

The KSA Observer

PUBLISHED BY AND FOR THE EMPLOYEES OF KURT SALMON ASSOCIATES

A walk on the "white collar" side of logistics

Gitano — sold to the highest bidder!

Just what has caused all the hub-bub about Gitano? The most recent event of Gitano's interesting history is the bid for its purchase by Fruit of the Loom.

KSA was contacted in January of this year to assist Gitano in finding a strategic buyer with a solid financial base and a structure that could provide strategic fit.

John Wilcox has had a long-standing relationship with the CEO of Gitano, Rob Gregory, who was previously COO of VF Corporation. This most competent and versatile executive was brought in to turn a very troubled company around.

During 1992 – 1993, KSA did a great deal of work in Business Process reengineering, including setting up a virtual company partnership with Wal*Mart. This worked successfully and the company turned around into a profitable basis in 1993. Debt reduction was ahead of schedule.

However, in late 1993, it was learned that the former managers of Gitano were involved in cus-

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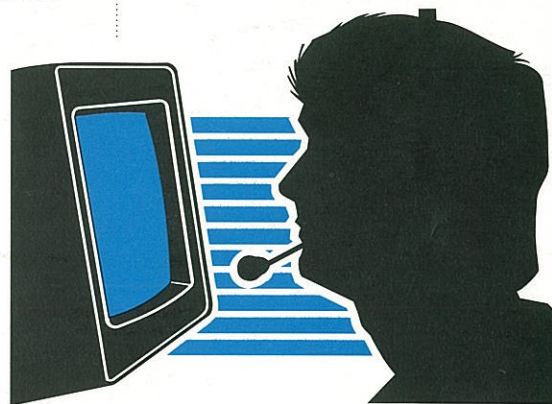
Did you ever wonder what it would be like to start your own business? To be responsible for the planning of every aspect of the company: where to locate the operation, staffing levels, equipment needed, and relationships with suppliers? In early 1993 KSA had such an opportunity. Well, almost. KSA was able to assist Music Sound Exchange start a new operation, and the experience was everything one could possibly hope for.

Music Sound Exchange (MSE), a division of Time-Warner, is a direct marketer of music, videos, and music-related merchandise. It markets and ships merchandise directly to customers for Sony, Warner-Electra-Atlantic, and Warner Brothers. Its merchandise is marketed to customers in several ways: catalogs, sweepstakes promotions, the American Family Publishers sweepstakes, telemarketing, television advertisements, and direct marketing through schools.

Historically, all fulfillment operations (marketing, selling, order-taking, and shipping of products) had been outsourced to third party vendors. The orders received from catalog, sweepstakes, telemarketing, and

television campaigns had been received and then processed and shipped by various vendors to the customer. In 1992 MSE examined the options available to the company and decided to begin performing many of the services that had previously been outsourced.

MSE approached KSA for guidance and asked us to analyze the operations involved in the fulfillment of its merchandise and then



recommend which operations should be performed in-house and which should remain outsourced. Additionally, KSA was asked to determine the best location for these new fulfillment operations and to assist Music Sound Exchange in the design and implementation of this facility. MSE requested that KSA plan everything including the selec-

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KSA mid-year update

At this writing, 1994 is shaping up as a very good year for our firm. To support that view, I will comment briefly on several important areas.

Quality of results

The client service feedback we are receiving directly from our clients is good. This procedure is well implemented in North America and has been initiated in Europe and Asia/Pacific. It is only through sustaining excellent quality work that we sustain success.

KSA resources

Recruiting has been in full swing for most areas of the firm and the 1994 Orientation Class in Atlanta in July included 67 colleagues. This was 50% above the designed capacity of our Professional Development Center, which is *deja vu*. When I joined KSA, our center was then in Washington and was set up for two people. Three of us began the same week, so we were 50% overloaded, as well.

In meeting the Class of 1994, I was impressed by the varied backgrounds and the thoughtful questions of the group. That augurs well for our future.

Our client needs are growing at a strong rate and our ability to deliver must keep pace. Therefore, in addition to organic growth, we are looking at options to acquire other firms or start joint venture companies that will fit our growth strategy in a given region or service.

Leadership clients

We are succeeding in focusing the major part of our efforts to selected clients in our target markets. At year end, we will precisely evaluate accomplishments in client focus. A

preliminary analysis indicates that about 80% of our work is being done with 20% of our clients. For those 20%, we are having a major impact on their future and they increasingly are the leaders in their sectors.

Professional development

Early this year, we held new Principal and new Manager orientation sessions, which will now be done annually.

Specific subject matter training sessions have also been held on logic-based communications, leadership effectiveness training, managing organizational change, financial analysis and speaking skills. In the first half of the year, 134 colleagues participated in one or more of these programs, plus the 67 colleagues in the July Orientation Class. A number of other professional development programs are scheduled for the remainder of 1994.

A Pan-European Staff Conference was held in late May with all of our colleagues from Germany, Switzerland, UK, Italy, Belgium and Spain. This was a well-planned and well-executed event and was quite enjoyable and informative for all of us who attended.

Global initiatives

The **Strategic Leadership Task Force** is making good progress on the KSA Worldwide Strategic Audit. We will be receiving their recommendations soon and we will put in place a process for communication and implementation.

The **Corporate Identity Task Force** has completed most of its work and is in the final stages of determining a consistent look, typeface, etc., for use in our marketing material, client proposals and reports.

The first phase of the **KSA Infrastructure Project**, which was the definition of the business systems requirements for internal systems/accounting, project management, body of knowledge, etc., is being completed. Decisions will be made shortly on the scope of the next phase.

Financial performance

KSA, Inc. worldwide financial performance in total is on budget. We will again post double digit revenue increases over the prior year and we expect to achieve profitability on or above budget. In summary, North America and Asia Pacific performance is well above budget and last year. Performance in Europe is behind budget as some of the market sectors continue to be soft economically. European management expects to achieve budget for the second half of the year and, in aggregate, the worldwide outlook is strong for the balance of the year. There will be a comprehensive communication from each Managing Director to his specific region with details. There are, of course, many other exciting services, markets and internal initiatives under way around the world.

This remains a time of continual renewal and change in our practice as we capitalize on, and respond to, changes in our markets and the world around us. In many cases, firm-wide efforts are driving the positive changes in the market we serve.

My thanks to everyone for your efforts year-to-date and all the best for continued success. Due to your day-to-day achievements, we expect 1994 will be a very good year.

—Dave Cole

Everything's coming up roses at Bear Creek . . . thanks to KSA

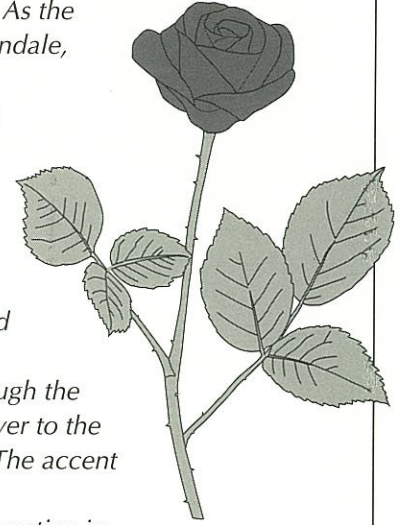
It was a cold and foggy morning in December, with the sun still low over the horizon. As the wind blew south through the San Joaquin valley, voices without faces could be heard: "ándale, muchachos! vengan para acá!"

A dusty white pickup truck rolled to a stop on the dirt road in front of the field. People approached the truck from all directions, some rising slowly out of the long rows of bushes, some staggering sleepily down the road, some with bandanas covering their faces to protect them from the dust.

The driver of the truck got out and climbed wearily onto the truck bed, lifting a large white marker board and mounting it on the side of the truck for all to see. Another truck pulled up, barely visible in the thick fog. Three new faces got out, looking eager and out of place.

The crowd of almost 100 people circled, pressing in closer to hear and get a look through the thick fog at these strangers with the clean hands and clean shoes. The first one stepped over to the marker board, pulled a pen from his pocket, and began speaking slowly and in Spanish. The accent was unfamiliar, and many wondered why this person was here.

"The first thing I want to do is thank all of you," he said. "You have all been very cooperative in helping us develop the harvesting team incentive . . ."



No, this is not an unknown excerpt from Steinbeck's *Grapes of Wrath* or even a lost episode of *The Cisco Kid*. Rather, it is a description of the beginning of an engineering project at Bear Creek Corporation in Wasco, California.

Bear Creek Corporation grows roses (yes, roses) on a 5,000 acre farm with approximately 1,500 acres harvested annually and the rest of the "ranch" in various stages of rotation. Roses are sold under a variety of labels, the most prominent being the "Jackson & Perkins" brand, which is recognized as the premier rose in the United States. Most of Bear Creek's production is sold to better garden centers throughout the United States, although they do operate a mail order business with their own catalog. The "Harry and David" catalog that sells a variety of fruit and flowers is also a division of Bear Creek.

Peter Brown established contact with Fred Johnson, KSA alumnus who was Bear Creek's Vice President, in the summer of last year. Jerry Armfield and Paul Raines visited the Wasco farm in August to survey

opportunities for reducing labor and overhead costs as well as redesigning some of the work processes. Jerry and Paul proposed a sixteen-week program for engineering several farm activities and training most of the middle and upper management staff in work measurement and incentive concepts. As 61% of rose cost is labor, work measurement and methods improvement were essential to improving the performance of the farm. Bear Creek was very much on a "burning platform."

Once the client authorized the program, *Sonia Leon-York* relocated to Bakersfield, California in early October. *Matt Howson*, utilizing mobilization skills learned in Operation Desert Storm, caught the first transport available to Guatemala for two weeks of intensive Spanish training. Once "latinized," "Mateo" joined Sonia, and, working with Jerry and Paul's supervision, formed a fast and flexible consulting team "down on the farm."

The project evolved into a two-pronged attack: engineering of operations in the field with incentives and method/equipment improve-

ments, and classroom training in engineering concepts for approximately 45 middle managers. As the managers learned and developed the ability to implement change, they took over the engineering of operations in their functional area with KSA supervision.

Although the project is still active, KSA estimates annual cost reductions at \$1.4 million. As might be expected, Bear Creek management is extremely happy and considers KSA the "most effective consulting firm" with which they have worked.

In summary, the success of KSA's rose farm engineering project at Bear Creek demonstrates once again the power of KSA's flexible approach to client problems, coupled with a rock-solid knowledge of the fundamentals of manufacturing. Bear Creek has invited KSA to visit its pear orchards in Oregon to measure opportunities for improvements. Without question, it will be an interesting trip from the rose fields to the pear orchards, or, as some have said, from "flowers to fruits."

—Paul Raines

Music Sound Exchange (cont'd from p. 1)
tion of the building, purchase of equipment, staffing of the operation, development of new procedures, and, finally, creation of an implementation plan for the new operation. In addition, we had a lead-time of only four months.

Scope of KSA'S work

KSA examined three buildings that were being considered by MSE and recommended the selection of a site based on the growth projections provided by MSE and the type of fulfillment operations planned for in the facility. After the site was selected, a project team consisting of *Ken Walker, Paul Dixon, and Mike Gregory* worked with MSE to determine the optimum layout of the facility, staffing, and equipment requirements based on the projected growth and expected work-flow for both the order processing and product fulfillment of the fulfillment center.

KSA was asked to work with MSE on the "white collar" side of the operation in the order processing area. The order processing area is one that has not routinely been associated with the Logistics group. Order processing work involves the processing of all incoming customer communications so that merchandise can be shipped to the customer. This includes the receipt of mail and phone orders from customers, data entry to place customer orders into the information systems, and processing the order to provide paperwork needed to the fulfillment center for picking, packing, and shipping functions. KSA has worked with clients in the past to improve the efficiency of their order processing operations, but this project provided a unique opportunity to put that experience into practice in the design from the ground up of the entire order processing area of the facility.

The order processing layout, staffing requirements, and equipment needs were assessed by Paul and Mike based on the inbound mail processing and phone order-taking/customer service requirements and the expected order processing volume.

Who would have thought that what began as a completely outsourced fulfillment company could set up shop in an old lumberyard warehouse and provide state-of-the-art service to its customers in less than a four-month planning, design, and implementation period!

Growth projections were analyzed through the facility design horizon. Equipment was specified that would provide MSE the capability to open incoming mail, encode checks, and fold and insert customer invoices into envelopes for mailing. Due to the expected growth of the business and the desire of MSE to eventually bring all operations in-house, equipment specifications were developed to utilize some of the advancements in image processing and document scanning to efficiently process incoming stamp-sheets and order forms. The imaging systems included mail sorters, document scanners, and wand scanners.

In designing the product fulfillment of the facility, Ken drew from a wealth of experience. The operations most frequently associated with KSA's Logistics practice have been those that occur in the classic distribution center: receiving pallets of merchandise, breaking-down pallets, storing products, moving pallets between storage locations in the distribution center, and preparing the products for shipment to stores or customers. In direct marketing, the product fulfillment of the fulfillment center functions much the same way. Materials are received, put away, picked, packed, and shipped

to customers.

The fulfillment center layout, equipment needs, and staffing requirements were assessed based on the requirements of the information systems purchased by MSE, the product mix, sales forecasts, and the

throughput and customer service levels desired by MSE. Based on all of these factors, equipment was specified that would meet the needs of the operation through the design horizon of the building. It consisted of a high-bay pallet rack, a rack for picking merchandise, belt conveyors, packaging machines, and various work-stations.

KSA submitted a list of all equipment requirements and specifications needed to fulfill incoming orders to MSE management for review. These bid specifications were then submitted to prospective vendors and Ken, Paul, and Mike analyzed the bids to determine a recommended best-fit for MSE. The analysis included system throughput, cost, expected maintenance, and overall capabilities.

Implementation

To ensure a smooth start of the operation, critical completion dates affecting key components of the project were tracked by KSA. KSA then kept management informed of any perceived problems and assisted in the development of alternatives. Throughout the entire project KSA worked closely with MSE management to develop the methods, procedures, and training needed to successfully kick off the operation.

After all personnel hiring and equipment installation had been completed, Ken, Paul, and Mike worked with management to ensure the new operation as smoothly as possible. The first step was to assist management in understanding the capabilities and capacities of the fulfillment center and the interaction required between the various parts of the organization. The next step was to assist with the final details of preparations of the facility. The product fulfillment implementation involved many of the same activities pursued by KSA in many other distribution center implementation time-periods. In the order processing area, KSA provided guidance to management on personnel training, assisted in refining workflows for incoming mail processing, and assisted in the development of staff schedules for the call center.

During the first several weeks of operations, Mike worked with management in refining the methods and procedures to optimize efficiencies based on the equipment, computer applications, operational requirements, and overall system capacity that had been designed.

The end result was a fulfillment center that had been designed from the ground up. Who would have thought that what began as a completely outsourced fulfillment company could set up shop in an old lumberyard warehouse and provide state-of-the-art service to its customers in less than a four-month planning, design, and implementation period! While it may not have been the same as starting up our own company, KSA played a pivotal role in the creation of a successful new enterprise.

—Mike Gregory

Gitano

cont'd from page 1

toms litigation. Its major customer, Wal*Mart, by policy, was required to stop doing business with Gitano. The only way Wal*Mart could continue to carry the Gitano brand was if it were bought by another apparel entity.

At that point, KSA was brought in to find a buyer. This involved preparing an Offering Memorandum, determining viable candidates, contacting over 50 companies worldwide and retaining a binding letter of intent to purchase. All of this was done in only six weeks!!

The process was managed by a KSA team of *Michael Jacobs* (head of our Corporate Finance Department), *Gary Catherman* and *Kasey Pickett*, all of whom moved on-location to Gitano's Manhattan office at 1411 Broadway. They were assisted at various times during the engagement by *Dave Cole*, *Brad Morrison* from the Far East, *Bill Reed*, and *Fernando Silva*.

We began this engagement on January 17th and it was successfully concluded during the first days of March when an offer of \$100,000,000 was received from

Fruit of the Loom.

To protect Fruit of the Loom from any prior claims, Gitano, as planned, declared bankruptcy. At the hearing, the bankruptcy judge quickly accepted the Fruit of the Loom offer as fair for all concerned and praised KSA for its role in the process.

This was a highly successful engagement that KSA accomplished at record speed. Wal*Mart, the banking partners, and the employees of Gitano are extremely pleased with this resolution. It goes far beyond anyone's expectations.

KSA's Corporate Finance practice has been given a tremendous thrust forward because of this highly visible project. In the course of marketing Gitano, we contacted virtually all of the major apparel companies who are in the business of making acquisitions. Also, Gary and Kasey evolved our methodology and speed to a new level of flexibility. A good deal of thanks should go to Michael, Gary, and Kasey for their 16-hour, 7-day weeks in Manhattan during the worst winter in modern times. This was a powerful example of putting client interest first.

—John Wilcox



“Is this the extent of your market evaluation?”

Persistence pays with profitability in Puntarenas

In most KSAers minds, the term "offshore start-up" conjures images of sundrenched beaches, grass huts, and cool tropical cocktails served under the shade of a mango tree. Soft calypso music plays in the background during discussions of project work in our Caribbean/Latin America region.

Does this image match the reality of offshore work? Read on and judge for yourself.

The William Carter Company, one of KSA's oldest clients, decided in 1990 to build offshore capacity. Wary of the unknowns surrounding factory startups, client management called on the time-tested wisdom of *Don Burkhalter* to guide them through, and KSA was asked to assist in the startup. In an unusual irony of fate, *Paul Raines* relocated to the country of his birth (Costa

Rica) to staff what would be William Carter's first offshore factory, Carterco.

Four years have passed, and the Carterco facility is now fully staffed and ranks among the leaders in quality and productivity in The William Carter Company. Seeking to build on that success, client management sought KSA assistance for another factory start up in November of 1993.

A pleasant place to live (some would call it a paradise), Costa Rica has an increasingly tight labor market and spiraling cost structure. For these reasons, the new factory would be located in a remote fishing village, named Puntarenas, on the Pacific coast.

Don Burkhalter, crafty veteran of the tropics, quickly assembled a consulting team to respond to client needs. Paul Raines would manage the project, with *Gerson Coto*, a KSA Americas consultant, relocating to Puntarenas to staff the project on-site.

Since the new facility was under construction, the client secured a temporary facility of approximately 4,000 square feet to begin hiring and training for the first five months of the project. The temporary facility was located directly across the street from the beach in an old customs warehouse that was converted into a high school, and became affectionately known as "the coop."

The coop, an acronym for University College of Puntarenas, was a '40s vintage building, all con-

crete and no windows. The Carter factory was assigned some space on the third floor, with an empty elevator shaft full of annoyed bats, fenced off for safety. The temperature (95+) and humidity inside the coop when full of machines and angry employees could make Dante's Inferno look like cold storage.

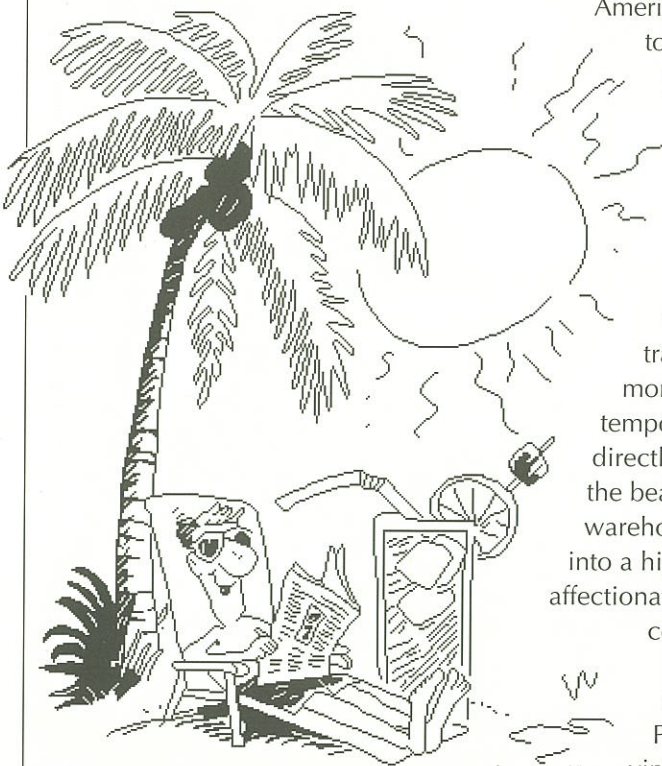
The third floor location created some unusual difficulties: transporting 40 sewing machines up three flights of stairs was often straining, sometimes life-threatening. The bathroom location at the bottom of the stairs made for some colorful anecdotes as well.

Gerson Coto, in the gritty, resourceful style KSAers are known for worldwide, quickly moved into a beachfront cabin. This lasted a few weeks, until Gerson's landlord decided to sell the cabins to the managers from the hotel next door for their own housing. It would seem that even in sleepy Puntarenas, money talks.

Not one to wallow in his misfortune, Gerson soon found a two-bedroom beach house with a live-in groundskeeper and a yard that opened onto the beach.

Alas, there was more to this newfound comfort than met the eye. Gerson soon discovered, to his surprise, that he had moved into a house already inhabited by a large colony of rats. The rats ran across the roof at night, chewed up his food and clothing, and slept in his bed during the day (fortunately, they never asked to borrow the car).

Gerson finally settled into a hotel room for the duration of the project, and he expects to stay there, barring unforeseen circumstances. The new factory building is finished, and all



the employees have settled into the unequaled comfort of an air conditioned sewing floor. Of course, a large and productive factory is being created during all of this, and that remains the focus of our efforts.

So, the question remains—what's it like to work offshore? Is it a scene out of "South Pacific" or "The Good, The Bad, and The Ugly?" Certainly, the fundamentals of training and managing in a manufacturing environment are similar the world over. The cultural aspects, however, vary from location to location and many times, KSA's role is to understand the culture and adapt our principles to the local environment.

Stay tuned for another offshore travelogue coming soon as a different team of KSAers reports from the desert of northern Mexico in "Don't Shoot Us, We're Consultants!"

—Paul Raines

Plan your week in 30 minutes

Experts say that you need only 30 minutes to plan your entire week. How to do it? Follow the OATS formula:

O: Objectives. What results do you want to see by the end of the week? Write them down, then rank them.

A: Activities. What do you have to do to achieve your goals? List the necessary activities, and put them in sequence.

T: Time. How much time will each activity require? To plan realistically, allow yourself more time than you think you will actually need. This gives you flexibility if unexpected problems develop.

S: Schedule. Look at your calendar and decide when you can do each activity. Most people underestimate the power of a schedule, but you won't get anything accomplished if you don't schedule the time to do it.

In memoriam Lutz J. Kohnagel

by Ross Runnels
and J. Paul Raines

With the passing of Lutz Kohnagel, KSA lost a classic consultant and one of its most-traveled members. Lutz joined KSA while Kurt Salmon was doing much of the recruiting. They met soon after Lutz attended the Institute for Classical Tailoring of Men's Clothing at Mönchengladbach, Germany. His early projects took Lutz to South America and he was a Caribbean island hopper long before the 807 import program.



Lutz Kohnagel was an old fashioned, up-to-date, unreconstructed engineer. He expected a lot of the people he worked with, but always expected more of himself. He proclaimed himself to be a cynic, but those who knew him realized how much he cared about Doris and his home, and about his many friends in KSA.

Lutz was a worldly person, and thought in global terms before it was fashionable to do so. He was at home on the streets of Berlin or the streets of Mayaguez. Lutz related well to people in factories, and he understood human nature. In Puerto Rico, many people called him "humilde," which translates loosely as humble or having humility. It was one of his strongest traits.

One night in Mayaguez he and Paul Raines were approached by a little old lady yelling: "¡Don Lutz! ¿Como esta?" Lutz asked where they had met. It had been 10 or 15 years earlier at a factory in San Juan. They chatted for a while, Lutz recalling her operation and all the details of the project.

When asked how she could remember Lutz after all those years, the woman said: "It's been a long time, but I will never forget those

From the family

How grateful we are to you for your compassion, concern and generosity during our time of grief. Your kindness and prayers have helped to sustain us during this period. Know that our gratitude and blessings shall remain with you always.

Sincerely,

Doris Kohnagel and Elisabeth Prasser Kohnagel

KSAers across the US help others through Habitat for Humanity

What is Habitat for Humanity?

Seven million people live in what is officially called "substandard" housing in the U.S. Many people raise their families in shacks and shanties, tents and shells of buildings, usually without plumbing, electricity, or other conveniences.

Habitat for Humanity reaches out to these people and asks them to join with volunteers to build, with their own hands, their new homes. The plan is to build modest homes using donated funds and materials, and volunteer labor. Habitat makes no profit, and passes the ownership of the homes to the new occupants.

New homeowners pay low, interest-free mortgages back to Habitat, which recycles the money to buy

more materials and build more homes. In the U.S., a typical Habitat home is a no-frills, 1,000 sq. ft., three-bedroom residence that sells for less than \$30,000. Mortgage payments on these homes run about \$150 a month, often less than the rent previously paid for "substandard" shelter.

Families are chosen on the basis of need, ability to pay, and willingness to take responsibility for owning a home. Each family is personally interviewed by the volunteer Family Selection Committee, and the drop-out rate (when a family can't meet its commitment and the house is returned to Habitat to find another candidate family) is less than 5%.

Spelunker for Habitat

Musa Rubin is known as the filthiest person on the Habitat construction site because he is the "spelunker." In charge of wiring, Musa crawls under houses to string wire and install junction boxes. On a subsequent Saturday, Musa installs jacks and tests circuits. Any task that involves getting filthy while crawling under a house is considered Musa's domain.

Having learned about Habitat for Humanity through the press in 1990, Musa called the Atlanta chapter to volunteer his skills in household electrical work. The Habitat coordinator invited him to a volunteers' supervisory meeting. At the session, Musa heard all about basic frame construction and painting, but he didn't readily see how his skills would fit at Habitat. At the meeting's conclusion, Musa approached the warehouse manager, Austin Waddel, and introduced himself.

Welcomed with open arms, Musa was given a challenge. Mr Waddel explained that the warehouse serves

two functions. It is storage for on-site construction materials, and is a pre-construction site where sections can be assembled before going to the site. The problem was: someone had miswired the warehouse. When a worker was shoveling sawdust, he hit a beam with the shovel, and the entire building was electrified. Sleuth Musa figured out the problem and corrected it.

During his first two years as a Habitat volunteer, Musa wired every house Habitat Atlanta built. In typical KSA fashion, he surmised it was his responsibility to find the location of each project. Supervisors simply couldn't figure out how Musa knew where to go for each electrical project, but they were very glad to see him.

Since 1990, Musa has (worked on or) wired at least 75 houses, and is now in the enviable position of managing unskilled laborers. (In his recruiting process he looks for nice looking women who don't appear busy.)

From his spelunking work, Musa has discovered two absolute truths:

1) houses with crawl spaces were designed to be serviced by midgets, and 2) it will rain every Friday before a Saturday installation.

Masquerading as a builder

by Dennis Fish
(spouse of Beth Souther)

As a teenager, working alongside my father, a masonry contractor, was great training for my Habitat for Humanity work. Although I didn't think it was too cool then, I learned basic skills that have been poured into more than 20 Habitat houses.

To ensure my position as "supervisor" rather than "laborer," I arrived the first morning wearing a professional tool belt (*ala Home Improvement*) and carrying a contractor-grade hammer and Stanley tape measure. I tried to put a swagger in my step.

It has proved amazing to me to see how teams of unskilled volunteers can create miracles in building these houses. Skilled supervisors manage groups of volunteers to lay

the foundation, erect walls, put on shingles, siding and paint. (As a supervisor, I get the option of not installing insulation.) The new homeowner's entire family, even the children, work alongside the volunteers to build their house.

Many volunteers find themselves in reversed roles; college professors, physicians, architects, are suddenly taking instructions, learning, and enjoying it. For those with big egos, it can be an humbling experience. For those who need a boost of self-esteem, it's a great place to learn something entirely new in such a supportive environment.

My favorite story is about a woman who had previously used a hammer only to nail a picture hanger. Although she had no experience, she insisted on helping install kitchen cabinets. Three weeks later, the woman found me on a job site to say that she taught her husband her newly-found cabinet skills and, together, they installed their own kitchen cabinets.

The houses we build are solid. We place support walls every 16 inches, rather than 18 inches, and where a contractor hammers one nail, we hammer four. There are two reasons for our thoroughness — 1) materials are donated by Home Depot and others, and 2) we really care. During Hurricane Andrew in South Florida, Habitat houses withstood the storm when other structures crumbled. Recently, I helped complete a four-bedroom house, the largest Habitat Atlanta has ever built, for an extended family of five—mom, grandmom, birth child, adopted family member, and niece.

Much different from my day-to-day work in the business world, at Habitat, I get to work with my hands and see results of my efforts at the end of the day. It is a great reward.

Rewarding yard work

by John Wilcox

My church, Christ United Methodist in Greensboro, alternates its mission budget between helping a church in a developing nation (recently Bolivia), and Habitat for Humanity. Every other year, we contribute about \$30,000 to the cost of the house. The remainder of our contribution is sweat equity.

Our church formed teams for foundation, framing, electrical, etc. I was leader of the landscaping crew.

With no budget, we were expected to create a yard. We sketched a plan, and I made the tour of nurseries to ask for plant and materials contributions. Foundation plantings such as boxwoods and trees were donated to frame the house. Forsythia served as a screen at each side. We planted grass seed, and filled in with other foliage to add interest.

Forming teams within teams (KSA has served as great training for this type of endeavor), 12 people worked on various aspects of the landscaping. One team member even volunteered his backhoe to grade the lot.

Team member, Laura Smith, is a 70+-year-old grandmother. She worked tirelessly and rarely took a break. The new homeowner, a man in his early 40s, worked alongside Laura, but he was known to take frequent rest periods. At one point, he asked Laura, "Aren't you ever going to take a break?" She responded, "Not until I finish." At that moment, an "ah-ha" seemed to spread across his face as he began to understand what it sometimes takes to succeed.

At the end of the project, the team gave the Habitat family a plot plan of their new yard, and they became very interested in its care. As a housewarming gift, our crew presented the family with a lawnmower.

Stressed out? Try spackling!

by Marian Read

About a year ago, after a long-standing interest in volunteering, and following the work of Habitat through various newspaper articles, I decided to start working with the Trenton, New Jersey Habitat for Humanity.

I go every 3 – 4 weeks and have worked on four houses that have been completed, plus three others still in progress.

Mostly I've been involved with finishing off interiors—carpentry, woodworking and trim, painting, tiling in bathrooms, spackling—whatever needs to be done for the house to be finished.

The work is an eye-opening and heart-warming experience. Habitat gives people a chance to move out of sub-poverty-level conditions, and into neighborhoods that are safer for their kids. I worked in some of the worst neighborhoods of Trenton, but after the first Saturday I got over my fear and gained perspective. I left with the feeling the time I spent was worth it.

Working with Habitat for Humanity is also a great way to learn skills that I can use around the house. I'll even save some money by knowing how to do my own repairs. Finally, the work is a great stress reliever and good change of pace.



South Georgia flood victims receive help from KSA Atlanta

Driving nails into the lumber of a new home is challenging and rewarding; ripping them out of a home demolished by floodwaters is a whole different story.

Editor's note: In July, torrential rains from Tropical Storm Alberto caused devastating floods in south Georgia. Most people had no insurance, and damage has been estimated in the billions of dollars. Mona Clifton (Dept. T) organized a fundraising effort at KSA Atlanta, which netted \$1700, then volunteered to go to one of the flood-stricken neighborhoods to work. Compelled by what she saw there, she has been back every weekend since. Here is her story.



Mona Clifton, left, with two flood victims.

When I called World Vision to volunteer for the Flood Relief Effort in Macon, Albany, and Bainbridge, a coordinator instructed me to bring my lunch, beverages, throw-away clothes, and boots. I signed in at the outreach center in Albany, where I was assigned to a city neighborhood to help clean up a house. The coordinators issued each volunteer a mask, two pairs of gloves (one pair rubber and one pair cloth), and a World Vision t-shirt for easy identification.

When I opened my car door at my destination, the stench was indescribable, and I reached for my mask. No electricity and no plumbing made everything smell like a dump.

The homeowners at the house to which I was assigned included an 85-year-old man, who had open heart surgery two weeks before the flood, and his elderly wife, who was at a relative's home recuperating from a bronchial attack she had suffered two days before I arrived.

My team of six, working from 9:00 a.m. to 5:30 p.m., began by removing all furniture. Everything in the house was ruined because water came within a foot of the ceiling. Even items placed on top shelves weren't salvageable because mildew clung to everything; many houses were under water for two weeks. We dragged furniture from the house and ripped up carpet. We tried to open drawers to look for money and salvageable



Flood victim and volunteer take a break from tearing out wallboard. All the woman's possessions were destroyed and she has no insurance.

belongings, but the furniture was so swollen and heavy from the water that we had to use crowbars to pry drawers apart.

As I combed through drawers, I looked for mementos that I'd then show the homeowner. Most things were ruined and I abandoned showing them to the man because the loss was simply too painful for him.

The task these homeowners face is

overwhelming. Imagine that you had to move immediately, but there were no movers, no help, no boxes in which to put china and silver, and no storage area to which you could move belongings.

The Red Cross came to each neighborhood three times a day to provide meals to those who hadn't eaten. Volunteer nurses administered tetanus shots to homeowners and volunteers who hadn't been inoculated in the last five years.

While I was talking with the homeowner, he mentioned that he hadn't even finished paying for the teak bedroom set that was ruined, and while we chatted, the mailman delivered the VISA bill. When I returned to Atlanta, I called both VISA and MasterCard to see if they covered such losses (like the Citibank commercial), but they don't. Since the flood was an act of nature, it's not covered. Further, elderly people usually don't qualify for low interest loans to rebuild. I have learned from several banking sources that most loans are given to young people. These old people must start from scratch with no help at all.

At the end of my day, I drove through the rest of the neighborhood. The destruction is unbelievable. Some areas are still under water, and have not been touched. It rains every day. At the end of each day, homeowners and volunteers must leave the areas for shelters because there is no electricity. Weary homeowners who become exhausted during the day can't even lie down for a rest because everything is covered in water or mildew.

While there is no longer front page news or hourly media updates about the flood, the relief effort is still active. There are years' worth of work to be done.

Odyssey in Minnesota

by Wendy Miller
(daughter of Bruce Miller)

Tired of a vacation where the main goal is to see if you can get a golden tan or a tee time?

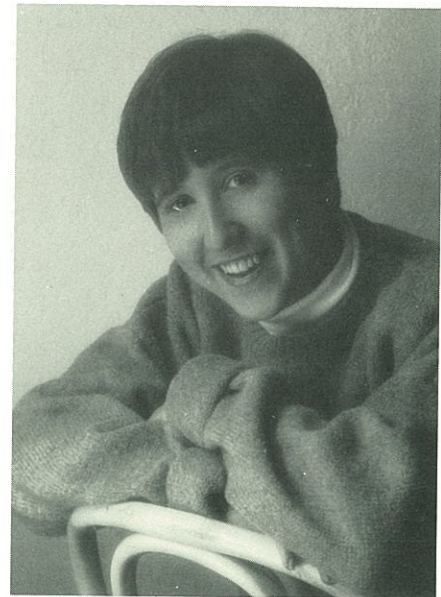
Try one where the main goal is to stay warm when the high is zero and the low is a balmy forty below zero. This February, I went on an Odyssey in Northern Minnesota with ten high school seniors and two instructors. We spent ten days camping and cross-country skiing, and every trait I have, weak and strong, was put to a test.

A normal day began by starting a fire, finding a tree on which to hang our sleeping bags, (we had to dry our sleeping bags every day, because at night they got covered with frost from our breath) and a breakfast of granola mixed with pudding or oatmeal. Then we would load up our packs (averaging about 50 pounds) and three sleds, each weighing about 80 pounds. Pulling a sled proved harder than imagined since the trails were covered with three feet of snow plus brush and many fallen logs. The trails were full of steep hills, too, which only flattened out when we traveled across a frozen lake. Some of the best times we had were on our skis, as we watched each other soar down hills, ending up face-first in the snow, and then trying to stand up with a backpack, skis, and a sled. After cross-country skiing all day we set up camp by first making a fire, then pitching tents. Dinner was always interesting: the meals ranged from a mushy dish consisting of spaghetti, cheese, and spinach to Chili Surprise, which had cheese, chili power, rice, and three green M&M's. After doing dishes we would go to bed, which was the

greatest test of patience. It took fifteen minutes to get in the sleeping bags. We had one thin vapor bag, a thinsulate bag, and a down bag; plus, while we slept, we could dry our socks, boot liners and mittens by our body heat. By the time I got everything I wanted in my bag there was no room for me.

As if this wasn't enough, the trip also included a day-and-a-half solo where we tested all our survival skills. On my solo, I made a shelter between two fallen trees by laying down a foam pad and draping a tarp over the top. During the day I collected wood and wrote in my journal. The time passed quickly, because I had to do everything for myself. That night, I crawled into my shelter and had the best night's sleep of the trip.

Why would anyone go on this sort of trip? The things experienced on the trail are unique to every person, but if you think your life is challenging, just take away your bed, car, phone, heat, food, and fresh water (without twigs in it) and try to survive without them for ten days in February in Northern Minnesota.



Wendy Miller

Come ride with me

(I dare you after reading this)

by Barry Moore

For some strange reason, several of our colleagues have kidded me over the years about my driving as we tool around in rental cars while on projects. So when Andy McKenna, the CIO at Home Depot, kept telling me about this fun race-driving school he was planning to attend and encouraged me (actually dared is the word) to go, I accepted. I have pictures to prove that this story is not fiction.

After paying the tuition in a moment of madness and openly declaring my intent to go, there was no backing out. I showed up at the Skip Barber Racing School at Lime Rock road racing track in Connecticut for three days of fun, intense concentration, and occasional terror. These emotions often alternated within a split second of one another, depending upon where the car was pointing.

I was introduced to the Formula Fords that we would be using and realized they were *real* racing cars (open wheels, less than 1000 pounds in weight, and capable of over 110 miles per hour on the straight-aways). At Lime Rock, there are lots of hairpin curves and it seems like darn few straights. So a lot of time was spent going around sharp turns at 70+ miles per hour. After an hour of instruction, I met my car for the class. Good old number 32, a sharp red number. It fitted about as tight as a suit and I drove it almost prone. It was mostly engine and steel frame with

a flimsy fiberglass shell that clipped on and enormous tires. Why didn't Andy mention this! He laughed when I crawled in for the first time.

It was now time to hit the track. Once the engine, brakes, and tires were all screaming at the same time, the instructor said I was beginning to learn. Remember, a screaming tire is a happy tire. I learned that piece of racing wisdom without a trip to Lime Rock. My rental car experience was beginning to pay off.

We also learned about things like, Trailing-Throttle Oversteer or TTO, that is when the rear of the car passes the front in a turn because the lump in my throat made my non-compliant right foot lift up on the accelerator. Cars don't like this in sharp turns at 70+ miles per hour. This is also when I learned the value of "instant lock-up"—pressing the brake and clutch firmly to the floor and spinning around in wild circles on the track. So much fun!

The most important thing we learned was how much skill it takes to race around a track at top speeds

over 100 miles per hour and take sharp turns just barely sticking to the track. I will watch automobile races in the future with a whole new level of appreciation for professional race car drivers.

My experience illustrates two things: (1) how far, and fast, KSA people will go to stay up with clients and, (2) old dogs can learn new tricks. I can now talk racing with the best at Home Depot.

Also, my profile with Avis now calls for cars with four on the floor, and, I'm driving on projects. I'll be happy to show you some of my new skills.

We've got to stop meeting like this.

The average American spends about three years of his or her life in business meetings.

—Tom Heymann
In an Average Lifetime





And the trophy goes to . . . the only consultant at the annual KSA Peachtree Road Race party not wearing Teva's. Rob Glockner, distribution, (center) and Paul Furbish, DCMS, (right) shared this year's Hippomenes Cup, presented by Dave Cole (left). Paul had the fastest time of any individual at the party with a finish of 37:35 in the 10K annual event. Rob Glockner's training began inauspiciously enough. In May, he tried to run to Piedmont Park to begin his training program, but he was out of shape and became winded along the way. At the edge of the park, he sat on a bench to rest. Soon, he became very drowsy so he stretched out on the grass for a nap. When he awoke, all sorts of phone numbers were pinned to his shorts. Luckily, Rob's training program took a turn for the better and he finished the race . . . awake. KSA alum Pete Cleveland, now Home Depot's distribution specialist, looks on.



"You're off the plane now, Bob, put the computer on your desk."

Any excuse for a party!

KSA is proud to announce the expansion of the Hamilton/KSA San Francisco office to include consumer products consultants.

The driving force for the expansion, according to Ken Wilkes, national service director for IT, is KSA's explosive growth at Levi Strauss & Co. Currently 16-20 KSA consultants plus members of Software Sourcing Company (SSC) work at the global apparel company. We project 25-30 consultants on-site. With KSA's assistance in information technology and SSC's programming help, Levi Strauss & Co. is implementing its reengineered customer service initiative.

For the shopper, KSA's help means that LS&Co. has the right product at the right time at the right place. Once a product is sold (let's say a pair of size 34 tan Dockers) KSA's work will allow that product to be replaced on the shelf within 72 hours.

The location of KSA's IT practice with Hamilton/KSA will encourage more integration of information systems professionals. It is the first office, other than Atlanta, where consumer products consultants and health care consultants are housed together. Hamilton/KSA staffers have been quoted as saying they welcome these IT types with open arms as long as they keep the place neat and clean and order pizza for the office every other Friday.

To celebrate the expansion of the San Francisco office, we will hold a client reception at a downtown location sometime in the fall, at which time Dave Cole will present *Vision for the New Millennium*.

Heimer moves to MONDI

In June, Hans-Peter Hiemer left KSA to join the senior management group of MONDI in Munich. He will have the responsibility of restructuring their sourcing and improving their systems.

KSA has lost a qualified consultant with a fine history of excellent client relations. We wish Hans-Peter every success in his new and important position and we are looking forward to working with him and helping MONDI build a competitive position in the many areas of their business.

ADVERTISEMENT

COMPANY STORE

For Sale Hamilton/KSA logo shirts

Heavy weight top quality golf-type shirts with the Hamilton/KSA logotype are available in large and extra large sizes in white, navy, and deep purple. The purple closely resembles Minnesota Vikings purple. These shirts, teamed with Khaki or navy slacks/skirt, make an attractive casual ensemble for traveling or for casual day at the office. Most consultants who buy one or two shirts wish they had bought three to round out their wardrobes and make it to laundry day. Cost \$17. Please order from your office manager. Make your check payable to KSA and give your check to your office manager when you order. Note: KSA logo shirts will be ordered at the end of 1994 or first quarter 1995.

25th anniversaries—Barnes and Cruz



Left to right: *Dave Cole, Jeff Stiely, Mike Barnes, Lee Griffith, Betty Barnes, Karla Griffith, Randi Nolan and Paul Nolan.* Not pictured: *Stig and Becky Kry, Barry Moore, Peter Brown, Jim and Kay Giddings.*

Mike Barnes' 25th anniversary with KSA was recognized at a gathering of colleagues at La Reserve restaurant in New York. Mike was one of the initial individuals recruited by KSA with meaningful prior experience in an era when our recruiting had been almost exclusively from college campuses. He brought an important educational and work experience background to our fledgling information systems practice and has been a key ingredient in building that practice from a small, challenging start to its current status as one of the largest, fastest growing and most profitable practices in KSA worldwide.

Much in KSA has changed, as the practice has evolved and expanded during Mike's tenure; however, his capabilities and professionalism have remained constant. Some quotes on that include the accolades Mike received from various senior KSAers and clients over the years:

1972—from Kurt Salmon when he was appointed to Principal . . . "a man with quiet confidence that can only come from a thorough knowledge of his profession and he is indeed a really capable professional."

1980—A client recommendation . . . "It is a rare treat to be able to work with a consultant who is as

knowledgeable as Mike Barnes . . . my compliments to Michael."

1984—upon Mike's appointment as Officer . . . "We recognize Mike's contribution to his clients, his role in enhancing the value of KSA services, and the leadership he provides our practice."

The continuing track record of the service group to which Mike provides leadership is an indication of the wisdom of these comments. We look forward to his future contribution as the practice continues to grow and expand.

Mike and *Betty* are the parents of three grown, married young men and are also grandparents. They spend their time on their 44' yacht, which they keep on the Chesapeake Bay.

Sergio Cruz celebrated his 25th anniversary among KSA friends in Miami. Attending were the honoree, and wife, *Miriam, Peter and Marilyn Brown, Barry and Carole Moore, Butch and Linda Price, Jerry and Mary Jane Armfield, Don and Dolores Burkhalter, Paul and Claudia Raines, Lisandro and Larissa Sagastume, and Juan and Ana Marie Echeverry.*

Roasted and toasted by the group, Sergio enjoyed a poem composed by Don Burkhalter, and was

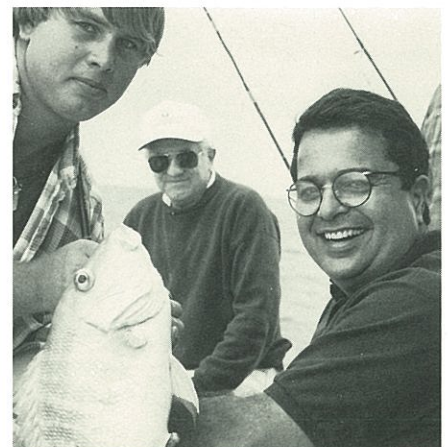
entertained by "Parnac the Magnificent." (Picture *Jerry* with a towel wrapped around his head and *Butch* imitating Ed McMahon.) While Sergio was very pleased with the KSA gift of golf clubs, he was even happier with the personal gift from Paul, Lisandro, and Juan—a series of golf lessons from a professional.

Sergio began his career in KSA's management and manufacturing division, then known as MMD, working with *Jerry Armfield*, and supervised by *Don Burkhalter* at Kellwood. He then spent many months making men's casual pants at Jefferson Manufacturing in Petersburg, VA.

Miriam and Sergio honeymooned in the desert when he worked in Nogales, Arizona, and he is one of a long line of KSAers who have worked with Hartmarx at Cape Girardeau.

Sergio's early career was spent in the sewing room, but he soon shifted to become a cutting and material utilization specialist.

Sergio had the vision to develop KSA's Latin American practice, and he ferreted out many opportunities



Sergio, right, while on a "team building" fishing outing with the Caribbean/Latin America folks.

before other companies realized the region's potential. He has been the driving force behind KSA's stronghold in Latin America, the opening of the Miami office (and we just thought he wanted to be able to eat at Joe's Stone Crab and to avoid the layovers from Central America), and the development of KSA Americas. He has made KSA the #1 consulting name in the region.

New Principal

Jim Berarducci is a member of the HSD Facilities group. Over the last few years, he has done an outstanding job of developing strong client relationships that have led to major strategy, operations facilities and equipment engagements. St. Joseph's Mercy Hospital in Pontiac, Michigan and Immanuel Medical Center in Omaha, Nebraska are two of his many clients.

Jim received his undergraduate degree from the University of Minnesota-Duluth and his graduate degree in Health Care Administration from the University of Minnesota. He and his wife, *Mary Kay*, and their three daughters reside in Minneapolis.



Find the new principal in this photo. Hint: he's not facing the camera. Instead, **Jim Berarducci** grabs the glory job of distributing T-shirts to victorious runners at an AHA Fun Run.

New Vice Presidents



Wilkes

Ken Wilkes is currently National Service Director of KSA North America Information Technology Services. Prior to this task, Ken was the Regional Service Director for the Information Systems Practice on the West Coast.

Much of Ken's time for the past two years has been devoted to Levi Strauss & Co. in San Francisco, where he has led several teams of consultants in a series of significant systems projects. He has also participated in developing or serving other clients such as Waste Management, ASICS, Esprit, Matthew Bender and Phillips-Van Heusen.

Prior to joining KSA, Ken spent twenty years with IBM and five years as a partner with Coopers & Lybrand. Ken is a graduate of Murray State University and serves on the Board of Directors of the UCLA Anderson Graduate School of Management Information Systems Associates Program.

Ken and *Anna* have two daughters, *Luanne* and *Joelle*, and two granddaughters.



Killian

Chuck Killian is currently the National Service Director of the Hamilton/KSA Facilities Practice. Prior to taking on this task, he was Regional Service Director for Facilities in Minneapolis. Major clients Chuck has served include Cook County Hospital in Chicago, University of Wisconsin Hospital, University of Oklahoma Hospital, Kansas Medical Center and Jewish Hospital of Cincinnati.

Chuck holds B.A. and M.H.A. degrees from the University of Minnesota and is an adjunct instructor at the University's program in Hospital and Health Care Administration. He is a member of the American Association of Health Care Consultants.

Chuck and his wife, *Mary*, live in Minneapolis. Son, *Josh*, is in college, and son, *Tony*, is engaged to be married in December.

Growth

Growth that adds volume without improving productivity is fat.

Growth that diminishes productivity is cancer.

—Peter Drucker, business writer

KSA names new managers

Consultants who have been promoted to manager have completed many more successful projects than mentioned in the following synopses. However, space permits mentioning only a representative sample. Our apologies to those mothers and fathers who want to read an encyclopedia of successes.

Craig Acosta

Based in San Francisco, Craig Acosta has found that earthquakes contribute to Hamilton/KSA's bottom line. Craig developed the functional programs to replace Watsonville Community Hospital's facilities that were damaged in the 1989 Loma Prieta earthquake. Because of Craig's fine work, the client has continued to retain us during its shift to ambulatory care and managed care, and continues to call Craig for advice.

For St. Mary's Long Beach, Craig developed a master plan to enable the provider to implement Patient Center Care. In addition, he is very effective at negotiating follow-on work for major clients.

Gene Collett

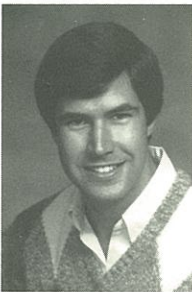
Assigned to KSA's logistics practice, Gene Collett has strong experience in facility strategy, design and operations. He has installed Base Plus® in many environments—letter-shop, white collar, and distribution centers—for Stern's, Stanfield's, Neodata, Bloomies by Mail, and Time-Life Books.

Working with senior client personnel, Gene has had significant success in bringing all client resources to bear on major issues. He has developed the ability to deliver innovative solutions, from telephone sales to order picking. On site, he has trained

individuals with no engineering background in KSA methods.

George Glinsky

Working in CPG, George has used his wide-ranging skills for an ever widening group of clients. He has completed strategy and/or marketing projects for Oxford Shirtings, Masland, Umbro, Barco, Pharr Yarns, and sales force management assignments for Bally of Switzerland, Louisville Bedding and Levi Strauss & Co. As a quick response specialist, he has conducted QR assignments for SmithKline



Acosta



Collett



Glinsky



Janda



Jund



Kaufman

Consumer Brands, and Red Devil.

Enjoying the work as well as the dress code at Home Depot, George particularly enjoyed his operations work at the do-it-yourself (DIY) retailer, and had access to top management throughout the project. He liked the business so much that he is tackling the DIY market with Tom Dennis.

Tom Janda

Tom's work in strategic/operational issues has spanned the country. He has conducted strategic planning projects for hospitals in Nebraska, Florida, and Indiana, medical staff development assignments in Nebraska and Kentucky, and ambulatory care projects in Missouri, and South Carolina. He completed managed care projects in Michigan, three specialty program planning projects in Minnesota, Texas and Georgia, and a major systems effort for ARAMCO.

Tom seems to associate with clients who enjoy writing glowing narratives about him. He has received almost perfect scores on our evaluation of services survey, and many clients—Medical University of South Carolina, ARAMCO, St. Luke's in Houston, and Immanuel Medical Center in Omaha—are moved to write addendums about his work. Is it possible his relatives work in all these institutions?

Aristide Jund

Aristide (Germany) has handled operations projects ranging from Sinotex in Hong Kong to Peek & Cloppenburg in Germany. He majored in Apparel Design at Mönchengladbach.

Robert Kaufman

One of KSA's most knowledgeable IT consultants in textile systems, Robert Kaufman became a leader on Bassett-Walker and Forstmann pro-

jects. While at Forstmann, Robert wrote functional requirements and specifications that will be the basis of its new system.

At Huff, Robert helped develop and worked on the retail DC replenishment system, and trained key users in execution of the system. At Corbin, he compiled functional requirements into an RFP sent to prospective software vendors. In business development, he developed plans and copy for a dynamic replenishment brochure for hard goods suppliers and home improvement retailers.

Wayne Rabstajnek

Assigned to the Development Group, Wayne had more than 10 years experience in manufacturing, distribution, home health care, and apparel before joining KSA last August.

As project manager for Girbaud, Wayne has increased delivery quality, client satisfaction, and project profitability. He also participates in the technical aspects of deliverables to Jones of New York.

Steve Robertson

A member of the Information Technology Practice, Steve has developed a range of technical skills that are extremely valuable to our clients. He has worked on major client projects, including Jantzen, Jezebel, and Waste Management, and has been very successful in selling additional work at these clients. An excellent writer (always a pleasant surprise to the *Observer* staff) Steve communicates very well with upper management.

He is KSA liaison for the Retail Association of MIS professionals (ARMIS) and has taken an active role in getting KSAers involved in the organization (especially if there's a free trip to some exotic place coming up).

Bruce Seeber

Bruce has been involved in significant design and implementation projects for the Information Technology group. Working with a variety of clients, Bruce has earned high marks from Excelsior, Dundee,

Louisville Bedding, Carter Carpets, and the William Carter Company. (With this list of brand name clients, one wonders where the KSA employee discount is!)



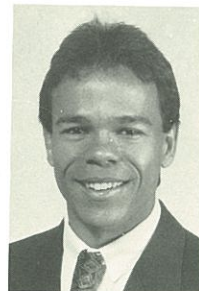
Rabstajnek



Robertson



Seeber



Seelye-James



Timm



Wagner



Witt

At Excelsior, Bruce helped establish internal operational controls to increase shipping dollars. For Louisville Bedding, Bruce assisted in modifying production planning and scheduling systems. At Carter Carpets, Bruce helped the firm develop a cost effective solution to meet changing business needs, and at William Carter Company, Bruce developed an IS strategy.

Jeff Stiely

A member of KSA's IT practice, Jeff Stiely has become expert in production management business processes and systems. He has worked with GFT Italy, Girbaud, and Jones Apparel Group. At GFT, Jeff was responsible for design of modifications, direction of programmers, testing and follow-up. At Girbaud, he was involved in production and purchasing areas, helped bring Girbaud's new system on line, and assisted with many enhancements on a post-installation basis.

For Jones Apparel Group, Jeff worked on a team developing and implementing a line development management (LDM) system which improves timeliness of fashion product line development and therefore, delivery performance. Jeff is known for having a knack to make clients look at the big picture. (Photo not available.)

Alan Seelye-James

Assigned to CPG, Alan Seelye-James has wide-ranging experience in plant startups, productivity development, apparel supervisory and engineering training, AAMT, modular manufacturing, employee selection, and reengineering operations. He is an example of KSA's global reach as he has worked throughout the Americas, Europe, Asia, and Siberia. Alan's vacation in Europe, after his assignment in Siberia, rivals any

tourist's nightmare. When his passport was stolen, numerous embassies were involved to get him home.

For Fleet Street in Siberia, Alan worked with KSA/UK consultants to raise efficiency, and for Oxford Shirtings, he assisted in ending million dollar losses. For Palm Beach, Alan helped diffuse an explosive union situation, and for Doe Spun he helped a profit center realize annual savings of \$350,000.

Brian Timm

Brian Timm has developed his extensive technical skills in almost every area of KSA's distribution practice. For Carhart, and Bon Marche he installed Base Plus®. He completed a strategy project for Norm Thompson that was so successful the client asked for a planning project. He has also completed planning projects for Guess, Karen Kane, and BioBottoms, and a systems assignment for EFI.

Brian has always received outstanding evaluations from his assignments. One executive even recommended him to another company.

Melissa Van Arsdel

Melissa has completed more than 40 strategic planning and programming development projects since joining Hamilton/KSA. Over the past two years, she has served as project manager or lead consultant on 12 projects. One of Melissa's greatest strengths is facilitating group consensus which means she has been able to get recalcitrant executives to work together. Her consensus building skills have been particularly valuable to Mercy Regional Medical Center in Texas, Lutheran Medical Center in Colorado, the Joint Commission of Allied Health Professionals of Ophthalmology, and Memorial Medical Center in New Mexico. (Photo not available.)

Wolf Wagner

After attaining his PhD in Finance, Wolf joined KSA's Merchandising Group in Düsseldorf. He worked mainly in strategy projects for the textile industry in Germany, Austria, Greece and Turkey and concentrated on feasibility studies for restructuring, project market strategies and efficiency programs. On weekends he enjoys his family (*Mary* and daughter *Freya*), reading (historically interested), hiking and playing tennis.

Stefan Witte

As a consultant in Logistics, Stefan Witte has assisted retail, mail order and apparel companies such as Oechsle-Kleinpreis (Germany) and Bloomingdales. Stefan holds a masters degree in Industrial Engineering and a Certificate in Computer Integrated Manufacturing Systems (CIMS) from Georgia Tech, and a Diplom Ingenieur from the Universität Dortmund.

New employees named at Software Sourcing Company

Sandra Harrsen is Projects Director at Software Sourcing Company. Prior to joining SSC, Sandra was a consulting manager at Keane, Inc. (formerly GE Consulting Services) in Albany, NY. Sandra received her MS in Mathematics at Youngstown State University and her BA in Mathematics at Wells College in Aurora, NY.

Sandra and her husband, *John*, have three children. Sandra enjoys golf, skiing, hiking, and music.

Sanjay Mannan joined Software Sourcing Company as a project manager in Atlanta. Sanjay (pronounced Sunjay) was formerly employed as a project manager at Flserv Inc., and at Unisys Corporation. Sanjay received his Bachelor of Technology in Chemical Engineering at the Indian Institute of

Technology in Kharagpur, India. Sanjay and his wife, *Nisha*, were married in December. Sanjay enjoys the arts, golf, and cricket.

Jim Savage joined SSC as an account manager in Atlanta. Jim has more than eight years' of account management experience and was most recently a Regional Sales Manager at Cin Com Systems. Jim enjoys golf, tennis, running, and flying sail planes.

Michael Sims has joined Software Sourcing Company, Atlanta, as a project manager. Michael has over 16 years project management experience, and was most recently a project manager at Sprint Communications Corporation. Michael received his BA/CIS from Georgia State University and completed the Georgia



Harrsen



Mannan



Savage



Sims

State Management Development program. Michael and his wife, *Debbie*, have two children who are competitive equestrians and dream of participating in the 2000 Summer Olympics. He enjoys coaching his son's Little League baseball team, snow skiing, and golf.

Bob Murrah named Controller

Bob is a CPA with 12 years' experience in financial management positions in industry. Prior to joining KSA, he was with Nationwide Credit, a subsidiary of FFMC. Bob received a BBA degree from the University of New Orleans. Bob and his wife, *Susan*, a branch manager for SouthTrust Bank, live in Lawrenceville. He enjoys chess, landscaping and reading in his spare time.



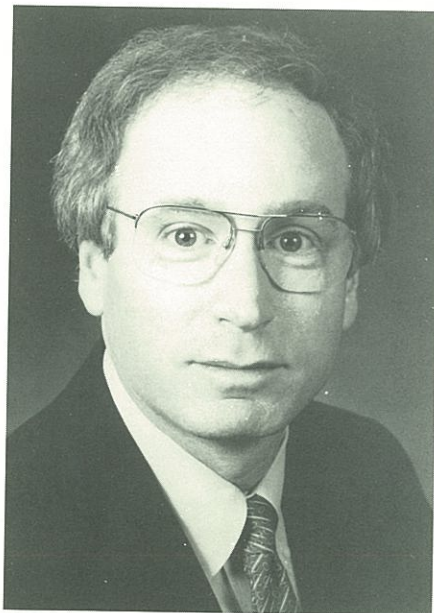
Murrah

Jim Horton named Director of Retail Services

Jim Horton recently joined KSA as the National Director of Retail Services. Jim was the Director of Retail Services for a major part of the country for KPMG. Prior to joining KPMG, Jim was the Executive Vice President of Worldwide Chain Store Systems, and a Partner at Ernst & Young. Jim's experience spans general merchandise, drug and food retailing.

Jim will chair the retail industry market development task force with Marie Beninati and key leaders in retail from IT, CPG, and Logistics. The retail industry market development task force will be charged with expanding the total volume of retail consulting and coordinating retail consulting between service groups. Jim and his colleagues will also play a major role in assisting the ECR grocery initiative that Peter Harding and Ken Walker are so ably developing.

Jim, his wife, *Merinda*, and four children live in the Atlanta area and are very involved in family and sports activities.



Horton

Milestones

Congratulations to *Jeff* and *Brandy DeRuiter*, married November 7.

Robert and *Beth Kaufman* on the birth of a son, *Ethan*, December 16.

Petra and *Christoph Rohe* on the birth of a son, *Camillo*, January 14.

Jim and *Mary Kay Berarducci* on the birth of a daughter, *Francesca Rose*, March 5.

Kevin and *Louise Smith* on the birth of a son, *Toby*, March 7.

Richard and *Teresa Traish* on the birth of a daughter, *Molly*, March 30.

George and *Anita Cresto* on the birth of a daughter, *Alessandra*, April 21.

Ilona and *Thomas Süss* on the birth of a son, *Patrick*, April 22.

Singapur and *Radhika Sury* on the birth of a daughter, *Shruti*, May 2.

Jody Elwell and *Herbert Register*, married June 11.

Kathy and *Keith Hicks* on the birth of a son, *John Robert*, June 16.

Jeff and *Susan Boudreau* on the birth of a son, *Jack Frederick*, June 18.

Sharon Tennant and *Wayne Todd*, married June 27.

Claudia and *Paul Raines* on the birth of a daughter, *Maria Victoria*, July 14.

Brad and *Regina Humphries*, married July 16.

Karl Swenson and *Susan Partos*, married July 23.

Kevin Swint and *Julie Kurth*, married August 6.

The KSA Observer

Publisher: Randy Nord

Editor: Janice Ryer

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

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Welcome to KSA

Jacquelyn Gardner—Receptionist, AO. Jacquelyn worked for several years as receptionist for the Federal Deposit Insurance Corp. She is a graduate of the Data Entry Business Institute of Atlanta.

Linda Koenig—AA, NYO. Linda assists Peter Harding. Prior to joining KSA, Linda was a Documentation Specialist at IMS America, Inc. Linda holds a BA in English from Montclair State College in New Jersey and is currently enrolled in a Masters program for English/ Technical writing at Fairleigh Dickinson University in New Jersey. (Photo not available.)

Theresa Menz—AA, AO Logistics. Theresa was previously with the Limited Express, where she was an assistant store manager. Prior to that she worked with ALTA Associates in Dublin, Ohio. Theresa attended Bowling Green State University and Columbus College of Art and Design, where she received her Bachelors degree

in Advertising/ Graphic Illustration. Theresa enjoys volunteer work, weight lifting, jogging, hiking, tennis and golf.

Cindy Meurer—Data Entry Clerk, Dept. T. Cindy moved here from Chicago. She enjoys cross-stitching and sewing. She and her husband, *Jim*, and four children live in Lithia Springs.

Monica Muchison—Data Entry Clerk, Dept T. Monica relocated to Atlanta from Brunswick, Georgia where she was employed by Glynn Teachers Federal Credit Union. Monica plans to attend Georgia State University and major in Computer Science. She enjoys writing and poetry in her spare time.

Susan Pearson—AA, Hamilton/ KSA, AO. Prior to joining the firm, Susan was executive secretary at Ebasco, an engineering consulting firm. Susan moved to Georgia about a year ago from Connecticut. (Photo not available.)

Dania Ramirez—AA, Miami. Dania was formerly Assistant Property Manager for a commercial real

estate firm. She is originally from Venezuela.

Jody Register—Atlanta Office Services Coordinator. Jody comes to us from Evergreen Timberlands Corporation in Atlanta. She has extensive office administration/ management/personnel experience and at one time started and owned her own business. Jody is originally from Maine.

Brenda Webb—Manager, external programs, SSC Atlanta. Prior to joining KSA, Brenda spent most of her career with IBM. Brenda graduated Cum Laude from the University of Alabama with a BA in English and Philosophy. She lives in Marietta and enjoys reading and movies.

Mike Yearly—Staff accountant, Dept T. Mike has a BS in accounting from the University of Georgia. He and his wife, *Tiffany*, and son, *Michael*, live in Snellville.



Gardner



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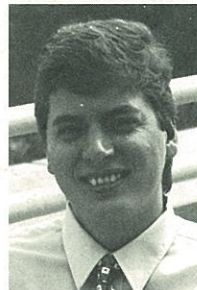
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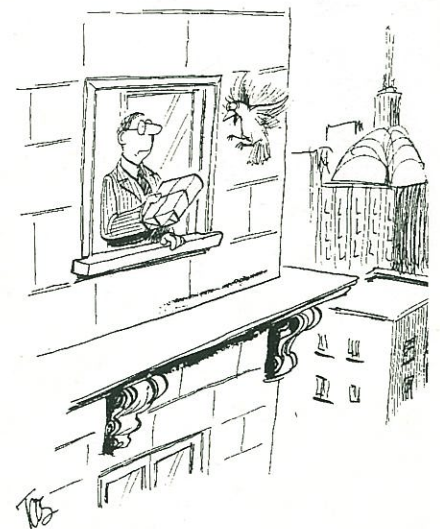
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