

The KSA Observer

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"From cradle to grave"

Hamilton/KSA develops ambulatory care facility for Medical University of South Carolina

by Jan Spencer

During Spring 1992, Hamilton/ KSA began an engagement with University Medical Associates, the physician faculty group practicing at The Medical University of South Carolina (MUSC) in Charleston. The initial charge was to help the client articulate the future direction of ambulatory care at MUSC. How-

ever, like several of Hamilton/KSA's projects, this particular project has evolved (and is still evolving) into what team members have dubbed a "cradle to grave experience."

Hamilton/KSA consultants are supporting the development of a new ambulatory care facility, from initial concept formation to, virtually, its full implementation. From working with the client to develop the strategy to increase outpatient care, to planning the facility to accommodate the projected growth, to developing the systems required to operate the facility, and finally to planning the equipment for the new facility, Hamilton/KSA has provided and continues to provide nearly a full range of its expertise to this client.

Coordinating the work of both the HSD Strategy and Facilities service group members has been no small task. At last count (and after too many revised job starts to count!), 16 consultants have contributed to this project, involving consultants in three of our four offices. (Always looking for warmer climates to visit during the long winter, over half of the Minneapolis office has con-

tributed to this engagement.)

The project "kicked off" over 20 months ago with members of the HSD strategy practice working with the client to determine the goals and future direction of ambulatory care at MUSC. We helped determine the future programs and services, and assisted the client in developing an organizing model and governance structure to support its ambulatory care mission.

Given the growth in outpatient visits we projected, the client needed a new building. HSD Facilities helped establish criteria for selecting a site for a new ambulatory care building. The new facility would be developed to provide patients with the Ideal Patient EncounterSM, maximizing the patient's convenience and physical access to outpatient services. Our assignment continued for many months as we worked with the ultimate users (nurses, physicians, and administrative staff) to develop detailed functional and space programs as well as appropriate stacking adjacencies (health care consulting lingo for how the building stacks up and where the exam

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Observations on 1993 and the Outlook for 1994



Dave Cole (far right) chats with KSAers, past and present, at the Alumni party during the IMB show in Cologne, Germany. (See related stories, pages 9 and 11.)

Overall, KSA has strong 1993 operating results and we will beat the budgets set one year ago. We continue to increase our concentration on the market leaders that are gaining share. In Consumer Products and Health Care, increased consolidation and turmoil drives the need for services in Strategy, Information Technology, Logistics and Operations.

We are outperforming the markets we serve as economic growth in North America remains slow and the European economies are generally stagnant. We are mindful of challenging economic and competitive factors; however, we will continue the initiatives important to our present and long-term vitality. We have good momentum worldwide and are planning for healthy growth in 1994 fee revenue, staff recruiting, and market expansion.

Our task is to focus on the fundamental structural shifts within and between industry and geographic sectors to help our clients compete and capitalize on emerging opportunities.

We must control our destiny through what we offer and how we competitively position so that the overall economy is not the determinant of our success.

KSA North America

In the Consulting Practice through Period 10, new project authorizations are 117% of Forecast. Each service group in the Consumer Products and Health Care Divisions are ahead of authorization budget.

Consulting revenues are up 20% over last year, with Consumer Products and Health Services each up a like amount. That increase may not be sustained for the entire year due to the extraordinarily strong Q4 last year. We can be pleased with the overall performance in a competitive environment. The results indicate we are delivering the quality of work which yields strong repeat business.

The subsidiaries of ACS (packaged software) and SSC (offshore sourcing of custom software) are each operating close to bottom line budget year-to-date.

Internally, the Consultants Conference in May was the highlight of the year. It was great to see all of our North American colleagues together for the weekend.

KSA Europe

In total, KSA Europe will end the year at about 110% of budget.

As a result of a market strategy review completed in '92, a Pan-

European approach to our practice was adopted early this year. Good progress has been made. Interchange of personnel and ideas between the English, German and Latin language groups will accelerate as will our interchange between NA and Europe. Consumer products is a global market and the European market is undergoing dramatic change. It is clearly a New Europe market . . . New in size of target clients, services required of market leaders and required resources of KSA. Trends include: consolidation in the Retail and Consumer Products industries; aggressive brand marketing; demand for Quick Response; dramatic shifts in sources of supply; a European-wide recession; and significant political changes in the former Eastern Block.

The leadership of our European practice is pushing hard to capitalize on the opportunities in the market. Some areas are doing spectacularly well . . . with others behind plan.

We enter '94 with good external momentum and with the internal Pan-European process moving toward our vision. There will be many geographic, language and tradition challenges along the way; however, it will be an exciting and professionally rewarding journey.

Asia/Pacific

This is a large market and an important one for the Consumer Products Supply Sector. New authorizations are now at 107% of plan for the year. The value delivered for clients is good. Much of the work is for North American and European based clients, operating in or desiring to operate in the region.

The market continues to present challenges to sustain the mix of con-

(cont'd next page)

sulting skills needed to cover projects in several services, countries and languages.

Our challenge is to focus so that it is a sustainable commercial success.

KSA Inc. 1994 Strategy Audit

In prior issues of the Observer, we have covered KSA mission and vision as refined in a series of task force meetings in 1992 and early 1993. Our operational strategies were presented for North America by Barry at the May Conference. A Pan-European strategy was developed as a result of a 1992 European market strategy review.

Our 1994 budgets and priorities are in concert with those efforts and we have a number of exciting opportunities for the new year. Additionally, we have decided to initiate a KSA Inc. strategy review addressing, on a global basis, our overall approach to achieve our adopted mission and vision.

The process for the review will be finalized and communicated in February. This will include appropriate task forces composed of internal and external resources. The starting point will be our mission, vision, and specific objectives to achieve in revenues, market penetration, and position in the professional services field over the next decade. The strategy process will be a fresh look at what we must do to reach those objectives and fulfill our vision for KSA.

Overall this is a time of continual renewal and change in our practice. The world is rapidly changing and we must stay ahead of the curve.

My personal thanks to everyone for your efforts, congratulations on a fine 1993 worldwide, and all the best for continued success.

MEDICAL UNIVERSITY *cont'd from page 1*
rooms are located) for each of the clinical and support areas, such as pharmacy, mail room, etc.

After many months of this strategic and facility planning, we began a new phase—detailed operations planning—which further differentiated this project from others. Thirteen operations task forces were formed, each with the charge to plan the design and implementation of patient-focused operating systems for a particular area (e.g., materials management, registration/appointment scheduling, etc.). Hamilton/KSA's role has been to help set each of the task force's priorities, to challenge the existing ways of doing things and reengineer for ideal processes, to provide the groups with benchmarks or best practice data from other client settings, and to be the "glue" among the various user groups that ensures that recommendations from all groups are aligned.

Finally, the baton has passed to HSD Equipment Planning, who has been engaged to identify and plan the detailed equipment needs for the nearly 250,000 square foot facility. The group will be giving special consideration to the reuse of existing equipment, and setting and controlling the equipment budget.

Although any effective project of this magnitude and scope has numerous examples of personal contribution, one individual must be publicly credited for the crucial role he has played in ensuring project success—that being Mike Boguszewski in the role of culinary leader.

Mike readily accepted this enormous responsibility and has displayed great tenacity in performing his duties. Not only does he ensure that the team always has dinner reservations at one of Charleston's finest restaurants (usually by 11:00

AM each day), but he pushes the team to expand its culinary horizons beyond simply the local low-country cuisine. Mike has invested significant time scouring local publications, conducting street interviews, and previewing establishments to complete this important task.

From cradle to grave, the MUSC Ambulatory Care Center, slated to open Fall, 1997, is evidence of synergy created by the skills and expertise of the Hamilton/KSA consultants. Working together, the Ideal Patient EncounterSM is well on its way to fruition in Charleston, South Carolina.

The following poem was composed, framed, and presented to Alan C. Balhorn in honor of his imminent departure from the Minneapolis office of Hamilton/KSA. Al will become Vice President for Campus Development at Bronson Methodist Hospital in Kalamazoo, Michigan.

Alan Balhorn's Come and Gone

*a poem by A.M. Hamre
commissioned by Barbara Gjerde*

Alan Balhorn's come and gone;
It's rather hard to take.
Without his sneezes ringing out,
How will we stay awake?
Our heads will fall upon our
desks;
We shall commence to
snoozing;
The boss will wander by,
perplexed,
And think we've all been
boozing.
Then heads will roll, the axe will
fall, from Schwartz to Sharpe
to Hann.
Such tragedy, and all because
Al Balhorn's come and gone.

Stig Kry joins alumni group

Stig's retirement was marked at a dinner party in New York during the KSA Board meeting last November. The event reunited KSA's management team for a dozen years in the Seventies and Eighties, shown at right: Stig, Dean Vought, and Jack Ullman. Below left, Stig and wife Becky. Below right, Dave Cole presents Stig with a retirement gift from KSA: a pre-Columbian bowl from Guatemala. Alumni Ralph Ross, Ross Runnels, and Joe Scheines joined several still-active co-workers of Stig to honor our former Chairman.



Where are they now?

Elmer Beardshall is VP of distribution for Stevens Sportswear Co. in Hattiesburg, Mississippi. Daughter *Linsley* is an AT&T programmer in Alpharetta, Georgia; son, *William*, is aerospace engineer for NASA in Houston, Texas. Elmer reports: Bill and I competed in Bike Across Mississippi in October; Linsley was married in July.

Glenn vonRosenberg is CEO of VR Fashions, Inc. and various other companies. He reports: *Karl & Michelle* presented wife *Jo* and me

with our first granddaughter, *Kelsey Nicole* in September. WOW! *Jo* retired from Texas Educational System in January.

John Caldwell is Senior VP, Riverside Manufacturing in Moultrie, Georgia. He writes: Daughter, *Debbie Didway* and granddaughter, *Lindsey*, are fine; *Jo Ann* had a hole-in-one, but no golf progress for me. I'm enjoying work at Riverside, trying to put into practice what I preached during KSA years. Still trying to catch that 12

pound bass I know is in the lake.

Dick McCaskill, Jr. is vice president and CEO, Penrose-St. Francis Healthcare System, Colorado Springs, Colorado. Children, *Richard III*, is 17; *Lori* is 15. He says he recently moved to Colorado Springs to help Penrose-St. Francis establish an Integrated Delivery Network. Now he's playing more golf and is a lot closer to skiing!

Tom Austin is a grandfather! *Tom III* and *Lana* became parents of a daughter in September, the first girl

in three Austin generations. He says his new job making kids' clothes came at just the right time. (Tom is now senior vice president of operations and manufacturing for Healthtex in Greensboro, North Carolina.) Tom and *Julie* became empty nesters and celebrated their silver anniversary in the same year.

Charles Kelly is vice president of operations for M. Fine & Sons in Prospect, Kentucky. He writes: M. Fine & Sons continues to expand. In August, 1992, we opened our first factory in Honduras. In January, 1993, we opened our fifth domestic factory. We have just signed contracts for our second factory in Honduras which is scheduled to open in June, 1994. On the personal front, I'm still the happy bachelor about town. Son, *Patrick*, is an artist in Louisville, involved in prop and set design for movies, TV advertising and recently a project for MTV. Daughter, *Sharon*, is a senior at the U. of Tennessee and plans to continue her studies to become a veterinarian specializing in horses.

Steve Avary is doing lots of babysitting for grandchildren, *Amanda*, *Alisha*, and *Ryan*. He runs the Peachtree Road Race every year and skis the Rockies or Europe for three weeks every winter. Steve and wife, *Delane*, live in Lilburn, Georgia, where Steve is director of engineering for Zep Manufacturing Company.

Jim Kirby is managing principal of Management Recruiters of Marietta in Roswell, Georgia. He opened the executive search practice at mid-year, specializing in textiles, apparel, and interior furnishings. Jim continues to serve as a captain in the Naval Reserve, is currently president of the Atlanta Chapter of the Naval Reserve Association, and is also active in Rotary and the Roswell United Methodist Church.

David Billing, formerly VP of Manufacturing for Roydon Wear, Inc. in McRae, Georgia, retired on January 31, 1993 after 40 years of service at Roydon Wear. He

writes: "Vivian and I are enjoying traveling and spending time with our children and four grandchildren and church duties."

European alumni gather at IMB



The European version of the KSA Alumni Party was held during the IMB show in Cologne, Germany. (See related story, page 9.) Above, *Dave Cole*, *Derek Jones*, *Bill Wing*, and *Ben Johnson-Hill* enjoy lively conversation and refreshments after a long day in the booth. Below, *Peter Amrein*, *Gert Staplefeldt*, *Gert Stubbe*, among many others, renew old acquaintances and exchange some shop talk.



Breeding championship dogs hard work and lots of fun

by Jane Harding,
wife of Peter Harding

Ten years ago I decided our home needed a dog. I bought a dog encyclopedia, pored over the breed pictures and descriptions, and decided that I wanted a breed from the AKC's Working category. The Working group contains breeds that are very people-oriented and easy to train. I met with various breeders and when I saw the Portuguese Water Dog (PWD), I knew I'd found the dog I was looking for. The breed reminded me of a dog I'd had as a child, but they were also outgoing, loving, hard-working, and charming. I was sold for good when I found out that the breed was non-shedding. My son, *Simon*, has severe allergies, but the PWD has never created any problems for him. I put my name on the waiting list of a responsible breeder and a few months later I brought home a black, wavy-coated, exuberant female puppy that we named *Craca*, which means barnacle in Portuguese.

I didn't know it then, but *Craca* was the start of a breeding program, later to be named Cutwater Portuguese Water Dogs, and a whole way of life. I got into breeding because this was a rare breed, there were only 25 of these dogs left in the world in 1972, and I felt I could help to improve and perpetuate a wonderful animal. I read everything about breeding that I could find, asked the experts lots of questions, and then began breeding. It's not a simple undertaking. The puppies are always wonderful, but there is an enormous amount of work involved. And while it doesn't happen often, there is sometimes

heartbreak. Sick puppies, sick mother dogs—you have to deal with death as a breeder, not only with new life.

There is also the task of finding suitable homes for the puppies. Cutwater places puppies all over the country. Every potential buyer is rigorously screened before a puppy is sold to be sure that a good home will be provided, and to insure that the right puppy is matched with the right home. I spend hours on the telephone, answering inquiries from potential buyers, talking with other breeders, and, because I make a life-long commitment to every puppy I breed, I check in periodically, at least twice a year, with everyone who has ever bought a Cutwater puppy.

When I'm not answering letters or the phone, I work my dogs in a variety of different disciplines. I compete in formal obedience, in agility—a timed event in which a

dog races over an obstacle course at the direction of the handler—and in water work. The water tests simulate the tasks this breed had to perform as helpers on the boats of the Portuguese fishing fleet. Cutwater dogs have won titles in all of these events.

In addition to the athletic competitions, Cutwater dogs have been very successful in the show ring,



Craca's daughter, Bonnie, (Ch. Cutwater's Bonaventure) and Jane and Peter's daughter, Jenny, relax together.



Jane runs Craca (Ch. White Cap Craca, CD, AD, CGC) through her paces on the agility course. Craca holds titles as a Companion Dog, an Agility Dog, and as a Canine Good Citizen.

Vacation Vignettes—Skiing

Location: Utah

by John Champion

where the quality and structure of the dog are measured. Everyone dreams of breeding a champion, but I've been especially fortunate to have bred 24 champions in the 8 years that I've been breeding. Some of those champions have won national titles. The gratification that comes from winning in the show ring is that my peers, knowledgeable judges and breeders, recognize and respect the efforts I've made to produce dogs that are correct and pretty, with stable personalities.

Every year in February, the elite of the dog world gather in New York City, at Madison Square Garden, for the prestigious Westminster Kennel Club dog show.

This show is for champion dogs only, and I have had the privilege of exhibiting there several times. It's an exciting time. Only the very best dogs are there, the competition is fierce, there are thousands of spectators, and camera crews and bright TV lights are everywhere. A breeder can take great pride in any type of win at "The Garden." This past February at Westminster, a Cutwater dog was named best Portuguese Water Dog female, and a male dog I bred was selected for an Award of Merit, one of only three dogs in the breed to receive that honor. Cutwater is entered at Westminster again for 1994. One of our males will be competing. He's been winning consistently for the last six months and we have high hopes for him.

Being involved with the Portuguese Water Dog has added a great deal of quality to our lives—we've met many wonderful people through our dogs, and we've made life-long friends from all over the country. This, along with the beauty and quality of our dogs, is the reward for all the hard work.

When I think about a good ski trip, two criteria come to mind: certainly good snow, but equally important, good food. One without the other is but a partial holiday. One of my favorite venues is Park City, Utah.

For overall convenience and quality, Park City is hard to beat. This includes the two principal resorts of Park City and Deer Valley. Also, from there, a 45-minute car ride takes you back around Salt Lake City to Cottonwood Canyon where you will find Alta, Snowbird, Brighton, and Solitude resorts, all of which are more notable for their fine powder skiing than fine dining.

Located a little more than a half hour from Salt Lake City, Park City is accessible by a good interstate highway system. Accommodations are varied with lots of ski in-out options. Downtown is a short ride by car or bus from most any location, and if you're up to it, you can get there on foot.

Park City's main thoroughfare is a series of more than 100 quaint shops and restaurants built against a backdrop of the goldrush. Numerous quality restaurants serve up Italian, Mexican, classic seafood and beef, even California cuisine. For movie buffs, there is the Sundance Film Festival held every year, which draws a good crowd (including Hollywood stars).

A few miles away is the resort of Deer Valley where valets meet your car, and carry your skis and boots (for a price). This is really a place for serious food consumption. The Stein Erickson Lodge is renowned for its cuisine. But at Deer Valley, even the "simple" base lodge and halfway



John Champion (2nd from right) and wife, Penelope Malone, lunch with two people who, John thought, might pick up the tab.

houses have outstanding food, beginning with a breakfast buffet and full service lunches that rival major hotels.

Location: Colorado

by Bucky Knowles

Essential to a harmonious family ski vacation for two adults and two no-longer children, aged 18 and 20, is the ski in/ski out feature.

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Bucky and Kathy Knowles

Looking for volunteer work you can do lying down?

by Doris Oakley

I had wanted to give blood for a long time but never seemed to want to take the time to just go do it. In December, 1991, Greensboro's local TV station sponsored a Blood Drive. At the time, with AIDS being so prevalent in every news or TV broadcast, the Red Cross was having a hard time getting enough blood to supply the community's needs. So I gave a pint. I didn't give again until September of 1992 when the Men's Fellowship in a little Methodist Church in my community sponsored a drive.

I really never got involved in regular giving until this year. One Sunday evening when we got home there was a message on our answering machine saying that the Red Cross needed my blood type—A Positive. This was a surprise because I never expected to have a request for what I called "ordinary" blood. As a result of that call, I committed to giving on a consistent basis, which is every eight weeks. The nice thing about this is that I can set my appointment ahead of time. When I finish I address a card to myself as a reminder of my next appointment. I receive the card in the mail ten days before the day I'm to give again.

I always thought blood was given pint for pint, but the blood is divided four ways—packed red cells for anemic patients, platelet concentrates to control bleeding in leukemic patients, plasma to make derivatives such as antihemophilic factor, albumin for the treatment of shock, and gamma globulin, and cryoprecipitate is administered to patients with hemophilia A. So, one pint of blood given can help four individuals.

It only takes about 10 minutes to give the actual blood, but the whole

process takes about an hour—from paperwork to refreshments. The Red Cross has a poster that says: "It's volunteer work you can do lying down." They also have a little flyer which, I believe, says it all: "When you give blood, you give another day at the beach, another hike in the woods, another night under the stars, another smile, another hug, another chance. Please give blood."

Most anyone can give blood; however, one must be 17 or older. You must weight at least 110 pounds and be in good general health and have a medical history free from certain diseases.

I turned 60 in October and gave blood on my birthday. It was nice to give instead of being on the receiving end. Giving blood is one of the most rewarding things I have ever done.



Doris Oakley

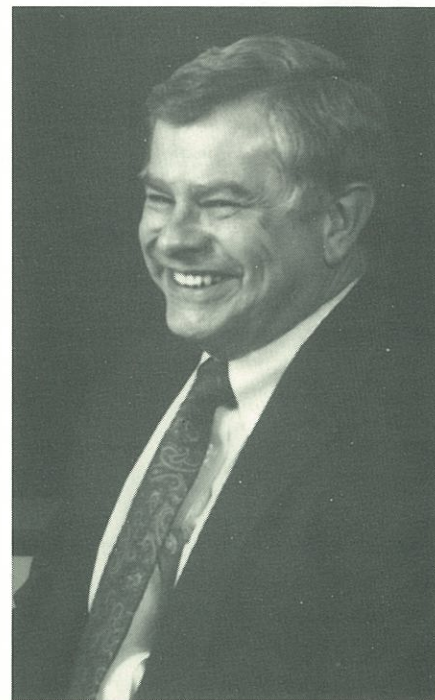
KSA family grateful for professionalism of firefighters

by Ken Wilkes

About a month ago, the massive fire that destroyed 400+ homes in the Malibu/Pacific Palisades area also threatened our home. Anna and I watched the flames at night and the smoke during the day, as the fire came closer to the ridge on the canyon across from us—so close that ashes fell on our house.

At one point, the fire jumped a critical road—critical because of the high density of homes on the other side and the fact that, beyond our canyon there was really nothing to stop the fire from threatening Santa Monica and the entire L.A. basin.

Therefore, the firefighters chose to make a massive effort on our canyon. At about 6:00 p.m. on the second night of the fire, an armada of fire



Ken Wilkes

trucks rolled into the area. One stopped at our house and the firefighters asked if they could look at the fire from our backyard. They determined that our backyard was a strategic location because of the way it faces onto the canyon. From there, they could protect houses below and above us. (It didn't hurt that we have a fire hydrant in front of our house, either!)

Needless to say, it was a very stressful time. We didn't know if our house would be destroyed and it was like being in the middle of a war: helicopters flew non-stop to drop water, and with 100+ units on the ground, we were definitely in an "occupied territory." But seeing those firefighters come was also a tremendous relief. They came from all over California, as well as other states.

The four firefighters who "occupied" our backyard were quintessen-

tial professionals. When they arrived, they hadn't slept in over 24 hours, yet worked diligently and continuously to protect our homes and those of our neighbors.

In the time they were there, we got to know them very well. We shared lots of coffee. We got the chaise lounges out and put cushions on them so they could rest in shifts. One of the firefighters commented that he hadn't brushed his teeth in two days, so Anna found some extra toothbrushes. (We offered to let them take showers, but they couldn't because they had to be constantly available, in case the wind shifted.) We were able to feed them a meal, though.

About 11:00 that night they got the fire under control and pulled out of the area. Several days later, we received a patch from the Garden Grove Fire Department and a note

naming us *ex officio* members. We'll wear it proudly. We related the story of the firefighters' professionalism to their chief and have learned that each one will receive a commendation. Seems a small reward for saving the homes and lives of countless individuals, but, as they say, "It's all in a day's work."

Some day.

Junior Achievement Volunteers

KSA salutes all those who volunteered their time to teach Junior Achievement classes in Atlanta during the spring quarter of 1993: *Jana Barbosa, Michael Chavez, Chuck Easley, Phil Kowalczyk, Miguel Montero, Brian O'Malley, and Madison Riley.*

Germany's IMB rated a success

This year the IMB took place from the 21st to the 26th of September in Cologne, Germany. As usual, the IMB was a big event for KSA. The preparations resulted in a 90 sq. ft. extraordinary booth and a successful program. Every day, various info-presentations with a duration of approximately 20 minutes each were staged. With the theme "IMB '93 Visions/Trends/State of the Art," all kinds of interests of our clients should be reached. The subjects had been Supply Chain Management (G. Stubbe), Profit Improvement Program (A. Zeitz), Global Sourcing (H.-P. Hiemer), Hidden Profits at the Production Preparing Process (L. Schroven), Quality Management (G. Stapelfeldt), Export for Profit (C. Rohe) and Sales



Efficiency (S. Slegers).

The response exceeded all our expectations. The booth attracted a large number of national and international clients. This facilitated many discussions with important clients, which is often difficult under normal circumstances. The atmosphere was very relaxed and friendly and support was

given by the office staff. The exhibition resulted in 50 contacts, 10 of which proved to be concrete.

Traditionally, the Alumni meeting takes place on the third day. Many of our ex-colleagues turned up, much to our delight, and we all enjoyed ourselves tremendously with wine, beer and a good dinner.

KSA unveils new booth at Bobbin Show

After 30 years of careful research, KSA has developed the perfect trade show booth for the '90s. KSA has seen its trade show booth needs expand and contract over the years. In the 1960s, trade shows were in their infancy as a marketing tool. Origin of most trade shows was a hotel ballroom divided into cubby holes for competing companies to line up side by side to hawk their services and products. In the beginning, competitors balked at being arm's length from their fiercest rivals.

During the 1970s and '80s, trade shows expanded from hotel ballrooms to convention centers, and the big machinery suppliers set up mini factories under one roof. The late 1980s' frugality caused companies to put sharp pencils to their marketing budgets, and many luxurious booth spaces were reduced to 10' x 10' cracker boxes.

KSA's position in different markets and our resource commitment has

necessitated a wide range of trade show booth sizes. Most of the shows we participate in today span the size range from a 10' x 10' to a full 1,500 square feet at the Bobbin Show.

In the beginning of KSA's trade show history, Joe Scheines carried the exhibit's main element to the 1961 Bobbin Show in Charlotte, NC; a 30" x 20" blow-up of KSA's recent Supervisors' (now Principals') Meeting picture. That was the theme and the product: People. Nothing has changed.

One mainstay of KSA exhibits from 1963 on was the movie—"KSA Casebooks of Sewing Room Improvement I – VI". (We did it before "The Godfather.") These featured split screen before-and-after comparisons of methods and workplace designs. Footsore show visitors loved the chance to rest for 20 minutes to watch KSA's latest movie. For several years, KSA was the only exhibit that used visual aids, and won awards for "most

informative exhibit." The films were supposed to run continuously, but sprocket holes wore out, and the P.R. Department spent most of every show splicing torn film.

During the Golden Age of Trade Shows, 1960 – 1980, KSA must have had five to six different traveling exhibits that we used for all sizes and locations, from Atlanta to Los Angeles. Pieces of those booths still turn up periodically in a storage facility.

Finally, we got smart and designed one exclusively for the Bobbin Show. *Jim Giddings* came up with the basic design concept for circular meeting rooms (a rounded rhomboid cut on the bias) that featured KSA's Bobbin Show exhibit for at least 13 years. Because he went on to the annals of retail/distribution greatness, and never attended a Bobbin Show, Jim never sat in one of his designs.

After the first five or six years with the same Bobbin Show booth, we dared to make a change. We cut off the tops of some of the round rooms to fit in other smaller venues as the opportunities arose, and we changed the brown paint to gray.

As the Bobbin Show booth aged, we creatively rearranged the different circles, cubes, and rectangles to disguise wear and tear. If there was a hole in the carpet, we set a plant or chair over it. For holes in the wall, we covered with pictures, and added mood lighting to cast an artful shadow over a forklift puncture.

When the booth neared what should have been the end of its natural life, KSAers who attend trade shows frequently started an informal search for "the perfect booth." There was no shortage of companies who



wanted to build our new look, but we couldn't find a design that we liked, or one as functional as the "old gray mare." On the contrary, exhibitors would often approach us about our booth design and materials. At the end of each annual Bobbin Show week, we congratulated ourselves on yet another year with the booth, and we stored it and forgot about it until the next July when refurbishing began.

Last year, however, was a turning point. Repair costs registered in the astronomical range. We had painted the booth so many times that the paint made it weigh more than in years past when it was brought on the Bobbin Show floor. And a client was almost injured.

In the first mishap, *John Wilcox* was sitting in a cubicle with a client when he noticed a bandage of laminated plastic curl down the wall and toward the unsuspecting client's shoulder. To hear John tell it, he rose to stretch, and reached toward the wall before the falling piece reached the client.

Later that day, *Bob Frazier* rushed from another cubicle with chunks of sheet rock-looking material and dried glue on his shoulders and lapels. Peering over his half-glasses, he said to no one in particular, "The booth is coming unhinged and I've got a client in there. Do we have liability insurance on this thing in case somebody gets hurt?"

The new custom-made booth is a modular configuration that expands to 30' x 50' for the Bobbin Show, but collapses (hopefully, not literally) to varying sizes for smaller shows. For example, it will be used at the National Retail Federation (NRF) Show in January, 1994, as an 8' x 16'.

Garnering rave reviews at the Bobbin Show, the booth caused clients and fellow exhibitors to take an extra few moments to look at the

booth, stand on our plush carpeting and pad, and peruse the graphics that highlighted all areas of our consumer products practice.

Twenty-two photos represented weeks of coordination efforts among consultants, their clients, and professional photographers. The pictures ranged in size from 30 inches square to 4 x 6 feet, to larger-than-life photos of *Bill Cobb* and *Sergio*

Cruz who, on film, measured 72 inches high and 42 inches wide. (Picture it.)

More than 100 quality contacts were logged during the week, and are being followed up now.

The booth will transform itself to an 8 x 16 foot booth as well as a 10 x 20 foot space for the 1994 season.

Oops! Trade Show booth lore

Have you heard the one about:

1. While visitors watched the first Casebook film in the booth little theater, the late Roy Engman (KSA class of 1939) allowed as how the method being shown really didn't work worth a _____.

2. At the end of a show in Montreal, we almost abandoned a booth. Instead, we donated it to an apparel school. It was cheaper than paying the freight home to repair it.

3. During a show in the early '80s, *Jack Ullman's* blue chip client used the phone in our ultra-messy booth storage room. He made himself at home, and fashioned a desk from storage boxes. When he tried to leave, the door jammed and he locked himself in. After yelling above the roar of machines for 10 minutes, someone heard him. When we tried to rescue him, the door knob fell off and he was locked in for sure. While we waited for the locksmith, someone suggested that we slide an authorization form under the door for his signature. He was not amused.

4. At a furniture show, *Nort Eberly* was instructed to put everything up and turn everything off at the end of the day. The next morning when KSA staffers trooped in for their duty, our booth was pitch dark. It took electricians over an hour to get electricity flowing and lights on in the booth. Several weeks later, Nort was overheard telling someone that it took forever to crawl behind the booth at the end of the day to disconnect all our electricity.

5. The first year the booth added a luggage tag laminator, *Torre Crupie* pushed his client's business card through the wrong end. The card jammed, and the heat from the laminator motor began melting plastic. Since it was a slow booth day, Torre decided to operate. He disassembled the laminator using his Swiss Army pocket knife, arranged a few parts, and put it back together. It worked better than ever, and is still going strong. Thanks, Torre.

Creating a comfortable work area— ergonomically speaking

by Natalie Johnson

Question: What do eleven hard-working consultants and staff members have in common?

Answer: The propensity to be glued to their desks and computers for long periods of time and the ability to learn more about proper ergonomics, and how to hold each other accountable for a safe work environment.

In late September, the San Francisco Hamilton/KSA office called on the expertise of the Health and Fitness Coordinator/Ergonomic Specialist at a local firm. "We believed that a little education might help prevent injury and keep our staff healthy," said Dave Ping, Principal and Office Director.

Studies have shown that our lifestyles have changed dramatically in the last decade, primarily due to the introduction of the computer at work and at home. "People in general are more sedentary, sit for longer periods of time without breaks, and lead more stressful lives—it is the repetitive strain on muscles and joints from this lifestyle, not a single incidence, which can lead to severe injury and debilitating conditions," said Sally Longyear, Ergonomic Specialist. "You start to believe that a little back pain, neck and shoulder stiffness or eye soreness is normal at the end of the day."

"We learned that there are things we can do to our work stations now and to our work habits and home hobbies each day to alleviate these pains and future problems," said Craig Acosta, Facilities Consultant. Fortunately, injuries are preventable

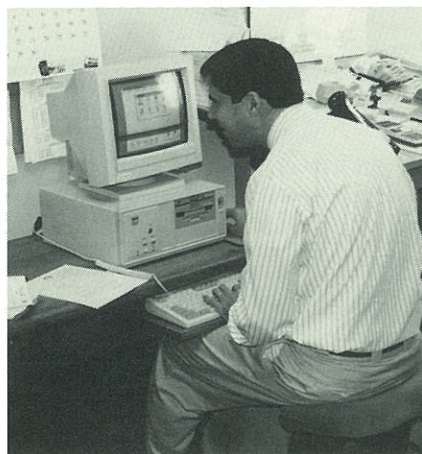
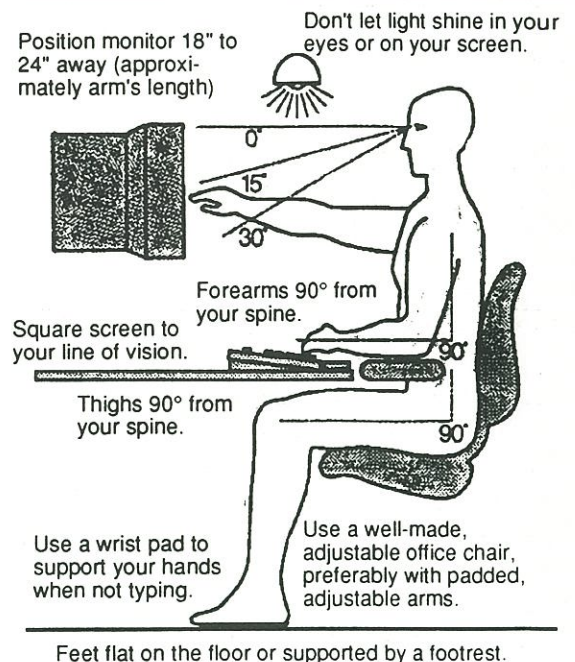
through awareness, early identification, a proper work environment—and friendly policing by co-workers and those at home.

With that in mind, Sally met with each staff member individually to observe actual work habits and work environments and to ask about personal exercise, habits and hobbies. She emphasized the ergonomic premise of setting up work and home desk environments to fit you as an individual—not the other way around. This premise of fitting each place you work to your needs can even be applied when you are at a client site. The best news is that these changes can be done easily and inexpensively. For example, if you are tall, you may need to:

- Raise the level of the computer screen with thick books, an old phone book or

paper so that you are looking straight at the screen (without craning your head and shoulders forward). The papers you read from when you are working on the computer should also be at eye level and things you read at your desk should not be flat, but angled up instead

Create a Healthy Working Environment



Before



After

(possibly on a large binder), to prevent neck strain.

If you are on the shorter side, you may need to adjust your chair and elevate your feet on a foot rest or large binder so that your feet are firmly planted.

If you are a very focused person, you may need to purposefully take a break at least every hour. Relax, do simple stretches, talk to a co-worker. A watch with a beeper to remind you on the hour can help.

All of us benefited from the recommendation to minimize reach in our work area. "Frequently used items, such as the phone and the

mouse should be in close proximity to you. Many of us found ourselves doing a lot of awkward and possibly harmful reaching," said *Chris Keeney* of Administration.

Tips for travelling include checking luggage or mailing documents ahead of time or using a cart to minimize the strain of carrying computer and luggage in hands or on shoulders. In the cramped quarters of a plane, ideas include using a pillow for back support and raising your feet on something when you are working. In a poor ergonomic set-up on the plane or at a client's site, breaks with stretching should be taken even more

frequently than you would in a proper work set-up. Laptop computers contribute to a poor set-up, because they do not allow for separation and elevation of the screen. Perhaps some enterprising computer firm may develop a more ergonomically correct laptop in the future!

If you are interested in getting more information for your office setting, ask your office manager to contact a firm in your area specializing in ergonomic assessments for their employees, or an ergonomist in your insurance carrier's loss control department.

Quality work nets Gold and Silver Circle awards for KSAers

One of KSA's Principle Strategies is the Quality Strategy. Our goal is to be recognized as an industry thought leader and assure that each engagement "makes a difference" for the client and is delivered in a manner that exceeds client expectations. To be sure that we are successfully implementing that strategy, a questionnaire is sent to each client at the end of the engagement, which asks them to rate our performance on that engagement.

We have been using the questionnaires for over two years. The results indicate that the quality of our consulting is very sound. However, there are opportunities to improve. These opportunities are being addressed and the results from the latest quarter are the best we have ever received.

To recognize those individuals who have achieved particularly high levels of performance on their engagements, we are creating two levels of excellence. The Gold

Circle for those engagements on which the client rates us a "1" in every category and the Silver Circle for those engagements on which the client gives us 90%'s. It takes an unusual level of performance and consulting excellence to earn this kind of review from a client. We should all be striving for this level of performance on every engagement.

The first group of colleagues to be inducted into the Gold and Silver Circles are: Anne Hamre, Barbara Gjerde, Barry Moore, Bettina Neumaier, Bill Reed, Bill Sharpe, Bob Frazier, Bob Kaufman, Bruce Miller, Bruce Seeber, Bryan O'Malley, Bucky Knowles, Butch Price, Caren Carufel, Carl Ferrarifeske, Cassie Blakey, Cathryn Heller, Charles Killian, Chuck Harris, Cindy Tilson, Clay Parnell, Colin McGranahan, Corinne Devyak, Damon Shuman, Don Burkhalter, Donna Best, Doug Moore, Edie Gardner, Faith Cox, Fernando Silva, Freddie Wood, Gabriele Pyle, Gary Catherman, George Glinsky, Gina

Corder, Helena Johnson, Herb Buchanan, Jan Spencer, Jan Watson, Jim Berarducci, Jim Neal, John Castleman, John Champion, Julie Johnson, Karen Fitzgerald, Karl Lichtfuss, Kasey Pickett, Kathy Hicks, Keith Kuehn, Ken Walker, Laura Ferguson, Libby Morgan, Linda Broadrick, Lynn Senior, Lynn Spuhler, Mac Ryland, Mahesh Lad, Marie Schwartz, Mark Wietecha, Marty Croy, Mary Carr, Michael Chavez, Michael Jacobs, Mike Boguszewski, Mike Evans, Miguel Montero, Molly Swanson, Nancy Freitas, Nancy Litecky, Neil Chaffee, Norman Beerbohm, Paul Raines, Peter Harding, Peter Voget, Randy Nord, Richard Sawyer, Rick Wolfe, Robert Larson, Robin Athey, Sergio Cruz, Sharon Owens, Sheryl Snitkin, Steve Riepenhoff, Steve Szilagyi, Suzanne Judd, Tami Opland, Tony DeMaria, Tracy Bauer, Willhelmina Gibson, William Kooiman.

“KSA and APICS*—A Good Combination”

by Clay Parnell

As an Industrial Engineer by degree, but an Information Systems Consultant by profession, it is sometimes difficult for me to stay abreast of the functional versus the technical (bits and bytes), side of the business. My membership in APICS, the American Production and Inventory Control Society, is helping me do that. (By the way, try not to confuse APICS with MAPICS, BPICS, BPCS, etc.)

APICS is an international not-for-profit organization with more than 70,000 members. It has been in the forefront in developing and implementing educational programs, publications, and certification processes since 1957. The goal of APICS is to advance businesses' ability to succeed in the competitive marketplace by increasing productivity, manufacturing efficiency, and quality.

In addition, APICS has several Specific Industry Groups, or SIGs, one of which is Textile and Apparel (T/A). My membership in the T/A SIG helps me further by letting me know what is happening in two of KSA's target markets. The T/A SIG is an effective network of professionals sharing ideas and information on the textile and apparel fields. For example, N.C. State University recently became an academic partner of the T/A SIG. Through this partnership, the T/A SIG and its members will have access to N.C. State's extensive textile and apparel computer-integrated manufacturing (CIM) laboratories, which include actual operational machinery from almost every function of a sample textile and

apparel plant—from opening and blending, through weaving or knitting, dyeing, finishing, cutting, and sewing—all tied together in an integrated plant control system. T/A SIG members can also increase their manufacturing knowledge through newsletters; specialized workshops, seminars, and publications; industry group meetings at the annual APICS International Conference (always in exotic places, like Seattle, Montreal, San Antonio, and next year, San Diego); and professional networking opportunities throughout the year.

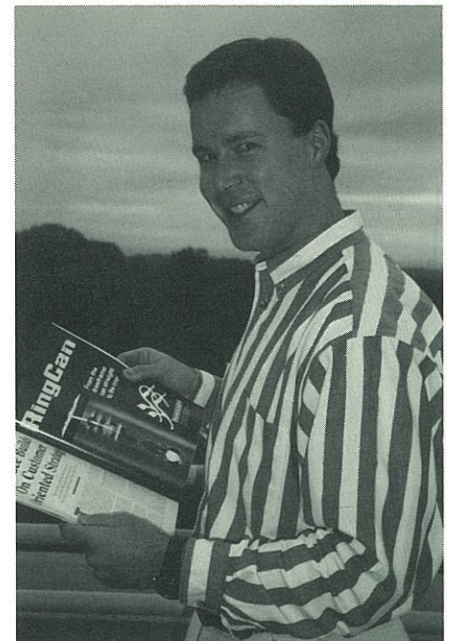
This spring, I joined the T/A SIG Committee, a group of eight people that coordinates activities and education for the members of the SIG. Being a member of the committee lets me be even closer to the pulse of the industry, and allows me to see areas of weakness and need in the industry, such as industry-specific software package selection and general industry education. It also provides me, as a KSA consultant, a little visibility in the industry, particularly since APICS and the T/A SIG are national organizations.

Of course, I also have to actually do something. Early next year, I will help conduct a QR Workshop (date and location to be determined). I am also assisting in the production of a Textile/Apparel Software Package Selection Guide, which will be available to members of SIG. Other members of the T/A SIG committee include production scheduling or MIS representatives from Tultex, Dan River, and K-Products, academicians from Indiana University and N.C. State, and a consultant from Arthur Andersen (not Andersen Consulting!).

APICS has two widely recognized certification programs, which are

achieved by passing a series of tests. The CPIM, or Certified in Production and Inventory Control Management, tests knowledge in the following six areas: Master Planning, Material and Capacity Requirements Planning, Inventory Management, Production Activity Control, Just In Time, and Systems & Technologies. The CIRM, or Certified in Inventory Resource Management, is a newer program, and tests knowledge in the areas of Customers and Products, Logistics, Manufacturing Processes, Support Functions, and Integrated Enterprise Management.

Three members of the Information Technology group—*Robert Kaufman*, *Bruce Seeber*, and I—are beginning the CPIM certification process this November. Other, more timid consultants are waiting to see how we do before they start. I am sure there are several KSA consultants who are already CPIM certified—let me know if you are, we



Clay Parnell inspects a copy of *Textile World* in which he, incidentally, authored a feature about KSA's work at Dundee Mills.

*APICS—American Production and Inventory Control Society
T/A SIG—Textile and Apparel Specific Industry Group

may need help! If anyone else is interested in the certification programs, please see any of us.

APICS can not only help KSAers, it can especially help our clients. Through in-depth educational resources, a company can gain the functional expertise to be more coordinated, focused, responsive, and competitive. One of our current clients, Forstmann and Company, is sending about twenty people through the CPIM certification process to educate the implementers and users of new integrated business systems. If anyone has any questions about APICS or the T/A SIG, please feel free to ask (I might suggest Voicemail, as I do not tend to be in the office a lot lately). Also, I may be asking some of you to be a guest speaker at an upcoming APICS Quick Response Workshop or other seminar.

Milestones

Congratulations to:

Juan and Ana Maria Echeverry on the birth of a son, *Fernando*, July 4.

Michael and Cheryl Prokopis on the birth of a daughter, *Emily Ann*, September 26.

Miguel and Vanessa Montero on the birth of a son, *Franco*, October 16.

Mike and Terry Swift on the birth of a son, *Adam James*, October 24.

Robert Kaufman and Debra Glassman on the birth of a daughter, *Tess Glassman-Kaufman*, September 30.

Archie and Tricia Aamoth on the birth of a son, *Samuel Archibald*, October 11.

Taveesak Saengthong and Oranuj Arphamongkol who were married on October 31 in Bangkok.

Jim and Suzanne Severyn, married November 6.

Jeff and Brandi De Ruiter, married November 7.

VACATION VIGNETTES cont'd from page 7

For non-skiers, this term means, "Park your skis and boots by the door, and swish in and out at will."

Usually located near a ski lift or on the side of the mountain, skiers can come and go as they please without having to rely on the rental car or shuttle bus. Sound too good to be true? You pay premium bucks for this kind of peace of mind and family harmony. Ski in/ski out is perfect for Mom and Dad who want to make the first run down in the morning while the kids sleep until noon.

One of our favorite destinations, which seems to meet everybody's needs for social variety as well as skiing variety is Breckenridge, Colorado. Using our condo as our base camp, we ski Breckenridge as well as three other mountains—

Copper, Keystone, and A Basin. Vail, which offers a variety of ski runs as well as lively evening activity, is only a 45-minute drive from Breckenridge.

My family has different skiing goals. My two sons favor triple black diamonds, and never ski the same slope twice. Spouse, *Kathy*, is an intermediate skier who enjoys the scenery and being outdoors. I am a Type A skier who hits the mountain with a vengeance, and have at times, had intimate, bruising contact with trees in my path.

It's amazing to me how priorities change as we "mature." After a day of vengeance skiing, *Kathy* and I are ready for a hot tub and early dinner. My kids take a short nap, emerge from a shower renewed, and are ready for Breckenridge nightlife.

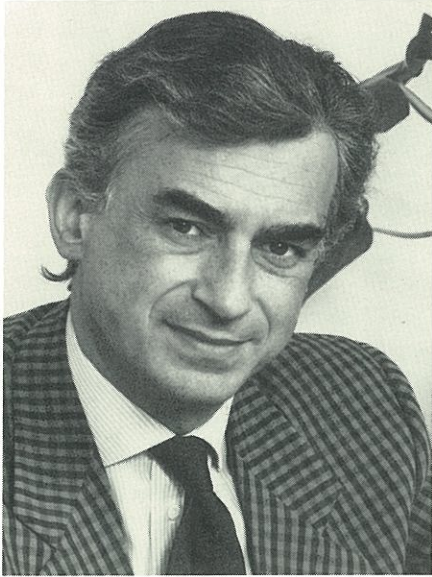
'Tis the Season . . . for giving

Two hundred and thirty participants gave more than \$26,000 to a wide variety of non-profit organizations as a result of our annual Holiday Card Fund Drive.



Yes, Virginia, there really is a Montreal office. After someone started a rumor that the Montreal office had closed, the editorial staff decided we could quiet things by running a photo of *Chuck Harris* standing in front of the office. However, even with the convenience of 1-hour film processing, *Chuck* didn't have time to have a picture made. He sent us this one instead, hoping no one would notice it wasn't really in Montreal. Right. Just pretend you don't see the Chinese letters on the delivery truck and building.

New Principal



Marcheggiani

Oscar Marcheggiani is part of the Latin group and heads our market efforts in the Retail and Textile industries. He was with McKinsey for several years and managed parts of Zegna in Italy and Eminence in France. He has also led his own group of consultants in Italy.

Oscar will concentrate on increasing our business in the Strategy, General Management and Merchandising services in Italy, which are new areas for us in that region. Even though the economic situation in Italy is not favorable, Oscar has managed to sell some important projects, and market response to our approach is growing.

The KSA Observer

Publisher: Randy Nord

Editor: Janice Ryer

**Editorial Assistance: Debora Tucker,
Fran Preston**

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KSA names two to new posts



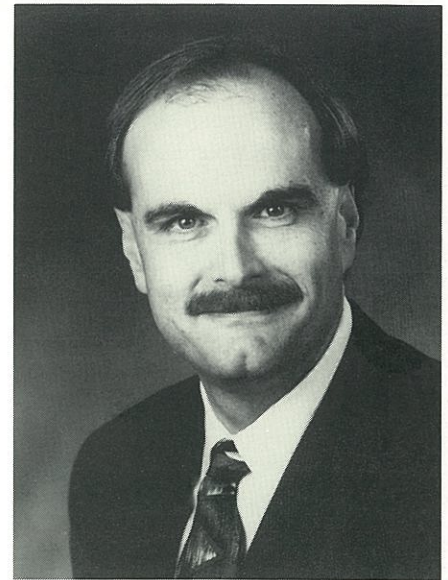
Beninati

Marie Beninati recently was named Director of Retail Markets. She is responsible for initiating and supporting practice development, corporate communications, trade association activities, and special events for the retail industry. She consults to retail clients as a member of KSA teams in marketing strategy, consumer research, business process reengineering, mergers and acquisitions, and global expansion.

Prior to joining KSA, Marie was a Senior Vice President of the National Retail Federation, and held senior management positions at Carter Hawley Hale and Macy's.

John P. McDaniel was named Director of Information Systems Consulting Services for Hamilton/KSA.

Prior to joining Hamilton/KSA, John was Director, Medical Informatics at the Emory University System of Health Care. John is a frequent speaker at national and international conferences, and is a regular contributor to information systems journals.



McDaniel

New Staff

Jonathan Rix, Analyst, Technical Services, AO. Jonathan has nine years of experience in the computer industry. He began at Monroe Systems for Business, a computer/office machine company in Toronto. He then worked for a mail order toy/school supply company in Los Angeles, then back to Toronto to work for UPS in its I.S./Field Support group.

Jonathan, his wife, Karen, and 4-year-old daughter, Samantha, live in Marietta, Georgia.

Christi Schanefelt, AA, Marketing Support Services, AO. Christi is a graduate of Kansas State University, and was most recently with Booz Allen in Atlanta. She and her husband, Rod, live in Alpharetta, Georgia.



Rix



Schanefelt