

# THE KSA OBSERVER

PUBLISHED BY AND FOR THE EMPLOYEES OF KURT SALMON ASSOCIATES

## Building relationships in Japan

by Jerry Black

KSA Japan is playing an important role in changing the distribution methods and supply chain efficiency in Japan, which is a very challenging country for consulting services. We are establishing a strong presence and reputation as ECR, QR, and Sourcing Strategy experts.

Jim Horton and I came to Tokyo in February, 1995, to test the demand for KSA consulting services. Jim went home and I stayed. The challenges were great. I didn't speak Japanese, and most Japanese don't speak English. Street, subway and train signs are written in Japanese 90% of the time. The business community is relatively tight-knit and most business is conducted based on long-term relationships.

The cost of living and working in Tokyo is about two times the cost of Manhattan: \$4 for an apple, \$5 for a cup of coffee, 10 cents per minute for a local call, \$200 for a taxi from

the airport, \$4,000 per month for a studio apartment, and an unbelievable \$9 for a beer. As you may have guessed, I had to bypass two cups of coffee each morning to save up for the beer. I also learned to eat rice and noodles, which are the most economical meals in Japan, and quite healthy! (I've lost 15 pounds in 18 months.)

Culturally, the differences are amazing. Introductions are different, meetings are different, presentation styles are different. I had to change the way I thought about everything. Some questions I would normally ask a client in the US were far too direct for the Japanese. The position taken at the table has a very dis-

tinct meaning as to your importance. In the US, I could ask direct questions of an audience, but this is embarrassing to a Japanese person. I am sure I made many mistakes.

Even with all the challenges, we decided that, due to many changes occurring in the Japanese distribution and retailing industries, it was a good time to explore the market. To minimize expenses, we established the KSA office in a studio apartment that also serves as my living quarters. Total size—about 400 square feet. My fax machine, computer, printer, and work space are only two steps from my bed, which is great for productivity, but it is a little cramped.

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KSA's Japanese practice is expanding rapidly. Just kidding. Chris Port and Jerry Black pose with other tourists on a recent visit to Mt. Fuji.



# Pan-European Organization Update

by Peter Brown

One of KSA's objectives is to evolve into a truly global organization. Several years ago, *Hardy Artelt*, *Peter Amrein*, and *Bob Frazier* began work on the implementation of KSA's pan-European organization. The objectives are to serve market-leading firms through more effective sharing of expertise across our practices within Europe, and to coordinate our efforts on an ongoing basis. We have made good progress and are beginning to see results.

- Growth—We are on track for a second consecutive year of over 20% growth. In a recent survey of management consulting firms in Europe, KSA ranked 6th in growth

among European practices.

- Cross-region staffing—25% of the consultants in KSA Europe are now working on teams that have members from at least two of our three regions (Germanic, Italian, United Kingdom). This measure was under 5% just a few years ago.

- Larger project teams with more full-time staffing—28% of our staff consultants and managers are now working full-time on their assignments.

- Penetrate market leader accounts—KSA is now working on significant assignments for a number of the leading European and global retail/consumer products firms including Procter & Gamble, WH Smith, Carrier,

Marzotto, Sara Lee Personal Products, Dominion Textiles, and Marks & Spencer.

In addition:

- Voice mail and e-mail are being installed in each of our offices, and should be connected with our North American networks by the end of this year.

- Our pan-European service teams are sharing more of their methodologies and experiences among regional practices.

- We are establishing relationships with firms in France and Scandinavia, which will complete our geographic coverage of the cultural composition of our staff.

We have much more to do, but the early results seem promising.

## Germanic Staff Meeting

by Marlis Frankic

Since the European Staff Meeting in April, 1994, the Germanic Region has added 27 newcomers, so we felt it was high time to have a staff meeting to give them a chance to meet everyone and welcome them to the team.

Late in the afternoon on April 25, 1996, our chartered bus headed to Schmallenberg, a small village in the area of "Sauerland" (literally translated as "tart country," which it is not!). We had enough liquid provision on board to avoid any boredom during the two-hour ride.

*Peter Brown*, Managing Director, Europe, citizen of Düsseldorf since last October, opened the business session and welcomed all participants—of course in German! The business part of the meeting informed new and old colleagues about present projects and clients. In different workshops, we worked on "Quality, The Major Success Factor for KSA's Future." (See the article on page 4.)

Acting according to the last paragraph of KSA's Core Principles, we tried to "have fun"—and succeeded! Remarkable indeed was the 6K Wanderung (walk through the woods) late Friday afternoon to a lodge where we had barbecue, famous German beer and live music. All that made it hard to leave the place.



### Attention New Employees

In a week or two, you'll receive a communication about KSA's Holiday Card Fund, a unique feature of KSA. It works this way: Instead of you sending a Holiday card to fellow employees, you donate funds to your favorite charity—Cancer Society, your alumni society, your church, or your favorite cause. You note—on a special form furnished by the Communications Department, with help from AO's Linda Broadrick—your charity/organization, and the amount you contributed. The amount is confidential, and never ever published.

Because you made a donation to Whatever, your name is listed in a special Holiday card, and sent to all fellow employees. You save the cost of the Holiday card and the stamp for a very good cause—your favorite charity. Watch for forms and further instruction in your mail.



# “Sprechen Sie MOC?”

(or, “What’s the German word for ‘resilience’?”)

by Simon Shephard-Walwyn

While we’re at it, what’s the *Italian* word for ‘resilience’? This was an important question for a group of two Italians, six Germans and one Englishman being introduced to MOC concepts by a German, an Englishman and two Americans. Important not just from a linguistic point of view, but also because *resilience* is the central characteristic identified by the MOC (Managing Organizational Change) methodology of people and organizations who successfully implement change.

As consultants, regardless of the region or service group in which we work, we spend a high proportion of our time instigating and implementing change programs. And, just as our clients are changing to respond to the challenges they face in increasingly competitive markets, so must KSA successfully develop the structure, processes and skills to continue to provide high value-adding services to them.

The MOC methodology enables us to approach change programs in a structured way, analyzing an organization’s readiness for change and the roles required to support successful implementation. It provides support for facing up to and overcoming resistance. By effectively applying MOC diagnostics and concepts, we can significantly improve the prospects of successful implementation—that is, the change is introduced on time, on budget and delivers the expected benefits.

The training course, held at the Holiday Inn at Ratingen (a pretty suburb of Düsseldorf) on July 11 – 13, was the second held in Europe in the past 12 months. Between these two courses, we’ve covered not only the four nationalities mentioned above, but also representatives from each of our service groups. *Chuck Easley* even mentioned that, as a result of the two courses, Europe now has a higher percentage of consultants who have attended MOC training than the US.

To support this training, *Heiner Spalink* and I have become certified MOC instructors. The July course was our first attempt to prac-

tice our newly found “skills” on our colleagues, who included:

CPG *Wolfgang Wanning, Andreas Novak, Roberto Santoro, Duilio Matrullo, Heidi Müller*

IT *Jurgen Diel*

Retail *Thomas Beckmann, Richard Morris*

Applying MOC concepts to real-life situations is the most powerful way to truly understand them and recognize their validity. To this end, the course kicked off with real examples of projects that have been sold and proposals we have been asked to make in the UK and Germany. This work demonstrates the potential for extending the scope of work we undertake for clients and for attracting new clients from other industries. (For example, *John Karonis* and I were asked to submit a proposal to MEM, an electrical engineering company.)

We also applied MOC concepts and some diagnostic tools to the change process that is under way in KSA Europe. This was revealing, not only in the feedback we gave our senior management (in terms of awareness of change, sponsorship, commitment and progress) but also in demonstrating that our perceptions of how prepared and capable an organization is for making change may well be different than those of the people who actually have to make the change. The ability to apply some objectivity to this process is very valuable.

As we tackle larger and more complex projects with larger clients, MOC will enable us to sell and deliver more effectively. Clients (such as LEG in Germany, WH Smith in the UK, or LS&Co.-Europe) demonstrate that there is a growing demand for this type of expertise.

Both courses were fun—and being in control is more fun than being a victim of change.

Sprechen Sie MOC? If not, contact *Chuck Easley*, *John Karonis*, *Heiner Spalink*, or me to book your place at the next available course!

## Step-by-Step Toward New Clients and Markets

There is no other concept in Europe being discussed more intensely this year than ECR. It is the topic that gives us competence outside the textile and apparel industry.

The ECR forum on May 10 in Düsseldorf was a successful step toward this. Also, the press considers KSA the experts. All relevant economic media are making ECR their topic and KSA’s opinion is always asked.

Subsequently, we have received interesting inquiries from the industry and trade sector (e.g., *Jacobi*, *Obi*, *Schlecker*) and we hope that all these companies will soon be our clients.

—*Dagmar Domke*

## Offices Merge

by *Lynn Senior*

In March, 1995, KSA acquired Stanford Business Systems in Culver City. SBS focused its business on client/server services, specializing in the design, development and deployment of custom client/server software applications. One of the main enablers of process improvement, prevalent in KSA services to clients, is the client/server technology, on which this new arm of KSA focuses. As part of KSA’s corporate restructuring, SBS is now known as the Advanced Technology Group (ATG).

Following a year of operating from separate locations five miles apart, the Los Angeles and Culver City offices of KSA were recently consolidated. The LA office was expanded to accommodate the additional eleven people from Culver City, with construction beginning on July 2. Business-as-usual was conducted amid the dust and debris. On July 26, boxes and furniture were moved in. Many forces worked around the clock to make this (smooth) transition happen.

As a result of the merger, the Los Angeles office now makes its home to logistics, information technology and health care consultants.



# Three major success factors for KSA's future

by Christoph Robe

During our recent Germanic Staff Meeting in Schmallenberg, we discussed KSA's strategic objectives and how to reach them. We talked about our successes and about future needs, such as client development, marketing/PR activities, project management, service development, training, etc.

There are so many issues, it would be useful to set priorities. To set priorities we need a very clear understanding of our core success factors. What are KSA's three major success factors? We came to a surprising and very simple conclusion: quality, quality and

quality. (This sounds like the hotel manager who described the main success factor in his business: location, location, location.)

If we always produced 100% quality and therefore met all our clients' expectations, we would probably not need any more business development or marketing activities. We would probably have to "close the door" so as not to drown in new projects!

After we realized the importance of this topic, we established a task force consisting of colleagues from each service group: *Beate Bade* (Retail), *Heidi Müller* (CPG), *Thomas Suess* (IT), *Bernhard Ullrich* (PD) and

*Nicola Vullborst* (Office). The task force, headed by Bernhard, was asked to work out a catalogue of the most important measures to improve our quality. The first draft of the activity plan is ready, dealing with topics like project management, the recruiting process, training, and communication—consultant-to-client and consultant-to-office.

The next steps will be to get feedback and perhaps additional recommendations from everyone in the Germanic region, discuss the issues on the European organization level, and make decisions. We are looking ahead!

## Rubik's Cube Logistics, Swiss Style

by Michael Swift and Claus Hommes

Zurich—center of global banking...high mountain peaks in the distance...deep blue water in the city center. Picture Japanese tourists by the bus load, a shopper's paradise—especially in 1996, the unfortunate year of massive markdowns.

Retailing in Switzerland is going through a consolidation that hasn't been seen in 40 years. One retailer after another is closing shop or merging with the competition. KSA, well known in Swiss retailing through *Peter Amrein's* 25 years of able consulting, is in the middle of a number of these efforts.

In the heart of Zurich are two primary department stores—Globus and Jelmoli. Both have stores throughout Switzerland—or did have, until Globus purchased most of the crown jewels from Jelmoli. Overnight, Globus grew by almost 70%. And that is where the KSA team stepped in—*Peter Amrein, Claus Hommes, Bernhard Ullrich, Stefan Witte, Thomas Vester, and Michael Swift.*

Our job falls into three areas:

*Vendor relations*—how can we streamline the new flow? Where do we start?

*Logistics evaluation*—which facilities should we use? Which should we discard?

*Logistics implementation*—as Nike would say, "just do it."

It's a project riddled with interesting challenges. Here are a few of them.

*Language* — Switzerland may be small, but it sure is complicated. Depending on where you step off the train, the locals speak

French, Italian, Raeto-Romanisch (a leftover from days long gone), or one of dozens of dialects of German, all almost unintelligible to the flatlanders from Düsseldorf. For our project team, that spells trouble. Swift, the tone-

### Lunch Bunch



Let's do lunch. Some UK office staffers pose outside their favorite restaurant just down the street from KSA's UKO. L to R: Caroline Baker, Janice Ripley, Rebecca Calvert, Alex Adamski, Stella Hassall, Josephine Coates.

Win lunch for the gang! Take a picture of your office group enjoying lunch at a favorite restaurant. Identify the people in the photograph and send it to the Observer. If the picture is chosen for publication, we'll buy lunch!



deaf accent-butcher from Indiana, has developed a form of mutual respect with the client—neither understands the other. Claus, following the old KSA rule to “go native,” has become a walking fountain of gibberish to his colleagues. The client speaks in one tongue to Peter, another to Claus, and uses sign language to get his point across to Swift.

**Rubik's Cube Logistics**—The new logistics facility is a lot bigger than we need. All told, there are five companies under the same roof. Previously static, we are now all playing a game of musical chairs. Globus takes over the biggest piece, but has to wait for Jelmoli to phase down. Jelmoli has a new operation planned, but has to wait for the freight forwarder to pack up and move down the dock. However, the dock needs some dust-raising construction, and besides, the mail order operation has not yet rearranged its corner. The whole thing is like a Rubik's cube that takes nine months to solve.

**Gentlemen's Agreements**—In Switzerland, a handshake is equal to a contract signed in blood. The only trouble is, some of the shakers do not fully document their shakes. At one point, we realized that several old but valid agreements promised the same chunk of prime real estate to multiple parties. These pre-KSA problems have been solved, but it sure drilled into our already wary heads that documenting agreements is critical—especially if you live inside The Cube.

**Hyper-Motivation**—The client's logistics management team (average age, 60) operated for decades under a manager who did not require them to exercise creativity. Those days are long gone. The new director is “Mr. Empowerment.” For the first time in their careers, team members have the chance to prove themselves. I have never seen so many entrenched managers running around with smiles on their faces.

In summary, we are following carefully some key principles of KSA life—we work hard, we have loads of fun, we learn every day, and we focus on a project that is critically important to the client. On top of that, we picked an incredibly beautiful environment in which to do it. Any volunteers for the next round?

# Vons Awards IT Project to KSA

by *Mohsen Moazami*

Vons, the seventh largest food retailer in the US, headquartered in Arcadia, California, has more than 300 stores and \$6B in sales. Recently, it awarded a significant Information Technology (IT) architecture and strategy project to KSA. In addition to the opportunity to enjoy a real meal at the in-store deli, rather than eating out of a vending machine, the KSA team is excited about the challenge for several reasons.

KSA competed against Andersen Consulting, IBM ISSC, AT&T Solutions, and Management Horizons. The first meeting with Vons took place in November, 1995, when *Don Veblhaber* and *Mohsen Moazami* visited the acting CIO at Vons. The second round of meetings began in March, 1996, when *Mohsen, Jim Horton* and *Lynn Spubler* met with Vons senior management. In the early stages, KSA was the only consulting partner being considered for the project. As time progressed, however, Vons' VP of Information Systems, *Howard Weisberg*, entered several other vendors into the running.

With the stakes raised, KSA went above and beyond to convince Vons that we were the best for the project. Some additional horsepower was added to the KSA Vons team—*Glenn Hershey, Ken Wilkes, Don Veblhaber, Amin Shabidi, and David Yox*. Andersen and KSA were selected as finalists, but KSA was awarded the project. Fees are estimated at \$250,000, but this project offers KSA a chance for a major long-term opportunity with Vons. It also presents an excellent opportunity for KSA to gain major grocery chain experience, especially on the West Coast.

The effort presented by the KSA team on the Vons project—both before and after authorization, was definitely an example of cross-functional teamwork. When KSA first pursued the opportunity to work with Vons, *Jim, Mohsen, and Lynn* each brought his own area of expertise to the effort. Later, more KSA consultants and principals became involved. Today, the members of the Vons team are *Glenn Hershey, Julie Gentry, Jim Horton, Don Veblhaber, Amin Shabidi, Mohsen Moazami, and Chuck*

*Williams*. This broad spectrum of KSA talent is bringing a variety of ideas, experiences and information to the project.

Throughout this project, KSA team members have made sure not to take themselves too seriously. Glenn ran himself ragged trying to coordinate everyone's schedules in a sometimes impossible effort to get everyone to arrive at the same place and time. We seriously questioned Jim's automobile expertise when he arranged for everyone in the team to get a “rag top” rental car. Finally, in consideration of most people's inability to subsist only on Starbuck's coffee, as he does, Amin made sure there was a plentiful supply of peanut butter and tofu available for the rest of the team members during their all-night strategy sessions. Everyone wishes he had stuck with the espressos and frappacinos.

## Late Breaking Bulletin

At the end of September, the dynamic KSA sales team sold a follow-on project to the IT strategy. KSA has been awarded a \$2.3 million contract for project management assistance. This means the KSA core team members will stay involved for a full year.

An additional 12 – 15 staffers will be assigned to support future projects, which include: Data warehousing design and development, upgrading Worldwide Chain Stores systems implementation, financial systems replacement, pricing systems, Year 2000 compliance, category management sales reporting and planograms.

## Notable Quotes

### *Conviction*

A “no” uttered from the deepest conviction is better than a “yes” merely uttered to please, or worse, to avoid trouble.

—Mahatma Gandhi

### *Communication*

Think like a wise man but communicate in the language of the people

—William Butler Yeats



# KSA's Joint Venture in India with Technopak

by Arvind Singhal

It's been a long courtship! KSA and Technopak first met at the IMB show in Cologne in 1992, and the relationship has now been formalized in a joint venture in India. The joint venture agreement was signed in November, 1995, but it was announced in October, 1996, after government approvals were received. (Matrimony must have been in the air in 1995 - 96, because four of Technopak's consultants also got married within that year! Two more became engaged this year!)

Technopak is a four-and-a-half-year-old consulting firm with 16 consultants. Youth is reflected also in its growth. Like a child outgrows clothes, Technopak has been running out of office space with its high recruitment rate! It has recruited four consultants in the past three months, and aims to add at least five to seven in the next year.

KSA and Technopak have worked together on a number of assignments for European, American, and Indian clients. We are growing closer now, with *Kevin Smith* from the UK office moving to New Delhi. He brings to India his skills in Operations Services, for which there seems to be a tremendous latent market. He also brings the high-tech skills of operating from client locations—which may help solve some of the space constraints!

Technopak's services have been concentrated on advice to senior management, including business strategy, market studies and marketing strategies, forging strategic alliances internationally, and project implementation-related advice. These are complemented and completed with the hands-on approach of Operations and Logistics Services. KSA's professional and focused approach is also reflected in Technopak's dedicated focus on the soft goods industry, and almost all of Technopak's consultants are drawn from the leading firms in this industry, coming in with practical experience in the soft goods chain. The team has worked on projects in the entire chain in India, from fiber to retailing.

This joint venture opens doors for Indian companies to go international through KSA's global resources, and for international companies to enter the large market in India using Technopak's expertise. Business development efforts can be carried out jointly between worldwide offices of KSA and the New Delhi office. There are already plans to exchange resources between New Delhi and

other KSA offices to work on projects in various parts of the world. While we haven't formally polled people, there must be many in KSA who would like to have a chance to work in the exciting Indian market.

For more information, please contact *Kevin Smith*, *Devangsbu Dutt*, or me in the New Delhi office, or *Peter Brown* in Düsseldorf.



Celebrating the inking of the KSA and Technopak joint venture are, 1. Krishna, 2 Sarvesh, 3. Rakesh, 4. Gaje Singh, 5. Shalini (Arvind's wife), 6. Ritu, 7. Arvind, 8. Pawan, 9. Bob, 10. Naveen, 11 Rajesh, 12. Shuchi, 13. Sunil, 14. Vivek

## Technopak Team Celebrates Holi Festival



A black and white photo does not do justice to the bright red, yellow, green and blue paints splashed on the faces of the Technopak team. In March, they celebrated the Indian festival, Holi, during which everyone demonstrates his or her friendship by painting each other's faces. Sometimes, when the paint is mixed with rose water, it becomes more durable, and comes off only after about two weeks of scrubbing. I find it interesting that *Peter Brown* and *Tony Smith* planned their arrival at the office one day *after* the festival. Did they know something I didn't?

—Kevin Smith



# Lights, Camera...Consultants?

by Keith Richards

Three of KSA's "big-name stars," *Damon Shuman, Andrew Zgutowicz, and Keith Richards* took to the silver screen recently, but are not expecting any Academy Awards.

United Artists Theatre Inc., the nation's largest theatre chain, brought in this team of hot dog specialists to enhance revenues at the concession stand. Theatres take in 70% of their revenues from concession sales

and only 30% from the sale of tickets. (Jim Carrey and the let's-do-lunch-crowd at the production company still take in the bulk of the ticket dollars.) Not to worry however, the profit on a \$3 bucket of popcorn is...well it's better you don't know.

Competition for America's entertainment dollar is driving theatres to upgrade the total movie-going experience. Today's movie-goer wants digital surround sound, credit card/phone-in ticket purchases, great food in the lobby, and most importantly, chairs with cup holders.

Apart from the vast majority of patrons that eat only popcorn and Junior Mints®, a growing number of patrons now want pizza, fresh baked pretzels, Mrs. Fields® cookies, and gourmet coffee as a part of the experience.

United Artists (UA) was looking to enhance revenue by increasing the number of patrons that purchase food, and the average dollar per transaction. To reach this goal, KSA set into motion a series of pilots to test the patron's response to a number of new ideas. After all the editing, final cuts and retakes, we put together a "blockbuster" package.

UA held a traditional view of the theatre as a place to sell movie tickets and capture some concession sales as patrons file into the theatre. We suggested that, based on the revenue stream, the theatre is nothing more than a concession stand with a lot of overhead required to show movies.

The overriding goal for our recommendation was to create a dynamic concession strate-

gy that ensures UA is able to exceed the pace of change in the market and provide the best in concessions each season. (See below.)

Each movie season provides UA an opportunity to change the product offering and capture additional revenue, similar to a new seasonal line for an apparel manufacturer. Here's how the dynamic strategy plays out in each of the three key elements.

Service encompasses more than a smile and

the delivery of product at the concession stand. It also includes non-traditional selling venues such as movable carts and vending machines in the lobby, and "hawking" trays in the theatres before the start of the show. By spreading out and increasing the points of sale, UA can minimize queue length and increase revenues.

Enhancing the product offering was the most enjoyable element of this strategy. (That is, until we tasted our 12-billionth hot dog.) Through the development of the pilot program, UA learned to implement and measure product changes on a small scale before rolling out successful new ideas to the entire circuit.

Making the patrons aware of new products is a challenge in the theatre. Both history and the pressure of limited time were working against UA. Everyone knows theatres have popcorn, candy, and drinks, and no one takes the time to linger in the lobby to find out what new products are available. KSA developed a plan to communicate the right message at the right time to maximize new product awareness by using video, slides, printed posters, and direct customer contact.

Two thumbs up for KSA and United Artists. See you at the movies!

**Theatres take in 70% of their revenues from concession sales and only 30% from the sale of tickets.**

## UA's Tickets to Success: Service, Product, Customer Education

KSA's recommendations:

1. Minimize staffing needs in peak times by improving service methods and increasing self-service foods.
2. Increase the number of patrons that purchase food by offering a wider assortment of products that fit today's lifestyles.
3. Increase the average dollar per transaction by increasing the patron's awareness of new and different menu items.



## What's that, you say?

During the Olympics, NBC couldn't televise live all the events that it wanted to. There were simply too many events going on simultaneously. So, the network taped an event and then broadcast it a little later. Did the folks at NBC say such events were taped earlier? No. They said they were broadcast in "plausible live time."

Here is an example of doublespeak from Britain, courtesy of the British Plain Language Commission:

*From a memo sent by a government administrator to an assistant who asked for a raise:* "Because of the fluctuational predisposition of your position's production capacity as juxtaposed to government standards, it would be momentarily injudicious to advocate an increment."  
*Translation:* You aren't going to get a raise because your work isn't always satisfactory.



# The Dream Team II in Brazil

by Matthew C. Howson

While the eyes of the world were on The Dream Team and the Olympic Games this July, few people were aware of the existence of yet another similar group of individuals: The Dream Team II. This elite band of professionals, representing Brazil, Mexico, the United States, India, and England, is currently causing mischief and mayhem in a small city in Northeastern Brazil. Natal, known as "The City of the Sun," is situated on the Brazilian coast

Scott DiCristina, Peter Voget, Bill Reed, and Nort Eberly also played key roles in the planning of the project.

The ultimate objective of the KSA-Wentex team is to build up to 50+ production cells and almost 2000 operators in 12 months. Cutting and automatic sewing operations will eventually work 24

**KSA has teamed up with Wentex Textile to create a world-class manufacturing facility producing over 62 million T-shirts, Polo shirts, and athletic shirts per year.**

(each with 30 operators) every month. We expect to push each one of these cells to full capacity (7000 shirts per day) within nine months and, by starting the day and night shifts simultaneously, avoid potential balancing problems.

Managing KSA's

resources has also been important. By constantly analyzing the situation on the production floor, we have been able to anticipate future bottlenecks. Each week our consultants attack these specific problem areas and, by getting effective results, allow the plant as a whole to increase in productivity, efficiency, and quality. We are implementing time-tested KSA methodologies on a grand scale—more training, greater levels of production—all in less time. Also, by investing in the time needed to hand off key functions to Wentex personnel, such as personnel selection, production reporting, and management training, KSA is able to focus more of its efforts on the build-up itself.

Wentex wants to take the Brazilian market by storm. Its objective is to produce a higher quality shirt at low-cost and aggressively take away market share from established Brazilian apparel companies. Currently, it plans to sell T-shirts for as little as 75 cents. More importantly, Wentex has been impressed by KSA's work to-date. For this reason, KSA just completed the planning study for Wentex II—discussing the implementation of a facility that manufactures socks and men's and women's briefs.

The project is in its fifth month on-site. We currently have more than 200 operators and 80 trainers and leaders in-house. We are producing over 80,000 shirts per week and the plant efficiency is running between 30% and 40%. The Dream Team II still has a great deal of work to do, but we plan on bringing home the gold in early 1997.



The dream team (L to R): Felipe Olivares, Matt Howson, Bill Williams, Kedar Nadkarni, Julio Heinze.

and is surrounded by hundreds of miles of some of the most beautiful coastline in the world. Famous for its sugar rum, dune buggies, and weekends spent at the beach drinking beer and eating oysters, Natal is the site of the largest and most aggressive apparel plant start-up ever implemented by KSA.

KSA has teamed up with Wentex Textile to create a world-class manufacturing facility producing over 62 million T-shirts, Polo shirts, and athletic shirts per year. Wentex Textile is a subsidiary of Coteminas, an enormous Brazilian textile concern based in the state of Minas Gerais. Leading this effort are *Fernando Silva* (Account Executive) and *Bill Williams* (Engagement Director). On-site, I am project manager, leading a consultant team of *Julio Heinze*, *Kedar Nadkarni*, *Felipe Olivares*, and

hours per day, 7 days per week; manual sewing cells are currently working two shifts per day. Wentex bought some of the most highly advanced cutting and sewing equipment available on the market. Next door, the client constructed a spinning, knitting, and finishing facility that will produce all of the knit fabric for the apparel plant—making this a completely vertically-integrated process.

The key to this FSU (Fast Start-Up) has been the training of trainers and production cell leaders. By December, we will have hired and trained over 180 of these essential resources, who will be responsible for the training and accelerated development of our sewing operators. Currently, we are implementing between four to six production cells



## Japan

*cont'd from page 1*

We were fortunate to quickly establish friendships and joint marketing arrangements with Japan Management Association Consultants (JMAC); CSK, a large systems integrator; and Mitsubishi. These friends were able to arrange frequent speaking opportunities and potential client meetings, which gave us a quick start.

KSA has established an alliance with JMAC, with plans to form a legal joint venture at the end of 1996. JMAC is a highly reputable consulting firm of about 300 consultants with offices in Asia, Europe and the US.

One of the things that attracted our two firms to each other is our amazing common set of values and history. Both firms were established approximately 60 years ago and both firms have backgrounds as engineers and always place client interests first. A key to our success has been focusing on the similarities instead of the differences.

Already, KSA and JMAC have worked together on several projects with highly successful results. JMAC has given our relationship top priority and the attention of top management executives such as Mr. Hattori, Chairman, Mr. Kondoh, President, and Mr. Takagi, Director of International Services. JMAC has helped guide our transition into Japan with sound advice, staff resources and translation. The hospitality extended to KSA has been incredible.

We are in the process of establishing our offices in JMAC headquarters and jointly marketing our services. Many of our KSA publications will be published in Japanese by JMAC/KSA and we will continue to share staff resources. We look forward to expanding our client base and to integrating the two firms in Japan.

Thanks to JMAC and our other friends in Japan, KSA has spoken frequently in Japan about the benefits of ECR and QR, including how to adapt the methodology to the Japanese market, has been published in Japanese business and logistics magazines, and has been interviewed on Japanese business television.

In the past year, KSA Japan has conducted Sourcing Strategy, BPR, Benchmarking and ECR projects with manufacturers, wholesalers

and retailers including US multinational and Japanese-based clients. These projects provided us a great opportunity to develop our methodologies to fit the Japanese market. For example, the KSA ECR methodology was developed on an actual client engagement by *Gary Stephenson, David Hamaty, Chris Port*, and me. It includes a detailed approach to evaluating a client's current capabilities, comparing best practices, identifying improvement opportunities, and even measuring benefits for improvements using a costing methodology. This methodology, which is in English and Japanese, will provide much-needed leverage for ECR consulting in Japan.

These projects have also utilized KSA global resources from different offices and are good examples of KSA's global capabilities. Recent projects have involved *Brad Morrison* and *Shaz Kabng* from New York, *Jim Horton, Gary Stephenson, Frank Pelzer* and *Chris Port* from Atlanta, and *Angela Wong* and *Connie Kwok* from Hong Kong.

Our current full-time staff in Japan includes *Gaku Wakabayashi*, who was recently hired and has spent June-August in the US training and on client engagements; *David Hamaty*, who joined us in February and came to Japan in his second week with KSA; and myself. We will continue to bring selected resources to Japan to work on client projects as we hire and develop Japanese staff as well as develop joint staffing with JMAC.

While there are many success factors in establishing a new office in a foreign country, such as support of new friends like JMAC, Mitsubishi and CSK, the most important is the

commitment and support of the Atlanta office. *Sharon Anderson* and *Cindy Tilson* win the gold medal for immediate response to our many requests from afar. We are off to a good start in Japan and wouldn't have had a chance without the legendary KSA teamwork.

## Bridging the Gap

*by Chris Port*

As a young staff consultant in a foreign environment (personified by a 24-year-old southern accent and a lack of international travel experience), my main asset in overcoming the barriers Jerry wrote about was a smile and a willingness to try and bridge the gap in whatever way possible. "Bridging the Gap" often required working 18-hour days, sitting with the project team reviewing data and presentation formats to gain the consensus needed to move forward, typing up questionnaires for the 9th and 10th times to try to communicate at a level everyone would understand, or simply sitting in meetings that, in the states, would often be viewed as repetitive since the exact same topic was covered only a few days before (but building consensus often requires such meetings). "Bridging the Gap" also required "excruciatingly painful" tasks, such as the now infamous "beer party" (often followed by a trip to the local Karaoke Bar), a baseball game (the crowd more like rowdy football fans than baseball fans) or just a lazy Sunday afternoon playing catch with Koji, the son of one of the project team members. The Japanese, and particularly our project team at Jusco, are some of the most gracious hosts in the world, and putting forth just a little extra effort allowed me to form friendships that will last a lifetime.

## 10 top reasons you should write an article for the next KSA Observer

*by Paul Schottmiller*

- #10 It beats your current assigned tasks.
- #9 It will be so good you might get one of the coveted teaching spots at the next consultant training class.
- #8 It's a chance to garner some company-wide glory for yourself.
- #7 You just relocated and they haven't hooked up the cable yet.
- #6 Out of respect for those who have made the ultimate sacrifice so you can enjoy freedom . . .  
Oops! never mind—that's a top ten reason to stand for the National Anthem.
- #5 You think this might satisfy your "one article published" objective for this year.
- #4 It's a chance to brown-nose Top Management.
- #3 It's about time we had an article on something besides LS&Co.
- #2 You think it might result in a bigger bonus next year.
- #1 Because you work so hard at KSA, you don't have a personal life and it's either write an article or watch professional wrestling *again* this weekend.



# In brief . . .

## Sports & Recreation

by Cameron Geiger

KSA is currently working on three projects for Sports & Recreation, Inc., the second largest sporting goods company in the nation, with annual sales of \$600 million at its 84 stores.

Some of its stores operate under the name Sports Unlimited or Atlanta Sports & Recreation.

*Dave Rush* is the account executive. Here is a run-down on our various projects:

• *Steve Nevill* and *Ronan Cates* are implementing the JDA MMS software for merchandising, financial, and distribution. *John Sewell* and I recently joined the project. The project was sold by *Joe Irastorza*, *Dave Rush*, and *Steve Nevill*. The engagement will run well into March, 1997, to support a February 1 conversion.

• *Andy Dickinson* recently wrapped up a logistics strategy assessment focusing on detailed evaluation of a third-party logistics network. Prior to her leave of absence, *Jana Luebbe* also worked on the project. The project was sold by *Ken Walker* and ran through the end of July.

• *Andrew Zgutowicz* and *Cameron Geiger* developed a store staffing matrix for all sales departments and cashiers that allows a consistent level of customer service while controlling labor costs. *Barry Moore* lent his guidance to this project. The project was sold by *Dave Rush* and finished at the end of September.

These three projects represent nearly three quarters of a million dollars in consulting fees. Expected savings from the latter two projects alone are in the \$10 – \$15 million-per-year range.

## Bill 'em Dano

by Bruce Seeber and Jeff DeRuiter

OK, we're not going to try and dupe you mainlanders into believing that "Dano" is really a Hawaiian word meaning "Department T," although since arriving in Hawaii on July 9th to work on the Liberty House Project, we (the KSA Team) have run across a few Hawaiian words



with some rather unusual meanings. More on those in our next installment.

Here's a quick run-down on the project. Liberty House is the premier department store and specialty store group on the Islands (Note: "Islands" is a local term for the 50th state.) At 1994 year-end, Liberty House had nine full-line department stores and more than 25 resort and specialty stores in Hawaii, serving a population of over 1.2 million and located on all major islands in the State. Another full-service department store in Dededo serves the Territory of Guam.

KSA is assisting Liberty House with two separate, but integrated projects. We are performing an IT Strategy in conjunction with a multi-phased logistics project that addresses the entire Vendor-to-Store supply chain and Base Plus®. We were tempted not to reveal the names of the KSA project team, but we thought that our golden brown suntans would give us all away. So, we thought we would come clean:

*On the Overall Project:*

*Lynn Spubler* is the CRM (Client Relations Manager).

*On the Strategy Side:*

*Bruce Seeber* is on the project full-time making him a Kamaaina, which is Hawaiian for "Child of the Land" or resident.

*Frank Pelzer* is a Kamaaina.

*Amin Shabidi* is managing the project from LA. (He's a mainlander.)

*Dorothy Sadd* is offering specialty consulting where appropriate. (That makes her a Haole —Hawaiian for any foreigner.)

*Ken Wilkes* is offering specialty consulting where appropriate (making him a tourist).

*On the logistics side:*

*Jeff DeRuiter* is another Kamaaina.

*Thomas Bokowy* him, too.

Stay tuned for future, more detailed articles on the project, which will contain our "Top Ten Things We Hate About Hawaii."

## The Athlete's Foot

by Steve Nevill

Location: Kennesaw, Georgia, USA  
Project: Inventory Logistics Assessment  
Fees: \$210,000  
Sales Team: *Dave Cole*, *John Champion*, *Steve Nevill*, and *Jana Barbosa*

Project Team: *Jeff Butler*, *Woody Ackerman*  
Project

Timeframe: May through August

The Athlete's Foot CEO asked us to evaluate the internal handling of inventory, from the determination of styles through product exit strategies. The project covers buying practices, allocation, distribution, transfers, consolidation, and markdown strategies. A unique combination of analytical/statistical techniques and models were used to perform very detailed quantitative assessments.

The result: Specific recommendations for changes in policy and strategy, processes, and roles and responsibilities. Also, prototype tools based on the KSA analysis techniques.

Goals achieved: Increased turns, more effective markdowns, improved in-stock, and decreased costs.

## The Home Way

by Steve Nevill

Location: Tianjin, China  
Project: Retail Systems and Operations Assistance  
Fees: \$150,000  
Sales Team: *Barry Moore*, *John Champion*, *Steve Nevill*

Project Team: *Aldous Chiu* (Hong Kong)  
Project

Timeframe: June through October

The Home Way is a private retailer in



mainland China, and a partner with The Home Depot. The client is starting "Home Depot-style" stores in China, catering more to contractors than home consumers. Based on Home Depot recommendations, The Home Way asked KSA to assist in development of operational procedures and user testing with its implementation of the JDA and MMS retail software. Staffing will be out of the Hong Kong office with assistance by Steve Nevill.

The Results: New process flows and accompanying Standard Operating Procedure manuals, and user test plans.

Goals: Smooth start-up of company operations, supporting systems, and store opening on October 28.

## Hong Kong

Dominion Swift Textiles collaborated with the US\$300-million LNJ Bhilwara Group to set up an integrated denim manufacturing facility in January, 1996. The US\$85-million project will produce 12 million meters of denim, with plans to double the capacity in the next phase. Technopak was instrumental in forging this alliance.

## Carrier 2000 gets under way

KSA and two other consulting firms, Gelinax, James Akiyoshi and the Charter Group, are working together with Carrier, the worldwide air conditioning firm, to totally transform the company into "the unrivaled champions in our marketplace," according to Carrier president John Lord. Three of the company's main divisions are simultaneously undertaking the business transformation led by over 15 consultants from the three firms and 40 of Carrier's employees.

Alan Braithwaite is KSA's overall coordinator with Tim Robinson playing a lead role in the European division team. Other KSA participants include Bernard Ullrich and Stefano Campori in Europe and Todd Levine, who is involved with the Carrier Latin American effort. The collaborative effort uses the methodology of one of our partner consulting firms. We believe this methodology will form the foundation for KSA's business transformation services.

# Making a Difference

by Carla Gabwiler

Where can you find a lawyer, a special education teacher, a hospital administrator, a consultant from a competitor, and a KSAer all working together toward a common goal to better our community? Where can you combine helping others, meeting new people, and getting involved in a variety of activities at any level of commitment, big or small? At Hands On Atlanta (HOA), and in particular, with the TeamWorks program.

When I first joined the TeamWorks program with HOA, I was in search of a job as well as a place to live. A friend of mine suggested that I had "better" things to do with my time than "waste" it volunteering. I have since found a place to live as well as joined KSA, while participating in the various volunteering projects my TeamWorks group had decided to do. Together we have landscaped a park, fed the homeless, helped coordinate activities for the developmentally disabled, and painted a playground. I definitely do not feel that I have "wasted" my time; rather, I have used my time to help and encourage others and to make a difference. The benefits and "side effects" have included making new friends, feeling a sense of accomplishment and self-worth, and working together to leave the world around me a little better than I found it.

Hands On Atlanta is the largest volunteer organization in Atlanta. It helps many of the other volunteer organizations in the city. Activities and projects include Project Open Hand, Park Pride, Refugee Children's Program, Samaritan House, Ansley Flower Delivery, AID Atlanta, Toys Against Tears, DeKalb Pet Adoptions, and Children's Discovery Program. HOA is involved in over 100 different volunteering activities every month.

TeamWorks is one way to get involved without having to make a huge commitment, and to work consistently with the same group



of people to get to know them a little better. Teams of 8 – 10 people meet at the initial "kick-off" session, where they participate in team-building activities and then decide, as a group, which four projects to do over the next two months. The experience culminates in a final meeting of all the TeamWorks groups, where each group gets a chance to share what projects they worked on and what the experience meant to them. The team discusses additional projects and ways to get involved, and then everyone goes out together for pizza. (And we get a free T-shirt out of the deal!)

HOA also coordinates corporate volunteer groups. These groups donate money, do volunteer work, or both. The Corporate Volunteerism Program (CVP) offers company groups expertise in identifying, planning, and managing direct service projects. Currently its biggest sponsor is Andersen Consulting!

Most major cities have a similar program. Why not get involved?

Here are the top five reasons (as defined by the HOA Project Development Staff) you should get involved:

5. You'll learn a new skill.
4. You'll learn more about your community and the people in it.
3. You'll learn more about yourself.
2. You'll receive more than you give.
1. You'll understand firsthand the quote by actress Lily Tomlin, "I used to wonder why someone didn't do something . . . then I realized that I am someone."



# How I spent my summer vacashun

## I played golf with my friends.

by Stefan Slegers

From July 19 – 21, the second KSA German Golf Weekend, organized by *Helga* and *Klaus Herzog*, was held at the Lippische Golf Club in Detmold/Cappel. It took two years to set a date for the first Golf Weekend in 1995. *Daniela* and *Michael Kunkel* arranged that event in Idar-Oberstein, with perfect organization and entertainment. Of course, Helga and Klaus wanted to maintain the same standard, and they did. A party in Detmold, plus a huge hotel party, was organized for the participants.

In 1997, we hope to have even more participants. *Gert Stapelfeldt* has already begun planning the program and we are looking forward to what will happen in Aachen.

## I saw the Olympics from four different perspectives.

by Chris Port

July 19, 1996. Opening Ceremonies for the Olympic Games in Atlanta. I sat in my hotel room in a suburb of Tokyo watching the ceremonies dubbed over in Japanese. It was definitely something that will be etched in my memory for a lifetime, especially Muhammad Ali's lighting of the flame, and the Japanese' admiration for him.

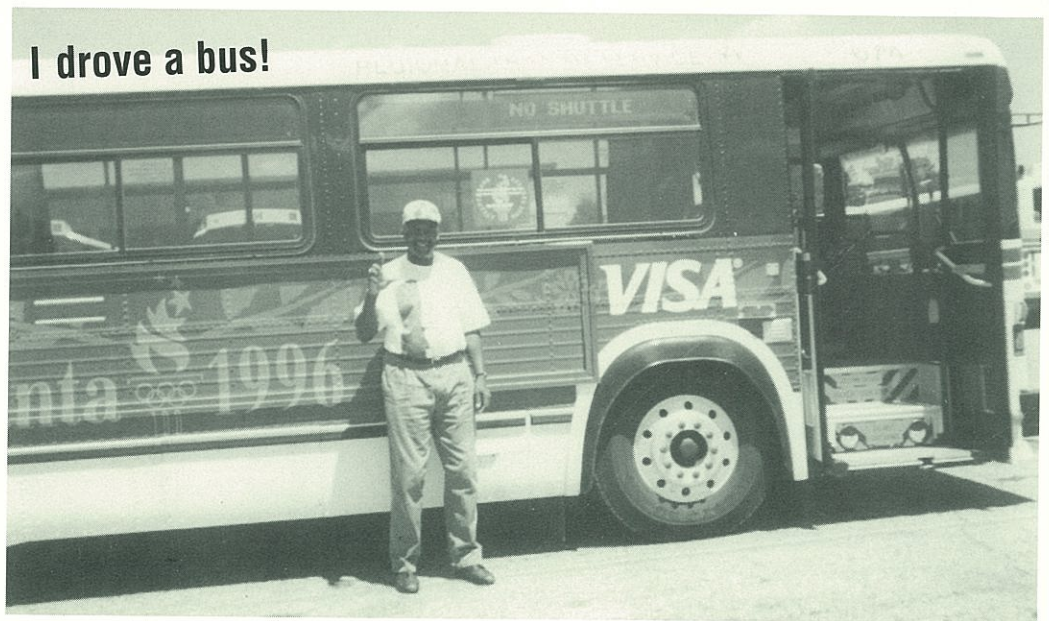
From Tokyo, I was off to London (for vacation), where the perception of the Olympics from our British brethren was anything but flattering. After a long day of sightseeing, I shored up in the local pub, and read one of the local "rags," where journalists from everywhere seemed to pummel Atlanta, focusing on everything but the Games themselves. My perception of the Olympics, before I even set foot in the United States, was one of Billy-Bob and Uncle

Cletus driving athletes around in broken-down school busses, fans missing all of the events because of the traffic, and a computer system that kept the journalists in the dark about all of the important things they needed to know (athletes' height, weight, favorite color, etc.). Finally, as the second week of the Games were set to begin, I made it back to Atlanta to catch the real thing.

Much to my delight, I found out that, no, my uncle was not an employee of ACOG, that, yes, I could make it to an event without having to leave my house the day before, and the journalists? Well, they're just journalists. I had the opportunity to see a wide variety of events, from dressage, to Olympic soccer in Athens, to a baseball game pitting Cuba against Japan (where my fluent Japanese came in handy). I was also able to go to the Closing Ceremonies, where the now infamous "excellent" games were brought to an end. All in all, the first three parts of my Olympic experience were memorable, if not semi-exhausting.

The fourth and final piece of my Olympic story started in Tokyo, where representatives from Shepherd Spinal Center in Atlanta, a

Paralympic sponsor, found me and asked me to apply to be a torchbearer for the Paralympics. I applied and was selected to carry the torch in Warm Springs, Georgia, 60 miles southwest of Atlanta and home of Franklin D. Roosevelt's Little White House. (Roosevelt was the 32nd President of the United States. He had polio and the warm spring water helped alleviate the pain in his legs.) I downplayed the entire thing, but as the day approached, I became more nervous with every story of previous torchbearers' mishaps (one accidentally dumped the torch in a lake, others simply dropped it, etc.). Would I be the next torchbearer to be in the newspaper for *not* carrying the torch? Would I make it out of bed at 6 a.m. to carry the torch? With all of these thoughts racing through my head, I made it out of bed and over to the Little White House for the torch relay on the big day. I was the third person of the morning to carry the torch, and I walked a hilly 1/10 of a mile with the torch before passing it on. With family and friends present, I received the torch from a young lady who had one arm, and proceeded to carry the torch, without mishap, to the next recipient. In that 1/10 of a mile, I relived the last seven years of



**I drove a bus!**  
When I volunteered to drive a bus for the Olympics, I had in mind a mini-bus. At volunteer orientation, I realized ACOG had something a little bigger in mind—a full-size MARTA city bus! I accepted the challenge, took my CDL (Commercial Drivers License) test and completed 21 hours of on-the-road training. I met people from all over the world, had the time of my life, and didn't get lost once!

—Ike Myers



my life in a five-minute span. It had been almost seven years to the day since an accident left me partially paralyzed on my left side, and this seemed to bring everything full circle. The longest tenth of a mile I had ever walked also turned out to be the most rewarding.

## We won a Silver Medal!

by Sarah Davis

On June 8th, ten KSA Consultants and a spouse arrived at the Emory University Athletic Complex in Atlanta at 7:30 a.m. to participate in the Cigna Corporate Sports Challenge. The Sports Challenge is a non-profit event focused on supporting the fight against Cystic Fibrosis. Today, thirty-thousand children are afflicted with CF. This year, Sports Challenge raised over \$90,000 for Cystic Fibrosis Research.

The Sports Challenge draws over one hundred teams in competition each year. The KSA team competed in the Consulting division against Andersen, Ernst & Young, ICS Deloitte & Touche, Towers Perrin, Alexander & Alexander, and Hines. Each team was com-

prised of five males and five females. The KSA team was a mix of Health Care, Logistics, Retail, PEG, and Recruiting consultants. Each team member participated in ten very challenging events: standing long jump, obstacle course, soft ball throw, relay race, basketball free throws, tug-of-war, putt-putt, team volleyball, and team jump rope.

After a vigorous and hot day of competition the KSA team arrived at the Baha Beach Club for the awards ceremony and was presented with the silver medal for our fight.

We are planning to challenge the gold medal winners, as well as a second KSA team, captained by *Bruce Seeber*, at next year's event.

## I went to Olympic Opening and Closing Ceremonies for free!

by Charlotte Cudlip

As a result of not wanting to pay the exorbitant prices for tickets to Opening and Closing Ceremonies, I decided to try to find a volunteer position that would allow me to participate in the ceremonies. In May, I heard about auditions for Placard Bearers (the peo-

ple who carry the country signs in the Parade of Athletes). I tried out and was chosen to represent the U.S. Virgin Islands.

Throughout the month of July, we had many rehearsals for both Opening and Closing Ceremonies. Carrying a placard is not difficult, but organizing 197 people to look the *same* while carrying the placard was a challenge. In addition, we were responsible for getting over 11,000 athletes, who had not been to a rehearsal, out on the field in an organized and orderly fashion.

Despite the long and sometimes very unorganized rehearsals, it was an incredible experience. Not only was I able to meet a number of very interesting people who were selected for the same cast position, I was at the center of the action during the ceremonies. I had the opportunity to mingle with the athletes, and was on the field for the lighting of the torch and various performances. The atmosphere was electrifying and exciting. It was a truly unique experience and a once-in-a-lifetime adventure to be part of the Opening and Closing Ceremonies for the 1996 Olympic Games in Atlanta.



Smile for the birdie. Left to right: Front row: Jamie Brooks, Eric Lavalle, Donna Simmons, Dave Rush. Middle row: Keith Richards, Sarah Davis, "Blaze" (the Paralympics mascot), Charlotte Cudlip, Megan Hanley, Scott Hoerner. Back row: Troy Van Wormer.



Charlotte Cudlip

for more vacashun stories,  
please turn the page



# SWAMPED!

by Jan Watson

It's 9:00 p.m., 90°F, and 90% humidity at the \$30-a-night Days' Inn, Folkston, Georgia. I am here for one night before embarking on a three day canoe trip in the Okefenokee Swamp, followed by the Logistics Conference at Amelia Island, Florida.

When I step out of the rented car outside my door, I am hailed by two vacationers lounging by the pool. *Dave Rush* and *Mike Swift* arrived in time to do the grocery shopping for our trip.

At the truck stop/Mobil station, we dine. Delicately, Dave starts, "We thought it would be sort of fun to each have our own canoe." Pause. "Or...one of us could get a canoe with you and then we can switch off in the other canoe..."

In ten summers at Camp Zanika Lache in Washington, my teams won the weekly Paddle Dash Plunge relay more times than I can count. Still, it has been six years since I touched a canoe paddle and I have my doubts about canoeing 32 miles by myself. However, not wanting to be a keeping-the-boys-from-having-fun burdensome girl, I reply, "No problem. We can get three canoes." (I think I can, I think I can, I think...)

The National Wildlife Refuge which surrounds us has a number of one-way and round-trip canoe paths available. Along each route are wooden platforms rising from the swamp, each complete with an outhouse. These 20' x 30' platforms are the campsites. Since they are not large, only one party is allowed per night. Our round-trip route has two campsites.

The first day consists of eight or nine miles in the Suwanee Canal. It is eight to twenty feet wide with tall brush and trees on either side forming a shady arch overhead. The canal looks still. It is quiet. In some places, the tea colored water is so glassy that branches and sky above are perfectly reflected far below me. At times, I seem to dip my

paddle not in water, but in air, propelling my canoe through blue sky and puffy white clouds. In these moments the illusion is so complete that the water offers no resistance and each stroke is

effortless. I am flying.

We see our first alligator sometime during mile three. (The mile markers are really much farther apart than a mile, but I see no need to show my enviable spatial abilities by pointing this out.) He or she is gliding gracefully from one bank to the other. The excitement is thick with pointing and looking to be certain one's companions do not miss the sight. Just to be sure we ask one another, "Did you see him? Did you see him?" For my part, there is a touch of fear to accompany the excitement. (Educational note: Alligators kill their prey by drowning. They use powerful jaws to grip the victim and dive, staying under until the thrashing stops.)

Congratulating oneself on observing one's host in his own home provides a great deal of adrenaline. In fact, so distracted am I that I forget my shoulders and take in the silent beauty. Fifty feet in

front of me, Mike is standing in his canoe, propelling himself like Huck Finn on the Mississippi. Suddenly, he sits down so fast he nearly tumbles from his craft. As I approach the same location, I see the reason. Above me, stretching across the space between arching tree branches is a web. It spans four or five feet and directly in its center is a spider with a body the size of a silver dollar and four inch legs. I imagine Mike didn't see it coming until he was eye-to-eye with the fuzzy fellow. It is not the last time we will lie back on our canoes to "limbo" under a spider web.



Jan



Dave and Mike (they looked this bad on the first night?)



Somewhere between miles eight and nine we turn onto a narrow path winding through huge lily pads. This route is no more than five feet wide in most places. There is a strong breeze now that we lack the protection of the canal and keeping the canoes in the narrow channel is a challenge. If any part of the canoe drifts into the lily pads, the effort of paddling increases five-fold.

After a short distance, directly under the beating sun, we are hot and hungry. We raft our canoes and I learn the results of my companions' shopping expedition. We have six (6!) bags of whole carrots (were they on sale?), several bunches of celery, two bags of apples, a jar of peanut butter, crackers, cheese, a box of pop tarts, assorted other foodstuffs, five gallons of water and a fifth of Johnny Walker Red Label. While alcohol can warm one in winter, it gives a shiver in the heat.

Our campsite for the night is approximately four miles into the lily pad trail, making our distance for the day close to thirteen miles. Since it is only late afternoon, Mike and Dave decide we should catch our dinner. Lures of every size, shape, and color come out in hopes of fooling a plate-sized bass into believing they are chocolate fudge cake a la mode. (OK, I'm projecting.) My favorite is a lime green rubber frog, about two inches long and hiding a painful looking meat-hook-from-hell under each hind leg.

After an hour, Dave has caught three frogs (and returned them to their respective lily pads). While the large and noisy frog population seems to appreciate the green rubber baby, the bass, if there are any, are unimpressed.

While Mike takes a break, I try my hand. The lures are "snagless," but it's still easier to cast out in the canoe channel than among the lily pads. I cast out several times, occasionally landing the frog on a small muddy knoll fifteen feet off the corner of our platform. I recast and reel slowly with small jerking motions (carefully coached by Mike). It should look as much like a real frog swimming as possible, says he. Apparently, it does, because after a few minutes an alligator's head pops out of the

water, cruising dead on my poor baby frog.

I quickly pull the line out of the water, excited and terrified. We look at each other, we three. Smiles come slowly and mischievously. This will be our best chance to get a great alligator picture. I begin purposely casting the frog just on the edge of the muddy knoll. The alligator moves in that direction. Casting a little higher on the knoll on successive tries eventually brings him out of the water so that all but his long tail rests on the mud. Dave is snapping pictures. Mike is coaching.

I miscast. The frog lure lands five feet behind the alligator with a splash. I reel as fast as I can but the alligator turns faster. I reel. He swims. I reel. He swims. I realize that the more I reel, the closer the lure comes to the platform where I stand. Dave is taking pictures. Mike is cheering, "Catch him! Catch him!" All I want to do is get the frog out of the water. I increase the speed of my reeling.

As the alligator sees the frog's speed change, he moves. Instantly, the lure is in his mouth and he dives to the bottom of the swamp, waiting for my rubber friend to drown. He is strong. I am pure adrenaline. Dave is taking pictures. I hear someone yelling beside me.

"Set the hook. Set the hook."

It is Mike. I do as I am told, not knowing why. I pull up on the rod with all my might, feeling the hard resistance as the hook is embedded in the alligator's mouth far below. In an instant the line is slack. Our alligator rushes to the surface, thrashing wildly. He is grouchy!

As the alligator struggles, Dave and Mike look at me, as if to say, "Well, paddle out there and get the hook out of the poor guy's mouth." I look at them back, as if to say something equally appropriate. Suddenly,

"the poor guy" is free of the hook and swims away. I reel in the line and we are all surprised to see the rubber frog dangling without a scratch.

After supper of lentil soup and rice with saltine crackers, we pass a bottle and describe to one another the looks on our respective faces the day we caught an alligator.

Our second day is less eventful. We canoe only seven or eight miles to Floyd's Island, our second campsite. There is a cabin built by the Boy Scouts for their annual camping trip. Beside a guest book on the front porch is a note.

"There is a bobcat in the area. Do not leave food outside or on the porch. If the animal becomes accustomed to human food it will become dangerous and must be destroyed."

We sign the guest book. On a second trip

to the canoes to carry our supplies, Dave sees a bear running through the woods. Dave and I attempt to build a fire while Mike goes out in his canoe to catch our dinner.

After dining, again, on lentil soup and rice, we sit on the porch enjoying a night cap and cigar. It is quiet and peaceful. Darkness has just fallen. Fifty feet in front of our porch the air is pierced by the hiss and growl of a cat twenty times the size of Morris. A much smaller voice squeals briefly and is silent. Nature takes its course.

The final day of our trip is ten to twelve miles back to the park. We paddle leisurely and stop for lunch five miles out. There is a small gazebo with a picnic table and a small concrete dock. Floating casually adjacent to the dock is a ten foot alligator whom we saw on our way out two days earlier. We suspect he is a scavenger and the picnic area his turf. Parking our canoes on either side, we climb

**I miscast. The frog lure lands five feet behind the alligator with a splash. I reel as fast as I can but the alligator turns faster. I reel. He swims. I reel. He swims. I realize that the more I reel, the closer the lure comes to the platform where I stand.**

**please turn the page**



onto the dock and spread our remaining groceries on the table. We have crackers, peanut butter, a few apples, and five-and-a-half bags of carrots!

The alligator swims directly to the dock as we eat. Holding a whole carrot over his snout, I lower it slowly until he opens his mouth. The opening motion is quick and startles me. I drop the carrot into his nearly toothless grin and jump back. He may be an old scavenger, but his jaws snap with much

efficiency. He swims away wrestling with the carrot and finally lets it sink. So much for feeding five bags of carrots to Wally Gator. It turns out saltines are more to his liking and we spend twenty minutes spinning crackers into the water and watching our ancient friend chase and devour the soggy treats.

At some point in the last few miles I hit a wall and am ready to be done. Dave and I decide to count the number of strokes in a mile to pass the time. He takes around 380

strokes in a mile while I use about 540. In true engineering style, we calculate that in the entire trip, I will have taken 5000 more strokes than he or Mike. No wonder I'm so tired. Maybe a carrot will give me some energy.

As we approach the park, Dave paddles over to my canoe and we coast along together. "I have to admit," he says. "I wasn't sure you'd make it. I'm impressed." Well, don't tell anyone, but so am I.

## Maine...the way life ought to be

by Scott Sangrey

At least that is what the "bumpah stickahs" tell 'ya. And you know, I never really gave them much thought until I spent four days recently at Baxter State Park in the northern part of Maine. I shared this pristine wilderness experience with *Dave* "Mountain Man" *Rush*, *Norman* "Nine Moose" *Beerbohm*, and six good friends from L.L. Bean. We KSAers had the distinct honor of being invited to participate in an annual event afforded to employees of L.L. Bean, the "Outdoor Experience." Being the great outdoor company they are, L.L. Bean encourages its employees to take three days off, paid, to get back to the basics, commune with nature, and simply "get centered."

Of course, this is open to the individual employee's interpretation of what actually constitutes communing with nature. The party we were fortunate to experience the outdoors with has an eight-year-long ritual of camping in tents at campgrounds, whitewater rafting on the Penobscot River one day, and hiking Mount Katahdin the next day. Sound like a lot of fun? You bet it was!

The campground is a great little place specifically set up for three rafting companies and their customers to meet, camp, play pool, volleyball, canoe, kayak, etc. You name the modern convenience, they pretty much had it right down to the hot tub and sauna (not functioning at the time). The only thing lacking was a phone to check voice mail and e-mail. They had a radio for emergencies, which Dave, Norm and I diligently tried to make work to no avail. But then again, this is

the wilderness we're talking about.

We took the rafting trip on the first full day. What a grand day! The sun was out, the water was warm (well, for Maine that is), and the water was flowing fast. The Penobscot is a dam release river and the day we rafted the release was 5,500 cubic feet per second due to heavy rain. Unfortunately, this caused flood conditions on the river, making some of the better, more technical rapids impossible to navigate. This didn't prevent us from having an overall fantastic time while surfing some pretty impressive rapids (even though we got flipped end-over-end as we surfed a 13-foot waterfall). We even had the privilege of witnessing the first-ever handstand on the bow of the raft by one of the folks from L.L. Bean. Not as we were floating in calm water, but as we were going through a vicious class V rapid! Absolutely amazing. Our guide said he had never seen anything like it in ten years on the river.

The following day, we went into the state park with the intentions of conquering the highest peak in Maine, Mount Katahdin. We began the climb on a 3.3 mile long trail to the 5,000 foot summit at 7:00 a.m. and completed the ascent at 10:45 a.m. The views were spectacular. Majestic. Humbling. Katahdin means "Greatest Mountain." Now we knew why. After spending an hour or so at the peak, we elected to head back down a different trail; one recommended as "steep, but do-able."

Well, steep it was. Do-able it was. Easy, it was not. Remember the 3.3 mile ascent? Well, the descent trail from the same peak we climbed in the morning was only 1.1 miles. 3.3 miles up, 1.1 miles down. I believe you get the picture. (Does *cliff* come to mind?) Anyway, we made it down without having to call in mountain rescue and actually enjoyed the ride.

A few highlights worth mentioning include Norman's sighting of nine moose while relaxing on a boulder near one of the ponds and Dave's and my rafting experience serving as ballast on the bow as we surfed the rapids. These were in addition to the genuine good times just sitting around the campfire.

I guess the "bumpah stickahs" are correct after all.



Left to right: Lori Stimson (L.L. Bean), Joyce Turner (L.L. Bean), Norman Beerbohm (KSA), Andy Wyatt (L.L. Bean), Dave Rush (KSA), Scott Sangrey (KSA), Peggy Seymoure (L.L. Bean)



## Milestones

Congratulations to:

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

*Tom Clement and Janie Bryant*, married June 8.

*Judy Whitehead and Bobby Morton*, married June 12.

*Robert Kaufman and Debra Glassman* on the birth of a daughter, *Anna*, June 14.

*Jacquelyn Gardner and Thomas Tatum*, married June 15.

*Randy Mell* on his advance to Store Keeper Second Class Petty Officer in his Naval Reserve Unit CVN-65 0267 USS Enterprise on June 16.

*James Vogel and Janet Stadig*, married July 3.

*Donna Simmons and Peter Voget*, co-winners of the Hippomenes Cup at this year's Peachtree Road Race party on July 4 in Atlanta.

*Jana Luebbe and John Hughes*, married July 5.

*Torre and Colleen Crupie* on the birth of a daughter, *Christina Louise*, July 12.

*David Whelan and Mary Pemberton*, married July 13.

*Steve and Janet Szilagyi* on the birth of a son, *Joseph McCabe*, July 19.

*Christian and Michelle Borthayre* on the birth of a son, *Stephen Christian*, August 5.

*Lauren Scheu and Mike Edlund*, married August 17.

*Paul and Anne Schottmiller* on the birth of a son, *William Gerald*, September 6.

*Michael and Lisa Szustak* on the birth of a daughter, *Rozalia Ana*, August 28.

*Jennifer Mennell and Roy VanBuskirk*, married September 28.

*Robert and Beth Kaufman* on the birth of a daughter, *Rachel Amanda*, September 14.

*Chuck Easley*, who was given the award of Outstanding Alumni of the Year for INROADS/Atlanta. The mission of INROADS is to develop and place talented minority youth in business and industry and prepare them for corporate and community leadership.

## Dateline: July 11

# Somewhere in Idaho

by *Chris Dahm*

"Where in the world are we?" asked *Matt Prevost* as he woke up some two hours after we left the pizza joint in West Yellowstone, Montana. We were making our way to the previous night's campground, and in the darkness, had missed the small dirt road we were aiming for. Somehow we had ended up motoring into Idaho, looking for one of those little tent symbols on a highway sign. It was about 2:00 a.m.

Matt, Matt's college pal, *Dan*, and I had arrived in Idaho Falls, Idaho a week earlier. For the next ten days, we traipsed around various mountain ranges in Wyoming, Montana, and, as it would turn out, Idaho. The plans called for backpacking, fly fishing, and general carousing while trying to soak up the local color of the region. Our first night (after a drive through mind-numbing Southeastern Idaho) was spent in the tourist trap that is Jackson, Wyoming. Jackson is famous as an old-time-cowtown-turned-flat-lander shopping mecca. You can still actually find a saddle shop tucked in next to the

Ralph Lauren store near the town square. After obtaining food and some other forgotten essentials, we headed for the Wind River Mountains. The Winds are the highest range in Wyoming, claiming nearly all of the state's 13,000 foot peaks.

We entered the Winds from the Elkhart entrance and clawed our way up about two thousand vertical feet and nine miles flat, to the Pole Creek Lakes, which sit in a long, green valley at about nine thousand feet. Our first campground brought us our first encounter with the local wildlife, when *Dan* was attacked by that most feared of high country predators, the American Black Labrador. We had met a fellow camper, and the man's dog took a sudden interest in *Dan's* extended hand. Luckily, the owner of the vicious beast had some antibiotics and gauze. (We wonder why.)

On the second day, as we passed 10,000 feet in elevation, we were suddenly grateful to the employees at the outdoor shop in Pinedale for selling us leg gaiters. The larger-than-normal snowfalls in the West last



Matt and Chris at Pole Creek Lakes



winter were still lingering way up there. Although it was 85°F, we found ourselves trudging through several feet of snow and crossing frigid streams that had swelled above their banks. Needless to say, the local wildlife was audience to many colorful comments as the three of us waded through waist-high 40°F water.

I had wanted to come here because the Wind River range supports one of only a few concentrations of Golden Trout in all of North America. I had been after them in a few other places in Wyoming and Montana before, but had yet to see one, much less have one take one of my flies. We trudded over several more snowfields to a lake identified as containing Golden by the trail guide. This lake was set in a deep cirque with peaks reaching to 13,000 feet on all sides. At that altitude it was still spring, and half the lake was still shrouded in ice. This is not a comforting sight when you've lugged a couple of expensive fly rods 15 miles back into the bush. Later that afternoon, I hooked and landed my first of what would be three large Golden. This one was a male about 18 inches long, and decked out in full spawning dress; bright gold, with an outrageous red belly. Judging by the fact that trout at this elevation have about an eight-week growing season, it was probably ten years old.

On day six, we exited the Wind River range and went to Pinedale, a small mountain town, for hot showers, soft mattresses, and most importantly, real food. We ended up at a locals-only pizza joint, which happened to be hosting the community's bingo night (the folks in Wyoming must be starved for some real entertainment). We became the guests of honor, winning free pizza and becoming the butt of jokes about flatlanders.

After our tour of the parks, we found ourselves on the bumpy road in Idaho that began this article. By the way, If you miss a turn and end up in Idaho, be sure to stop at the Trailside Café in Ashton (which by the way is the "Largest seed-potato producing area in the world") for the most enormous plate of hashbrowns you're ever likely to see.

And steer clear of Black Labs in the woods.

## KSA clients enjoy the Olympics— and KSA's hospitality

*"We had heard of Southern Hospitality and through your kind consideration, we certainly believe we enjoyed the ultimate."*

*"I want to thank you for inviting us to the Olympics. We thoroughly enjoyed ourselves and could not have been more pleased with the arrangements."*

*"What a terrific time Lindsey and I had at the Olympics—definitely a once-in-a-lifetime experience! We want to express our sincere gratitude to you and KSA for your generosity and kind hospitality. Please extend our thanks to all who contributed to a most memorable stay in Atlanta."*

*"My wife and I had a wonderful time at the Olympics. Special thanks is due Anna Phillips for the coordination of activities and her exceptional attention to detail. I am well aware of the efforts required to bring all of these elements together—she did a fantastic job."*

*"I can't thank you enough for the tickets to the Opening Ceremonies for the Olympic Games. It was a once in a lifetime experience for my son and me."*

*"Our gratitude is difficult to express in words. Thank you for a truly 'gold medal' experience in Atlanta."*

*"Thank you so much! You have been such gracious hosts and given us memories for a lifetime. We have been thoroughly spoiled."*

*"I want to thank you again for the marvelous time my wife and I had in Atlanta. It was unquestionably one of the most exciting and memorable weeks we've ever had."*

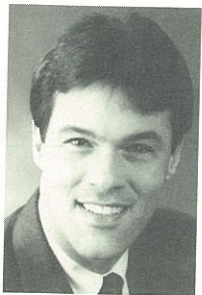
### Why isn't he on voice mail?

|               |                     |   |
|---------------|---------------------|---|
| MEN'S 10,000m |                     | WR 28:43.53   |
| FINAL         |                     | OR 27:21.46   |
|               |                     | 1:34.4  |
| 1             | 1818 TERGAT, P.     | KEN<br>GER<br>ETH<br>HUN<br>KEN<br>ITA<br>KSA<br>ETH<br>MAR |
| 2             | 1544 FRANKE, S.     |   |
| 3             | 1389 BIKILA, Warku  |   |
| 4             | 1648 KALDY, Zoltan  |   |
| 5             | 1809 MACHUKA, J.    |   |
| 6             | 1693 BALDINI, S.    |   |
| 7             | 1842 AL-QAHTANI, A. |   |
| 8             | 1391 GEBSELASS, H.  |   |
| 9             | 1908 HISSOU, Salah  |   |

While attending track and field events during the Olympics, Butch Price noticed a previously unheard of KSAer had placed seventh overall in the men's 10,000 meter race. Hmm. Could he have gained this skill from sprinting through all those airports? (Actually, KSA stands for Kingdom of Saudi Arabia—at the Olympics, anyway.)



# Human Resources Corner



by Dan Sax

Director of Personnel

As many of you are aware, there have been many comments and much discussion regarding our various processes, forms, and procedures concerning

performance feedback. Many have said we've improved and have established many good tools to make this happen more often. However, there are some gaps to be addressed and further refinements that can be made.

Performance feedback is important and necessary in business. If this is true, then why is it so hard to accomplish? There are probably many answers to this question but here are a few I have heard:

*I don't have time.*

*It's overhead work and doesn't contribute directly to the project or client.*

*I don't have to do formal sessions—my folks know where they stand based on informal feedback*

*I can't find the forms to do it.*

*Someone else will do it.*

*I don't know how to do it.*

*If the employee wants feedback, he/she should ask for it.*

*I forgot—I'll do better next time.*

*I see no reason/value in doing them.*

*I am their manager but I don't work with them enough to give them feedback.*

Giving feedback should be a part of doing business. It is not a separate "overhead" function but an integral part of our overall goal of giving clients the best work and solutions possible. In a service industry such as ours, this is critical. Consider the following analogy:

If KSA was a manufacturer of widgets, we would have a goal of making the best widgets to ensure continued customer satisfaction and repeat purchases. We would continually check our output, machinery, and processes to ensure that the end product continued to meet our standards. This would include scheduled maintenance of the machinery that makes our product as well as continuous inspection of the production process along the way, as well as at the stage of completion.

If we apply this analogy to KSA, our people are the "machinery" that makes our final products. Performance feedback is the scheduled maintenance and quality checks necessary to ensure that everyone is on the right track and continues to meet our ultimate goal of meeting client expectations and increasing client satisfaction.

There are other reasons to provide performance feedback. For individuals, it is a career development tool, a way to assess where an individual is in his or her career and what needs to be done in order to advance up the promotional ladder. It is also a motivational tool. For KSA, it is a way to link organizational goals to group and individual goals, a method of ensuring everyone is working towards congruent goals and understands his or her part in the "big picture,"

and it is a way of identifying and communicating opportunities for organizational and individual growth.

To accomplish all this we need a process that:

1. ensures *goal-setting* occurs for all staff and levels and feedback (end of job, year end, etc.) is linked to these goals,
2. is *forward-looking* as well as a review of the past.
3. is a *team process*, with involvement of the individual as well as the manager in developing goals and assessing success

## A process that helps our staff better understand their goals and growth within the firm will, in turn, benefit our clients and KSA.

against these goals,

4. is a *connection* between annual performance evaluations and promotion activities,

5. shows *consistency* in ratings,

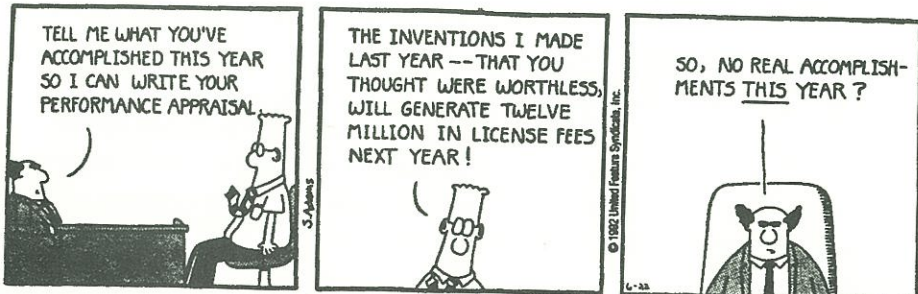
6. provides appropriate *training* in giving performance feedback, both informally on the job and during formal performance feedback meetings,

7. insures feedback occurs on a *regular basis* and is viewed as a normal part of doing our jobs, and

8. is not *too complicated and/or time consuming*. In other words, we need to be able to give and receive feedback, but we don't need to go bankrupt and/or ignore our clients in order to do it.

In the coming months, KSA will review its current process and refine them in order to meet these guidelines. A process that helps our staff better understand their goals and growth within the firm will, in turn, benefit our clients and KSA.

## Dilbert by Scott Adams



## The KSA Observer

Publishers: Butch Price, Dan Sax

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Fran Preston, Helena Johnson

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# Two Officers Appointed

## Christoph Rohe

Christoph is a practice leader in the Germanic region of our European practice. He leads our growing Consumer Products Practice in the region which focuses on delivering strategy and operations services. He has been instrumental in developing our strategy and business reengineering services in Germany and is a key contributor to business development and marketing activities. His clients include Humanic, Eurobike, Kunert, Baring Group and Schroeder Group.

He coordinates our Germanic region public relations activities and is a member of KSA's European Management Committee. Christoph was a member of the Strategy Leadership Team which conducted the KSA global strategy review in 1994. He also served on a Capitalization Committee at the request of the Board two years ago.

Christoph holds advanced degrees in Mechanical Engineering and Business Administration. Prior to joining the firm, he gained experience as a sales engineer and subsequently as a management consultant in a German consultancy.

Christoph, his wife, *Petra*, and their three children live on the Rhine river in the Oberkassel section of Düsseldorf, Germany. Christoph enjoys tennis and touring on his motorcycle.

## Anthony N. Smith

Tony is a Practice Leader in the UK, and the Region Coordinator of this component of our European practice. Tony creates and leads client relationships with clients such as Pentland Group, WH Smith, Storehouse, Courtaulds, and Coats Viyella. Tony began his consulting career in operations and logistics, and has continually broadened his expertise into strategy and reengineering. He now works with senior client executives in developing and implementing integrated performance improvement and business strategy initiatives. Through these activities combined with his practice leadership initiatives, he has led our UK practice through a well defined repositioning and growth during the last few

years. Tony was a member of the Strategy Leadership Team in 1994 and he serves as a member of the European Management Committee.

Tony holds a degree in Engineering from the University of Birmingham. He is multi-cultural, having lived with his family for two years in the United States, where he developed fluency in the American version of the English language.

Tony, his wife, *Gill*, and their two children



Rohe



Smith

live in Altrincham, near Manchester, England. Tony's interests include tennis, golf, and cheering for the Aston Villa Football Club.



*Jim Giddings, Freddie Wood, and Randy Nord pose at their "transition" party last June, backed by a quintet of KSA alumni who preceded them: (left to right) Jack Ullman, Dean Vought, Gerry (Turby) Turbyfill, Bob Saunders, and Joe Scheines. Altogether, some 260 years of service with KSA!*

## Send us your politically correct

Traditional language is taking its lumps from censors with an eye to political correctness. Now comes the censorship of Emma Lazarus's poem that speaks of the new life and hope that await immigrants to America: "Give me your tired, your poor/Your huddled masses yearning to breathe free." So far, so good. However, the line, "The wretched refuse of your teeming shores," recently fell to a sensitive censor and was omitted from a granite plaque at New York's John F. Kennedy Airport.



# New Principals

## P. Doug Ford

Doug has become a leader in shaping, selling and delivering KSA's Business Process Reengineering services to leading clients such as Oxford Shirtings, Cole Haan and Victoria's Secret Stores. In addition to this expertise, Doug has led numerous engagements in merchandising and product development process improvement, marketing and sales strategy with a wide range of core KSA manufacturing and retail clients such as Wilson Sporting Goods, Caldor, Lego, Mamiye Brothers and more recently, Best Products. Doug is a member of the Direct Marketing CST, where his skills with client relationships and project teams are highly valued.

Doug holds both a BS in Industrial Management and an MS in Management from Georgia Tech. He joined KSA as a relocating Operations consultant.

Doug and his wife, Debbie, who recently completed her MBA at Wharton, have moved to New Jersey. Debbie is returning to Deloitte and Touche as a Senior Consultant.

Doug enjoys hiking, rock-climbing, running, music and reading, and he collects first edition John Updike books.

## Shaz Kahng

Prior to joining KSA, Shaz was with Gemini Consulting where she managed strategy, operations, ECR, and Business Process Reengineering projects mainly for consumer products clients. She also brings consulting experience from Cresap/Towers Perrin where she focused on strategy projects. Before attending business school, Shaz worked as a Research Scientist for Kraft General Foods where she filed three Memoranda of Invention (precursors to patents) and was the 1987 recipient of the KGF Director's Award. Additionally, she held the positions of brand manager and finance manager with KGF. Shaz has a BS from Cornell University in Chemistry/Food Science and an MBA from The Wharton School of the University of Pennsylvania.

During her tenure with KSA, Shaz has worked with clients in a number of industries: food (Carr Gottstein), apparel (Liz Claiborne, Levi Strauss & Co., Express), dinnerware (Pfaltzgraff), and retail (WH Smith, Orscheln, Zellers). Projects under her leadership cover a range of subject areas: strategy, retail strategy, assortment optimization, category management, BPR and supply chain management. She co-authored the food

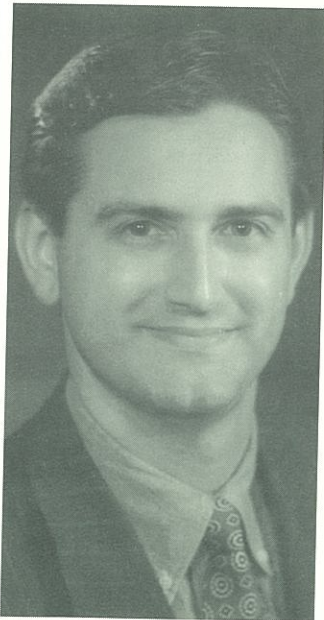
industry report on Efficient Consumer Response in Perishables. Shaz has been a frequent speaker on topics such as Category Management, ECR, and BPR, and has published numerous articles on these topics. Internally to KSA, Shaz was instrumental in creating the BPR Toolkit, a BPR methodology and collection of tools. She serves as a regular instructor to KSA Orientation classes.

Shaz still enjoys being single and lives in New York City with her family nearby. She spends her free time following the Chicago Bulls basketball games, skiing, hiking, and scuba diving in exotic locations. In November, Shaz will go shark diving in the Coral Sea near the Great Barrier Reef. Recently, she became an Associate Producer for an independent film to be released this fall entitled, "Sunday." Shaz is an active member of the Wharton Club of NY, leading the club's efforts in community service projects.

## Chris S. Merritt

Chris joined KSA after graduating from Iowa State University with a degree in Transportation and Logistics. While at Iowa State, Chris was a teaching assistant in both Computer Science and Logistics, and came to us with a strong interest in marrying both disciplines.

From his earliest days with KSA's Logistics group, Chris has played a central role in



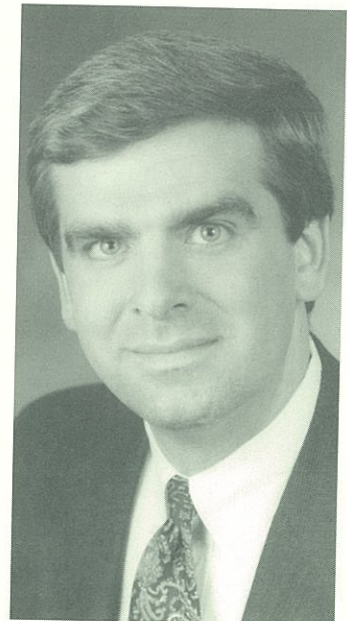
Ford



Kahng



Merritt



Neal



expanding and refining our White Collar practice. He has done White Collar work with a host of clients, including Time Customer Service, Inc. (order fulfillment and customer service for Time/Warner Magazines), The May Company of California (credit and collections), The National Geographic Society (order fulfillment and customer service for magazines, books, and related products), Time Life Books and Music (order fulfillment and customer service), First USA Bank (credit card fulfillment), Chadwick's of Boston (new call center roll-out), and The United States Mint (order fulfillment and customer service for numismatic collectibles). Chris' interest and creativity in using systems as an integral component in solving operational problems has served him well in all of the above projects. He has also gotten heavily involved in directly developing systems design solutions and / or overseeing their implementation with clients such as Polo Ralph Lauren, Vanity Fair, and Williams-Sonoma.

During the course of his project work, Chris has become very knowledgeable about the features and capabilities of our Control Plus performance reporting software, and is often called on by on-site Base Plus® installation teams to discuss creative approaches for its use. Chris is currently serving as product manager for that package.

When not out working with clients to create world-class fulfillment and distribution operations, Chris has been known to play a round of golf or two. He also enjoys cycling, and plays a mean game of racquetball. Chris and Susan, a CPA and Manager of Consolidations for Cox Enterprises, make their home in the Peachtree Station area of Norcross (Atlanta). Currently most of their spare time is split between tending their two cats and two birds, and getting their new home just the way they want it.

#### **James L. Neal**

Jim has extensive experience in developing and implementing business and marketing strategies as well as directing client teams in comprehensive internal analysis and change efforts. Jim has developed an industry focus on textiles and home consumer products that has taken him from Canada to Mexico and across the US "barbecue circuit."

His diverse client list includes work with Atlanta Market Center, Best Products, Collins & Aikman, Cydsa, Dominion Textile, Dyersburg Fabrics, Fieldcrest Cannon, Louisville Bedding, Milliken & Company, Pharr Yarns, Reeves Industries, Swift Textiles, and Woolrich. Jim's excellent performance in business development and project work has been supplemented by active roles in

recruiting, training, marketing, service and practice development.

Jim and his wife, Laura, live in Decatur with their children, John and Ellen, and enjoy scrambling through a variety of church, Scouting, school and other family activities.

#### **Randi E. Nolan**

Randi's contributions to KSA span a wide range of KSA's systems services, including package selection and implementation, inventory management systems, pre-production, merchandising, production and sourcing systems as well as Business Process Reengineering and more recently, organization services.

Major clients include Jones Apparel Group, where she played a major role in the design and implementation of the highly successful pre-production management system, Leslie Fay Companies, where significant process changes and productivity improvements led to major cost reductions, and multiple engagements for Wilsons the Leather Experts (division of Melville). Other major clients include London Fog, Maidenform, and M. Fine and Sons. Randi also helped to shape the National Staffing Director role in the Systems practice, which is now being used as a model for the Performance Enhancement FST.



**Nolan**



**Sagastume**



**Schottmiller**



**Watson**



Randi is a member of the Performance Enhancement FST, based in New York. She joined KSA with a BS from Rennselaer Polytechnic Institute, where her education was supplemented by co-op experiences with IBM and Xerox. Randi lives with her husband, *Paul*, baby daughter, *Lauren*, and two horses in Yorktown Heights, New York. In addition to horseback riding, Randi enjoys roller blading, skiing and working on her house, although *Lauren* currently takes up most of Randi's free time.

### **Lisandro Sagastume**

Lisandro is a Highest Honors Industrial Engineering graduate from Georgia Tech. After teaching Industrial Engineering at the University of Honduras, Lisandro was awarded a US Congress Fullbright Scholarship for a Masters program at Stanford University. We recruited Lisandro out of Stanford.

Lisandro's early days with KSA took him to assignments in the Caribbean, Central America and Spain. He became KSA's doll manufacturing expert at Alexander Dolls in Spanish Harlem, New York. Lisandro was instrumental in KSA's successes with USAID-sponsored projects in Central America, and he is recognized as KSA's representative in that region.

Lisandro is part of the KSA Americas development effort; his current responsibilities include Director for Relocating Staff for the Performance Enhancement Group. Current clients include Fruit of the Loom, for which he has managed and staged spectacular start ups for three manufacturing facilities in Mexico and El Salvador, and Philip Morris where he is managing the development of their sourcing channel profiles.

Lisandro lives in Miami with wife, *Larissa*, and children, *Lisandro, Jr.*, and *Sara Elena*.

### **Paul R. Schottmiller**

Paul joined KSA after receiving an MS in Information Systems from Boston University. Paul is a native of upstate New York and did his undergraduate studies at Syracuse University concentrating in MIS and statistics.

Paul's focus has been in our

Information Systems practice helping consumer products manufacturers and distributors develop, install and reap the benefits of improved uses of technology. His early years at KSA had Paul involved in a number of innovative projects that included development of a marketing data warehouse at Lab Safety Supply; implementation of a leading edge sales force automation system at Toddler University; and, implementation of forecasting and quick response processes at Burlington and Baccarat. During the last four years Paul has managed software package installations - at Matthew Bender in 1992 and, since early '93, at Phillips Van Heusen where Paul has managed a KSA team ranging from eight to fifteen people. Paul works out of our Princeton office. He is currently a member of the Soft Goods Manufacturing CST.

Paul and his wife, *Anne*, live in Newtown, Pennsylvania with their two sons, *Patrick* and *William*.

### **Jan K. Watson**

Jan joined KSA after earning her Bachelor's degree from Washington State University and her MSIE in Operations Research from the University of Illinois at Urbana. Just prior to joining KSA, she trav-

eled to Germany to work on a grant to develop a Logistics model for the US Government.

Since joining KSA, Jan has been instrumental in the development of several key KSA initiatives. Early in her career, Jan was heavily involved with the development and implementation of our first DCMS project for Polo-Ralph Lauren in Greensboro, North Carolina and has become a leader in logistics systems integration and implementation. Shortly thereafter, Jan relocated to Los Angeles and has been a major contributor to the growth of our Western Region Logistics practice in performance improvement, logistics strategy, and facility planning. She has been responsible for diverse projects for clients such as Fingerhut, Mervyn's, Asics Tiger, San Francisco Music Box Company, LA Gear, and Thrifty Drug Stores. Jan has also been a leader in our MOC practice as one of our early Level II trainers.

Jan lives in Torrance, California. She is active with community organizations and her church, where she leads the choir (when she's in town, that is). When she is not on-site, Jan enjoys almost any outdoor challenge (at least once, anyway) including camping, hiking, or even chasing alligators through the swamps of south Georgia (see story on page 14).

## **Dragons Head West**

The KSA Hong Kong office threw a farewell dinner party in July for *Alan Braithwaite* and *Paul Tsang*. Hong Kong KSAers were treated to a sumptuous Chinese feast at one of the best restaurants in town.

Alan has returned to the land of the football-mad and mad cows, where he'll be able to make good use of the fluent Cantonese he's picked up over the years. Paul will be spending much of his time on the green pastures of Canada playing golf and tennis, but we hope to still be able to draw on his expertise to enhance our projects in Hong Kong.

Over the years (and there have been many), Alan and Paul have guided KSA-Hong Kong through significant changes in the Asian soft goods industries, and their hard work and dedication have certainly been major contributors to KSA's excellent reputation today among clients, government departments, and industry/trade associations throughout Southeast Asia. *Guido Schild* has taken over as captain of the ship, and is steering us through the currents and tides leading to the changeover from British to Chinese leadership.

We will miss Alan and Paul (and their lunch treats), but will try to carry on their efforts here in Asia.



## Adelle Kirk Appointed Manager of Consumer Marketing Services

In this new position, Adelle works with Shawne Mastronardi and Peter Harding on the marketing, development and delivery of KSA's consumer marketing services.



Kirk

Adelle has already made substantial contributions to our marketing and service development efforts in consumer marketing. She is a major contributor to important joint projects between KSA and Women's Wear Daily — the Infotracs supplements that provide in-depth coverage of major issues such as branding in-depth, and a regular series of monthly articles on "Brands and Labels: The Issues." Adelle is managing our annual Consumer Pulse Survey, which tracks consumer attitudes and purchasing intentions in key consumer products and retail categories. She also directed our third bi-annual KSA/NPD Brand Survey, which measures consumer awareness and perception of almost 300 apparel brands.

Adelle's consulting work has primarily been focused on developing consumer-driven strategies for KSA clients such as Coca-Cola, Talbot's, Simplicity Patterns and H.J. Rashti. Her work has included designing and managing both qualitative and quantitative consumer research to identify and validate potential marketing and licensing strategies.

Adelle is a 1993 graduate of the Woodrow Wilson School of Public and International Affairs at Princeton University and joined KSA's New York office in 1994 after one year at another management consulting firm. She will continue to be significantly involved in project development and delivery.

## New Managers

### Curt J. Clark

Curt, a graduate of the United States Military Academy, was a commander of a 300 person maintenance service and supply company before joining KSA in April '93. He had the honor of a seven-month deployment to South-West Asia during the Persian Gulf War.

Curt has been fulfilling our clients' on-site operations requirements since joining the KSA team. He has developed strong client respect for quickly identifying, communicating and satisfying their manufacturing needs. On each of the two major projects he has completed, the clients have requested his continued presence in follow-on work. He is now finding success converting a uniform shirt plant into a low inventory/quick response manufacturing system.

Curt, Julie and their daughter, Anastasia, are currently in Hattiesburg, Mississippi enjoying the crawfish and weekend trips to the French Quarter. They are expecting a second child in February.



Clark

### More Notable Quotes

#### Introspection

We should every night call ourselves to an account: What infirmity have I mastered today? what passions opposed? what temptations resisted? what virtue acquired? Our vices abate of themselves if they are brought every day to the shrift.

—Seneca

#### Generosity

When you have given nothing, ask for nothing.

—Albanian proverb

#### Perspective

If you look at life one way, there is always cause for alarm.

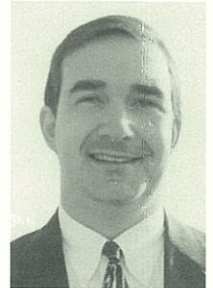
—Elizabeth Bowen

### Mark J. Chandler

Mark Chandler joined KSA in September '94 after spending nine years at Exxon Company USA, where he managed their retail convenience store chain in Atlanta. Prior to Exxon, Mark received a Bachelor's Degree in Computer Science from Texas A&M and an MBA from the University of Houston.

Mark has spent his KSA career making solid contributions to several IT projects for clients such as Jockey International, Thomaston Mills, and Amerex. Mark's most recent projects include leading a Stock Locator System project for Phillips-Van Heusen, and most recently beginning work on a major systems replacement effort at Delta Apparel.

Mark and his wife, *Lisa*, live in Lawrenceville, Georgia with their two children, *Victoria* and *Bradley*. Away from the office, Mark enjoys golf and spending time with his family.



Chandler

## Wrong Bill, Hil'



The USA's First Lady, Hillary Clinton, recently came to town to add her special presence to *Bill Beckemeyer's* birthday festivities. When she discovered she was at the wrong Bill's Birthday Party AND that WHB was out of town, she gamely volunteered to stick around and keep an eye on things. (Said something about having lots of experience filling in for the Commander in Chief.) Things were tense for a few hours... would the new boss change everything in Bill's absence? Would we have our own Dept. T-gate? Luckily, a few savvy employees stepped in and distracted Ms. Clinton with filing (she brought her own), dining at the Varsity, fly fishing with *Bob Murrah* and *Jeff Butler*, and modeling her new KSA shirt. Now we only have to get Tipper a shirt!