

THE KSA **OBSERVER**

Published by and for the personnel of Kurt Salmon Associates

“Benchmarking” adaptable to corporate or institutional environment

A recent issue of *Business Week* contained an article about organizing a business around outcomes, not tasks or functions. Re-engineering is a term for fundamentally rethinking and redesigning the way we get things done. It urges an overhaul of job designs, organizational structures, and management systems. An important piece of re-engineering is benchmarking—a standard that has been achieved elsewhere by a “best of the best” organization.

The benchmarking experience causes an organization to look beyond the statistics to study the methods used to create the best practice. The “best” are the best because they have found or developed a better process—not simply a tweak to a current process that delivers a 10 – 15% improvement.

Benchmarking isn't new . . .

Benchmarking is a process to help generate a new best and then continuously improve on it. The concept didn't originate in the business community. Since athletes began competing in ancient Greece, benchmarking has helped us improve our time, quality, and bottom line.

Even if we haven't been formally

involved in benchmarking, we have all benchmarked in one form or another during our careers. We may have accomplished something that was the best that could be achieved at the time, and as soon as it was complete, we reviewed it and saw ways to improve.

When Xerox initiated its Continuous Quality Improvement (CQI) efforts, the giant copier company discovered that its single biggest competitor (in Japan) developed new products from concept to delivery in 18 months. In contrast, Xerox had improved its own product development process by struggling to complete its cycle in 31 months.

Worried Xerox executives conducted a benchmarking exercise to discover where time was being spent in the product development process, and the company studied how companies in other industries developed products.

. . . or limited to corporate environment

Benchmarking works in health care, too. One Hamilton/KSA client credits the benchmarking process with helping to refine the billing process. The hospital had wanted to include Diagnosis Related Group

(DRG) information and late charges and, as a result, waited 10 days from time of discharge to invoice the patient. The benchmark hospital (the best in class as determined by Hamilton/KSA and the client), billed in four days. When the internal processes of this “best in class” institution were studied, the 10-day billing hospital realized the benchmark hospital used a completely different process—one that could be adapted to another setting with similar results.

Benchmarking successfully

The following ten-step program for success in benchmarking was developed by Hamilton/KSA.

(cont'd on page 3)

Observer Features:

From the chairman..... page 2

Levi's need for speed page 4

Industry leaders discuss NAFTA..... page 5

Teams at the top page 6

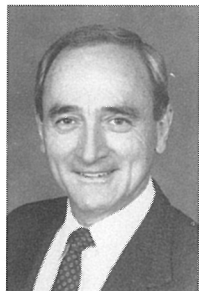
Alumni update page 8

Merry Christmas from Germany page 10

The shaggy dog and Purebred Rescue page 12

International team effort pays off page 14

KSA mission, vision & strategy



by Dave Cole

During 1992, a series of meetings have been held to discuss our firm's Mission, Vision, and Strategy. This began as a worksession in

North America, led by *Barry Moore*, with the Regional and National Service Directors and Market Managers.

The effort culminated in a concise set of draft statements that have now been presented and discussed in staff conferences in Central Europe, the United Kingdom, and most North American service groups. Each group is providing feedback.

The actual statements are outlined below. Each of us must interpret these points consistently to have a clear sense of purpose. My interpretation is outlined under each point. We invite your feedback on the statements and the interpretation so we may evolve a consistent worldwide view.

MISSION

Why we exist as a firm. There are three clear reasons:

- *To enable our clients to develop and sustain outstanding performance by delivering innovative, high value services.*

This is the foremost reason we exist. Like integrity—without it, nothing else matters. Implications to this mission element include: clients capable of achieving outstanding performance; achieving results for them; and outstanding, committed colleagues.

- *To provide our associates with superior rewards and the opportunities to fully develop their capabilities.*

Without superior rewards, we do not attract and retain superior associates. Without superior associates, we do not maintain innovative, high value services that help clients rise above the mass of mediocrity.

When we join the firm, we have certain superior abilities, compared to many others interviewed. We must all constantly develop our capabilities to achieve the satisfaction and rewards that result from excellence.

- *To provide our shareholders with superior return on their investment.*

This firm is owned by its active Principals, who collectively have \$10M invested!

It is reasonable for Principals to expect a 15%+ rate of return on that investment, and for the firm to meet or exceed that expectation. Most of us are in consulting for the challenges, the stimulation, the rapid development obtained by working with our colleagues and clients. Wealth creation is a by-product.

VISION

Where we are heading. It is clear:

- *To be the leading global management consulting firm producing high value results for our clients in the Consumer Products, Retail, and Health Care sectors.*

That sentence has many implications. Let's examine the key words:

"Leading"—the consulting firm of choice among the market leaders in our industry. KSA and Hamilton/KSA

must immediately come to mind when the CEO and other senior executives desire assistance.

"Global"—KSA must have a strong presence in three major regions of the world. Globally, we cannot be strong in the developing markets without being strong in our home markets.

- **The Americas**—In North America/Latin America we enjoy a good presence, with 10 offices. The most recent, Miami, was opened specifically to serve Latin America, including Central America, the Caribbean, and some of South America. In the Americas, the client base has consolidated. We must be big to serve them.

- **Asia/Pacific**—Our presence is strategically important in this supply source for our Consumer Products and Retail markets as part of understanding and serving the global market.

- **The European Community** is as important to us as the Americas, as it is the foundation for a total Western/Eastern European market exceeding North America. We have an excellent base with six offices.

"Producing high value results"—without results, there is no value to our work—no reason for us to exist.

"Our clients"—our arena for excellence is now defined as:

- **Consumer Products**—in a broad sense, not just apparel, retail, or footwear. The related consumer products markets are much larger.

- **Retail**—all forms of retail—traditional stores, direct marketers, distributors, publishing retailers.

- **Health Care**—currently, this includes hospitals, clinics, and physician groups in the USA. Eventually, it may include government, and regions outside the USA.

STRATEGY

How we get there—how we enable

our clients to achieve outstanding performance and enable KSA to be the world's leading firm:

- *To address the core business needs of our leadership clients with high value implementation services delivered through proven methodologies and by highly qualified professionals who put client interests first.*

Examining the key words of the statement brings it to life:

“Core business needs”—Logistics, Sourcing, Manufacturing, Information Systems and Technology, Merchandising/Marketing, Human Resources, Strategy—these are the core needs in our markets—not accounting or benefits.

“Leadership clients”—the winners—the sub-4-minute milers—the high growth, innovative firms taking market share in the world market.

“High value implementation Service”—to *get* results in areas worthy of effort.

“Proven methodologies”—we cannot sustain results of high quality unless we focus on a carefully selected number of services and deliver them with constantly refined methodologies as a foundation.

“Highly qualified professionals”—we must constantly field the best team. The best analysts, administrative staff, consulting staff, Principals, and joint venture partners. This means the best recruits, the best training, the best ongoing professional development.

“Client interests first”—this is the *only way* to consistently service leadership clients and stay together as professionals.

The core statements on Mission/Vision/Strategy are simple and powerful. We are greatly indebted to the 40 or so colleagues who devoted time to developing these points. They are an excellent target at just the right time. It is our job—my job—your job—to *breathe life into them—into every phrase—into every word.*

BENCHMARKING

cont'd from page 1

1) Clarify business strategy, and select processes to be benchmarked based on that strategy. What gives the institution or company a unique advantage? Who is the competition and why? What will lead to a competitive advantage?

2) Identify the processes critical to the competitive advantage, and select the most important. For example, if a specific process is important as a strategic issue, benchmark that process. In deciding what to benchmark, ask three questions:

- Is it important to customers?
- Is it significant (cost or non-financial indicator)?
- Will it lead to results?

If the answer to any of these questions is “no,” don’t do it. It may be worthwhile to benchmark all processes, but no company has the luxury of benchmarking 50,000 processes and subprocesses.

3) Analyze the current process. Measure the entire process, error rates, and everything else that occurs. The common pitfalls are: failing to measure time and quality and using the wrong measuring stick.

4) Find the best in class and compare to the client’s performance. Successful firms naturally believe they are already the best. Therefore, expect denial and resistance from management and staff when they are surprised by the gap between their performance and that of the best of the best processes of a competitor.

5) Identify the best of the best processes, using all available inside and external resources. Look for the absolute best processes, not those that deliver only incremental gains.

6) Conduct telephone interviews to get started. Ensure that the best *is* the best and make sure these firms are willing to share details of the process.

7) Select several hospitals/companies for site visits and conduct intensive interviews that will clearly detail the best practices.

8) Identify the gap between current processes and the best.

9) Develop an action plan and implement it. Involve the key decision-makers. Remember, change is a *process*, not an event. Don’t send a memo with some directions and expect major change to occur. Involve all staff and physicians in the change process.

10) Monitor results. Report performance results as you change the process to ensure that you obtain the desired results.

by Shea Bonhag and Beth Souther

Re-designing Tareyton

Taking a broad view of client opportunities

Tareyton Corp. manufactured jeans and shirts for the U.S. Navy for over 30 years. When Navy contracts slowed down, management engaged KSA to develop a plan to re-engineer the business for the nineties.

Carol Chesnutt, project leader, *Amanda Vought*, and *Patrick Rioridan*, market analysts, and *AE John Wilcox* created a new marketing vision to double the company’s sales volume over five years. KSA recommended Tareyton enter new markets in men’s casual bottoms including pants, jeans, and shorts. KSA also re-engineered the entire business to add capacity and improve cost and lead time.

A map was detailed for each process and the overall \$4.5 million cost and 21-day lead time was also allocated to each step. Order receipt to shipment was reduced from 21 days to 10 days, direct labor cost in sewing was reduced by \$250,000. Savings of \$2 million were created through re-engineering of 15 different processes.

Following the planning phase, KSA was engaged to assist the client in re-engineering sewing.

Story of KSA study featured on front page of Levi's® newsletter

Article complimentary toward KSA work

JULY 31, 1992

NEWSWatch

LEVI STRAUSS & CO.

News In Brief

Second Quarter and June Financials

May 24th marked LS&CO.'s ninth consecutive billion dollar quarter. It was the highest second quarter recorded in the company's history in both sales and earnings, surpassing last year's sales results (for Q2) by 14 percent. The second quarter "Report Card" sent to all employees gives more details.

Preliminary reports show that June kicked off LS&CO.'s third quarter with continued record sales. The 43rd straight month of record dollar sales for the quarter. Earnings also reported.

BRIEFLY Total sales of \$1.2 billion and unit sales in June. LSI achieved earnings nominally above last year. Youthwear, Footwear, and Accessories reported record sales for June in both

Account Executive:

Dave Cole

Project Manager: Ken Wilkes

Project Team: Joe Irastorza, Dennis Hill, Steve Schlebuser, Maura Nicolini

Timeframe: Jan-March '92

Scope: The project was won in keen competition with two other firms. KSA was selected due to industry leadership knowledge, responsiveness, and long-term LS&CO. knowledge. The project included intense review of all major systems, development activities, corporate strategies and business plans, and development of key recommendations over a 90-day period. In the ensuing six weeks, the recommendations were presented to all key management committees, the Board of Directors, and a number of senior individuals. An action plan for implementation was developed with LS&CO. management.

KSA Study Reveals Need for Speed

To support our commitment to customer service and maintain a competitive edge, LS&CO. must deliver computer systems faster.

"We can't deliver superior customer service without implementing information systems quickly," said John Rockey, President, Levi Strauss & Co. America (LS&CO.). "To develop a computer system in a timely fashion requires a partnership between the business and systems and software developers already in place. But

Mark your calendar

A partial list of 1993 Trade Show Dates

January 6-8 International Mass Retail Association (IMRA), Lake Buena Vista, Florida

January 17-20 National Retail Federation (NRF), New York

January 31-February 4 Super Show, Atlanta

March 23-24 Quick Response '93, Atlanta

March 31- April 2 Bobbin Con-
tempo: Apparel Show of the Americas (ASA), Miami

April 14-17 Footwear Industries of America (FIA) All-industry Marketing Conference, Tucson

April 15-17 Western Apparel Manufacturers (WAM), Los Angeles

May 25 National Retail Federation (NRF) Strategic Partnering Conference, New York

June 8-9 National Retail Federation (NRF) Leadership Conference, Washington, D.C.

August 9-11 American Hospital Association (AHA), Orlando

October 5-8 Bobbin Show, Atlanta

November 10-12 Joint Commission Quality in Health Care Show, Chicago

Six suggestions, observations, and reminders on how to live a happy and rewarding life, from *Life's Little Instruction Book*

1. Overtip breakfast waitresses
2. Never buy a house without a fireplace
3. Buy whatever kids are selling on card tables in their front yards
4. Never refuse homemade brownies
5. Buy vegetables from truck farmers who advertise with hand-lettered signs
6. Don't postpone joy



KSA Christmas Card Fund

125 KSAers gave \$22,729
to 120 charities this year.



Industry leaders discuss provisions of North American Free Trade Agreement

The North American Free Trade Agreement (NAFTA) was a hot topic at the Bobbin Show in September. NAFTA reduces and phases out quotas and duty between Mexico, the U.S. and Canada. It also simplifies business relationships over the borders.

During more than a year of negotiations, the U.S. textile and apparel industries came to support NAFTA. Increasing numbers of imports, spiraling U.S. wage rates, and the European Community's linking together have made U.S. companies realize they must think globally to survive and succeed. The real turning point for these industries to support NAFTA, according to the chief U.S. textile and apparel negotiator, were the protective measures written in the deal. They ensure that Mexico and Canada won't be used as a platform to ship goods duty-free into the U.S., not just from Mexico, but from all over the world.

Industry leaders discuss provisions

During the show, a roundtable of industry leaders, convened by *Dave Cole*, discussed NAFTA and the changing views of textile and apparel producers, along with the American Textile Manufacturers Institute (ATMI) and American Apparel Manufacturers Association (AAMA). Once staunch protectionists, these groups have taken a more moderate view to hammer out concessions that most consumer goods manufacturers agree are good for the industry.

Dave Cole opened the discussion by saying any company that doesn't market globally in the '90s is lost, and

he cited successful *international* companies—Phillips-Van Heusen, Sara Lee, Jockey, and Liz Claiborne—that have greatly increased their number of U.S. employees over the past few years as they source around the world. Even though Liz Claiborne manufactures little domestically, the company employs more than 16,000 people in the U.S.

Howard Cooley, who served on the NAFTA negotiating team, responded to the argument that we are still sending jobs out of the U.S. Cooley replied, "It's hard to find a community in the U.S. that can put together a 500-operator plant these days. More kids are going to college and getting professional jobs; they aren't going back to their hometowns to work in apparel manufacturing. Free trade will take low wage jobs from Sri Lanka, not the U.S." Cooley continued, "The U.S. is not losing all its apparel jobs. If a product is technology- or capital-intensive, it will stay in the U.S. Very expensive high fashion will stay here, too."

"The rules of origin" key to agreement

The key negotiating point of the NAFTA agreement has been "the rules of origin." With a few exceptions, whatever it takes to make fabric or clothing, starting with the yarn, must be made in the U.S., Mexico or Canada to get a tariff and quota break. Apparel and textile companies hope the trade pact will give them an advantage over their competition in China, India, Pakistan and other Pacific Rim countries where wage rates are very low.

The industries' reasoning for supporting the agreement: with low paying jobs leaving the U.S. anyway, it's better that those jobs go to Mexico, where, under the treaty, manufacturers will use U.S.-made textiles and trims and even American transportation companies and customs brokers.

Textile and apparel producers also see potential for export growth in Mexico. A recent KSA study indicated that Mexico's population perceives U.S. goods as high quality and status symbols. If Mexico's wages and standard of living are improved, workers will be more able to buy U.S.-made goods. As a Sara Lee Corporate spokesperson said, "There 83 million people in Mexico that we'd like to see wearing our underwear."

KEY NAFTA PROVISIONS:

- **Yarn-forward rule of origin:** Whatever it takes to make fabric or clothing—from the yarn through the final product—must be produced in North America for the items to get the special tariff and duty treatment.

- **Tariff rate quotas:** Apparel makers, with the support of retailers, won exceptions to the above rule for fabrics they say U.S. companies either don't produce at all or in enough quantity, such as silks and wool tweeds, up to a certain limit.

- **Tariff phase-out:** Many Mexico-U.S. tariffs and quotas will be removed immediately; most will be phased out over six years, and some in ten.

- **Customs enforcement:** U.S. Customs will require written certification of where an item was made and will have broad power to audit books and verify production.

- **Safeguard provisions:** If imports of an item are found to disrupt the market significantly, the tariff could be reinstated temporarily.

“Teams At The Top” concept reduces cost of consulting



by Peter Voget

KSA has built a very successful consulting practice installing teamwork at the bottom of the organization chart and involving some middle management and staff. Most of these teams focus on production-oriented problems of productivity, waste, quality, safety, etc. In more recent times, we have expanded the application of the team concept to include product development, distribution, etc.

Production teams are key

Recently, I found a way to apply teamwork concepts in diagnostic projects to identify productivity, waste, quality and cost improvements. To accomplish this, the senior members of the client's middle- and upper-management were organized into project teams. KSA provided the project direction and training support, but the client teams actually did the detail work. In the process, the client teams also reached a consensus on the improvement recommendations and the implementation steps. Teams At The Top became a workable consulting approach.

The first client to use teams was Encajes Mexicanos, the largest lace manufacturer in Mexico. The project involved the consolidation of two large dyeing and finishing facilities at a new location about four hours from Mexico City. This project was very important to Encajes Mexicanos because the final plan requires the building of

BRIEFLY

KSA can be more effective by using teams with client personnel.

Using client teams makes buying into solutions easier.

Client teams and client ownership bring lasting results.

KSA can be more cost effective utilizing client staff.

over 400,000 square feet of production, warehouse and office space. Three production areas will be built in adjacent buildings, each area equipped to dye and finish a defined set of fabrics. The project will take three to four years to complete. Final results will be a 40% increase in annual production capacity with an overall increase in labor productivity of 14 percent. With the installation of state-of-the-art dyeing and finishing equipment, there will be other significant savings in energy, water and waste water treatment. The total investment will be about \$30 million for plant and equipment.

Managers learn trust and support

Before our project, management of the two facilities had never worked together on problem solving or exchanged much information. It was interesting to see the reactions of the managers from the two phases: “You do it this way? We need to try that.” At first the managers were protective of the information they shared, but over time they became very open and were supportive of each other.

The second project utilizing Teams At The Top concepts involved a cloth

room improvement opportunities study for Lindale Manufacturing, a denim manufacturer in North Georgia. The team for this project included young industrial engineers, the cloth room manager, the plant manager, and, to a lesser extent, a process control engineer. The scope of this project was much smaller than the one for Encajes Mexicanos but the results were as significant. A number of labor productivity improvements were identified and recommended. Some involved reductions in staffing, installation of additional cutting tables, automation of cloth roll weighing, wrapping and labeling operations, etc. The client is implementing many of these improvement recommendations now.

Implementation simplified

With both projects, it became apparent that solutions worked out by the Teams At The Top were accepted much more readily by the people who had to implement them. This is because the people that had to implement the solutions were part of the team. Implementation was easier as well, since the members of the team wanted to prove that their ideas worked.

It wasn't all a bed of roses. In general, consensus was difficult to achieve and we learned that decisions made by the teams were rarely final. This was especially true for Encajes Mexicanos. Even when we made the presentation of the final report, we were still changing assumptions and, of course, the solutions to our implementation plans. But, we did reach a consensus at the end of the meeting.

The whole process of getting client personnel to do most of the work has been a new experience for me. I have learned that delegating work to the client's personnel can reduce the cost of our consulting projects, thus increasing the value of our work. Teams At The Top, at the same time, produces lasting results and goodwill among client personnel.

acme adopts revised code of ethics

Founded in 1929, *acme, inc.* has been responsible for developing and enforcing a Code of Ethics for the management consulting profession (Kurt Salmon was the first chairman of the Ethics Committee), and has never lost sight of this mission. The Board recently adopted a revised Code of Ethics that is both legal and enforceable. Individuals may obtain a copy of the code from *Libby Morgan* in the Atlanta office.

Clients

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

Engagements

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

Fees

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

Profession

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

KSA opens office in Brussels

KSA recently opened an office in Brussels to better serve our retail and consumer products clients. We chose Brussels because it is the headquarters of the EC and the European headquarters of many of our clients. This should help accelerate our development as a truly international firm. We

will be able to capitalize on the combined strengths and synergies of our European, North American and Far East practices, which should benefit our clients and associates.

Bob Frazier was chosen to head the office. He and his family relocated there at the end of the summer.

Kudos

To: John Champion
From: J.A. Goewey,
Vice President, Mfg.
totes, incorporated

Dear John:

It's been a few months since you and your associates were here to help us through our peak shipping season in the distribution center at World Park.

As you know, the distribution center performed extremely well, and without the changes that were made we never would have made it. The late delivery of product, and the need to ship immediately after it was available, put the distribution center to the supreme test. It came through with flying colors.

I mentioned to *Chuck Easley* recently that the Operations Support Meetings KSA initiated last year continue to be very productive.

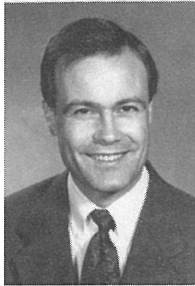
They have really helped to instill a team approach to solving problems and making improvements in operations, thereby improving customer service.

The term, "continuous improvement," so often spoken by Chuck, has become a regular buzzword here. We now have continuous improvement projects in many areas of the business.

Best of luck to you and your associates.

Where are they now? or, Guess who I saw at the Bobbin Show?

Tim Adams is president of Time Customer Service, Inc. of Time Warner, Inc. and lives with his wife, *Linda*, in Tampa, Florida. He writes: "I don't really feel like I've left KSA.



Adams

We're so pleased with the quality of KSA's services, that one or more of my old colleagues has been working alongside me continuously. You have a wonderful firm. Keep up the great work!

Steve Avary is Director of Engineering for Zep Manufacturing Co. (Division of National Service Industries) in Atlanta. He reports designing and building a state-of-the-art chemical processing plant expansion (\$15M), which was honored as Construction Project of the Year for Georgia by ABC. He also writes that he skied in Austria, Canada and Utah in 1992, and that granddaughters, *Amanda* and *Alisha* are fine!

(Children: *Robyn*, *Roynda*, *Nikki*.)



Bhame

Carl Bhame is Vice President of Planning Systems for American Software. He joined the firm in 1978. In 1991, Carl co-authored a text in APICS management series: "Forecasting Systems for Operations Management." He is active in both APICS and the Council of Logistics Management. He and wife, *Linda*, live in Atlanta.



Jack Ullman and Denys Williamson

(Children: *Bill*, *Beth*.)

Bill Cameron is Deputy Director of the AMTC (Apparel Manufacturing Technology Center at Southern Tech. The Center's purpose is to convince American manufacturers they can still compete in a world market if they invest in technology. Bill is also a part-time instructor in the Apparel and Textile Engineering Technology Department at Southern Tech. He reports, "As you read this, both sons will have graduated from Auburn! Oldest son, *Chuck*, is working in the apparel industry as an I.E. at Russell. *Bruce* has a degree in accounting and is looking for a job. Bill and *Carolyn* live in Atlanta.

Alan Chandler is Principal, Alan Chandler Associates. He writes that his firm's emphasis is on helping firms optimize the sourcing mix and maximize the productive use of all manufacturing resources. The firm is



Chandler

active in the U.K., Portugal, and India. He and wife, *Gloria*, live in London. (Children: *Gary*, *Nikki*.)

John Cooper is managing director for Cantley Clothing (Pty.) Ltd in Cape Town, South Africa. He is vice chairman of the Cape Clothing Manufacturers' Association, and writes: Daughter, *Emily*, was married on November 7. *Val* and I send best wishes to all KSAers. (Other children: *Katharine*, *Timothy*.)

Peter Ehlinger is Senior Vice President, Human Resources for Intercontinental Branded Apparel (Division of Hartmarx). He joined the firm in May, 1978. He has Senior Professional Human Resources (SPHR) Lifetime Certification. He and wife, *Carmen*, live in Orchard



Ehlinger

Park, New York. (Children: *Melinda*, *Jeffrey*, *Jennifer*)

Don Johnson is semi-retired, but still doing some consulting work. He lives in Dallas with wife, *Elaine*. Daughter, *Mary*, is an interior designer; son, *Jim* works for Xerox in Atlanta; youngest son, *Scott*, is a senior at Auburn and vice president of the student body. The Johnsons wish all their



Hugh Smith and Don Johnson

friends at KSA a Happy Holiday!

Jack Johnson is an independent consultant and reports he has become semi-computer-literate!

He recently designed a 140,000 square foot, seven-floor relocation for a law firm. Jack and *Gloria*, live in Atlanta. (Children: *Jeff, Dave, Andy*.)

Charles Kelly is Vice President of Operations for M. Fine & Sons in Prospect, Kentucky. He joined the firm in May, 1981. He reports opening the company's first owned offshore shirt factory in Honduras in August. KSA assisted the project with the installation of AAMT Training. (Children: *Pat, Sharon*.)

Glenn Larsen is Executive Vice President, Biltwell Company (Division of Hartmarx Corp.) He joined the firm in 1985. He and wife, *Trish*, live in St. Louis, Missouri.

Ron Malcolm is Managing Director, Bonwit (Pty) Ltd, South Africa. He joined the company in 1975. He is National Chairman of the Clothing In-



VonRosenberg



Jack Johnson, Bill Cameron, Steve Avary

dustrial Training Board of South Africa. He and wife, *Tessa*, would like to hear from some of the "old timers!" Address: P.O. Box 44350, Claremont 7700, Cape Town, South Africa. He reports: "Children, *Neil* and *Craig* have 'grown up and flown the coop.'"

Roger LeBarron, formerly Director of Manufacturing, Pyke Manufacturing, is now a house husband. He writes: Mary's former boss, *Jon Huntsman, Jr.*, is the new U.S. Amba-

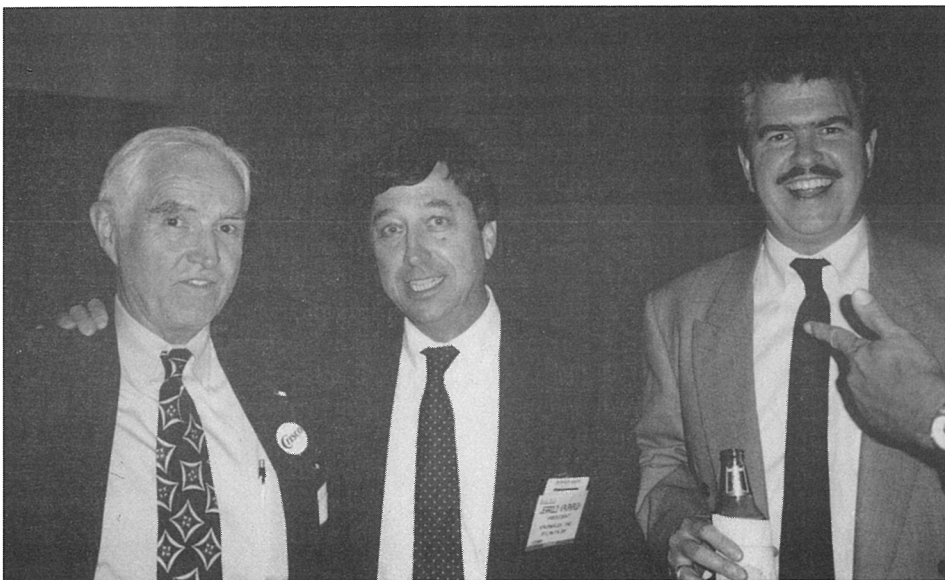
sador to Singapore. He asked her to be his assistant. I am going to work out of Singapore—consulting, establishing an agency to source products for U.S. manufacturers, wholesalers—or something. Will advise." Address: c/o American Embassy Singapore, FPO AP96534. Phone/fax: 532-2916.

Joe Neal is Vice President, Distribution for Lechmere, Inc. *Joe, Carol, Deirdre* and *Megan* live in Windham, New Hampshire. *Joe* writes he's still enjoying New England winters!

Dwight Totten is Vice President, Carter Hawley Hale Stores, Inc. He has been with the firm since 1985. He and wife, *Kathleen*, live with children, *Daniel* and *Mary Beth* in Palos Verdes Peninsula, California. *Dwight* writes: skiing continues to improve . . . just had to purchase first set of bifocals!

Glenn VonRosenberg is owner of VR Fashions, Inc., Ozark Leather Co., Inc., and International Surplus Sales, Inc. He writes: Wife, *Jo*, plans to retire from the Texas Public educational system in January. I continue with the small business concept, hoping

(cont'd on page 15)



Glen Keyes, Jerry Kavanaugh, Steve McLendon (ACS)

Merry Christmas from Germany

by Mike Swift

Merry Christmas to all . . . and the heartiest Seasons Greetings from an eastern branch of the nomadic Swifts.

For us, 1992 has been a great year—lots of adventures, challenges, and new friends—all in a foreign land we're learning to call home.

The year began with a bang—pack up the whole house, rent the place to strangers, and load kids, dogs, and who-knows-what-else onto a Europe-bound plane. We've moved lots of times before, but somehow this one took a bit more energy.

After a week of synchronizing our body-clocks with games like "eat breakfast at midnight," we threw *Emma* into the local school—100% in German. Luckily, first grade stuff is kind of a universal language, so she picked it right up. She's now cruising along through the "zweite Klasse," loudly singing festive polkas, and lately even mumbling in her sleep in German.

Sprechen Sie Deutsch?

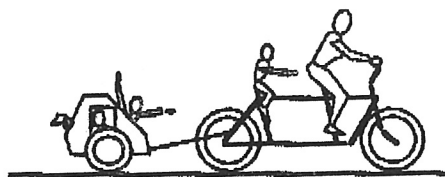
It sure is fun to learn a foreign language. During week number one I had a 6-hour meeting in German with a bunch of Dutchmen who spoke with a funny accent. I understood about 10%—like hello, goodbye—and sat there trying to look like I could solve all their problems. (My notes were a vocabulary list.) It's too bad that firm has now gone bankrupt.

Tom took the most practical approach to learn his version of kindergarten street German. Plop down in front of the tube and learn from Prussian-sounding Popeye, Flintstones, and Smurfs.

Yes, the kids have made themselves right at home. Tom has joined forces with three rough-and-tumble brothers; Emma has numerous



Tom (5), Emma (7), and Joe (2) Swift



classmates who come over to play. And *Joe*? He just joins in with whomever will let him mess up the toys. He's growing like a weed, learning to speak more and more every day. His vocabulary is a mixture of whichever words are most useful to get himself a few more handfuls of food. Although Swift appetites have

never been lacking, he may be the current family champion. But I guess when you run everywhere to keep up with the big kids, you burn a bunch of calories.

Finding friends, as always, has been no problem for "I never met a stranger" *Terry*. One evening we'll participate (??) in heavy discussions of world issues with doctors, judges, and opera tenors. Then the next evening, we'll drink a bottle of vodka with a few Romanian and Polish refugees. We've found that the bottom-up view-

point is more interesting, certainly more pragmatic, and infinitely easier to understand in their slow Deutsch.

Our family has made a lasting impression on the local transportation network. Although Germans love to ride their bikes, they've never seen anything like *Terry's* people/dog

hauling contraption. (See drawing.) It's fun to ride a hundred feet behind her and just listen to the reaction.

Playing tourist is fun

In the adventure department, we stuffed tents, bikes, and kids into our car this summer for a two-week cruise through the Alps and Czechoslovakia. The mountain scenery was fantastic, especially from that waterfall high above the Königssee. Too bad *Terry's* camera died that day. Of course, my camera, if I owned one, would have been focused in the opposite direction, studying cultural differences in swimsuit attire.

Czechoslovakia is a great place to visit—especially if you're a fanatic for

buildings painted in faded shades of grey. We had the honor to be the first USA citizens to ever spend the night in one campground. The managers all stared at my passport, asked me if I was lost, then charged me double. New-found capitalism is great.

A few weeks ago, we traveled to Paris for four days of playing tourist. The best part, according to Tom, was the big fountain at the Hotel de Ville—in 40° weather, a mile from our hotel, he fell in up to his neck.

Life in a small German town is fun—you walk (or bike) everywhere, buy your groceries every day for the pint-sized fridge, and expect to be noticed by all. And yes, Germans really are orderly—no loud noise in mid-afternoon—absolutely no car-washing or grass cutting on Sunday. If your memory lapses, the neighbors will quickly help you recover.

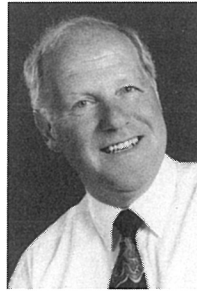
Did I say “grass cutting?” No problem. Our “garten” is a little bigger than our bedroom, and not nearly as exciting. But the house is one of the best we’ve ever lived in—a deck, three balconies, a play-loft for the kids, and huge sliding glass doors everywhere. We live on five levels (including the loft), with a spiral staircase top-to-bottom. We’re lucky so far—nobody has yet tumbled down, and hopefully never will.

Merry Christmas, Happy Holidays, and lots of health and happiness for the coming year!!!

As we’ve said lots of times, we sure would welcome visitors. If you’re like me, this would be one of the few times I had a chance to visit Europe at a friend’s house. The hospitality is OK, the local beer is better, and there is plenty of room for you to sleep here. Come on over and visit!!

Michael and Terry Swift
Am Kaiserhof 33
D-4006 Erkrath 1, Germany

Hensche retires



After more than 20 years of full dedication to a very demanding job, Hans-horst Hensche has changed his status to that of a less stressed associate! It is difficult for a

company to allow a top man to reduce his workload. His sales and management capabilities were in such demand that there were always good arguments to postpone the well deserved change for another six months.

When Hans-horst joined KSA in September 1969, KSA/Germany had a strong Operations practice and a very good image in the men’s apparel industry. KSA decided that the time had come to introduce other services. Hans-horst brought considerable experience of the consulting and textile industries, and had started to specialize in systems and EDP applications. His grasp of the problems facing the industries we serve, coupled with his talent for quiet persuasion, helped him open doors that were previously closed to KSA.

Hans-horst became the Managing Director of the German Region in June 1973. He also served in the European Executive Committee. In 1975, Hans-horst was promoted to Vice President—the first VP in the German region.

After the systems group had grown to 30% of KSA’s German practice, Hans-horst turned his focus to strategy. Soon KSA was competing with many of the well-known strategy specialists. KSA also moved into distribution and began to be recognized as a full service company with a range of skills that covers every element of a client’s operation.

Despite Hans-horst’s commitment to KSA and his long hours and frequent

absences from home, he and Myriam managed to bring up their three talented children, *Monika*, *Michael* and *Matbias*. All who have visited the Hensche’s have been impressed by their friendly and thoughtful hospitality. They have done much to extend that social KSA sense of belonging to more than just a business!

Hans-horst has the reputation for driving fast, but with calculated risk. If his professional reputation could be compared to an automobile, he would not be a Mercedes (conservative and establishment-oriented). Rather, Hans-horst would be a BMW—fast, fair, and reliable!

We thank Hans-horst for his many years with KSA and the substantial contribution to our European practice. We wish him more good years in his professional life as an associate of KSA and a board member in prestigious companies like ERBA and Gotzburg. In addition, we hope that his dream to write a book comes true. Our thanks also go to Myriam, who for years accepted that the job had priority on weekends, too. We wish Hans-horst and Myriam many more happy years in Wuppertal and in the Rhön!

—Peter Amrein

**1993 North American
Consultants Conference
May 21 through May 23
Stouffer Pineisle Resort
Lake Lanier Islands,
Georgia**

Attention Alumni:

Please keep us informed of address changes. Send to:

Fran Preston,
Kurt Salmon Associates
1355 Peachtree St., NE,
Atlanta, GA 30309

The shaggy dog and Purebred Rescue

By Beth Souther

When a neighbor decided to give away his six-month-old Old English Sheepdog as she outgrew his apartment, I volunteered to take her. A fan of the Shaggy Dog movies in the '50s, I was more than happy to become Peaches' doggy mommy.

Peaches was cute and clumsy, but when she was two years old, her trainer noticed the clumsiness was becoming more pronounced. Even though Sheepdogs are known as the clowns of the dog world, he suggested we take Peaches to the University of Georgia veterinary school for tests.

A spinal tap and brain scan revealed that Peaches is retarded. Her cerebellum, which affects depth perception, is smaller than normal so she is unable to accurately judge distances. She occasionally bumps into walls, regularly dunks her nose in her water bowl, and stair-step distances look like chasms to her. The good news is, she's in no pain. The bad news is, the veterinarians can't offer a prognosis. Most puppies with this defect are euthanized before three months of age. Peaches was 2½ years old when we learned about her condition.

Peaches is now 8 years old, and as years have passed, her condition has worsened, but she's still in no pain, the doctors tell us. She seems to get embarrassed when she falls over or grazes a wall, but she is always grinning and ready to play.

As my husband, *Dennis*, observed my total preoccupation with this dog, he became concerned that if some-

thing were to happen to Peaches, I would not fare well. He introduced the idea of getting a companion for Peaches. As *Dave Cole* said after his beloved black lab, Clark Howell, passed away suddenly, "When you experience the grief of losing your only pet, you learn the value of keeping inventory." Dave and *Robyn* now have two black labs.



Paddy, four days after we got her. She's wearing "training panties" to salvage her self esteem and my rugs.

Dennis suggested that we get a younger sheepdog, but neither of us wanted a puppy. Then, *Scott Sherwin* in HSD told me about an organization named Purebred Rescue and my search for Peaches' companion began.

Purebred Rescue is the brain child of Atlantian Betty Crawford, a woman who cares passionately about the well-being of animals. She started the volunteer organization, now in its

twelfth year, when she learned that in one metro Atlanta county animal shelter alone, there are 200 purebred dogs, with papers, available on any given day.

It works like this: When the animal control officer picks up a dog that looks to be purebred, or if someone "donates" or brings a purebred dog to the animal shelter, a shelter employee calls Betty. Betty then swings into action to learn the background of the dog and to find a home among her lists of contacts. Her operation is not limited to the Atlanta area. While she and I were working to find Peaches a companion, she was called by a family in the Virgin Islands who had recently lost its family pet, and wanted her to put the next

available Golden Retriever on a plane to them.

Often, she must advertise for homes, using her own money, and when a potential home is found, family members are interviewed extensively to assure a good fit.

Available dogs are not puppies. Most often, they are abandoned or orphaned young adults whose average age is 18 months. Usually

large breeds, Betty makes sure they have all their shots, and they must be spayed or neutered. She works with veterinarians who are sympathetic to her cause and the vet bill is usually one-third of the going rate.

Thinking it would take three or four months to complete the search, I called Betty in December to ask her to find a Sheepdog in March or April. People often get pets at Christmas and within three or four months, paws grow, bad

habits surface, and owners are ready to give up. By January 4, Betty had found a Sheepdog, but she warned that she had encountered an unusual set of circumstances.

The owner of a Sheepdog in a nearby county had answered one of Betty's ads for orphaned Afghans. He said he wanted to "trade" a Sheepdog for Afghans. Betty's antennae went up and she felt something was most unusual about the call. She kept communications going for more than a week, and convinced the trader to let her visit him to see the Sheepdog and she would find a suitable Afghan for him later.

Betty's husband accompanied her on the visit. When the Crawfords arrived at the home, they discovered an *Architectural Digest* house, two *Lord & Taylor* children, expensive sports cars in the driveway, and two pleasant adults. In the backyard lay a matted-to-the-skin 37-pound adult female Sheepdog named Phoebe whose front feet were tied together with wire to keep her from jumping and whose back haunch had sustained a cut to the bone. She needed immediate medical attention.

Betty and her husband calmly convinced the couple to give them the dog and registration papers and promised to call later with a lead on Afghans. (She noted the location and address to report to authorities.) When Betty and her husband fled with the dog, they took her to the vet where she was shaved, checked, vaccinated, stitched, and fed every four hours for the next three days. She was near death.

On the fourth day, Betty asked Dennis and me to come to her house to meet Phoebe and to pay the vet's bill. I was nervous about the amount of the bill. I wanted to make sure I had the money in my account to cover it and I knew the charges could have been thousands of dollars, but I was too embarrassed to ask. Betty showed me the original invoice and the charges to me. The costs were

more than \$500, but the vet discounted the bill to \$89.

The dog's official name is Phoebe Artemis Diana of Rome and she has championship papers. Dennis had already warned me that no dog of his was going to be named Phoebe, so we renamed her Paddy to use the initials of her first three names. When



A smiling Paddy, at Easter. She's smiling because she's thinking about what she's going to do to those tulips, as soon as the photo shoot is over and my back is turned.

we met Paddy, Dennis and I both started to cry. She was so skinny that she looked like a Greyhound, not a Sheepdog, and she was starved for attention. It appeared that she was not beaten, but neglected. Still alive at 37 pounds, she had a will to live.

Life with Paddy has had its challenging moments. When we brought Paddy home, she reached up to the top of the refrigerator and started dusting it. She can reach anywhere that Peaches can't so they make great partners in crime.

Having been an outdoor dog, Paddy was not housebroken. The first three weeks she awakened me eight times a night to go out to the bathroom. At meal time, she scatters her food from the bowl, then begins eating. Several other bad habits have been minimized with obedience school.

Peaches disliked Paddy at first, and she seemed to be silently counting the number of pats she got versus the number Paddy got, but now she has adjusted and there are only occasional skirmishes.

In three months' time, Paddy gained 30 pounds. She now weighs a portly 71 pounds, her hair has grown out beautifully and all her scars are healed.

To date for 1992, Betty estimates she has placed an average of 40 to 50 purebred dogs per week. During the summer, the count reaches toward 200 purebreds a week. Fort McPherson, the U.S. Army base in South Atlanta, studied Betty's operation, and, helped by Cobb County's animal shelter

data, estimates that in 12 years, Betty Crawford has been responsible for placing 14,000 purebred and mixed breed dogs.

Crawford's most recent project was to find a home for a champion Skye Terrier. The homeowner changed the carpet and the dog's color didn't blend with the new carpet. A few weeks ago she placed a Golden Retriever. The owner arrived at the shelter with bowls, leashes, and dog house. The couple decided they wanted a rose garden where the dog house was, and they couldn't seem to fit the dog and his house into the new plan for the backyard. Just when she thinks she has heard it all, Betty is told another not-to-be-believed story.

For more information about Purebred Rescue, contact Betty Crawford in Atlanta, 404-262-2317.

An international team effort pays off

by Peter Amrein

Imagine a team of seven or eight consultants involved in a project in which the client expects a full evaluation of a complex business within four weeks! This business is spread throughout the world, with manufacturing throughout Europe, and sourcing all over the world. Selling in more than a dozen countries, there are retail businesses in the U.S., Canada, the U.K. and, on a smaller level, in four more countries!

No "Mission Impossible" for KSA

An impossible task? Not for the international team at KSA, which included *Arnulf Fleischer, Doug Ford, Hanspeter Hiemer, Patrick Moylan, Linda Ortwein, Christoph Robe, Amanda Vought*, three analysts in the Düsseldorf office, and me. The presentation in London was successful and the client, INVESTCORP, wants KSA to do more work. INVESTCORP, an investment group with substantial resources, owns Sak's Fifth Avenue and Gucci, among others. A former client in the U.S., INVESTCORP contacted *Peter Brown*. The investment group was negotiating the acquisition of a well-known German brand/company in the ladies' wear fashion business and needed a business analysis in a hurry. After a one-day meeting in London, INVESTCORP chose KSA. *Peter Harding* and *Fernando Silva* assembled the U.S. team, and we did the same for Europe. To get the full picture of the business, it was essential to conduct more than 40 interviews—no small feat considering the tight schedule, locations, and vacations of members of the buying and selling parties. It seemed to take a cast of thousands to coordinate relevant data with the auditing partner and attorneys

in the project, and to make sure the current owner did not become disgruntled with people underfoot. Of course everything had to be top secret! The language barrier was an additional obstacle—the managements of most German companies usually have limited knowledge of foreign languages.

The KSA team met for the first time just one hour before the final presentation. None of us knew the details of the others' findings, but we used predetermined common formats that gave the impression of one approach. Only at the conclusion of the presentation did any of us know the total results. In 15 profit improvement programs, we identified \$7 million of additional profits, to be realized over three to five years. With that input, INVESTCORP's financial model will determine that this option will experience a high return on investment . . . requiring more projects with KSA!

KSA impressed more than the client

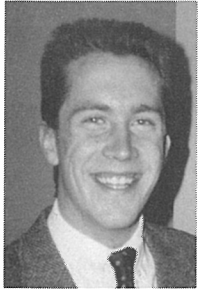
The KSA conclusions also helped identify room for price negotiations of the acquisition. The client was surprised and impressed that, within four weeks, KSA assembled the right global team, and delivered meaningful results. Sitting in on the presentation was one other specialized consultant and two Coopers & Lybrand partners who volunteered that the content of the presentation and quality of the findings were outstanding, and nearly unbelievable in less than a month!

A highly motivated and qualified team made the almost impossible happen. It was a big challenge, a satisfying job, and KSA can look forward to more work from a prestigious client.

'Twas the Night Before Implementation

'Twas the night before implementation
And all through the house,
Not a program was working,
Not even a browse.
The programmers hung by their cubes in
despair,
With hopes that a miracle soon would be
there.
The users were nestled all snug in their
beds,
While visions of inquiries danced in their
heads.
When out of the copy there arose such a
clatter,
I sprang from my desk to see what was the
matter
and what to my wondering eyes should
appear,
But a super programmer (with a six pack
of beer).
His resume glowed with experience so
rare,
He turned out great code with a bit-
pusher's flair.
More rapid than eagles, his programs they
came,
And he whistled and shouted and called
them by name:
On Update! On Add! On Inquiry! On
Delete!
On Batch Jobs! On Closing! On Functions
Complete!
His eyes were glazed over, fingers nimble
and lean,
From weekends and nights in front of the
screen.
A wink of his eye, and a twist of his head,
Soon gave me to know I had nothing to
dread.
He spoke not a word, but went straight to
his work,
Turning specks into code, then he turned
with a jerk.
And laying his finger upon the "enter" key,
The system came up and worked perfectly.
The updates updated; the deletes, they
deleted;
The inquiries inquired, and the closings
completed.
He tooted each whistle, and tested each
bell,
With nary an abend, and all had gone well.
The system was finished, the tests were
concluded,
The client's last changes were even in-
cluded.
And the client exclaimed with a snarl and
a taunt,
"It's just what I asked for, but not what I
want!"
—*Author Unknown*

Stellner smokes Grandma's Marathon



Set on the rugged north shore of Lake Superior, Grandma's Marathon is arguably one of the most scenic runs in North America and draws many of the top runners from across the country.

Winston Stellner, a data analyst with HSD's Minneapolis Strategy practice, was accompanying running buddies from his college days on St. Olaf College's track team to Duluth, Minnesota, when he decided (or was persuaded) to run. Stellner ended up leading the pack of ex-jocks throughout the race with an average 6.1-minute mile through mile 20. He then relaxed into leisurely 7.4-minute miles to finish and posted a personal best 2:48.

After the race and a quick nap, Stellner was seen back in his usual form, consuming mass quantities of food. "The race made me hungry," he was heard to say as he ate enough to meet the nutritional needs of a family of four.

Contratulations, Winston!

ALUMNI

cont'd from page 9

someday one will break even and then make a profit. Come see us in Waco, Texas! (Children: *Darlyn, Kurt, Karl*. Grandchildren: *Claten, Cooper, Conner, Jason, Jaret*.)

Denys Williamson is Vice President and General Manager, D'allaird's. He writes: D'allaird's is a national women's specialty chain with 116 stores across Canada. It is a wholly owned subsidiary of Marks & Spencer PLC. He and wife, *Nicole*, live in Montreal. (Children: *Marcy, Eric*.)



Any excuse to wear a costume. Atlanta office Braves fans helped "chop" the Braves to back-to-back National League Championships and "second place" in the World Series. (Back row, left to right: *Nancy Freitas, Ike Myers, Tammy Dumm, Sharon Rogers, Craig Savage*. Front row: *Jule Kennedy, Sharon Anderson, Sandy Schwarzer, Debbie Sullivan, Allison Daniels*. Seated: *Dave Cole*.)



To celebrate another successful year of 5-a-side football, the UK KFA team held its annual "Player of the Year Dinner." The event was held at "The French" restaurant and was well attended by both players and loyal fans. From left to right the players shown in the photograph are: *Tony "Chopper" Smith*, who takes over as Manager; *Stephen "POTY '91" Murray* (*Jenny's* husband); *Stephen "Nipper" Norris*, voted Player of the Year for 1992; *John "Iron(ing) Man" Hobson*; *Seamus "Flash Gordon" Kelly*; *Andrew "The Manager" Thomas* (the team's founder); *Kev(in) "Kipper" Smith*, the team's star goal keeper and close runner-up in the POTY competition. Seated is *John "Wino" Powell*, somebody's friend and stalwart player. The team has disbanded for a much needed period of R&R, but we eagerly wait to see what the new season has in store for the fabulous KFA.

New staff

Cassie Blakey—AA, Strategy Group, Atlanta. Cassie studied in Greece, received a Fashion Design degree in Switzerland and worked in India as a Fashion Designer before returning to the states, where she pursued her career in Fashion Design in Florida. She moved to Atlanta and owned a desktop publishing company before joining KSA. Cassie was recently married and enjoys cooking, swimming, tennis and spending time with her new husband, *Jeff*.

Irene Cunnane—Data entry, word processing, Dept T. Irene graduated from Manhattan College (NY) in 1988 with a B.A. in psychology. She was formerly employed with J. Crew as a Merchandising Support Service Representative before relocating to Atlanta with her husband, *Edward*.

Domingo Lee—AA, Strategy Group, NYO. Domingo was formerly a library assistant for Columbia University, where he was an instructor for introductory IBM and Macintosh courses, as well as a graphics operator. Domingo enjoys baseball, handball, swimming and caring for his infant son, *Devin*.

David Moore—AA/Network Manager, NYO. David was previously assistant to the Creative Director at an advertising firm in Waterbury, Connecticut, and was responsible for systems operation and maintenance, in addition to his other duties.

Kasey Pickett—AA, Information Systems, AO. Kasey received her B.A. degree from Furman University and was previously employed by Mcnair Law Firm in Greenville, South Carolina. Kasey enjoys traveling, skiing, and tennis.

Wendy Risse—Benefits Assistant, Dept. T. Wendy received her B.B.A. degree from the University of Georgia and was previously employed by Integrateg, Inc. She lives in Norcross with her husband, *Gary*, and enjoys traveling and reading.

Lynnette Robinson—Data Entry and Cash Receipts, Dept. T. Lynnette is a recent graduate of Spelman College with a B.S. degree in Natural Science with Mathematics Concentration. She enjoys jazz, African dance, crossword puzzles, and is an avid sports fan, especially of basketball.

Brigitte Visart—AO, Brussels. Brigitte previously worked with Management Centre Europe, and with

The Executive Compensation Service. Brigitte is married, with three children, and enjoys graphology as a hobby.

Milestones

Congratulations to *Tami and Keith Opland* on the birth of a daughter, *Kathryn Marie*, June 8.

Cassie Seidenberg and Jeff Blakey, married June 27.

Damon and Karen Shuman on the birth of a daughter, *Tyler Jennings*, August 15.

Allison Karam and Charles Daniels, married October 2.

Natalie Johnson and Stuart Neubarth, married October 3.

Debora Baily and Michael Tucker, married October 8.

Paul Winer and Carol Chesnutt, married October 17.

Chad Mellen and Rachel Macrae, married October 31.

Joe and Elizabeth Adams on the birth of a son, *David Trent*, November 13.

Cheryl Loo (née Hawkins) and C.Y. Loo, on the birth of a son, *Cyril*, November 21.

Jule Kennedy, Payroll Manager, for attaining the Certified Payroll Professional designation.

Tenth anniversaries

Susan Hann Linda Ortwein
David Ping

New manager

Jim Neal



Blakey



Cunnane



Lee



Moore



Pickett



Risse



Robinson



Visart

The KSA  Observer

Publisher: Randy Nord

Editor: Janice Ryer

**Editorial assistance: Debora Tucker,
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.