

The Observer

Alumni Edition • January 1998

A publication by and for the employees of Kurt Salmon Associates

Global Enterprise Solutions (GES) gets Basset Hound for Christmas

by Paul Schottmiller

Wolverine World Wide, Inc., a \$700 million footwear maker of Hush Puppies® (with its well-known basset hound logo), and Wolverine® boots for work and recreation has signed on as one of the first implementors of the SAP Apparel Footwear Solution (AFS). Wolverine will implement a fully integrated enterprise backbone from a single vendor, which is SAP. The company wanted to replace non-compliant Year 2000 systems, and create and enable an IT platform that would serve it well into the future.

As the only consulting firm actively involved in the development of AFS, KSA was the obvious choice as Wolverine's consulting partner for this massive undertaking. Additionally KSA's industry expertise in footwear, and track record of delivering high value results to Wolverine with recent logistics and IT projects led by *Jim Severyn* and *Tim Henderson*, resulted in Wolverine choosing KSA over any of the Big 4 firms who have thousands of employees well versed in SAP implementations.

Throughout many industries, enterprise-wide (commonly termed ERP) software has swept through major corporations as the IT

strategy of choice. Companies like Pepsi Cola, Coca Cola, BMW, Intel, Microsoft, and Proctor & Gamble have already invested hundreds of millions of dollars in this strategy. In late 1996, SAP, the largest ERP software vendor in the world, specifically targeted KSA's core industries of retail and sewn products for new industry-specific software offerings. In response, KSA formed its Global Enterprise Solutions (GES) prac-

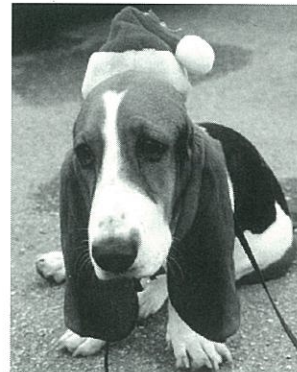
tice to develop implementation services around this ERP software for our target industries. The GES practice is truly global, bringing together consultants from many KSA geographic bases.

Companies are interested in global enterprise solutions because they want to automate and integrate core business processes. In many cases, they also want to standardize business processes across different divisions, products, and

geographical boundaries. For global companies on aging, inflexible, non-Year 2000 compliant platforms, ERP systems provide an opportunity to leap forward, dramatically improving the ability of their IT platforms to cost-effectively support their rapidly evolving business practices.

Companies that have, or are planning to implement, global enterprise systems cite

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the following as major reasons:

- getting more integration/control across different areas of the business,
- achieving a focused, more cost-effective, and modern technology infrastructure,
- becoming more responsive to customers,
- seeking better information quality, easier access, and more timely information, and
- taking cost out of the supply pipeline, increasing productivity.

KSA was asked by sewn products industry leaders to participate in the original consortium that is developing SAP's Apparel Footwear Solution. Other members of the consortium, who represent close to \$10 billion in annual apparel and footwear sales, include: Reebok, VF Corp. and Sara Lee Hosiery. These companies have the advantage of being on the leading edge of development because they designed and funded the creation of this product. Wolverine will gain the distinction and rewards of being an early adopter of this enterprise-wide technology newly available to apparel and footwear companies. A number of other

"Looking forward" Theme of This Year's Cafe Royal

by Linda Laderman, Rezarta Larkin,
and Tim Robinson

One of the highlights of the UK business calendar is KSA's Cafe Royal event. With its "Looking Forward" theme, this extremely successful marketing initiative, masterminded by the UK office, attracts not just prestigious speakers, but many of the UK's most high-profile retailers, suppliers, trade associations, finance companies, consultancies and support services, as well as other KSA personnel who just happen to be in London that night!

More than 150 guests attended the September event. *Peter Brown* gave a brief overview of the Key Success Drivers Study. He then handed over to the evening's three speakers: *Gavin Aldred* of New Look, Europe's fastest growing fashion chain; *Miriam Jordan Keane* of advertising agency Young & Rubicam; and *Enrico Toya* of Johnson & Johnson, who is a member of the ECR Europe Executive Board. An Open Forum with questions from guests completed the formal part of the evening and then it was onto the serious business of drinks and canapés.

Among the guests were representatives of Sainsbury, House of Fraser, Marks & Spencer and Unilever.

Non-UK KSA guests included *Mohsen Moazami*, *Massimo Visconti*, *Michael Kunkel*, *Andrea Ivey* and *Jean-Michel Loubic Duprat* of KSA Cleversys.

Gavin Aldred's outspoken and controversial views on a successful retailing philosophy hit the headlines in the key UK retail publications—*Retail Week* and *Drapers Record*—generating additional publicity for KSA in the right circles.

This year's Cafe Royal evening was coordinated by *Tim Robinson*, who was assisted by *Rezarta Larkin*, the UK's new marketing executive. *Rezarta* is now working on next year's program with *Nick Garratt* and *Caroline Baker*.



During the Open Forum, panelists answered questions from the audience.

Adivar—KSA Italy's Largest Client in Pharmaceutical Market

by Antonella Altavilla

Adivar is the largest Italian pharmaceutical distributor with revenues of \$534 million. It is a part of the Angelini Group, one of the primary and most financially-solid Italian pharmaceutical groups. By the year 2000, Adivar expects very ambitious increases in revenues (Objective: \$1.6 billion) and profit (Objective: \$34 million).

The Italian pharmaceutical distribution market is estimated at \$12.5 billion for 1997; the end consumer market, however, is valued at \$17 billion. This market in Italy is very fragmented with approximately 320 companies in operation. The main trends are the:

- government initiatives of reducing public expenses, producing a decrease in family expenditures and in market profitability;
- increase of competitive pressure due to the entrance of more efficient and better organized foreign competitors to offer innovative services to clients;
- high mortality of smaller and less efficient distributors. The direct impact on companies' strategies is to focus on process efficiency and cost reduction.

Adivar chose KSA for two main reasons:

- It was very impressed with KSA's approach, which focuses not only on defining but also on implementing strategies.
- It received very good feedback about KSA from *Fater Management* (another Angelini Group company).

KSA developed three project phases:

- **Adivar Business Assessment**—a very deep interview process with top management revealed three critical areas for Adivar: Logistics, Commercial and Organizational Areas. (Team: *Massimo Visconti* as account executive, *Roberto Santoro* as project leader, and *Duilio Matrullo*.)
- **Analysis and Strategy Definition**—The KSA team developed:
 - (1) an external analysis highlighting the main business opportunities focused on reaching the defined short- and long-term goals,
 - (2) an internal analysis to under-

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Replay: You Can Say *That* Again

by Janet Greer

While KSA's Milan office is making great strides in the food and grocery industries and ensuring the right food is at the right place at the right time, we are also working hard to make sure that after diving into the delicious *Cucina Italiana*, people's jeans still fit right. In other words, KSA Milan's relationship with the retail and fashion sector keeps growing hand-in-hand with our Fast-Moving Consumer Goods (FMCG) business.

At the beginning of 1997, a committee from the European Union funded a significant grant to Fashion Box, owner of the Replay brand of jeans, in order to support a cutting edge project in the Italian retail supply chain. Replay looked to KSA for help with its objective of maximizing customer service while minimizing overall stock levels, with technology that supports its current "Express Service." A global team of KSA consultants, *Emanuele Pedrotti* (KSA-MILO), *Martin Pogatzki* (KSA-DUO), *Stefano Campori* (KSA-MILO) and *Janet Greer* (KSA-SFO) has worked with Replay on this "COConsumer-Driven reEngineering" project ("CODE") as advisors on the ECR/QR methodology, as well as analysts for re-designing Replay's business processes.

Like most Business Process Reengineering projects, the "CODE" project began with an analysis of current processes. The findings from this phase were broken into "management" and "operational" issues, and included the need for the following new organizational units: a merchandise management group, central order management, area management, and a "help desk." KSA also uncovered the need for a new, single entry information system that integrates data across Replay's supply chain, with system flexibility that supports different levels of centralized/de-centralized decision-making. Software house TXT created a central information management system that meets the system requirements outlined by KSA.

KSA's defined performance measurement tools are one of the key deliverables that will

provide the necessary information for Replay to make informed strategic decisions about production and distribution moving forward. Currently, Replay is running a pilot test of the new management system in order to verify the benefits of the technology, as well as improve the efficacy of the system. At the end of this user test, Replay asked KSA to help with training the future users of the system to ensure a

successful roll-out of, not only the system but also the correct business processes linked with the use of this tool.

In order to spread information across the business community about the benefits of the "CODE" project, a web site will soon be available at <http://www.TXT.it/CODE>. When the project wraps up, KSA hopes to have one leg up in the international jeans business.

Nike steps up the PACE at Memphis DCs

by Jen VanBuskirk

Where can you find employees with tattoos of the company logo, superstar athletes touring the distribution center, and fantastic inter-company barbecue contests? Only at Nike. This huge sports and fitness company operates its two largest distribution centers from Memphis, Tennessee. Nike employees are the envy of most Memphians partly due to working for the largest distribution company in the "US distribution capital" (as Memphis proclaims). The real reasons for the distinction include three-day work weeks, free Nike products, extra time at lunch to work out in Nike's facilities, and Nike's efforts to build strong relationships with the community. The recent expansion of the Memphis Apparel facility cements the long lasting relationship between Nike and Memphis.

The growth of the apparel business for Nike has been unprecedented. Nike currently ships between 300,000 and 400,000 units

of apparel per day with forecasts of 1,000,000 units per day by the year 2003. This growth has pushed Nike to expand the facility by adding 600,000 square feet for a total of 1.2 million square feet. Many processes must be redesigned to support the volume increases. KSA's involvement with Nike began last January with a project to assist with the "Retrofit" of the current facility, which includes expansions of key operations within the Memphis apparel facility. KSA has been adding value by analyzing the impact of the planned growth on the throughput requirements and designing and integrating new material handling processes to support the expected volume.

Shortly after the Retrofit project began, the KSA/Nike team began to identify short range operational improvement opportunities that would immediately improve the throughput and capacity of the operations.

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Torre Crupie suggested to the Nike Retrofit Project team that it develop a video presentation to illustrate to-date progress to show at its corporate update meeting in December. The team liked that idea and began developing themes for the video. At a brainstorming dinner in Memphis, Jan Watson pushed the envelope, not to mention the video budget, with ideas such as: "Let's have the DC manager's lunch be delivered on a tilt-tray sorter."

After a one-day shoot of the facility, several days of editing and voiceover, and creative inclusion of auto-simulation tape, KSA produced an 18-minute tape titled "Mission Possible." Nike will use the tape as a training vehicle for new employees, and KSA can use it to provide an overview of the Nike Retrofit Project. The video crew will return in spring 1998 to document the finished work and produce a final tape for Nike corporate.

Will Health Care Be Cured Before the Year 2000?

by Carol Greenwald

In 2001 will your hospital think you are one year old? Or will the records show you to be the oldest person alive? Will all the equipment from elevators to heart defibrillators work? If your hospital has prepared itself for the 21st century you're all right. If not, look out!

This is the message from *Marilyn Wilson* and *Kathryn Cullen* as they speak to hospital association meetings, hospital retreats and prospective clients.

In any commercial field there are problems, but in health care there are liabilities. One consultant joke is that today it's business for us, tomorrow for the lawyers.

To prepare to bring the Millennium Management Services® Group's Year 2000 approach to the health care community, Marilyn and Kathryn met with *Al Bolet* and read widely to understand what the health care market is doing about the problem and what alternatives exist to ameliorate the situation. The options vary industry by industry. For example, many CPD clients can control the pace of their remediation efforts because they have large in-house MIS staffs to work on Year 2000 modifications, but most health care organizations use vendor packages for different applications, so their upgrade options and timetable are set externally.

Currently, HSD is successfully proposing Year 2000 assessments to many of our clients. IT's first Year 2000 engagement was for a Connecticut hospital, where we assessed Year 2000 compliance options for their patient management/patient accounting system, and proposed a strategy. Another client—Strong Health System in Rochester—has the same systems and asked us to do a similar study. This project was then expanded to include all components of the Health System, plus an IT strategic plan. We made our initial assessment in August, and are now overseeing the plan implementation. As part of an education and awareness process, Marilyn conducted countless



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—*Marilyn Wilson*

sessions with large and small groups of doctors, department heads, and administrators to raise their awareness of Year 2000 issues and implications. We were so successful that the Strong Health System COO committed himself to sponsorship of the enterprise implementation.

Current work includes a Year 2000 assessment and project management engagement for Long Island Jewish Medical Center, an 11-facilities assessment for the Franciscan Sisters, an assessment for the Arizona Healthcare Federation, a review of the University of Kentucky's Year 2000 plans, and contract negotiations and planning at New York and Presbyterian Healthcare System for Year 2000 testing assistance. Marilyn says she is still getting requests for assessments, but time is running out. “Our assessments typically take three

to six months to complete. At this stage of the game, the planning is reducing the time available for implementation. I'm trying to appear calm to these clients, but they are in trouble.

Now we are trying to figure out which systems we can let fail, and how to devote resources to fixes after January 1, 2000.”

Of course, the vendors are a primary problem in managing these mega-project assignments. “Many vendors will not have their upgrades available until first quarter, 1999, which is cutting it too close. Many hospitals are in the midst of a three- to five-year strategic plan implementation. Adding in the Year 2000 upgrades doubles the amount of work they have to look forward to.” Asked to predict health care's readiness for the millennium Marilyn says, “They can't be late with their fixes because lives are at stake. Systems that impact patient care are too important to permit failure.”

Adivar.....cont'd from page 2

stand the structural reorganization needed to support the Company growth,

- (3) a strategic re-positioning,
- (4) a market strategy, and
- (5) the phase III projects' architecture. (Team: Massimo Visconti as account executive, Roberto Santoro as project leader, *Chris Schoenmakers, Antonello Altavilla, and Francesca Toja.*)

- *Implementation in Commercial, Organizational and Logistics Areas* (Team: Massimo Visconti as account executive, Roberto Santoro as project leader, *Chris Schoenmakers, Antonello Altavilla, Antonello Locci.*)

The Stone of Bethany

Presented at the Closing Dinner for
the sale of Bethany Medical Center to
Columbia/HCA.

by David Whelan

A long time ago, in a land called KCK, there was the village of Bethany. Bethany possessed a great treasure—the Stone of Bethany. This Stone had magical powers to heal the sick and infirm among the people of the village. While the exact origin of the Stone of Bethany is disputed, it is said to have been left by three ladies of the church on a pilgrimage to aid the people of the village. Over the years, the Stone grew in strength and power, beaming its healing powers through the entire village.

The Stone was protected and nurtured by a Council of Elders. The Elders, in turn, anointed a Keeper of the Stone, sometimes called an administoner.

Over time, the Council noticed that the Stone was becoming dimmer and the magic growing weaker. Alarmed, they call for Sir Carey, of the McClure Clan, who was a magic auditor—or Bean Counter—to assess the Stone.

Sir Carey made his assessment and announced to the Council “The Stone is dimming and, if not revitalized, will surely continue to dim until there is no more magic in the Stone.”

The Council was stunned. “We must find a way to protect the power of the Stone to heal the sick in our village,” they declared. “We must call in the Wizards for their counsel, for they are wise and help many villages. Surely they will know how to revitalize the Stone.”

And the call went out in the kingdom for the oldest and wisest Wizard known to the Council—Bruce of Hamilton—who lived in the far north. Bruce agreed to come, but said, “I must bring with me other Wizards from the South and West for this challenge. Together we can help you revitalize the Stone.”

The Wizards arrived and for many days and many nights studied the magic of the Stone. At last, they presented their findings to

the Council. “The Stone has done much good for many years in the village, and the village has come to depend on the magic of the Stone. But, alas, the needs of the people are now too great for the magic of a single Stone. You must link the Stone of Bethany with other Stones if you are to continue the magic.”

“We have tried many times to link our Stone with others, to no avail,” said Sir John.

The Wizard of the South responded, “We will guide you in this quest. First, you must gather great hordes of advisors and advocates, skilled in all forms of combat, for you know not what perils you will face.”

And it came to pass that a solicitation was issued to surrounding villages for Stones to unite with the Stone of Bethany. Three villages responded. The village of Galen, of the Kingdom of Columbia, offered to keep the Stone in the Village of Bethany and protect the people who had nurtured the Stone over many years. “We have many Stones in many villages under our patronage. Your Stone will draw from the magic of all of our Stones to help your people,” promised Sir Kevin, Duke of Galen.

Some on the Council asked, “How can we turn our Stone over to strange people of another kingdom—why they even pay taxes!” Others said, “These appear to be men of good will and character—we will benefit from the linkage of the two kingdoms.” After much debate, the Council agreed to accept the offer of the Village of Galen.

At this same time it came to pass that the Kingdom of Columbia came under siege from the Medics. The Medics were a strange people—they had the unusual tradition of throwing frogs in the air, keeping the air filled with frogs. The Kingdom of Columbia, as Keeper of the Stones for the Medics and concerned for the health of the Medics, captured and

removed all the frogs from the kingdom. The Medics were incensed and declared war on the Kingdom of Columbia for, they claimed, defrogging the Medic’s air.

The Council was concerned. “Does the siege of Columbia endanger the Village of Galen?” they asked. “No,” replied Sir Kevin, “for we have no frogs in Galen.” And the Council was satisfied.

Then, it came to pass that the Sheriff of Topeka—the Duchess of Stovall—became

interested in the union of the Stone of Bethany and the Stones of Galen. “The Stone of Bethany is of the people, and while I do not know how it works its magic, I must protect the Stone!” she declared. “I am the true Keeper of the Stone!”

And it soon came to pass that the issue of the Stone of Bethany drew the attention of the Bishop of the Church, who laid claim to the Stone. “While

I do not know how the Stone works its magic, I must protect the Stone. The Stone of Bethany was conceived by good ladies of the church and should be controlled by the church. I am the true Keeper of the Stone,” declared the Bishop.

And the Council was perplexed. “Why does everyone want to claim the Stone when it is fading? Where were these Keepers when we sought their patronage?” asked the Council.

The Wizards knew, but did not say.

After many exchanges of proposals delivered by many messengers, some of whom did not survive the ordeal, it was agreed that the true Keeper of the Stone would be determined by a contest of honor.

A second contest was also scheduled. “Why do we need a second contest?” asked the Earl of Letts and the Council.

The Village of Bethany was awarded the

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Catching Up With KSA Alumni

The View from Here

by Dean Vought

The year was 1927. Calvin Coolidge was our President. He was known to have little sense of humor, and seldom smiled, let alone laughed. At the time, Will Rogers was America's best known comedian, with a dry sense of homespun humor. A friend of Will's heard that, in honor of being named America's Humorist, he was going to Washington to be introduced to the President. He made a wager with Will that he could not make Coolidge laugh within the first minute of the meeting. At the time of the introduction, the senator from Will's home state said, "Will, I'd like you to meet Calvin Coolidge, the President of the United States." Will put out his hand, bent toward the President and said, "I'm sorry, I didn't catch the name." Coolidge cracked up.

Apparently, Butch Price suggested to Pam Beckerman that she might persuade me to make a contribution to the *Observer*. She called, and flattered that she might ask me to write of some consulting heroics, I asked what the suggested subject might be. Her response was, "Oh, just your view of things, and by the way, when were you here?" While not quite of the same category as Will Rogers' response, it properly reminded me that time, indeed, does not stand still, and perhaps KSA could get along without me.

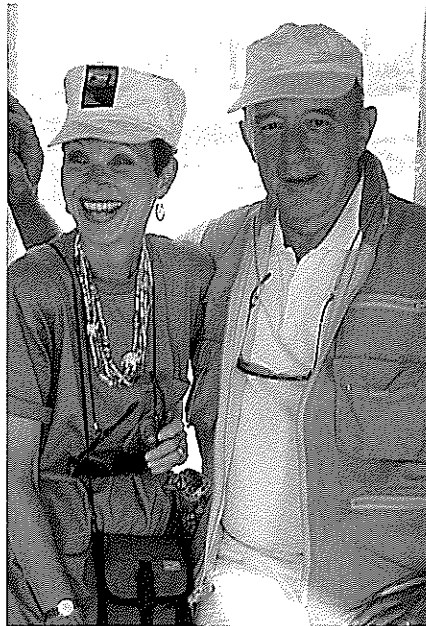
Perhaps I should have responded:

- That I first heard of KSA in 1942—57 years ago, when my brother was the 7th or 8th person Kurt hired.
- That I received my first paycheck in June of 1948.

At that time, Nashville was KSA's only "town" office. Kurt worked in his house office in Washington, Karl Striegel from his house in Greensboro, and our Atlanta office was in Roy Engman's gable. That was it.

Kurt's father was our financial man and paymaster. "Grandfather," as he was affectionately known, summered at Lake Placid in upstate New York, and required that Bill Schenke go there from Washington every two weeks so they could complete the payroll—by hand.

KSA's practice was 99% sewing room cost reduction; methods workplace design and piece rate setting, along with all day, factory floor follow-up.



The Voughts in Western China

All new consultants had to do garment analysis, develop operation bulletins, and know at least five reasons for Hi-Low pockets on men's two pocket sport shirts.

- That in 1969, Dave Cole was to get an early upgrade, and would get a salary of \$14,000/year. (I found this while eliminating old Executive Committee files last week).
- That in an early executive meeting, Kurt had resisted the promotion of a staff consultant to principal because that man lacked the experience of ever reengineering a sewing room. That man was Stig Kry—and he did make it to Principal! (Editor's note: Stig also served on KSA's Board of Directors for 19 years—10 years of that time as its Chairman.)

Things do change—thank goodness.

But, enough of the retiree's sport of living in the past. The subject was to be—The View from Here.

I have a modest-living retired AT&T friend with whom I play tennis. Susan and I often have dinner with him and his wife. The other night he made this statement. "If I won a ten



The Vought clan left to right: Amanda, Laurie, Melinda, Susan, Victoria and Alexandra

or twenty million dollar lottery, I don't think we would change what we are doing, or our style of living."

Interesting. I wonder how many people could say—or mean—the same thing. I'm not sure I could. However, my view from this point in my retirement is a very positive one. It is of great satisfaction to know that I worked for 40 years with about as fine an organization as is possible to find. It was, and is, truly a professional firm, respected by its clients for the value provided them, and the contributions to the industries it serves. I feel fortunate to have been a part of its earlier development and growth. It is also pleasing to hear that the firm prospers while continuing to grow in service and professionalism.

KSA provided me many things:

- a good living
- many challenging assignments
- the satisfaction of some successes
- a great deal of travel
- a continuing education
- a healthy respect for talented KSA colleagues, many of whom are true friends today.

My view is that retirement is fun. On the purely personal level, I do not find enough time to do the travel, the tennis, the reading, the home repair, the gardening, and the leaf looking I want to do. I serve on an advisory board in the engineering school at Penn State. The small consulting assignments are getting smaller and spaced further apart.

Our five daughters (including one ex-KSAer) have been successful, and will all be married by next summer. To date, they have provided three grandchildren, and we subscribe to the magic of grandparenting.

I have beaten cancer, and I think that Susan is convinced she will as well. And the view can't be any better than that.

Publisher's Note: Dean Vought was instrumental in KSA's success for 40 years, serving from 1948 to 1989. He served as a role model for the best attributes of a KSAer.

Let's Give Our Alumni A Big Hand

by W. Barry Moore

It is appropriate, as we prepare for a New Year and are planning for the new century, to recognize our alumni for their wisdom and commitment that has positioned us so well. It is sometimes easy to overlook the effort required to create the premier firm we have today.

When our alumni joined the firm, it was a very different consulting world. Consulting as a profession was not as well understood and accepted as it is now. Most consulting firms were convinced that the only successful strategy was being a report-oriented generalist, and that people were just commodities to be hired and released as projects came and went. Many firms jumped on each new fad, concentrated on selling as many projects as possible, and then left behind a trail of disappointed clients. All in all, the consulting profession was in its infancy and evolving into what we have now. Yes, unfortunately, some firms today have not evolved much.

Into this arena came our alumni, who had a different set of values and vision for a consulting firm. They established the values we treasure today—put the clients' interests first, respect the individual, and integrity. They believed that every project must meet client expectations and deliver meaningful results. They went to great lengths to make this a reality. Our alums thought that consult-

ants should add real value so they developed deep functional skills and deep industry knowledge. Above all, they valued their colleagues and worked hard to help the most talented young people grow into wonderful consultants. At the same time, the firm was very profitable and financially rewarding to everyone in it. Our alumni laid the foundation for our current success and were very creative and perceptive in doing so.

Because of their efforts, KSA is well positioned today. Most successful consulting firms are trying hard to establish the values, culture, and vision that we have in spades. They have focused on functional and industry specialization. They emphasize, at least in their literature, achieving results for clients. On the campuses, we see them also competing for the best people. If imitation is an indication of success, we are very successful.

Again, thank you alumni for what you have done. The real challenge for us today is to make sure that we leave a firm as well positioned when we are alumni. As we continue to value what has been achieved in the past and the wonderful firm that we have today, we must be willing to innovate and change to make it even better. The consulting environment is changing rapidly. New challenges will be presented constantly. We have the skills and resources required to achieve what our alumni did. Let's just remain focused and committed.

From Bob Saunders

The years since I officially retired from KSA in 1982 have been kind to me. I have had the privilege of continuing as a KSA associate on a variety of fascinating projects both in the US and overseas. In addition, I publish, with a colleague in Europe, a quarterly review of the international carpet and rug industry for senior executives and an annual financial analysis of the global floor covering industry.

Of course this publishing activity—international as it is—cannot match my exciting KSA foreign assignments, including those of being: in Algiers with *Gerry Turbyfill*, in

Buenos Aires with *Hugh Tannehill* (now deceased) my friend and then colleague in KSA's carpet practice, in Tehran with *Steve Webb*, in the UK with *Alan Braithwaite*, in Ireland with *Mervin Kerr*, in East Germany and Berlin with *Wolf Wagner* and *Geert Bottger*, in Mexico with *Mac Ryland*, in Moscow with a US client and so on. It's been a rich experience.

Sibyl and I continue to be involved in a variety of community activities and take at least one major trip a year. (Have to use up those frequent flyer miles.)

please turn page for another alumni update

From Doris Oakley

Retirement! What is that? I left KSA on 12/31/95 and went to work for General Business Services®/John Wilcox on 1/1/96. It is quite a change from the “need it yesterday pace” that came to be part of life with KSA. I work for John approximately 14 hours a week Monday through Thursday.

I went to my 45th high school reunion in August, 1996. I hadn't seen most of my classmates since 1976 when I went to the 25th. I found it difficult to go back to an area that was so depressed economically. Growing up in Elmira, New York, the town thrived on heavy industry. Now, most of these companies have closed or moved to other states. It was difficult to see beautiful old homes in such deterioration.

I was a district delegate for the Western North Carolina Annual Conference of the United Methodist Church at Lake Junaluska. As a second year district delegate, this was quite an honor for me.

Bill and I are both still very active in our church, but we are turning our duties over to other people next year. We just want to rest for a while.

Bill is doing quite well since his major stroke in '89. He still has some weakness on the right side, but he can swing a club and really enjoys his golf. My mother is still hanging in there at age 83. She finally gave up bowling last year.

**Congratulations to
KSA Atlanta
for raising \$40,000
for the United Way!**

**KSA's Holiday Card
Fund netted \$61,000
for many different
charities this year!
Many thanks to
the participants.**

The ABCs of Recognition

by Pam Beckerman

KSAers work very hard. We like to serve, sell, and succeed. Many of us are self-motivated and fairly self-sustaining. But let's face it, its important to feel acknowledged and appreciated. Yet, we don't always take the time to recognize the contributions of our co-workers, teammates, staff and supervisors.

Kind words are the lubricant of an organization. They reinforce good deeds and keep relationships positive. If you find that you do not express your appreciation to those around you, put yourself on a one-a-day recognition regimen. Get some ideas from the A to Z listing below:

- **A**cknowledge contributions as they happen. They'll happen more often.
- **B**usiness books with astute advice, inspiring words are great gifts.
- **C**hocolate in any form.
- **D**evelop experiences of interest. Share articles, find a class that brings a desired goal.
- **E**xpress exactly how the person was successful.
- **F**ree time. Give subordinates time off after an assignment with long hours and big results.
- **G**ift certificates to restaurants or stores.
- **H**old appreciation days; get everyone to do something nice for each other.
- **I**ce cream parties for hard working teams.
- **J**oin people when they are low and bolster their spirits.
- **K**now what energizes people: freedom, affiliation, service or something else?
- **L**etter of acknowledgement. Copy some folks while you're at it.
- **M**ake up award certificates (e.g., The Resilient Risk Taker Award).
- **N**ever blame. Work with people to identify possibilities when things go awry.
- **O**pportunities to relax. Invite someone to lunch or for a walk.
- **P**ost-its that say "Thank you" or "Great idea."
- **Q**uestion limitations. Help people achieve more autonomy, find more breakthroughs.
- **R**ituals mark beginnings, endings, and accomplishments. Design meaningful ceremonies or symbolic gestures.
- **S**miles always help. Show your pearly whites!
- **T**ickets to sporting events, movies or the theatre.
- **U**se humorous gifts to playfully acknowledge people. (Be tasteful though).
- **V**alue people's individuality. Ask how they like to be recognized.
- **W**ildly decorate people's work space on their birthdays.
- **eX**onerate people who make a mistake. People who never make mistakes are probably not taking enough risks.
- **Y**es! Just say "yes" to new ideas, reasonable requests (and some unreasonable requests).
- **Z**illions of other ideas await your discovery!

KSA—Recruiting the Best for the Next Millennium



by Marian Crandall,
et al

1997 has been a year of significant change in the Recruiting Group. KSA's recruiting goals have grown at the same aggressive pace as every other area of the

firm in the last few years—and this has presented some exciting opportunities for the development of our group. KSA consultants are becoming an increasingly diverse group. In addition to our traditional profiles, we are looking for:

- multilingual consultants with the desire to work globally;
- technical consultants with the skills to have an immediate impact in such areas as Advanced Technology Services, Logistics Systems and Global Enterprise Solutions;
- and senior-level practitioners with the industry backgrounds to drive our expansion into new market segments.

All of this hiring is taking place in an exceptionally strong economy, so the competition for the best people is intense.

We are responding to these challenges through process changes, broader sourcing of candidates, and expansion of our internal resources. The elements of the process have been standardized and advance planning has been improved so that we can significantly shorten the time before an offer is extended to a candidate. More structure and new assessment tools have been added so that there will be no compromising of our commitment to hiring the best—even as we do so faster and in greater numbers. The net is being cast more widely than in the past; campus recruiting continues to be a mainstay of our efforts, but we are also pursuing candidates through technical career fairs, agencies handling military officers, advertising, executive searches and internet recruiting.

In order to explore all these different avenues in a timely fashion, we needed to make some changes to our department in structure and numbers. We have doubled in size in a six-month period and divided roles into three categories: recruiter, coordinator and administrative assistant. *Derrick Brown, Karen Scholz* and *Amy Thomas* are our recruiters. They are “generalists” who can screen any candidate for any service team. They are responsible for developing strategies and identifying sources for candidates (particularly non-campus), as well as doing the initial or follow-up screening. In contrast, our coordinators are “specialists” assigned to specific service teams. They organize all the activities and candidates for their respective groups with an emphasis on campus efforts, scheduling office days and providing summaries of results on a group-by-group basis. *Fernanda Ferreira, Monica Sprouse, Donna Simmons* and *Amy Thomas* are the coordinators. (Yes, the same *Amy Thomas*—she is in the process of moving from this role to recruiter and we are actively looking for a replacement.) *Lynn Jones* is our administrative assistant in Atlanta and her job description is simple: be infinitely flexible and support everyone on everything. Our long-time AA in Princeton, *Arlene Ialacci*, has become the office receptionist, so she is spending less time in recruiting, but is always a key backup resource.

As so many of our group are new to KSA, we thought it would be helpful to share some of their backgrounds and thoughts on their initial experiences with the Firm. A few themes will become apparent: we have a lot of transplants to Atlanta; a variety of backgrounds in communications; a preoccupation with the seasonal rigors of campus recruiting; and the typical KSA ability to swim, not sink. (If we'd written this in April, we would sound a bit more serene.)



Donna Simmons
—*Transferred as an AA in August, 1995; became a Coordinator in March.*

“This is Donna in Recruiting and I am checking your availability to interview

three campus candidates one week from Friday.” If you are an Atlanta-based consultant and have been actively involved in the recruiting process, then you remember getting many voice mails from me requesting your available time to interview potential candidates. Welcome to the Wonderful World of Consulting and scheduling a consultant's time. I began in Recruiting in August of 1995 after transferring from “Dept. T.” My early days in the role of recruiting AA found me facing the challenge of coordinating an office day schedule that included testing, making sure that candidates were interviewing with all the pertinent people, trying not to double-book anyone, allowing some time for their lunch, and finally getting them to the airport on time to catch a flight back to campus life.

I was promoted to the position of Coordinator for the Performance Enhancement, Retail FST and CST practices in March of this year. Life became, at the very least, hectic, but on many occasions something to smile about.

“Donna, I am at the Career Fair and the recruiting booth HAS NOT arrived” is a voice mail message I never want to receive. My new position requires organization, attention to detail, patience, and persistence. I've learned to confirm everything 48 hours in advance and to be prepared for urgent voice mails. This role has provided me with the opportunity to meet some wonderful people. I'm looking forward to the new millennium and providing KSA with qualified, happy, successful consultants.

cont'd on next page



Fernanda Ferreira
—Joined as a Coordinator in August, 1996.

I graduated in May of '96 from the University of Notre Dame with a degree in Business Administration, a concentration in Management and a specialization in Human Resources. I always knew that was what I wanted to do. I also knew that it was a hard field to get into right out of college. The week after graduation I received a telephone call from *Lori Hawkeswood* to ask if I would be interested in a position with the recruiting department of KSA. After two telephone interviews, testing (yes, we're tested, too!), four interviews in Princeton, and two in Miami (one in Spanish), I was offered a job. "We would like you to come work for us in the Recruiting Department. But the job will not be in Princeton anymore, it is in Atlanta, and we need you here next week." As Donna says, "Welcome to the wonderful world of consulting."

I was really fortunate to have been offered the opportunity to work with great people in the recruiting department of a global firm. For me, the key word was global. Having lived over half of my life in Brazil, I learned to appreciate different cultures and wanted to work for a company that would allow me to come in contact with a diversity of backgrounds. When I was offered the position of recruiting analyst at KSA, they told me that I would help coordinate the recruiting efforts for KSA-Americas. After that, I didn't really listen to what else was mentioned; at the time I was so excited it didn't matter what other activities they wanted me to do.

As I suspected, one of the most enjoyable parts of my job is concentrating on KSA-Americas recruiting. This is a very dynamic service group, staffed with extremely competent, intelligent, social and fun consultants. In other words, typical KSAers, who also need to be bilingual, citizens of a Latin

American country, technically skilled and willing to relocate. KSA-Americas candidates are hard to find, so we use creative, as well as traditional, methods. My favorite is campus visits; I've had the opportunity to visit several schools in Mexico to participate in career fairs, help coordinate interviews and administer tests. Campus recruiting in Latin America is not as established as it is in U.S. schools. Because of this, I rely heavily on the campus execs, who are very resourceful and travel great distances to find good candidates for the group.

The majority of the time I deal with candidates who are outside the U.S. and it takes ingenuity to reach them and set things up. For example, I had to FedEx plane tickets to a candidate in Costa Rica. All the arrangements were made two weeks prior to the visit, and it was a good thing, because this is the address he gave me: De La Pops de Curridabat (the local ice cream store), 250 meters to the north, the yellow house on the corner on the right-hand side of the street. It took a week for the package to get there but it made it.



Derrick Brown
—Started as a Recruiter in October, 1996.

Although recruiting is my calling today, it has not always been what I have wanted to do. My degree from Boston

University is in Speech and Language Pathology. Speech therapy was always an interest but, after a short time working as an assistant in a London hospital, I realized that being a clinician was not for me. I graduated from college and went right into technical recruiting. It was one of those "right place, right time" situations. I began working for New Boston Systems, a computer consulting firm based in Boston, Massachusetts. After spending almost six years in Boston I was ready for something new. I wanted to be warm. Atlanta was the

most interesting and opportunity-rich place for me to be so I packed my bags and was off.

Monday, October 14th, I was hired by KSA as a recruiter. Tuesday, October 15th, I was on a plane to Champaign-Urbana to visit the University of Illinois. The period when I started working for KSA was by far the most intensive time of the year for KSA's recruiting group. For the first three months I was consumed by campus recruiting, doing second-round interviews from Austin, Texas to New York City.

Even though campus recruiting tends to slow down after the first of the year, the other aspects of KSA's recruiting efforts are still in full swing. My background in technical recruiting has proven to be extremely beneficial because of the growing IT groups within KSA. Prior to the '97-'98 campus recruiting season, a large focus of my recruiting efforts were on IT/MIS because that tends to be a tough market in which to find qualified individuals. Fortunately (or unfortunately), we are in an economy that is doing well, which means people have jobs, and the need or desire to switch jobs is not there. So we must be more creative in our methods of recruiting.

The hottest place right now to attract new hires is the Internet. It is clearly going to be one of the major resources of the future, and our task is to find the best ways to tap into what is becoming a globally accessible pool of candidates. We have posted our opportunities on an internet service, The Monsterboard; we have our own web page with recruiting information and we are even using the web to find individuals who have the qualifications we want but have not necessarily written to us for consideration. We have also stepped up our marketing and advertising presence and I have been actively involved in the development of ad campaigns as well as recruiting materials.



Monica Sprouse

—*Transferred into Recruiting as an AA in May; became a Coordinator in September.*

Beginning as an Administrative Assistant for the Recruiting

Department, I learned in detail how the recruiting process works. Within three months, due to Carla Gahwiler's decision to pursue a Masters degree, I was given the opportunity to move into the Coordinator position. As a coordinator, I focus on all the recruiting needs for the Logistics and Logistics Systems practice areas. I blindly accepted the position with great eagerness. It was the beginning of September, I was in a new position, and I had a rude awakening—CAMPUS RECRUITING! I can honestly say that I have never experienced anything like it. (I have learned to double and triple check details.) I look forward to meeting everyone within the Logistics and Logistics Systems practice areas, and reaching our goals for new hires.

I really enjoy working with the members of the Recruiting Group. Because there are three recruiters (including one who has been a coordinator), four coordinators (two of whom have been in the AA role), and an AA, there is always someone who can truly relate to every situation and offer some great advice.

Amy Thomas



—*Started as a Coordinator in June; currently moving into the Recruiter role.*

In May of this year, I was seeking a position that would enable me to be challenged.

Sounds like a typical candidate resumé objective. KSA definitely has lived up to my expectations! Prior to joining the recruiting group, I was a physician recruiter for Egleston Children's Hospital in

Atlanta. I was eager to expand my recruiting knowledge after two years in physician recruitment. After several interviews and testing, I was thrilled to be offered the position as a recruiting coordinator at KSA. I was assigned to HSD and ATS.

Recruiting at KSA involves the identical skill-set of an educator, which is my background. Patience, organization, follow-up, and interpersonal skills are of vital importance in the coordinator role. Unless, of course, you are in the midst of campus season. Campus season in recruiting makes teaching five-year-olds how to read look easy! In the height of this campus season, I also began transitioning into the recruiter role, which has enabled me to enhance my assessment skills, and to learn more about every facet of KSA. Recruiting is a fast-paced exciting environment, where we are constantly on a learning curve.



Karen Scholz

—*Started as a Recruiter in September.*

The phrase, "things, at times, come around full circle," seems applicable when I think about how I

found KSA. I was Director of Sales for a local hotel and had the opportunity to meet many of the new KSA associates while they were in Atlanta attending orientation. I was extremely impressed with the professionalism exemplified by all of the new associates. I chatted with them after they returned to the hotel each evening and found them to be fun, self-motivated people.

Shortly thereafter, I had an opportunity to delve into human resources management, where I really learned the importance of listening, creative problem solving, and diplomacy throughout daily interaction. (Did I mention the art of juggling, too?) The recruiting function was a large part of my overall responsibilities, and one of the pieces I

enjoyed the most. Naturally, when a recruiting position became available within KSA, I couldn't wait to be put to "the test."

Like Derrick, I joined KSA during peak campus recruiting season. I began interviewing candidates immediately, and was in flight to interview on campus my second week. Although currently the majority of my time is spent on campus recruiting efforts for all of the service groups, I am helping to explore the proactive steps we can take to reach the best of the best candidates.



Lynn Jones

—*Joined as our Administrative Assistant in late September.*

Has it been four months!? I joined KSA during the campus recruiting season. They

told me to dive right in and they gave me the goggles and gear. From first rounds to second rounds, write-ins to office days, I've been exposed to all recruiting procedures. With invoices to pay, resumes to track, and applicants to schedule/reschedule, I find my position quite varied. I enjoy greeting and testing candidates (especially when they have that big smile on their face after taking the Stanford).

(Lynn graduated in May from Elon College with a BA in Corporate Communications.)

The KSA Observer

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The KSA Observer is published by Kurt Salmon Associates, Inc., 1355 Peachtree Street, NE, Atlanta, Georgia 30309, solely for the use of its employees. It is not intended for general distribution.

Recruiting Through the Years

1967

I answered an ad in the Greensboro newspaper for a textile consultant trainee. On Friday, I was interviewed by *Jack Sanders*, given the standard KSA test battery and interviews with several others, including the President, *Karl Striegel*. Karl was most impressive—here in 1967 was a man dressed in business casual (before its time); leaving in the early afternoon for a golf match (giving the impression of a shortened work-week); and who was a quick decision maker (he wanted me to fly to New York for the diagnostic interview with KSA's Human Resources person on Saturday morning).

I caught the next plane to New York and met with KSA's HR person, *Abbie Jean Quick*, the next morning (Saturday) at 8:30 a.m. Here was another series of firsts—a woman in charge of recruiting, a Principal of the firm, and a person asking questions I had never thought of. What kind of company was this??? She made me an offer and I returned to Greensboro to try and explain to my wife, *Mary Jane*, about this wonderful company I had discovered. This company wanted me to be a consultant, relocate to exotic places (Moultrie, Georgia; Hattiesburg, Mississippi; and Portland, Indiana; as examples) that we would not know about until the day we moved, etc. I would be knowledge-challenged (before the days of political correctness) in that I would be working in sewing and textile plants and making improvements that those employed by the company could not make. What a company!

—*Jerry Armfield*

1977

I don't know how typical my interviewing experience was since I was hired in Brazil. This is how I remember it.

KSA used a Brazilian employment agency to recruit in Brazil. The agency administered various tests of their own and probably pre-screened the candidates.

Jacques Brault was a Canadian KSA consultant doing a project in the south of Brazil at the time and he then interviewed and tested the candidate at the employment agency. Among the tests he applied, I remember distinctly the Wonderlic and Stanford Aptitude Tests.

After that, I was asked to fly to Sao Paulo, where I met and was interviewed by *Jean Paul Freneat* (KSA Brazil Director at the time), *Todd Barr*, and *Doug Moore*. The best part about the interview was the excellent dinner the four of us had at the hotel's restaurant.

The next step was for Jean Paul to meet me in a hotel in Porto Alegre (where I was finishing my Mechanical Engineering degree) and go over the contract that both of us signed.

—*Peter Voget*

1987

I almost didn't get to interview with KSA. My first office interview was scheduled at the end of the fall quarter. I got strep throat and had to reschedule for January. On the morning of my interview in January, I discovered my car had a flat tire. It was an early morning interview, I was wearing a suit and heels, and I didn't know how to change a tire, so I had to wake a friend and get him to take me to KSA's office. This friend, by the way, had already interviewed with KSA and received a rejection letter, so it was a miracle he was willing to come to my rescue.

I really wanted to work for KSA because a couple of my friends from Georgia Tech, including *Chuck Easley*, worked there. I thought, if they hire great people like Chuck, it must be a great place to work. I was impressed with all the KSAers I met during the interview process. Everyone seemed so bright and interesting and likeable. I had also interviewed with a number of big government contractors where *nobody* seemed very interesting. The contrast at KSA reinforced my positive perception and increased my desire to work here.

Unfortunately, when I got to the office, the

first thing they did was administer The Tests. I agonized over those gears and nickels, and after finishing, I was sure they'd laugh, file my resumé in the wastebasket, and escort me to the door. Instead, they escorted me down the hall to have a lovely chat with *Ron Brockett*. I had lunch with *Joe Irastorza*, who is also a Georgia Tech grad, and thought how cool it would be to work for a firm with so many connections to my Alma Mater.

By the end of the day, I had decided that for me it was either KSA or grad school. I didn't want to work anywhere else. Fortunately, I received an offer quickly—the same day, I think—and said “yes” right away. What a relief! That grad school possibility had been a close call. In the spring, Joe invited me and the other Tech students who had accepted offers from KSA to attend the Atlanta office picnic. I won the hula hoop contest—beat a whole bunch of kids—and my KSA career was off to an auspicious start!

—*Jana Miles*

1997

My first exposure to KSA was an on-campus presentation by *Phil Kowalczyk* and *Bill Schneider*. I recall Phil sending a discouraging message that KSA would only hire a few MBAs for PEG Strategy in North America. My heart sank as I heard these words and I quietly determined that the odds of getting an offer were worse than the Atlanta Falcons winning the Super Bowl.

The first step of my interview process was to take The Tests. After the Stanford, I thought the odds had substantially worsened, and the subsequent interview would be academic. My first interview was on-campus with Bill Schneider. Though I had met Bill before, the formal interview was an intimidating situation. Bill stood six feet tall and towered over my diminutive frame. He grilled me with question after question. Although it appeared to last an eternity, the interrogation was mercifully completed after thirty minutes and certainly sealed my fate.

But soon I was asked to a second inter-

view, also on-campus—this time with *Marian Crandall*. The conversation focused on assessing my personality, my long-term goals, motivations and other intangible factors. The office visit was the next step. I shuffled between six interviews—*Joe Irastorza, Jim Neal, Mac Ryland, Bruce Seeber, Colin McGranahan, and Lori Hawkeswood*. The interview with Lori focused not on my qualifications or resumé, but on outside interests and motivations. I sensed that KSA carefully evaluated the personality and character of people it hired.

Also, I perceived the true commitment to personal and professional lives. I found sincerity and camaraderie throughout the office. These impressions were strongly reinforced during a final recruiting visit to Atlanta, when I met with several other KSAers. At dinner that Saturday night, my wife and I watched videos of *Fernando Silva* para-gliding and heard stories from others of their adventures and experiences. These are only some of the highlights from the recruiting process that convinced me to join KSA.

— *Manish Sampat*

Nike.....cont'd from page 3

These opportunities, along with the need to develop a more resilient culture to withstand the impending changes, opened the door for KSA to provide Nike assistance with a Continuous Performance Improvement (CPI) project. The CPI project, quickly renamed "PACE" (Performance Achieved Through Continuous Excellence), is based on a foundation of three "Laps." Through these "Laps," Nike management and KSA consultants play various roles to facilitate learning and internalizing the process of change. Each Lap has a theme that illustrates the process:

- Lap 1: Teach (KSA) and Learn (Nike)
- Lap 2: Apply (KSA) and Practice (Nike)
- Lap 3: Do (Nike) and Add Value (KSA)

Through coaching and practice with the CPI process, Nike will be prepared to adapt and embrace the changes associated with the Retrofit and the ever improving distribution environment.

In order to ship 1,000,000 units per day

from the Memphis apparel facility, Nike began seeking a new Warehouse Management System (WMS) to bring it into the year 2000 and support a real-time environment. As a result of KSA providing quality service in the Retrofit and CPI initiatives and proposing a high quality product, Nike chose DCMS® to support its operations. Logistics systems consultants have been diligently working to identify gaps and customize the DCMS® package before the planned start-up in June 1998. To support the conversion, an organizational development team has been formed which includes Nike and KSA representatives to plan for the training requirements. The transition in itself will be challenging, not to mention the 24-hour, 6-days-a-week operation. Plans thus far indicate the training efforts will be world class, utilizing 56 trainers and a training lab for trainees to learn "hands-on" before actual application.

KSA's current projects with Nike will extend into the fourth quarter of 1998. By exceeding expectations we hope to become long-lasting partners with Nike. Besides,

Top 10 Things Consultants Never Say:

10. *You're right—we're billing way too much for this.*
9. *Bet you I can go a week without saying "synergy" or "value-added."*
8. *How about paying us based on the success of the project?*
7. *This whole strategy is based on a Harvard business case I read once.*
6. *Actually, the only difference is that we charge more than they do.*
5. *I don't know enough to speak intelligently about that.*
4. *Implementation? I only care about writing long reports.*
3. *I can't take the credit. It was Ed in your marketing department.*
2. *The problem is, you have too much work for too few people.*
1. *Everything looks okay to me.*

another year with Nike will be enough time for relocating and visiting consultants to participate in another Nike barbecue contest, meet more famous athletes, acquire more Nike "giveaway" products, and finally learn the difference between "Zoom" and "Air." As the Nike motto says, "There is no Finish Line..."

Wolverinecont'd from page 1

leading sewn products companies have expressed an interest in, or are actively considering installing the AFS software.

The project's sale was a joint effort among *Dave Cole*, Wolverine client relationship manager, *Mohsen Moazami, Paul Schottmiller*, and previously mentioned Jim and Tim.

Ken Coons, now based at SAP AFS development headquarters in Munich, Germany, manages the testing team for development of the AFS product and will soon be assisting Reebok Europe with their implementation of AFS. Additional resources assisting with the development and/or testing effort over 1997 included:

KSA Düsseldorf Office: *Jürgen Diel, Jürgen Stoiber, Christian Wallner, Thomas Süß, and Gerhard Aichberger*

KSA UK Office: *Derek Clements, Fergus Nolan, and Ingmar Kraak*

Cleversys Paris Office: *David Cayla and Pierre Suhwob*

KSA Los Angeles Office: *Jeff Kyser*

KSA Atlanta Office: *Darren Frost*

KSA Princeton Office: *Paul Schottmiller*

Additionally KSA has added two new hires in GES who are experienced in SAP implementations—*Carol Evans* (Los Angeles) and *Sri Raghavan* (Princeton).

Implementation at Wolverine, which will begin in February, will be completed by a joint team that includes SAP, KSA, Wolverine, and Software Consulting Partners of Atlanta—a 50+ person consulting firm partnering with KSA, whose members have an average of six years' experience implementing SAP software.

A 1997 Christmas gift of a new IT backbone for the Wolverine basset hound and a profitable new service practice for KSA, combine to help get 1998 off to an exciting start.

In brief...

My First "Long Shelf-Life" Experience

by Antonello Locci

Parmalat is the largest Italian "UHT milk" (long shelf-life milk) producer, present worldwide (Europe, Canada, US, Brazil and South America).

During the last twenty years, Parmalat has grown by acquisition and now has six main lines of products: milk, UHT milk, refrigerated milk products, tomato sauces, fruit/vegetables juices, and a bakery.

However, improvement of production technologies was not followed by logistics ones, so Parmalat asked KSA to assess and redesign the Italian primary distribution network and processes.

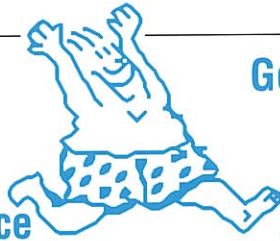
The project at Parmalat (from February to October 1997) involved Emanuele Pedrotti as Project Leader, Martin Pogatzki who joined us from the Düsseldorf Office, and me.

KSA proposed a three-phase implementation plan:

1. *Develop Logistics Support Information System* (bar code within all Parmalat facilities, software integration between Marketing and Production Planning, EDI connections with clients).
2. *Implement newly-defined shipment processes* (portable terminals, shipment planning, timely drop-off from the automated warehouse).
3. *Create a single Distribution Center and restructure local distribution warehouses into "transit points"* (consolidate stock in a single DC and phase out unnecessary warehouses).

We calculated an 11.6% net savings on logistic costs!

The entire team enjoyed the project at Parmalat; we appreciated the delicious plates of pasta from Collecchio (where Parmalat Headquarters is based) and Martin definitely improved his Italian!



German Echo Chamber

by Michael Swift

December, 1997—We are living like ancient kings

in a five level echo chamber, devoid of furniture and other earthly possessions.

Everything sits in a container, either in the port of Rotterdam, or already on a westbound ship. If the North Atlantic doesn't swallow our possessions, we'll see them again in beautiful West Dundee, Illinois in five short weeks.

This stone house was loud when it was full. Now Joe, my son, has found that a well-founded burp reverberates up the spiral staircase. He is working on other bodily sounds, but so far hasn't gotten a proper echo.

The kids have their going away party next Thursday afternoon—both Emma and Tom are inviting their entire classes over. Joe is bringing a half dozen youngsters. All tolled, 50 – 70 kids running around empty rooms. This will be one loud home.

Don't come visit after the 21st — we won't be there anymore.

Editor's Note: As many of you know, we were thrilled to have Mike Swift return to the US at the end of 1997 after several years in Germany. Mike will settle in the Chicago area.

Mike will join with current Chicago resident Gerard Nussbaum to open a combined CPD/HSD KSA Chicago office which is expected to be established in 1998. This will give us a foothold to begin to grow our presence there. It will give us benefits in delivering services, being closer to clients, and provide a boost for the recruiting of campus and experienced personnel.

Welcome to Atlanta!

by Simona Carcò

On my very first day in the US (for orientation) I had to fight with a very "American" thing: the elevator's security code. I was already insecure about this "security" thing. Unfortunately the code I was given was wrong, and as soon as I pressed the floor number a mechanical voice shouted at me, "RESTRICTED AREA!! RESTRICTED AREA!!" and many little lights flashed wildly at me. Then a security guard appeared and blocked my way.

Was I dreaming! Was this a nightmare!

While I tried to convince the security man that I'm not a thief, I looked at my watch and realized that I was already late for my first day in the 115th Orientation Class. I was sure all my colleagues would think I was the typical Italian—always late! Of course, I would like to mention that it's CRAZY to start a class at 7:30 a.m.! Finally, at 7:50, I entered the classroom, and saw 140 eyes looking straight at me. But it was not over: before being able to explain the reason for my delay, they explained to me that anybody late to class has to SING! After a few minutes of pure panic, I sang and I WAS A BIG SUCCESS!

Since the first day, I have learned many lessons from the Orientation Class. They are:

1. Always check the elevator's security code
2. Never argue with a very big security man
3. Have the courage to sing in front of 70 people
4. When you have the courage to face things with ease, you will have success
5. Never become discouraged by adverse events: YOU ARE A KSA CONSULTANT!

DILBERT

By Scott Adams



KSA Opens *New New* York Office

Our New York Office colleagues have officially settled into their spacious new surroundings at 650 Fifth Avenue in the heart of midtown Manhattan. Aside from vital computer network equipment being mistakenly moved and stored far from the network room (where it was lost for days), and the need for Carl Lewis-like long jumps over the many construction workers doing last minute touch-ups, the move on October 10 was a success. However, it was the end of November before the New Yorkers were able to stop working out of erroneously labeled boxes and conducting meetings on brown-paper-covered picnic tables. But with a beautiful design to follow and dedicated people to see it implemented, they survived the minor mishaps and saw the completion of a beautiful new workspace.

More than just a physical move, KSA NY also teamed up with the staff of Health Care Management Counselors (HMC) when they joined the KSAers in the new office October 20. Combining the two divisions of KSA has been an adjustment for many—seeing new faces, learning new names, and sharing new space.

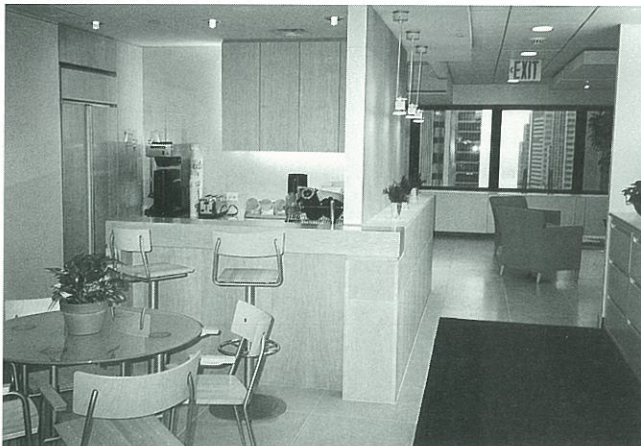
Thanks to everyone's hard work and cooperation, KSA New York has come a long way in the few months since the move. From converting the entire infrastructure, to deciding which popular Manhattan landmarks after which to name the Conference Rooms, a great deal of thought has gone into making the new New York Office the success it has become. Hard hats off to *Cara SaoBento* and *Claudia Geiger* for a very difficult job well done.



First impressions



Light, space, and clean lines abound



Fine dining in the NYO kitchen. Martini, anyone?



Inspiration for graphic designer comes from breathtaking view toward the Hudson River.

Enthusiastic New Yorkers

Participate in the Junior Achievement Program

by Ingrid Henriksen

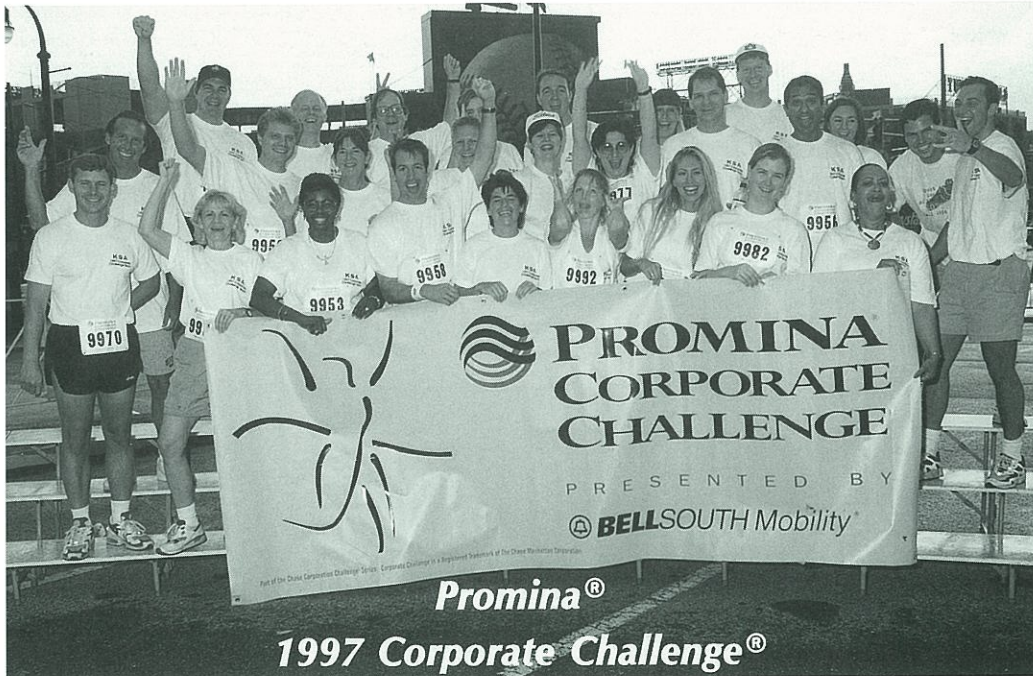
I recently sent a "teaser" Junior Achievement (JA) volunteer opportunity alert to my New York office colleagues, and was surprised by the response—over 25 individuals indicated an interest in the program. After giving it some thought, however, I realized that most people are attracted to the idea of volunteering. Finding the time for these activities is another issue—especially in our line of work! That is why JA is so appealing. The time commitment is tailored to the volunteer's availability. The JA organization, understanding the demands of the corporate world, created programs that require minimal preparation time, are fun, and easy to teach. The key to volunteer follow-through is answering the four most common questions listed here:

1. *What is the weekly time commitment?* The commitment can be as little as 40 minutes of classroom time and 1/2 hour preparation time each week for five consecutive weeks.
2. *How long does the program last?* Depending upon the age group you choose, from 5 to 12 consecutive weeks in either the Fall or Winter Semester.
3. *Where is the school located?* The school location is based upon the volunteer's request.
4. *What day and time of the week do I have to volunteer?* The day and time of the classroom sessions is negotiated between the volunteer and the teacher.

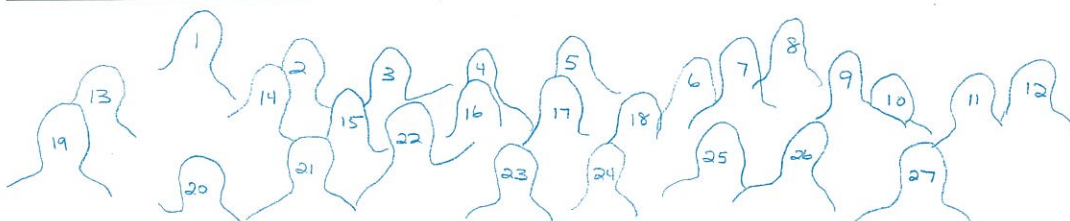
Timing problems stemming from our move to new office space delayed the beginning of our JA adventure. Many of us are still in the process of receiving school/teacher assignments and initial training from JA. It looks as though we will have 15 volunteers this semester, with as many as 10 more individuals expressing interest in next semester. This semester's teachers include *Girisha ChandraRaj, Troy Conover, Kathryn Cullen, Doug Ford* (and spouse, *Debbie*), *Carol Greenwald, Ingrid Henriksen, Louise Hutchings, Shaz Kabng, Carol Kelly, Adelle Kirk, Kelly Nemer, Jason Oliviera, Keith Richmond, Catherine Shin* and *Gabe Turner*. Next semester's group includes *David Bassuk* (and spouse, *Sandra*), *Michelle Fong, Ashish Jbalani, Brian Lin, Kathy Meade*, and *Robin Rosen*.

The enthusiasm to volunteer already exists within KSA. By communicating the flexibility of the JA program, volunteer participation occurs easily.

KSAers and Friends Participate in the Promina Corporate Challenge in Atlanta



- 1) Greg Dugger
- 2) Pete Cleaveland
- 3) John Champion
- 4) Leigh Pittman
- 5) Tom Bokowy
- 6) Sharon Chancey
- 7) Eddie Cannon
- 8) Phil McWard (non-KSA)
- 9) Vish Ganapathy
- 10) Beth Roseberry (non-KSA)
- 11) Alan Robinson
- 12) Scott DiCristini
- 13) Mike Standish
- 14) Brad Whicker
- 15) Nancy Standish
- 16) Kimberly Zink
- 17) Penelope Malone
- 18) Wendi Farris
- 19) Dan Stoneger
- 20) Libby Morgan
- 21) Mona Clifton
- 22) Brad Humphries
- 23) Leanne Smullen
- 24) Gigi Tindle
- 25) Melissa McPhail
- 26) Nicole Jones
- 27) Sharon Anderson



Not pictured:
 Laura Collins Legg
 Stephanie O'Neal
 John Lyons

Atlanta 1997 Golf Tournament — The Burkhalter Cup

by Mabesh Lad and Mark Chandler

On a crisp fall morning, the golfing ranks within KSA Atlanta gathered at the Stone Mountain Resort and battled for the inaugural Burkhalter Cup, the prize in the 1997 Atlanta KSA golf tournament. A new tradition, the cup was established to honor *Don Burkhalter*, to be awarded to the winning team.

As a recent retiree with 35+ years of service, Don's friends wanted to honor him by not only naming the trophy for him, but by joining him in "one more round." And, on September 27, the golfers came, they played, and the golf course withstood their "extreme" golf abilities. The tournament was hard fought, as is the competitive nature of KSAers and the good shots, bad shots and the swing analyses were shared in a post round get-together.

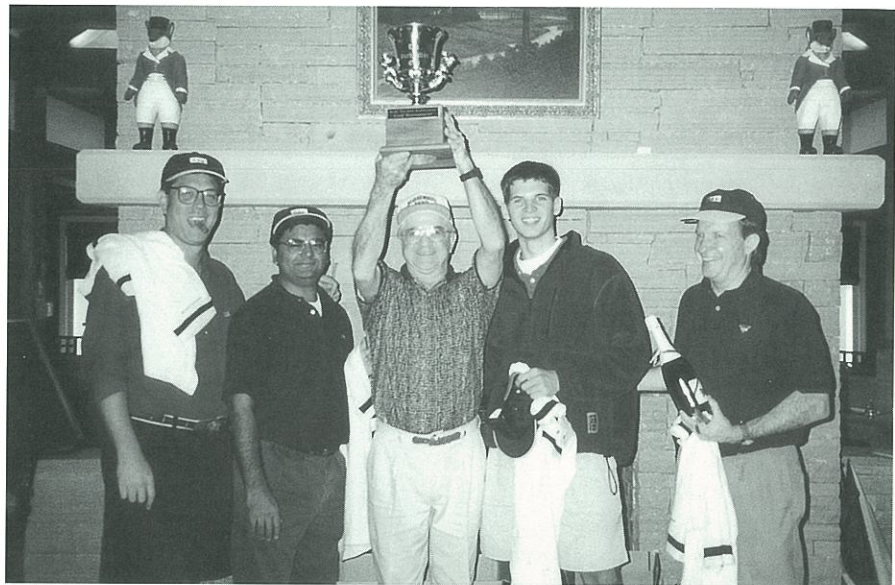
Tasks of organizing, scheduling and most importantly, obtaining the prizes were successfully executed by *Mark Chandler*, *Bob Smith*, and *Mabesh Lad*. No need to explain the difficulty in trying to schedule 6+ hours of free time for over 40 consultants. (If you think it was easy, we're looking for volunteers for the '98 tournament.)

A total of 36 golfers were grouped into nine foursomes and played a "best-ball" format, which ensured every member contributed to his/her team's success (or lack thereof). Prizes were given to the top three teams for the longest drive, the longest putt and, of course, the much anticipated closest-to-pin on a 3 par. As a reflection of how evenly matched the teams were, *three teams tied for first place* with a score of seven-under-par (-7) and two more teams were one stroke back at six-under (-6). A scorecard playoff was used to determine the winners.

First Place, and the Burkhalter Cup, went to the team of *Bill Cobb*, Bill's son, *James Cobb*, *Mabesh Lad*, and *Dean Sivara*. It was Dean's first official event as a KSAer—what a way to start! Second Place was awarded to the team of *Dave Cole*, *Allen Glenn*, *Chris Merritt*, and Dave's son-in-law *Alan Williams*. Third place went to the team of *John Champion*, *Brandon McGabee*, Brandon's fiancé *Kerry Pickett*, and *Beth Soutber's* husband, *Dennis Fish*.

The longest putt prize was captured by *Kerry Pickett*, for her birdie putt. The longest drive, a 375-yard blast (almost), was won by *Mark Chandler*.

The closest to the pin prize, our honoree—Mr. Don "one-time" Burkhalter easily took the award by acing—yes, a 'hole-in-one'—the 150 yard, 8th hole. Asked for a comment about his feat, the shocked Don simply said, "It just kept rolling, until it went in." It was his first ace. Rumor has it that Don used a putter off the tee. What a day, being



Dean Sivara, Mahesh Lad, Don Burkhalter (holding trophy over head), James Cobb, and Bill Cobb.

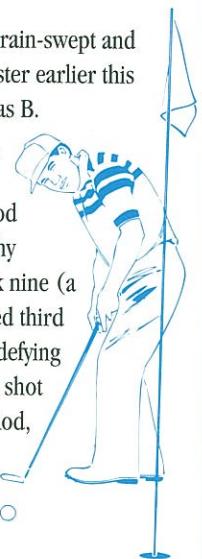
surprised with the introduction of a trophy bearing his name *and* getting a hole-in-one!

But let's not leave out the last place team of *Barry Moore*, *Michael Sims*, *Rich Byron*, and *Don Burkhalter*. Each received "The Idiot's Guide to Golf," a book that is probably appropriate for anybody that takes up this absurd game. We're not sure how a team that scored a hole-in-one could finish last, but that's golf.

The Burkhalter Cup can be seen at its new home in the Emerald room on the 9th floor of the Atlanta Office (minus the champagne).

KSA UK Golf Tournament

The KSA UK Golf Tournament was held on a rain-swept and windy golf course in Davyhulme, north Manchester earlier this month. Nine players battled for the 1997 Douglas B. Hardie Memorial Gold Trophy. The best scores, using the traditional full handicap Stableford system, were recorded by John Beddows and Rod Gunson with 35 points each. John won the trophy through having had the better score on the back nine (a golf scoring eccentricity). Steve Webb was placed third with 31 points and also won a special prize for defying the wind and being nearest the hole with his tee shot on the 17th. Other special prizes were won by Rod, for the best gross score on the three most difficult holes, and by Fergus Nolan for taking the most scenic route round the course!



25 Year Anniversaries

Gordon McCabe Ryland

Mac joined KSA June 1, 1972, and began a consulting career that has touched many of KSA's industry segments, consulting services and important global clients from the Far East, across and up and down the Americas, and through many of the countries of Western Europe. Mac came to KSA with a Bachelor's degree in Textile Engineering from the Georgia Institute of Technology, a year or so of textile industry experience with Eastman Chemical Products, and three years of leadership experience as an officer in the U.S. Army.

Over the past 25 years, Mac has leveraged his education, industry knowledge, consulting experience and leadership skills to advance in KSA through the ranks of consultant to promotion to Principal in 1978. He next led KSA's strategy practice in the Southeast 1979 to 1986. In 1986, he became Director of KSA's Interior Furnishings practice. In this role, he has become a thought leader for the Interior Furnishings industry segment. His clients often seek his counsel as they attempt to resolve pressing



Mac Ryland

manufacturing, logistics and information technology problems and improvement opportunities, or venture forward with new business or product market strategies or mergers, acquisitions or divestitures. We

look forward to his future contributions as KSA's role in this industry segment continues to grow and expand.

While Mac has spent 25 years working hard for KSA and clients, he is not "all work and no play." Mac has been seen on the back of a camel riding off into the desert at the pyramids in Egypt, playing a brilliant hand of bridge, hitting a long softball at a company picnic, bungee jumping off a bridge in New Zealand, and organizing (and winning) "the game," an annual event at the Bobbin Show and other large KSA gatherings.

These are just a few of Mac's free time activities. Mac is not a "dull boy."

Mac's growing interest in golf led KSA to present Mac with a professional set of clubs to replace his "Kmart specials." (He needed better clubs to properly represent KSA at industry and client golf outings.)

Mac, his two sons, *William* and *Fitzbugh*, and his bride-to-be, *Judy Raque*, live in Atlanta. Mac and Judy announced a spring 1998 wedding date at his 25th anniversary celebration gathering of colleagues at *Fernando* and *Carol Silva's* home in August.

Steven Riepenhoff

In early November, Steve's 25th KSA anniversary was celebrated with a dinner held at the Harvest Moon Restaurant in Ringoes, New Jersey. A grand celebration was had by all! (Actually, the celebration was held closer to Steve's first anniversary of his 25th anniversary, but after 25 years, who's counting, or can even remember?)

Seated at the honoree's table, in addition to Steve and his wife, *Kathy*, were *John Champion*, *Butch Price*, *Bill Cobb*, *Bill* and *Ruth Williams*, and in absentia, *Tony DeMaria* (whose flight was cancelled due to bad weather). Unfortunately, the restaurant offered no Senior Citizen discount to this table! Also in attendance were many other KSAers from the Princeton office who have worked with Steve over the years.

For his anniversary present, Steve received a new set of golf clubs. These clubs are so fine that they have already shaved three strokes off Steve's handicap. (Oops, you weren't supposed to find out that Steve's been using these clubs all fall!)

Question:

How much would golf clubs cost that would reduce Steve's handicap even further?

Answer:

- a) You don't want to know.
- b) More money than KSA has.
- c) Cannot answer this question.
- d) All the above.



Steve and Kathy Riepenhoff

from three continents and over 25 unique KSA project or office locations! The logistics expertise required to complete this card is just one small example of the skills that Steve has instilled within the Logistics FST over the years.

Steve joined KSA out of college and spent his first six years relocating within the Operations practice. In the late '70s, Steve transferred into the Physical Distribution group as one of its six consultants. Since then, Steve has played a large role in leading the Logistics practice as it has grown to over 100 staff today!

Most of the accomplishments of Steve's career have become trademarks for all of KSA. This includes his pursuit of target clients; his diligence in recruiting, developing, and retaining outstanding consultants; and his dedication to setting and maintaining high standards of excellence and quality. These traits have been of immeasurable value to both KSA and clients for over 25 years!

Steve and Kathy are the parents of *Matthew*, 16, and *Courtney*, 13.

The Stone of Bethanycont'd from page 5

contest. With great rejoicing, plans were made to complete the union of the Stone with Galen. The Council was joyous.

"You are now ready to know the true secret of the Stone," said the Wizards. "The magic of the Stone is drawn from the minds and hearts of the people. As your commitment grows, so grows the Stone's magic. The union of the Stones with those of Galen will greatly strengthen its magic – even to the point that a chip of the Stone has its own magic and multiplies the magic of the Stone. The new Stone is called the Stone of Phil, or a PhilStone, and its power is everlasting. This is the cause of the second contest."

But some were still perplexed, "Why is this great magical Stone called a PhilStone?"

The Wizards smiled. "The PhilStone is named for a great humanitarian, a king named Phil, and his queen. They devoted their lives and their magic to the betterment of their less fortunate subjects. Upon their deaths, a great Stone was placed on their resting-place. It was discovered that this

Stone possessed great magical powers to help the people, and by chipping pieces of the Stone, new Stones of equal or greater power grew. The chips from the Stone of Bethany possess such magic, and are, therefore, Phil-Stones.

As he told the story, the lady Millard appeared and declared, "If the Stone's power is from the king AND queen, her name should also be remembered!"

The Wizards were humbled. "You are right—and politically correct."

"What was the name of the Queen?," she asked.

"Her name was Queen Thropy," replied the Wizards, "and from this day forward the magic Stone shall be known as the Stone of Phil and Thropy!" (*Get it?*).

With its possession of a Stone of Phil and Thropy, the village of Bethany can now go forward to continue the magic for the people of Wyandotte County.

Neil Banwell Receives Award

The Institute of Logistics (IOL) is the premier professional body within the UK in the area of logistics. It manages a number of initiatives aimed at boosting the profile of logistics within the UK. These take the form of national and regional conferences, visits, exhibitions and educational qualifications. The Institute also holds an annual awards

ceremony to recognize the achievement of companies and individuals in a wide range of categories.

One such award is made to "Young Managers showing Excellence in Logistics." This award is given in each of the sixteen regions, with the winners then going forward to the national competition.

Neil Banwell, who is based in the Manchester office, and who has been with KSA for 2½ years, was the proud recipient of the award for the North West Region.

The standing of KSA within the logistics industry was boosted by his receipt of this award, and is a recognition of the hard work put in by the members of the logistics group in the UK in establishing a viable practice.



Neil, left, receiving his award.

Milestones

Congratulations to:

Gina and Brad Humphries on the birth of a daughter, *Rowan Marie*, July 19.

Jane Markwardt and Keith Griesinger, married October 11.

Tracy and Michael Fulmer on the birth of a son, *Michael Hagan*, November 11.

Gary and Margaret Catherman on the birth of a daughter, *Caroline Elizabeth*, born December 16.

Steve and Janet Szilagyi on the birth of a son, *Benjamin Goetz*, January 2.

Jeannette Brady and Jonathan Ryder Townsend, married January 2.

Keith Richmond, one of our multi-talented AAs, who had one of his clothing designs appear in the December issue of *Esquire Magazine*. The actress *Vivica Fox* was the model and Keith was on-site for the photo shoot, which resulted in a multi-page layout.

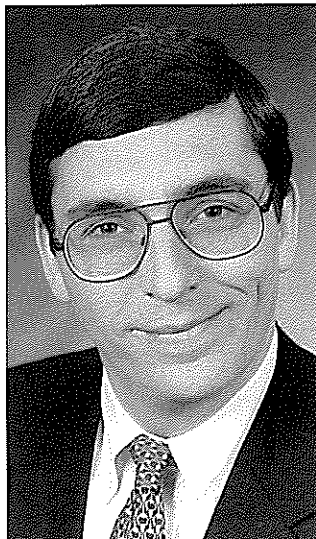
New Principals

Thomas E. Agan

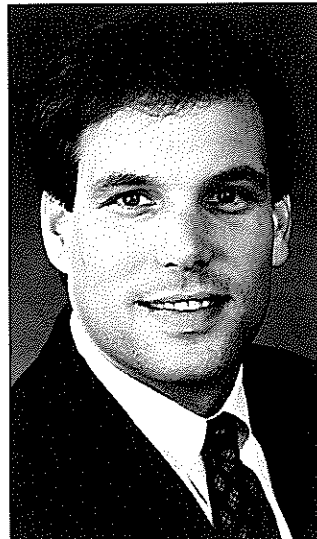
Tom has a BS degree from Iowa State University in Natural Resource Management. After several years of work, he went back to school and received his MBA from Harvard. He worked for Consulting Services Incorporated as a senior manager, primarily in re-engineering projects with Cross Creek Apparel, Coca Cola, and the State of Georgia. Before that, Tom was a vice president of Planning at Bibb Manufacturing. He was also a consultant with Andersen before getting his MBA.

Tom has had a major role in four projects with KSA, plus several other smaller ones. He first was assigned as the "on-site" project manager in the first phase of the Pfaltzgraff business process re-engineering effort, assisting *Sbaz Kabng*. The work was very successful and moved on to an implementation phase, but by that time, Tom was needed to help finalize the sale and manage the re-engineering effort at WH Smith. Tom led a team of three KSA consultants and several client personnel. He then teamed up with *Jerry Black* to sell and, subsequently manage, the development of a market and sales strategy project for ToTo, a Japanese manufacturer of high tech bath products (and many other products). Tom's current client is Sainsbury (UK-based) where a new retail concept for worldwide deployment has been developed and appropriate retail strategies are being addressed. Tom's versatility is clear from the above: two retailers and two manufacturers, two re-engineering processes, two marketing strategy/planning efforts, two U.S. projects, and two international projects. In addition, Tom was one of the key contributors in formalizing our BPR Methodology.

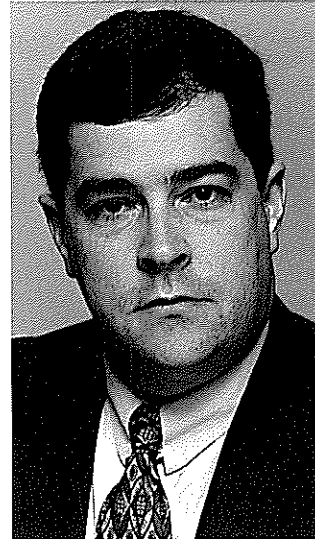
Tom and his wife, *Lisa*, live in Norcross, Georgia. Lisa is a music instructor (cello) and they both enjoy hiking and music. Additionally, Tom has had several interesting life experiences including a tour with VISTA (Volunteers in Service to America) and being our resident Outward Bound certified instructor.



Agan



Catherman



Echeverry



Horst

Gary L. Catherman

Gary joined KSA with BS and MSIM degrees from Georgia Tech and the University of Georgia, respectively. Initially, he worked in numerous strategy projects with concentration in marketing and business strategy. Gary joined our Corporate Finance practice from its inception and led many successful engagements such as Hartwell, Cutler and Gitano.

Gary is a Director in KSA's Corporate Finance practice where he focuses on sell-side, buy-side, and due-diligence engagements for a wide range of middle-market consumer product suppliers and retailers. His corporate finance experience entails advising clients and executing transactions involving business valuations, strategic mergers/acquisitions, divestitures, recapitalizations, management buyouts, and leveraged transactions.

Gary and his wife, *Margaret*, have a newborn daughter, *Caroline*. They are looking forward to finishing the remodeling of their new home. Gary's calm and cheerful approach to everything he does will surely get him through these "transactions" successfully.

Juan F. Echeverry

Juan came to KSA via Georgia Tech, where he received a Master of Science in Manufacturing Systems. Prior to his studies at Georgia Tech, Juan obtained both a Bachelors in Mechanical Engineering from Universidad de Los Andes, and an MBA from the ICESI-EAFIT Management Program in Colombia.

Juan came with industry experience, much of which he gained in working at Carton de Colombia, a division of Smurfit International.

Juan's experience includes implementation projects in retailing, leather products and apparel in general, throughout North America, the Caribbean and Latin America. Juan has been instrumental in the increased effectiveness of our Operations practice throughout the

Americas, and has directly contributed to the professional development of most KSA Americas consultants. His current responsibilities include relocating staff director for the Performance Enhancement FST, including North America and KSA Americas consultants. Juan has overviewed the start-up and development of more than ten manufacturing facilities for VF Intimates, in Northern Mexico, over the last four years and he still finds the time to implement and overview the start-up and development of the Echeverry family in Coral Gables, Florida.

Ana Maria and Juan have two Echeverritos, *Fernando* and *Catalina*, who keep them going at all times.

John D. Horst

Jack joined KSA after serving in logistics-related positions in the US Navy and at Baxter Healthcare. Jack served as a Supply Corps Officer in Schenectady, New York and as a Manager with the Hospital Supply division of Baxter overseeing inventory management and customer service operations. Jack graduated from the College of William and Mary and received his MBA from the State University of New York at Albany.

Jack has worked extensively in all areas of the Logistics practice managing projects in productivity improvement, facility planning, logistics strategy, and facility implementation. These projects have been conducted for target clients such as Bloomingdale's, Stride Rite, and Tiffany & Co. Jack is also a MOC Level II certified instructor and organizes the Logistics KSAdvisor program for new consultants.

Jack and his wife, *Marcia*, reside in Hillsborough, New Jersey with their three children *Duncan*, *Kyle* and *Tanner*. Jack is active in the Princeton-area Junior Achievement program and, during his spare time, enjoys golf, his family, and various home improvement projects.

Raj B. Kumar

Raj joined KSA upon his graduation from the University of Wisconsin with a B.S.I.E. degree. He spent his early years with KSA as a relocating consultant in Logistics and now works out of the Princeton office.

As a relocating consultant, Raj lived in various cities including New York City, Memphis, Cincinnati, Denver, and Sidney, Nebraska. More recently, Raj has worked on projects in all of the major service areas for Logistics including facility planning and implementation, productivity improvement, and logistics strategy. He has performed this work with target clients such as Wolverine World Wide, Blockbuster Entertainment, and Bloomingdale's. Raj has achieved MOC Level II certification and has taught MOC courses to both clients and KSAers. Raj has also been active in leading Logistics training classes and serving as a campus executive at several schools.

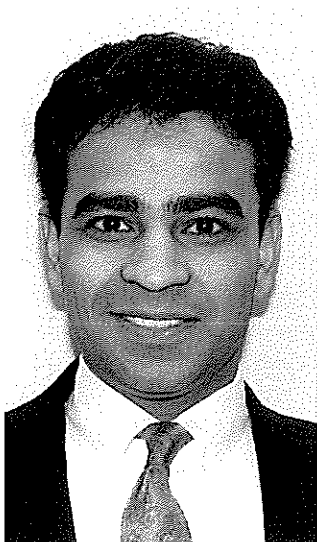
Raj, his wife *Margaret*, and their daughter, *Mary*, live in Newtown, Pennsylvania. In his spare time, Raj enjoys most sports activities (including being an avid Packer fan) and is an accomplished home improvement craftsman.

William H. Mullan

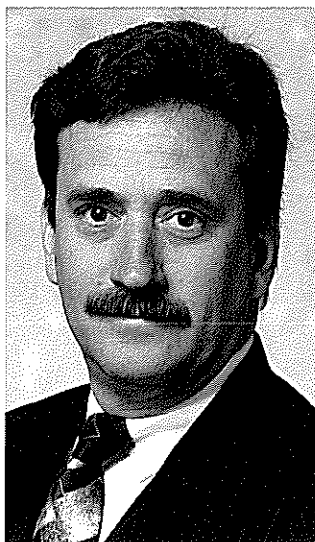
Bill received his BS in Electrical Engineering from Point Park College and his MBA from Lynchburg College. He came to us with several years of experience in the IT field. Before KSA, he was Director of Technology for Dun & Bradstreet Healthcare Information and, prior to that, had his own consulting firm for ten years. Bill joined us in our Princeton office and then agreed to relocate and head an HSD IT office in LA as a part of our overall IT development thrust.

Since joining KSA, Bill has worked on the upgrade of Louis Hornick's telecommunications area and was a member of the team suc-

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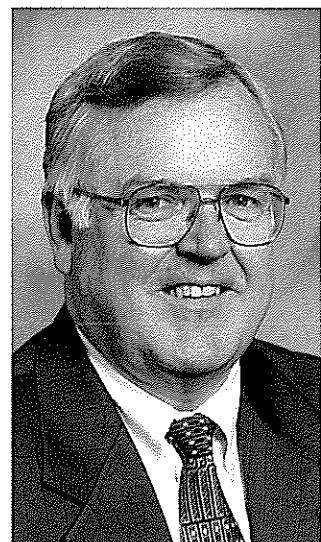
Kumar



Mullan



Payne



Ross

New Principals (cont'd)

cessfully selling a \$50K add-on; became part of the IT team at the University of Kentucky and played a critical role in their first large IT project bringing his expertise to bear in the areas of network, subcontractor contacts, and project leadership; and at Delta Dental/PMI where he took the lead in managing this large client relationship and in selling a total of over \$2M with the potential for an additional \$4.5 – \$5.0M in add-on work. Bill is well thought of and liked by both his colleagues and clients. He is highly regarded for his technical excellence by all.

Bill owns a home in Huntington Beach, California so that he can be near the ocean. He is an active sailor and looks forward to winning Pacific races to go with his Atlantic successes.

O. Bradley Payne

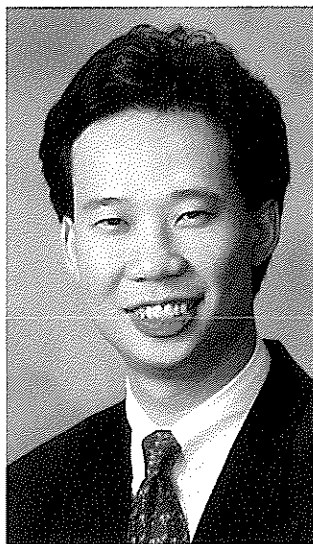
Brad is a graduate of Wake Forest University and has an MBA from the University of North Carolina. Prior to joining KSA, Brad was a senior member of the southeast Corporate Finance practice of Ernst & Young. Previous experience includes leading positions at General Electric Capital and First Union Bank.

Brad is a Director in KSA's Corporate Finance practice where he manages transactions involving divestitures, acquisitions, management buyouts, and private placements of long-term capital, asset-based financing and leasing. Brad has been particularly successful in concluding complex and difficult transactions for clients such as Dominion Textile, Sun Sportswear and others.

Elizabeth, Brad and their two daughters, *Emily* and *Melissa*, live in Atlanta where they are enjoying their newly remodeled home and keeping busy with the girls' activities. Brad is an avid and knowledgeable Atlantic Coast Conference (American college basketball) fan and enjoys working on his vintage Porsche.



Way



Yoon

M. Edward Ross

Ed joined KSA after a 20+ year career with IBM in the Pacific Northwest. His IBM experience covered the full range of IBM's technical products from large mainframes to PCs. More significantly, he came to KSA with an extensive background in managing large, complex information technology projects. That background has been of major help in our IT implementation practice, i.e., in developing improved methodologies, in training staff consultants, in managing large scale projects and in business development.

In the beginning of his KSA career, Ed spent most of his time as a key part of our team at Levi Strauss & Co. in San Francisco. For part of the time, Ed managed a 70-person team comprised of KSAers, clients and offshore developers. They developed a new order management system for LS&Co., made major contributions to the LS&Co. Retail Replenishment project, and managed a successful Year 2000 project. He has recently been involved in systems projects at PMI/Delta Dental and at Microsoft.

Ed and his wife, *Pat*, make their home in Seattle, Washington where they enjoy cruising the Puget Sound area in their motor yacht.

C. Douglas Way

Doug hails from the lone star state, where he grew up in the city of Dallas. He originally came to Georgia to attend Georgia Tech, where he earned both a Bachelor's degree and a Master of Science degree in Industrial Engineering.

Since joining KSA, Doug has worked primarily in the systems area, designing, selecting, developing and implementing business systems in both manufacturing and, more recently, direct marketing environments. His functional areas of expertise include forecasting and inventory management, order processing and customer service, manufacturing resource planning, distribution management systems, and electronic commerce. Doug shifted into the Direct Marketing Client Service Team where he quickly learned the ins and outs of catalogers and their business and systems needs. He is currently leading a major systems replacement project for DM Management (Nicole Summers, J. Jill catalogs) and a business process reengineering project for Time/Warner. Doug is also a member of both the Information Technology Council of the Direct Marketing Association and the VICS Direct to Consumer Committee. His other major clients include Fruit of the Loom, Propper International, Robinson Manufacturing Company, Thomaston Mills, Spiegel, and Norm Thompson. Doug is the proud recipient of two Gold Circle and one Silver Circle Quality of Service Awards.

Doug, *Leslie* and their two children, *Kelsey* and *Kendall*, reside in Alpharetta, Georgia, where they are currently building a new home. Doug is an avid college football fan, watching (to Leslie's chagrin) every bowl game he can during the holidays. He dabbles in photography when traveling for personal reasons. Doug also enjoys working out and trying to keep physically fit, and has been known to play an occasional game of golf.

Wai Leong Yoon

Prior to joining KSA, Wai Leong had an extremely successful career both as a consultant (Coopers & Lybrand) and in industry (Motorola). While at C&L, Wai Leong led a committee of leading Hong Kong retailers and global consumer products companies, i.e., Coca Cola, Procter & Gamble, and Johnson & Johnson, that initiated a multi-industry project to launch pilot projects on Supply Chain Management. This project resulted in the publication of Hong Kong's SCM road map, the Asia version of the ECR "Black Book" which Wai Leong authored.

Using KSA's Hong Kong office as a base, Wai Leong has greatly enhanced both our ECR and Supply Chain Management practices in Asia. He has developed important client relationships and a loyal following while working in a host of strategically important Asia projects for clients such as Levi Asia, Pac Rim, the Hong Kong Number Article Association and Ometraco. More recently, Wai Leong has taken the lead in expanding our service offerings in the region and generated KSA's first ECR projects in East Asia. In addition to his extensive ECR knowledge, Wai Leong has a wide breadth of functional experience including sourcing strategy and management, manufacturing operations, and logistics management. His extensive experience makes him one of KSA's foremost authorities on China and the critical issues that are unique to clients operating in any of the regions within East Asia.

In spite of his hectic schedule, Wai Leong makes the time to return to see his family in Malaysia, occasionally gets in a round of golf, and is an enthusiastic host to visitors to Asia.

New Managers

Michael Barnes

Michael joined KSA after careers as star defensive back for the University of Georgia's Bulldogs and Director of MIS at food distributor Zartic. Since joining KSA, Michael has spent most of his time on L.L. Bean's DCMS® installation and enhancement and on supporting its DC operations. His "can-do" attitude has helped him do such a great job that he is viewed by Bean's MIS group as "their" key resource (much to our chagrin—he will be sporting a Bean beeper during the 1997 peak season in spite of our vigorous protests). Michael is presently transitioning his role at Bean to others on the Logistics Systems staff and gearing up for a key role in delivering the DCMS® software required to support Nike's reconfiguration of its Memphis apparel operations. When he is not consulting, Michael's second career is house building. He has built four houses; he, his wife, *Jerre*, and their two children have just settled into his latest Cobb County, Georgia creation.

Renee Bryant

Renee has been with KSA for 3 years and has worked for several clients. She led a team of people on the Jones of New York project and helped out with the Kroger project before going to her current assignment. Renee is managing a team of programmers in the development of interfaces between DCMS® and the client's business system. She has over nine years of experience as an Information Technology professional working with mid-range and client/server technology.

In her spare time, she likes to cycle, scuba dive, and snow ski (one plus for being in the Northeast in the winter).

Sharon began her career with KSA as the Logistics group's first summer intern. After completing her Masters degree in Industrial Engineering at Georgia Tech, where she also earned her Bachelor's degree, Sharon began staffing projects delivering every service type offered by the Logistics group. Notable assignments have included Waldenbooks (Border's Group, Inc.), Stern's, Superclub Music, Forestry Suppliers, Time, Inc., and The Disney Store. At Disney, Sharon has been at the heart of all KSA activity, including design, implementation, systems testing, and start-up (almost!). Sharon and husband, *Rusty*, lead all Atlanta families in total frequent flier mileage over the past year, and enjoy their weekends with their cats at their Virginia-Highlands retreat.

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Sharon Gavron

Sharon began her career with KSA as the Logistics group's first summer intern. After completing her Mas-



Barnes



Bryant



Gavron

New Managers (cont'd)

David Hamaty

As soon as Jerry Black read David Hamaty's resumé, David and his belongings were routed to Japan, and he's been there ever since. David holds an MBA from George Washington University, and has a BS degree from the University of Minnesota in Finance and a minor in Japanese. He studied one year in Tokyo and after college, spent two years working for a Japanese trading company. On a culinary adventure, David can order any dish in fluent Japanese, and actually knows what he's getting before the food arrives.

Originally sent to Japan to assist Jerry in establishing KSA's Tokyo office, David has worked with leading retailers, wholesalers, and manufacturers in the region on ECR projects. He returned to his first retail client to complete a logistics strategy project, and is currently managing an IT architecture assessment that will be used for migration planning.

Prior to KSA, David worked for Anderson Consulting, and assisted Internet MCI with its venture into electronic commerce.

David enjoys working out, scuba diving, playing basketball, "singing" karaoke, and attending festivals in Japan.

Priscilla Jorgensen

Priscilla joined KSA as a summer intern prior to graduation from the University of Southern California. After completing her degree in Industrial Systems Engineering, she joined the Logistics group as a relocating consultant. During her career, she has worked for Fingerhut, Contempo Casuals, Kmart and Dillon. Her consulting expertise

includes all facets of facility planning, design, implementation, and start-up. Priscilla has just recently settled in the Los Angeles office, and in her spare time she enjoys almost any outdoor activity including camping, backpacking, and skiing.

Mohan Komanduri

Mohan is currently working in KSA's Tokyo office. Prior to moving to Japan, Mohan spent several years as a relocating Logistics consultant working on performance improvement, design, and strategy projects. During that time, he lived in Washington, D.C., Nashville, Princeton, Memphis, West Virginia, and Atlanta. He has worked for clients such as Nike, Williams-Sonoma, The National Geographic Society, Timberland and Norm Thompson. Mohan graduated from Northwestern University with a B.S.I.E. degree. Mohan's diverse interests include playing tennis, violin performance, and absorbing Japanese culture.

Mary Mehrer

Mary Mehrer joined KSA in 1995. Currently she is working on a system for managing trade promotions at Hunt Wesson. Mary spent a year with Levi Strauss & Co. playing a significant role in the order lifestyle testing effort as well as the Retail Replenishment application. Prior to joining KSA, Mary worked for major San Francisco companies, including Apple Computer, Bank of America, Charles Schwab, and Chevron. Her career in Information Technology began in the technical areas of application development, systems implementation, package evaluations and rollout, and technical training writing. Today,

Mary spends more of her time in functional IT roles, including application implementation and project management.

Mary devotes her spare time to performing with an Improv group, enjoying San Francisco's coffee houses and "cultural" scenes, and hiking through the hilly terrain of the Bay Area. She grew up in Arizona, came to the Bay Area for college and has been a Bay enthusiast ever since.

Steve Paulus

Steve joined the FST strategy group of Hamilton-HMC as a manager in June 1997, coming from the University of Michigan Health System. Prior to that, Steve was with KPMG Peat Marwick. Steve, Gail, and their two children reside in North Fulton County, Georgia. His activities include tennis, skiing and quality family time.

Randy Unger

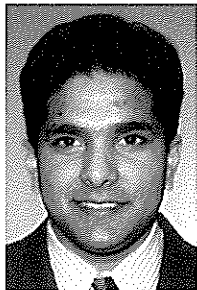
Prior to joining KSA Logistics group, Randy spent five years in the Navy as a Nuclear Engineer and Surface Warfare Officer. He received his B.S. in Mechanical Engineering from the U.S. Naval Academy. Randy has worked on several strategy, design, and productivity improvement projects for clients such as Stride Rite, Warnaco, Samsonite, Wolverine World Wide, and UniFirst Corporation. He is currently living in Owensboro, Kentucky working on the implementation and start-up of UniFirst's new 290,000 square foot distribution center. After working hours, Randy is normally attempting to play golf, football, or attending any available sporting event.



Hamaty



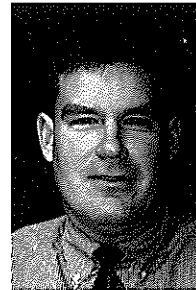
Jorgensen



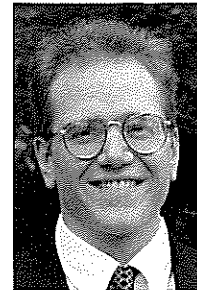
Komanduri



Mehrer



Paulus



Unger