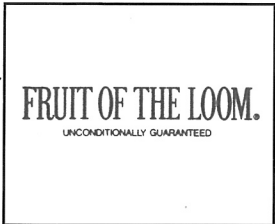


THE KSA OBSERVER

Published by and for the personnel of Kurt Salmon Associates



The saga of Fruit of the Loom

Managing client relationships for mutual advantage

by John Wilcox

One of KSA's most valued clients is Fruit of the Loom. This company has emerged as a leader in the underwear and activewear markets both in the U.S. and globally.

The firm is known for its aggressive marketing programs, but also has invested heavily in state-of-the-art manufacturing facilities. In addition, FOL is focusing its energies on all the key issues that KSA has identified as important for our clients in the decade of the nineties:

- *Consumer and retail marketing* to understand and position the firm to benefit from the rapid consolidation of the retail industry.
- *Implementing technology* to be able to respond quickly and flexibly to the quick response needs of major retailers including linkage throughout the entire soft goods pipeline.
- With the mature U.S. market, *exploring global sourcing and marketing opportunities* in North America, Europe and eventually the Pacific Rim.

cont'd on page 5

Pony or wild mustang?

by Jan Watson

In late September, 1989, a team of KSA consultants put together the briefest of introductions to what would become a 1000+ -page document. In early October, this 50-page foal was presented to Polo-Ralph Lauren Corporation. It was the beginnings of the Functional Specification for a distribution system to be implemented in February, 1991, and the embryonic platform for KSA's Distribution Systems practice.

The site selection and planning of the distribution center itself had been undertaken more than a year earlier by *Tony DeMaria* and *Karl Swensen*.

By the time the rest of us entered the picture, Polo had selected Greensboro, North Carolina as the location of choice, had seen blueprints of the building design, and was eager to begin system definition. When *Bill Cobb*, *Steve Schlehuser*, *Satish Kaul*, *Dianne Carroll*, Tony, and I arrived for the second functional review in early November, we discovered just how ready they were. There were fifteen

people (give or take five depending on the topic under discussion) from Polo Distribution and Information Systems at that meeting. With twenty people, segregated by tobacco preference, at the Day's Inn in "Somewhere-Near-the-Turnpike," New Jersey, the ride began.

No one really expected it would be like riding a horse on a carnival carousel or a pony at a petting zoo, but we didn't expect the Suicide Race at the Omak Stampede

either. In that room of 20 people trying to hash out system support for physical procedures, there were as many as 30 or 40 opinions on each subject. For nearly six months we revised and discussed and revised and discussed the

Functional Specification for DCMS, the Distribution Center Management System.

During those months of meetings, it was determined that all inbound cases and outbound cartons would be bar coded. These bar codes would be used by inbound, stock replenishment, and shipping conveyors to sort the cases and cartons for quality inspection, reserve storage putaway, active storage

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"No one really expected it would be like riding a horse on a carnival carousel . . . but we didn't expect the Suicide Race at the Omak Stampede, either."

Inside:

Morrison gives birth	page 2
German Region Consultants' Conference	page 3
KSA consultant ventures into "Garmentoland"	page 4
The ideal patient encounter	page 7
Juan Valdez in the apparel business?	page 8
Ten steps for making proposal preparation less painful . . .	page 14

Morrison gives birth

by Alan Braithwaite

Hong Kong, November 1991. After more than nine months of hard labor, the big day had arrived. The leaders of Hong Kong's textile, apparel and footwear industries, along with representatives of Government, education and training establishments, had gathered at the Shangri-la Hotel in Kowloon. The occasion was a public delivery of Brad's baby — KSA's Techno-Economic and Market Research Study on Hong Kong's Textile and Clothing Industry. The final report had been reviewed and approved by an industry steering committee and six sector working parties in 30 meetings during the course of the project. However, we were warned that the public presentation would not be a mere formality. The presentation program allowed for (and needed!) a large portion of time for questions, comments and discussions.

The tone of the meeting was set when S.K. Chan of Yangzekiang, a leading figure in the industry for the past 30 years, challenged *Brad Morrison's* first statement in the first presentation. After responding, Brad and *Alan Braithwaite* continued with an explanation of KSA's "epi-center strategy" for the Hong Kong textile and clothing industry.

The strategy requires a series of actions by industry and Government that will strengthen Hong Kong's role as the "mover and shaker" of our global industry. Actions include:

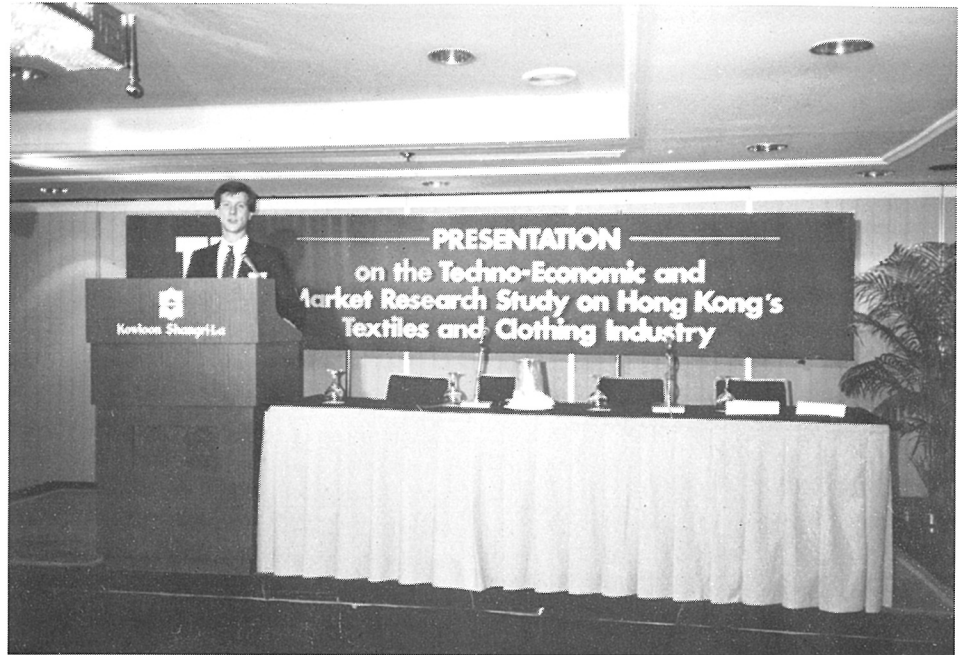
- major improvements in the education and training process for designers, merchandisers, sourcing and quality specialists and others in non-manufacturing functions.
- focused research on Hong Kong's existing and emerging markets to support individual manufacturers in their search for partnerships with successful retailers and brand marketers.
- quick response demonstration programs to encourage the adoption of techniques and technology which will help Hong Kong compete on delivery times.
- technical support to enable the textile

industry develop innovative constructions and finishes.

These and thirty further actions are contained in a bouncing, eight-pound report that will be published early this year. *Kathryn Larcombe, Rowe Michels, Arnulf Fleischer, Angela Wong, Cathy*

Wong and many others provided invaluable assistance during the extended gestation period.

At the end of the public presentation, we asked the chairman of our steering committee, "How did it go, Andrew?" With a big grin, he gave us the ultimate accolade — "You survived. Just!"



Environmental changes — for the Operations Group

by Carol Chestnutt

What services can "roll-up-your-sleeves" manufacturing consultants offer a bunch of fashion designers at Polo-Ralph Lauren in New York? In the era of Quick Response, identifying wastes and streamlining procedures are as necessary for front-end services as manufacturing. This broader perspective was a prime motivation for the reorganization of the Operations Group into the Consumer Products Group at KSA.

Our services easily translate from eliminating wastes in a manufacturing system to eliminating waste in a paperwork system. The room for improvement was obvious after a quick glance at a few process maps from Polo's Design, Product Development, and Production Planning departments.

Up to thirteen approval steps were required for initial Design consent to use a new fabric.

Over 50,000 redundant entries of information were made yearly between three departments developing the Men's shirt.

Six different hardware and software combinations were used among six departments.

Highlighting the many wastes in Polo's Design procedures has prompted a review of the production department, currently staffed by *Shawn Cordes*. The KSA/Polo team plans to begin implementation of KSA's recommendations for improved information flow with networked-PC systems, organizational changes to include cross-functional teams, and refined procedures with reduced non-value-adding steps.

cont'd next page

Providing this service has opened a new door for operations consultants and we can't believe what's on the other side.

Imagine being welcomed off the bustling streets of New York, and ushered through a foyer filled with bronze statues and into a lobby imagined by the likes of

F. Scott Fitzgerald. Covering the plush emerald carpet are myriad Persian carpets containing every royal hue of the rainbow. The furnishings, which include over-stuffed leather antiques, complement the paintings and prints of an equestrian theme. One can barely make

out the plaid pattern on the wall covering for all the horses.

Continuing on a tour of Ralph's palace, one is beckoned up a mahogany staircase by the fragrance of freshly ground gourmet coffee. Not only is *fresh* coffee available at all hours, but one is treated to biscuits, scones, muffins, croissants, cookies, yogurt and fruits (not to mention a fine assortment of Kellogg's cereals). Silver vats filled with M&M's are always within hand's reach. This almost beats the tamales in south Texas and the vending carts in the slums of Jamaica.

This part of the consumer products world is very different from the segment where most of us in operations began. Can we make the transition? I could sure try.

Consultants' Conference — German Region

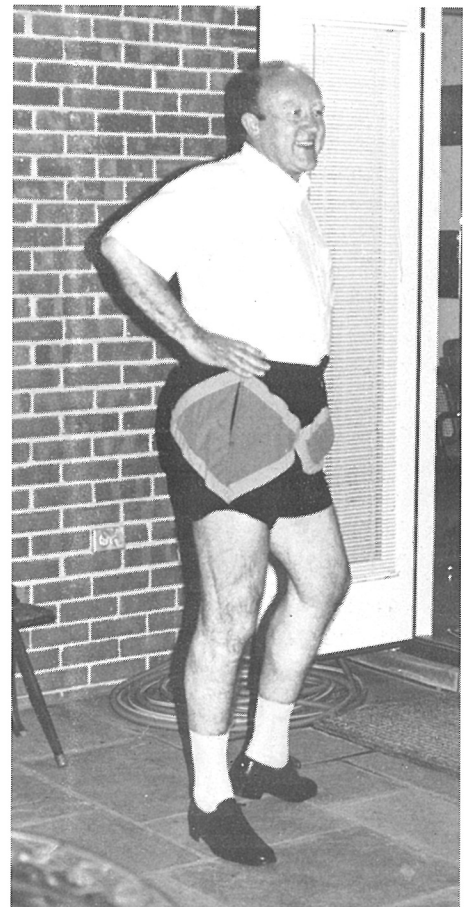
The German Region Consultants' and Staff Conference took place in Hamburg ("The High-Light of the North") in June. "Phantom of the Opera" was the theme for the conference.



Lunch at Jork "Altländer Hof" supported by the Studium-Dixie-Band.



CE staff members and their honorable guests



Seventy-five years of professionalism to KSA clients were noted last summer with 25-year celebrations for three consultants; John Beddows, Ron Brockett, and Dave Cole. While there were numerous highlights of the evening, one notable moment occurred when John Beddows, known worldwide for his shapely legs, discarded his conservative slacks to model shorts with a salmon motif.

“Rumors of my transformation into a ‘Garmento’ have been greatly exaggerated!”

by Doug Ford

During the course of preparing for KSA's New York Office move, many people expressed their understandable pleasure that our new office was in a substantially more desirable location than our long-time home in the Empire State Building. Although we would miss the abundance of fine shopping and

dining along 33rd and 34th streets, we felt confident of our ability to adjust to life around Rockefeller Center and Saks Fifth Avenue.

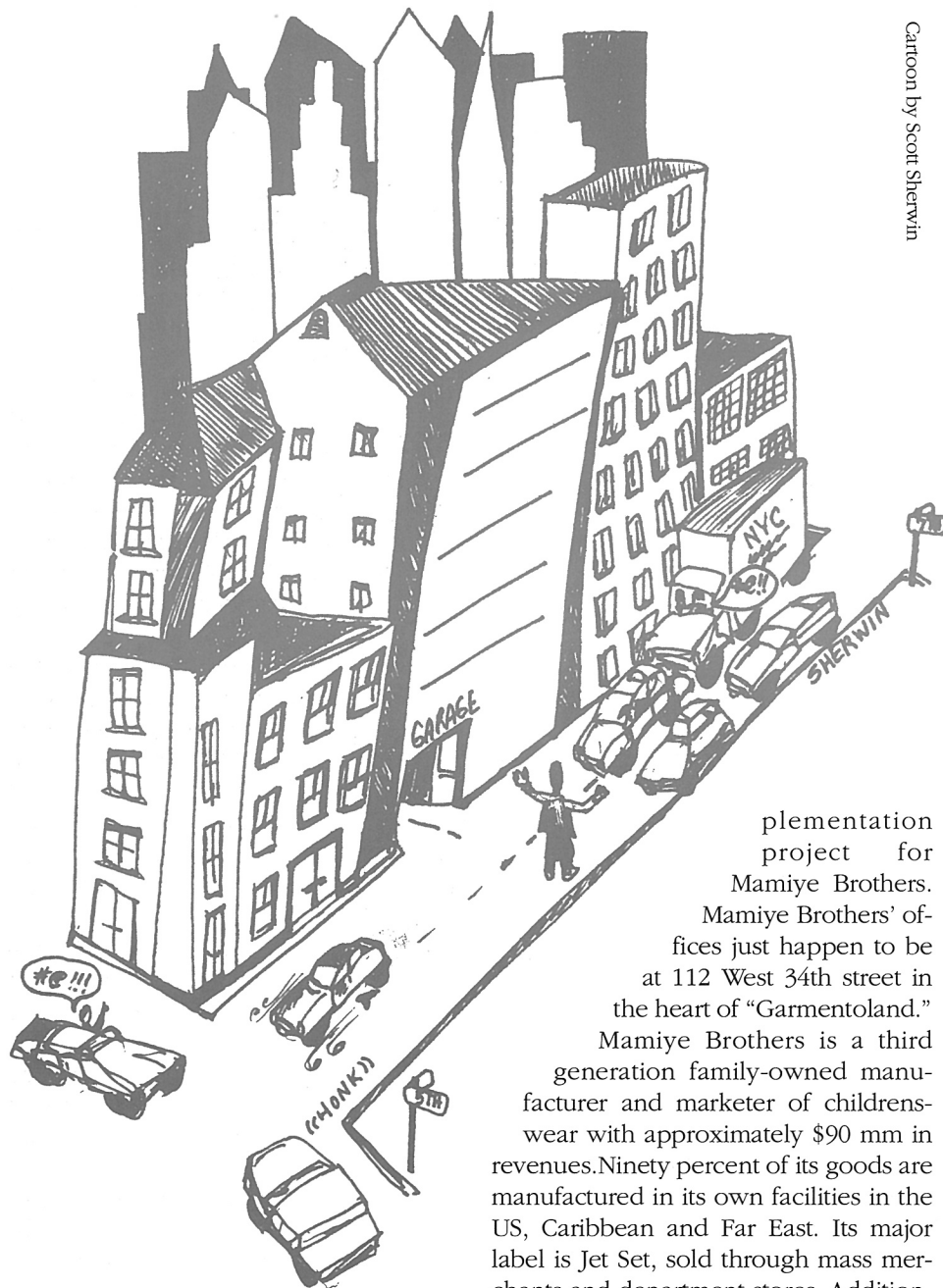
With excitement heavy in the air, an event occurred that gave me just cause for rethinking destiny's affect on my life. I was assigned as the full time, on-site consultant for the Merchandising Im-

ally, it has a large private label business, which accounts for approximately one-third of its total revenues.

Mamiye Brothers' senior management consists of three brothers from the second generation, twelve cousins from the third generation, four of whom are named Charlie, and countless other uncles and in-laws by marriage. Virtually all corporate decisions are made by family consensus.

In August of 1990, we were retained by Mamiye Brothers to conduct an overall evaluation of its position in the marketplace and its internal capabilities. The project team consisted of *Bob Frazier* as AE, *Chad Mellen* as PM, *Bernie Wolford*, *Mike Barnes*, *Kristi Weiss*, and *Andy Zozom*. The culmination of this project was a two-day brainstorming session to present KSA's findings and map out an overall strategy for Mamiye Brothers. Based upon this session it was determined that Mamiye Brothers would attempt to double its revenues in three years and that the first step in attempting to reach this objective would be to re-organize the company into three merchandising divisions and establish a separate unit to be responsible for manufacturing, distribution and administrative support.

With a concept for the new organization structure agreed upon, KSA was asked to conduct a series of meetings with Mamiye Brothers senior management to work out the details of the new structure. This process was begun in February of last year and it was at this point that I joined the project team. We broke up into three teams to address the organizational issues and internal constraints in the merchandising, production and information systems areas. However, due to the management style at Mamiye Brothers, most members of the family were on all three teams. By April, we had finished a complete revamping of the organization and were ready for implementation. At this point, KSA was retained to assist with the implementation of the new organization



Cartoon by Scott Sherwin

plementation project for Mamiye Brothers.

Mamiye Brothers' offices just happen to be at 112 West 34th street in the heart of "Garmentoland."

Mamiye Brothers is a third generation family-owned manufacturer and marketer of childrenswear with approximately \$90 mm in revenues. Ninety percent of its goods are manufactured in its own facilities in the US, Caribbean and Far East. Its major label is Jet Set, sold through mass merchants and department stores. Addition-

structure and to design and implement a new product development process, along with budgeting/forecasting tools in the Jet Set Division.

The project was broken down into three stages: communication of the new organization structure to the associates at Mamiye Brothers, an examination of Mamiye Brothers' product development process and implementation of a Merchandising Calendar System, and the design and implementation of a Lotus based budgeting/forecasting system.

To accomplish the first stage, we prepared a presentation, given by the President of Mamiye Brothers, to communicate the organizational changes and the support for such changes. The second stage consisted of creating a process flow chart to represent the order and timing of all tasks relating to product development and developing merchandising calendars. The third stage was the development, by *Steve Robertson*, of a series of spreadsheets to develop budgets and forecasts by SBU in the division. This project was completed by the end of September. Results included cutting the product development cycle in half, creating a production reservation system to assist in production planning, and budgets where previously none had existed.

Based upon the initial results in the Jet Set Division, the decision was made to keep the project team together and complete similar work in the other two divisions, FMM and Department Stores. Work in these two divisions was completed on time, thanks to the addition of *Pat Riordan* to the team, right before the Christmas holiday.

At this time, KSA has four active projects with Mamiye Brothers in the U.S., one in the Far East and proposals outstanding for an additional two. The company has become a \$2 million client in 18 months. Mamiye Brothers' sales budget for 1992 shows substantial growth since 1990 and management anticipates that they will exceed their previously stated goal of doubling the business in three years.

During the course of my last seven months as a "Mamiye Brother" I have had the opportunity to see life as a "Gar-

mento" up close and personal.

No story about Mamiye Brothers better conveys the crazy nature of "The Family on 34th Street," than this: Chuck Mamiye, one of the four Charlies, and one of his SBU Managers, Jeff, had a 2 p.m. meeting scheduled with a buyer in the Kids "R" Us offices in Paramus, New Jersey. As per normal, Chucky was running late. Around 1:30 Chucky frantically threw some samples into a sample case, grabbed Jeff and ran down 32nd street to the garage where all of the Mamiyes park their cars. A car was brought up, Chucky hopped behind the wheel, Jeff got in and off they went to Kids "R" Us. Stuck in traffic on 32nd street, Chucky asked Jeff to call the buyer from the next pay phone they saw and inform her that they would be late. Jeff pointed out to Chucky that they should just use the car phone which was quite visible on the center console. Suddenly Chucky's face went white as he informed Jeff that he did not have a phone in his car. It is not unusual for the Mamiyes to switch cars since they all live in the same neighborhood, so Jeff assumed this meant Chucky was driving one of his cousins' cars. Unfortunately this was not the case. Chucky informed Jeff that the car he was driving did not belong to any of the Mamiyes and obviously the attendant had brought up the wrong car. In Chucky's hurry he had failed to realize he was driving someone else's car, one that had no resemblance at all to his or any other Mamiye's car.

Thinking quickly, Chucky decided that they would simply take the car to the meeting and return it later that evening. With visions of a New York jail cell in his head, Jeff stated in no uncertain terms that he was not about to continue the trip in the car they were currently occupying, so in the midst of a traffic jam, Chucky parked the car on the street, hopped out and returned to the garage to inform the attendant what had happened and to get the attendant to bring his car up, drive with him to where the other car was and swap them. The attendant stated that he would not bring up Chucky's car until he returned the car he had previously taken.

Realizing that to circle around all the blocks to get back to the garage would take quite some time, Chucky simply had Jeff stop all traffic on 32nd street between 5th and 7th Avenue. Then he put the car in reverse and drove it backwards for the two blocks to the parking garage. Chucky and Jeff then got into Chucky's car and started on their way again.

They arrived for their two p.m. meeting around three p.m. to face a rather irate buyer. However, once Jeff conveyed the story to the buyer, she was so amused that the meeting went on without a hitch and she signed an order for a large quantity of garments.

Yet another day at Mamiye Brothers.

Fruit of the Loom cont'd from page 1

KSA has enjoyed a long history of successful projects for Fruit of the Loom. Some of the more recent ones include:

1989 Distribution Logistic for EEC. We helped them plan and design their distribution center in Germany.

1990 European Market Opportunities. Concluded a study of the markets and competitors in 17 different countries. Most of the work was done by *Hardy Artelt* and our colleagues in Germany.

1990 Cost Models. We prepared extensive landed cost models from six or seven countries to determine the vulnerability of FOL to off-shore competition.

1991 Mexico Opportunities. We profiled the activewear and underwear markets in Mexico. In this recent project, we uncovered an extremely favorable activewear market and potential good market share for Fruit of the Loom. We are underway with developing a full blown plan to help them enter the market.

In the early part of the relationship, *Stig Kry* served as account executive and developed a great rapport with the senior members of Fruit of the Loom's management. Currently *Bill Reed* has taken over these responsibilities and recent work has all been under Bill's direction.

These dedicated AEs have been a key ingredient to the success of the relationship that has born good results for both KSA and the client.

If you can dream and not make dreams your master

by Richard Traish

In the spring of 1989, a group of U.K. Operations consultants had a dream.

The Operations practice in the U.K. at that time was appealing to an ever diminishing market. Selling consultancy was becoming hard work and not much fun. The dream was to replace our existing service with a new one, one that would focus on Human Resource Development within a marketing strategy of Total Quality Management — a focus on how people do things in our client organizations rather than what they do; a shift in emphasis from sewing room technology to “Understanding People” technology. We had the vision, we had the enthusiasm, and, perhaps surprisingly, we had the resources — years of developing KSA consultants internally provided us with a goldmine of material.

Two years later we are involved in three major Total Quality Management programs, each of which will require consultancy support into 1993. Three other programs are in the definition phase, and the client contacts are mounting. The vision has become a reality.

If you can fill the unforgiving minute . . .

U.K. businesses now realize that their biggest asset is their own people, an asset that has been woefully underutilized in the past. The awakening is not just within manufacturers — retailers, too, are recognizing that a committed, enthusiastic staff means competitive advantage and more profit. TQM is more than just social altruism; it makes business sense.

It is difficult to introduce TQM in small measure. Total Quality requires a fundamental shift in culture, which usually necessitates major investment, over several years.

Our clients include the larger manufacturers in the U.K. — Coats Viyella and Dewhirst; our potential clients include many of the other big players — Courtaulds, the Baird Group, Pringle.

The program of work extends beyond manufacturing to Administration, Design, Finance, Technical and Buying.

The principles are equally applicable to branded products, as well as non-branded, and to retailers as well as contract suppliers.

If you can keep your head when all about you . . .

Starting a TQM program is a little like arriving at the top of the ski slope in a blizzard. You know there is only one way to go, but the route is very unclear. It feels scary, you look round for allies but you see no one. You start to descend, keeping true to certain principles. You frequently stop to check your bearing, and navigate the next slope. Gradually the landscape begins to look clearer. The wind is less fierce, the snow less dense. You start to feel warm again. You start to move faster; the ride is becoming exhilarating, you are enjoying yourself; you tackle the next slope, but this time with style and panache. Your vision is clear, and you begin to wonder what all the fuss was about. You reach the bottom breathless and triumphant . . . and then you go and do it all over again!

Or walk with Kings — nor lose the common touch . . .

During the initial stages of a TQM program a key objective is to expose people throughout the organization to their own behavior, how this impacts on others, and ultimately on business results. Most of us tend to avoid any form of self analysis, so this phase of the work can feel a little uncomfortable and often comes as a shock to the client. As the consultant, one trawls the organization, detonating explosives at strategic points within the culture — managing the “fall-out” through support, coaching and blind faith.

Subsequently, the consultant helps the organization pick up the pieces and reform the culture around an agreed set of Business Objectives. Some pieces won't fit, and many require reshaping; with others, an opportunity that does fit lies in a completely different part of the organization. Some pieces will not fit anywhere!

We are into our second year with our oldest TQM client, Coates Viyella Branded Menswear. We have taken a group of fifty managers and reshaped their organization and culture. The group has experienced a whole series of KSA management development workshops covering issues such as motivation and leadership style, as well as interpersonal skills such as coaching, appraising, and handling conflict. Each manager has implemented change in line with the Key Business Objectives while continuously assessing his or her method of working.

We have been a catalyst to a process that has created a vast amount of enthusiasm from the untapped potential that lies within people.

The experience has, at times, been frightening; we have made mistakes, but the process has always been powerful. It is not an easy form of consulting, but it is the right approach. We have stood on top of the mountain in a “wipe out,” and we have tasted the warm glow of achievement in the base camp bar.

If you can meet with Triumph and Disaster and treat those two imposters just the same . . .



The Atlanta KSA office is positioned near the fifth mile of the July 4 Peachtree Road Race Course. The balcony serves as a great spot for lean, mean KSAers to gather for carbo loading after the 10K run. This year's Hippomenes Cup was shared by Randy Nord (L) for his continued dedication to running and Kevin Swint (R) for most improved runner. 1990 Hippomenes winner, Bettina Neumaier, presented the award, which is given to combat sloth and inertia.

Johns Hopkins seeks “ideal patient encounter”

by Doris Klein

The 952-bed Johns Hopkins Hospital, one of the nation's largest academic medical centers, is building a \$140 million outpatient center (JHOC) in partnership with the Johns Hopkins University School of Medicine. This 450,000 square foot center will house clinics, ambulatory surgery, imaging services, lab, and pharmacy services, as well as select non-patient care functions. Two-hundred-fifteen thousand annual clinic visits are anticipated.

Hospital and university administrators were seeking an alternative and improved ambulatory care delivery system. They had already defined a goal referred to as the “ideal patient encounter” (IPE) of having patients spend more of their time with clinicians, rather than in waiting rooms and registration areas. To this end, they asked Hamilton/KSA to assist them with developing a smooth, easy-to-understand patient flow system for the JHOC.

In response, we developed a sophisticated computer simulation model to assist with the analysis of the following issues:

- How should patients ideally flow through the JHOC? How many stops or waiting lines will they have to endure?
- Can the IPE be achieved and what operating requirements are necessary for achieving it?
- What is the impact of various registration methods on patient flow?
- What staffing and service levels are required to allow patients to spend the majority of their time with the clinician?

To develop a valid model of the JHOC patient flow, we had to understand the system in detail, which was facilitated by breaking it into components of the total patient flow.

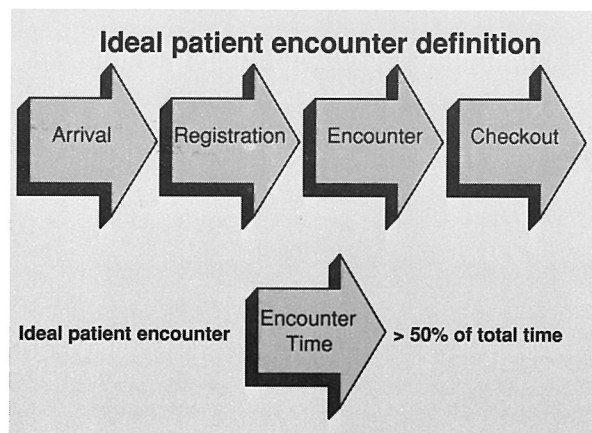
Using a data collection process as well as performing on-site departmental interviews, we were able to answer some key questions which included:

How many and at what times do

patients arrive at the clinical areas? When are the peak appointment times and days and when is it slower? This relates directly to how physicians schedule appointments. How early or late do patients arrive?

What is the patient profile? How many patients are new to Johns Hopkins? How many are existing/return patients? How many patients have been pre-registered over the telephone?

What is the registration process? How long does it take if the patient is new versus established? Where should registration take place (centralized on the first floor or



decentralized by clinical area)?

What capacity limitations exist in the registration area (number of booths), in the clinical areas (number of examination rooms and available clinicians), and in the checkout area (number of clerks)?

Most of these data elements were modeled to test a high variety of conditions that, together, could exist to achieve the ideal patient flow. While this sounds easy, data collection, modeling, and running simulations required approximately three months of dedicated consultant time.

Results

Utilizing the model outcomes, we were able to conclude:

The IPE is achievable. Several combinations of operating variables together can produce an environment where patients are spending the majority of their time with the clinician.

One of the operating requirements is to pre-register 80% of the patients by telephone prior to their arrival on-site for their appointment. If this level is not achieved, the majority of registration must occur on-site, thereby causing backlogs (and long waiting times) in the registration area.

Another effort to minimize waiting times involves more efficient scheduling of physician appointments. It will become necessary to coordinate appointments to achieve a more even distribution during the day and during the week. We found, for example, certain clinics had 35% of their weekly patient volume scheduled on one day, which obviously caused excessive waiting times and less than the ideal patient encounters. Physicians will need to modify their appointment schedules in the future.

Finally, we found that a combination of centralized (first-floor) and decentralized (point-of-service) registration is the most cost-effective, from a staffing standpoint, and was best suited to achieving the IPE. All patients who are pre-registered by telephone will be allowed to proceed directly to their clinical area, bypassing the central registration area. If, however, a patient has not pre-registered, he or she will be directed to central registration and will probably have to wait in line.

From the administrators' perspective, several results were achieved:

1. Their questions were answered.
2. The computer simulation was able to determine the mix and number of clerical staff for the outpatient center, which will help to lower costs because of more efficient staffing.
3. They are implementing a state-of-the-art service delivery system that meets consumer expectations in terms of service, accessibility, and convenience.
4. They have the ability to model future conditions (e.g., changes in patient volume, visit length, patient mix), allowing them to proactively plan corresponding system changes.

Juan Valdez makes more than coffee

Apparel manufacturing in Colombia

by Peter Voget

When Bill Reed told me I should go down to Medellin, Colombia with him to start a survey, I thought "Sure, over my dead body!" but, of course, we went anyway.

Bill signed me into the "El Exclusivo" Avianca frequent traveler plan, which will allow me to receive a free trip to Medellin after completing only ten round trips to Colombia. Now, it's important for me to keep traveling down to Colombia so I can take Heidi on a vacation trip! (With a little arm twisting I might be convinced to give the free ticket to someone else. Anyone interested?)

We landed on a runway 10,000 feet high on a plateau in the mountains of Colombia near Medellin. After being greeted by drug sniffing dogs, we were taken to Medellin by car, down a twisting road filled with weekenders returning to town. The trip took an hour and was full of excitement.

Our client in Colombia is Coltejer, one of the largest textile companies in Colombia with sales of over \$300 million. Coltejer had created a trading company to manufacture and sell garments to add more value to its fabrics. This trading company, Comercializadora In-



ternacional Coltejer (C.I. Coltejer), contracts cutting and sewing to local Colombian manufacturers and sells complete packages mostly to American companies such as Gitano, Britannia, and The Gap.

C.I. Coltejer expressed a few minor concerns to us, such as: "Does it make sense for us to be in the apparel business?" Bill and I decided that to answer most questions, we should visit some of

the contractors that worked for C.I. Coltejer, so we visited four laundries in two days. One particular laundry was located on a mountainside that looked like it belonged in a Juan Valdez commercial. The building had been a vacation home and was surrounded by coffee bean bushes and banana trees. The swimming pool was used to store water for the jeans washing process, but I was told swimming was allowed on the weekends.

After Bill went back to Atlanta, I continued evaluating sewing contractors over the next week both in and around Medellin and in Pereira, an hour by commuter plane from Medellin. Equipment was generally simple, and good work methods ranged from non-existent to fair. Production control systems were manual but extremely good.

We were well received at all of the factories. Much of our way had been paved by *Rob Brown* and *Lutz Kohnagel* from their work in the past at Caribu, a major jeans producer in Colombia. Everywhere we went we were greeted by: "Oh, Kurt Salmon Associates? Sí, Lutz and Rob!" Good consulting always makes good friends and strengthens KSA's reputation.

It seems that Caribu is now the major



training center for professionals in the apparel business. We met many supervisors, engineers, production control personnel, managers, etc. at the factories I visited that had, at some point, worked for Caribu and been exposed to KSA consultants, methods and procedures.

I had an opportunity to travel around Medellin and see the sights. The mountains around Medellin are incredibly beautiful. Vegetation is luxurious and plentiful. The city is also quite interesting. The garment district in Medellin contains many small garment and shoe manufacturers with their products on display on mannequins in front of their shops. Another attraction in Medellin is the prison that is serving as Pablo Escobar's

safe house. Its many bright lights can be seen at night from some parts of the city. There were, of course, plenty of other sights to remind me that I was not in the United States, such as the herd of cows I saw making their way into town along the main route.

In the final report, we concluded that yes, it still made sense for Coltejer to be in the apparel business. We also concluded that they needed more help from KSA to be successful. We are in the process now of negotiating additional consulting assistance with them. Also, other consulting opportunities are developing to help the apparel industry strengthen its position and volume in apparel exports to the U.S.A.

USA '94 here we come!

by Andrew Thomas

During the Summer of 1990, as England progressed to the last four of Italia '90, "World Cup fever" gripped the nation. The offices of KSA Altrincham formed its own five-a-side team of potential world-beating superstars and joined a local league.

In the early days, like many of our potential TQM clients, the emphasis was on individual performance rather than team goals, (a certain flamboyant U.K. principal being a prime example). We found ourselves stuck in the basement of our division. August came and went without a

win, then September, October, November, December. Finally, we ended our breathtaking run of 28 games without a win (25 defeats and 3 draws), with a 2-1 victory. It was a turning point, and as the second half of the season progressed we started to score goals and win matches. We became a team, losing only twice in our last ten games. It had taken a long time to get the right blend of experience, fitness and ability into the team, seemingly mutually exclusive attributes.

The fact that half our squad are defenders should give the reader a clue to our style of play. We must not forget all the other members of KSA/U.K. who have played their part, too: John "Stan" Haworth (being tackled by Stan is an experience to be avoided), John "Iron Man" Hobson (a former regular), and Malcolm "Whippet" Newbery delighted us all with his silky ball skills one night. Managing Director John "Party Hat" Beddows has also been a pillar of strength behind the club, as well as being a keen supporter. He also made three celebrity appearances in goal himself!

The new season has just begun and we are off to a tremendous start by winning four and drawing two of our first eight games.

We are all looking forward to the next World Cup, which is scheduled for the U.S.A. in '94. Any challengers in Atlanta, Princeton or Dusseldorf?



Back row, l to r: Tony "Chopper" Smith (midfield), Kev "Kipper" Smith (goalkeeper), Richard "Gazza" Traish (midfield). Front row, l to r: Stevie "Nipper" Norris (defender), Andrew "The Manager" Thomas (striker), Steve "Jenny" Murray (defender).

Stig Kry named among top CEO's

The December 2 issue of Industry Week presented "America's Best CEOs" as chosen by executive recruiting firms. These CEO's were separated into Industry and Service categories. While he wasn't in the top six in the service category — which included Donald Fisher, Sam Walton and Ken Macke — *Stig Kry* was one of ten other contenders (and the other contenders included Warren Buffet, Leslie Wexner and Fred Smith.) Congratulations, Stig. You're in "high cotton."

—Freddie Wood

Howard Cooley wins American Image Award

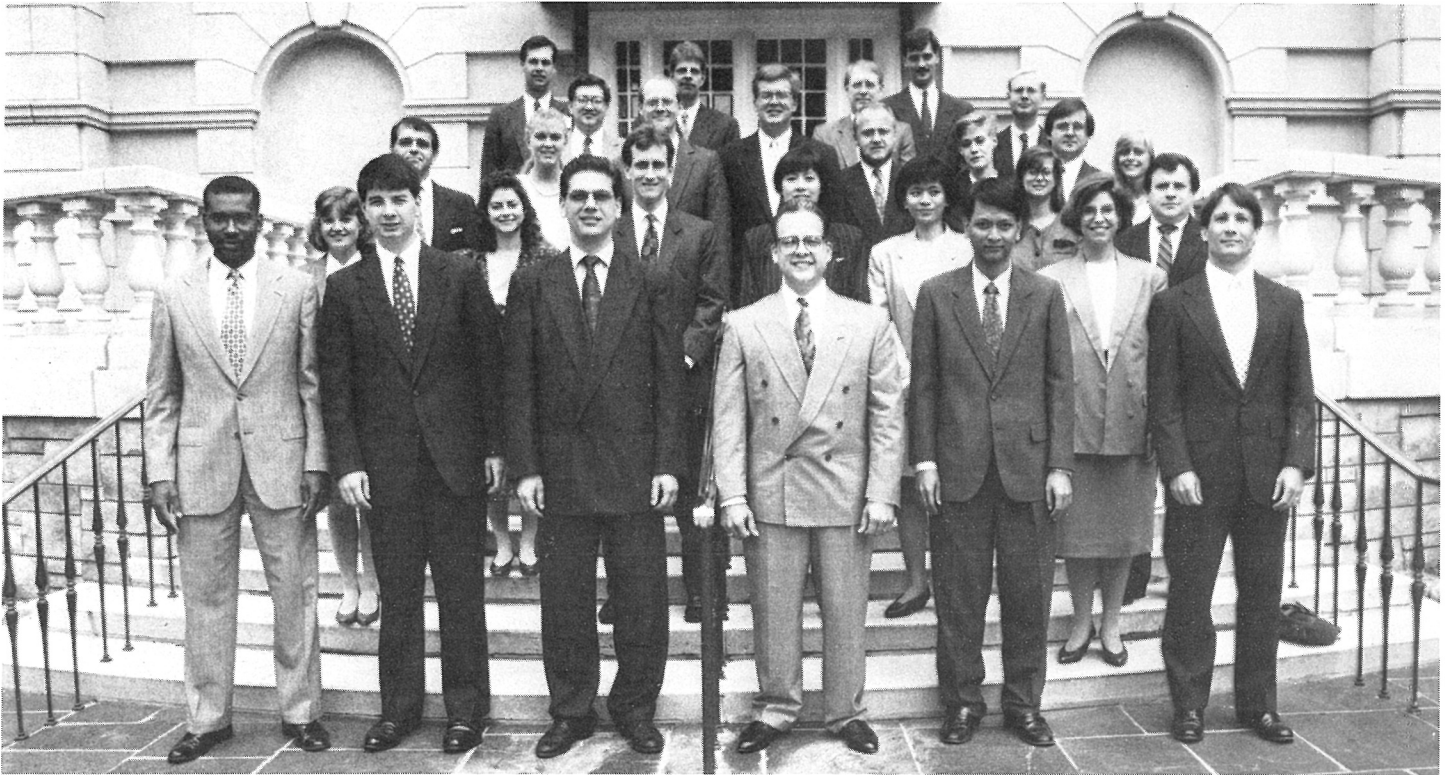
Many of you probably know that *Howard Cooley* left KSA approximately 12 years ago to become president of Jockey International. In that time, Jockey's employment has gone from 1,400 to approximately 5,000 people. Under Howard's leadership, Jockey has been extremely successful. He was honored recently at the American Image Awards and his acceptance speech was very gracious and memorable.

Howard said he felt that the award he received really belonged to the 5,000 Jockey employees and to two people in particular. He mentioned Donna Wolf Steigerwaldt, the owner and Chairman of the Board of Jockey, for entrusting him with the presidency. The other person he credited was Kurt Salmon. "Kurt," Howard said, "gave me the opportunity to develop in the apparel industry and the insights to work with and through people."

According to *Dean Vought*, who was among the 500 attendees, it was one of the finest and most sincere tributes he had heard.

Congratulations to Howard from all of us at KSA.

July, 1991 Orientation Class



1. Randy Cain, 2. Maura Nicolini, 3. Pat Riordan, 4. Lee Crump, 5. Kim Gowan, 6. Leah Vriesman, 7. Karl Lichtfuss, 8. Mike Boguszewski, 9. Ingo Doelker, 10. Steve Jeffries, 11. Jim Vitous, 12. Guido Schild, 13. K.C. Whitehead, 14. Irene Leong, 15. Miguel Montero, 16. Dirk Smelty, 17. Dennis Hill, 18. Angela Wong, 19. Bernhard Ullrich, 20. Ina Fabrizi, 21. Taveesak Saengthong, 22. Lisa Duggan, 23. Hans Heismann, 24. Bob Roge, 25. Jennifer Smalec, 26. Jane Markwardt, 27. David Warren, 28. Paul Furbish.



Boguszewski, Michael J. – MM, J.L. Kellogg Graduate School of Management – Northwestern University; BHA, Governors State University. Married: Deborah. Hometown, Bradley, Illinois. Previous experience: Administrative and financial areas – University of Chicago hospitals. Assigned to HSD/Facilities.

Cain, Randell A., Jr. – BIE, Georgia Tech; IBS, Morehouse College. Hometown: Winston-Salem, North Carolina. Previous experience: IBM – IE staff support; Olin Corporation; Eastman Kodak. Assigned to Distribution.

Crump, Lee W. – Broome College. Married: Helen. Hometown: State College, Pennsylvania. Previous experience: Premier Systems – Sales and Management; Avatar Systems – Sales and Programming. Joined KSA/Infosys in November, 1990.

Doelker, Ingo M. – MBA, Universitaet Mannheim. Single. Hometown: Düsseldorf, Germany. Previous experience: Production management – Filobel S.A. (Brazil); Auditing – Theodor Foerster, Steuerbuero. Joined KSA/Germany in June, 1990.

Duggan, Lisa M. – BA, University of Virginia. Single. Hometown: Baltimore, Maryland. Assigned to Recruiting.

Fabrizi, Ina – Dipl. Ing. in Apparel and Economics from Technical University. Single. Hometown: Willich, Germany. Joined KSA/Germany in May, 1991.

Furbish, J. Paul, Jr. – BME, Georgia Tech. Married: Debbie. Hometown, Atlanta, Georgia. Previous experience: Applications Manager – Azko Coatings; Data Processing Manager – Rock Tenn Co. Joined KSA/Infosys in May, 1990. Assigned to Technical Excellence Center.

Gowan, Kimberly E. – BSIE, Georgia Tech. Single. Hometown: Dalton, Georgia. Previous experience: Co-op work – Scientific Atlanta and Sewell Plastics. Joined KSA's Consumer Products Group in January, 1990.

Heismann, Hans-Joachim F. – Geologe, University of Wuerzburg. Married: Sabine. Hometown: Düsseldorf. Previous experience: Software Engineering – M&S GmbH; Assistant Professor of Engineering – Kolping Bildwungswerk. Joined KSA/Germany in November, 1989.

Hill, Dennis A. – MBA, Emory University; BSME, Northwestern University. Married: Rebecca. Hometown: Cleveland, Ohio. Previous experience: Norrell Corporation – VP and Chief Information Officer; Andersen Consulting – Partner. Joined KSA in May, 1991.

Jeffries, Steven – MBA, Anderson Graduate School of Management at UCLA; BA, Economics, University of California – Santa Barbara. Single. Hometown: Santa Rosa, California. Previous experience: External auditor – Bank of America; Consulting intern KPMG Peat Marwick. Assigned to Information Systems.

Leong, Mei Ling (Irene) – University of Malaya/Leeds University. Single. Hometown: Kuala Lumpur, Malaysia. Previous experience: Engineering and Construction Management – City Hall, Kuala Lumpur, Malaysia; Design and Site Supervision – Sepakat Setia Consulting Engineers. Joined KSA in January, 1991. Assigned to Far East/Operations.

Lichtfuss, Karl M. – MBA/MHA, University of Missouri; BS, Valparaiso University. Married: Sara Sternberger. Hometown: Rockford, Illinois. Previous experience: Operations Analysis – Nebraska Methodist Hospital; Financial and Operations Analysis – University of Missouri Hospital. Joined HSD/Facilities in October, 1990.

Markwardt, Jane A. – BSIE, University of Wisconsin. Single. Hometown: Green Bay, Wisconsin. Previous experience: Management Engineer – University Hospital and Clinics; Computer Programmer – L'Atelier Et Foyer Pour Les Handicappes. Assigned to Distribution.

Montero, Miguel A. – MBA, Indiana University; BS in MIS, Fairfield University. Married: Vanessa. Hometown: Guaynabo, Puerto Rico. Previous experience: Sales representative – Wang Laboratories, Inc.; Sales representative – NCR Corporation. Assigned to Strategy.

Nicolini, Maura A. – MBA, Anderson Graduate School of Management, UCLA; BA, University of California, Berkeley. Single. Hometown: Oakland, California. Previous experience: Senior Consultant – Deloitte Haskins & Sells; Business Consultant – Valley Economic Development Center. Assigned to Information Systems.

Riordan, Patrick Q. – BS, Economics, The Wharton School, University of Pennsylvania. Single. Hometown: Georgetown, Massachusetts. Assigned to Strategy.

Roge, Robert A. – BA, Management, Georgia State University. Married: Peggy. Hometown: Brooklyn, New York. Previous experience: Systems Analyst – Larson Juhl; Programmer/Analyst – Rock-Tenn Co. and Electrical Insulation Suppliers. Joined KSA/Infosys in May, 1990. Assigned to Technical Excellence Center.

Saengthong, Taveesak – M. Engineering, Asian Institute of Technology (Thailand); B. Engineering, Kasetsart University (Thailand). Single. Hometown: Sakonakorn, Thailand. Joined KSA in November, 1990. Assigned to Far East/Operations.

Schild, Guido – Controller Academy & Bank Academy. Married: Claudia. Hometown: Düsseldorf. Previous experience: Westdeutsche Landesbank – Assistant to the chairman; Mergers & Acquisitions — Marketing and Controlship. Joined KSA/Germany in April, 1989.

Smalec, Jennifer – BA, Public Opinion, University of Virginia. Single. Hometown: Forest, Virginia. Assigned to Strategy.

Smelty, Dirk – Diplom-Oekonom, Universitaet Wuppertal. Single. Hometown: Ratingen, Germany. Joined KSA/Germany in 1989.

Ullrich, Bernhard – MBA, University of Navarra (Spain); Masters, Mathematics, University of Bonn; Mathematics, University of Cologne. Married: Regina. Hometown: Trier, Germany. Previous experience: Volkswagen Group – Study Project. Assigned to KSA/Germany.

Vitous, James P. – MBA, Indiana University; BSIOE, University of Michigan. Single. Hometown: St. Johns, Michigan. Previous experience: Hospital Information Systems – UCLA Medical Center; Internal Consulting – Kaiser Permanente. Assigned to HSD/Strategy.

Vought, Amanda A. (not pictured) – BA Business Administration, Georgetown University; Diploma International Business, Nijenrode, the Netherlands School of Business. Single. Hometown: Garden City, New York. Previous experience: Research Associate – Braxton Associates, Division of Deloitte & Touche; Summer Intern – Hay Management Consultants. Assigned to Strategy.

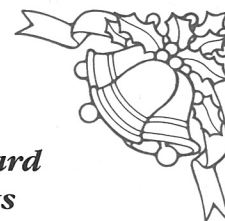
Vriesman, Leah J. – MHA/MBA, University of Minnesota. BA, Luther College. Single. Hometown: Mars, Pennsylvania. Previous experience: Assistant Administrator – St. Anthony Healthcare Corporation, Denver, Colorado; Assistant to U.S. International Trade Commissioner – China. Assigned to HSD.

Wagner, Wolf-Christof (not pictured) – PhD., University of Mannheim; MBA, Hochschule St. Gallen, Switzerland. Married: Mary-Maud. Hometown: Laichingen, Germany. Previous experience: Dresdner Bank AG and Bain & Company, FRG. Joined KSA/Germany in October, 1990.

Warren, David W. – BBA, Georgia State University. Married: Cathy. Hometown: Lithonia, Georgia. Previous experience: AGS Information Services – Consulting; Westin Peachtree Plaza Hotel – Data Processing. Joined KSA/Infosys December, 1989. Assigned to Technical Excellence Center.

Whitehead, Kenneth C. – MM, J.L. Kellogg Graduate School of Management, Northwestern University; AB, University of Michigan. married: Karen. Hometown, Atlanta, Georgia. Previous experience: Marketing Representative – IBM. Assigned to Strategy.

Wong, Mai Ngoh (Angela) – B. Engineering, Imperial College of Science, Technology & Medicine (London). Single. Hometown: Singapore. Previous experience: Training Engineer – Yokogawa Asia (Singapore). Joined KSA in November, 1990. Assigned to Far East/Operations.



Christmas Card Fund results

*More than
\$16,000
was given to
various charities
by 116 KSAers.*



putaway, and shipping load consolidation. Automated scanning and sortation in each of these areas would be direct by DCMS.

Inventory storage and movement, it was decided, would be virtually paperless and supported by DCMS, primarily through the use of Radio Frequency (RF) terminals to be either held in the hand or mounted on order picker trucks. Each of these RF devices would be equipped with a bar code scanner.

Picking and packing would be done simultaneously according to pick assignments generated through an elaborate order dispatching subsystem in DCMS. This planning module would select orders, define carton contents, and create picking assignments to minimize walking distance. It would also pre-assign each order to a shipping load that would be reconciled by the shipping conveyor and loaded all together on a trailer.

Gradually, our steed calmed and by early 1990 we were able to ride and carry a mallet at the same time. Five major functional areas had been defined in DCMS by this time: Receipts Planning, Receiving, Inventory Control, Dispatching, and Shipping.

In December, 1989, we were joined by *David Warren* of KSA/Infosys who was to be our much needed Radio Frequency guru. David, Satish, and *P. Suresh* of Infosys refined the database and development began. The welcome addition of *Bob Roge*, *Paul Furbish*, and *Suryaprekash "Sury" Singapur* later in the spring completed the development leadership team. The development effort was managed by *Dave Denny*, with Satish riding herd to insure that none of the intended system functionality went astray. *Rob Oglesby* guarded the database.

After several months of design and programming, employing up to 20 programmers (many of whom will still

speak to us) from both Infosys and local contractors, DCMS was ready for testing. Satish was to lead the testing effort, verifying that the 500+ programs worked as expected and provided all the required functionality. After more than a few Saturdays, we mastered the art of



Left to right: *David Warren, Satish Kaul, Bill Cobb, Jan Watson, and Karl Swensen* at the Grand Opening.

obtaining eight pizzas for the price of four. Everybody lost sleep during testing, but nobody lost weight.

In December, 1990, the first subsystems were released to Polo for Pre-Acceptance Testing. February was looking closer by the minute and our pony was tiring. We continued frantically testing while the Polo testing team tried desperately to remember all the nuances of those faraway Day's Inn discussions. In January, 1991, I moved to Greensboro to help Polo with its testing effort. Shortly thereafter, we delivered the DCMS User Guide, developed in a crunch by *Chris Merritt*, who has the world's shortest learning curve. The few copies distributed to Polo management now gather dust in the reference section on various office shelves in Greensboro. They seemed to prefer to learn by trial and error. There was plenty of each.

Sometime between January and March, the pony spooked, becoming again the wild animal he had been on the range. The impending start-up became reality. There were vendors with fall merchant

dise ready to deliver to the new facility, users to be trained in procedures and system use, an interim facility down the street that had to be empty by June, Acceptance Testing to complete. It would never work. It couldn't be done. They would have to stay in the old facilities . . .

That's when the masked man rode in. It was the Lone Changer, that master of disguise and MOC. It would be OK, he said. It was "Informed Pessimism." They had realized how difficult the conversion would be and were afraid. (We were, too!) If we would continue to encourage them, and remind them that the learning process is sometimes painful, and watch for signs of "Checking Out," this, too, would pass. We tried. It did . . .

The first receipt at the 500,000 square foot facility arrived on March 4, 1991, and the first shipment left the building in April. KSA continued to provide system and procedural support, but the reigns had been handed to the Polo management team. In the few months that followed there remained many obstacles and

holes in the road. Each time our pony avoided breaking his leg in a hole (and being shot) he became stronger and his rider more confident.

On May 29, 1991, Polo-Ralph Lauren Corporation held a Customer Service Center Grand Opening celebration. In addition to guests from state and local government, vendor and customer organizations, and Polo corporate offices, the event was attended by Account Executive, *Peter Brown*, and invited guest speaker, *Dave Cole*. Their pictures were featured in the *Greensboro News and Record* the next day, along with those of several other corporate executives on a tour of the facility conducted by Karl and me.

Polo will be shipping entirely out of the Greensboro facility for the Cruise season and KSA will be applying its hard-won Distribution Systems platform to enhance clients' distribution operations for years in the future. Our mount is well trained and tightly controlled, yet retains the determination, strength, and spirit of the wildest mustang on the range.

25TH ANNIVERSARY

Frank McMillan

It seems that Frank has been managing technical design and implementation projects for all of his 25 years with KSA. He joined KSA in August, 1966 after receiving a degree in Applied Math from North Carolina State University and an MBA from Fresno State College. He got his introduction to KSA systems with the cut planning projects that we completed at several suit houses in the late '60s and early '70s.

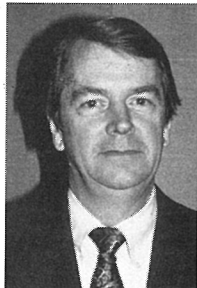
Shortly after that, Frank was married and he and his wife, *Gwen*, moved to Atlanta. Frank proceeded to work in some of our larger projects at the time, such as Piedmont Shirt in South Carolina and Bayly in Denver.

In addition to all his involvement in client projects throughout his career, Frank has played a major role in completing many of our most demanding internal systems projects. The old timers among us certainly remember the "army" of contract programmers that we had in-house to develop an internal accounting system. The development effort got into trouble, but Frank came to the rescue and completed the project. (He claims no ownership of the functional design, however.)

Frank's other notable internal accomplishments include the development of Control Plus[®] on a package basis, training Hamilton/KSA personnel on KSA procedures, and the implementation of the Atlanta office network.

Most recently, Frank moved to Italy with his family for several months to give a helping hand to the GFT project. He has been working on the KSA Systems Development Methodology project since his return from Italy in late August.

Frank and Gwen live in Roswell with their son, *Frank*.



McMillan

10TH ANNIVERSARIES

Congratulations to the following people, who celebrated tenth anniversaries with Kurt Salmon Associates in 1991.

Charles Boyer, Karen Fitzgerald,
Arnulf Fleischer, Lee Griffith,
Kathy Hicks, S.J. Norris, Denise Trostle,
Ken Walker, Judy Whitehead,
E.C.S. Wilson, Rick Wolfe



There are clearly some Atlanta Braves fans across the ocean. This candid shot captures *John* and *Connie Beddows*, in the States for the World Series, cheering on the Braves in Game Six.

MAURICES

EXCITING FASHION STORES

November 11, 1991

Steve Szilagyi
Kurt Salmon Associates
44477 Albert
Plymouth, MI 48170

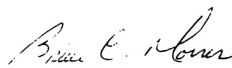
Steve,

Professional, Enthusiastic, and Dependable. These three words come to mind when trying to describe you and what you have meant to us these last few years. Your professionalism has been quite evident in the fact that our project was completed on time and within budget. Your design criteria of all material handling equipment was outstanding when you consider the fact that when the building was "turned on" everything ran as planned.

The patience you exhibited throughout our project in dealing with management and our hourly associates was very much appreciated. Your dependability was second to none. All requests, assignments, and unexpected interruptions were dealt with professionally and rarely, if ever, late. Thus allowing a smooth flow of information to all concerned parties.

In closing we would like to thank you for the opportunity to work side by side with a true gentleman. You have not only represented your company, Kurt Salmon Associates, in a most commendable manner you have established a rich and growing friendship with our management group and hourly associates.

Sincerely,


Bruce C. Morris
General Manager

This letter was a preamble to a 32-page booklet presented to *Steve Szilagyi* after completion of the expansion planning and implementation project for Maurice's 400,000 square foot distribution center in Des Moines, Iowa. The book, which was entitled "*Steve Szilagyi, This Is Your Life (at Maurice's)*," was filled with kudos, humorous comments, photographs, cartoons, and many reminders of the time Steve spent at Maurice's. According to *John Champion*, Steve's success at Maurice's has continued to extend into successive add-on phases. Great job, Steve!

Ten steps for making proposal preparation less painful

by Chris Hays

After four years at Kurt Salmon Associates and hundreds of hours logged in preparing consulting proposals, I've discovered that creating and sending out a proposal is not merely a simple, harmless task for the administrative assistant. Rather, it is often an ordeal that can transform a calm, intelligent person into a bag of bones and anxiety who hurls staplers and quotes Karl Marx. It is a job at odds with the forces which govern this planet; I know this because they so often conspire against the employees of KSA who dare to complete such a task.

Since the process of creating and sending a proposal carries with it the danger of transforming even the most rational employee into a character from a Fellini film, I've devised a ten-step method for making the job less painful. I call it, "Send a Proposal and Live to Tell About It." I've found that it keeps me from swan diving off the ninth-floor balcony each time my bosses receive a Request For Proposal. Although these rules were not carried from the mountaintop etched in stone tablets, they do seem to make the process much less confounding.

1. Begin With a Prayer. Once the Request for Proposal is received and a rough draft of the proposal has been written, immediately bow down and beg mercy from God, Allah, or whichever deity grants you strength. Pray to maintain your sanity when a computer virus swoops into your PC after you've completed the final draft and transforms your hard drive into a million megabytes of the same chicken kabob recipe. Pray to keep your cool when the ghost of Elvis flies in from Graceland and consumes the last pages of edits as if they were a dozen doughnuts. Pray you won't strangle the consultant until his eyeballs bulge when he says things like, "I've only got a few minor changes," or "This will only take a minute."

2. Expect the Unexplainable. All laws of science and nature are negated when a proposal is in the works. Crucial documents *will* sprout legs and wander

into dark recesses of your office. AA's *will* completely lose the ability to type or speak English in the midst of the job — spelling words like "the" and "could" *will* become tantamount to defining Pi. The copier *does* know when you most need it, *will* break down at this time, and *is* out to get you. The same gremlin who routes consultants' luggage to the wrong airport has a high-paying second job - jamming the binding machine at 5 p.m. on the day the proposal is due out. Prepare to endure "The Printer Curse of the Nigerian Voodoo Queen," which strikes *only* at proposal time and causes your printer to shudder and burp a geyser of toner like Old Faithful.

3. Count On "The Crucial Error." Draw Strength in Numbers.

Have 100 of your fellow employees proofread the proposal for the Crucial Error that will always escape your discerning gaze. Crucial Errors *do* have the power of camouflage. Therefore, no matter how many times you proofread the document yourself, you will miss at least one major error. If you dare send the document out without a massive proofreading effort, this flaw will leap out at you as if printed in 120-point Helvetica bold type the morning after you've sent the document to the prospective client.

4. Do Not Trust Overnight Carriers.

Those ads you see on television do not apply to packages containing proposals. Assume that Federal Express will send your package to a village in Albania, or will give it to the delivery guy who travels by camel. Here's a true story: Two years ago I sent a box filled with proposals to a manufacturer in Mexico. Three weeks later I received a call from a street person in New York City who had found the box I'd sent amidst a pile of trash in a sewer near Times Square. You explain it.

5. Combat the Stress of Sending a Proposal by Singing Show Tunes.

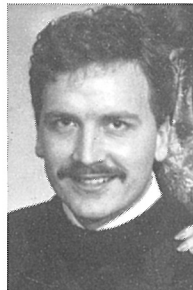
Nothing cures an anxiety attack better than a medley from "Fiddler on the Roof." Hum a few bars of "Tomorrow" while your upper body is buried inside the printer, trying to fix the mysterious paper jam. Warble "Some Enchanted Evening" while you're whacking your malfunctioning typewriter with a bal-peen hammer at 1:00 a.m.

6. Never Underestimate "The X Factor." The X Factor is that one unexpected wrinkle which tosses a monkey wrench into your plans. The X Factor will bring a proposal your way on the day when your car breaks down in the outback and you have to hike 20 miles uphill through a blizzard to get to the office.

7. Plan an Appropriate After-Work Activity. Sign up to drive in a Monster Truck rally. Watch a Schwarzenegger video. Play croquet with a sledgehammer. Participate in a demonstration in which the mascot of a sports rival is burned in effigy.

8. Do Not Become Obsessed. Don't brood over an especially difficult proposal. Beware of recurring nightmares in which the proposal appears in the form of a razor-toothed gargoyle flying around your bedroom. If you find yourself at parties chain-munching cocktail weenies in the corner and telling anyone who'll listen about the hard time you had with a certain proposal, you've got a problem.

9. Always Maintain Your Sense of Humor. Laugh to avoid a cerebral hemorrhage at those times when you become a pawn of Murphy's Law. Have a good yuck when you're binding the last of 30 copies and you notice that you misspelled the prospective client's name on the cover page. Chuckle when you reconstruct your jawliage by accidentally slamming the copier door into your face. Guffaw when the entire proposal prints out in computer-error hieroglyphics. Remember that these kinds of experiences serve to enhance your war stories or satirical *Observer* articles.



Chris Hays
AA - HSD,
Atlanta Office

cont'd on page 15

KSA appoints new General Manager of KSA/Infosys

Dennis Hill joined KSA recently as a Principal and KSA/Infosys General Manager. Dennis was Chief Information Officer (CIO) at Norrell for 3-1/2 years and prior to that was with Andersen Consultants for eight years, where he was a partner.



Hill

Dennis lives in Dunwoody with his wife, *Rebecca*.

Survey Says . . .

Within the past few months, KSA and Hamilton/KSA have conducted and publicized three major surveys.

RIS News (Retail Information Systems) and KSA, under *Lanell Stanley's* direction, surveyed more than 400 retailers about their attitudes and company progress regarding Quick Response and its supporting technologies. Highlights of the survey were presented by *Dave Cole* as part of KSA's address at the NRF (National Retail Federation) Convention in New York. Lanell will author a series of articles in *RIS News* that interpret the results.

Hamilton/KSA and *HOSPITALS Magazine* conducted the Eighth Annual Survey of Health Care CEOs. Continuing the legacy of milking this popular survey for everything it's got, highlights will serve as the centerpiece for continuing monthly articles in *HOSPITALS Magazine*.

KSA's third survey of the fall/winter season targets the sporting goods industry. KSA and SGMA (Sporting Goods Manufacturers Association) are conducting a Sporting Goods Delphi to forecast the future of the sporting goods industry. The Delphi survey consists of three iterations to gain consensus among respondents. The survey represents a major marketing initiative by *Madison Riley* into the growing, glitzy market of high top pumps, lycra spandex, and universals. The first round of survey results will be presented at the 1992 Super Show, and promotion of the results in various magazines will continue throughout 1992.

NEW VICE PRESIDENT

Peter Harding

Peter is currently the Northeast Regional Director of the Strategy group, based in the New York office. He previously served for five years as the Market Manager for Textiles and Suppliers, and was appointed Principal in 1983.

Peter has developed a well-deserved reputation for innovative work with a variety of major clients, including Greenwood Mills, Cone Mills, and Hoescht-Celanese. In the mid-1980s, he managed the landmark Quick Response project with Dillard's, perhaps the most successful major department store in North America.

Prior to joining KSA in 1980, Peter was North American Market Manager —

Acrylic, Fibers & Yarns, for Courtauld's, the large, UK-based fiber and textile firm. He was with Courtauld's for nine years, in product development, sales, and marketing.



Harding

Peter received his university education at Bristol and Bradford Universities in the United Kingdom, including the equivalent of a BS and an MBA. In addition, he possesses a certified diploma in accounting and finance awarded by the Association of Certified Accountants in England.

He and his wife, *Jane*, and their two children, *Simon* and *Jennifer*, live in Connecticut where they are avid competitive sailors.

NEW PRINCIPAL

H. Scot Latimer

Working in the HSD Facilities Group in our Fairfax, Virginia office, Scot has made a significant contribution to both Hamilton/KSA and the clients for whom he has worked. Successful engagements that he has led include Charleston Area Medical Center, (Charleston, West Virginia); Anne Arundel Medical Center, (Annapolis, Maryland); and Alamance Health Services, (Burlington, North Carolina). He has shown that, in addition to his client relations, he has a dedication to quality and values that are key to the success of KSA.

Prior to joining Hamilton/KSA, Scot was with the Bank of America for seven years. There, Scot gained a great deal of experience in managing and analyzing facilities projects from both the construction and real estate/financial aspects. He was a project manager in real estate in Hong Kong for four years and managed all of the bank's property in the Northeastern United States during his tenure there.



Latimer

Scot and his wife, *Nancy*, have two daughters, *Stephanie* and *Anne*.

NEW MANAGERS

The following people were recently named Manager.

Jana Miles Barbosa, Joan Gross, Robert B. Kaufman, John Karonis, Brady Knight, Julie Meschke, Karl Swensen

John Hobson (KSA/UK) was recently promoted to Senior Consultant.

Congratulations!

10 Steps

cont'd from page 14

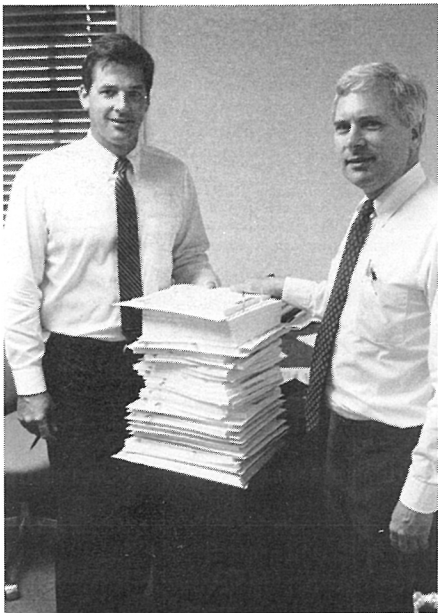
10. Take Pride in the Fact That You're Helping to Sell Quality. Remember the benefits the prospective client will reap from the expertise and quality work provided by KSA. Keep in mind the top-flight consultants KSA has to offer. Realize that a KSA proposal should always show the prospective client that KSA is the #1 choice in consulting.

The Administrative Assistant's job is vital in submitting a proposal; following these simple rules can make it a much more pleasant experience. Good luck!

MILESTONES

Congratulations to

- Joe and Elizabeth Adams, who were married April 20.
- Richard and Teresa Traish on the birth of a daughter, Alice Françoise on June 5.
- John and Leslie Doerr on the birth of a son, Mason Thomas on June 6.
- C.Y. Loo and Cheryl Hawkins, who were married in September.
- Doris Klein and Nelson Bulmash on the birth of a son, Reese Gordon Bulmash on September 8.
- Lisandro and Larisa Sagastume, who were married October 5.
- Mark and Diana Wietecha, who were married November 9.
- Gabriele and Greg Pyle on the birth of a daughter, Heather Nicole, born November 15.
- Torre and Colleen Crupie on the birth of a son, Michael Etoe.
- Paul and Debbie Furbish on the birth of a daughter, Anna Elizabeth, December 16.
- Rob and Michelle Glockner, who were married on December 21.
- the Atlanta office for contributing \$21,650 to the United Way during its 1991 campaign.



A light reading . . . pictured here are Jim Harris (L) and Bill Beckemeyer with KSA's 1990 tax returns — federal and state.

New Staff

BJ Allen – Analyst, Technical Services Department, Atlanta. BJ received her BS degree from Georgia State University and was previously employed by Norrell Corporation. Her hobbies include karate and SCUBA diving.

Marc Colando – AA, Technical Excellence Center, Atlanta. Originally from the Detroit area, Marc moved to Georgia after his graduation from the University of Michigan. He has a strong background in audio/video and print production.

Denise Colwell – Accounts Payable, Dept. T. Denise has always worked in accounting in either the manufacturing or banking industries. Her life revolves around work, home, and her grandson, Taylor, “not necessarily in that order.”

Bobrina Kornegay – Time and Expenses, Dept. T. Brina recently graduated from DeKalb Tech, and previously worked at the Utilities Protection Center. She enjoys arts & crafts.

Sandy Schwarzer – Payroll Assistant, Dept. T. Sandy was previously employed with Aaron Rents and The Athlete's Foot Group. She enjoys spending time with her husband, Steve, and their daughter, Brandy.

Susan Starbuck – Assistant Accounts Manager, Dept. T. Susan moved back to Atlanta from Clearwater, Florida last November. She and her husband,

Stephen, enjoy traveling and cooking.

Cindy Tilson — AA, Distribution, Atlanta. Cindy has been in Atlanta for 14 years, and worked for 10 of those years at MSA as a word processor. She loves working on the MacIntosh, and says her two teenagers keep her busy.



Tilson



Schwarzer



Starbuck

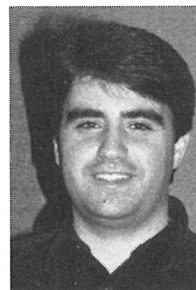
Talk is cheap because supply exceeds demand. —Unknown



“I don't think she's accepting any more additions to this issue of the newsletter.”



Allen



Colando



Colwell



Kornegay

The KSA  Observer

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