

THE KSA OBSERVER

Published by and for the personnel of Kurt Salmon Associates



Building a great company in the sportswear market

by John Wilcox

Ruff Hewn has a deep roots association with KSA. The firm evolved from W & J Rives, a jeans contractor, formed by two brothers, Warren and Jeff Rives, the sons of Jack Rives. Jack was VP of Manufacturing at Diversified Southern Industries for a number of years. Prior to that, he worked with Anvil Brand, beginning as a bundle boy. *Jack Ullman* staffed a KSA engineering program at Anvil Brand during which Jack R. was appointed resident engineer. This began an illustrious career. Jack R. leveraged his legendary good sense and tenacity, building his company and contributing to the industry, SGMA, and, later, the AAMA.

KSA has been working with the firm in all of its forms for over 30 years, including Jack's firm, DSI, the W & J Rives start-up. We have provided advice to move the company from a contractor/package supplier to a branded manufacturer. Approximately five years ago Jeff Rives committed to the concept of building a branded sportswear business serving better specialty stores. The company has had a meteoric rise from zero sales in 1986 to the \$50 million range in 1990.

Currently, Ruff Hewn has engaged

cont'd on page 3

The North Florida Quadrangle: not just a job, but pure adventure in consulting

— by Javier Iruegas

Most people have heard of the infamous Bermuda Triangle, that strange part of the Atlantic Ocean where people enter and return changed, if at all! Well, closer to home, there is a similar area secretly known among an elite group of "Top Gun" Health Care consultants as the North Florida Quadrangle. Those who dare to challenge the Quadrangle are known as the North Florida Circuit Riders (NFC Riders for short). It is to these active, daring men and women (and those long departed or demented) that this article is dedicated.

The Quadrangle encompasses 500 round trip (no bonus points here!) miles among the Florida cities of Jacksonville, Lake City, Tampa, and Daytona Beach. Within this compact rectangular area, Hamilton/KSA is presently working on eight healthcare projects ranging from governmental to children's, suburban community, rural, and academic medical centers. At these institutions we are providing a wide range of services and activities including: Strategy and Operations Studies, Master Facility Planning, Building Consultation (Functional

Programming, Schematic Design, Design Development, Construction Document Review), and Equipment Planning.

Almost 20 Circuit Riders from all four healthcare offices have been pressed into service on the Quadrangle. Led by Generals *E.W. Knowles* and *B.J. Miller*, this hardy band includes *S.B. Hann, M.P. Harristhal, G.B. Langseth, W. Kooiman, C.F. Feske, C.E. Boyer, J. Iruegas, H.S. Latimer, P.E. Brye, H.C. Buchanan, J.F. Sweeney, B.R. Turner, M. Wietecha, C.L. Purvis, and C.M. Acosta.*

■ In Jacksonville, our work with Jacksonville-Wolfson Children's Hospital and Baptist Medical Center began in 1980. To date, we have provided all of the services listed above *at least once*. We are presently engaged in Equipment Planning Services and reviewing Design Development drawings on a new 200-bed Children's Hospital which began construction in January.

■ The VA Medical Centers at Lake City (450-beds) and Gainesville (520-beds) are just two of six VA Medical Centers to which we are contracted to provide FDP's (governmentese for

cont'd on page 6

Inside:

Dudley and Chad's excellent adventure	page 8
Alumni focus	page 10
Where are they now?	page 11
The life and times of a visiting fireman	page 14
125 years with KSA	page 16
Back in the USSR	page 18

FROM THE CHAIRMAN

A number of colleagues around the world have asked our views of the economy and how KSA will cope with business conditions in our industries. This is best addressed in the context of business conditions in the main areas of the world in which we operate.

North America

The forward view of the economy here is mixed — some predict recovery in the second half of 1991 and others expect a sustained downturn. The GNP declined 1.6% in the last quarter of 1990 and 2.8% in the first quarter of '91. A back-to-back quarterly decline is the generally accepted definition of a recession. Of course, anyone operating in the retail, consumer products, housing, financial services, automobile, or any of several other industries in the past 12-18 months knew a recession was at hand long before these government statistics provided confirmation. There are many current forecasters of economic doom. News such as IBM's first quarter '91 loss, the first in their history, bolsters that case. Consumer spending declined in the fourth quarter of 1990 *and* the first quarter of 1991 — the first back to back quarterly decline in consumer demand since the mid-'70s. However, I believe we will see the beginning of a moderate recovery that positively impacts the retail and consumer products sectors by the third quarter of the year. The key reasons are:

- Interest rates have generally been declining, and the stock market has been advancing since October. At that time, it became clear that the Saudi oil fields were not realistically threatened, and Kuwaiti production loss was being replaced by increased output elsewhere. World oil prices began settling back down.
- The worldwide doubt created by the potential, and then actual, war from early August until the end of February was pervasive in Europe, the Far East and North America. The decisive military victory is contributing to

rebuilding consumer confidence.

- The worldwide preoccupation with CNN or Sky News had unprecedented impact. One highly successful retail client told me that the weekend of January 19 was the only time in ten years that they had missed their sales plan — consumers were at home, glued to the tube. The cease-fire has brought a gradual return to normalcy in life patterns. Over time, recreation, travel, consumption, and investment will return to prior levels, with resultant symbiotic improvements in employment, individual earnings, and business sector profits.
- Oil supplies are currently plentiful, and Kuwaiti production will be brought on stream, furthering the excess and dropping prices. This lowers the feedstock cost of the man-made fiber sector and impacts much of consumer goods, thereby reducing energy/transportation costs for a vast number of industries and individual consumers.
- The rebuilding of Kuwait will proceed with resources similar to those that destroyed it, providing economic stimulus in the US, Britain, France, Germany, and other countries. Construction, oil field equipment, transportation, telecommunications, medical supplies, etc. will receive a global shot in the arm. Iraq, as well, will be rebuilt.
- Consumer spending for general merchandise, including the soft goods portion, tends to lead going into recession (i.e., drop early and fast) and also tends to lead the rest of the economy in coming out. If historical patterns repeat, we could see the "official" recession that began in North America in the second half of '90 perhaps end in late '91. However, soft goods went into decline in early '90, and possibly will come out in mid '91.

Fortunately, the health care sector in North America appears to be counter-

BY DAVE COLE

cyclical to general economic trends.

United Kingdom

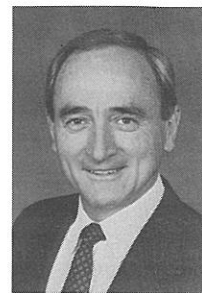
The severe recession is in excess of two years' duration to date. However, interest rates have fallen from 15+% to 13.5% in recent months, and some predict 12% by year end. Inflation has dropped from 11% to 9%.

Margaret Thatcher, although rightly credited with the remarkable turnaround of the British economy from the late '70s to the late '80s, had become estranged from the electorate and the European Community. John Major must engender the support necessary to implement decisions to get the economy revving again. He certainly wants to, given the requirement that he call an election by mid-'92. While in London in February, it was clear that tourism and business travel, which are notable parts of the UK economy, were decimated by the terrorism threats. As a result of local economic conditions, and the lack of the normal influx of foreign spending, the retail/consumer soft goods sector was in a deep trough. It has nowhere to go but up.

Central Europe

Germany is booming. Consumer spending records were set for December/January. The D-mark, Swiss Franc, Italian Lire were strong — it was a cold, snowy winter, and 16 million former East Germans bought everything of Western origin they could get their hands on. Soft goods shelves were "cleaned out." This offset, at least temporarily, the softening of demand for Central European products in North America and the UK.

The long-term impact of funding the rebuilding/equipping of the former East Germany will be significant. The lack of efficiency, productivity, etc. to be absorbed is astounding, and is strong evidence of the failure of the concept of Communism. It has generated several important KSA projects, but in the mid-



cont'd on page 4

KSA to help create a vision and strategy for the next phase of the company's development to \$100 million in sales. The project is led by *Joe Adams*, project manager, *Amanda Vought*, analyst, and *John Wilcox* as account executive. (John inherited the client when *Karl Striegel* retired.)

Since its founding, Ruff Hewn has become a unique company. Its attractive marketing concept is based on Ruff Hewn, who reportedly attended Yale University, was a Rhodes Scholar, competed in the 1922 Olympics, and marched ashore with MacArthur at Corregidor. The clothes of the Ruff Hewn Collection are centered around this lifestyle. Originally, Ruff Hewn was a men's sportswear line, but it is now 60% women's and 40% men's. The classic products are outstanding and have a look similar to Polo Ralph Lauren — but at much lower price points. Recently, in addition to premier specialty stores, the company has been successful in getting its products accepted in department stores such as Lord & Taylor and Neiman Marcus — also with in-store Ruff Hewn shops. In addition, the brand has been accepted in Canada and Japan.

KSA previously helped Ruff Hewn with Sourcing (*Don Burkhalter*), Systems (*Mike Barnes*), and worked heavily to support development of its excellent Distribution and Administrative procedures (*Joe Neal*). The company does none of its own manufacturing, relying on its sister company and a network of domestic and international contractors.

It has been KSA's pleasure to be associated with Ruff Hewn over the years, and to watch it grow and prosper in many different forms.

125 Years with KSA

Five Consultants Celebrate 25-year Anniversaries

Hardy Artelt

When Hardy joined KSA in 1965 there was hardly any KSA presence in Europe. He was trained by *Lutz Kobnagel*, *Bob Pee* and *Don Johnson*. After three years in the US and two years in Italy Hardy began to build up the KSA presence in Germany with *Eric Chips* and *Fredy Hollenbach* as supervisor. His clients included Gardeur, Brandtex, Bawi, Betty Barclay and many others. Hardy became a principal in 1971. At that time KSA Germany still was nearly 100% in operations with a group of 12 consultants.

With growing experience and outstanding performance, Hardy was asked in 1976 to take responsibility for the total operations group. A period of growth and many profitable years are well remembered. First projects in Eastern Europe were followed by huge contracts in Bulgaria.

In 1980 Hardy also took the job of developing our PD practice.

He always managed to keep both clients and colleagues happy. With all that success it was just a logical consequence that Hardy was asked to take full responsibility for the Central European Region in 1983. He also was on the Board from 1987 to 1989. The total Central European group now consists

of 45 consultants with about 50% of its volume in operations/distribution and 50% in strategy/information systems.

In addition to his professional skills, Hardy is known as a fast driver with an un-

usual expertise: in winter, when there is a very thin film of ice on the highway, he has been known to drive at 120 miles per hour and make one or two pirouettes without touching anything. We are glad that the last two winters have been relatively warm, therefore not allowing Hardy to use his special talents!

John Beddows

In March of 1966, John Beddows embarked on the customary KSA-trainee pilgrimage from North East England to Washington, DC and then on to the Roydon Wear plant in McRae, Georgia. John was almost the last trainee to gain experience of classic KSA apparel engineering in Kurt's basement and the small south Georgia town. The firm was growing and intake training was switched to "Pee University" and Roswell Manufacturing. John, meanwhile, spent a couple of years helping our US clients on operations projects in Nashville and Canada, accompanied by wife, *Connie*, and eldest daughter, *Sarah*. In his ample spare time, he starred in the local soccer scene.

Back in Europe, John became our man in Ireland, learning to run the business from a public telephone box near his home on the outskirts of Dublin and building a practice on both sides of the border. In 1973, the Beddows returned home to North East England with an additional daughter, *Emma*. John managed the UK operations practice in the mid-'70s, became responsible for consumer products in the late seventies, and was the natural choice to be appointed UK region managing director in 1981.

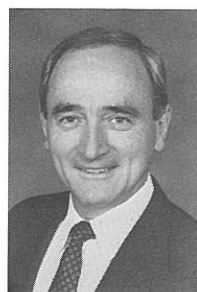
cont'd on page 16



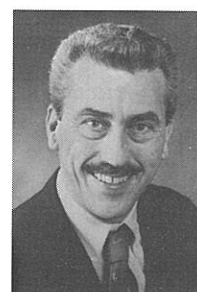
Artelt



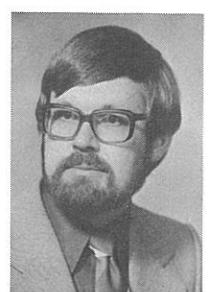
Beddows



Cole



Eberly



Moore

In Memoriam

Warren Rives suffered a fatal heart attack while engaged in a 100 mile bike race for charity in Wilmington, North Carolina early last summer. He was one of the industry's finest young leaders. His untimely passing was a great loss to our industry and our firm.

term could have a negative effect on the German consumer economy, as a tax surcharge was recently announced to become effective mid-year in Germany.

Italy

Economic growth is stronger than UK or Spain, but weaker than Germany. Many of the leading companies export a great deal to North America. Softness in exports was not offset by local economic growth. However, it is leading to strong demand for our services to help restructure and focus major clients to serve the new world order.

Spain

Spain appears to parallel the US at this time in terms of soft consumer demand. Reduced travel has hurt as well. The Spanish textile and apparel industries are fundamentally inefficient by EC standards, due to historical protectionism. Local production will phase down with EC '92 approaching, and yield a lot of economic pain. The massive building boom in Barcelona for the Olympics in '92 is in full swing. The return to world peace, resultant tourism, Olympic publicity, etc. could re-stimulate the economy.

USSR

Perhaps the world's biggest question mark. We were all elated at the concept of perestroika and glasnost in the '85-'88 period. It certainly held the promise of a new world order. That has occurred politically, as evidenced by the US/USSR allied together in the Persian Gulf.

From a practical standpoint, the openness in the USSR and rapid restructuring of government swept away existing institutions that permitted the country to function — albeit at a lifestyle level incredibly below Western standards. The new internal order is but a hope in people's hearts. As a result, there is a very unstable situation — politically and economically. As a practical matter for us and all companies dealing with the USSR, this moves the task of securing contracts for services to a new level of challenge. Our UK company just successfully met that challenge with a

project that began in May.

The Far East

As a major supply system to the West, its manufacturing is sensitive to consumer demand here. However, the breadth and depth of the region relative to our current size present extraordinary opportunities under any reasonable economic scenario. Our challenge is to stay focused. China, the biggest country, has returned to its level of "normalcy," after the problems of summer '89, and appears to some as a "safe haven" for tourism and supply of manufactured products now that favored nation trading status has been retained. How fast things do change.

In summary, in my view, the North American, UK, Spain, and Italian economies will be stimulated by peace, oil price stability, and lower interest rates. Germany should continue strong at least this year. The future of the USSR is an unknown to all. The Far East will remain, for our careers, full of diversity, risk and opportunity.

Our approach to pursuing our practice in the existing climate is quite simple:

1. Focus on key clients — with good quality work and services that our clients need to compete in this exciting era of history.
2. Strive to recruit and retain very talented colleagues of all experience levels, and continue to invest in developing the extraordinary level of professional skills needed to succeed in today's marketplace.
3. Keep the cost structure lean and focused to value added for our clients.

1990 Recap

The bright spots in KSA worldwide in 1990 exceeded the handful of areas that did not meet our expectations. We had an outstanding year in 1990 in the Health Services division, Central Europe inclusive of Germany, Italy and Switzerland, and in KSA/Infosys. In the North America Consumer Products division, we had a good year in Strategy, Information Systems, and Distribution services. Far East Operations was at plan. We missed our plan in the United Kingdom, Spain, and in the North American Opera-

tions services.

In the seven areas that did well, we outperformed the market. In the three areas of our consulting practice in which we missed plan, we must conclude that our plans were too optimistic, given the economic developments that unfolded as the year progressed in the UK, Spain and the North American manufacturing sector. During the year, we also invested in ACS Software Products Group, a computer software company based in California, and began the process of creating a unique, integrated information system solution for our clients.

1991 Plans

We have taken what we believe to be a "correctly conservative" outlook. In North America, UK, and Spain, we are assuming the economic climate in our industries will not permit meaningful growth for the industries we serve and/or for discretionary expenditures by our clients. In these areas, we have reduced our expense structure as a cushion.

In the Far East and Central European region, we are budgeting substantial growth. Consequently, worldwide, we should have a good year if the trends of 1990 continue. If the economy improves markedly, we could have an extraordinarily good year. If the economies in which we operate deteriorate further, we could be disappointed in our results, and if the world goes into a deep, sustained recession, we likely would not do well; however, at this point, we do not expect that to happen.

The year is unfolding generally according to plan. During the second quarter, our business was strong in North America and Central Europe; the Far East and KSA/Infosys are on plan. The UK and Spain were soft in the first quarter as a carryover from 1990 conditions. However, business has strengthened substantially in the past 60 days in those two countries.

Historically, in difficult times, our strong clients get stronger — the better managed, financed, and more aggressive firms outperform weaker competitors. The same is true in our profession — the stronger firms, in terms of culture, finances, services and client positions will fare better

than mediocre firms, regardless of size. We believe we are in the strong firm category, and therefore will perform better than the economies in which we operate for 1991.

Based on meetings with major clients in the USA, England, Germany, Italy, and Spain, and sessions with Principals in six countries during the first quarter, it is clear that leadership client firms are taking the steps to succeed in the current environment. This presents excellent opportunity for KSA. Our colleagues worldwide are fully committed to capitalizing on that opportunity to the benefit of our clients and our firm.

To those of you with whom I have spoken in recent weeks, it was a pleasure to see you. To everyone, thank you for your efforts for 1990, and we look forward with a great deal of enthusiasm for the remainder of 1991.

KSA No Longer Voughtless!

For most of its 56 years, Kurt Salmon Associates has benefitted from the presence of a Vought in its family. First, there was Gerry Vought, who served as



Amanda Vought

an apparel engineering consultant in the forties. During that period, younger brother, *K. Dean Vought*, joined the company and became one of its leaders during a 41-year career. Since Dean's departure to

take over the reins of the Textile Clothing Technology Corporation (TC2), KSA has been Vought-less — suffering a vague sense that something or someone was missing.

This January, Amanda Vought, one of Dean's daughters, joined the Northeast Strategy Group as an analyst, and we feel whole again. Amanda is a graduate of Georgetown University, and cut her teeth in consulting with Braxton Associates, a division of Deloitte Touche, for two years. Welcome aboard, Amanda, and thanks for enfranchising us once again.

Update on European Distribution Practice

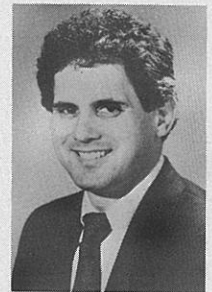
by *Torre Crupie*

The recent activities of the distribution practice in Europe have demonstrated again the adage that good work begets more work.

We began work on two major facilities planning projects during 1990 and 1991 for the ABM and Globus divisions of the leading Swiss retailers, Globus Concern. These were a direct result of successful earlier assignments by *Peter Amrein* and *Siggi Schuttpelz* in the Interio and Globodata divisions.

KSA has completed a number of projects for the book and customer service divisions of Time-Warner, Inc. over the past few years. This led to a project to develop the long term distribution strategy for Time-Life Books/Europe, which distributes book series and music products to 15 countries in western Europe. The project team at Time-Life was truly international, with a Dutch client, and KSA participation from *Tony Smith* and *John Hobson* of the UK, *Stefan Witte* of Germany, and *Torre Crupie* from the US. (We also had a helping hand in gathering foreign postal rate information from *Maria Panepinto*, Italy, and *Bert Palmen*, Spain.)

The strength of past operations projects, led by *John Beddows* of KSA/UK for the world famous porcelain manufacturer, Royal Doulton, prompted a personal recommendation last year from its chairman, Stuart Lyons, that Royal Doulton USA choose KSA to implement Base Plus[®] at its US Distribution Center in Somerset, New Jersey. Although this project, led by *Randy Moore* and *John Karonis*, is still in progress, the results already achieved there have just helped to move Royal Doulton to contract KSA/UK for a wide-reaching logistics project encompassing the entire strategy, design, and productivity aspects of its eight UK distribution facilities.



Crupie

Developing a Strategy for Hong Kong's Textile and Apparel Industries

by *Alan Braithwaite*

The 1990s are a time of change for Hong Kong's largest manufacturing sector — the textile and apparel industry. In 1997, the territory will be changing political status to a Special Administrative Region of the People's Republic of China. Increasing affluence and the rapid growth of service industries have increased labor costs and pulled labor away from manufacturing. Hong Kong's major markets in USA and Western Europe are evolving into new and more powerful trading blocs. The economies of many Asia Pacific countries continue to grow rapidly, leading to an increased appetite for Hong Kong-manufactured consumer goods.

With this background, the Hong Kong Government's Industry Department has

commissioned KSA to carry out a major strategy project in the textile clothing and shoe industry. Our role is to help industry and Government better understand the external and internal changes and their likely impact on Hong Kong. Then, through a series of workshops with six industry sectors — spinning and weaving, finishing, knit apparel, woven apparel, shoes and trading — develop sector and industry strategies.

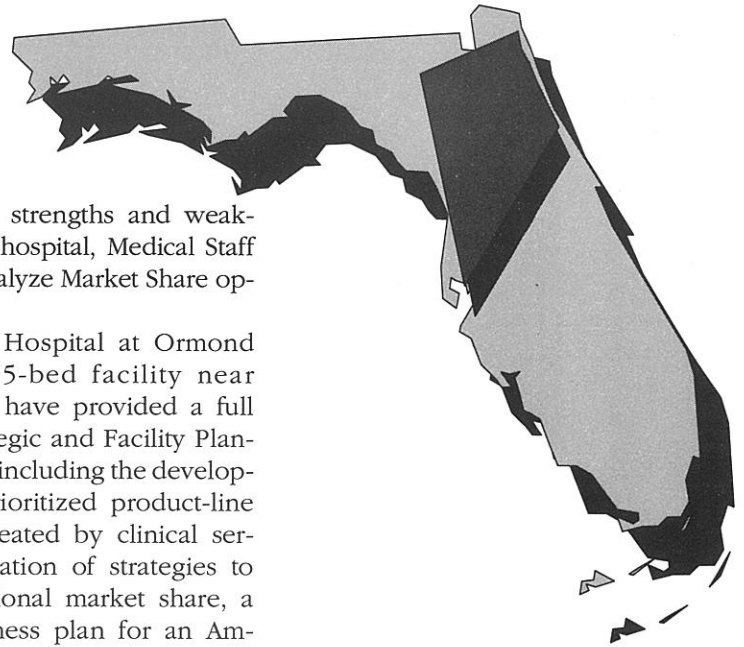
Brad Morrison has relocated from New York to Hong Kong to work with *Lee Ming Ying* on the project. The European portion will be coordinated by *Malcolm Newbery* and *Arnulf Fleischer*. *Bob Frazier* and *Butch Price* will be providing input from the US.



Braithwaite

Facility Development Plans — known as Master Facility Plans in the civilian world).

- Munroe Regional Medical Center in Ocala is a 300+ bed hospital where we have provided Strategic Planning and Master Facility Planning for its 40 acre campus, conducted several Board Retreats, developed a market Research Study, assisted in analyzing the feasibility of joint venture projects with its medical staff, and developed functional/operational programming for expansion and renovation of several diagnostic and treatment departments.
- Citrus Memorial in Inverness is a 180-bed community hospital. In 1985, we developed a comprehensive Strategic Plan. In 1987, we conducted a comprehensive Board retreat and updated the Strategic Plan. In 1988, we made specific recommendations on the best use of newly acquired property resulting in the development of a "Medical Mall" concept housing urgent care, medical offices, and diagnostic and treatment services. The addition of long-term residential facilities is currently under consideration. We are also in the process of delivering a comprehensive Master Facility Plan that identifies how the hospital can best position itself for the challenges of the 1990s.
- At the University of South Florida Health Sciences Center in Tampa, we helped define the future vision of the Center by providing a Strategic and Facility Master Campus Plan for its Ambulatory Care Clinics, Research Services, and Faculty Offices; profiled and projected the future faculty composition by specialty; quantified the financial impact of implementing various facility scenarios; and recommended specific organizational changes. Several components of the Master Plan have already been implemented.
- At Winter Park Memorial Hospital (a 300-bed facility near Orlando) we are currently developing a Strategic Master Plan which will identify



programmatic strengths and weaknesses of the hospital, Medical Staff needs, and analyze Market Share opportunities.

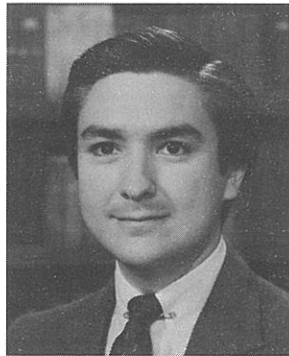
- At Memorial Hospital at Ormond Beach (a 205-bed facility near Daytona) we have provided a full range of Strategic and Facility Planning services, including the development of a prioritized product-line strategy delineated by clinical service, identification of strategies to capture additional market share, a detailed business plan for an Ambulatory Care Center and Physician offices; the strategic concept of a Heart Institute; Board Retreats to gain consensus on strategies; and development of a Facility Master Plan and Functional Program assistance on a \$10 million construction program. We are currently updating

its Strategic Plan and developing a Marketing Plan for the Heart Institute.

While our Quadrangle clients have gained much from our experience, knowledge, and training, we in turn, have also learned a little from them. For example:

- *Never* ask the Board Chairman of a Baptist Hospital for a recommendation on where to find the best *cold beer* in town.
- Before describing how idiotic a proposed facility expansion option is, find out if it was suggested by one of the Planning Committee Board Members.
- In Jacksonville, try to stay up-wind of the many paper mills in town; the smell they emit can be exquisite!
- Go ahead and reschedule a meeting with the Hospital Administrator if you discover that:

Two days before your meeting a well-known local drug dealer is shot, run over by a car, brought to the hospital and his life spared. The *day before* your meeting, someone pumps 14 bullets with an UZI machine gun into the *semi-private room* in which the same drug dealer is recuperating (and miraculously the surgeons put him back together



"NFCR Fact: North Florida cockroaches laugh out loud at attacks with shoes and USA Todays; it takes something on the order of a cinderblock or .38 caliber pistol to get their attention."

—Iruegas

again!). *Chances are* that the day of your meeting, the Administrator's attention will be focused elsewhere and you will likely not be interested in a detailed tour of the hospital anyway.

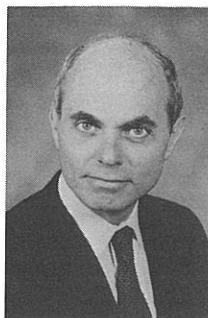
- If you want an evening tour of the partially completed new hospital expansion that faces the woods, have someone check ahead to make sure there are no *black bears* hiding in the stairwell!
- NCFR Proverb: Four consultants in gray suits, briefcases, and a shiny rental car *do not* blend into the North Florida landscape.
- NCFR Favorite Places: The Shell Cracker, Lake City — off I-75, one block east of the VA Medical Center. Unique combination of gas station/restaurant run by two brothers. Every week they switch jobs as head cook or head mechanic. Best deep fried (in Penzoi?) grouper sandwich in the area. The brothers are big game hunters with appropriate trophy heads hung around the station/restaurant.
- Best BBQ: Ken's in Lake City;
- best ambiance, Hooters at the Jacksonville Landing.
- NCFR Folklore: cockroaches in North Florida are *not* large enough to move your briefcase at night — unless they band in groups of five or more.
- NCFR Fact: North Florida cockroaches laugh out loud at attacks with shoes and *USA Todays*; it takes something on the order of a cinderblock or .38 caliber pistol to get their attention.

Well, enough about the glamorous life of a North Florida Circuit Rider. Any consultants interested in joining this elite group, please send your application, qualifications, military experience, up-to-date immunizations record, and a \$50.00 processing fee made payable to the NCFR Attitude Adjustment Fund c/o the DC Office. If you simply feel compassionate, almost-tax-free contributions to the fund are always welcome.

KSA and EDS form strategic alliance

by Neil Thall

In October, KSA and Electronic Data Systems, the leading global provider of information technology services, formed a strategic alliance. EDS, with annual billings approaching \$6 billion, was founded by Ross Perot, and is now owned by General Motors, from which it receives about 60 percent of its revenue.



Thall

EDS is organized into strategic business units, a new one of which is dedicated to providing services to the retail industry. Although EDS can provide technically superior service to its clients, the company is not expert in the retail industry and in fact is not structured or organized to provide consulting support as we know it. As such, EDS reviewed the consulting market and then approached KSA to form an alliance that provides complete consulting and systems development support, including outsourcing, to retailers.

KSA has provided and will continue to provide consulting and implementation projects through our Information Systems group and KSA/Infosys. EDS is generally interested only in the very largest engagements. Therefore, the types of clients and projects the Information Systems Group and EDS will pursue together will be different from the projects we could pursue independently. Our new strategic relationship should help KSA, KSA/Infosys, and EDS compete with the other large systems integration firms on multi-million-dollar engagements.

There is no formal agreement in this alliance, and no financial commitment between the two of us. We do have a "handshake" commitment, an agreement to seek clients actively and a goal to increase our combined services synergistically. We have begun co-marketing. Our relationship, which has been in development for several months, will be better defined in the

course of the first few projects we share.

We have a goal to work closely and openly with EDS to continue to provide superior service to our clients while expanding our client base.

KSA's strategic alliance with EDS will further our ability to provide superior information systems consulting support to the most significant retailers in the United States and throughout the world.

Mildly Miffed Riff

Recently, a mailing was sent to retailers nationwide to advise them of a distribution center that is available in Georgia. One of the letters, sent to Joseph Riff of Riff's in Longview, Texas, was returned with this reply to *George Glinsky* in our Atlanta office:

Your letter to Riff's came today
And to keep you abreast, if I may
Like the Burlesque of Minsky
I'm afraid, Mr. Glinsky
That your mail list is somewhat
passé

Though his struggle was lengthy
and brave
He's been twenty two years in
his grave
Joe's been gone quite a while
If you'd update your file
Just think of the postage
you'd save!

His wife is now ninety-two
Still running her ship and its crew
But she's pleased with her store
Doesn't want any more
This completes now, my message
to you

Sincerely,
Robert K. Brown,
Manager

The Long and Winding Road

(or, Dudley and Chad's excellent adventure)

by Dudley McIlbenny

A witty savant once said that consulting is an all-expense-paid tour of American business. The recent experience of two of KSA's Strategy consultants indicates that, for the most part, this sage bit of advice is true.

It all began innocently enough when the phone rang in KSA's New York Office in late September. The voice on the other end of the line inquired about KSA's areas of expertise.

The consultant replied, "We do a lot of work in apparel — tailored clothing, blouses, jeans, knit shirts, things like that. Of

course, we also work with suppliers to these clients. As a matter of fact, we are the pre-eminent consulting firm to suppliers of apparel machinery, findings . . ."

"Findings? What are findings?" the voice asked.

To which the consultant answered, "Oh, you know, things like zippers, buttons, bows . . ."

With these remarks, the seeds were sown for what ultimately became a project with Bear Archery, one of the largest manufacturers of archery equipment in the world. After several subsequent conversations, the client asked for assistance in analyzing its sales force and distribution strategy. With this noble purpose in mind, *Dudley McIlbenny* and *Chad Mellen* prepared themselves for a visit to Bear's Gainesville, Florida, headquarters.

Before the trip began, it was agreed that, following a day of meetings at the headquarters, Dudley and Chad would meet one of Bear's salesmen in the Florida region, travel with him for one day and visit local accounts. The next day, they would move on to meet with one of the company's men in North

Carolina and visit some of his accounts.

The whole affair seemed straightforward enough to them. After their day at the headquarters, Dudley and Chad anticipated flying out to meet the first salesman, traveling through Northern Florida the next day, flying to a convenient city that night, getting picked up by the second salesman, traveling through North Carolina during

the second day and flying home that night. A lot of flying, but, for two experienced consultants, nothing that couldn't be handled. The travel arrangements were left up to Bear.

The project started out well. The two

KSAers finished their interviews at the headquarters early, so they decided to get to know Bear's products a little better. Chad asked the client if he could take a few shots on the company's practice range. After filling up on the minutiae of bow specifications all day, he felt ready to take on a magnesium alloy 41-inch compound bow with an 80 pound draw weight at 32 inches and 65% let-off. But

Chad didn't want to shoot just any old wimpy 41-inch bow; he had to have one with an overdraw, turret-style 5-pin sight, string silencer, fast track arrow rest and magnesium stabilizer. It goes without

saying that he also wanted to shoot a 505-grain 3-point broadhead resting on a carbon-aluminum shaft with 4-inch polystyrene fletches. After pondering his request and sizing him up carefully, the client handed Chad a women's beginner bow which he promptly used to hurl all his arrows into the wooden frame holding the target.

Feeling the need to redeem his honor,

Chad retrieved his arrows and eventually clustered them in the bull's eye. Of course, he was shooting from only ten yards away, but victory was declared.

At 7:00 a.m. the next morning, Bo Hancock, the company's Florida salesman, took the consultants in his van to visit some "local" archery shops. They made pleasant conversation as they drove north on Interstate 75. The three soon passed through Alachua, then Lake Butler, then Lake City, then crossed the Florida-Georgia border. By this time, Dudley and Chad were a little concerned. But still they travelled on, past Valdosta, Albany and Cordele. Finally, they stopped in Perry, Georgia, a mere 200 miles from Gainesville, and began interviewing the first archery shop owner, JP Button. After discussing the ins and outs of a dealer direct sales network, they hopped back into the van with Bo and proceeded to their next account.

Again, the time passed enjoyably as small Georgia towns slipped by. As Atlanta appeared on the horizon, Dudley and Chad were filled with the promise of hundreds of archery shops within a five-minute drive. But then, they passed the airport, then downtown, then

midtown, then uptown, and their spirits were dashed. They finally stopped thirty minutes later in Kennesaw and spoke with Lonny and Tex, co-owners of Buckskin

Archery. After this 120-mile segment, Dudley and Chad were ready to call it quits. Unfortunately, they had not yet begun to drive. As the day drew to a close, they pulled into Brownies' Archery shop just across the Alabama border from Rome, Georgia.

The consultants soon finished with Brownie and met Wilfred Flatwood, their guide for the next day's trip. Instead

"When Dudley and Chad were awake, their conversation centered on Wilfred's amazement that there are no archery ranges in New York City."

"Their tune changed as Wilfred reached under the seat and tossed a loaded .45 caliber revolver into Chad's lap."

of a van, Wilfred had a long body pick-up truck. Unfortunately, it only had a cramped ledge in back of the front seats instead of a regular back seat. So, in the tried and true democratic method known to all staff consultants, Dudley invoked seniority and claimed the front.

As they prepared to leave, Wilfred told the two consultants that they would be continuing on to Chattanooga, Tennessee, to visit Robert "Bobbie" Dupree, who runs one of the best archery pro shops in the South. After they finished laughing at the joke, they realized that Wilfred was dead serious, resignedly transferred their luggage to his truck, and started on their next 100-mile leg.

After their meeting and dinner in Chattanooga's finest Mexican restaurant (whose name shall not be shared with *Neil Thall*), they drove another 95 miles to spend the night in Knoxville. This allowed them to be in downtown Bristol, Virginia, by 7:00 a.m. the next morning, only 24 hours after leaving Gainesville.

Needless to say, narcolepsy reigned the following day. When Dudley and Chad were awake though, their conversation centered on Wilfred's amazement that there are no archery ranges in New York City. They discussed the ethics of carrying a bow and arrows around a New York subway while Jefferson City passed by, followed by Johnson City, then Kingsport, Tennessee. By the time they had entered Bristol, Virginia, a scant 110 miles from Knoxville, their discussion had turned to gun control laws. Being good non-committal consultants, they simply nodded politely while Wilfred expounded on his love of the right to bear arms. Their tune changed, however, as Wilfred reached under his seat and tossed a loaded .45 caliber revolver into Chad's lap. When Chad nervously asked where the safety was, Wilfred just chuckled at the consultant's city-boy ignorance.

Once they had spoken with the boys at Buffalo Creek Bow and Gun Shop in Bristol, Dudley and Chad had a relatively uneventful day. They crossed into Elk Park, North Carolina, at lunchtime and enjoyed some real Southern barbeque before continuing

on to Bull's Gap, Tennessee, and finally, Knoxville.

Although they had two accounts to see in Knoxville, the two KSAers were getting itchy to get back to New York. As they debated about which flight they would take, Wilfred offered to *drive* them back. Dudley, reflecting on their previous 48 hours of travel, thought that this idea was completely feasible and agreed with Wilfred. Thinking that, like Captain Queeg, his project manager had lost his marbles, Chad mutinied and demanded to be taken to the airport immediately.

In retrospect, much of the trip was blurry, and Dudley and Chad's sense of time was disrupted. They suggested to *Bill Beckemeyer* that KSA invoice the client at a flat rate of \$10 a mile and call it even. Although all those miles added up, it was a trip that neither one of them would have missed for all the world.

KSA/UK

Golf Tournament

The 1990 tournament for the Douglas Hardie Memorial Trophy was held at the Dunham Forest Gold Course in Altrincham. The perfect weather and course conditions should have produced several high scores from the nine entrants but this was not to be. *Rod Gunston* did, however, produce a record high score of 38 points. *Arthur Marshall* and *John Beddows* placed second and third — both scored significantly fewer points. *Tony Smith* won fourth place, and *Steve Norris* gallantly brought up the rear and carried off a valuable booby prize. *Sela Wood* was the lucky sweepstake winner "at the ranch."

The presentation was made while we relaxed on the Club terrace in the warm afternoon sunshine. We forced down a few beers and some sandwiches before the competitors dispersed to points near (*Tony Smith*, 200 yards) and far (*Seamus Kelly*, across the Irish Sea).

Thanks are due to *Josephine Coates* for her help in organizing an excellent afternoon and to *Sela* and *Janice* for their assistance.

—by *Rod Gunston*

Princeton Office Softball Volleyball

After the Princeton office softball team learned that we would not make it in the big leagues (i.e., participate in the playoffs), we decided to do what *Deion Sanders*, *Bo Jackson*, and other natural athletes do — play something else.

Volleyball became our new chosen sport and a group of us joined the Princeton YMCA recreational volleyball league as the Salmon Slammers.

A volleyball team consists of passers, setters, and hitters. *Jim Severyn*, *Bruce Kroeschell*, *Rob Glockner*, *Greg Pyle*, *Walt Judd*, *Paul Schottmiller*, *Mike Skinner*, and *John Daluga* were our hitters. The remaining players — *Jeff Boudreau*, *Bryan Timm*, *Paul Winer*, *Susan Kroeschel*, *Marian Read*, *Suzanne Cox Judd*, *Genia Corder*, and myself were the setters. All of us were passers.

Throughout the season everyone contributed to the team. *Jeff Boudreau* served 15 straight points. *Susan Kroeschell* and *Genia Corder* returned some hard drive spikes. *Marian Read* became our most consistent setter and *Bryan Timm* learned where the lines on the court were.

By the end of the season, the Salmon Slammers were in third place. This earned us a spot in the play-offs. The entire team participated and was joined by our loyal fans *Tracey Brown*, *Andy Palmer*, and *Doug Ford*. We won our play-off easily, with what could undoubtedly be called our best games to date.

After that it was on to the finals. *Rob Glockner*, *Bruce Kroeschell*, *Walt Judd*, and *Jim Severyn* were spiking machines. *Greg Pyle* frustrated the opponents by finessing the ball out of reach. *Suzanne Cox Judd* made some amazing plays at the net, and the coach remained calm and reserved throughout the entire play-offs and finals.

The Salmon Slammers defeated the number one ranked team, thus bringing home the first place trophy, or in this case, YMCA t-shirts.

We plan to hit the beaches soon. Look for us on ESPN with *Sinjin Smith* and *Karch Karily!*

—by *Gabrielle Pyle*

Alumni Focus: A decade away from KSA

by *Stuart D. Hollander*

It is quite unbelievable that my 22-year career with KSA ended 10 years ago. I am writing this on the same day that *Stig Kry*, *John Beddows* and *Alan Braithwaite* threw a dinner party in 1980, at which I was presented with a set of John Jacobs golf clubs.

I do not need the golf clubs to remind me of my days with KSA, although they do that. In the UK textile and clothing industry, in which I am still fully occupied, people still associate me with KSA. I am continually meeting people in the industry who say that KSA trained them in their early careers.

My memories are, of course, mainly about *Kurt* and *Lula Maye*, who looked after my wife, *Gill*, and me when we first set foot in the US at the end of 1959. Kurt was a mentor whom anyone would be fortunate to have, and his personal kindnesses and generosity were unparalleled. I have never met a man who could match Kurt's unique combination of wisdom, calm and thoughtful inspiration, and humility, while being at the same time a great achiever. The world is full of achievers who come to believe they can walk on water — a number have gotten their feet wet recently, in the textile chain and elsewhere. Kurt never forgot or failed to live by his favorite quotation — "Humility is the luxury of the truly superior!"

He was at his best in picking his lieutenants, and I was fortunate to work with that generation, including *Karl Striegel*, *Jack Ullman*, *Dean Vought*, *Stig Kry*, *Freddie Wood*, and the upwardly mobile *Jim Giddings* and *Bob Frazier*. They and their families became and still are good friends and I see all too little of them. That team saw KSA grow from a handful to over 250 (or over 300 sometimes, depending upon which edition of *Joe Scheines*'s latest brochure you picked up). I have seen the management reins of KSA handed over smoothly between two generations and I know of no other professional firm that has continued to grow while such transfers took place. I have

come to believe that the one constant hallmark of all great companies, large or small, is long-term stability of the management team. KSA is one of those, and as an outsider I can vouch for that reputation having been enhanced as the last ten years have gone by. Long may it remain so.

I could regale you with stories of this team and of my colleagues in Europe . . . I worked with *Freddie* when he was the scourge of young ladies in London in the swinging sixties. He endeared himself to half the British clothing industry and put KSA on the map. *Stig Kry*, for whom I worked for 20 out of the 22 years, was also a young man about town in those days and had to be sent to Paris, poor fellow, to ensure he settled down! Seriously, these two and then *Larry Kallus* built the foundations of KSA's European practice and handed on a growing plant to me and the team over here.

It is always a pleasure to go to the annual KSA evening at the Cafe Royal in London which *John Beddows* organizes and at which I usually see the members of that

team who are still running things here. I am also fortunate enough to have stayed in touch with others of that generation such as *Louis Mitchell*, *Harry Lack*, *Bob Fitze* and *Eric Chipps*. I miss that really true professional, *Richard Clarke*, with whom I worked for 20 years.

The last ten years have been full of adventure and personal satisfaction for me. First, I got the opportunity to run a sizable business for one of Britain's captains of industry, David Alliance (now Sir David). Working for him was like going to business school. As a director of his company I had the chance to participate in its growth by acquisition from £100 million in 1981 to £1,700 million in 1986, when it became Coats Viyella, one of the world's largest textile groups. During this period I was responsible for a £30 million division in the public sector uniform market . . . Although I cannot say that my experience with KSA was the most relevant foundation for such a task, I did find that I was able to bring a vision of professionalism which others aspired to and which helped colleagues to grow. It was a thrill to take people who in some cases had been underestimated and help them become leaders.

I then became involved in "the Crowther affair" — an attempt to build a new textile empire! I was asked to head up £100 million of disparate clothing companies that had been thrown together over a few months as part of a textile conglomerate. I fell out with the driver and left, a sadder and wiser man. This was the beginning of my education in the world of the City! I believe the original drivers of these businesses were interested in buying and selling companies more than in running them, and there are many who live by the idea that trading in companies is what the world is about. This philosophy gained much banking support in the '80s, but I am happy to say that managing and leading (not the same thing) companies is coming back into fashion — although it is now much harder to get bank support to do so.

By this time I had, for two years, been



"I have never met a man who could match Kurt's unique combination of wisdom, calm and thoughtful inspiration, and humility, while being at the same time a great achiever."

—Hollander

a non-executive Director of Aquascutum. I became Managing Director when the Chairman, who was an owner-driver, wanted to take a "back seat." I should have known that owner-drivers never take a back seat! I had a most enjoyable year and like to think I changed much of the internal activities for the better, but with no chance to affect the external development of this underplayed brand marketing business. *Malcolm Newbery* of KSA helped us to bring about the changes that were permitted, but there was considerable frustration for all concerned and it had to come to an end.

By 1988, I was an expert in working for strong-willed entrepreneurs and decided that either I was not very good at submitting to their will or I should avoid putting that belief to the test again! KSA does develop the ability to accommodate to all sorts of people and attitudes but does not foster an ability to subsume that which you believe to be in the best interests of your client or your company. Some call it stubbornness, some call it professionalism! I decided to "go plural" and develop ideas that had been germinating for a long time, and which had started in my KSA days.

I had developed a strong belief in the value of the independent part-time director. This can sometimes take the form of the traditional non-executive director, but I was not impressed with the contribution that could be made with the usual one day per month type of relationship. It seemed to me that this was more of a representational role than a contributory one, although there are many wise men who make a significant contribution from that relationship. I felt that my KSA background and subsequent business experience, the good and the bad, had given me an unusual mix of skills that could be valuable in this role.

This is what I have done for the last two years. I have worked closely with a venture capital company, becoming Chairman of a tie manufacturer for a period as well as creating other deals from the textile scene. I have some long-standing

relationships, but have also been asked to come in as Chairman into rescue situations by investors/venture capital firms. In one case last year, I was Chairman of a debt-ridden £60 million Marks & Spencer supplier called Paisley Hyer Group. With a new Chief executive and Finance Director, we kept the receivers at bay for six months and got commitment for £9 million of new equity, but the quarrelling bankers would not in the end reschedule enough debt.

I am currently involved with a similar situation on a much smaller scale as Chairman of a ready-made curtain and flock fabric manufacturer. The difference here is that there is only one investor, a subsidiary of Lloyds Bank, and one banker. The decision to reinvest will be made on the basis of the business plan I am putting together with the management team.

This is exciting and challenging stuff! I do have three more conventional components of my portfolio. One is as a Director of a £12 million supplier of woven and knitted shirts to Marks & Spencer, Burberry, Brooks Brothers and others. Another is as a director of a £40 million diversified clothing group, with some manufacturing but mainly an importer and supplier of branded womenswear. It grew through an acquisition of a business whose Board I joined as a part-time independent, back in 1986. My latest appointment is as a director of a £50 million shoe manufacturer and importer, also with a significant slice of Marks & Spencer business.

I think I have proven, to my own satisfaction at least, that 22 years with KSA and 10 years of responsibilities in a variety of large businesses, can produce a set of experiences that enable one to provide a service of value on the Boards of companies. I am getting the opportunity to work in large stable businesses, small family enterprises and in rescue and turnaround situations.

To the extent that these endeavors are successful, the experience I gained in KSA and the professionalism I learned from *Kurt, Stig*, my colleagues of that era and from their heirs and successors must be given the credit. To the extent that

these efforts do not always succeed as one would wish I have found that I share the experience with many and that there are no perfect people in this world. However, I came as near as I shall ever do in finding a bunch of them in KSA!

Thank you, Editor, for the opportunity to pen this perspective of what has, so far, been a stimulating and joyful professional life, from which the reader will, I hope, deduce that "Once a KSA person, always a KSA person!" The experience was all about one's colleagues.

Good luck to KSA and all who sail in her.

Update on KSA Alumni

Keith Alleson is in Israel, where he says he and his family are well and happy. His address is

P.O. Box 1097
Mevasseret Zion
90805 Israel

John Caldwell is Sr. VP of Corporate Development for Riverside Manufacturing Co. in Moultrie, GA. He writes that his daughter, *Debbie*, who lives in Nevada is recovering nicely from cancer surgery. Wife, *JoAnn*, recently shot a hole-in-one, and John is still a 20 handicapper . . . but he caught an eight-pound bass last spring!

Pete Cleaveland is Vice President of Traffic and Distribution for The Home Depot. He and *Licia* live in Atlanta. Son, *Gary*, 21, is at Northern Arizona University. Daughter, *Audra*, 19, is at Colgate University. Pete reports that he finished the Coors Lite Biathlon. He also says since he joined The Home Depot in 1989 he goes to work for adventure!

Dale W. Dodrill is Chairman, President & CEO of American Synthetic Rubber Corporation. He and wife, *Carolyn*, live in Prospect, Kentucky. Dale was recently named international president for the International Institute of Synthetic Rubber Producers, Inc.

Jacob Falbaum is Director of Distribution, The Leslie Fay Cos., Inc. in Wilkes-Barre, Pennsylvania.

Robert E. Solomon is President and Chief Executive Officer of Ballston Knitting Co., Inc. in Mount Airy, NC.

Burlington: an outlet for health services

by Herb Buchanan

Welcome to Burlington, North Carolina, where only churches outnumber textile mills! In a town of this reputation one would certainly expect to find a KSA operations or distribution consultant (if not a Baptist convention). But wait, this is a Health Services consulting story! Four Washington, DC facilities consultants descended upon this famous town to engineer a replacement hospital project at Alamance Health Services (AHS).

One can hardly visit Burlington without an encounter with the textile industry (or a trip to the outlets). In fact, one of AHS's Board members is the Chairman of Holt Industries (Ralph Holt) and knows the KSA folks well. He participated in one of our surveys and was no doubt influenced by the high quality of work he has seen.

The team of DC consultants is led by HSD Facilities National Director and Hamilton/KSA VP *Bucky Knowles*, who was selected because of his knowledge of Tobacco Road and facilities consulting. The project is managed by *Scot Latimer*, whose U. of Virginia association made him the target of countless attacks by AHS's contingent of UNC, NC State, Duke, and Wake Forest grads. Completing the team are *Claire Sharda* and *Herb Buchanan*, whose only previous knowledge of Burlington was that it was the home of the Coat Factory and that it was somewhere between the cigarette cities of Raleigh, Winston-Salem, and Greensboro.

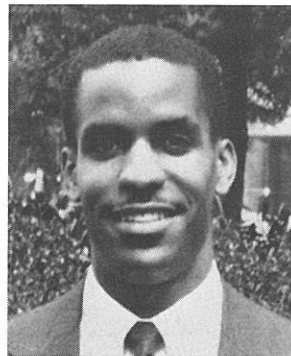
AHS owns two hospitals in Burlington. The hospitals are managed by Sun Health, a company that manages over 100 hospitals in the US, supplying administrative (CEO, CFO, VP's) and management consulting services under contract.

The two AHS medical centers provide the only hospital services in the county. AHS's Master Plan entails combining the operations of two fairly autonomous divisions into one new, streamlined, state of the art, efficiently operating hospital in an area more accessible to

the community.

This challenge brought to bear some of the operational expertise developed and practiced in recent projects. Assignments at Johns Hopkins, Charleston Area Medical Center, and Augusta Hospital tested Hamilton/KSA's ability to improve functional and staffing efficiency in all services, and consolidate two or more departments and achieve staff reductions. Operational efficiency improvements in Materials Management, Housekeeping, and Engineering services have seen benefits in manpower reduction, operating hour expansion, and resource usage reduction. Patient care and treatment services have also seen improvements in manpower usage and care delivery.

These accomplishments in operational efficiency enable us to plan the most productive space so AHS can keep construction costs within budget. At an average cost of \$120/square foot, space reductions are a delight to any Chief Financial Officer. Operational efficiencies are translated directly into



"If you find yourself traveling down I-85 and one of your passengers starts to turn Carolina blue, you can rest assured that there is a first class hospital at your disposal."

—Buchanan

space savings in each service. By and large, each hospital department programmed can be put into a smaller space (i.e. fewer square feet) and still operate more efficiently.

This fiscally responsible approach to space programming has made the administration at AHS a group of happy campers. Now there is more space for the hospital chapel! (Alamance County may have the only hospital where there are more chaplains than there are physicians — which, depending on one's condition, may not be bad).

Hamilton/KSA consultants are not satisfied with just saving space — the team also challenged itself to programming a medical center to meet changing patient care demands well into the next century. AHS's facilities will have innovative nursing units, logical departmental locations, and practical traffic flow that will accommodate patient, staff, visitor, and equipment movement. AHS is benefitting from an ongoing effort by a Thought Leader Task Force, led by National HSD Director *Barry Moore* and *Bucky Knowles*, that is shaping the "Hospital of the Future." With the input of consultants and administrators throughout the industry, this task force is leading the way to understanding new health care trends and utilizing new thoughts in design.

Delivering satisfaction to AHS has helped Hamilton/KSA impress Sun Health and Holt Industries. This impression will hopefully bear fruit in relationships with other Sun Health managed hospitals and with Ralph Holt and his associates.

If you find yourself traveling down route 85 sometime after 1995, and one of your passengers starts to turn Carolina blue, you can rest assured that there is a first class hospital at your disposal. At exit 141, nestled among the churches and textile mills and enough outlet stores to send any bargain hunter into a frenzy, will be Alamance Hospital, where quality care, quality people, and quality facilities are waiting to serve you.

TRANSITIONS

Mike Brent

Mike Brent has left KSA for a position with TUMI Luggage as Vice President and General Manager of their Schlesinger Brothers division in Berlin, New Jersey. Schlesinger is the premier manufacturer of very high quality attachés, briefcases, and other fine leather accessories.

Mike's contributions to KSA during his 23-year career have been numerous:

- In the '70s and '80s he kept KSA on the leading edge of Cutting and Material Utilization services
- He served as Footwear Industry Manager and as Regional Director of the Northeast Operations Group
- Most recently, he was Director of Responsive Manufacturing, developing services and managing KSA's pioneer projects in this area.

Mike and *Barbara* plan to stay in Hopewell, New Jersey and we are hopeful this will provide opportunities to stay in close contact with KSA.

Kenneth R. Osborne

Ken Osborne left KSA in January to join Joseph & Feiss in Cleveland, Ohio as Senior Vice President of Manufacturing.

Ken's early years in KSA were devoted to a number of highly successful operations implementation projects. During that time, he developed his knowledge of tailored clothing manufacturing and helped put the firm on the map in this highly specialized field. At one time, this resulted in over 40% of KSA's overall volume being in the tailored clothing sector. He is highly regarded as one of the premier experts in tailored clothing manufacturing in the world, having served clients in North America, Europe, and the Far East.

He was Regional Director of the Operations service in the Southeast, and later, National Service Director. Ken served three years on KSA's Executive Committee, from '79 to '81, and on our Board from '82 to '87, and again, mid-'89 to '91.

Ken is best known for his profes-

sionalism and tremendous interest in, and commitment to, people. His sense of humor is second to none, and many clients consider him to be the best consultant they've ever seen.

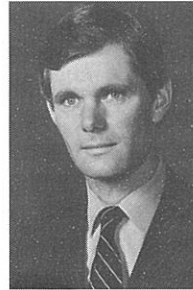
Ken's wife, *Vivian*, has been a major positive force for KSA as well, both through her support of Ken's professional activities, and industry associations and most importantly, her warm relationships with so many in the firm.

We wish Ken and Vivian the best, and thank them for all they have meant, and continue to mean, to KSA.

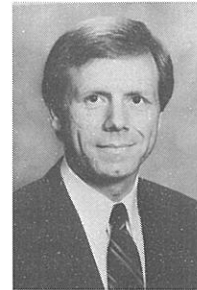
Ronald W. Brockett

Ron Brockett left KSA in May to join Korn/Ferry International, the largest executive search firm in the world.

During his 25 years with KSA, Ron was responsible for many innovative services that we offer under the overall umbrella of Human Resources Development. He



Brent



Brockett



Osborne

RETIREMENT

Zeb Roberts

C. Zeb (Clarence Zebidi) Roberts retired from KSA at the end of 1990, closing out an illustrious career of close to 38 years as an apparel industry consultant. Displaying his usual decisiveness, Zeb opted for early retirement and a clean break. He plans to golf, garden, and explore new uses for the computer — leaving the consulting to others.

CZR is the last of a notable trio (along with *Jack Johnson* and *Bob Pee*) who joined KSA within an unusually fruitful two-month recruiting period in 1953. A graduate of Auburn University, Zeb was one of the young stalwarts who helped KSA become the pre-eminent apparel consulting firm in the Sixties and Seventies, when domestic apparel manufacturing was in its heyday.

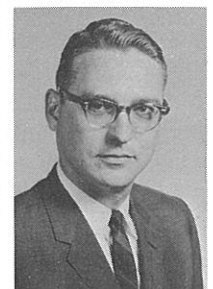
After serving a busy and peripatetic ap-

prenticeship (it is said that he and *Karl Striegel* didn't catch up with each other for six years!), Zeb settled in Nashville and soon took over management of KSA's office there — our first headquarters. He's been in Nashville ever since, supervising projects for apparel manufacturing clients from Kentucky to Iowa and beyond.

Zeb Roberts has always been an innovator, and played a leading role in developing computerized Microsystems programs for factory floor management. He is also a clear and graceful writer, and the Communications Department will miss him — along with everybody else.

We wish Zeb and *Carolyn* a happy and healthy retirement. Thanks for helping us grow!

— *Joe Scheines*



Roberts (circa '73)

The Life and Times of a Visiting (Rookie) Fireman

by Denise Trostle

I first became acquainted with the term "Visiting Fireman" through an article written during the time I was working as *Dave Cole's* Administrative Assistant. At the time I remember thinking it was a clever way to refer to those in the consulting profession. Many times KSA'ers have indeed rushed in to the rescue of clients to both put out the burning fires of the moment and then to help them rebuild from the ashes.

However, it was not until after I began traveling for KSA as a technical services analyst that I realized how literal the term "Visiting Fireman" can be. Over a period of 18 months, I evacuated my hotel room in the middle of the night eight times because of fire alarms. Fortunately, there has never actually been a fire and the one night when a disgruntled ex-employee set off the sprinkler system, it started one floor under my room. Nothing beats the experience of walking down eight flights of stairs to stand outside for an hour in blustery February weather in New Jersey at 3:00 am the day before one is due to start a new installation. Unless, of course, it is walking back up the eight flights of stairs because the firemen can't get the elevator system to re-activate!

If nothing else, the experiences of the last few years have made me safety conscious. One of the first things I do when I check into a hotel room is to find the closest stairs. I usually count the number of doors between my room and the stairwell. I always know where to find a set of easy-to-put-on clothes and shoes, the keys to my room and rental car, my purse, and, of course, my Control Plus diskettes so I don't have to scramble for them as I did through the first few drills. I even carry a small flashlight with me when I travel, just in case. My hope is that fire works under the same principle as rain — it never happens unless you're

unprepared for it.

These have not been my only exciting travel experiences — I survived an earthquake in San Jose, California — not to mention the LA freeways; ended two plane trips on a bus when the weather would not allow the planes to fly; lost my luggage and had to show up at a client site the first day in jeans and a



tee-shirt; and been lost in more places than I can remember.

But all in all I must say I have enjoyed the travel experience. The glamour may be a little hyped, but there never seems to be a shortage of new people and experiences. Thanks to KSA travel, I've been able to see and do things I might never have otherwise had the opportunity to do (from Graceland to Disneyland and much in between).

Travel, however, is only the icing on the cake of my present duties. As a member of the Technical Services group in the Atlanta office for the past four years, my job has been to learn everything I can about Control Plus — a software product developed by KSA — and then pass that knowledge on to clients through on-site

training, user documentation, and customer telephone support.

This has been no small challenge. Control Plus is a product developed to support the Base Plus® program. It is a source-to-gross payroll and cost reporting system that consists of 125 programs — ably written and maintained by programmer *Barbara Byrnes*.

Control Plus allows daily entry of data for each employee indicating how many hours have been worked in the day, how that time was spent, where the time should be charged, and how efficiently the job was done. Based on this raw input, the system can calculate the individual's performance percent, base pay, bonus pay, and track his/her hours and units produced. All this data is then further rolled up into management cost reports showing costs and hours by category within each operation and/or department in the system.

KSA currently has 35 client sites using Control Plus — and each is using it in a different way. The Control Plus system can run on a standalone IBM-PC or on a Novell network, and is currently handling as few as

50 to as many as 1200 people per day.

The Neiman Marcus NDC (National Distribution Center) was the first client to make maximum use of the Control Plus system for paying its employees and the first to use the payroll data from Control Plus for direct transmission via a modem line to its corporate payroll department.

These days, emphasis is on how to get data into Control Plus without the intervention of a clerk to type it in manually. The Electronic Data Transfer portion of Control Plus is currently being used by Koret of California and Time Customer Service to automatically load hours and/or production data.

The number of clients with multiple sites using Control Plus further attests to its ability to adapt to different situations and

cont'd on page 17

The Little General

by Chris Hays

Children control our society.

I've come to this conclusion since meeting my fiancée, Tracy, and her four-year-old son, Christopher. Christopher and Tracy live in a big, sprawling house in a suburb of Atlanta with Tracy's mother and grandparents, but it's immediately obvious who runs the household. It's the three-foot-tall blonde who manipulates us all into doing his bidding.

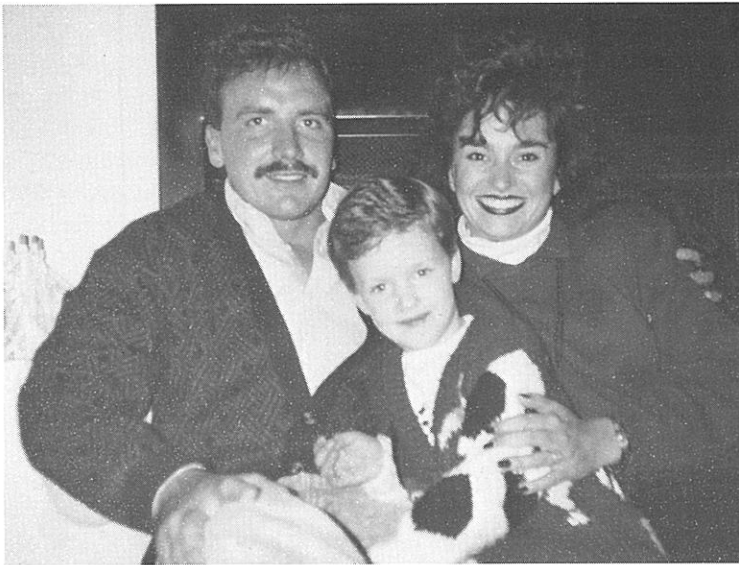
Christopher has blonde hair and blue eyes, and looks to have a potential career in politics. When we go out with Christopher, people stop dead in their tracks when he speaks to them. "Hi," he says with his cute little smile. "Well, hello there," everyone stops and says. I could be lying on the sidewalk bleeding from my ears and people would ignore me. But let little Christopher beckon, and they'll stop on a dime.

I call Christopher "The Little General" because he can counter any strategy devised to outsmart him. The adults in Christopher's home spend hours creating plans to make him eat or take a bath or behave like they want, only to be foiled by this 50-year-old man trapped in a four-year-old's body. He even controls our speech! Shuffling cards has become "Shubbewing." A blanket is now a "Bwankie." Chicken has become "Chickie." The frightening part of all this is that we now use these words even when Christopher isn't around.

My parents, too, have fallen prey to Christopher's spell. The first time I took Tracy and Christopher to my parent's house, Christopher became fascinated with an egg timer in my parent's kitchen. We allowed him to play with it in the living room so we wouldn't have to chase him all over the house, in spite of the fact that the ticking and the loud bell of the timer were grating on our nerves. After an hour of conversation, I developed a nervous twitch that coin-

cided with the ticking of the timer. I wanted to toss the timer into the woods, but my parents were delighted with Christopher and his love for the timer, so I tried to ignore it.

When it was time to leave, we practically had to tie and gag



Christopher to get the timer out of his hands. Then, one week later my parents visited Tracy and Christopher, and my mother, in her infinite wisdom, brought Christopher a surprise gift — a brand new egg timer. Mother's little present is now referred to in Tracy's house as "the Antichrist." We were finally forced to hide it deep in Tracy's attic, but I still suffer from nightmares in which I'm being chased by a huge, ear-piercing egg timer with the demonic smile of Christopher on its face.

And my mother's generosity hasn't stopped there. At Christopher's birthday party she showered him with gifts of all shapes and varieties. It's hard to believe this is the same woman who responded to my childhood requests by saying, "I carried you around for nine months, and that's enough." When Mother was sick recently, she rose from her bed long enough to drag herself to the store and purchase a box of Teenage Mutant Ninja Turtle cookies for Christopher.

I'm not naive enough to think we're the only ones suffering from Child Domination. In fact, Tracy and I have

begun to see other parents as members of a Larger Family. When we're in public with Christopher and he misbehaves, other parents give us a consoling look as if to say, "We know what you're going through. Just remember, we're all in this together." One day Christopher threw a

major league tantrum at Callaway Gardens because his mother and I defied his will in the gift shop of the Butterfly House. As we sat outside on a bench, Christopher shrieking at the top of his lungs and kicking his legs, and me staring blankly into the woods with the expression of a man about to be beheaded, a man with four kids in tow stopped beside me, put his hand on my shoulder, and nodded his head. It was a touching moment of support — two brothers bonding in a moment of crisis.

But parents aren't the only ones who find strength in numbers. Christopher has a little friend at preschool, Danny, who helps him rule the world. Danny is what those in the child care profession refer to as "a monster." He is a four-year-old boy with black hair who already knows more cuss words than I do, and he's graciously taught them all to Christopher. Christopher is the brains of the operation; Danny the muscle. They are a potent combination. A few weekends ago Danny's mother took Christopher to their house to assist her son in wreaking havoc, and now Tracy is expected to return the favor. "Why don't we take Danny and Christopher to the air show this weekend?" Tracy asked me. "The only place I'll take Danny is to the federal penitentiary," I replied.

Work, politics, sex, adulthood — I don't know what all the fuss is about, because it's irrelevant in light of the truth I've come to realize. Children run the world, and we grown-ups are left to conduct our lives and society as if we have a say in the matter.

And now I must go, because Christopher wants to play baseball.

In the decade that followed, John steered the UK company along the path of globalization and reduced reliance on the core apparel operations practice. The same path was being followed by the rest of KSA. A glance at current projects confirms this — an apparel plant start-up in the Urals, a distribution project for Royal Doulton, systems projects for retailers and brand marketers, involvement in strategy and marketing projects for KSA's US and Far East offices, management development courses to assist some major Marks and Spencers suppliers become world class manufacturers. Hobbies? John likes to play golf, but a busy work schedule prevents him from practicing enough to achieve a handicap with which he is satisfied.

Dave Cole

As CEO, Dave does not need an introduction but the steps that led him to the top of KSA are of interest and explain his success.

Dave started in Operations; after a few years, he transferred to Information Systems, and after some time there, he moved to the Strategy Group. His functional background is wide and solid.

Dave's international experience dates back to the sixties when he was assigned to a large project in Tanzania.

After proving himself an effective consultant on projects of greatest variety, Dave's increasing responsibilities within KSA provided him opportunity to develop operating management skills. This culminated in his being KSA's COO for a number of successful years in the eighties. All the while it was clear to those of us who worked closely with Dave that he was capable of deep strategic insights, and as CEO for the last four years these talents have been put to use in expanding and repositioning KSA's services and geographic reach. And by recently taking on a leadership role in *acme*, Dave is increasing his contribution to the consulting profession while gaining a wider perspective on what will be required by KSA for success in the years to come.

Dave is a very busy man but his management responsibilities leave him

time for business development and account executive work for a number of other major clients.

What little time is left over is put to good use in skiing and running (including two NYC marathons) with his wife, *Robyn*, who is a fine athlete in her own right.

Dave has two grown children and he and Robyn were blessed with a baby girl, *Rachel*, in 1990.

Nort Eberly

God created trees and Nort created charts. Nort Eberly joined KSA in May, 1965 after receiving his undergraduate degree and MBA from Lehigh University. Nort quickly became the cutting room guru as clients and associates realized his talent in all facets of cutting room services.

Nort's material utilization expertise is legendary — internally as well as externally. His loyal clients include Wembley, Inc. for ties, to R.G. Barry for footwear, and his apparel clients read like a Who's Who of successful companies. He has also worked extensively for the furniture industry, including Charleswood Furniture, Corson, and Norwalk Furniture. He has authored numerous cutting room MU articles for apparel and furniture publications. His name is associated with cutting, not only in the US, but also in Northern Ireland, Italy, Germany, and Brazil.

Nort is responsible for "The KSA Green Sheet," as our clients call it. The day before the Bobbin Show begins, Nort's army of technological specialists ferret out the newest technology from 350,000 square feet of exhibit space. Nort then creates a 25-page document in less than eight hours that is a perennial favorite of Show attendees. Because of KSA's green sheet, KSA's booth is the first stop for many Bobbin Show visitors.

Nort's life is not all work and no play. He is a sports car enthusiast whose company car has been a Corvette; however, with advancing maturity, he has gone soft and purchased a Seville. Currently his passion is his new puppy. He is trying to teach the animal to use the dog door, and as an engineer, Nort is frustrated, not only that the dog won't use the door, but that the dog doesn't understand and appreciate *how* the dog door works.

Doug Moore

Doug celebrated his 25th anniversary with KSA in January. Doug has spent all of his time in Information Systems, where he has been one of its most creative consultants. Some of his contributions include early work in simulation, inventory modeling, forecasting and cost systems.

Doug's varied experience includes work in textiles, home consumer products, apparel, distribution, and a few other areas as well.

Doug was the key player in the development of West Point Pepperell planning about 20 years ago, which remained for many years as our largest Systems effort. A few years later, Doug moved to Brazil for two years to manage the development of a system for Santista, and also managed the design and implementation of a vertical system (apparel and fabric) at Leonisa in Medellin, Colombia.

Some of his more recent achievements in the US include the Forecasting system for Springs, the Cost systems at Graniteville and Thomaston and the current work at Dundee.

Doug has an IE degree from Ohio State and lives in Atlanta with his wife, *Elaine*. Their children (not children anymore) *Brett* and *Paige*, graduated from Vanderbilt University. Brett has an MBA and is now a Product Manager for Genesco and Paige is getting her Masters.

Planes, Trains and Automobiles?

It was a simple two-hour meeting scheduled for 2:00 p.m. in California on Tuesday. I boarded my Delta flight from Atlanta to Los Angeles for departure at 8:20 a.m. that morning. The flight had proceeded for 20 minutes when I heard the announcement, "We are experiencing engine trouble and will have to return to Atlanta." "No big deal," I thought. I had three hours of cushion. The mechanic in Atlanta determined that we had to switch equipment. Luckily, there was another L-1011 near us. It took about an hour to switch to a lunch meal, unload and reload our baggage and to board the plane.

We were ready to push back from the

NEW PRINCIPALS

Gregg D. Bedol

Gregg joined the firm in early 1988, with the specific objective of specializing in management information systems for our retail clients. Since that time, he has served a number of our key clients in a variety of information technology and systems related services, including major department stores and specialty stores.



Bedol

Gregg received his BA from Brandeis University, and an MBA from Case Western Reserve University. He currently is serving on a worldwide information systems strategy task force, which has the charge to make recommendations in a number of areas related to strategy and tactics for our information technology and systems consulting practice for the 1990s.

Gregg's overall 11 years of experience in our markets provide him a sound base for continuing to increase his contribution to KSA.

Gregg, *Jan* and their daughter, *Lacey*, live in Atlanta.

Fireman

cont'd from page 14

keep the clients satisfied. Neiman Marcus currently has four Control Plus systems — two in distribution centers and two in stores — and plans several more; Macy's has four Control Plus systems; and Carter Hawley Hale has five installation sites.

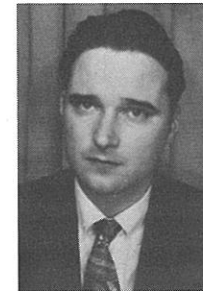
My first solo assignment to install Control Plus on site was at a Macy's distribution center called Unimark in Bayonne, New Jersey, located a stone's throw from Newark Airport.

The two-week trip turned into three and a half weeks of working double shifts and, worse yet, driving the New Jersey turnpike. You just haven't lived until you've followed a New Jersey turnpike ash truck home through a snowstorm at midnight after scraping

Richard Traish

Richard joined the UK Operations staff in early 1986 from Proctor and Gamble, where he was a Department Manager in the Industrial Chemicals Division. He has a B.Sc Degree in Chemistry/Earth Sciences from Leeds University.

Richard's early clients included Laura Ashley, Jaeger and Decta, the Developing Countries Trade Agency. An assignment for Decta in India convinced Richard that KSA has a lot to offer even when the client still uses treadle-driven sewing machines, and his career has subsequently focused on HRD related projects.



Traish

Richard has played a major part in developing services that the market recognizes as TQM with the results-oriented approach typical of KSA. These new services

are proving vital in shaping our UK Operations Service to the changing needs of our clients in the '90s.

Richard has been an active, if injury-prone member of our soccer team, and we regret his goal-scoring feats will become history as he devotes more time with his wife Teresa to newly-arrived baby daughter Alice Francoise.

gate when a flight attendant ran to the front of the plane calling for a paramedic. It took another half-hour to remove the passenger who, as it turns out, was suffering from sleep apnea.

Then, I discovered that Delta had decided to load those stranded passengers from the other L-1011 onto our aircraft. Because they had no pre-arranged seating assignment the flight attendants asked us to move in order to accommodate couples. It took another full hour to fill all 302 seats on our plane. It was now noon — and all hope was lost of making my meeting on time. I ran out to call the client. Luckily, it wasn't inconvenient for the client to delay the meeting for an hour and a half.

Finally, we were all seated and ready to take off, but someone in a window seat said, "Look, they're removing some of the baggage." Sure enough, we had exceeded our weight and balance requirements. Finally, at 12:30 the plane took off — only four hours behind schedule.

The meeting went very well, despite the delay. However, due to the delay, I was not able to take the 6:00 p.m. flight out of Orange County back to Atlanta. In the evening, flights from the West Coast are few and far between, so I was stuck on the "red eye" (11:00 p.m. departure, Pacific time). By this time I was very tired and started to doze off in my seat. Fifteen minutes later I awoke to another announcement, "Folks (the Atlanta-based crew likes to use that word 'folks'), we are experiencing a medical emergency and will have to return to Los Angeles." No! Not again! It was midnight Pacific time when the man was removed from the plane and I waited for us to taxi. Another announcement: "Folks, it will be another hour before we can take off." Apparently, we had "landed heavy" and the brakes heated up. They needed time to cool. It wasn't until 1:30 a.m. that we finally got off the ground. We touched down at 9:30 a.m. Eastern time in Atlanta. On my drive from the airport I realized that I had just spent 24 hours in travel for a simple two-hour meeting. Now I understand what Steve Martin felt like in the film. I'm just glad that I didn't have to suffer the "trains and automobiles" part of this trip because the "planes" part just about wore me out.

—Doris Klein

your car windows off with your hands because Avis didn't provide a scraper.

After a few days on the job, I began to wonder what in the world I'd gotten myself into — a feeling that did not completely leave me for several months. However, somehow I managed to muddle through and get the job done without driving myself, the client, or *Steve Szilagyi* (who was the consultant on-site) over the brink of insanity — although I think Steve had a close call.

I would like to be able to say it's gotten easier since then — and in many ways it has. But each new installation continues to bring its own unique challenges and after all, that and middle of the night fire drills are what keeps life interesting for us Visiting Firemen.

Siberia or Bust

by Brian Nielsen

At 11 o'clock one Sunday I boarded a flight to Moscow. My mission: to boldly consult where no KSA consultant has consulted before — Siberia!

Lunch was served on the plane. Surprise, surprise: chicken and rice with white wine sauce. (The menu has not changed in the two and a half years I've been flying Aeroflot.) With a beautiful smile, the stewardess tempted me with the drinks trolley. I politely declined, using the word I would need most over the next 12 days, "Nyet."

In Moscow, I was met by our man, Edward, who, when not working for Intourist provides us with an excellent service as translator, guide and political advisor. We organized accommodations for the night and contemplated the next day's journey, east-northeast to Siberia.

At breakfast Monday morning, a Russian businessman tried to sell us his wares. I used my first "Nyet" of the day as I declined his hospitality. Seven a.m. is too early for vodka.

The flight to Perm was uneventful, but the arrival was interesting. The airport is shared with the military and 50 or so of the latest MIG fighters were parked by their hangars. As we waited for our bags, we witnessed commandos storming a parked aircraft. It was a very public exercise that we assume was part practice, part deterrent to the rash of hijackings that have occurred in the Soviet Union.

We were collected by the client and taken for a lavish lunch. When hospitality was offered and my "nyets" fell on deaf ears, I was obliged to join in the toasts with cognac. After lunch we had time to spare and it was decided that we would go on a picnic. More hospitality, which I managed to avoid by going for a swim in the coldest river I've ever experienced. My will to resist the hospitality was weakening.

Later in the afternoon we boarded a hydrofoil for the long journey up-river. Berezniki was six hours away, but the dramatic scenery, lovely weather and good company made for a pleasant trip . . . In the early hours of Tuesday morning, my

will to resist the hospitality was broken completely. Also, I learned the awful truth: Berezniki is not in Siberia as I had been led to believe. After 36 hours' travel, through five time zones across Europe, I was still 50 miles short.

Finally on Tuesday, we got down to work. We discussed with the potential client, a mining company, the possibility of setting up a coat factory. They were very interested, liked KSA's approach and most important of all, they had hard currency. This was good news to send back home.

Lunchtime hospitality was avoided when I claimed to have too much work to do. No such excuses existed at dinner, however.

On Wednesday morning we completed the business aspects of the trip. By a stroke of luck, lunchtime hospitality had to be cancelled to allow for an unscheduled journey down the mine. Although a salt mine, it was not in Siberia, so it didn't really count. After a sauna — with hospitality — we boarded the Director's yacht for an overnight cruise back to Perm. The captain showed us some of the art of river navigation, fascinated us with the rich history of the region and we buckled under the weight of hospitality.

Edward and I flew back to Moscow. Passing McDonald's we noticed that there was no sign of the famous queue, so we took the opportunity to further abuse our bodies with Big Macs for breakfast. Then I flew to Tallinn, the capital of Estonia.

Friday morning, I took a three hour taxi ride to Valga. The scenery was beautiful, typical of Scandinavia, and I arrived refreshed and happy to be billing. I was met by *Nicky Taylor*, who had been staffing the project for the last six months. She seemed pleased to see me but was immediately suspicious. I had answered her question "How about Siberia" with "The air in Berezniki was very nice."

On Monday night, after a day on the project, I went to Tallinn. *John Beddows* was there, fresh from the UK. I reported that prospects were good for the Berezniki project. Then I had to admit to having not been to Siberia.

Tuesday, we met with our old client Balkika, potential partners from Sweden, and Estonian government officials. Late that afternoon we traveled down to Valga.

We were met by Nicky, who told us that what was to have been a private KSA dinner had now become compulsory hospitality with the Director. I witnessed the ultimate sacrifice as John sat in the restaurant, talking to the client, all the while

knowing there was an England world cup soccer game on TV.

Wednesday, we reviewed project progress with the client, said our goodbyes to Nicky and headed back to Tallinn. We entertained our old friends from Balkika in what is probably the best USSR restaurant this side of Leningrad.

Thursday morning, we flew to Minsk, the capital of Belorussia. Over lunch with the director, our old client Krupskoi, we discussed the prospects for business and consulting in the new Soviet Union that is developing. We were encouraged. Later in the day we met up with Edward, made presentations, and dined with the group of industrialists that will travel to the UK on a training project we have just sold.

Friday morning, we flew to Moscow, dealt with some queries at the Embassy, and flew home. This was my most exhausting trip to the Soviet Union so far.

As I began to unwind, a memory returned. The Director of Berezniki said that if we signed a contract he would take us farther up-river on a bear hunt. Up-river is east! The level of hospitality on a bear hunt would be awesome but I would probably get to Siberia. What more of an incentive does a consultant need to sell a project?



Nielsen

Extracts from a Diary of the 1986-1990 Russian Campaign

by Alan Braithwaite

January 22, 1986—Altrincham Office

Phone call from a man who wants KSA to bid on some large projects in the USSR. I tell him that KSA UK doesn't work out there, but my colleague, *Hardy Artelt*, has vast experience in the Eastern Bloc and would be glad to help. The man (Jeffrey Nutter) insists that the projects must be handled by a UK company. We arrange to meet.

May 22, 1986—Tallin, Estonia

The end of my first visit to the USSR. I have learned that Estonians and Latvians don't like Russians, prefer to speak their own language or English, and hate being referred to as Russian.

December 24, 1986

John Beddows finds me sobbing quietly at my desk after hearing that we have lost the first project (Leningrad) to a French company. Almost a year of proposal writing and negotiation and nothing to show for it. We decide to look on the bright side. Leningrad would have been a difficult project for us, and we still have four more proposals to negotiate.

March 12, 1987—Coloroll Home

Textile Plant in Boston, Lincs.

A phone call from *Andrea*. The negotiating team in Moscow is close to a decision on the Tallinn project. The Soviets are working through the weekend to finalize as many British deals as possible to impress the Iron Lady (Margaret Thatcher) when she visits later this month.

March 15, 1987—

Lloyds Bank Offices, Moscow

It is 11 p.m. Bernard Mosely (Taylor Woodrow), Jeff Nutter and I decide to clean up the office. Jeff throws empty beer cans into a plastic sack, Bernard washes the glasses and I dry. We toast, in Carlsberg, the successful conclusion to negotiations for the Tallinn project. Tomorrow we have the formal signing ceremony for our first project in the Soviet Union!

February 27, 1988—

Seamans Club, Riga

Aristide Jund has organized our first weekend meeting in the USSR, eight

KSAers flew in from Tallinn and Minsk to join the five of us in Riga. Under *Tony Smith's* management, we have successfully completed the planning phase of the projects and delivered the required documentation (a big deal in the Soviet Union—we carried 100kg of paper to each plant in the autumn of 1987). The equipment installation phase has started and we are sharing experiences of trying to change layouts, build workplaces, install air lines, etc., etc. *Joy Montgomery* shows us a video of a crane swinging one of her Investronica plotters through the wall on the 5th floor of the Tallinn factory office block.

August 13, 1988—

The Conference Centre, Minsk

Brian Nielsen has arranged a KSA/client weekend meeting. We have over 100 participants, including nearly 30 from KSA and directors of textile and apparel firms from as far away as Leningrad. The local press and TV are in attendance. *Kevin Smith* provides an explosive climax to the meeting with his description of the radical "new" incentive payment scheme that we are installing in Tallinn. The highlight of the dinner that evening is *Ken Shao* singing in Estonian.

November 25, 1988—

Room 213, National Hotel, Moscow

Peter Voget, heading up a major effort to win more apparel projects in the next round of reconstruction, teaches me to operate the mobile fax machine and is setting up his Toshiba portable. A third member of the proposals team, *Nicky Taylor*, is in Altrincham revising operation bulletins and equipment lists and faxing them to us as we finalize our technical negotiations with the Soviets.

December 24, 1988—

Sanibel Island, Florida

Bernard Moseley interrupts my vacation with a phone call to update me on commercial negotiations for the new projects. They are going badly. (Why does bad news always come on Christmas Eve?) Our competitors have much lower prices. We begin to realize that we may have to walk away from these negotiations rather than risk poor quality results by cutting our prices.

Saturday, May 20, 1989—

Tallinn, Estonia

Bettina Neumaier has arranged an almost trouble-free weekend meeting to coincide with the visit of *Dave* and *Robyn Cole*. The third phase of the project (engineering) is going well. The US team beat the Estonian team at volleyball.

July 20, 1989—Riga, Latvia

Feelings of relief and satisfaction. The acceptance tests (in which we have to achieve contract making times over a period of 72 working hours) have been successfully completed on all three projects. We have achieved the results we promised by the date we promised. Our client, Taylor Woodrow, has avoided substantial penalty payments. *Aristide Jund* can now concentrate on the plans for an August marriage to *Yolande* (his interpreter and the Riga project administrator).

October 3, 1989—Tallinn, Estonia

Formal authorization of the first phase of an engineering project in Valga on the Estonian/Latvian border. It is the first KSA project negotiated and signed direct with a Soviet manufacturing company. We can operate as we do with our clients in the West. The account executive is *Steve Humphreys* (a veteran who has spent three winters on the Russian Front), *Brian Nielsen* is the project supervisor, and *Nicky Taylor* is resident consultant.

February 12, 1990—

Somewhere in Byelorussia

Ten hours on the overnight train from Minsk to Moscow. An opportunity to reflect on my last visit to the projects in Tallinn, Riga and Minsk, and to think about the negotiations currently taking place in Moscow for a shoe project and a consultant training assignment.

During this last follow-up visit, it was rewarding to see how our clients have maintained and improved on the results of the project. They want to use their new experience on new projects. In Tallinn we were presented with a testimonial letter that thanked us for our work and finished with the words "We wish to continue our healthy relationship with KSA. We hope to work on many projects together in the

cont'd on next page

New Staff

Lizz Jones — AA, HSD. Liz's background is in the legal field, so coming to KSA has offered her a different challenge. She enjoys snow and water skiing, and deer hunting.

Bonnie Mitchell — AA, HSD. In Atlanta since 1983, Bonnie has previous experience at an accounting firm. Bonnie attended Golden Beacon Junior College in Wilmington, Delaware.



Jones



Mitchell

Seven things to be happy about

- being someone's pillow
- reading all the books you never had time for
- the smell of a house when there's bread baking
- being forgiven
- the dessert cart when you're not too full
- the hiss of a heavy rain
- watching gardens and children grow

from the book, *14,000 things to be happy about*, by Barbara Ann Kipfer.

Diary

cont'd from page 19

future." For me, it was personally rewarding to work with 60 other KSA consultants and be involved with a \$6 million project, a project on which the most commonly spoken languages were Russian, English, German, Estonian, Latvian and Spanish, although we also heard Cantonese, the Alsace dialect, Gaelic and several others.

For *Brian Nielsen* and the rest of the USSR team the challenge ahead is to successfully complete the Valga project and sell two important projects. KSA is part of a consortium that is bidding to build, equip and start-up a shoe factory in Moscow. We are also negotiating for an as-

MILESTONES

Congratulations to

- *Tom and Sue Dennis* on the birth of a son, *Tom, Jr.*, November 2.
- *Dave and Robyn Cole* on the birth of a daughter, *Rachel Louise*, November 27.
- *Gene and Patti Collett* on the birth of a son, *Chase*, December 15.
- *Brian Nielsen and Elle Latypove*, who were married on December 22
- *Jan and Gregg Bedol* on the birth of a daughter, *Lacey Dorothea*, January 7.
- *Andy and Irene Zozom*, who were married on January 12.
- *Suzanne (Cox) and Walter Judd*, who were married January 12.
- *Andrew Thomas and Stephanie Stalley*, who were married on January 26.
- *Keith and Mitzi Kuehn* on the birth of a daughter, *Keiryn Michelle*, born January 30.
- *Juan and Anna Echeverry*, who were married March 23.
- *Karen Fong and David Parks*, who were married April 6.
- *Rowe and Lisa Michels* on the birth of twin daughters, *Melissa Lynn and Kimberly Jean*, April 14.
- *Fernando Silva and Carol Fitzgerald*, who were married April 20.
- *Kathy and Keith Hicks* on the birth of a daughter, *Sara Kathryn*, May 21.
- *Mabesh and Nayna Ladd* on the birth of a daughter, *Raina*, June 7.
- *Mike and Debbie Boguszewski* on the birth of a son, *Thomas Hughes*, June 23.
- the *Atlanta office personnel*, who contributed more than \$22,000 to the United Way campaign this year.
- *Chuck Easley*, who was profiled in the Alexander Tharpe Fund's 1990 Annual Report as one of Georgia Tech's success stories.
- the *135 participants in KSA's Christmas Card Fund*. They gave \$24,000 to 132 different causes, topping last year's record total by \$7,000.
- *Marcia and Jim Decker* on the birth of a daughter, *Natalie Davis*, July 11.

Congratulations to the following people, who were recently named Manager.

Joe Adams
Carol Chesnutt
Paul Raines
Marian Read
Brett Turner

Congratulations to the following people, who celebrated tenth anniversaries with KSA in 1990.

Alan Balhorn, Salvador Cors, Dave Denny, Peter Harding, Chuck Harris, Javier Iruegas, Don Richter, Jim Severyn, Beth Souther, Gerd Stubbe, Axel Zeitz

signment to set up an operations consulting firm, which will have offices in Minsk and two other cities. I wish them success and look forward to fresh challenges farther east.

Postscript: The Valga project was completed successfully. The shoe project and consulting firm projects are on hold. Meanwhile, KSA has carried out some management training in the UK for managers from Minsk, and hopes soon to be starting a new raincoat factory for a Russian-US joint venture somewhere near Siberia.

The KSA  Observer

Publisher
Randy Nord

Editor
Janice Ryer

Editorial assistance by
Sharon Anderson, Debora Baily, Chris Hays,
Judy Holloway, Libby Morgan, 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.