

The Observer

April 1998

A publication by and for the employees of Kurt Salmon Associates

It's a Mouthful:

A Multi-Year, Multi-Million Dollar Project to Reconfigure Delta Dental's/PMI's Information Technology Systems

by Bill Mullan

Delta Dental of California is the largest dental insurer in California. It's a \$1 billion company that includes Dental Maintenance Options (DMO), Preferred Provider Options (PPO), and Fee For Service (FFS) insurance plans. KSA is working primarily with Delta's wholly owned subsidiary, DMO

(known as PMI—Private Medical-Care, Inc.). This Cerritos, California-based organization has undertaken an information technology project that covers the full system development life cycle from IS strategy to system design and construction, followed by implementation of systems for virtually all segments of PMI's business.

Our first project with Delta Dental/PMI in 1995 teamed CPD's Advanced Technology Group with HSD's Information Technology Group on the Business Process System (BPS) Study. This was an architecture strategy for both PMI and Delta Dental of California. We followed this with a strategy assessment of PMI's business systems, known as the Capitalization Processing System (CPS) Study. PMI, as a DMO, provides a capitated (participants pay a set amount per visit) insurance plan as part of the overall Delta product line, and markets in eight states directly and through its Delta Dental Insurance Corporation in eleven other states.

During the development of the CPS plan, HSD team members changed and *Barry Moore* stepped in to assist *Ross Hooper* and me in the homestretch of the development of the CPS Plan. When complete, the plan called for the replacement of every business system within PMI, including General Accounting. In August, 1997, the KSA team landed the multi-year, multi-million dollar project to implement the CPS Plan.

Originally scoped as a focused strategic IS study, CPS grew to be a much more far-reaching strategic information systems plan to enable PMI to meet business goals with new systems that will replace outdated and under-powered systems. To accomplish this goal, KSA teams will lead

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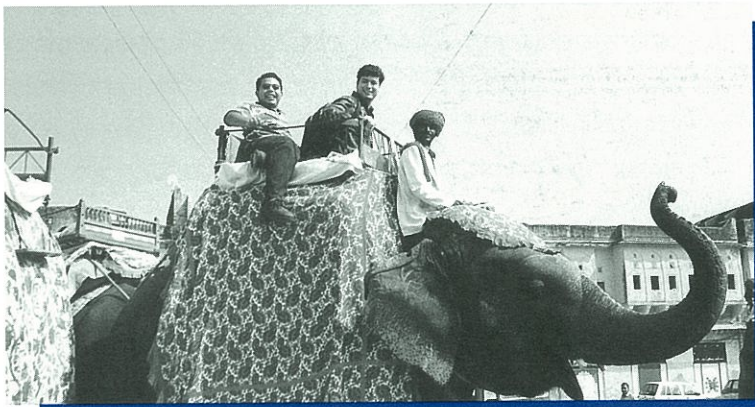
KSA Americas Goes to India

*by Ricardo Villeda
and Antonio Perez-Bennett*

On many occasions, we tried to sit and write some kind of journal about our experience in India. Most of these attempts were left unfinished, for when we were really get-

ting into the story, our overall mood would change and we would feel that what we were writing didn't really reflect the way we felt about India. We have been wondering what to do about this since we wanted to have

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Ricardo and Antonio enjoy a ride on an Elephant in Jaipur.

From the Chairman

KSA Worldwide—Past, Present and Future

by Dave Cole

(Excerpts from a speech given at the 1998 Global Principals' Conference)

In my view, we currently are the strongest in our history as a firm—strongest in people, reputation, market focus and services. As we begin our first global Principals' Meeting, it is clear that KSA's past is impressive, and our future is bright. Some of the major milestones of our past include:

1935 to 1973—KSA was a one-person start-up 63 years ago. In 1973, we were operating in the USA and Europe and the **first non-founder senior management team** took on leadership responsibility. Most consulting firms do not survive that **transition**. That we did is a tribute to many, including our predecessors and the 20 current colleagues who have contributed to KSA for more than 25 years.

1974 to 1983—This was a period of initiatives to offset a decline in the original foundation service—domestic manufacturing. In 1983, we committed to our current core strategy of becoming the market leader in two value chains—**Retail/Consumer Products and Health Care**. We began the transition to third generation leadership and completed ownership transition from the founding generation.

1984 to 1997—**Hamilton Associates merged into KSA**, we expanded into Hong Kong, and opened Miami to serve Latin America. The **IT, Distribution and Distribution Systems practices** gained great momentum. We were on the map in **Retailing**, and provided leadership to the **QR revolution**. We began repositioning in Europe from single-country practices. The two major Regions grew at a similar rate.

In 1993, the **KSA ECR report** established our presence in the Food/Grocery industry. Since then we have:

- Expanded into Japan, and into India with KSA-Technopak;
- Merged HMC into the Health Care Practice, and LKA into the Retail Strategy Practice;
- Invested in Cleversys in France and Waterfield in Boston;
- Begun the Global Enterprise Solution Practice.

Core market and service expansions are too numerous to mention—we have accomplished a great deal in a short period of time.

We closed 1997 at \$93 million in revenues. Our project authorizations were up 32% over 1996.

KSA 1998

We have the strongest market position and reputation in our history. We serve most of the leading firms in our target markets. Our client list is a far cry from 1935, 1983, or even 1993. Most of our clients could benefit from three or four times the amount of consulting services we are currently delivering.

The “comma, comma” project phrase coined a few years ago is now outmoded—many clients now need work in the \$10 – 20M range, and some have needs that \$20 – 50M projects will hardly touch.

The market balance of our top 35 clients worldwide is excellent—30% Retail, 40+% Consumer Products, and 25+% Health Care. Eighty percent are in North America, 20% are in Europe, Asia, and Latin America.

Technology, communication and competition drive the demand for world-class consulting services. Our Retail/Consumer Products clients are part of a global competitive set, requiring resources from our firm's

Six for the Next Sixty

On the occasion of our 60th anniversary we developed a list of six constants that would form a cultural foundation for the next 60 years.

1. **Integrity.** Without integrity, nothing else matters.
2. **Client Interests First.** This embodies many things, including achieving results—making something happen for the client that is positive and lasting. Remember our founder's quote: “The bitterness of poor quality lingers long after the sweetness of low price is forgotten.” We must go the extra mile.
3. **Mutual Support.** Give it to the clients and colleagues with which you work—in your office, group, and worldwide.
4. **Diversity.** We have diversity of thought and we were early leaders by contemporary definitions of diversity with Abbie Jean Quick as a female partner and service group leader in the early 1950s. Our gender diversity in new Principal appointments in 1996/'97 exceeds any other major firm. However, we must increase our racial diversity, and our overall diversity in leadership. We can meet that challenge.
5. **Innovation.** Innovation has been a hallmark of our past success, and is the lifeblood of our future. It is inevitable given our intellectual capital.
6. **Individual Freedom and Latitude.** We are in an increasingly complex and empowered world. We all have the latitude to act in the best interests of the client and firm, and to draw on our colleagues around the world.

global scope. In Health Care, the North American market is equal in size to Retail/Consumer Products and is undergoing unprecedented change, with high demand for service. Overall, the external market fundamentals are in our favor.

However, we are in a new, rapidly consolidating, competitive set. Can we continue to compete effectively? Will we? Continued growth and prosperity require a consistent framework for decision making and a set of core values. We have both.

Mission, Vision, Strategy

Our *mission* is why we exist, our *vision* is where we are heading, and our *strategy* is how we will get there. Our *cultural constants* keep us motivated and cohesive.

Mission—Our primary mission is to enable clients to sustain outstanding performance by delivering innovative, high-value services. Our internal mission is to provide our colleagues with superior rewards and opportunities to develop.

Vision—*The leading global firm producing high-value results for clients in Retail, Consumer Products, Health Care.*

Each word in our crystal clear vision has meaning. **Leading** means the choice of market leaders, preferably the sole source choice. **High-value results** secure our future. **Global** permits us to capitalize on the stunning pace of globalization in the Retail and Consumer Products market.

Strategy—Our *strategy* is to serve the needs of leadership clients with **high-value services, proven methodologies, highly qualified professionals, with client interests first.**

We must lead change to serve leadership clients. We must strengthen our **methodologies**, including our infrastructure. We must field the most **highly qualified professionals** in the profession, and always operate with **clients' interests first.**

Like most powerful things, these statements are simple. Our collective challenge is to breathe life into them daily.

A **winning strategy**, with specific objectives, is a key to success. It has been said, "If you don't know where you are going, any road will take you there." I believe we can

KSA in Top 10 List of Fastest Growing Consulting Firms

KSA was listed as one of the top ten fastest growing major consulting firms during the years 1992 to 1996 in a study, *The Global Management Consulting Marketplace: Key Data, Forecasts & Trends, 1998 Edition*, recently released by Kennedy Research Group.

The growth rate of the 40 largest firms was analyzed—and our 22.3% average annual growth rate placed us in the top 10.

Source: Consultants News, February 1998

take KSA anywhere we choose, provided we stay focused and aggressive.

Looking Ahead

In 1995, the Board endorsed the specific objective of growing from under 300 consultants to over 1,000 by 2004—an objective developed by analyzing our markets, and the service demands of a changing client base. It is the scope and scale we need as a market leader.

We needed a minimum scale of 750 colleagues in the Americas, 180+ in Europe, 100+ in the Asia/India markets—a recruiting and development task to be sure.

We determined our Health Care capabilities and Retail/Consumer Products capabilities in Logistics, Strategy, Operations, etc. had to triple. In IT, it was necessary to grow by a factor of 6X to remain competitive and be on the cutting edge.

We are aggressively pursuing our priorities, primarily through organic growth, supplemented by mergers, equity investments, and joint ventures. Acquisition priorities were set as IT, Europe, Asia and India. The 2004 plan was for a \$150 million firm. Currently, we are ahead of schedule.

Your abilities are so great, we can now move the objective to \$200 million, and do it earlier—by 2003.

Obstacles

There will be obstacles, to be sure, but they can be flattened if we keep our eyes on the goal and stay focused.

Aristotle said, "Excellence is not an act, it is a habit." Make it your habit to deliver exceptional quality work daily. Strive on every project for a quality assurance report stating, "That is the best work I have ever seen."

In the future much will change—services, offices, leadership, clients, but not the market premium for excellence.

The World's Best Consulting Firm

Collectively, excellence will help us achieve our core objective to be recognized as The World's Best Consulting Firm, with the best people, winning clients, and market leadership. Others will fight viciously to be biggest, but we want to be the best. I believe we already qualify.

**Swim with the sharks?
Real men wrestle alligators!
Principals' Conference coverage begins on page 7.**



Our Daily Existence

"I worry that our lives are like soap operas. We can go for months and not tune in to them, then six months later we look in and the same stuff is still going on."

—Jane Wagner, *The Search for Signs of Intelligent Life in the Universe*

KSA Helps Tractor Supply Company Implement SAP Retail

by Dean Sivara

KSA has won an exciting engagement to help a new client, Tractor Supply Company (TSC), implement a new version of SAP software created specifically for the retail marketplace. The project will be one of the first SAP Retail implementations to take place outside Europe.

TSC is a \$500 million retailer that sells hardware, soft goods and yard equipment to farmers in small, rural communities. Headquartered in Nashville, Tennessee, the company has 225 stores in 20 states, along with four distribution centers.

Implementation began February 23, helping TSC implement the following SAP modules: financials, material management, merchandising, distribution, warehousing and sales. The project is scheduled to last 10 months, with fee expectations around \$1 million for KSA and its SAP implementation partner, SCP. The KSA/SCP team defeated some stiff competition in Price Waterhouse, Holland, and Siemens Nixdorf Services. The winning formula entailed combining deep retail knowledge with very experienced SAP resources, along with displaying a tight cultural fit with the client implementation team.

The project team follows:

Client Executive	Dean Sivara
Project Manager	Reiner Beich (SCP)
MM Module Experts	Mike Diebr (SCP) Ronan Cates
SD Module Experts	Don Fecteau (SCP) Mohamed Amer
QA Advisor	Rich Byron (SCP)

As mentioned above this will be one of the first SAP Retail implementations outside Europe, which should position KSA well to become a top SAP Retail implementor.

If Architects had to Work Like SAP Implementors...

Author unknown

Dear Mr. Architect:

Please design and build me a house. I am not quite sure of what I need, so you should use your discretion.

My house should have between two and 45 bedrooms. Just make sure the plans are such that the bedrooms can be easily added or deleted.

When you bring the blueprints to me, I will make the final decision of what I want. Also, bring me the cost breakdowns for each configuration so that I can arbitrarily pick one at a later time.

Keep in mind that the house I ultimately choose must cost less than the one I am currently living in. Make sure, however, that you correct all the deficiencies that exist in my current house (the floor of my kitchen vibrates when I walk across it, and the walls don't have nearly enough insulation in them).

As you design, also keep in mind that I want to keep yearly maintenance costs as low as possible. This should mean the incorporation of extra-cost features like aluminum, vinyl or composite siding. (If you choose not to specify aluminum, be prepared to explain your decision in detail.)

Please take care that modern design practices and the latest materials are used in con-

struction of the house, as I want it to be a showplace for the most up-to-date ideas and methods. Be alerted, however, the kitchen should be designed to accommodate (among other things) my 1952 Gibson refrigerator.

To assure you that you are building the correct house for our entire family, you will need to contact each of my children, and also our in-laws. My mother-in-law will have very strong feelings about how the house should be designed, since she visits us at least once a year. Make sure that you weigh all of these options carefully and come to the right decision. I, however, retain the right to overrule any decision that you make.

Please don't bother me with small details right now. Your job is to develop the overall plans for the house and get the big picture. At this time, for example, it is not appropriate to choose the color of the carpeting. However, keep in mind that my wife likes blue.

Also, do not worry at this time about acquiring the resources to build the house itself. Your first priority is to develop detailed plans and specifications. Once I approve these plans, however, I would expect the house to be under roof within 48 hours.

While you are designing this house specifically for me, keep in mind that sooner or later I will have to sell it to someone else. It therefore should have appeal to a wide variety of potential buyers. Please make sure before you finalize the plans that there is a consensus of the potential home buyers in my area that they like the features of this house.

I advise you to look at the house my neighbor built last year, as we like it a great deal. It has many things that we feel we also need in our new home, particularly the 75-foot swimming pool. With careful engineering, I believe that you can design this into our new house without impacting the construction cost.

Please prepare a complete set of blueprints. It is not necessary at this time to do the real design, since they will be used only for construction bids. Be advised, however, that you will be held accountable for any increase of construction costs as a result of later design changes.

You must be thrilled to be working on an interesting project such as this!

To be able to use the latest techniques and materials, and to be given such freedom in

"When you bring the blueprints to me, I will make the final decision of what I want."

neighbor built last year, as we like it a great deal. It has many things that we feel we also need in our new home, particularly the 75-foot swimming pool. With careful engineering, I believe that you can design this into our new house without impacting the construction cost.

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You must be thrilled to be working on an interesting project such as this!

To be able to use the latest techniques and materials, and to be given such freedom in

your designs is something that can't happen very often. Contact me as soon as possible with your ideas and completed plans.

PS: My wife has just told me that she disagrees with many of the instructions I've given you in this letter. As architect, it is your responsibility to resolve these differences. I have tried in the past and have been unable to accomplish this. If you can't handle this responsibility, I will have to find another architect.

PPS: Perhaps what I need is not a house at all, but a travel trailer. Please advise me as soon as possible if this is the case.

Monkey Business

A man walked into a Silicon Valley pet store looking to buy a monkey. The store owner pointed toward three identical looking monkeys in politically-correct, animal-friendly, natural mini-habitats.

"The one on the left costs \$500," said the store owner.

"Why so much?," asked the customer.

"Because it can program in C," answered the store owner.

The customer inquired about the next monkey and was told, "That one costs \$1500, because it knows Visual C++ and Object-Relational technology."

The startled man then asked about the third monkey and was told, "That one costs \$3000."

"Three thousand dollars!," exclaimed the man. "What can that one do?"

To which the owner replied, "To be honest, I've never seen it do a single thing, but it calls itself a consultant."

Notable Quote

"Solve it. Solve it quickly, solve it right or wrong. If you solve it wrong, it will come back and slap you in the face, and then you can solve it right. Lying dead in the water and doing nothing is a comfortable alternative because it is without risk, but it is an absolutely fatal way to manage a business."

—*Thomas J. Watson, Jr.*

Bavarian Retailer's Growing Pains Eased by KSA

by *Franco Anselmi*

The NKD GmbH is the leading German non-food discount retailer located in romantic Oberfranken in southwest Germany. With about 1,000 retail outlets in Germany—mainly in the south—the company has a turnover of approximately one billion Deutsche Marks per year. NKD has not only expanded within Germany—it bought a company in Austria and opened its first subsidiaries in the Czech Republic.

In spite of a plant extension of the administration and logistics center, the internal organization could not sufficiently follow the quick expansion in many areas. The buying department—formed by a very young team with new systems within the framework of traditional process structures—has an especially long way to go to catch up in conceptual and organizational skills.

NKD means Niedrige Kosten und Kalkulation = Discount (low costs and calculation = discount). The philosophy of the company is to sell textiles that meet the fashionable and qualitative conditions of a broad target group, at low prices. Motto: "Saving is fashionable."

The management consists of five family members (the company founder, his wife, their two daughters, and a foster son). The almost-70-year-old company founder brings chocolates to every meeting, which he, in gentlemanly fashion, offers first to the ladies of the consulting team and then to the males. The proverbial abstinence, for which almost the whole project team within KSA is known, is always sorely tried.

Project Structure

Phase 1: Identification of immediate measures to quickly improve company results.

Phase 2: Determination of future NKD assortment profile with the help of a module concept with detailed depth and length definitions for every outlet group.

Phase 3: Actual analysis and optimization of buying processes and optimization of merchandise management.

Phase 4: Optimization of the existing buying and sales organization structure.

In mid-February, *Michael Kunkel* (Account Executive), *Beate Bade* (Project Leader) and I concluded the second phase of the project, "Reorganization of the NKD buying Department," and are now about to conclude the third phase.

Project Methodology

In the first phase, the KSA project team, in cooperation with the internal, highly-motivated expert team from the company, focused on the following four points:

1. Assortment analysis for the identification of the actual situation with regard to turnover development, inventory turns, gross profit and mark downs.
2. Store result analysis to determine the critical retail outlets with regard to store contribution, productivity of sales areas and sales employees.
3. Detailed analysis of the old stock on hand and determination of reduction measures.
4. All three analysis steps led to establishing benchmarks, which were agreed on with the NKD management and whose realization was accompanied and controlled by the KSA project team.

Methods/Tools

So far, we have used, among others, the following tools:

- Workshops, in which we coordinated our analysis results with the individual expert teams, introduced our measure suggestions, and determined deadlines for the realization.
- External benchmarking with which we determined, together with the NKD management, targets for the company.
- Questionnaire technique, in order to determine the common and definite criteria of successful NKD outlets.
- Quadrant analysis, in order to illustrate assortment weaknesses.

PEG orientation informative *and* entertaining!

By Greg Robinson

Part II of this year's PEG orientation was excellent. (I was afraid it would be a grueling, week-long slide show.) After a week of learning and socializing with my colleagues, I am now certain that KSA was the right choice for employment. I chose KSA mainly because the involvement of senior level management, from my very first interview, indicated that KSA took its new recruits very seriously. However, it is KSA's continuous investment in the professional development of its employees that makes this a great place to grow as a consultant and develop a long-term career. This year's PEG orientation was a clear example of the type of investment the firm puts into its junior staff.

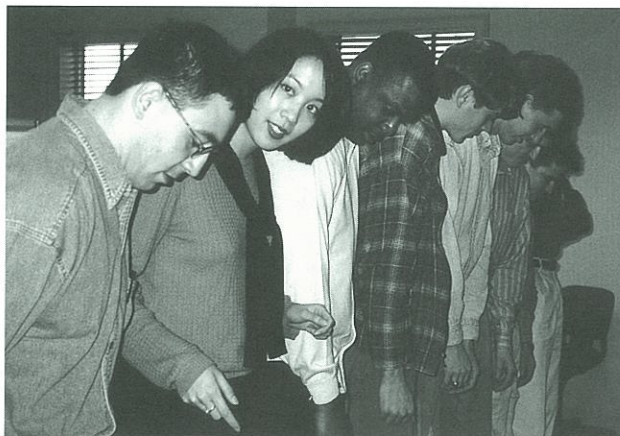
This year's orientation was divided into two components, an IT Strategy and a Business Strategy case study. These case studies were very well prepared and designed to provide the kind of practical knowledge that could be put to use immediately at a client site. The presenters and coaches were excellent and shared the kind of acumen that I am certain will prove invaluable to me throughout my career. Learning to use simulators to enhance a presentation and effective brainstorming techniques are examples of the many insights that made this orientation worthwhile. I also thought it was a nice touch to reorganize the project teams halfway through the week, in order to facilitate meeting new people and exchanging ideas and experiences

with colleagues that I might not otherwise have met.

Perhaps the most outstanding aspect of the orientation was the mock-interviewing component of the case studies. It was the earnest participation and thoughtful feedback of some of our top management that made this so valuable. However, it was not the years of experience they shared that I found so rewarding (although it was), but rather the feeling that they had just as much, if not more, fun as we did sharing it. It is this type of family atmosphere and commitment to its



Balancing's not the hard part! Just ask any of these PEG consultants who had to figure out how to keep from breaking the raw eggs that were placed under each end of the see-saw. (L to R) Han Nguyen, Manish Sampat, Marcos Corminas, Joe Guith, David Bassuk, Scott Spring, Andy Moose.



Another balancing act. (L to R) Giovanni Bencomo, Ting Chang, Greg Robinson, Troy Conover, Ben Strupp, Ryan Humphreys, Jesus Baltazar, David Bassuk.

junior employees that distinguishes KSA from its competition and confirms my choice of KSA as the perfect place to pursue a career in consulting.

Delta Dental

cont'd from page 1

PMI through the implementation of a general accounting system, enterprise-wide process redesign, the development of an enterprise data architecture, infrastructure enhancements, and the development of a set of client-server applications. In addition to the many projects that comprise CPS, KSA also has an on-site team addressing Year 2000 issues that cannot be solved by CPS in time for the new millennium.

So far, the KSA team has included over 16 consultants from both HSD and CPD, plus contractor and offshore resources. Due to space limitations at PMI, the Process Redesign and Data Architecture team (approximately eight consultants) is ensconced in a Sheraton conference room across the street from PMI, linked into PMI's network by a frame relay circuit. Working under the leadership of Bill Mullan, the KSA teams have become familiar faces to virtually everyone in PMI.

HSD Team Members

Barry Moore—Account Executive
Bill Mullan—Project Director
Ross Hooper—PM for General Accounting Selection and Implementation (GASI)
Don Briones—PRDA
Marilyn Wilson—GASI
Paul Backalenick—GASI
Nancy Stetson—PRDA

CPD Team Members

Al Bolet—Y2K
Ed Ross—Y2K
Doug Nagel—PM for Process Redesign and Data Architecture (PRDA)
Suber Corley—PM for Year 2000 Project
Jan Smith—Y2K
Mike Casey—Y2K, Testing Tools selection

Dave Yox—Data Architect lead, PRDA

Diana Mejia—PRDA

Mary Mebrer—Y2K

In addition, approximately 15 programmers from Infosys are involved in the Year 2000 remediation, and eight contractors are involved in either Year 2000 or the PRDA project.

Current Projects

Our current projects cover the gamut from strategic process redesign to systems implementation:

- Initially, we were authorized to develop a business process redesign for all production departments—eligibility, underwriting, billing, etc.—and create the data architecture to support it.
- We are engaged in selection processes for a variety of applications, including a general accounting package and an automated testing tool. The Lawson suite of general accounting applications has been selected and implementation began in March.
- KSA is providing overall project management and planning for the whole project—including segments being implemented by other companies.
- We are conducting an application architecture survey to determine the architecture needed to support all the pieces of the new processes.

Finally, we are working on a century date conversion process that will remediate all of PMI's business systems, preparing them for the year 2000.

The project is unique in many ways: It integrates the consumer products and healthcare information technology practices, plus offshore resources and contractors. It began with a strategy study and will culminate in a development/implementation project. This is truly a multi-discipline, multi-divisional effort. Overall, the project has provided an anchor for opening an HSD practice in Los Angeles, and reinforces the KSA approach to "growing our clients."

Report on the 1998 Global Principals' Conference

"The sun never sets on KSA clients and projects!"

by Sharon Todd

In most parts of the KSA world, February is cold, rainy, snowy, or all three. But in south Florida, February means sunshine and 80-degree days, so KSA's first global Principals' Conference in more than 15 years was held at the Biltmore Resort Hotel in Coral Gables. Two hundred fifty attendees, with spouses/guests, came from Asia, Europe, India, and the US.

Co-hosts for the meeting were *Jim Horton*, head of PEG in North America (based in Atlanta), and *Heiner Spalink*, leader of the Client Development Team—Grocery (based in Düsseldorf). Key players in setting the agenda were *Peter Brown*, Managing Director, Europe; *Dave Cole*, CEO; and *Barry Moore*, President.

An informal Friday evening gathering allowed attendees to wind down, see old friends and meet new ones.

The first session began Saturday morning. First guest presenter was Bob Oxnam of Bessemer Corporation. Bob is known worldwide for his expertise, knowledge and insight into the Asian world. He has been an advisor to several American presidents on the Asian marketplace and the unfolding economic future of this intricate area of the world.

Next, Dave Cole spoke about our financial position for 1997 and some of our future plans. Peter Brown discussed in detail our European practice, and Barry Moore covered our Americas and Asian practices. *John Champion*, CPD North American leader, and *Mark Wietecha*, Health Services Division leader, joined the others on stage for a general question-and-answer session.

Then Dr. Jagdish Sheth spoke about global market strategy. Dr. Sheth is the Charles H. Kellstadt Professor of Marketing at Emory University's Goizueta Business School (Atlanta). He is rated as one of the top ten marketing professors in the United States.

Not all work and no play

On Saturday afternoon, everyone enjoyed some form of R&R. There was a golf tournament, coordinated by *Lisandro Sagastume*, Regional Director for the Caribbean and Latin America. First place winners were: *Jerry Armfield*, Greensboro; *Brady Knight*, San Francisco; *Chris Merritt*, Atlanta; and *Jim Severyn*, Princeton. Second place winners were: *Lee Griffith*, Princeton; *Ed Mastronardi*, (Shawne's spouse, New York), and *Patrick Moylan*, UK; closest to the pin went to Ed Mastronardi, and longest drive went to *Dean Sivara*, Atlanta.

Several people tried deep-sea fishing. *Heiner Spalink*, Düsseldorf and *Tim Robinson*, UK, teamed up and, after a hard two-hour fight, landed an 84-pound sailfish!

Several teams formed a tennis tournament. The first place woman was *Penelope Malone* (John Champion's spouse), and the first place man was *Steve Nevill*, Atlanta. A significant number of attendees opted for the Everglades Tour—complete with airboat ride, tour guide, and alligator wrestling. Do not fear—not one KSAer was consumed by a hungry 'gator—although several managed to hold a baby one! And last, but not least, some chose to take it easy by the pool. The Biltmore pool is the largest in the continental United States—600,000+ gallons (and not a leaf anywhere).

Saturday night was a formal evening that began with cocktails on the Grand Ballroom terrace, then moved into the Grand Ballroom itself. To further demonstrate the truly global aspect of our company and this meeting, there were different food stations. A "South of the Border" table had sombreros, mariachis, fajitas, tacos, black bean soup, etc. The Italian table was complete with a replica of the "Leaning Tower of Pisa"—outstanding! *Mas-simo Visconti*, Milan, was seen visiting that table more than once. At the German table

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KSA Provides Ongoing Assistance in a Country of Vast Opportunity

by Eduardo Araiza

Since 1994, KSA has consulted to The Coteminas Group, the largest textile company in Brazil. As part of its core strategy, the Group decided to become the lowest cost T-shirt producer in the world. It chose the Brazilian northeast region to install its first fully integrated textile-apparel plant. Soon, it built a "state-of-the-art" facility in São Gonçalo de Amarante, beside the COTENE plant, another company of the Group. Surrounding the area is an ecological reserve, which Coteminas is proud to show its investors (as well as the peacocks and Guinea chickens that live around the mills). A tour through the facilities is a must for KSAers (just ask *Renato Scaff* and *Bob Smith*). The plants are located near Natal, the capital city of Rio Grande do Norte, situated on the northeast coast of Brazil. Natal has over 700,000 habitants, the cleanest air of the Americas, and summer weather conditions most of the year.

Fernando Silva is KSA's client relationship manager for Coteminas. "Sir" *Bill Williams* is the project manager. He has successfully led many staff consultants in our operations practice throughout the duration of this long project. *Matt Howson* and *Julio Heinze* were the first "brave" men that moved to Natal in March of '96. Then came *Kedar Nadkarni* and *Felipe Olivares*. *Scott DiCristina* provided assistance at the end of 1996. *Peter Voget* and *Nort Eberly* were involved during the start-up phase. Later, *Ricardo Umaña* replaced Matt and led the group to maintain the plant build-up activities. Afterward, Felipe moved to Honduras, Central America to staff a new project. By the middle of 1997, the plant suspended its build-up. By then, most of the start-up activities had been completed. Ricardo decided to pursue an MBA Degree at the University of Southern California, and I was assigned as the lead project consultant. Kedar left sunny Natal in August, and Julio stayed until the end of September.

The build-up was finished by the end of 1997. To date, Coteminas has achieved a production rate over 1,000,000 T-shirts per week. Sixteen manufacturing cells have been assembled; each has 30 operators and works two shifts.

The main accomplishments this group has achieved are:

1. Assisted Coteminas' management with the planning and execution of a fast and aggressive production build-up required to meet Brazilian market needs;
2. Engineered a two-minute SAM T-shirt, using semi-automated production sections and unique sewing methods;
3. Trained and developed a world-class manufacturing management group.

Since September, the main activities KSA has performed are:

- Development of Work-In-Process (W.I.P.) controls
- Staff engineers' development
- Engineer packing area—Bob Smith contributed a one-week visit and presented a very impressive logistics solution for Coteminas.

In January of '98, Coteminas announced the construction of its newest sewing facility, which will hold more than 36 manufacturing units to produce more than 3,000,000 T-shirts per week. KSA will assist Coteminas throughout its build-up. In addition, it will assure a smooth transition between the actual plant and the new one.

Now, about Brazil

Brazil is a giant and beautiful country. The people are very kind and warm. It is a nation that joyfully likes to celebrate good things in

(Brazil) is a nation that joyfully likes to celebrate good things in life. And they do have plenty of good things to celebrate.

life. And they do have plenty of good things to celebrate. Tradition and culture are found everywhere, as well as excellent landscapes, unique animal species, and one of the richest cuisines of the world, due to the variety of its food ingre-

dients—a good Rodizio meal represents Brazil's meaning of diversity and abundance.

The economic and political situation has dramatically improved during the past years, allowing Brazil to achieve currency stability in the international money markets. Business is booming and the country is beginning its integration into the global economy. A very good example is the number of international airlines that now offer flights to Brazil.

In the past, we had a Brazilian office and completed significant projects. *Joe Irastorza*, *Sergio Cruz* and *Butch Price* also consulted in Natal.

Due to the multiple advantages Brazil is offering, it certainly represents a business opportunity as huge as this nation's territory. It is time to focus our presence in this half of the Americas to assure our place in it for the next millennium. Brazil is not only a good spot because of its beaches, "Carnaval" or "Samba." It is much more than that... but that is something we in KSA are beginning to discover.

Notable Quotes

"Do what you're afraid to do. When you run away because you are afraid to do something big, you pass opportunity by."

—*W. Clement Stone*

"If you have built castles in the air, your work need not be lost; that is where they should be. Now put foundations under them."

—*Henry David Thoreau*

What a Difference a Year Makes!

by Troy Van Wormer

Recently, I had the opportunity to return to Consolidated Stores' Kay Bee Toys distribution center in Columbus, Ohio to review and perform maintenance on the standards installed as part of its POWER Base Plus® program. The visit coincided with the first anniversary of the project, and I thought it would be interesting to take a look back to October 1996 and compare it to October 1997.

October 1996

The DC has been in operation for four months. We begin the first phase of a two-phase project to assist in the start-up of their newest distribution center. Phase I of the project focuses on a new and interesting approach to a facility startup project whereby operational methods and procedures are reviewed and refined up front, followed by installation of basic, high level standards. This innovative approach results in improved facility flow, streamlined methods and procedures and motivated associates working at greatly improved productivity. The goal of Phase I is to make it through a difficult "first" peak holiday season.

January 1997

The DC successfully makes it through its peak season and Phase II of the project begins. The project focuses on further refinement of operational methods and procedures followed by more detailed and lasting standards characteristic of a Base Plus® implementation. The program is named POWER—Producing Outstanding Work Earns Rewards—and implementation of a non-monetary rewards program begins. The goal of Phase II is to further improve operations and maximize long-term savings.

October 1997

The DC has been in operation for 16 months. During the past year, dramatic improvements to the operation have resulted. Overall facility cartons per hour have increased a staggering 109%, productivity has

increased in every operation, staffing has been reduced by 57% (300 to 130), clerical and supervisory staffing has been reduced by 50% (40 to 20) and the cost per carton has decreased from \$0.62 to \$0.36. The facility shipped 148,000 more cartons and received an additional 38,000 for the month without the use of off-site facilities and utilizing 170 fewer associates. The table below details the comparison.

A tremendous effort by several KSA consultants (*Tony DeMaria, Torre Crupie, Mike Gregory, Ashley Deaton, Jeannette Townsend, Dan Purefoy, Greg Robinson,*

Leanne Smullen, Denise Trostle and myself), client engineers, and DC management has made POWER a model Base Plus® program. The cumulative savings realized from labor, equipment, support staff, temporary agency and off-site warehousing reductions are truly impressive. POWER's success has also led to two follow-on projects: Kay Bee Toys DC in Danville, Kentucky, and Consolidated Stores' Odd Lots/Big Lots DC in Columbus, Ohio. Its success could also lead to additional assistance in other Consolidated Stores facilities. What a difference a year makes!

	October 1996	October 1997	
Full-time Associates	300	130	
Group Leaders and Clericals	40	20	
Spot Labor (Number of Agencies)	4	0	
Number of Shifts	2 per day / 7 days	1.5 per day / 5 days	
Productivity	UPH	UPH	Increase
Receiving	74.0	151.0	104%
Stock	6.0	11.0	83%
Selecting	29.0	63.0	117%
Shipping	88.0	140.0	59%
Facility	11.0	23.0	109%
Number of Cartons Shipped	311,033	458,886	
Number of Cartons Received	438,731	476,381	
Facility Cost per Carton	.62	.36	
Equipment Required			
Stock Fork Lifts	25	10	
Receiving Dock Trucks	10	1	
Selecting Pallet Jacks	40	25	
Number of Temporary Agencies	4	1	
Trailer Backlog	200	Less than 5	
Carton Backlog	110,000	Current	
Off-site Storage Facilities (Leases)	6	0	
Number of SKUs	9,000	6,000	
Number of Locations in Problem Status (Daily)	300	Less than 10	
Short Ship / No Pick Rate	6%	0.1%	
Stores Serviced	100 Toy Works / 40 Kay Bee Toys	171 Toy Works	

KSA goes to India

cont'd from page 1

some kind of story written before leaving. We then realized that India was just that way—so naturally divergent that one's thoughts about it constantly change.

The Indian experience is one that must just be accepted without trying to adapt it to any misconception of how things should be in our "Western" world. Initially, there is a period of resistance to change while trying to mold everything into one's own cultural stereotype. The sooner one gets over this phase, the more one begins to enjoy India.

The experiences we have shared with colleagues from KSA-Technopak have been wonderful. We definitely enjoyed the cultural exchange as well as the learning experiences for both sides during the project. The challenges of setting up a "showcase" factory for the client have been demanding. KSA Americas worked on providing the middle management training methodology as well as supervising the operator build-up. Our KSA-Technopak colleagues worked mainly on the Layouts, Systems, and Equipment to run the facility. The joint effort produced an excellent-looking facility that will continue to grow into one of the most productive facilities in the area. We were fortunate to have the opportunity to work with our colleagues from India, which included *Subasini Sood, Ashwinder Sethi, Kabeer Lal, Sunil Oberoi,*

Sapna Kapoor, Ramanathan Palaniapan and *Kevin Smith* as the project manager from the UK office.

For this project to succeed, we didn't only have to deal with the "usual" difficulties, but also the cultural and local factors. One of the biggest difficulties in the training of operators is communication. There are over 15 official languages in India; in the area of the factory, Kannada, Tamil, Telugu, Malayalam, and Hindi are spoken. Very few operators speak English. Most management trainees only speak one or two Indian languages and English. Nevertheless, some people speak more than two languages. Our driver, "Raju," speaks seven!

With our English, and phrases in Kannada and Hindi, we were able to at least get some points across to the operators who, we think by the smiles on their faces, enjoyed our crude attempts at their language.

Another of the major obstacles we have had to face is the great respect that people have for seniority. The value of experience is incalculable in this culture, so dealing with the mixture of their experience and "modern" techniques of managing a factory was another big challenge. Even getting used to being called "mister" was very difficult. Fortunately, the final combination we obtained from skill and innovation has given us excellent results.

The whole experience has been so rewarding in other areas as well, as it has really given us time to analyze our thoughts about life in general. Living in a country where poverty surrounds you has made us realize poverty is so cosmetic. The soul of these people is so rich and happy it outweighs the lack of material wealth.

We wish you could see the happiness of a group of operators on their tea break sitting on the ground sharing the food they have brought from home. We wish you could hear the ease with which people just talk to each other as if they had known each other for years, even if they just met waiting for a stoplight to change to green. We wish you could feel the hospitality of a person who offers you anything he has to make you feel welcome, or the special attention they all took to make us feel at home on our first birthday in India. It is moving to receive a Christmas gift from a group of people who will never in their life celebrate this day, just because it is so important to us. It's the lunchtime sharing, the displays of affection, the hospitality, the smile on almost every face that makes you realize what a special place you are in.

Whenever we thought about India before, we thought exotic vacations or great historic places to visit. Now, we have not only seen, but also lived in this unique country. This unforgettable experience has helped us grow up, both in a professional and in a personal way. Our only reservation is after having been here for six months we are still finding out how much is left to discover. Unfortunately, another six months would not be enough to do so.

Additional Facts

Client: Leela Scottish Lace, one of the largest garment exporters in India. It currently has more than 26 sewing facilities, employing more than 6,000 sewing operators.

Scope of the project: Start-up of two Leela Lace manufacturing facilities

Wondercraft: 120 operator facility specializing in Bottoms

Design Creations: 360 operator facility specializing in Tops

Involvement:

KSA Americas: Train client's middle management team and oversee initial operator build-up and training

KSA-Technopak: Design and implement manufacturing systems

KSA USA: *Sergio Cruz* and *Alan Seelye-James* gave guidance throughout the development of the project.

Location: Bangalore, India

Duration: 4 – 6 months for KSA Americas consultants

9 – 12 months for KSA-Technopak consultants

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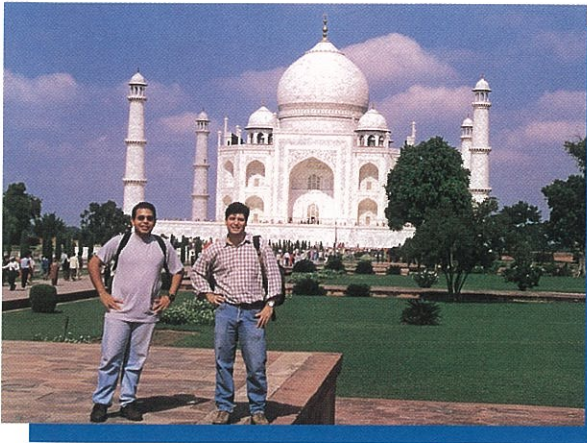
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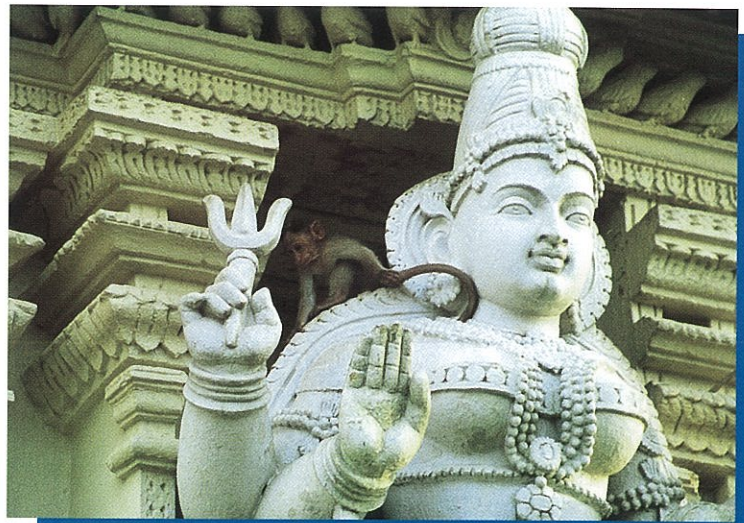
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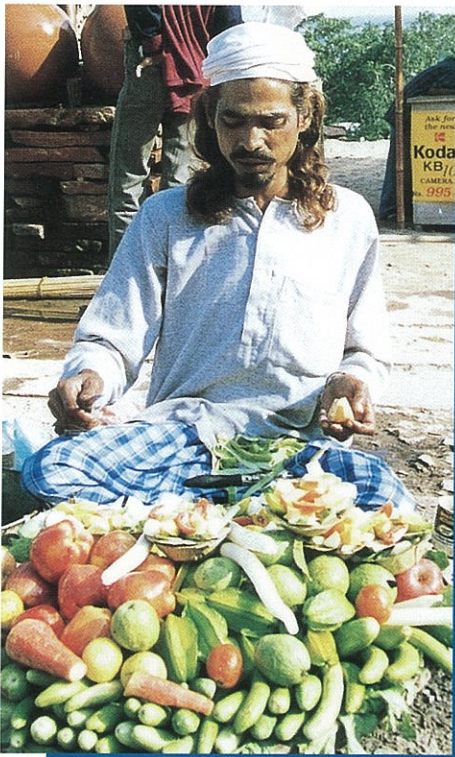
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Here, Ricardo and Antonio visit the majestic Taj Mahal.



Chamundi Temple & Monkey—
an example of the sculpture work in Southern India's temples.

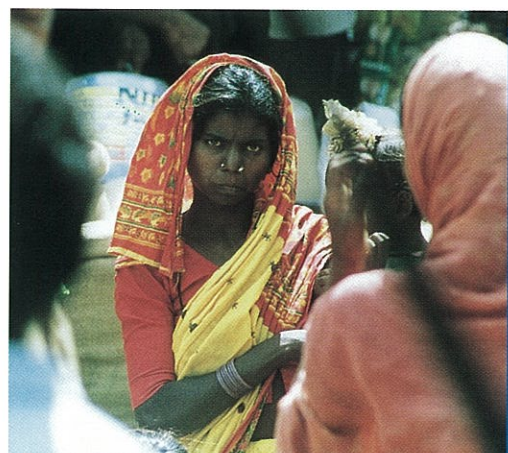
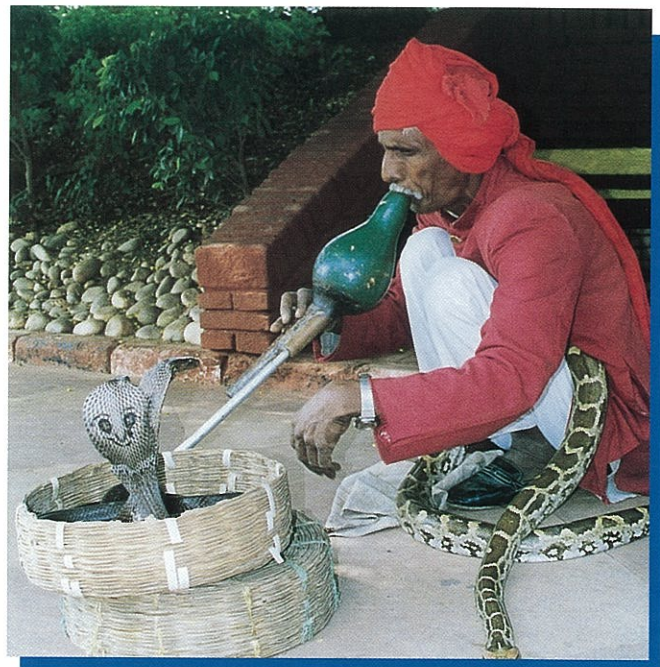


Left, one of the many
fruit vendors
displaying
his goods.

Right, a man plays his
flute to excite the Cobras
at his feet.

Below, left, an old man
crushes spicy green pep-
pers to make chili-powder.

Below, right, a
penetrating stare from a
southern Indian girl in the
city market.



Principals' Conference

cont'd from page 7



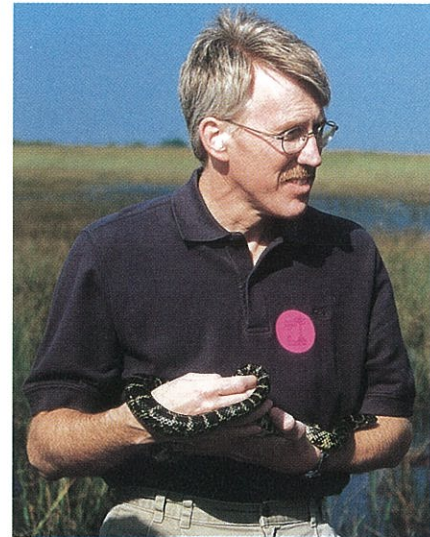
Many attendees opted for the Everglades Tour—complete with airboat ride and alligator wrestling.



Claudia and Guido Schild, Peter and Liselotte Amrein enjoy the evening.

were pig knuckles and sauerkraut, red cabbage, wiener schnitzel, and a six foot beer stein! The Asian station was highlighted by a 12-foot pagoda and served such delicacies as sushi, sashimi, stirfry and more. The American station was presided over by a 200-pound replica of the Statue of Liberty, complete with burning flame. On this table was beef, lamb, and a real winner—lobster bisque. Last, but not least, was the dessert table.

Midway through the evening, everyone listened to a formal presentation and recognition session, beginning with a video tape of *The World of KSA*. The video began with the sun rising over Tokyo, moved westward to Hong Kong and Singapore, on to India, traveled throughout the KSA offices of Europe, crossed the Atlantic and moved across the United States, over Hawaii, and back to Tokyo, with a new day dawning. Dave Cole then recognized several of our long-term principals and included special tributes to *John Wilcox*, Greensboro, who retired from KSA at the end of 1997 after 35 years of service, and *Ross Runnels*, who also retired last year after 50 years of service (see pages 22 and 23).



Glenn Hershey charms a snake.

With the conclusion of the formal presentation portion of the evening, the party moved to the upper terrace where there was dancing under the stars. Two cigar rollers were kept busy throughout the remainder of the evening until the event closed around 2:00 a.m.

The Sunday morning session included five breakout groups that met separately and gave considerable thought, discussion and planning to selected topics dealing with the future of KSA. Each of the groups reported to the general session on their findings. This was an excellent tool for promoting teamwork and sharing thoughts for the betterment of KSA.

The last guest speaker was Mr. Harvey Coleman, an internationally known speaker and author. His topic was "taking KSA and yourself where you need to go for continued success."

The meeting concluded at 12:30 p.m.

From the various comments received about the conference, the principals' meeting achieved its goals:

- Bringing principals together from around the world;
- Reinforcing our sense of pride in a truly great company;
- Looking back over the previous year;
- Setting in motion KSA's course for the future; and
- having fun!



It was a time to greet old friends and make new ones.

Ode to a Star

The following poem was written by Marty Bieber, the Senior Vice President at St. Francis Mercy. This poem was recited at the hospital's party to thank all of the staff involved in the implementation of its new Hospital Information System. Star Ault, a Manager in HSD was the Project Manager for the implementation and did a sterling job. As is evidenced by the poem, Star was highly thought of by the Project Team as well as Senior management.

An Angel to Mercy, quiet and sure
 Sent to assist us with our over-sized chore.
 Pulling together a team from two sides,
 into one solid effort, going forward with
 pride.
 In true Mercy fashion your hours got
 longer;
 as the deadline grew closer, your Mission
 got stronger.

Evenings and weekends, sunrise through
 sunset,
 Coaching and teaching, you worked without
 rest!
 Beyond call of duty, your name's who you
 are—
 unselfish resource—a bright guiding STAR!
 Your work here is finished, ours just begun.
 This HBOC—can we now call it fun?

We offer this apple—Mercy's own special
 sign
 Of our Mission's beginnings and movement
 through time.
 We think that your spirit of most gracious
 care
 Deserves this reminder of our grateful
 prayer.

Around the World in 327 Days

by Andrew Gueterbock,
KSA UK Office

After weeks of preparation, the start of the Clipper '96 Round-the-World Yacht Race on October 12 1996 was eagerly anticipated by all the crews. We were about to set off on an 11-month adventure that would take us over 37,000 miles around the world, visiting 15 ports in 12 countries and sailing in four oceans and numerous seas.

I started the race as an experienced dinghy sailor who had spent limited time on yachts: a few days in the Virgin Islands and the Mediterranean sipping cocktails! This was one reason I took part and why I was so excited about what lay ahead. The race was from Plymouth to Hong Kong via Madeira, Fort Lauderdale, Panama, the Galapagos, Hawaii, Japan and China, and back to Plymouth via Singapore, the Seychelles, South Africa, Brazil and the Azores.

"Serica," one of eight identical, 60 ft. yachts built for the race, was to be my home for almost a year—a home that I shared with up to 14 other people. Some of us were sailing all the way round the world, some halfway and some for one leg. Our skipper, Bluey, was a yacht master instructor with experience in the merchant navy and as an army sailing instructor. The crew included a doctor, bankers, builders, engineers, a journalist, a student, company directors, an air hostess, a financial advisor, an editor and many others, aging from 18 to 70! We all took turns at all the jobs on board, from changing sails and helming, to cooking and cleaning, which was the philosophy of the race for most crews—no specialist roles, except for the skipper and the watch leaders.

For most of the race, we ran a four-hours-on, four-hours-off watch system with everybody taking a turn at 'mother watch,' which meant a day off sailing duties, but 24 hours on cooking



and cleaning duties. Most of our food was dried or tinned, but for all the short passages and the start of the long ones we had plenty of fresh food. Once the fresh bread ran out, we baked our own—always a welcome smell wafting up from the galley! Over the year, the culinary expertise of the crew improved amazingly, and by the last leg we were eating the most delicious meals (bearing in mind the limited ingredients that we had to play with and the fact that we ate out of plastic doggy bowls to avoid spillages and breakages)!

Probably the best way to describe the race in as few words as possible is to list the most memorable moments of the year—some bad, some good!

- Being seasick for the first three days of the race;
- Never feeling seasick again throughout the race;
- Sailing in the tropical tradewinds under spinnaker and surfing down waves;
- Breaking both spinnaker poles, tearing two spinnakers and snapping four spinnaker guys in one week in our first Atlantic crossing, while surviving on two hours sleep per night;
- Surfing at 22 knots down 40 ft. waves in the Florida straits;
- Being taken out to lunch with some of the crew in Ft. Lauderdale by *Sergio Cruz*;
- Navigating the Panama Canal, as my father had done years before with the Royal Navy;
- Crossing the Equator and being annointed a "shell-back" by King Neptune (aka Bluey);
- Washing off the disgusting mixture poured over my

head by King Neptune;

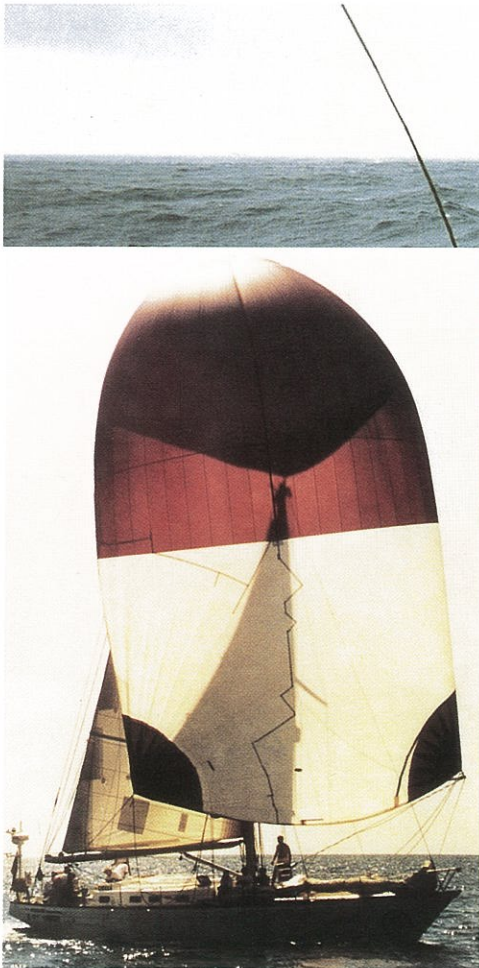
- Spending Christmas Eve and Day diving in the Galapagos with giant stingrays, sea lions and hammerhead sharks and swimming with dolphins and baby sea lions;
- Being mesmerized by the dolphins playing on the bow wave almost every night;
- Taking over two days to travel the last 200 miles to Hawaii, tacking up the coast of Maui into a 30 ft. swell—very frustrating when in sight of land for the first time in four weeks;
- The fantastic welcome by the Hawaii and Waikiki Yacht Clubs with lais and Mai-Tais;
- Dropping from 1st place to 6th place in the last 1000 miles to Japan due to storms;
- Sailing up the Yangtse to Shanghai and arriv-

- ing at night with the city beautifully lit up;
- Being in last place at the halfway stage and spending a week in a Hong Kong hospital because of an arm infection caused by an earlier injury;
- Receiving a basket of goodies from the KSA Hong Kong Office as I lay in the hospital;
- Cutting off the eight-inch beard I had grown during the first half of the race;
- Being promoted to watch leader for the second half of the race;
- Finishing in 3rd place in Singapore—our first podium place;
- Crossing most of the Indian Ocean at over 10 knots, around the edge of a tropical cyclone;
- Arriving in the Seychelles for 10 days of diving, partying and fun after five weeks at sea; and discovering a “secret” KSA office with (bicycle) parking at the door! (See photo.)
- Seeing a Southern Right Whale breaching a few hundred yards from the boat;
- Finishing in first place in Cape Town after rounding the Cape of Good Hope, with a

- margin of victory of 45 seconds after 600 miles of sailing;
- Finishing in last place in Salvador, Brazil after a disastrous start in Cape Town, from which we never recovered, and discovering that it is possible to lose a trans-Atlantic race at the start;
- Forgetting the result as we partied all night in the wonderful atmosphere in Salvador;
- Crossing our outbound path in mid-Atlantic and completing the circumnavigation;
- Painting the “Serica” battle flag on the jetty in the Azores in the tradition of all visiting yachts, for all to see when they sail into Horta;
- Finishing in first place on the final leg and being the first yacht back to England;
- The unforgettable welcome from all our families and friends as we sailed back into Plymouth and celebrated our homecoming in true style. (I now understand why Grand Prix drivers spray champagne everywhere when they win.)

The race was designed for amateur sailors, who started out with experience ranging from nil to being yacht masters and who finished with many fantastic tales to tell. For some, it was the chance to fulfill a lifelong ambition; for others, a chance to see the world; and for myself, a chance to do something that would challenge and test me, while also giving me the opportunity to see places I have always wanted to visit and to race around the world. Now that the race is over and the happy memories merge together, I can say without a doubt that the overall experience exceeded my expectations, and I know that one day I will sail around the world again to revisit all the places we saw and visit the places we sailed past.

As a fitting epilogue, I was lucky enough to meet my future wife during the race, something that I had never anticipated! *Emma*, who joined “Serica” in Brazil, and I were engaged on December 19, 1997 and plan to marry on September 5, 1998, almost a year to the day from our triumphant return to Plymouth!



UK Christmas Party

by Christian Watson

Being a recent recruit to KSA, I was looking forward to my first KSA Christmas bash immensely. The event was taking place in a local stately home, which we had taken over for the evening, secreted deep within the wilds of Cheshire. In fact, for those not arriving in the company bus, it proved to be almost too well hidden, with the *Devangshu Dutta* party only arriving mid-way through the main course. Needless to say, the preceding courses had already been apportioned out according to the rank of those present, leaving precious little for those below the level of board member.

The arrangements had been planned with military precision some months previously by *Anne (Monty) Willig*, and were continually honed and refined, largely through the constant barrage of questions from consultants who were unwilling/unable to access the regular e-mail updates. As the big night approached, all the elements were in place; timing down to the second, contingency plans set, watches synchronized, and party packs of paracetamol arranged for each hotel room.

Getting the meals correctly served was a



potential minefield, with numerous combinations possible through the choice of starter, main course and dessert (although a quick 3x3 matrix soon had the best option mapped out). However, despite the habit of consultants to a) forget what they said any more than two days previously, and b) to change their minds and then insist that their new decision was what they had said all along, all meals were received by the correct parties. This was largely thanks to the efforts of an anonymous KSA boffin whose purpose-written MealTrack™

software kept tabs on the whole supply process. Congratulations to those consultants who have since sold projects on the basis of this and developed KSA's presence in the catering field.

The food was excellent and plentiful, with the bread rolls being of such a consistency that they could be thrown long distances with remarkable accuracy. When it came time for the speeches towards the end of the meal, KSA time management skills were made evident in that they coincided with the arrival of more bottles of wine.

A Blockbuster of a Christmas party



Taken at KSA's Christmas party for the Blockbuster engagement. Back Row (L to R): Chris Dowd, Brad Jenkins, Scott Sangrey. Front Row (L to R): Eddie Perez, Jana Hughes.

Elementary, My Dear

by *Watson (Jan, that is)*

When mother was a girl, she had a pen-pal in Newcastle, County Down, Ireland. They wrote for many years and the girl's younger sister became pen-pal to mom's cousin. In adolescence they lost touch, probably too busy with other things to keep up the letters and too embarrassed to write once a long period had passed (Oooh, how painfully familiar).

Forty years later, while I was in London working for J Sainsbury, my mother said "You know, I had a pen-pal..." One thing led to another, combined with a sudden desire to read the works of Sir Arthur Conan Doyle, and I was unable to resist the call to sleuth. I determined to find the long lost pen-pal—just for fun and the romance of it all. I had only her first and maiden names.

In Newcastle, a small town on the east coast of Northern Ireland, it was a beautiful, sunny, April day, which I took as an omen. I had expected rain.

I began the pursuit as soon as I arrived. The taxi driver who delivered me from the bus station to my lodging was interested, but not helpful. Upon telling the B&B proprietor of my quest, I was promptly offered a ride into town to begin my

search. Enroute, she pointed out the home of one family bearing the surname I sought.

Once in town, I discovered that for an introvert (INFJ for anyone who cares), the reality of sleuthing was a bit disconcerting. Short of approaching strangers on the street, I had no idea where to start. Deciding that one mustn't rush into the mysteries of life, I settled on lunch at a pub in the midst of town (that would be approximately one-half mile from the starting point of the only significant street). I

ordered a half-pint of beer with my lunch.

As my cheeseburger and chips (fries for those not as bilingual as I) dwindled, I rallied



Jan Watson and Isobel Murray Jennings

with courage to inquire. Since my server was at most twenty, I asked if she knew if anyone in the pub had lived in Newcastle all his life.

"After buying the old-timer a pint and myself another half (I couldn't let him drink alone, could I?), I told my story and asked if he had known a woman named Isobel Murray."

After a few side conferences, she pointed out an older gentleman who agreed to speak to me and was originally from Newcastle. After buying the old-timer a pint and myself another half (I couldn't let him drink alone, could I?), I told my story and asked if he had known a woman named Isobel Murray. He was tickled with the mystery, pondered the question soberly (a figure of speech), and politely informed me he had been away from town for twenty years during the time period I needed. He also said that Murray was a very popular name in Ireland and there were four or five family trees in town bearing the name. He kindly told me in which part of town each tree resided and suddenly remembered that the bartender at another pub

bore the name Murray and might help.

At the specified pub, I again purchased a half-pint of fine ale, not wanting to beg information without patronizing.

Unfortunately, the bartender in question was not to begin work until 6:00. It being only 3:30, I finished my beer and walked to the old (and opposite) end of town, "the harbor," to inquire about another Murray tree mentioned by the first gentleman. By his reckoning, these were the original Murrays.

Upon arriving, I noted that there was really no convenient place to inquire except for a local pub. (Imagine that!) Well, a detective must do what a detective must do, so I

stepped inside and ordered a

Coke, neat. My questions were met with a shrug by the young bartender, but she pointed out two fifty-ish men at the bar. After relaying my story, she excused herself from our conversation.

The gentlemen, a word I use lightly considering their appearance and aroma (it was the "harbor" end of town, remember), informed me that the owner of the local taxi service was Joe Murray and that he lived up on the hill overlooking the harbor. They also said another Murray lived down the street from Joe and was a school teacher. They gave directions to Joe's house—down the street half a block, up the stairs (a short cut) to the high road, turn right, it's the one with the burro in the front yard.

The burro was ceramic and missing one ear.

I knocked timidly on the door (some detective). A lad of maybe seventeen came to the door, and for the fifth time I recounted my tale. The young man said he didn't have any aunts by that name. His parents might know

cont'd on next page

someone, but they weren't home. As I began to turn, he cried, "Wait!" They were just pulling up in front of the house.

The young man stepped onto the porch in his stockinged feet and yelled to a man, obviously Joe, just opening the trunk of a car. "Do we know an Isobel Murray?" Without hesitating—without asking who I was—without asking why I wanted to know—the man yelled back that they didn't, but that I might try his cousin who lived up the street. Still without knowing who I was or why I was interested, he told me the house number and name and off I went.

Nobody was home so I turned toward town. I was still on the "high" road and uncertain where it would lead. It dead-ended. Glancing about for witnesses, I climbed over a stone wall and cut through a church yard.

Finally back in town, I determined it was after 6:00, so I made my way to the pub with the Murray bartender. I ordered a half-pint and made my inquiry. The bartender was indeed Mike Murray from the Murray family in the house pointed out by my B&B proprietor. Although he didn't recognize the name Isobel Murray, he said his cousin was in back playing pool (go figure), and we should ask him. I followed and observed from across the room. After much pointing (at me) and head-shaking, Mike returned to tell me his cousin didn't know Isobel either.

Returning to the main room, Mike introduced me to a couple of fifty-ish men (I guess every pub has a quota—and these smelled better). They were tickled with the story and eager to talk. In fact, one of them claimed his wife was a Murray! Neither man knew Isobel and offered to call their wives because she probably went to the girls' school back then. I hadn't thought of that. I realized then that my task was harder because fifty-ish women are less often found in pubs on a Saturday afternoon.

Between flirting with me and reassuring me they had daughters my age and I was not to worry, they rattled off at least ten names I should call. One was a Rosalie Harbinger, wife of the brother of the man whose wife was a Murray (got that?). He seemed to think she had worked in a B&B owned by

some Murrays back in the '50s.

Meanwhile, the pool-playing cousin Murray appeared from the back room with a piece of paper. He had called his mum to see if she knew the name Isobel! She didn't, but gave him the number of her sister who was older and knew more of the family. I was to call her.

In gratitude, I insisted on buying beer all around and they insisted on my joining them. Finally, as I was leaving, they suggested I look for a Mulligan Murray at another pub a half block down on the right. "Sure, no problem," I thought, "maybe I'll have another beer while I'm at it."

Stamina and tenacity are required in detective work, so I pointed myself in the direction of the pub. Making careful eye contact with the sidewalk so as to continue to make foot contact, it was just at the last moment I looked up to see an old gentleman with a cane headed my way. He looked vaguely familiar, but since I didn't know anyone in town, I put it out of my head. Not until he stopped in front of me and asked if I had found her yet, did I realize it was my friend from lunch.

He had just come from the pub to which I was destined and had had a fine meal there. He refused the notion that I should dine alone and insisted on returning with me. And that is how I came to have dinner with a white-haired Irishman who pulled from his pocket a fifty-year old harmonica and played me a medley of old Irish folk songs.

Mulligan Murray never appeared and the bartender hadn't seen him for several days. So after dinner my new friend and I shared a taxi home—he to his flat and I to the B&B.

As it was only 9:00 p.m. I decided to call the numbers given me during the day. By 9:30, I gave up for the evening. Joe's cousin had not been home, nor had Richie Harbinger's sister-in-law, Rosalie. The other Murrays I called had never heard of Isobel.

By morning I was a bit demoralized and doubting my future as a P.I. Nevertheless, I had until the 3 o' clock bus to make the best

"Having struck out rather soundly in the pubs on Saturday, I decided to try the churches on Sunday."

of my time in a town, the majority of which I had seen in one day. To top it off, the day was overcast and threatening rain.

While checking out, I began chatting with a couple of other guests. They asked if I had

flown into Belfast, said they lived near the airport, and offered me a ride back with them in the afternoon. Basking in my good fortune, I tossed my luggage in the boot, and they

drove me downtown. They had a luncheon at 1:00 and agreed to pick me up at the bus station between 2:30 and 3:00. I left my bag in their car, grateful not to drag it about town. When the airline asked me later if my luggage had been in my possession (in Northern Ireland) since I packed it. . . I would lie.

Having struck out rather soundly in the pubs on Saturday, I decided to try the churches on Sunday. I wound my way between a crowd of people leaving one church and entered with quiet reverence. Inside the doors, a woman was separating and straightening the programs for use in the next service. I excused myself and asked if there were any Murrays in the congregation. She looked at me warily and informed me rather coldly that Murray is a Christian name. Oops. This was the Catholic Church in town.

Apologizing profusely for my ignorance, I asked if she could use some help straightening the programs. She accepted and a truce was negotiated. When the task was done, I politely excused myself and obtained a weak smile for my trouble.

The Presbyterians were just gathering for an 11 o'clock service, so I posed my question to the usher. He called over a few other usher types and they conferred briefly. They didn't have any Murrays in their congregation, but I was welcome to join them for services. I thanked them and said I didn't think I was appropriately dressed, but that I'd give it some thought.

The church idea was wearing thin and the window of opportunity closing. Rather dejectedly, I trudged toward the next steeple. As if to save me, a passing phone booth cried out

my name, and I decided to call Joe's cousin and Rosalie Harbinger one more time. Joe's cousin's wife answered and was busy. She asked if I could call back later. Oh sure, next time I'm in town.

The phone rang at the Harbinger number and an older man answered.

Man: "Hello"

JKW: "Hello, is Rosalie Harbinger at home?"

Man: "Yes, just a moment."

RH: "Hello." (a bit warbly)

JKW: "Hello, my name is Jan Watson and your brother-in-law, Richie, said I should call you."

RH: "Richie? I don't have a brother named Richie."

Man, in background: "I do."

RH: (not to me) "What'd you say?"

JKW: (trying to bring the meeting back to order) "Actually, I believe its your brother-IN-LAW, ma'am."

RH: "Oh, sure, Richie. Yes, he's my husband's brother."

JKW: "Well, he mentioned to me that you used to work at a guest house for some people named Murray, and I'm looking for a woman that might have been their daughter, Isobel."

RH: "No, I never worked for no Mur-rays."

JKW: (disappointed) "Oh, you didn't?"

RH: "No. No I sure didn't."

JKW: (bubble bursting)

RH: "No. They had the guest house across the street."

JKW: (bubble re-inflating) "Oh, really?" (waiting)

RH: (No response)

JKW: "And did you know them?"

RH: "Oh, sure." (silence)

JKW: "And... did they have a daughter named Isobel?"

RH: "Hmm. Why, yes, they did." (nothing more)

JKW: "Do you know what ever happened to Isobel?"

RH: "Well, let's see. She got married and moved away, I believe." (nothing more)

JKW: "Do you know who she married?"

RH: "Well, of course, she married a Peter Jennings and they moved off to Castlewellan."

JKW: "Castlewellan. Is that far?"

RH: "Oh, I should say. Have you got a car?"

JKW: "No, ma'am. How far is it?"

RH: "Oh, it must be five miles. And I don't know how you'd find them. I don't have their number or anything."

JKW: "Well, maybe it'll be in the phone book."

RH: "Why, that it might!"

Finding the number was simple. After several rings, a woman answered. It was Isobel.

JKW: "Ma'am, this is a strange question, but when you were a girl did you have a pen-pal in America?"

Isobel: (tentatively) "Yes..."

JKW: "And was her name..."

Together: "Linda?"

JKW: "Yes. Well, I'm her daughter."

Isobel: "Oh, my..."

The streets of Castlewellan, a six pound taxi ride away, were patrolled by soldiers with M60s. According to my driver, this was due to the very different ratio of Catholic-to-Protestant population compared to Newcastle.

I visited with Isobel, viewed pictures of her six children and several grandchildren, and met her husband when he returned from the links. She even pulled out a scrapbook to show me a picture of herself in a dress my mother sent her. She was one of eight children, and my mother was an only (adopted) child. That dress was the first one Isobel had owned that was hers first.

She returned to school after her children were grown and earned a Master's degree in social work. She is a social worker, while her retired husband plays golf. My mother returned to school after her children were grown for a Master's degree in rehabilitative psychology. She works as an alcohol and drug abuse counselor. Life is funny sometimes.

I returned to Belfast with the couple from

my B&B. The woman talked all the way to the airport. They have 12 foster children, all with special needs. They take one weekend a month to get away. I mentioned the word "saints," and they vehemently denied they were special in any way. However, since I was early for my flight, they offered to take me home with them and bring me back later since they lived only a few miles away. I politely declined, hoping for an earlier flight back to London.

In hindsight, this was perhaps one of the most enriching weekends of my life. I pushed myself into the world and the world embraced me.

New: KSA Mobile Veal Advisors

Found in "Distrifood," an independent newspaper for grocery retailers, in The Netherlands.

Kalfsvlees (veal) Specialist Albergen (KSA) is introducing the mobile veal advisor. KSA has hired consultants to advise butchers and large kitchens on the use of veal, including technical aspects of production and product presentation. The consultants have a SVO degree and are familiar with the business. Especially for the consultants, KSA has developed the "Kalfsvlees specialiteiten auto" (veal specialty car), with a large professional cooling system.

Notable Quotes

"Customers don't want their money back; they want a product that works properly."

—Dan Burton, writing in *Fortune*

"Luck? I don't know anything about luck. I've never banked on it, and I'm afraid of people who do. Luck to me is something else: hard work—and realizing what is opportunity and what isn't."

—Lucille Ball

"Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don't quit."

—Conrad Hilton

Carter's Offshore Modular Start-up in Mexico

by Juan de Dios Villarreal

Imagine: a small town one and a half hours southeast of Monterrey, Mexico. You are walking downtown and find a general store. You go to the second floor of the store building and discover it used to be a dance hall. Now imagine that this place is the beginning of a tremendous modular start-up project for The William Carter Company, a long-time client that has been manufacturing children's wear since 1865.

In February of last year, Sergio Cruz, Alan Seelye-James, Ricardo Villeda and I arrived in Linares and started project pre-training of the middle managers Carter's had already hired. During the first two weeks, we worked, being as creative as possible, drilling the middle managers on the AAMT, since much of equipment arrival was delayed.

Early on, I rented a pretty house, which later became known as the "Villarreal Hilton," due to the comfort it provided to its guests. This house was the preferred stay for four KSA consultants (Rodrigo Lopez, Marcos Corminas, Andres Novoa and Jesus Baltazar) who were training and then added value to the project. It was also the preferred party place for "Carter's de Linares" (we even celebrated Alan's birthday there).

We hired the first operator on the general manager's (Mario Davila) birthday (April 7). We celebrated with a delicious "Three Milks" cake made by "Belmares," a good local cake factory. After the pre-training, KSA, added value through team building and results-oriented activities on the production floor. Three modules received bicycles for achieving 80% efficiency (two of them reached 100%). The Linares plant was recognized within The William Carter Company as the plant with the best OQL (outgoing quality level) of all domestic and offshore facilities. Unfortunately we experienced instances of lack of work, which did not allow us to achieve the annual goal, even though we worked many six day weeks and overtime.

All in all, it was a great project. We moved

to the new "world class" building in October and finished the project, having trained 45 middle managers and 200 operators. Carter's was able to leverage much of this project work in Montemorelos, the second Carter's

start-up in Mexico.

We learned, through experience that if the difficulties don't kill you, they make you stronger. Therefore, "persistence" is the key of most operations projects.

KSA Becomes Certified Implementation Partner for RockPort Trade Systems

by Joe Irastorza

RockPort Trade Systems, Inc, the premier provider of Global Sourcing and Supply™ (GSS) software, and KSA have announced a strategic alliance. KSA will collaborate with RockPort on implementation of RockBlocks™, a complete global sourcing, purchasing, financial, and logistics software system targeted at the needs of retailers, wholesalers, manufacturers and service providers.

RockPort Trade Systems offers an excellent solution to the complexities of global sourcing and supply. It provides a competitive edge for our clients and we are excited about the potential.

About RockPort Trade Systems

With headquarters in Gloucester, Massachusetts, and an international office in Hong Kong, RockPort Trade Systems, Inc. is the premier provider of software systems for managing Global Sourcing and Supply™ (GSS) with a special focus on import/export functional business requirements. Founded in 1992, RockPort's clients include Federated Department Stores, The Limited Distribution Services, The Home Depot, Phillips-Van Heusen, Timberland, The Disney Store, Inc., Unisys Corporation, The Stride Rite Corporation, Sea-Land / Buyers, JC Penney, and many others.

RockPort's product, RockBlocks™, supports optimal, real-time decision making in the areas of product sourcing, order management, capacity planning, materials planning, transportation management, and distribution

planning. Additional information about RockPort and its products can be obtained at its web site:

<http://www.rockport-trade-systems.com>

Calendar of Events

May

- 10 – 14 IMRA Annual Convention
- 17 – 20 Annual NSGA Management Conference
- 18 – 19 IACDE "Sourcing: Where It's Been; Where It's Going," Newport, Rhode Island
- 18 – 21 GMA Information Systems and Logistics Conference
- 26 Supply Chain Management Conference, Hong Kong
- 31 – 6/3 Fairchild Apparel CEO Summit

June

- 1 – 3 DMA Catalog Conference
- 3 – 5 Home Textiles Conference
- 10 – 12 In Store Marketing Show, London
- 15 – 18 Retail Systems '98
- 16 – 18 Institute of Logistics Annual Conference
- 30 – 7/3 NRE/WWD Global CEO Summit

July

- 18 – 20 NSGA World Sports Expo

August

- 31 – 9/3 MAGIC Show

Take Five for Feedback

by Pam Beckerman

The Personnel Department sent out a brief questionnaire to a random sample of staff at all levels in an effort to assess the general satisfaction level of KSAers in North America. The survey, called *Take Five for Feedback*, was intended to take the firm's pulse, identify areas of concern, and provide an additional avenue of organizational communication. The findings will be used as policies and programs are developed and modified.

Methodology

The survey was sent via e-mail to a random sample of 124 employees in North America. Participants were asked to return completed surveys to Gigi Tindle via e-mail or fax. A total of 92 or 74% of those surveyed returned completed questionnaires. Thank you to those who participated!

Findings

Here is a quick overview of the survey findings:

- 81% of respondents felt they understood the firm's mission and strategies.
- 77% feel they receive clear expectations and feedback about their performance.
- 74% feel they receive recognition for their contributions to the firm.
- 86% believe our clients receive the highest caliber consulting from KSA.
- 77% are satisfied with the senior leadership.
- 77% receive adequate direction and communication from their team leader or manager.
- 64% feel their pay and benefits are fair and competitive.
- 78% believe support and sensitivity are displayed when personal or professional challenges are faced.
- 57% plan to stay at KSA for the next five years.
- 72% believe they have opportunities to advance their skills and career.

Overall, these are extremely positive results.

Open-ended Comments

The survey asked respondents to provide additional comments that might be of value. Comments on a wide range of topics were returned. Some respondents affirmed their job satisfaction, citing KSA as a terrific place to work for challenge, personal growth, and career fulfillment. Other people demonstrated pride in the way we serve our clients. Several employees commented on how much they enjoy the people at KSA.

Areas of concern centered on issues of maintaining the culture during growth, support staff advancement opportunities and work/lifestyle issues. Comments were also offered on the competitiveness of our pay and benefits as well as the need to document key methodologies.

Comparison to Prior Survey

KSA conducted a comprehensive opinion survey in 1992. A comparison between the results of the two surveys revealed progress in several areas: confidence in senior leadership, understanding of the firm's mission, management's responsiveness to employee problems, opportunities for advancement, and communication.

Keep on Communicating

Even though the responses were positive, we want to do even better. Let's continue to explore ways to make our firm the best it can be. Keeping an open dialogue within KSA about prevailing issues will be useful. The Personnel Department plans to conduct these easy-to-complete surveys at least once a year. They will serve as one vehicle for tracking employee perceptions within the firm and keeping our programs responsive to associate needs.

Communicating with one another is a challenge for our busy, mobile population. Yet sharing our expectations, ideas, and feedback is important for us to stay focused, connected, and aligned. Address the issues important to you in meetings or the break room, voice mail, e-mail, review discussions, newsletter, etc. If we all take responsibility for the health of our culture, we are bound to keep it strong.

A long short-list

Professor Donna J. Coletti at Harvard, during one of her idle periods, gathered this list of the Top 46 Oxymorons in use today.

46. Act naturally
45. Found missing
44. Resident alien
43. Advanced BASIC
42. Genuine imitation
41. Airline food
40. Same difference
39. Good grief
38. Almost exactly
37. Government organization
36. Sanitary landfill
35. Alone together
34. Legally drunk
33. Silent scream
32. American history
31. Living dead
30. Small crowd
29. Business ethics
28. Soft rock
27. Butt head
26. Military intelligence
25. Software documentation
24. New York culture
23. New classic
22. Sweet sorrow
21. Childproof
20. "Now, then..."
19. Synthetic natural gas
18. Passive aggression
17. Taped live
16. Clearly misunderstood
15. Peace force
14. Extinct life
13. Temporary tax increase
12. Computer jock
11. Plastic glasses
10. Terribly pleased
9. Computer security
8. Political science
7. Tight slacks
6. Definite maybe
5. Pretty ugly
4. Twelve-ounce pound cake
3. Diet ice cream
2. Working vacation
1. Exact estimate

John Wilcox Transition

In June of 1962, John Wilcox joined Bill Reed and another recruit in Kurt's basement to begin training as a consultant. "Training" included reading volumes and volumes about the consulting and sewn products industry. Eight weeks later, John's first end-of-project review set the tone for his next 35 years with KSA: "John has a winning smile and pleasant disposition. He should become an outstanding engineer. His work was so well planned, he didn't have to come in to the plant on Saturdays." The kudos began stacking up as John quickly proved to be one of KSA's most versatile and broad-based consultants. Over the years, John developed a stellar list of clients that could be called the "Who's Who of the Apparel Industry."

John built on his experiences and sculpted his "engineering mind" to support other developing service areas, including strategy and corporate finance. In his career, John led many internal efforts that steered KSA internal strategy. He returned to the University of North Carolina for his MBA, and later completed the Advanced Management Program at Harvard Business School.

John's commitment to industry associations is legendary. He served the AAMA and its Financial Management Committee for many years. He headed up KSA's annual Financial Breakfast in New York for more than 15 years. Speaking at the Super Show, outlook seminars, CEO briefings, etc., his list making and organizational abilities always permitted him to do more than the rest of us.

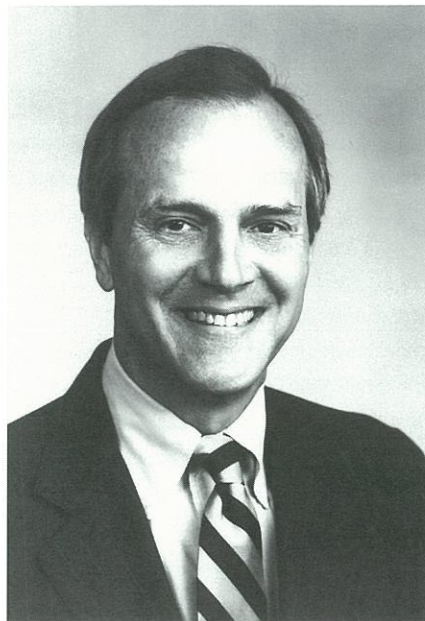
In the 1990s, John continued his legacy of excellence. John's 1992 year-end review noted 14 major external presentations, work with 10 major clients and 28 KSA colleagues, and included comments about both his excellent development of junior principal and senior staff, and his leading-edge way of looking at clients' total needs and issues. At the end of 1995, John received Consulting Excellence Awards for work at VF Corp., Umbro, and London Fog. That year, he worked with 23 clients and 29 KSA colleagues—undoubtedly making a positive impact on all.

John epitomizes what KSA is all about—

sincerity, ethics, and putting clients' needs first. An outside consultant we use for professional development once described John as having demonstrated all the consulting skills that consummate professionals should adopt.

Keeping with his long-term plan, beginning in 1996, John shifted to 50% time with KSA, and for the

past two years has continued to handle major clients, work on broad-gauge projects, and participate in market communications, while becoming involved in academic advisory boards and other professional activities outside the firm. To stay active in "retirement," John invested in a small business consulting franchise in order to provide business consulting services to local companies in the Greensboro, North Carolina area with less than \$2 million in sales. He sees this new career as a great opportunity to give something back to the community and help small businesses. As you might expect, John has been documenting this experience for other



John Wilcox

KSAers that may want to transition and still maintain their consulting edge.

To make their lives simpler, last year John and his wife, Pat, relocated to a smaller home and immediately proceeded to "reengineer" the place. They have been busy moving walls and completing innovative gardening to create

an "English Cottage" that will keep them cozy well into the next millennium. When not in Greensboro, John and Pat can be found in their mountain home relaxing and honing their golf games. John's two grown children, Elliott and LeAnn, are both now pursuing their own careers.

KSA wishes the Wilcoxes the best for the future. John has already started making some innovative improvements to his franchised company. When he finishes, his colleagues will know, as we have for the past 35 years, that they are in a special relationship.

—Jerry Armfield

That Typographical Error

That typographical error is a slippery thing and sly,
You can hunt till you are dizzy, but it somehow will get by
Till the forms are off the presses. It is strange how still it sleeps;
It shrinks down in a corner, and it never stirs or peeps.
That typographical error, too small for human eyes
Till the ink is on the paper, when it grows to mountain size.
The boss just stares with horror, then he grabs his hair and groans;
The copy reader drops his head upon his hands and moans.
The remainder of the issue may be clean as clean can be.
But that typographical error is the only thing you see.

—This anonymous poem appeared in a book published by the University of Oklahoma Press in 1962, *The House of Beadle and Adams*, vol. III, by Albert Johannsen. The periodical *Antiquarian Bookman* reprinted it on November 19, 1962, making a typo in the process. The *Harvard Librarian* reprinted it from the *Antiquarian Bookman* in December 1962, repeating the error and making another one!

An Appreciation of Ross Runnels

No one stays with the same company for 50 years these days, particularly consultants. In this—and many other respects—Ross Runnels is an exception. He joined KSA in 1948, straight out of Cornell University, and it was love at first sight. He made a life-long career of consulting, and of KSA. When he retired from Associate status last year, he had spent more time with the company than anyone, including the founder himself (Kurt was only on the payroll for 39 years.)

As with any good marriage, longevity is just a by-product, a small part of the story. The quality of those 50 years Ross spent with KSA—the impact he had on this company, its people, and its clients—are far more important.

Ross is an exceptional person from any aspect. Consider some of them:

- A physically tall man, he is remarkably short when it comes to ego. It never gets in his way. Instead, Ross is long on empathy. Coupled with his patience, constant good humor, positive attitude, and a genuine willingness to help, this combination developed into a great asset for KSA. Over the years, he was teacher, mentor, and confidant to dozens of young KSA consultants on assignments in the field, as well as to staff people back in the office.
- Many KSAers have been helped in countless ways by Ross. He knew how to lay out the facts, showed you the real choices, and let you decide. Seeing him in action with a recalcitrant client was an education in itself. And over the years KSA recognized his tough negotiating skills and increasingly went to Ross with the difficult cases. We knew what we were doing.
- Few of us in KSA today know about another aspect of Ross Runnels. Until 1962, when we hired our first PR professional, Ross was the voice of KSA. Because he was always good with language, Kurt assigned him to write and place articles in the trade publications.



Ross Runnels

And because of his stature and engaging personality, he was the ideal person to represent KSA with the press and apparel trade associations, particularly in men's tailored clothing. He was account executive for Hart, Schaffner & Marx

Milestones

Congratulations to:

Steve Jeffries and Judy Lichtman on the birth of a daughter, *Rosalyn Lichtman Jeffries*, January 22.

Angie and Dan Dickman on the birth of a son, *John Clifford*, January 29.

Karl and Sue Swensen on the birth of a son, *Scott Fraser*, February 16.

Bruce Seeber and Terri Carol Braswell, married February 21.

Clay and Kathleen Parnell on the birth of a son, *Clayton Royce, Jr.*, February 23.

Bob and Linda Copeland on the birth of a son, *Miles Andrew*, April 16.

Andrew Zgutowicz and Anissa Nazir, married April 25.

Souzanne Abou-Shabla and Eric Wright, married April 25.

when that company was the kingpin in men's suits, and added luster to our client list.

- Ross was also the voice on a series of movies that KSA produced in the Sixties and Seventies for our trade show exhibits. In our do-it-yourself days, he would be there at any hour to lay in a sound track describing the advantages of two-hand pick-ups for leg seaming.
- Almost single-handedly, he pushed KSA to hold staff meetings in the Sixties—no easy task for a company that had tripled in size in five years.
- Ross has always fancied beaches, convertibles, and large white poodles named Brummel and Farfel. He was also active in horse shows, as well as in building and selling beach houses in the Hamptons, where he spent most of his weekends.

Over a truly memorable 50-year consulting career with KSA, Ross Runnels always stood tall, and helped us do the same—for which this company is forever grateful.

—Joe Scheines

Chuck Easley Receives 1998 Ember Award

Congratulations to Chuck Easley, who was recognized by the Camp Fire Boys and Girls, Inc. with its annual Ember Award at a gala celebration, March 21. Stated UNICEF Atlanta Executive Director Kathleen Egan, "Honoree Charles Easley has been crucial to the growth and strengthening of UNICEF's presence in Atlanta and to this community's greater understanding of the need of children." Chuck was also honored for his work with the Radcliffe Presbyterian Church, Boys and Girls Club, Rotary Club of Atlanta, Junior Achievement, Atlanta Public Schools, Southside Youth Athletic/Academic Association, the Georgia Tech Alumni Association (Trustee), and the Board of the National Council of Presbyterian Men.

New Managers

Eduardo Araiza

Eduardo earned his BS degree in Industrial and Systems Engineering from the Monterrey Institute of Technology in 1993. He has conducted capacity development and productivity development programs in Mexico and Brazil for large-scale operations at VF Intimates, NuStart, and Coteminas. He has led teams of client personnel and KSA consultants through a variety of implementation projects, playing an important role in the professional development of new consultants for KSA Americas.

Eduardo, *Kaory Yesaki* and their eight-month old daughter *Kaory* (now *Kaoryzinha*), currently live in Natal, Brazil. Both enjoy Natal's friendly atmosphere, it's excellent weather conditions and Brazilian cuisine.

Gerson E. Coto

Gerson earned his BSIE from Texas A&M University and MBA from UT, Austin in 1992 and 1997 respectively. He joined KSA Americas Ltd. in August of 1992 and has been very successful on the implementation of manufacturing and productivity development programs with clients in North America, Central America and the Caribbean. Gerson is well known at William Carter Co., Sun Apparel, Haggar Apparel and at Fruit of The Loom, where project results have made a difference in our client's business.

Gerson married *Carolina* in December of 1996. Both are currently relocating to Honduras, Central America where Carolina is planning to finalize her College studies. They enjoy dancing and sharing good moments

with friends and relatives. Gerson is a very skilled soccer player. He has earned a solid reputation within the KSA community as a dangerous offensive player.

Tom Clement

Tom joined KSA in 1995 after gaining extensive retail experience at Macy's ranging from sales management and human resources to logistics. He holds a BBA from Indiana University where he focused on marketing. He has played an integral part on projects for The Home Depot, Lillian Vernon and most recently, UniFirst. Tom brings the logistics systems group a strong functional knowledge not only in warehouse management systems (like DCMS®), but also transportation and vendor compliance systems. In addition, he represents the Logistics and Logistics Systems groups in recruiting efforts at Virginia Tech and is active in KSA's Junior Achievement program.

When he's not chasing down issues at UniFirst, Tom enjoys improving the Marietta, Georgia home in which he and his wife, *Janie*, live. Recent projects include crown moulding, painting, and furniture finishing. Another favorite pastime is music. Tom has performed percussion with the Cobb County Symphony and played drums for various rock, big band, and jazz groups over the years.

Ashley Deaton

Ashley came to KSA upon earning her Industrial Engineering degree from Georgia Tech. Ashley has criss-crossed the country delivering projects for Waldenbooks/Borders, Wolverine Worldwide, Haggar, Consolidated Stores, Carhartt, and Nike. After completing several Base Plus® projects and becoming

Associate Dean of the Base Plus® College, Ashley worked on a logistics strategy project this year, and has taken on the challenges of testing and organizational development for the Nike DCMS project team.

Ashley has recently relocated to Memphis' Overton Park area, where she will live during the Nike startup effort. She is an avid traveler, and an accomplished tennis player. She has also become an expert in cold-climate diesel engine operation (thanks to her stay in Michigan and Ohio.)

Syed Hoda

Syed joined KSA with extensive marketing and business strategy experience from IBM. He received an MBA from Emory University and a BS in Systems Engineering from Case Western Reserve University. Since joining KSA, he has worked on an IT assessment for Carter's and a sourcing strategy for Standard Textiles, but has spent most of his time on an IT strategy for Pier 1 Imports where he was also involved in the sale of a significant follow-on engagement. Syed assisted in an assessment of Pier 1's senior executives utilized in evaluating prospective IT investments.

Syed, *Sabba*, and their one-year-old-son, *Shaan*, live in Cobb County, Georgia. Syed and Sahba used to be avid movie and art buffs, but have been spending much more time at the Baby Gap and Gymboree of late. (Photo not available.)

Jana Hughes

Jana joined KSA after graduating from Texas A&M with a B.S.I.E. degree. Since then, Jana has relocated to projects for Time Life Customer Service, Fingerhut, The Disney Store, and Blockbuster. Through this work, Jana has become very experienced at conducting Base



Araiza



Coto



Clement



Deaton



Hughes



Prevost

Plus® projects on-site at client locations. She has also served as Campus Executive at Texas A&M for the past several years. Jana will begin working out of the new Chicago Office when she completes her current on-site project work at Blockbuster in Dallas.

Jana and her husband, *John*, live in Lincoln, Nebraska. They enjoy traveling, their cats, and are avid Aggie and Cornhusker fans.

Matt Prevost

Matt joined KSA after earning his B.S.I.E. degree from the University of Michigan. Matt has been a key member of the Logistics consulting staff working on projects for The William Carter Company, Dress Barn, Neiman-Marcus Direct, Time Customer Service, Dillard's, Franklin Mint, and Borders. He is also a survivor of the Williams-Sonoma project. Matt has been very active the past two years in campus recruiting, serving as Campus Executive at the University of Michigan.

Matt is currently on assignment in the Atlanta Office, but he will be moving to the new Chicago Office this spring (he is already working on Mike Swift to locate the office as close to Chicago's Lincoln Park neighborhood as possible!) Matt is also an avid football fan; he recently traveled all the way to California to see Washington State play in the Rose Bowl.

Michael A. Rice

Michael earned his BSME and MME from Georgia Institute of Technology in 1987 and 1989 and joined KSA in late 1994. He earned strong credentials as a manufacturing and operations professional through his previous job assignments at Broadband Technologies, IBM and Honeywell. As a consultant with KSA,

Michael has participated in a series of very successful hands-on implementation programs both in manufacturing operations and information technology. His client list is long and includes firms such as Lillian Vernon, Klear Knit, VF Corp, Amerex, Cole Haan, National Geographic Society, Jockey International and Liz Claiborne.

Michael and his wife, Stacey, had their first child, *Grayson Alexander* in 1997. Both enjoy spending time at home taking care of their newborn. Michael is an avid fisherman and hunter. Sailing is his latest passion; he is certified to sail basic keelboats and is working towards his offshore sailing certification.

Keith Richards

Keith, a member of the strategy practice in Atlanta, rolled off the Liz Claiborne business transformation project in January and is currently working with DM Management to redesign the structure of their merchandising group. Keith worked as a strategy consultant for Edison Brothers, Monsanto, United Artists, Horace Small, and Louisville Bedding. His project work includes marketing strategy, sourcing strategy, business transformation, and organizational design. Keith earned a BA at Baylor University and an MBA at the Kelley School of Business at Indiana University. Keith lives in Atlanta and enjoys golf, running, and flying Delta. Keith is an instructor with Junior Achievement and a team member on KSA's Cigna Corporate Sports Challenge Team.

Britton Russell

Britton joined KSA in 1994 and has been focusing primarily on BPR, strategy, and process improvement projects. His major

clients have included Oxford Shirt Group, Louisville Bedding, and Pfaltzgraff. Within KSA, Britton has also been actively involved with BPR training for KSA's new consultants and recruiting for the Performance Enhancement Group. Britton came to KSA from Nike, where he worked as a production manager. Britton has a B.A. in Political Science from Duke University. He and his wife, *Elizabeth*, live in Atlanta.

Al Sambar

Al joined KSA after serving over seven years as a naval aviator. He is a graduate of the U.S. Naval Academy and has also received his MS degree. During his KSA career, Al has worked for Louisville Bedding, Hornick, Williams-Sonoma, Manco, Kroger, and Tiffany & Co. This project work has led him and his family to relocate to Cleveland, Columbus, and Parsippany, New Jersey. Through his project work, Al has become very experienced in the design and implementation of WMS systems. Al is active in JMO recruiting efforts and Junior Achievement.

Al and his wife, *Phyllis*, have a four-year old son, *Natban*, and are expecting another child in May. They will be settling in Princeton when Al's current project at Tiffany & Co. is complete. Al's hobbies include spending time with his family, tennis, and radio-control modeling.

Renato Scaff

Renato is currently working in Brazil implementing ECR partnerships between Coteminas and its retail customers, and in Argentina and Chile creating exporting strategies for American manufacturers of cotton yarn, fabric, apparel and home furnishings.



Rice



Richards



Russell



Sambar



Scaff



Sterle

New Managers (cont'd)

Prior to his work in South America, Renato spent two years working in Asia, Europe and Australia on a reengineering project for Levi Strauss & Co. Beyond his international work, Renato has managed to squeeze in marketing and sourcing strategy projects in the U.S. for Victoria's Secret, Express, Converse, Mastercraft, Dal-Tile, Wools of New Zealand, United Artists, Standard Textile and JPS. Renato has earned a Masters in Management (MSM) degree and a Masters in Aerospace Engineering (MSAE) degree from Georgia Tech. He received a Bachelor in Aerospace Engineering (BSAE) degree, Magna Cum Laude, from the University of Florida. Renato and his wife *Jill*, live in Atlanta. Renato is an avid Florida Gators football fan and spends his spare time (when he is in the country) playing tennis, bicycling and enjoying water sports.

Larry Sterle

Larry joined KSA in March of 1994 from Group Health in Minneapolis, where he managed facility development of physician practice sites for that HMO. Since then, he has made significant contributions to Hamilton-HMC facility and operational engagements from Florida to Montana. Recently, most of his consulting time has been spent with Henry Ford Health System in Detroit, the Duluth Clinic, and at Benefits Health Care in Great Falls. This major step in Larry's career progression recognizes his technical contributions to these and other clients, his management of major client assignments, and his developing relationships with key client personnel.

Larry and his wife, *Cindy*, live in Minneapolis. They enjoy working on their house, reading, and their annual trips to the Boundary Waters.

Rod West

Rod came to KSA upon completion of dual degrees in Industrial Engineering from Georgia Tech, and Business from Clark Atlanta University. Rod has worked on a variety of planning and performance improvement projects for Waldenbooks, Liz Claiborne, Haggar, Chadwick's, and Nike,

and has recently begun a WMS project with Spiegel/Eddie Bauer. In addition to his project activities, Rod has been active in recruiting at Georgia Tech and the Atlanta University Center, and has participated in the performance improvement BOK effort.

Rod is in the process of settling in the Atlanta area, where he hopes to build on the singing career he started during last summer's project lead class (where he dueted with *Ralph Wear* in a unique rendition of "I'm a little teapot.") (Photo not available.)

Anniversaries

KSA congratulates the following people, who celebrated 10 years with KSA in the past year: *Archie Aamoth, Faith Cox, Diane Henning, Bob Kaufman, Brady Knight, Phil Kowalczyk, Scot Latimer, Jana Miles, Fran Preston, Christoph Robe, Damon Shuman, Tony Smith*. Congratulations also to *Ike Myers* and *Peter Voget*, who recently celebrated 20 years with KSA!

Top 10 Lists

Top 10 things a consultant should never tell a client

10. That was my first guess as well, but then I really thought about it.
9. You should see the hotel I'm staying at.
8. Hey, I just realized that I was in junior high when you started working here.
7. I like this office space. I'll have them put me in here when you're gone.
6. My rental car looks nicer than that junker you're driving.
5. Sure it's work; I learned it in business school.
4. So what do you need me to tell you?
3. Of course it's right; the spreadsheet says so.
2. I could just tell you the answer, but we're committed to a three month project.
1. What are you, stupid?

Top 10 ways to know you're dating/married to a consultant

10. Referred to the first month of your relationship as a "diagnostic period."
9. Talks to the waiter about process flow when dinner arrives late.
8. Takes a half-day at the office because, "Sunday is your day."
7. Congratulates your parents for successful value creation.
6. Tries to call room service from the bedroom.
5. Ends any argument by saying, "Let's talk about this off-line."
4. Celebrates anniversary by conducting a performance review.
3. Can't be trusted with the car—too accustomed to beating up rentals.
2. Valentine's Day card has bullet points.
1. Refers to lovemaking as a "win-win."

Top 10 signs you work in the '90s

10. You lecture the neighborhood kids selling lemonade on ways to improve their process.
9. You get excited on Saturday because you can wear sweats to work.
8. You refer to your home-grown tomatoes as "deliverables."
7. You need PowerPoint to explain what you do for a living.
6. You eat out of a vending machine, a 7-11, and the most expensive restaurant in town in the same week.
5. You think that "progressing an action plan" and "calendarizing a project" are acceptable English phrases.
4. You know people at the airport better than your next door neighbor.
3. You ask your friends to "think out of the box" when making Friday night plans.
2. You think Einstein would have been more effective if he put his ideas into a matrix.
1. You think working half-days means 6:00 a.m. to 6:00 p.m.