

THE KSA OBSERVER

PUBLISHED BY AND FOR THE EMPLOYEES OF KURT SALMON ASSOCIATES

Implementing Systems Globally

by Al Bolet

During the past two years, KSA consultants in the IT and CPG groups have been planting "seed" projects at Levi Strauss and Company. These seeds have now matured into a "bumper crop" of systems implementation projects supporting LS&Co.'s supply chain reengineering efforts. Led by *Ken Wilkes, Al Bolet, and Randy Nord*, the KSA project management team of *Ed Ross, Steve Jeffries, Tim Britt, Tim Robinson, Doug Nagel, and Steve Robertson*, completed four major IT requirements and design projects, as well as other supporting projects, in 1995. The successful completion of these projects led to the recent approval of three major implementation projects in the areas of Customer Order Fulfillment, Contractor Management—Production Tracking, and Production Scheduling. In addition, a major project was initiated to design a Business Planning system and test the feasibility of a package solution.

KSA efforts at LS&Co. are a good example of

the globalization trends in conducting business and providing services today. Not only do we have two consultants from our European practice on our Business Planning team (Tim Robinson from the UK is the project manager and *Juergen Stoiber* from our German practice is the technical lead), but we are developing the Order Processing project in conjunction with our partners in India, Infosys Technologies Ltd. (ITL). And that is why I found myself on an airplane with Ed Ross and *Craig Zupan* on my way to India...

Our trip had two objectives. The primary objective was to kick off our implementation effort with the ITL offshore team in Bangalore.

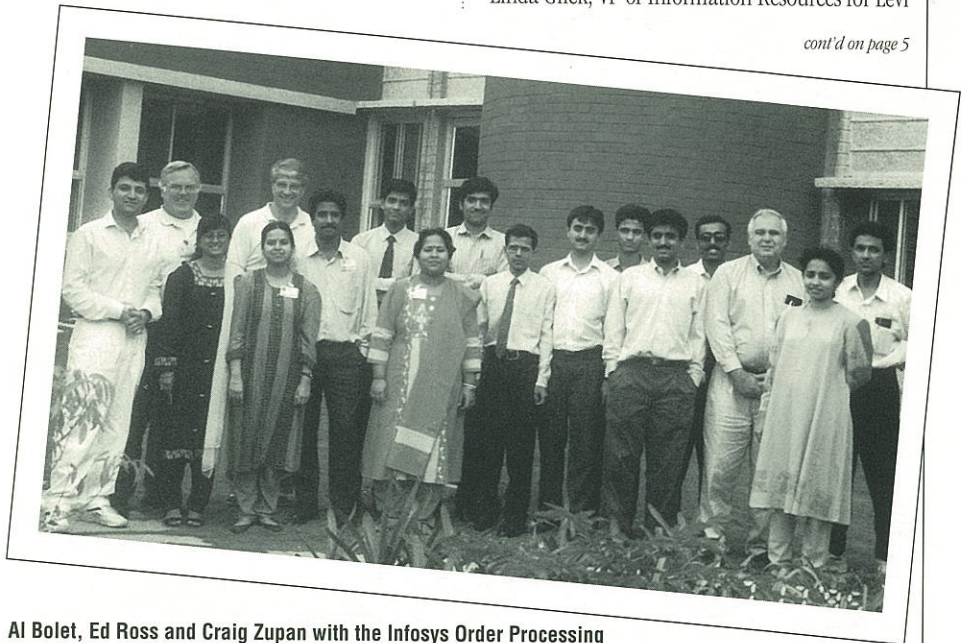
The second objective was to introduce the Levi Strauss International IR group to our partners in the Indian software industry.

Our first stop was Bombay. Located on the Arabian Sea, Bombay is the commercial and industrial center of the country. We visited Tata Computing Systems (TCS), the largest provider of software services in India, with centers in Bombay, Madras, Bangalore, Delhi, and several other cities. You soon realize that the Tata name is on everything from buses, automobiles, and power companies to the yellow pages. We are currently involved in a project with TCS to enhance a software package for CamBar. We discussed the content of a presentation TCS would give to Linda Glick, VP of Information Resources for Levi

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Al Bolet, Ed Ross and Craig Zupan with the Infosys Order Processing Development Team, led by Sanjay Arora at the Infosys Development Center in Bangalore.

From the Chairman

Congratulations...and... What's next?



What a year it has been...many stimulating opportunities, challenges and new colleagues worldwide. We achieved extraordinarily positive results in projects for clients and began an exciting list of new initia-

tives to continue to position us in the market for the future. We strengthened our internal capabilities to respond and posted record results.

Clearly, 1995 was a year for the record books. It begs the question...what next?

That can be addressed in the context of some of the highlights of '95.

Our primary accomplishment in 1995 was continued aggressive pursuit of our core *mission*, *vision*, and *strategy*.

Our Mission... "To enable our clients to develop and sustain outstanding performance by delivering innovative, high value services." "To provide our colleagues with superior opportunities to fully develop their capabilities and achieve professional and financial rewards."

An indicator of achievement of our external mission is the high performance level of many of our clients and the high regard they hold for the value of our services. Quality assurance feedback from our clients includes a 94% rating on "project has or will make a significant positive change in our business." Our largest clients are sustaining outstanding performances in their market sectors.

We have to be the consulting firm of choice among the market leaders in our industry. In 1995 we conducted projects with: Home Depot, the North American leader in the home improvement sector; Levi Strauss & Company, the global leader in apparel marketing; Kaiser-Permanente, the leader in health care HMO's; Reebok in Europe, a global leader in athletic wear; Jusco, a leader in retailing in Japan; L. L. Bean, a leader

in direct marketing; Sainsbury, a grocery leader in the U.K; plus Sara Lee, Kodak, IBM, Fruit of the Loom, Mayo Clinic, and many others.

Certainly, it has been a good year for the development of our capabilities. Our 35% worldwide growth in 1995 stretched us all. Our outstanding profitability will yield appropriate financial rewards to go with the deep sense of satisfaction from work well done.

Our Vision... "To be the leading global management consulting firm producing high value results for our clients in the consumer products, retail, and health care sectors."

To further globalize our practice in '96, we:

- completed a worldwide strategy audit and began implementation in February of '95 with a series of task force initiatives,
- initiated a presence in Tokyo for the Japanese market,
- implemented Far East management rotation (Greater China market) and began a round of local recruiting,
- signed a joint venture agreement to form KSA/Technopak in India,
- transferred a number of key resources from Europe to North America and the Far East, and from North America to Europe and the Far East,
- initiated acquisition searches in some key markets where we are not yet represented,
- added a global perspective on our ECR leadership position for the food and grocery industry in North America, Europe, and Japan, and
- continued global professional development sessions for initial orientation, new managers, and new principals.

Our Strategy... is how we achieve our mission and vision. "To serve the needs of leadership clients with high value services, proven methodology, and highly qualified professionals, always with the client's interest first."

We have a clear trend of concentration of our work with leadership clients. In North America, 74% of our work is with our top 50 clients, and 88% is with the top 100. Asia Pacific is similarly concentrated, and Europe is moving down that path with the continued evolution of organization and services.

To enhance work with leadership clients, NA initiated a major reorganization to form client service teams and functional service teams. The client service teams will stay in front of leading companies in our target markets. Functional service teams will ensure we have proven methodologies to deliver results. The new Pan European service groups will allow us to rationalize methodologies and consulting resources more effectively across Europe.

In 1995, we added over 120 new colleagues, worldwide, through recruiting. The SBS merger plus the KSA/Technopak joint venture added key resources. Hopefully, all will prove to be strong. Continued attention to recruiting and enhancement of management development are targeted to attracting and developing highly qualified professionals such as each of you.

Examples of key initiatives related to high value services include:

- the merger of Stanford Business Systems (SBS) with KSA to expand our client server technology capabilities,
- the decision to restructure the DCMS® platform,
- advances in store operations services for leading grocery retailers in the U.K.,
- the development and use of ECR readiness assessment for retailers globally,
- progress on merging BPR and information technology methodologies,
- heavy investment in our infrastructure project to enable sharing of best practices and body-of-knowledge, and,
- a focus on methodologies in each of our practice unit audits. (We typically conduct two significant audits each year.)

I believe, at least in every instance that I am aware of, we continue to adhere to the anchor statement of our strategy... "always with the client's interest first."

We also spent time on initiatives in 1995 that were not successful. That will always be the case.

If we became so conservative that we ceased pursuing initiatives that have risk, we would surely become lost in the sands of time. As Atlanta won the World Series in 1995 for the first time, I hope I am permitted a baseball analogy. The team batting average was 250. Every swing was not a home run or even a single. There were strikeouts. Winning comes from a team at the plate swinging, not from sitting in the dugout.

For 1996, we will continue to aggressively implement our mission, vision, and strategy. Our core philosophy will continue to recognize the need for change—constant, incessant change—to lead the market as much as practical and respond to the market as required. Competition has never been as severe; yet, opportunities have never been so great. In the short term, there will be ups and downs to be sure. For the long term, consulting is a great profession. It has the core characteristics of successful enterprises of the New Millennium . . . knowledge work, meritocracy, teamwork . . . flexible and non-hierarchical, global, and focused.

To be sure, there are storm clouds on the horizon in '96. The economy is very soft in Germany—unemployment is at a record high. The remainder of Europe is spotty economically. In North America, the US retail and consumer products market had its worst 4th quarter in perhaps the past 20 years. The economy in Mexico has been battered. In Asia Pacific, the economy in Japan remains very soft and the Hong Kong/China government transition presents challenges.

These issues mean we must keep our eyes firmly on the ball. Focused firms typically outperform the market in good and in soft times. That is our intent. The market will be what it will be. Our goal is to outperform it. Externally, we have a great reputation and a global client base. Internally, we have committed, highly skilled colleagues in a supportive professional culture.

In summary, worldwide, we will collectively stay at the plate as a team. We will keep swinging the bat. The market will occasionally throw us a curve and we will strike out on a given pitch . . . but we must collectively hit our share of home runs.

Personally, I find it exciting to be associated with so many heavy hitters worldwide.

—Dave Cole

Bob Frazier recovering from stroke

Unfortunately, Bob suffered a stroke just before Christmas. He was moved from ICU after the New Year, and then to the Rusk Institute Rehabilitation Center at New York University in Manhattan. He will likely be in a period of some months of rehabilitation. I visited with Bob on January 16, which was the earliest the family felt appropriate.

He was in good spirits, considering the circumstances. Being Bob, the first thing he asked was to confirm that we were still having a good year! He is making good progress on his recovery. We will know more later about the overall prognosis.

Bob and Bonnie's home address is:

126 Waverly Place
Apt. 2A
New York, NY 10011

I'm sure they would appreciate a note from those who know them.

We will keep you posted as the situation improves. I know you will join me with your wishes and/or prayers that Bob will have a speedy recovery.

—DAC



How to succeed in consulting

These tips were collected from a small cross-section of KSA consultants, managers, principals, and officers by Shaz Kahng and presented to the CPG Orientation group.

Client interaction

- Listen, listen, listen to clients: what they say, what they don't say. (Observe their actions, politics, personnel issues.)
- Know how and when to say "I don't know" to a client, but find the answer quickly and follow-up with the client.
- Less is more—don't talk too much; learn by listening as opposed to speaking. Take your cues from project manager and team. Every time you open your mouth you are putting yourself at risk.
- Clients are always watching, observing, and judging consultants—be aware at all times of how you are conducting yourself, what you say, how you spend your time. Always maintain a high degree of professionalism.
- Never volunteer to the client that this is your first engagement, but do tell KSA team members.

- Clients don't pay us to know everything, but they do pay us to learn quickly—they make an investment in KSA, not just the individual working on the project.

Client management

- Know how and when to say "No" (to a client or KSA person).
- Client communication—it's almost impossible to communicate too much with a client. Take opportunities to provide updates in the hallway, at lunch, or grab a refreshment after work.
- Always have on your mind an update speech—in three succinct points—that you can give to any senior client person during an elevator ride. Include project progress, plans, and problems to resolve.

Improved effectiveness with clients

- Integrity—it is the key to success, particularly with clients.
- Empathy is the most important thing. Put

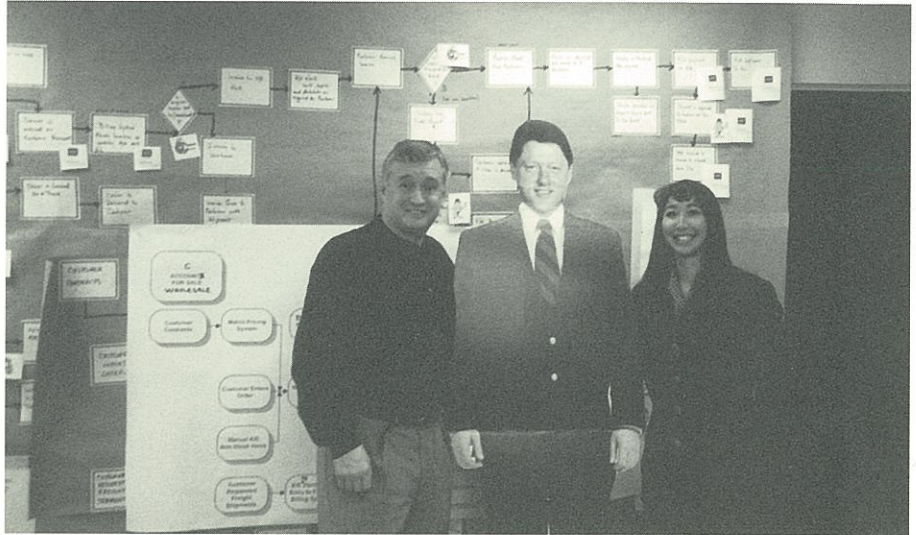
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Consulting in the Alaskan Wilderness

by Shaz Kahng

It's a blustery winter day. It is a rare occasion—you happen to actually be in your office for the day. As you settle into your old comfortable desk chair, preparing for a day of high value-added work, you take a moment to glance out the window down at the street below where people are scurrying about in the cold, swirling winter chill. Poor souls, you think smugly. Although this winter has been kind, you eagerly look forward to warmer weather. Suddenly, the phone rings. "Are you busy next week, can you help out on a really interesting client project?" the voice on the other end inquires. "Sure, sounds great!" "Wonderful, see you in Alaska on Monday..." (click). You have learned a valuable lesson in consulting... always ask *where* before you say "yes."

With the exception of an unusual location, Anchorage, Alaska, the Carr Gottstein BPR project is indeed an interesting one. Carr Gottstein Foods Co. is a food wholesaler and retailer based in Anchorage, with a near monopoly on the Alaskan food retailing market. The company undertook a BPR project with KSA to simplify day-to-day operations in key areas of the company and to migrate from the current 4381 IBM mainframe computer to a client/server environment. The scope of the first phase was the product purchasing, finance, and accounting processes and systems. Business processes in these areas were sim-



Gary Stephenson, Bill Clinton (!!!), and Shaz Kahng at Carr Gottstein in Anchorage, Alaska. Bill was just helping us out with some process mapping for a business process reengineering project!

plified and an estimation was made of the technological changes required. Subsequent phases will involve vendor selection, detailed implementation planning, implementation, and BPR in other areas of company operations. The client plans to begin implementation soon.

Leading the KSA team were *Gary Stephenson* and *Jim Horton*, with *Jeff Kyser* from Stanford Business Systems providing technical expertise, and *Don Vehlhaber* providing subject matter expertise. We introduced the Carr Gottstein team to

KSA's BPR Toolkit (from CPG) and employed ECR concepts as appropriate. One of the highlights of the project was getting some assistance in process mapping from a key national figure, Bill Clinton (see photo). Pictures don't lie, do they!?

A significant source of excitement on the project was moose sightings. (Hey, what do you expect—it's Alaska!) I am happy to report that although the team has sighted about five moose, we have not, as yet, lost a single KSA team member to a stomping moose. An all around successful project!

How to Succeed

yourself in the position of the people you are dealing with—clients, people who are managing you, people you are managing. Really understand their point of view and provide them with the information you would want if you were in their position.

- Constantly work toward anticipating what the client is thinking and wanting—think like the client.
- Spending value-added time on-site with the client is critical.
- Make your client a part of the project and process—ensure he/she is participating from day one, and that the client feels it is

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his or her project—not a KSA project.

- Be successful by making your client successful—give him or her the limelight.

Personal Effectiveness

- Be ethical and use good judgment in all your dealings (with clients and fellow consultants).
- Be very aggressive in your job—take the initiative, be the first one to volunteer to take on a complex task or the next job or a new assignment to round out your skills. Don't sit back and wait.
- Be a team player—use "we" instead of "I" often.



Implementing systems globally *cont'd from page 1*

Strauss International in Bangalore.

The Order Processing project is being implemented in a partnership with ITL. ITL has had an association with KSA for well over ten years. ITL is headquartered in Bangalore, located in the state of Kamattaka in south central India. Bangalore is known as the garden city due to its cool climate and lush vegetation. It is also known as the Silicon Valley of India as it is the headquarters of many firms in the country's exploding software and electronics industry.

ITL sent several staff members to San Francisco to participate in the detail design effort of the Order Processing project. This project, led by Ed Ross and Steve Jeffries, was completed on time and on budget last May 31st. *Mike Rider, Mike Casey, Brian Neece* and *Craig Zupan*, worked hard with LS&Co. and contract personnel staff to achieve this milestone. Sanjay Arora, Rajeeb Parasar, and S.N. Sunil of ITL quickly adapted to US culture and became part of the gang. After completing the design process, they returned to India to lead the implementation effort. Abdul Khader, another Infosys employee, replaced them as the on-site liaison.

We flew to Bangalore on the weekend and were met by Sanjay, his wife, Bini, and Simone, their one year old "dynamic" daughter. Sanjay made us feel most welcome and took us to Mysore, where we visited several spectacular palaces and temples. On the way, we visited a local Hindu temple and talked to a Swami who was educated in the States, we sampled some coconuts from a roadside stand, and visited Sultan Tipu's garden palace. Sultan Tipu defeated the British three times and was finally betrayed by one of his advisers.

We spent two days reviewing the Order Processing implementation project plan, giving the ITL project team an overview of the project and establishing communications and control procedures. On Wednesday we introduced the LSI team of Linda Glick, VP of IR, Smith Revere, IR Manager for the Asia Pacific Division, and Sarat Mohanty, newly appointed IR manager for the LSI IR India operation to TCL and ITL. We demonstrated our capabilities to successfully perform these types of projects. We had a lively dinner at the Paradise Island restaurant that evening, hosted by ITL.

KSA is committed to using our sourcing expertise as a vehicle to give us a competitive advantage in selling large implementation projects. Our visit to these Indian providers revealed an accelerated trend by major US corporations such as AT&T, GE, IBM, HP, American Express, Citibank, and many others, to take advantage of the savings that can result from using these providers to perform labor intensive software development tasks. Many companies in our core client base, such as Levi Strauss & Company, Jockey International, Polo-Ralph Lauren, and Reebok have used these services and are continuing to explore opportunities for future projects. As we successfully complete these major projects, we hope our implementation model can be used in other areas of our practice to generate new opportunities.

Oh, and for those of you going to India soon, don't rent a car, drink only bottled water, and watch out for the spicy chicken appetizer at the local pubs in Bangalore...

Stuart D. Hollander, CBE

One of the first employees of KSA in Europe, Stuart Hollander, passed away July 28th after a long fight against cancer.

Stuart joined KSA in 1959, when, together, with Richard Clarke, he transferred from the UK-based P.E. Consulting company to the newly formed KSPEA, a 60/40 joint company between KSA and PE. After initial training and experience in the USA, Stuart became involved in building the KSPEA practice and was promoted to Managing Director in 1964. Stig Kry and Freddie Wood were concurrently building KSA's practice in Europe. In 1970, it was decided that the local management in Europe was strong enough to take the reins, and Stuart was appointed Managing Director of KSA Europe, the first non-USA-based holder of the office.

In addition to the practice management responsibilities, Stuart's energies were channeled into many business development activities. These included diversification from apparel operations into marketing and strategy services, and the initial steps into distribution and retailing. Together with Steve Webb, he wrote a report for the EC Commission on the potential impact of technology on the European apparel manufacturing industries "The Decade of Technology—1971 – 1980."

Stuart resigned from KSA in 1981, when some fundamental restructuring was undertaken following a major recession in Europe. His career objective at that time was to develop a portfolio of directorships of companies in and around the apparel industry, something which through his well-known persistence and tenacity, he finally achieved some ten years later. In the interim, he held various full-time positions as Chief Executive at Compton Webb (Coats Viyella subsidiary), Aquascutum, and other apparel companies.

Stuart achieved a high public profile, being at different times a council member of the Clothing and Footwear Institute, Chairman of the Cotton and Allied Textiles EDC, and Chairman of the government initiated manufacturer—retailer panels. For his public service he received the MBE and subsequently the CBE in the Queens Honours lists.

After leaving KSA, Stuart maintained his links as a client, advisor, and occasional business developer. He was a staunch supporter of many of our public events and PR activities. It was fitting that at his last social appearance, he spoke on behalf of the 200 guests at the KSA 60th anniversary party at the Cafe Royal in London in May.

—John Beddows



Recent Group Conferences

Logistics

Weather: Cloudy with occasional sunshine and torrential downpours.

Fashion News: Kudos to *Jack Horst* for taking a BOLD fashion risk and a blind leap of faith. Turning his back on the primary colors of red, yellow, and orange (et al), he instead opted for putty, spice, boysenberry, and melon (et al) for the Logistics Conference official shirts.

Sports News: The record 37-pound Cobia caught by *Tom Clement* on the Friday deep sea fishing trip was fileted and returned frozen to Atlanta courtesy of *Chris Davis* (brave soul). Tom's name was posted for posterity next to his fish's impressive stats on a board at the dock. Unfortunately, Hurricane Opal knocked power out in Tom's part of Atlanta and by the time he was able to check the freezer, the fish was nothing more than landfill.

Closing Ceremonies: The 1995 Logistics Conference at Amelia Island, Florida, was officially brought to a close at 6:47 a.m. Sunday morning in villa 1349 when Chris Davis lost his last cent to *Al Sambar*, *Chris Dabl*, and *Mohan Komandurin* in an all-night poker game. The customary moment of silence (the first one all weekend) was observed for this momentous occasion out of respect for all that had occurred. And then it was over.



Team building gave way to pyramid-building at the Logistics Fall Conference. Gimme a K! Gimme an S! (You know the rest of this cheer.)

HSD

This year's HSD Fall Conference was held in Chantilly, Virginia (just outside of Washington, DC) on October 6-7. After several years of gathering in Minneapolis, the annual event could no longer be affectionately referred to as the "Arctic Conference."

At the start of the conference, Bucky Knowles asked that consultants who were attending their first HSD conference stand. Nearly a third of the group rose. With that group seated, consultants attending only their second conference stood. Again, nearly a third of the group rose. It was amazing for all to recognize the extent and speed at which the practice is growing and the challenge that presents for each of us.

Much of this year's conference time was dedicated to internal issues, as both *Bucky Knowles* and *Dave Cole* discussed the worldwide and HSD reorganization

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DeMariaville

The lyrics to "DeMariaville," in fond appreciation for Tony's 16-year tenure as director of the Shippin' Room/Physical Distribution/PD/Distribution/Logistics/Supply Chain Management/Logistics Group:

*as performed by Dave and the Melonbeads
(sung to the tune of "Margaritaville," with apologies to Jimmy Buffet)*

Nibblin' on pencaps, watchin' the mishaps, all those conveyors covered in oil,
On my Dell laptop, workin' 'way nonstop, smell those brain cells beginnin' to boil.
Wasted away again in DeMariaville, searchin' for that lost hour of sleep.
Some people say that there's a client to blame, but I know that it's all Arthur's fault.

Don't know the reason, hope there's no treason, over our new identity.
But it's a real cutie, a KSA beauty, how can I be on a CST?
Wasted away again in DeMariaville, lost hour of sleep.
Some people claim that there's a client to blame, but I know that it's all Barry's fault.

It's been a long run, and all in good fun, with lots of friends made on the way,
But here's to new faces, in all the right places, for 60 more good ones at KSA!
Wasted away again in DeMariaville, searchin' for that lost hour of sleep.
Some people claim that there's a client to blame, but I know that it's all Tony's fault.

and answered questions. Consultants also heard updates on a mentoring proposal, the HSD task force on standardization, and the LAN/WAN.

The event was not entirely internally focused. Ken Abramowitz, a health care analyst with Sanford C. Bernstein & Co., presented his thoughts on the Future of Health Care Delivery in America and, at the same time, entertained the audience with his dry wit.

For the first time, "ambassadors" from the other KSA service groups attended the conference. Steve Szilagyi, Mohsen Moazami, Doug Ford, and Don Veblhaber added a great deal of corporate perspective to our discussions. In addition, each led a breakout session on a specific approach or methodology and its potential applicability for the HSD Practice.

In the midst of all the business at hand, the HSD group managed to have a lot of fun. All enjoyed a Friday night outdoor Crabfest preceded by a "scavenger hunt" for little known facts about our colleagues. Who'd have guessed that Charlotte Cudlip had seen Al Pacino in his underwear?!

CPG

Question: Where can you do the following:

- See Bill Reed, Lisandro Sagastume, Sergio Cruz, and Matt Houson dressed as the Fruit of the Loom fruits?
- Play an egg package design game led by New York Outward Bound?
- Get some sage advice on how to handle difficult client situations from the likes of Freddie Wood, Barry Moore, Linda Ortwein, Butch Price, and Fernando Silva?
- Play the CPG Jeopardy Game?
- Learn the finer points of poker playing from Peter Harding and Fernando Silva?

Answer: At the CPG Fall '95 Conference. This year's conference was held at the Harrison Conference Center in Glen Cove, Long Island. (After all, Peter Brown said we could have the conference on an island... as long as it was Long Island!) Approximately 80 CPG people and some guests from Logistics, Retail, HSD, and IT were all in attendance.

Overall, the conference was a smashing success, with most ratings in the "Fantastic" range

(on a scale of 1 to 5, with 1 being "Fantastic" and 5 being "Merely Excellent").

Some of the highlights of the conference were:

- KSA Vision & Strategy overview by Barry Moore.
- Practice Area updates from Phil Kowalczyk, Paul Dixon, Mike Boguszewski, and Jeff Stiely.
- A CPG Jeopardy Game that was cleverly constructed by Dave Melnick, Catherine Shin, Louise Hutchings, and Dana Wimingder with help from other CPG people.
- Highly creative service/client updates given on: Home Depot (HPR project), John Forsythe Company (M&A), Oxford Shirts (Consumer Marketing, BPR), and Dominion Textiles (Strategy), with project teams producing videos, skits, multimedia presentations and amazing costume changes.
- An entertaining and educational session called "Learning from the Masters" produced by Bill Schneider and John Thomson which provided instruction and advice from "Masters" (KSA principals) on how to handle difficult client situations, from closing a sale to gaining client buy-in.
- A sunny afternoon outdoors with Outward Bound of NY, where team-building games were practiced by all in CPG.
- A special guest speaker, Professor John Sviokla from the Harvard Business School, who lectured on virtual retailing and the impact it will have upon manufacturers and retailers of consumer goods.

Best of all, it was an opportunity to spend time with colleagues and get to know fellow KSAers better!



from *The Wall Street Journal*

KSA consultants support Junior Achievement

Several KSA consultants had a unique opportunity recently to share their vast business experience with some young, impressionable minds. Margaret Hamner, Megan Hanley, Matt Prevost, and Scott Sangrey spent several Friday mornings with a group of ninth and tenth graders at Grady High School in mid-town Atlanta through their work with Junior Achievement. This program introduced business and economics topics to the students and encouraged them to begin thinking about potential career opportunities. While the consultants would like to think the students benefitted most from the day spent discussing potential careers in consulting they would probably say the best discussion involved supply and demand (and the exchange of dozens of cookies!).

Several months later, Tom Clement and Brad Humphries taught a similar course at Sutton Middle School in Atlanta, this time to eighth graders. The goals of the class were to:

- encourage students to stay in school and be productive citizens
- encourage students to set personal and career goals
- help students understand the consequences of their actions and decisions
- create a bridge between the business world and education.

All of this sounds real serious, but in reality, it was an absolute blast! The kids were very excited to have outsiders come in and teach them in a fun way.

One other note of interest: for two of the classes, Tom and Brad used the upcoming Olympics as a topic for learning. Students developed their own companies and business plans for making money from the Olympic games. They designed business cards, formed advertising campaigns, and presented their team's effort to a panel of judges. In the spirit of the Olympics, the three best teams won Gold, Silver, and Bronze awards.

All the consultants involved have found the experience very rewarding and are pleased that KSA sponsors this type of community involvement.

Home, home on the road

by Gene Collett

Every office-based KSA person invariably runs across a consultant who's temporarily in town but is a "relocator." Who are these strange creatures? How do they live? Why and how on earth do they get themselves into it? Does it ever end?

Closing my eyes, the KSA interviewing process is a blur. At the University of Texas business school, the consultant's life was known for its hectic pace driven by client needs. Learning about KSA, the concept of relocation gradually became clear. It seemed to make sense at the time: an on-site person learns client culture better, is home with family each night, and ultimately delivers more value. My wife, *Patti*, and I discussed the issues and decided KSA would be an extraordinary experience.

Training class in Atlanta was the calm before the storm (storm before the storm?). At the time, we were the largest-ever group of Logistics consultants in training. The RSDs had to find a home for all seven of us at month's end. Early in the final week of training, *John Champion* told me my next two projects. Wow, I thought! What great long-term planning. These guys must have this relocation staffing thing down to a science!

The first stop was the Carter's distribution center to assist in Base Plus® implementation. The first thing I learned upon moving was the lack of temporary housing for a stranger coming to town with an 80-pound dog. I eventually found an apartment in Newnan, Georgia on a Sunday afternoon, making multiple ATM transactions to get enough cash for a security deposit.

Jan Watson and the rest of the project team helped me learn about stocking, picking, gift kit assembly, and how to process a time study form. My first afternoon, everyone got up to go home after 45 minutes of lively conversation in our office: their documents were fully summarized; mine wasn't. I took the unfinished ones home and learned how to add and talk at the same time.

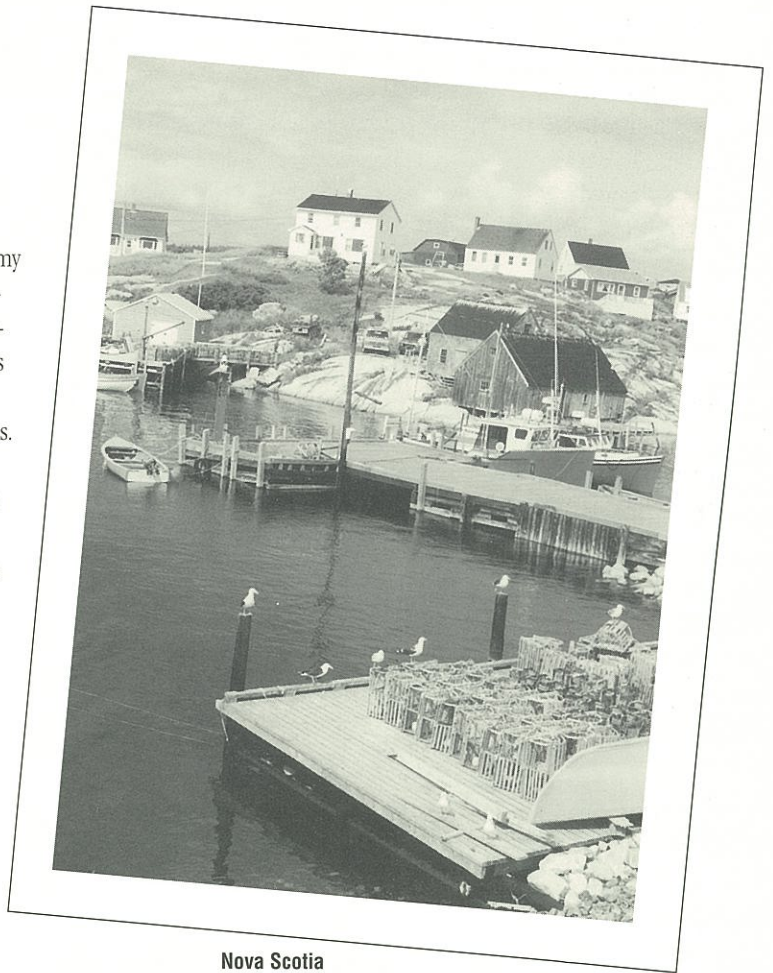
After six weeks, driving to Louisville, Kentucky for my next project seemed easy enough. It would

have been, had my vehicle not overheated while traversing the roads over the Blue Ridge mountains. Fortunately, an acquaintance in Nashville was available to help replace a thermostat on Sunday morning.

Dave Rush warned me that the Enro distribution center in September was as hot as Hades—he wasn't kidding. Come December, it was equally frigid. Dave and *Karl Swensen* introduced me to another client culture resistant to change. I began to see the light: clients spell "change" K-S-A.

Meanwhile, Patti had spent some time away in her waning days with the US Army in Texas. When she returned, she didn't even know what city I was calling home. Toward the end of the project she joined me in Louisville after finishing her job. The transition from the Lone Star State to Kentucky would not be the last relocation to a colder climate.

At the completion of the Enro project, I had been with KSA for six months. I headed back to the Atlanta office to await moving to a project sometime in the next two weeks. Four clients, two years, one child, and a second dog later, I was on the way to Nova Scotia. As the puddle-jumper broke the crust of ice on the runway in Yarmouth, consulting was the furthest thing from my mind. I just wanted to survive this landing and the next one into Halifax. Mere numbers



Nova Scotia

(try "20 below zero") cannot describe the climate there in January. The customs agents would not even walk the 50 feet to the plane to inspect the two dogs I was importing. There could have been saber-toothed tigers in those canine carriers and they would not have known.

Patti and *Chase*, our son, joined me eight weeks later. They transitioned from shorts and t-shirts to coats and boots in early March, 1992. Our time in Atlantic Canada was the most unique of our relocating journey. We certainly had never eaten a McLobster sandwich under the golden arches before! We share a language with most Canadians, but often think differently—their perspectives were a refreshing change. When the mercury soars above 70 degrees after the mid-May snow, Canadians love to enjoy the warmth. Fond memories include Cabot Trail scenery, sailing on Halifax harbor, hikes in a breathtaking park just minutes from our apartment, and a five-minute walking commute.

Before the summer ended, I discovered that

we'd likely be moving to Connecticut on a to-be-determined date in late August. When the date finally came to head for Bloomingdale's by Mail, it was a case study in timing. Mom and son left Los Angeles (there on vacation) on a flight to Boston. Dad packed himself and those two dogs into a Honda Civic, drove to Maine for dinner with relatives, and continued on to Boston. We all united in the airport, packing another adult, child, and two weeks worth of luggage into the now less-than roomy Honda. Multiple cups of coffee later, we ended the 18-hour journey at the Residence Inn.

Living in Connecticut afforded us many opportunities. My family was a mere two hour's drive away in New York. This enabled me to take our son trick-or-treating in the neighborhood where I grew up and to spend time with relatives during much of the Holiday season—something I hadn't done in years. Our time in Connecticut also coincided with my 10-year college reunion nearby. Toward the end of our stay, a second child's arrival was imminent. Given the option to stay or move to Iowa for the next project, we decided to move.

The move date found me dashing out of a client meeting to hop into the airport shuttle at the hotel. While checking luggage, we learned that the flight had been canceled—and we had to dash to another terminal to catch one on another airline. We caught our breath by the time we landed in Chicago, only to find out that our flight into Iowa was canceled due to fog. Picture two people (one very pregnant, and it wasn't the consultant) with a two-year-old, two large dogs, and two weeks worth of luggage trying to find a hotel that will allow pets at 10:30 p.m. The most entertaining part of the stay was watching people stare at the two 80-pound dogs sitting in the hotel foyer while their owners checked in.

Unfinished project business had me back in Connecticut when Patti went into labor in Iowa. With about 1-1/2 hours to spare, I dashed into the delivery room to witness the birth of our daughter.

After a multi-faceted project at Neodata in Des Moines, it was time for another move. By this time, it was four humans and two canines into the family car for the trip back to the east coast. After 1,200 miles of the Barney tape, we arrived in Richmond, Virginia. Chase, nearly three, thought every truck on the road contained his toys and every structure we entered was his home. When the movers finally did bring the toys, he couldn't decide what to play with first.

Project-wise, the KSA team was Time-Life's answer to operations improvement in continuity fulfillment. As the weeks passed, I managed to discover the meaning of continuity fulfillment, seeing ever more that a key KSA role is to assist clients in navigating through change.

As a family, we are getting the hang of relocating. We made many friends, and the best ones turned out to be people who originally believed we were part of the Federal Witness Protection Program. As moving time approached, it was natural to be awaiting another addition to the Collett family. Given the choice of staying or moving, we were off again. The trip to Atlanta was short, and six weeks later our son, *Schuyler*, was born.

Having completed the relocation odyssey, it's time to thank all the AAs, Dept. T staff and project managers who helped us during the professional and personal parts of the process. The end of the chapter has led to Atlanta, and it has been quite a trip!

Ode to KSA (*ala* Disney)

'Twas a year before Christmas, when all through Home Base,
not an artist was stirring, no one in the place.

Product Managers were nestled all snug in their beds,
while visions of merchandise danced in their heads.

Their samples were hung on the wall with care,
In hopes that approval soon would be there.

When what to their wondering eyes should appear,
but a sourcing team without any peer.

With promises of product—cheap and quick,
They knew in a moment it must be a trick!

So up to their offices the team they flew,
with heads full of ideas, and assortment plans, too.

As Diane, Tome, and team gathered around,
down the chimney KSA came with a bound!

They were smart and precise, a right jolly old team,
Just perfect for the job, or so it would seem.

They spoke not a word, but went straight to their work,
Soon filled all your wishes, and turned with a jerk.

Then laying a finger to the side of their nose,
and giving a nod, up the chimney they rose.

After boarding their sleigh, this team gave a shout,
"Your problems are solved, we have no doubt."

But I heard them exclaim as they flew out of sight,
Happy Sourcing to All and to All a Good Night!!



Molly Swanson Britt, Brad Morrison, and Butch Price model the most famous product of Disney theme parks. See related story in June, 1995 *Observer*.

A day in the (cushy) life of a CEO

by Michael Jacobs

The owners of *Forbes Magazine*, expanding their horizons beyond publishing, hosted a conference for America's top chief executive officers. The subject of one of the panels was: "Managing short term versus long term; is your stock price driving your strategy?" Since I had written a book on the subject, *Forbes* asked me to moderate the panel.

After confirming my attendance, they contacted me every few days. I received faxes and letters updating me on the status of the conference, the attendees, and, of course, the logistics. The week before the conference, a fax arrived notifying me that I would be escorted by helicopter from the airport to the hotel.

When I landed there were several *Forbes* staffers milling around at the gate with radios. As one of them escorted me to baggage claim, he radioed my driver: "Mr. Jacobs has arrived." If he only knew how insignificant I was, he could never have kept a straight face.

He carried my bags to a shiny new Lincoln Continental and said goodbye. My chauffeur offered me a drink and drove me around to the back side of the airport, through a security gate, to my awaiting helicopter. By the time my pilot cranked the chopper, chatted about his son who worked on Wall Street, and flew me to the Naval Academy, twenty minutes had passed. Having lived in Washington previously, I knew a cab ride from BWI to Annapolis would have taken at least 25 or 30 minutes; *Forbes* had cut 5 to 10 minutes off my commute at a cost of only \$2,000.

An entourage of staff greeted me at the front door of the hotel (they had been radioed about my pending arrival) and swiftly escorted me to my room. Check-in was not required.

In my room was a cornucopia of gifts—various books, *Forbes* coffee mugs, Godiva chocolates, a Bulova clock with my name on it, and a note from the president of Lowes Hotels. My hosts kindly provided a box to put all the memorabilia in, which they would mail to my office so I wouldn't have to carry it with me.

After unpacking, I left for dinner.

Coincidentally, the gentleman in the room next to me came out at the same time, so we walked down to the lobby and rode to dinner together in a chauffeured Chrysler. After we chatted awhile, he introduced himself as John Sculley. He used to run Apple Computer, and before that, Pepsi.

At the reception at the Naval Academy Museum, overlooking the scenic Chesapeake Bay, I was the only man there under 40. Following a dinner of wild pheasant paté and terrine of venison, we convened for the first panel.

Casper Weinburger and a few of his former associates from the Reagan Defense Department bashed President Clinton for over an hour. I sat next to a guy who was easily recognizable, even without his toupée—Michael Milken, AKA the junk bond king. I simply struggled to stay awake. The ride back to the hotel woke me up. We had a police escort.

The next morning I found three newspapers outside my door. The front page story in the *Baltimore Sun* (including a color photo) was about the *Forbes* Conference.

The first panel was reasonably lively. Al Dunlap, the new CEO at Scott Paper, defended firing 10 of the 11 people who were on the executive committee when he took over a year ago. I sat next to one of the two women in the room—the CEO of Monet Jewelry. She knew all about KSA.

Next was my panel. I had a wonderful group that included the CEOs of General Electric, Warner Lambert, Fluor, and the former chairman of Citicorp. Jack Welch, GE's CEO, widely regarded as the best businessman in the world, stole the show. I asked him some pointed questions, and he gave insightful, witty responses. His most interesting comment was that a key reason CEOs are so short-sighted is that boards name CEOs too late in their careers. With only a 3- to 5-year tenure, by definition they have a limited time horizon. GE has had only seven CEOs since



Michael Jacobs (L) and Republican candidate for President, Steve Forbes.

Thomas Edison, averaging over 15 years each. In fact, Jack's comments from my panel (and color photo) adorned the front page of the business section of *USA Today* the following morning. They cropped me out of the photo.

The next panel, on reengineering, was moderated by a consultant from Mercer Consulting. Mercer paid \$200,000 to sponsor the conference so it could have a partner on stage with *Forbes'* CEOs. I chuckled to myself thinking how *Dave* and *Barry* would have responded if I had asked for \$200,000 to come to this conference.

Lunch was fun. I sat between the CEO of Land Rover, who tried to sell me a car, and the CEO of Hill & Knowlton, who was allergic to shellfish. I ate his lobster salad. During the panel after lunch I sat next to an elderly man named Smucker. I assume he made jelly. During the break, I talked with the CEO of Biogen. Since I don't know diddly about Biogen, I asked him lots of questions about the Barcelona Olympics. He and his family spent two weeks on a yacht, attending all the fun events including the opening and closing ceremonies.

The final panel of the day was on politics. I left early to catch a flight to Denver. Prior commitments forced me to miss the cocktail reception on a ship and dinner hosted by the Governor of Maryland at the Annapolis Yacht Club. The *Forbes* staff radioed ahead that I was ready to leave. When I arrived in the lobby with my bags, they broke the bad news: The helicopter was having mechanical difficulties. I would have to take a Lincoln to the airport. Oh well, back to reality.

My life as a crash dummy

by Denise Trostle

It was a summer day in Atlanta as a passenger jet bound from Puerto Rico approached Atlanta's Hartsfield International airport. Just short of the runway, the plane suddenly veered off course and plunged into the parking lot of the Ford Motor Company.

This was the scenario of a recent Atlanta emergency services disaster drill. Recently, I responded to a notice from The City of Atlanta, Bureau of Airport Operations, asking for volunteers to help recreate an off-airport mass fatality accident.

At the Ford Motor Company parking lot on a summer morning, the scene was set. The torn fuselage of a plane had been placed in a cordoned off area and surrounded by debris composed of luggage, mannequins, and bits and pieces of airplane.

I volunteered to play the part of a dead body - typecasting for me on a Saturday at 7:30 a.m. Expecting them to pin a sign on each of us - "Head Injury - Dead" - etc., I was in for a surprise. Instead, I found special effects makeup artists busy applying wounds. Some people were made up with large metal fragments, bolts, etc. protruding from strategic areas of the body; others had bones broken through the skin. It was unnerving.

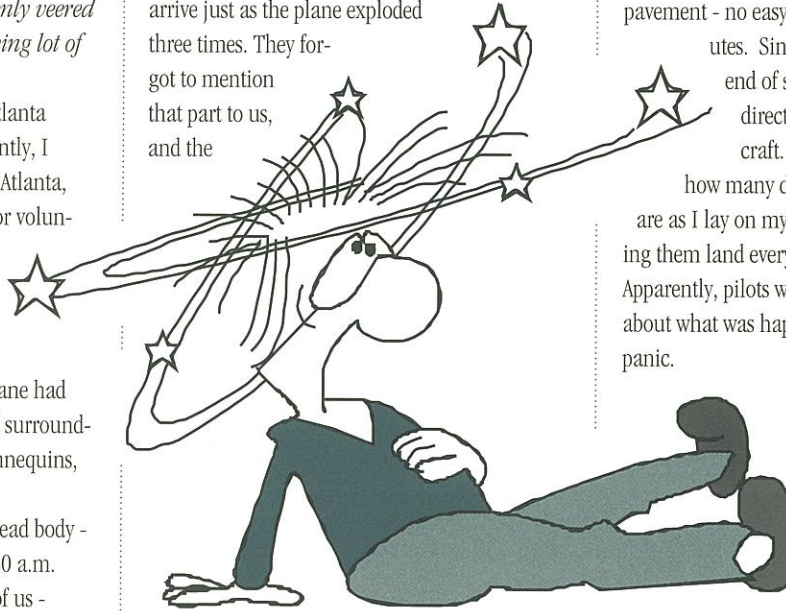
My makeup man wanted to give me a slit throat (something a few people at KSA have mentioned before), but could not find the appropriate rubber mold. I was given a nasty wound to the forehead and a gaping stomach wound (pre-applied to a shirt I was given to wear). Some white base with charcoal overtones completed the picture of a victim thrown from a burning plane.

By 9:30 a.m. we were on the scene of the wreckage with our instructions: "No talking to the dead person beside you . . . we want this to be as realistic as possible for the emergency crews." We were given a special code in case of a real medical problem.

At 9:45 a.m. we were in position. The plane was set on fire by the special effects team, and a call was made to emergency services. Those responding were not supposed to know about the

drill, although several people mentioned that it was hard to keep it a complete secret.

A space-age looking vehicle specially designed for fighting airplane fires was the first to arrive just as the plane exploded three times. They forgot to mention that part to us, and the



dead bodies were jumping off the ground! Smoke machines were used to blanket the area.

Things were happening rapidly now. The police and several other fire trucks and paramedic units arrived. Volunteers playing reporters wandered through the scene trying to get stories. Teenage volunteers played the part of looters. "Bystanders" rushed to the scene and went into shock. The level of planning detail was impressive.

While police and some of the firefighters rushed to take care of the "walking wounded," others began evaluating the bodies for signs of life. Each person was given a body tag indicating his/her condition. I soon found myself with a black "dead" tag. Severely injured were actually transported to a local hospital by ambulance.

Bilingual volunteers were encouraged to use their second language to add yet another twist. One participant, made up with nasty leg and arm wounds, had fun with it as he walked around shouting "Someone please get me a Band-Aid" in Spanish. Volunteers were also taken to the gate to play the part of relatives waiting for the plane's

arrival. Several of these volunteers also spoke foreign languages.

Back at the crash site, we dead folk were charged with the task of just lying still on the pavement - no easy task after the first 10-15 minutes. Since the Ford factory is at the end of several runways, we were directly in the path of landing aircraft. It was amazing to discover how many different airplane shapes there are as I lay on my back for over an hour watching them land every 30 to 90 seconds. Apparently, pilots were making announcements about what was happening to avoid passenger panic.

After an hour and a half of lying on the ground, the doctor on the scene called a temporary halt. The temperature was climbing, and the coroner's office had yet to respond.

We spent the next hour standing around a Red Cross truck "re-hydrating." There were also hazardous materials on the plane which were not identified until almost 2 hours after the crash. We waited for the hazardous materials squad to do its thing before continuing.

Finally, at about 12:15 p.m., we were asked to take our places again. We were each assigned a number, our clothing and jewelry cataloged (down to the brand name of our watches), and then photographed by the coroner's team. The exercise was called to an end at 12:45 p.m. due to the heat, and we returned to the cafeteria for makeup removal and a free lunch.

Since most of us travel frequently, it's comforting to know emergency crews practice drills and pay attention to detail.

Although I wouldn't want to do it every weekend, I do believe I'll be there when they have the pre-Olympics drill.

Rude fish in Dahlonga, and other stories...

Things got off to a bad start. First of all, it was a DC10 and not a proper plane. One of those strange machines with three engines, one of which is planted precariously in the tail. To add to my discomfort there was a lunatic with a wife and two kids both under the age of one, sitting next to me, who spent a good hour complaining loudly to the hostess that the 1963 re-run with Roger Moore was blatantly unsuitable for his children, and demanding it be turned off. Getting no joy from the terrified attendant, he stood up, blocking the screen, and proceeded to change his children's nappies under my nose. Oh God!

Being sleepy after my arrival, I wouldn't have been able to tell you much about Day One if it wasn't for one of our instructors surprising us with her Cheerleader routine—Gimme a K! Gimme an S! Gimme an A! What have you got? Well actually, twenty terrified timid Europeans unused to such excitement. What with +99° outside and -99° inside we were wondering if our 'bodies' could cope.

Skipping briefly over the rest of the week to the Speakeasy course where we all learned how to be an oak tree brings us to the weekend and the Appalachian mountains and some real oak trees. In Ireland you've got the salmon of knowledge; in Georgia you've got a rude fish called the curt salmon found in the murky depths of the Chattahoochee River. IT Germany decided to catch it and parted with \$50 for two sturdy canoes. *Christian Wallner* and *Ute Riemann* didn't realise you had to actually sit in the canoe, and not run after it as it drifted freely down the rapids. The curt salmon evaded us of course, and so, for consolation, we went gold mining in the town of Dahlonga. We all received our pan of dubious 'gold ore' and began 'panning.' Celts were never known for their patience, and true to form, while the Hun panned Hunningly I grabbed a handful of the stuff and started brushing away at it. Imagine my surprise when I found a gold coloured shiny substance at the bottom!

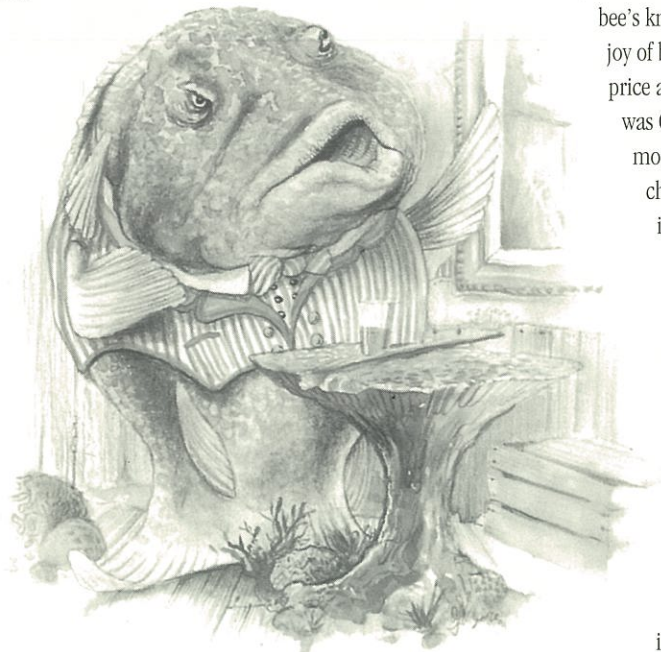


Illustration taken from "The Sign Of The Seaborse," by Graeme Base, Copyright © 1992, Harry N. Abrams, Incorporated

Imagine my even greater surprise when it turned out to be my wedding ring! No fish, no gold, but a few Samuel Adams cheered us up.

Emerging from Carter's Textile feeling like a piece of cloth that had just been knitted, washed, bleached, dyed, and sent back by quality control for another run-through, we staggered into the interesting town of Barnesville. After consuming an equally interesting little meal, some thought they deserved a refreshing beer—and that's when the folks started laughing at us. No beer in Barnesville! Not a drop. Not even a sniff. The sheer thought, the mere idea. About as much chance as getting a table at the 3-Dollar Café on Saturday night. The whole town seemed to think it was the funniest thing they had ever heard of. For a typical European—a total culture shock. Can someone please explain? The experience gave us all a good idea of the tasks facing the consultant in her/his daily work—up at 5:00 a.m., no breakfast, and working late until 10:00 p.m. The visit to Upton's Distribution Center the following day was excellent, restoring our faith in the consulting business!

Shopping in Lenox Square and Phipps Plaza

(for the snobby members of the group) was the bee's knees and the cat's pyjamas. The sheer joy of buying a designer suit for a third of the price at 8:45 p.m. Paul & Shark's thought it was Christmas, as did Rich's, Macy's, and most of the rest. Blockbuster had the cheek to stay open until 11:00 p.m. forcing us to spend what was left of our credit cards on their CD's. This compares with Europe where if you don't get your shopping done by 1:00 p.m. Saturday you have to wait until Monday.

Afterwards, feeling 'peckish' (what?), and not wishing to 'queue' (huh?), we took off our 'jumpers' (I beg your pardon?) and nosebagged our way around backstreet Buckhead and sampled its joys and smells and delights, I think.

Atlanta was great, KSA was great, the class was great, the weather was great, and the fun was mighty. Here's to a successful start for all the '95 orientation class, to our future global cross pollination, and to the new office in Honolulu.

And before we forget, thanks for all the fish.

—Paul Barnes, *Christian Wallner*

Milestones

Congratulations to:

Matt Howson and *Susan Rankl*, married May 20.

Elizabeth and *Brad Payne* on the birth of a daughter, *Melissa Catherine*, May 27.

Paul Dixon and *Dierdre Cozzens*, married May 27.

Charlie Cosovich and *Kerry Fitzpatrick*, married May 28.

Stefan Witte and *Maria Panepinto*, married June 3.

Jeff and *Robin Butler* on the birth of a daughter, *Margaret Grayson*, June 10.

Jonathan and *Karen Rix* on the birth of a daughter, *Melody Sarah Christine*, June 21.

cont'd on next page

Randi and Paul Nolan on the birth of a daughter, *Lauren Elizabeth*, June 28.

Lisandro and Larissa Sagastume on the birth of a daughter, *Sara Elena*, July 2.

K.C. and Karen Whitehead on the birth of a daughter, *Phoebe Elizabeth*, July 10.

Elisa and Jeff Martinez on the birth of a son, *Andrew Joseph*, July 11.

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

Brad and Deserae Whicker on the birth of a son, *Nicholas Alan*, July 19.

Brenda Jeffery and Adam Mayse, married July 22.

Brett and Kat Turner on the birth of a daughter, *Chloe Elise*, August 22.

Rob and Felicia Oglesby on the birth of a daughter, *SaraJane*, on August 26.

Sharon Hand and Rusty Gavron, married August 26.

Dave and Robyn Cole on the birth of a daughter, *Amelia Tessa*, August 28.

Michael Rice and Tracey Cougill, married on September 3.

Scott and Kelly Leavell on the birth of a son, *Patrick McBrearty*, September 9.

Molly Swanson and Tim Britt, married September 16.

Adelle Bruni and Tom Kirk, married October 7.

Evan and Meghan Lippman on the birth of a daughter, *Sarah Julia*, October 25.

Dana Winingder and Tom Sulger, married November 4.

Anna Darden and John Phillips, married November 4.

Brad Morrison and Sally Arranguuz, married November 11.

Emily Howze and Robert Meyer, married December 9.

Tom and Suellen Dennis on the birth of a daughter, *Katelyn Jessica*, January 11.

Karl and Sue Swensen on the birth of a daughter, *Anna Elizabeth*, January 27.

Mohan Komanduri for passing his audition to join the Westminster Conservatory Community Orchestra in Princeton. Mohan plays the violin.

Geraldine Carter, for raising \$5700 for the March of Dimes.

the 174 KSAers who contributed to the Holiday Card Fund. Over \$36,000 was raised for many different charities!

Community service

Tommy the tiger visits Singapore

A big "Tah Jia hao" (hello) from Singapore. It's hard to believe that over a year has passed so quickly, but we have completed the design phase of LS& Co.'s Asia Pacific project, and are moving into implementation of significant changes in the way the division will develop and source products, forecast sales, manage customer relationships, and organize the business.

Alan Braithwaite, Brady Knight, Ing Chuan Kau and I were members of a core design team of LS& Co. people from all over the Far East and the USA, working and living together in Singapore. We were a very close group and kept very active outside the office. We were joined last year by *Renato Scaff, Allen Glenn, Alan Seelye-James, and Brent Walker*. This year, we've added *Tim and Molly Britt* to the team and Brent has gone back to the U.S.

One of my favorite team activities has been "adopting" Miss Eppinger's First Grade class in Decatur Elementary School in Decatur, Georgia.

The partnership started when the class boldly volunteered to send its mascot, Tommy, a stuffed tiger, to Singapore. Tommy is well known to the class because he travels home with a student every night, then the student tells the class about their time together.

Tommy was welcomed by his gracious hosts, the Design Team. During his visit, he was photographed experiencing the town and LS& Co., doing such things as meeting the hotel concierge, watching jeans samples being produced, and trying on new products. During his visit, different team members wrote letters to the class in a number of different languages, including Japanese, Tagalog (Philippines), and even Swahili! We put this together in a scrapbook detailing his trip.

As you can imagine, the class was quite proud of its well-traveled mascot, and now believes he speaks fluent Japanese!

Since then, we've traded cards and mementos with each other—their favorites to date have been ones with their names printed in Japanese characters. In addition, I had the chance to make a diplomatic visit to the class when I was back in Atlanta. The class was well prepared with a slew of important "international" questions, like "Are there McDonalds in Singapore?" and "Do kids go to school out there?" They also asked lots of questions about LS& Co.

We've had a lot of fun keeping in contact with the kids.

—Bryan O'Malley



Matt, Amelia, Madeline, Trevor, Ross, Ryan, and Sam—just a few of the kids in Miss Eppinger's first grade class at Decatur Elementary School.

“Ahoy there!”

by Jan Watson

In fall of 1994, Colin McGranahan and Tony DeMaria decided to put together a KSA flotilla in the Virgin Islands for June, 1995.

On June 22, the DeMaria clan (Tony, Diane, Tony Jr., Pam, Michelle, and Janet) arrived at Caribbean Yacht Charters and assumed control of the 49' vessel *Sans Serif*. Three days later, *Cheers*, another 49' yacht, skippered by a 30-year Virgin Islands veteran named Joe, was boarded by John Champion, Penelope Malone, Steven and Julia Dahl, and two friends of the Dahl's, Nellie and Mary Donna. The third boat, *Best Revenge*, a 47 footer, with Colin McGranahan at the helm, accommodated a diverse mix of KSAers and alumnae: Laura Ferguson, Patty McKenzie, Marian Read, Lynn Senior, and me.

What follows is an abbreviated travel-log as seen from the bow of *Best Revenge*.

Sunday

We unpacked luggage the airline nearly lost for us the day before and went shopping for provisions. For six people, we spent about \$300 on food and \$150 on “beverages,” a ratio that seemed appropriate at the time. We discovered later that the *Cheers* crew spent considerably more in the beverage category. Our sail guide, Joe, told us later that most charters return with a surplus of unconsumed libations, of which the skipper gets first dibs.

Monday

Roosters in St. Thomas awake at 5:30 a.m. By 7:30, everyone else was up and eager to get underway. We stocked up on ice at the last minute, ordered custom T-shirts to commemorate the trip, and set sail at 11:45 a.m. With our cooler on deck filled with beer, soda, and five levels of sunscreen, we were confident and unstoppable.

Before we had fully cleared St. Thomas, *Cheers* discovered a bad fuel filter and called for the chase boat to come out. We were to anchor at Christmas Cove and wait for her. No problem . . . except that after sitting in the marina for half of two days and a night, we were eager to sail. We decided to practice a few tacks in order to gel as a

crew. Up went the main sail and jib. Laura and Colin were old pros. The rest of us did what we could. By the time we headed back to Christmas Cove we felt like pros and were certain we'd avoid embarrassment.

We stayed the first night at Leinster Bay on St. John, a quiet anchorage we shared with at most ten other boats. Chicken and steamed vegetables never taste so good as when grilled under the stars in paradise.



Left inset: Diane DeMaria; right inset: Patty McKenzie. Front row, left to right: Tony DeMaria, Jan Watson, Colin McGranahan, Marian Read, John Champion, Penelope Malone. Back row, left to right: Laura Ferguson, Julia English-Dahl, Lynn Senior, Mary Donna, Nellie, Steven Dahl.

Tuesday

We began the day early with snorkeling and breakfast, not necessarily in that order, and departed for the British Virgin Islands.

At one point as we looked at *Cheers*, we noticed that John Champion was still wearing a stark white T-shirt. It was only after yelling over to encourage him to take it off that we realized he *had* taken it off and that blinding white was his golf tan. It should be noted that by the end of the day, he was wearing a bright red T-shirt.

Sandy Cay was once a Rockefeller botanical garden with an easy hiking trail to show off the plant life. The afternoon passed quickly with lots of kayaking and snorkeling. Steven Dahl gave sailboarding lessons to John. From our vantage point, we could just see the top of John's sail. Actually, it was more “now you see it, now you

don't.” They say it's harder than it looks, and it looked impossible.

As the afternoon waned and we prepared to set sail for our evening anchorage, Colin donned dry clothes and decided to swab the deck. He mopped diligently, stepping slowly backward along the starboard deck, leaning gently against the safety lines as a guide. Unfortunately, he forgot the swim ladder was down, creating an 18” gap in the safety line. Reaching this portion of

the deck, he stepped back, leaned against the non-existent safety line, let out an exclamation of surprise, dropped the mop, and plunged headlong into the teal deep.

After Colin again changed into dry clothes and hung his wet wardrobe all along the starboard safety lines, we noticed a discrepancy between our boat and the others. Both *Cheers* and *Sans Serif* had been supplied with a small American flag on the aft stay. *Best Revenge*, on the other hand, was flag-free. We also observed that Colin's boxer shorts, hanging on the line to dry, were decorated in a festive American flag design. For the duration of the trip, our boxer flag, clothespinned to the aft stay, proudly proclaimed our patriotic heritage as we traversed British waters. (Will those boxers one day be protected by the Constitution?)

We set sail for Great Harbor on the island of Just Van Dyke around 3:00 p.m. The crew of *Best Revenge* was hungry for competition. Despite the light winds, we tried to squeeze as much speed from our boat and crew as possible. *Cheers* was easily left behind, but *Sans Serif* was another story. It would take us two more tacks to reach the harbor, and while she was much farther out, she had a straight line. In search of that last tenth of a knot out of *Best Revenge*, someone noticed that the bumper we had used to keep the swim ladder from arching under the boat was still hanging off the ladder, thereby creating drag. I was dispatched to pull the bumper up onto the deck (winning is everything). As I leaned over the swim ladder to reach the bumper line, the ladder felt something less than secure. The safety line had not been hooked after the swim ladder was hauled up. As the ladder gave way, an exclamation similar to Colin's earlier outcry escaped me. The water was warm and my sunglasses stayed on—what more could I ask? I was in the water no more than three minutes, but it kept us from winning the race. By the end of the day, wet clothing and towels were pinned to every available section of safety line on *Best Revenge*. Someone remarked that our boat looked like it belonged in a trailer park.

Great Harbor is the home of Foxy's, a world-renowned restaurant and bar which, as our luck would have it, had no live entertainment on this particular evening. The real excitement of the evening included a pre-dinner cocktail party on *Sans Serif*, hosted by the DeMarias, and watching Colin start our dinghy motor. Each attempt at this feat would average 20-30 pulls on the starter cord.

Wednesday

Our next destination was the Dog Islands for snorkeling, then on to the Bitter End Yacht Club on the easternmost end of Virgin Gorda.

As we approached the Dogs, having left *Cheers* in the dust, we prepared to drop the sails. First, it would be necessary to start the diesel engine (and that would be a problem). Flipping the engine control switch and pressing the starter button, nothing happened. We sailed in circles until Joe, the sail-guide/boat doctor/teller of entertaining tales by-passed our starter with a screwdriver (some-

thing we would do for the remainder of the trip).

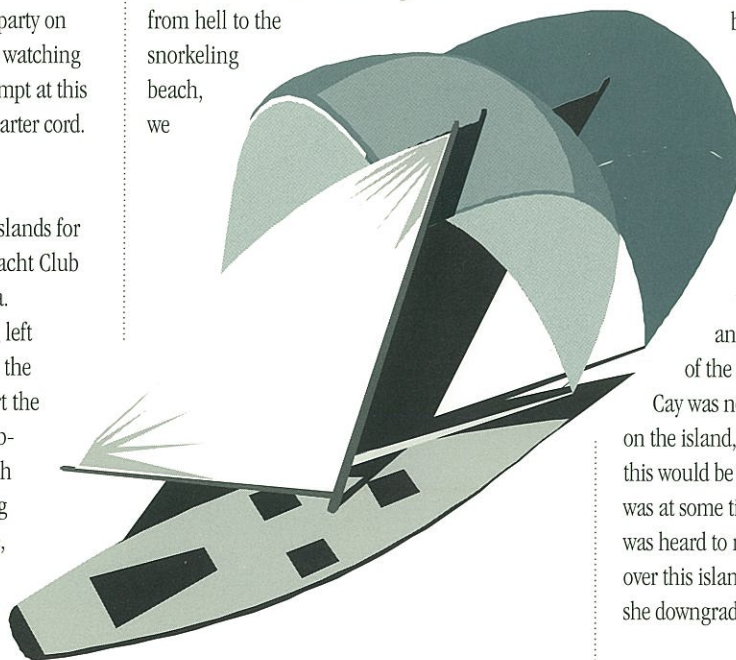
Frankly, *Cheers*—the boat, not the crew—wasn't much competition. To watch our crew work, one would have thought it was Dennis Conner on the other boat. We were so far ahead that as we smugly pulled in to the Bitter End Yacht Club and hot-wired our engine to pick up a mooring, *Cheers* was barely in sight.

By the time we realized we were *not* at the Bitter End Yacht Club, we could see *Cheers* taking a short cut through an area marked entirely in red on the chart (meaning it is too shallow to safely pass). That was the benefit of having a local sail guide on their boat. Hoping they would not notice us, we sheepishly dropped our mooring and motored over to the the *real* Bitter End Yacht Club.

Thursday

Today we went to Anegada Island. At its highest point, the island is only 25 feet above sea level, and from Virgin Gorda, 14 miles away, Anegada cannot be seen. In addition to its slight elevation, Anegada is surrounded by the third largest barrier reef in the world. With Joe as our guide, we proceeded single file through the coral heads that protect the island. As the digital depth meter flickered readings 15, 16, 15, 3.1, 15, 14, 15, 13, 2.6, 13, Colin, who had signed as the responsible party for our \$250,000 craft, remarked, "I've never been this frightened in my life."

Anegada, population 126, is famous for its lobster barbecue. Before riding the taxi from hell to the snorkeling beach, we



placed our dinner orders. Snorkeling included the sighting of a shark, a barracuda, and a stingray, all of which grew in size and ferocity with each telling.

We were disappointed to find that the gift shop was closed. It seems the owner was attending the Anegada Lion's Club meeting (!) with the six other club members (at a beach bar table 50 feet from our dinner table).

Friday

We were still having trouble with our diesel engine (hot-wiring it every time) and the dinghy motor was dead. The chase boat from Caribbean Yacht Charters was supposed to meet us this afternoon at Marina Cay. As we motored there, I decided to do some dishes in preparation for dinner. While I was below, the cabin began to fill with smoke. I grabbed a fire extinguisher, checked the engine for fire and found none, and finished washing the dishes. We could not kill the engine until we were safely anchored, by which time the fan belt had been thrown and smoke was thick.

Patty McKenzie cooked us fabulous pasta in the starkly equipped and smoky smelling galley. Since we were stranded on our boat with no dinghy, we allowed the brilliant sunset, Big Dipper, North Star, Milky Way, silver moon, and a whole island of chirping crickets to entertain us that evening.

Saturday

We waited until noon today for the chase boat. After the repairs, the engine still smoked, and the new dinghy motor had been filled with bad gas and would not run. The chase boat will return tomorrow with an alternator, another fan belt, and a dinghy motor that runs.

As with most places we visited, the population of the sailboats at anchor likely exceeded the population of the adjacent island community. Marina Cay was no exception. As there was little to do on the island, it was unanimously decided that this would be the night to howl aboard our boat. It was at some time that evening that Marian Read was heard to remark, "I could hit a !#&@* wedge over this island!" In a more temperate moment she downgraded her estimate to a five iron.

cont'd on page 21

Principal Appointments

Albert J. Bolet

Al has participated in numerous engagements while at KSA, which have provided him with exposure to different areas of our practice. While at Levi Strauss & Company, Al played a key role in developing corporate infrastructure products, including a development methodology and supporting techniques. Al also co-managed a design project for an offshore purchasing tracking system and participated in the corporate reengineering project currently underway. Al became a "box kicker" in the Distribution practice by participating in a project that identified and evaluated alternatives to the technologies and systems to be used in LS& Co's U.S. distribution network.

Recently, Al has worked on two major reengineering projects. At Sara Lee Knit Products, Al participated in a combined effort by the CPG and IT groups to reengineer targeted processes for a division of this company. At Phillips-Van Heusen, Al is currently leading a major design effort to reengineer production control processes and install an integrated package solution that will support all divisions of this global apparel manufacturer.

In his thirty years in the information systems

area, Al has held such positions as MIS Director at Scientific Atlanta and worked for Touche Ross in its Management Consulting Division.

Al and his wife, *Margarita*, have four children and two grandchildren. Al likes classical music, traveling to exotic places with his wife, and playing golf with his sons.

John A. Karonis

John joined KSA after graduating from the U.S. Naval Academy and spending nine years in the U.S. Navy as a Flight Squadron instructor and a Radar Intercept Officer.

John's first assignment was a Base Plus[®] installation for Bloomingdales By Mail. His outstanding work on that project led the way for KSA selling Base Plus[®] projects for five other Federated Department Store facilities. John installed Base Plus[®] in one of those facilities, and managed the installation in the other two. He has also performed projects for key clients such as Timberland, Childcraft, DAP, Royal Doulton, Saks Fifth Avenue, and QVC. One of John's most recent projects was performing a global distribution strategy for Timberland and participating in the start-up of a temporary facility while planning a new facility to accommodate

its distribution needs.

John is a Level 2 MOC trainer and has used these skills well in his career. He conducted an MOC program for top management at DAP to enable the company to adapt to the cultural changes in distribution and manufacturing processes designed by KSA.

He has taken an active marketing role, including a speech at the NCOF conference, and an article in Operations and Fulfillment Magazine. Both were about process improvements and incentives for the customer service and phone operations of mail order companies.

John, his wife, *Becky*, and their three children are on a three-year assignment in the U.K.

Brady M. Knight

Brady joined KSA in July, 1987, and is currently an integral part of our IT practice. Since joining KSA, he has participated in and played a major role with two of our largest clients—Girbaud and Levi Strauss and Co. Brady has been instrumental in and led sales of major OLC and BP projects as well as implementation and architecture projects. He has built an excellent client relationship with his day-to-day management at LS& Co. Brady is currently heavily involved in a



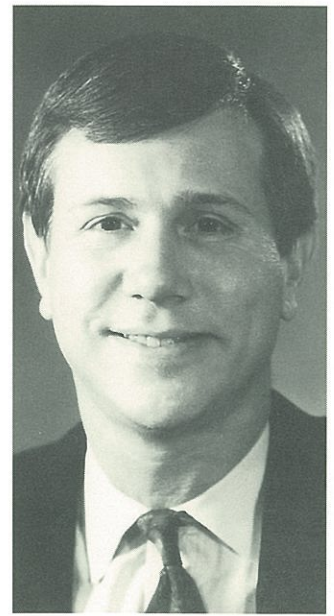
Bolet



Karonis



Knight



Morrison

Business Process Reengineering project for LS& Co., 's Asia/Pacific region.

Brady originally hails from Dalton, Georgia, and enjoys visiting family there as well as an occasional round of golf among the carpet barons. With his recent work in California and Asia, he has been able to expand on two of his favorite activities—travel/sightseeing and experiencing great gastronomic feasts. Brady has sampled delights from Hong Kong to Sydney, Tokyo to Paris and assorted and sundry spots in between.

J. Brad Morrison

Brad joined KSA through the acquisition of J. Lloyd Johnson, a health care consulting firm specializing in marketing and marketing strategies for health care suppliers. Brad subsequently transferred to the New York Consumer Products Group and, demonstrating the flexibility of all KSA consultants, quickly warmed to the task of reengineering the merchandising/product development process of two divisions of Leslie Fay. He was, however, able to use his marketing skills to develop a market entry strategy for a Canadian women's intimate apparel manufacturer, Chateau Lingerie!

Brad then relocated to Hong Kong to manage the large and successful strategy project we conducted for the Hong Kong Industrial Agency. This project brought high-level visibility to KSA in the

Far East, creating new contact opportunities both with Far East-based companies and with the Far East subsidiaries of major U.S. corporations. At the conclusion of the Hong Kong Industrial Strategy project, Brad played a key role in developing our marketing and merchandising services with Far Eastern clients, including Levi Strauss Asia, Talbots, Sarinah (Indonesia), Trend Shop (Malaysia), and Lane Crawford (Hong Kong).

Brad returned to the U.S. in the spring of 1994 to manage the implementation phase of a major business process reengineering project with Liz Claiborne. Brad and five other KSA consultants helped client teams cut product development lead times by 30% or more, thus enabling Liz Claiborne to respond more quickly to changing consumer tastes.

Brad graduated with BS degrees from both Massachusetts Institute of Technology and the Sloan School of Management at MIT. He then joined Chemical Bank's World Banking Group where he was a planning manager before going to the University of Chicago where he gained his MBA. Brad is currently in Singapore working on the Levi Strauss Asia project.

J. Paul Raines

Paul has compiled an impressive, broad-based record of contributions to our clients and our firm. He has played a meaningful role in the further development of important client relationships with Sun Apparel, William Carter Company, and Oxford Shirtings. He led our successful effort in creating a significant new relationship with Bear Creek. In total, Paul has played a meaningful role in over \$1-million in business development in 1993.

Paul currently serves as a National Staff Director for the Consumer Products Group and is spearheading our firm's evaluation of a more aggressive entry into the

Mexican market. He is a highly visible individual in the Latin American region of the apparel industry as a regular speaker at the Bobbin/Contexpo and a contributor to the Latin edition of the *Bobbin Magazine*.

During the past two years, Paul executed the financial turnaround of our PLATO® training materials and participated in CPG's Business Process Reengineering Task Force.

Paul is a graduate of Georgia Tech. Prior to joining KSA, Paul worked as an engineer with the Frito-Lay division of Pepsi. He and his wife, *Claudia Larrondo*, and daughter, *Maria Victoria*, have recently moved to the Bay Area where Paul will work from the San Francisco office.

Damon B. Shuman

Damon came to KSA in April of 1984. Since that time, his contributions to KSA have spanned three continents and many industries. During his earlier years, Damon led major engineering projects for apparel companies in North America, Jamaica, Mauritius, Italy, and various other places. Damon has led our development of Responsive Manufacturing, which integrates team-based, continuous improvement-driven methodologies with improved upstream planning and scheduling.

In the last few years, Damon has very successfully taken KSA's Responsive Manufacturing services into such diverse industries as: bicycles with Huffy, movie theaters with General Cinema and United Artists, direct mail with Lillian Vernon, and home textiles with Louisville Bedding.

Damon, his wife *Karen*, and their two young daughters, *Tyler* and *Jordan*, live in Atlanta.

Brett R. Turner

Brett joined KSA as part of the merger with Hamilton Associates. Upon completion of his graduate degree from Trinity University, Brett started in the Dallas office, moved to the Atlanta office and, more recently, relocated to the Minneapolis office. In addition to all else, Brett has seen a lot of weather change. Brett helped develop and lead the PHO (Physician-Hospital Organization) initiative for health care providers, having written numerous articles and participated as a speaker at regional forums.

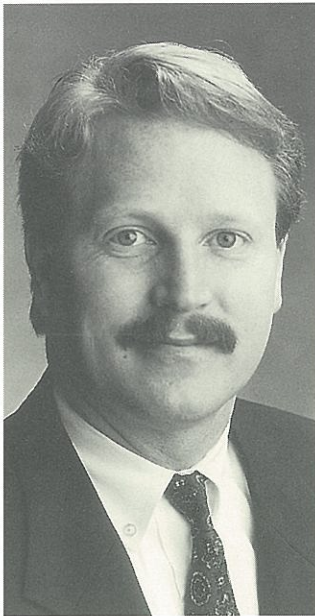
During the past two years, Brett has continued to sell and direct a variety of strategy/network



Raines



Shuman



Turner



Vehlhaber

projects with clients such as Memorial Health Systems, Ormond Beach, Florida; Munroe Regional Medical Center, Ocala, Florida; Singing River Hospital System, Pascagoula, Mississippi; and Alina, Minneapolis, Minnesota.

Brett and his wife, *Kat*, have two daughters, *Taylor* and *Chloe*. Brett likes bass fishing, basketball, and spending time with his family.

Don R. Vehlhaber

Don has already made valuable contributions to the Retail Group. He was instrumental in developing the ECR Readiness Assessment methodology which has allowed KSA to win two new engagements. As a part of this initiative, Don developed a state-of-the-art interactive video presentation which outlines in detail our involvement with major retail clients. In addition, he is heavily involved in several other retail projects and major proposals including one at Southeastern Frozen Foods where he led the sales effort.

Before joining KSA, Don was a Senior Manager at KPMG/Peat Marwick. While there, Don was instrumental in managing several large engagements in the area of retail operations improvements. Prior to KPMG/Peat Marwick, Don was the Senior Line President at Worldwide Chain Store Systems in Chicago. While there, Don was responsible for developing the consulting business associates with the installation of software to many of the largest retail and wholesale food companies in the world.

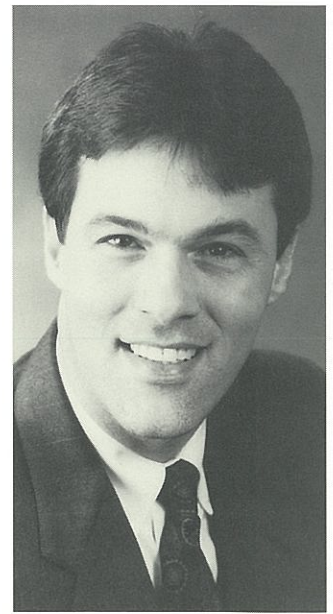
Don, his wife, *Kathy*, and their two children live in Atlanta.

Daniel Sax appointed Director of Personnel

Dan Sax was recently named Director of Personnel for KSA North America. Dan has an extensive background in human resources, most recently as Regional Human Resources Manager for CH2M Hill, a successful, 2000 person consulting organization specializing in environmental engineering. Prior to that, Dan held human resource positions with Hayes Microcomputer Products, Inc. and Southern Natural Gas Company.

Dan was selected after an extensive search and is extremely well-suited to lead this important task. His initial priorities will be to oversee our review process, to meet and work with new consultants and support staff on career development, and to facilitate the resolution of issues for individuals.

Dan, his wife, *Jill*, and their nine-year-old son, *Chris*, live in Roswell and are very involved in outdoor activities including canoeing and kayaking.



Sax

New Managers

Tim Britt

Since joining KSA, Tim designed and implemented a client/server business planning system for Inter-City products, an HVAC manufacturer. The system helped Inter-City Distributors across the US quickly generate competitive bids for large projects. Much of Tim's KSA career, however, has been spent working on Levi Strauss North America's big reengineering effort.

At LS& Co., Tim made significant contributions to its sales analysis conference room pilot and the package selection for sales analysis and business planning. Tim managed a sales analysis proof of concept and also the 10-person design and development effort of LSNA's off-shore production and shipment tracking system.

Recently, Tim and his wife, *Molly*, relocated to Singapore, where they will both be working on the Levi Strauss Asia Pacific Division Customer Service Initiative.

Tim's previous experience includes working for Broadway & Seymour, a systems consulting firm for the financial services industry and Media Design Inc. a small startup multimedia software firm.

Tim enjoys skiing, traveling, and tandem biking. Tim and Molly recently biked on a tandem across Italy and Greece on their honeymoon. (Photo not available.)

Bob Copeland

Bob Copeland joined KSA in June of 1993, bringing with him three years' experience from another consulting firm. Bob's first task with KSA was to assist in the development of the KSA Methodology. Next, he moved on to Forstmann, where he designed a new bill of material system. Currently, Bob is heading the Carter's project. Bob is known for calming tough client situations and is never too shy to jump up to a white, black, or green board during a meeting if there is one around.

Bob is an alum of Indiana University and now is a campus exec for that university. He has been involved in outside professional organizations and was, in fact, the first KSA IT staff consultant to obtain his APIC's certification.

Bob and his wife, *Linda*, live in Roswell, Georgia and enjoy visiting family on the Gulf Coast of Florida whenever the opportunity arises.

Charlie Cosovich

Preferring to cavort with the owls rather than rise with the roosters, Charlie Cosovich, HSD Strategy, San Francisco, is a Renaissance Man who understands the true pleasure of driving a convertible. His creative use of the computer (you should see his button bar) and any and all voice mail systems (he can leave an urgent message on any system anywhere) is only topped by his unmatched ability to think on his feet. A dinosaurophile extraordinaire, his love for the large reptiles is exceeded only by his love for his lovely new spouse, *Kerry Fitzpatrick*, with whom he honeymooned on a Turkish Holiday.

Although Charlie started his career in far-flung glamour spots like Oklahoma and Ohio, he has spent his most recent years in the West, building the practice with clients in the exotic locales of Chico, California and Wenatchee, Washington. Seriously, he has also led some groundbreaking work with the Palo Alto Medical Foundation and played a pivotal role in the development of the Hamilton • KSA Perspective on Capitation and Integration. Now serving on the Integrated Delivery System/Focused Market Development Group in HSD, Charlie continues to play a major role in shaping the HSD practice of the future.

Michael Gordon

Michael joined KSA in June of '92 and has

Brown and Kowalczyk appointed to new posts

Peter Brown, Vice President and National Service Director of CPG for North America, has been appointed Managing Director, KSA Europe.

Peter graduated from the U.S. Naval Academy, and recently completed the Harvard Business School International Management Program. During his KSA career, Peter has been instrumental in helping



Brown



Kowalczyk

companies improve their competitive position through strategic planning and reengineering of business processes. He has assisted many clients in developing and implementing quick response programs.

Peter is based in Dusseldorf, Germany, and his responsibilities include coordinating KSA's Pan-European consulting practice.

Phil Kowalczyk has been named Director of General Merchandise Retail Services for KSA North America. In this capacity, he will focus on services to the general merchandise retail market, including strategic planning, retail market expansion, store operations, merchandising, and supply chain management.

During his career at KSA, Phil has assisted a number of companies in developing and implementing QR and ECR strategies. His wealth of experience includes several years in retail merchandising prior to joining KSA.

worked on several projects with us. His clients include Estee Lauder, Jacques Monet, Gitano, Leslie Fay, Maidenform, Maybelline, and Stride Rite. Michael has become a recognized expert in the area of Vendor Managed Inventories (VMI) and forecasting. His expertise in this area brought significant value to Stride Rite, where he now manages a large piece of the project.

Michael has also been involved heavily in campus recruiting and is a campus exec for two schools this year: University of Pittsburgh and Carnegie Mellon.

Michael and his wife, *Lori*, live in Churchville, Pennsylvania.

Steve Knapik

Steve joined KSA Logistics in May, 1993 after careers with IBM (managing the development of software for manufacturing and distribution) and the U. S. Army (including a stint publishing strategic studies for the U. S. Joint Chiefs of Staff).

After joining KSA, he spent a few months getting up to speed on the Distribution Systems methodologies and helping to structure our implementation handbook. He then participated in a series of engagements at Williams-Sonoma, the goal of which was to streamline its distribution operations and help the company cost-effectively handle projected

increases in shipping volumes. Steve played a significant role in helping Williams-Sonoma achieve these goals. His technical efforts and his handholding of the operational staff during two difficult start-ups were important factors in the projects' success. Additionally, the software his teams developed ended up being one of KSA's earlier implementations of client server technology and has helped Logistics/IT come to grips with the technical issues prerequisite to success in a client server environment.

Ever the realist, Steve feels it is time to move on to another client while he is ahead and lists among his goals for 1996 turning support of the Williams-Sonoma software over to someone else.

Steve received his undergraduate degree in Electrical Engineering from Drexel University, and earned an MBA from the University of Utah's Graduate School of Business.

Steve lives in Atlanta; he has just moved into a new house and spends his non-work hours unpacking and decorating his new digs. When he isn't doing that, he enjoys the time he gets to spend with his children David (10th grade) and Lauren (7th grade). He also enjoys golf and bowling.

Jane Markwardt

Jane joined KSA in July 1991 from the University of Wisconsin and began her career in the Jones New York distribution center in Pennsylvania. Working with a team, she installed KSA's Base Plus® performance improvement program. Jane's smooth rapport with clients proved valuable as she moved on to implement other successful on-site projects with The Bon Marche in Seattle and The National Geographic Society in Gaithersburg, MD. Her team leading skills were honed by becoming certified in Leadership Effectiveness Training and were prominent in both a new facility start-up at The Dress Barn and in leading design team meetings for Lillian Vernon.

She is currently managing the implementation of Lillian Vernon's new distribution center expansion and is working with the IT staff on implementing new systems for apparel maker Norton-McNaughton.

Jane graduated with a B.S. in Industrial Engineering from the University of Wisconsin, and has been active in recruiting and in promoting careers for women by volunteering as a guest panelist at her alma mater. At the Logistics

Conference she was the mistress of ceremonies and co-producer of the critically acclaimed movie short "The History of KSA Logistics."

Jane lives in an historic carriage house along the D&R Canal in Princeton where she can easily walk to the Home Depot newly constructed in her backyard. She is reported to have a pretty good eye with the shotgun as she enjoys skeet shooting in the New Jersey countryside.

Brandon McGahee

Brandon McGahee joined KSA in June, 1992, as a consultant with the Information Technology Group in Atlanta. He has been involved in several projects with apparel and textile clients to define business requirements, evaluate software packages, design software enhancements/modifications, and implement software solutions. The business area focus of these projects includes EDI, Production Planning & Master Scheduling, Order Processing, and Inventory Management. Brandon has also written several techniques for the KSAM systems development methodology.

Brandon received his undergraduate degree in Computer Science from Augusta College in Augusta, GA. He is actively working on being Certified in Production and Inventory Management (CPIM) through the American Production & Inventory Control Society (APICS).

Brandon lives in Atlanta. He is a big sports fan and particularly enjoys going to Atlanta Braves baseball games. He also enjoys playing softball, "trying" to play golf, and eating at new restaurants.

Bryan O'Malley

Bryan joined KSA in July 1992. Since then he has worked on strategy and business process reengineering projects for such significant KSA clients as Sara Lee Knit Products and Levi Strauss & Co.

Bryan helped develop strategies for textile companies such as CYDSA, Cone Mills, and New Cherokee. Later, he worked with the fleece division on Sara Lee Knit Products, helping it reengineer major business processes, including forecasting and order fulfillment.

Since September, 1994, Bryan has worked in Singapore on the KSA team involved with Levi Strauss' Asia Pacific Division on a project called the Customer Service Initiative (CSI). As part of the project, he has traveled extensively throughout Asia and has worked closely with a diverse LS& Co./KSA

team to develop a design of the major APD business processes, including product development, sourcing, and customer relations. The initial phase of the CSI project has led to a significant role for KSA in implementation of the new design.

Liz Tantum

Liz joined the HSD division in July, 1994 as the first consultant assigned to the Operations and Business Process Redesign Practice. Liz has 15 years of healthcare experience concentrated in information systems management, healthcare operations and business process redesign. She has served in



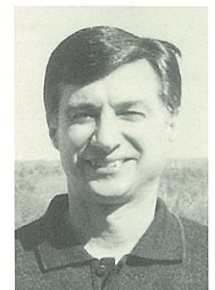
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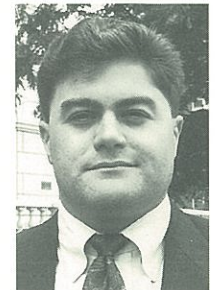
Gordon



Knapik



Markwardt



McGahee



O'Malley



Tantum

management roles with major healthcare systems, and provided consulting services for information system vendors and another consulting firm.

Liz successfully managed the first business process redesign engagement for the operations practice at the Regional Medical Center at Memphis. She recently directed an Information Technology assessment for a new client, Baptist Health System of East Tennessee. Liz's ability to establish and maintain client relationships and provide quality services resulted in additional engagements with both of these clients. Liz is currently assisting McLaren Health Care Corporation to launch a business process redesign initiative, Liz and her husband Rick, reside in Alpharetta, Georgia with six cats, a dog, and two Harley-Davidsons which they enjoy during their leisure time.

Ahoy there! *cont'd from page 15*

Sunday

After such a night, one is likely to awake dehydrated, which Patty did at 5:30. Having slept in the cockpit, she picked her way downstairs in the pre-dawn haze, eyes barely open. From one of the bottled water jugs she filled her sports bottle to the brim and replaced the lid. Being exceedingly thirsty, she glugged heavily from the bottle—only to discover that on the previous evening that particular water jug had been used to mix a potent batch of rum punch.

By 1:00, our diesel engine was repaired. Unfortunately, the chase boat *forgot* to bring a new dinghy motor, so we would still be dependent upon our companions (or kayaks) for

transportation while at anchor.

We left Marina Cay for Cane Garden. This was the best sailing of the trip. We battened down the hatches, heeling until the rails touched the water. Tony swears he could see the top of our keel, so great was the angle of our heel. It was an exciting and romantic notion, so, of course, we believed him. Marian Read spent the entire afternoon at the helm while everyone else enjoyed the ride. Well, almost everyone.

People enjoy their vacations in different ways and Patty McKenzie was no exception. It seems that Patty's idea of a great vacation is catching up on as much sleep as is humanly possible. While Marian struggled at the wheel to garner every last degree of heel from *Best Revenge*, Patty lay sleeping on the starboard cockpit seat, rolled into the corner of the seat by sheer gravity. The first time we really got a good puff of wind and laid *Best Revenge* over, a cup of cold coffee sloshed from its perch directly in front of the wheel. The coffee doused Patty's head and shoulder, yet she did not wake. In fact, when we told her of the incident later, she refused to believe it until we pointed to the coffee stains on her baseball cap and T-shirt.

We arrived at our evening destination exhilarated. Cane Garden was a happening spot on Tortola. The reggae band was "way cool." We danced until the wee hours, trying desperately to forget that tomorrow would be our last day.

I will not tell you of our trip's ending. Just assume we are all out there somewhere with the spirit of the wind, waiting for June, 1996. Won't you join us this year?

Anniversaries

Congratulations to all those KSAers who celebrated 10th Anniversaries in 1995:

Mark Wietecha
Barbara Byrnes
Gabrielle Pyle
Bettina Neumaier
Steve Szilagyi
Jeff Boudreau
Mahesh Lad

and to Fernando Silva,
who celebrated his 20th last year!

Factoid:

KSA has 70 employees who have been with the company for more than 10 years.

Factoid:

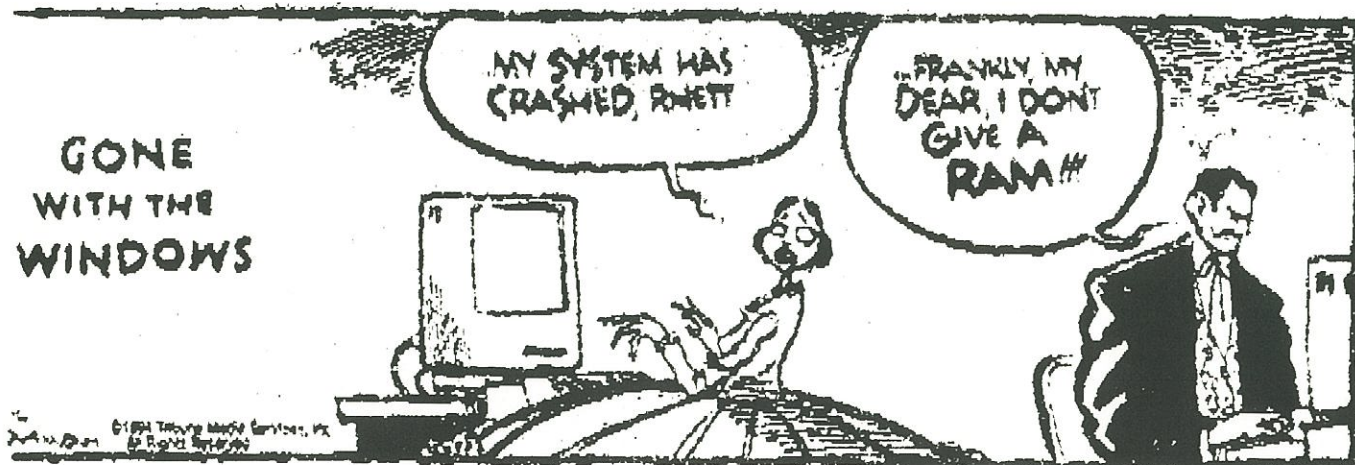
The KSA Observer was recently listed as one of the patriarchs of corporate newsletters by Ragan Communications, publishers of newsletters and books that help editors create better publications. *The KSA Observer* was first published in 1949 as *KSA News*.

The KSA Observer

Editor: Janice Ryer

Editorial Assistance: Debora Tucker,
Denise Marovich, Ken Walker, Fran Preston,
Helena Johnson

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New Staff

Lisa Baker—Office Coordinator, AO. Lisa joins us from the Georgia Bankers Association where she had similar responsibilities for overseeing and coordinating an office operation. Also, she has prior experiences in library support services, accounting areas, and systems operations.

Janie Buchanan — Payroll Analyst, Dept. T. Janie is a graduate of UNC-Greensboro with a degree in Business. She has been living in Atlanta for the past four years, working in the HR/Payroll field. Before moving to Atlanta, Janie lived in St. Thomas for five years.

Janie enjoys her two Yorkshire Terriers. She usually breeds them once a year, so look out for puppies!

Todd Cole—IT/AO is currently working on expanding the capabilities of KSA's computer network. He received a B.A. in International Relations from Brown University in 1991, and an MBA from Emory University in 1994.

Todd lives in Alpharetta with his wife, Lisbeth, who is originally from Denmark. Todd met Lisbeth during a year of study at the University of Copenhagen.

Laura Collins—AA to Jon Amsler and Marketing Support Services. Laura came to KSA from Anixter, Inc. in Norcross, where she was a sales assistant in the field of data communications. She received her B.S. in Marketing and her B.S. in Human Resources from Virginia Tech in 1993, and was a member of Alpha Phi Fraternity. Laura enjoys attending (world champion) Braves games and other sporting events.

Laurie Daniele —Logistics AA, Princeton. Before joining the KSA team, Laurie enjoyed brief but glorious "careers" in banking, real estate, and as an agent booking comedians for personal appearances. Her interests are as varied as her career background—she enjoys everything from gourmet cooking and reading to fishing and football. (Photo not available.)

Birgitta Easum—AA, Bob Frazier, assistant office manager, NY. Birgitta was previously employed as a Senior Associate with Scudder, Stevens and Clark, a New York investment firm, where she worked in marketing and sales for its offshore mutual funds.

Birgitta received her Masters in French Literature and Linguistics as well as Spanish Literature and Linguistics from the University of

Nijmegen, in the Netherlands. She and her husband, David, live in Hartsdale, New York.

Tracey Fulmer—Accounts Receivable, Dept. T. She came to KSA from the accounting department of Geiger Brickel, a manufacturer of exclusive office furniture.

Tracey and her husband, *Mike*, enjoy reading, working in the yard, and taking care of their three dogs. Tracey also sings in a gospel quartet.

Lisa Hall—AA, Logistics, AO. Lisa has several years of administrative experience, most recently with EDS. She served as Administrative Assistant to the Account Manager on two different accounts—one in Montgomery, Alabama, and one in Atlanta.

An Atlanta native, Lisa returned to the Olympic City in March after five years in Montgomery. She has three daughters, ages 14, 10, and 8. Lisa enjoys reading, gardening, swimming, and cooking.

Erika Lamb—Data entry clerk, Dept. T. Prior to working for KSA, Erika was director/coordinator for a modeling troupe in Huntsville, Alabama, which performed benefit fashion shows for non-profit organizations. She is pursuing a degree in marketing at Georgia State University. Erika enjoys reading, softball, running, and shopping.

Randy Mell—senior programmer/ analyst, Dept. T. Randy received his BS in Business at The School of the Ozarks. He has worked in the education, insurance, financial and re-insurance

industries, most currently working with the Windsor Group in charge of the company's billing and collection management system.

Randy has been in the U.S. Navy Reserve for two years, and has recently received the Navy Achievement Medal for his outstanding performance.

Emily Meyer—AA, Logistics, AO. Emily holds a BS in Business Administration with a concentration in international business from Auburn University. Following graduation, Emily held a position with Marriott Management



Easum



Fulmer



Hall



Lamb



Baker



Buchanan



Mell



Meyer



Cole



Collins



Moore

Services/Health Care Division as a food service manager at NCBH/Wake Forest Medical School. Upon moving to Atlanta, she worked for an international software development company specializing in RIP software.

Emily was married December 9 to *Robert Meyer*, and is an avid college football fan. She also enjoys watching hockey, tennis, and basketball.

Ann Moore—IT Analyst/PC Support, AO. Ann handles phone support, machine configuration, and hardware inventory.

Prior to joining KSA, Ann worked in both corporate training and computer support. She received her undergraduate degree from Miami University in Oxford, Ohio, and earned her Certified Network Engineer degree in 1994.

Donna Simmons, from Dept. T Accounts Receivable, has moved into the role of Recruiting Assistant. (No photo.)

Debra Tucker—Communications Dept, AO, has moved into the role of Communications Assistant, a newly created position, to develop slide presentations, multimedia work, video presentations and other support services. (No photo.)

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Contribute to *The KSA Observer*

- Are you jealous that a co-worker wrote a great *Observer* story?
 - Are you annoyed that any particular service group seems to get more coverage than yours?
 - Do you have a mesmerizing story to tell about your project?
- Then, the next time you find yourself . . .
- on a plane and not feeling like doing billable work,
 - in the Crown Room without a good paperback, or
 - at a Red Roof Inn staring at orange shag carpeting,
- compose your *Observer* article, spellcheck it, and fax, E-mail or snail-mail to Janice Ryer, *Observer* Editor, c/o the Atlanta office.

As you know, the Communications Department sponsors a contest each time it sends out a packet of new materials. One packet is tagged as a winner, and KSAers have only to peruse the materials to see if they have won. One such winner was Terri Marion of the Greensboro office. As a thank you, she wrote the following poem. Keep watching those packets—you could be next!

There once was an AA from KSA CPG, who won dinner for two with glee.

She booked a table at J. Basul Noble's, and invited her best friend Candy Chernobyl.

(Last name changed for rhyme scheme thing.)

Entertainment, indeed, was truly a sight. A drummer, a cellist, a fat pianist with a mike!

Chardonnay by the glass was how we began, followed by a big, fat cheese stick on a lettuce fan.

We ordered fresh vegetables and grouper from the grill;
\$20.95?! Good thing KSA's footing the bill.

We tried to eat daintily, like well-bred girls should,
but after starving for two days it wasn't looking too good.

Adding things quickly as plates were taken away, \$30 more dollars,
hmm—coffee and Vanilla Creme Brulee?

Reminiscing our fun evening, we bid you adieu; and know it wouldn't have been possible, without the check from you!

Just the Fax, Please

When KSA began revamping the corporate ID collateral materials, one golden rule applied to our stationery: A faxed sheet must look as clear as an original sheet of stationery.

Thus began a very unscientific study. When we received a piece of letterhead that looked sophisticated and updated, we faxed it to test its faxability. Most company letterheads failed miserably. Screens or shadows that looked sophisticated in their original form turned to blobs in their faxed or copied forms. The logotype that eventually became KSA's letterhead is clean, simple, and faxable.

From the *Secretary's Letter*, a monthly newsletter of tips, the author asserts: Clarity is not everything with faxes. . . it is the only thing. Following are tips to make your faxes readable.

1. If you are faxing documents with numbers, use a plain, clean typeface that leaves no chance for misreading. Helvetica and Arial hold up great; Times Roman does not.

2. **Don't be bold.** The process of faxing makes print on the end product appear bolder. Bold type becomes a black blob.

3. *Do not italicize.* Italic type comes out even more ragged as a fax. To emphasize a key word or line, underscore.

4. Use at least 14-point type when faxing. If you are faxing a copy of small printed type like a print-out of numbers or newspaper article, enlarge it to at least 110% before sending. What is legible at the sending end may not be at the receiving end.

5. If it's very important, test it. If you're suspicious that a form may not fax well, send it to somebody as a test first.

If you are planning to fax a copy of something KSA has published, check with the Communications Department first. Chances are, we have developed a clean faxable version of the document. Plans are also in the works to put many of our printed pieces on the Worldwide Web. Even the *Observer* may undergo an electronic revamping. Stay tuned.

Braves win! Braves win! Braves win!



The Atlanta office celebrated the Atlanta Braves' World Series Championship (finally!) with Braves Spirit Day. Front row, left to right: Beth Souther, Gigi Tindle, Alan Robinson. Middle row, l to r: Mona Clifton, Joanne Way, Cassie Blakey, Laura Collins, Dave Cole. Back row, l to r: Ruth Marquart, Bob Murrach, Wendy Risse, Kimberly Zink, Dennis Blankenship, Kat Scanlon, Jonathan Rix, Debora Tucker, Anna Phillips, Don Burkhalter, Sharon Rogers, Megan Hanley, Nancy Freitas.



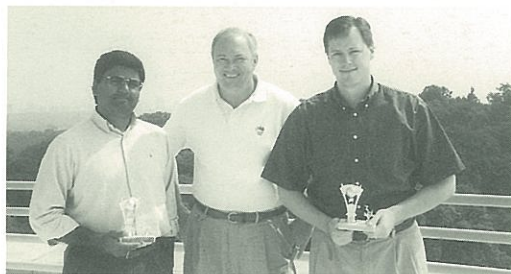
Could somebody please get this guy off my back?" José del Angel (bottom) of KSA Americas, enjoys a dive through the crystal clear North Georgia sky. At the suggestion of Ricardo Umaña, five KSA Americas consultants—Julio Heinze, Ezequiel Quiros, Eduardo Araiza, José, and Ricardo—tried skydiving last summer. Actually, the invitation was extended to the entire CPG group attending the training class party at Fernando Silva's house, but everyone else "chickened out." By the way, the "guy on his back" is José's skydiving instructor.

KSA holds golf tourney

A KSA golf tournament was held in Atlanta this past summer at the Stone Mountain Golf Club. The tournament was open to all interested KSAers and guests. Format for the event was a 2-man scramble (Best Ball) tournament. A golf clinic was conducted by Duane Laracey, Club Pro. A total of 28 golfers (7 foursomes) attended. Trophies were awarded for 1st, 2nd, and 3rd place finishers. The team of *Barry Newton* and *Brian Medley* won 1st place, *Brooks Kitchel* and *Geof Hawkeswood* took 2nd, and *Mahesh Lad* and *Chris Merritt* tied for 3rd with *Dave Rush* and *Mark Chandler*. The longest drive on hole number 3 was won by *Mike Williford* and the closest-to-the-pin on number 17 was *Michael Mason*. A good time was had by all, despite the sweltering 100 degree heat. *Don Vehlhaber* organized the event and has promised a repeat performance will be held soon.



Left, Don Vehlhaber congratulates Brooks Kitchel; below Mahesh Lad and Chris Merritt receive their trophies; at right, Brian Medley.



"And if you don't get those BI's in on time, you won't get paid!" Instead of an acceptance speech, *Mona Clifton* used the occasion of her Hippomenes Cup win to rail at all who attended the annual Peachtree Road Race Party. It was all in jest, of course. The party was attended by more than 75 KSA racers, spectators, race workers, clients, and friends.

If you are annoyed that most of these photos are Atlanta-based, take charge. Get a camera, search your office for news and send it to Janice Ryer, c/o the AO.