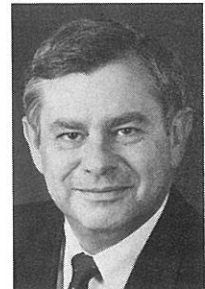
Ken Wilkes joined KSA on November 13 as a Principal with the responsibility of Regional Director of Information Systems Services for the West Coast.

He has been in Los Angeles for over five years as Partner-in-Charge of the Information Technology consulting practice at a "Big 8" firm. He built this practice from 5 to 28 people during that time. Ken was with IBM for 20 years and held positions of increasing responsibility including Manager of Field Service Centers, Large Systems.

Ken and his wife, *Anna*, have two daughters and a granddaughter.



Harris



Wilkes

New Staff

Debora Baily — AA, Communications Dept., Tech Services, Steve Watts, Atlanta. Prior to joining KSA, Debora worked for the U.S. Government for six years in the Dept. of Commerce and Patent Office.

Farrow Cole — Assistant Accounts Manager, Dept. T, Atlanta. Farrow has a BS in finance from Clemson University. She is originally from Columbus, Mississippi.

Eugenia Corder — AA, Princeton. Prior to joining KSA, Eugenia worked in the Bureau of Cognitive Skills, New Jersey State Department of Education, as a



Baily



Cole



Corder



Crox



Fong



Graham



Kuehn



Johnson

Secretarial Assistant III. She and her husband, Greg, married and moved to Princeton in September, 1988.

Marty Crox — AA, Strategy, Atlanta. Marty has a strong administrative background, in addition to a BA degree in Physical Education from Asbury College in Kentucky. She and her husband, Clayton, recently moved to Georgia from California.

Carl Ferreri-Feske — Equipment Planner, Facilities Department, Minneapolis. Carl is responsible for medical equipment planning for healthcare facilities' projects. He is a registered nurse and holds a BSN degree from St. Olaf College. Prior to joining Hamilton/KSA, Carl was with Mitchell International in Northfield, Illinois. (Photo not available.)

Karen Fong — AA, Information Systems, KSA/Infosys, Atlanta. Karen is a native Atlantan who was previously employed at an executive search consulting firm. She has a Bachelors degree in Business Administration and a Masters in Government.

Helen Graham — AA, Princeton. Helen has been an executive secretary for 23 years. Last year she earned a Paralegal Certificate. She and her husband, Joe, have two daughters.

Keith Kuehn — AutoCad Operator, Minneapolis. Prior to joining KSA, Keith was a facilities planner for Arrowhead Management. Keith has attended the University of Minnesota and the Minneapolis Drafting School.

Julie Johnson — Word Processing Operator, Minneapolis. Julie worked at the Mayo Medical Center while attending



Lewis



Mann



Mullinax



Reilly

Winona State University. She recently received her degree in Business Administration.

Janet Lewis — Receptionist, New York. A native of Jamaica, Janet recently graduated from Hocking Technical College in Ohio.

Linda Mann — Office Manager, Montreal. Linda, a Montreal native, was previously AA to the VP, Engineering, of Radio Canada.

Joanne Mullinax — AA, Information Systems, Atlanta. Joanne, also a native Atlantan, most recently worked as an office automation specialist for DeKalb College. She replaces Karen Kinard, who transferred to Distribution.

Jane Reilly — Office Coordinator, New York. Jane has been with KSA for five years as an AA. She was named office coordinator in September.

Debbie Sullivan — Accounts payable, Dept. T, Atlanta. Debbie and her two children moved to Atlanta two years ago from San Jose, California. She is studying public relations at Ga. State University.

Sharon Tennant — AA, Health Services, Atlanta. Sharon worked for IBM for 13 years, where she held several different positions.

Natalia Word — PT data entry clerk, Dept. T, Atlanta. Natalia is a native Atlantan who enjoys singing and helping the homeless.

John Worley — PT Data Analyst, Minneapolis. John is currently a full-time graduate student at the University of Minnesota and will graduate in July, 1990 with a Masters degree in Health Care and Business Administration.



Sullivan



Tennant



Word



Worley