

SUMMER 1999

A publication by and for the employees of Kurt Salmon Associates

The Observer

Wolverine goes "live"

KSA's implementation of SAP AFS at worldwide footwear manufacturer sets industry standard

By Paul Schottmiller

ROCKFORD, MICH.

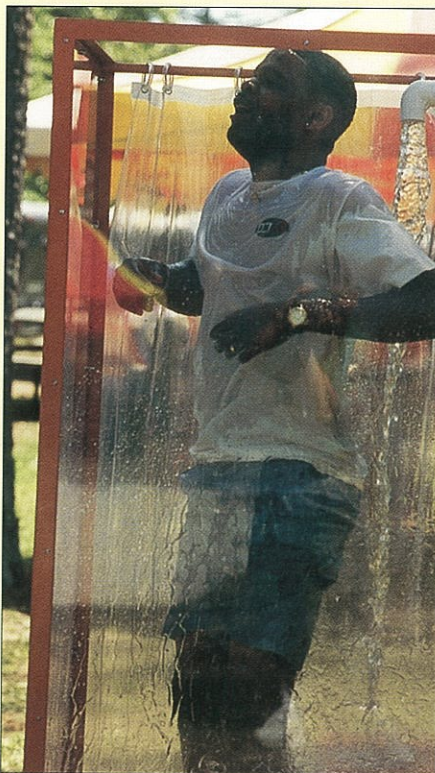
We are just a few weeks past the go-live in a very successful implementation of SAP AFS at Wolverine Worldwide, and the system is performing remarkably well.

Wolverine is KSA's first AFS installation and together with our partners from Prescient, we have accomplished what many of our competitors could not—and with far less resources and in less time.

The success is due to the incredible commitment and work ethic of our team at Wolverine. For 14 months, team members have maintained an intense focus on delivering high quality services and keeping the client's interests first.

Wolverine stands today with a newly integrated enterprise backbone on a modern technology platform. The company now has capabilities it could only dream about with its old legacy systems, and the flexibility of the new systems will allow Wolverine to achieve footwear industry best practices in a number of areas.

SAP is an important milestone for Wolverine as a business and not simply a destination. As in the past,

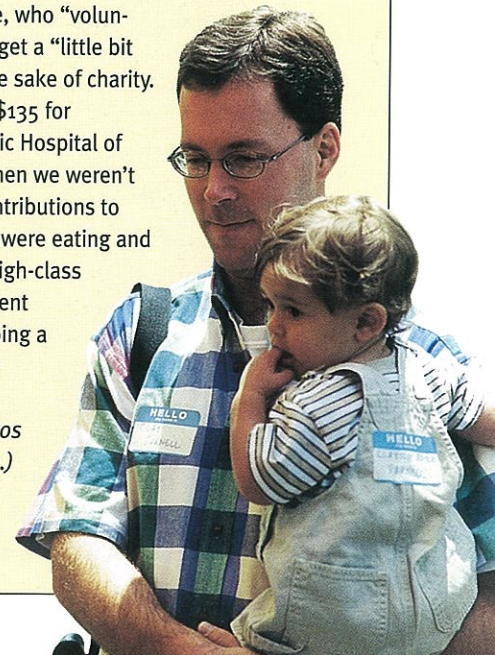


Lazy, Hazy ...

The 1999 Atlanta Office picnic offered the usual KSA blend of fun and thoughtfulness—this time in the sacrificial dunking of John Lyons (left), Erik LaValle and Butch Price, who "volunteered" to get a "little bit wet" for the sake of charity.

We raised \$135 for the Pediatric Hospital of Atlanta. When we weren't making contributions to charity, we were eating and watching high-class entertainment (top), or doing a little family bonding.

(More photos on page 20.)



KSAers look forward to helping Wolverine, an important and long-term client, along its journey.

KSA stands today with an unmatched success record for SAP AFS. Wolverine alone, one of the largest "live" AFS customers, processes close to \$800 million in sales through AFS.

KSA stands today with an unmatched success for SAP AFS. Processing close to \$800 million in sales through SAP, Wolverine is one of the largest "live" AFS customers.

Compared to other AFS implementations to date, and even other large-scale system implemen-

tations, Wolverine was a timely, cost-effective and smooth implementation.

Kudos to KSA

KSA's long-term reputation for doing quality work at Wolverine, and in this industry, is maintained and enhanced by the efficiency of the KSA team, as this report from Kim Fletcher at Wolverine attests:

Last night, the team completed our third consecutive night of normalized production, resulting in over

64,000 pairs of shoes being sent to various DCs. Through yesterday, a total of 137 issues had been reported to SAP Command and Control Center; 87 have been resolved, 50 are in process. Congratulations to *Kathy Steffles, Jim Thwaites, Nan Bromley* and the rest of the IS team and consultants.

We are finding the visibility of information should lead us to better asset management, finished goods inventory in particular, which should ultimately result in better customer service.

For example, in investigating why EDI orders were not filled, we discovered in one instance that inventory was being held against POs for another customer that were beyond cancellation dates.

These situations will be reviewed by customer service with merchandising, and will be escalated within the divisions when appropriate. We will maximize inventory use whenever we can, prevent buying more inventory when we don't need to, and balance those activities by protecting inventory for key customers.



Swooping down Splash Mountain: Torre Crupie, Butch Price, Ting Chang (*hiding under the seat!*), Chris Kelly, Troy Conover and Brian Franks.

PEGing service

Two days spent expanding awareness of PEG service offerings

By John Pollock

ORLANDO

The conference began with a dinner where we renewed friendships with fellow PEGers and met those who recently joined the company.

The next morning, more than 200 of us heard presentations of the four service offerings, learning what a typical day in the life of a consultant in each area is like, and summary reports covering four recent client engagements. *Joe Irastorza* and *David Head* gave strong presentations.

We also participated in a team building exercise at Epcot park.

The real value of such conferences is determined by what we take away. Here are things I learned that will prove valuable in my career with KSA:

1. If you are going to be in the strategy group, it helps to have some evangelist blood in your

veins. *Phil* sure does! I was ready to sign up for anything.

2. Some of us snore rather loudly.

3. What CLM and CEM stand for.*

4. PEG IT knows the vision tree (this could be because we are all brilliant. Or, we studied rather than socialized. Or, since the Family Feud was done on a laptop in PowerPoint, that we had some inside influence. Personally, I think it is the first one).

5. If you sit in the front on the Splash Mountain ride, you get wet.

6. Everyone who participated in the presentations, skits or the organization of the events reached deep down into their creative reserve to put on a wonderful conference—after already giving 110 percent to the client, traveling, and to family and friends.

My thanks for what you gave the rest of us. (*See photo, page 20.*)

*Career Limiting Move and Career Ending Move!



The Marriage of Non-IT and IT Practices

Hamilton-HMC's work with Methodist Health Care System has created a promising relationship built on service and trust

By Cheryl Scimeca

HOUSTON

The rendezvous point for the promising relationship is Methodist Health Care System. MHCS has employed Hamilton-HMC to assist with the new Health Center planning since February, 1998.

Hamilton-HMC consultants came from Atlanta, Chicago, Minneapolis and Los Angeles.

Strategy without technology is

like a bride without a groom.

Technology without strategy is

like a wedding reception without

cake and champagne...

MHCS owns three hospital facilities including the "Mother Ship" in Houston—The Methodist Hospital (TMH) with 1,269 licensed beds.

TMH is in the middle of a metropolis of other health care specialties, such as MD Anderson, St. Luke's, and University of Texas Medical Center.

MHCS also owns Diagnostic Center (an acquired HealthTrust facility across the street from TMH) and San Jacinto Methodist Hospital in

Baytown. Other local affiliates include Baylor-Methodist, Methodist Medical Group, Visiting Nurse Association of Houston and Methodist Care, the HMO program.

MHCS has built 1 of 5 planned health centers in Sugar Land; the company plans to capture market share within the outlying communities, something their competitors are doing.

Unfortunately, the cost to operate Sugar Land has far exceeded the budget planned with a daily average census of four for a licensed 22-bed facility. One reason for this is that expected managed care contracts have not come about. In addition, their Medicare certification was obtained six months after opening on March 5, 1998.

The next health centers will be in Willowbrook and Memorial, using Hamilton-HMC's Facility and Space Planning and Strategic Planning expertise.

The Missing Link

Our Facility and Space/Strategic Planning team hosted the client at a retreat,

where we discussed plans for Willowbrook's patient care floor plans and services.

The clients wanted to know how the existing information systems would accommodate business strategy and operations. However, they were not confident about making specific decisions with their limited knowledge of information systems. There seemed to be a missing link from the client; an Information Systems representative.

MHCS wanted another Hamilton-HMC consultant to evaluate the Sugar Land and TMH information systems, so I was asked to assist with the strategic operations and assess their information systems.

Because of this work, the Los Angeles IT practice has been engaged to work on an Information Systems Assessment project that will conclude by the end of this year. The report will recommend the next steps for IT success in the

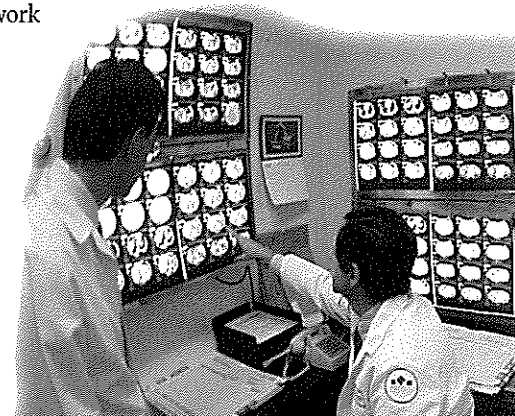
client's new health centers.

The client has already expressed a need for work beyond the final assessment, which includes potential project management for systems implementation and integration of health centers with TMH.

Simultaneously, the Strategy team and IT team have been updating each other with their associated activities with MHCS. So far, the marriage has been a success and will continue indefinitely for this client.

Strategy without technology is like a bride without a groom. Technology without strategy is like a wedding reception without cake and champagne...

Do you matchmakers see any other matches out there?



Business lessons

Take Our Children to Work Day in the Atlanta office

By Karen Pantzer

ATLANTA

April 22nd marked the sixth annual "Take Our Children to Work Day." Started by the Ms. Foundation for Women as an educational campaign to boost self-esteem and provide young girls with exposure to professional role models and the world of work, the emphasis is now on encouraging both boys and girls to learn more about their parents' professions.

The KSA Atlanta office's Take Our Children to Work Day was a great success, and the children not only enjoyed themselves, but also learned about the professional world.

Our five children—*Nick Westbrook, Tory Meyer, Keonna Waters, Amanda Machan* and *Anna Machan*—ranged in age from 8 to 15 and included daughters, a stepdaughter and a nephew of KSAers.

Pam Beckerman gave them a quick

rundown of KSA and its organizational structure. They then learned more about the particular responsibilities of their family members, as well as some of KSA's client work.

They talked about their own interests and skills, and were encouraged to think about career aspirations. We had a *future* attorney, actress, neo-natal nurse, landscaper, explorer and pediatrician.

After lunch on the deck, I talked with them about interviewing. We discussed the essentials of good eye contact and a firm handshake, and role played actual interviews. The children then "interviewed" *Butch Price* and *Stephanie O'Neal Sauer*—and did a terrific job. The rest of the day the children "shadowed" their host parent to learn about his or her day-to-day activities.

Overall, the day was fun and, more importantly, provided a valuable learning experience for the children while allowing us to share a bit of KSA with them.



The fabric of business

KSAers Mike Rice, Janet Greer and Jim Sevryn (*l-r*) shared insights into "the consumer and the supply-chain" during a recent meeting of the Greensboro Triad Textile and Apparel Club, a group of professionals from the apparel and textile industries. Several companies were looking for ways to improve their business procedures.



MAXIM "live" on SAP Retail

By Dean Sivara

KENNESAW, GA.

MAXIM, a \$750 million floor-covering retailer, went live on SAP Retail (v4.0b) in May. MAXIM is already live on the SAP Financial (Dec. 1998) and HR (March 1999) modules. In addition, the company will go live with SAP Payroll during the third quarter of 1999.

KSA served as the prime integrator for the SAP implementation, managing 10-20 consultants and 10-15 client staff. The implementation took 27 months, with five months on the financial module, five on the human resources module, seven in payroll, the rest in retail. MAXIM's mid-Florida region is first to implement the new retail solution. It has 10 stores and two distribution facilities.

The 60 Carpet-Max stores will be converted by this fall. Shaw Retail outlets will be converted in 2000.

MAXIM is the fourth SAP retail client to go live on the product in the United States, which means that KSA has led 50 percent of the live SAP Retail installations to date.

MAXIM required business functions foreign to SAP, forcing the team to work many extra hours to align SAP with the business needs—an outstanding effort in a complex environment.

KUDOs

Carol Evans, Mark Chandler, Christian Borthayre, David Sauls, Rick Keller, Tim Slaughter, Raj Jilla and Joe Irastorza.

Millennium Readiness Profile

The MRP offers KSAers a valuable tool for assessing client needs and improving relationships

By Mark Reda

NEW YORK CITY

KSAers have developed a valuable tool to help you reach potential clients or enhance existing client relationships—it's right under your nose.

Since March 1997, KSA has been using the results of its landmark research initiative on consumer response. The study included the development of a model of the supply complex, from consumer to raw materials supplier; surveys of industry participants representing

more than \$260 billion in annual sales; and personal interviews with executives of more than 70 leading retailers, manufacturers and suppliers.

Initially faced with skepticism regarding Quick Response (QR), KSA principal *Jeff Stiely*

"The value of the MRP is that it has enabled KSA to provide a real measuring stick for our clients or potential clients."

—*Jeff Stiely*

and KSA Communications Director alumnus *Joe Scheines* sought a vehicle to quantify the results of QR and demonstrate how companies can reap tangible benefits by implementing its components.

A team headed by *Dave Cole* and *Jeff Stiely* analyzed the impact retailer and supplier responsiveness has had on the consumer products supply chain and identified the success factors for positioning a company to be a world class competitor. These success factors were used to develop the Millennium Readiness ProfileSM (MRP), an integral tool covering seven areas of strategic focus that can be used to evaluate a client's readiness to compete in tomorrow's environment.

The seven areas in the MRP are:

- 1) strategy and direction,
- 2) consumer focus,
- 3) product development and presentation,

- 4) promotion and service,
- 5) forecasting, planning and fulfillment,
- 6) information flow, and
- 7) logistics.

Clients rank themselves 1-5 in all seven categories depending on how advanced they are in various strategies. For example, for the Logistics section and Floor-Ready indicator, Level 1 companies have "limited ability to provide or utilize floor-ready merchandise on an ad hoc basis." For advanced companies at Level 5, "all floor-ready activities are jointly planned and maintained by all trading partners."

How Can I Use the MRP?

The MRP serves as a vehicle to reach target clients and enhance existing client relationships. Before or at a meeting, consultants can walk management through this comprehensive survey. It can also be included in every narrowcast mailing you send to a client or target.

Presenters can use results from any of the seven areas to correspond with the topic being discussed. For example, you can say, "According to KSA's MRP, the best-in-class companies rank at level 2, 4, or 5 in information flow," then read the description. For companies who return a completed MRP, turnaround time for feedback is only one week. KSA analyst *Anne Winglosky* tabulates the results and provides consultants with immediate feedback to share with the client or target.

Jeff has been encouraged by the results and usefulness of the MRP.

"The value of the MRP is that it has enabled KSA to provide a real measuring stick for our clients or potential clients," he says.

By using the MRP, companies can see how they compare to their competitors. This tool gives a good snapshot of their readiness for the future of supply chain leadership.

"Depending on how a company scores, there's always something KSA can highlight for them," *Jeff* stressed.

The Value of Self-Assessment

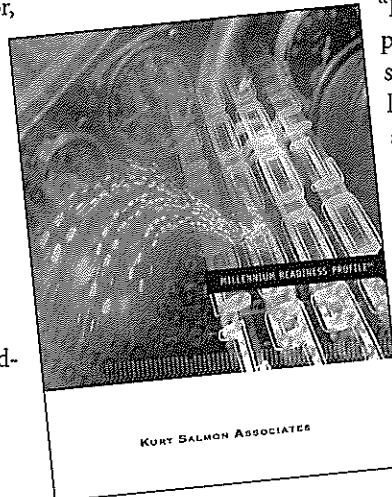
Another benefit, *Jeff* says, is that "companies evaluate themselves; this is important because they realize it's not just KSA telling them they have a chal-

lenge. When a potential client realizes that his/her organization needs assistance in one of the seven areas, the KSA consultant can tell the executive about similar-sized or -type companies with similar problems that KSA has helped. The executive's interest is peaked immediately."

Because of the MRP's large database, KSA can benchmark one company against others in its industry.

The survey is not difficult to complete, *Jeff* adds. Discussion and completion of the MRP requires from 30 minutes to an hour, depending on the number of people involved. "The scoring and wording is clear," *Jeff* says. "It helps clients quickly assess where they are leaders or laggards in their markets."

For more information about the MRP, please contact the Marketing Communications Department or *Anne Winglosky* in the New York office.



Trigger functions, drop-down lists and heavy snowfall ...

And other things I learned at a logistics IT project in Bavaria

By Arndt Schmidtmayer

AUGSBURG, GERMANY

Wolf Wagner, Wolfgang Wanning and Marcus Sewtz discovered, during their process reengineering project with Schoeffel (a well-known, high-quality sportswear manufacturer in Bavaria), significant potential for new software development for the logistics chain. Juergen Diel and I were asked to carry out the follow-up project.

On our first day, heavy snowfall delayed our plane from Düsseldorf to the German Alps city of Augsburg. We landed in 30 centimeters of snow at the client site—what a start to the project! Nevertheless, we arrived in time to take over from the process reengineering team, which made its final presentation on that day.

To select the IT supplier, we carried out workshops and interviews with people in product development, manufacturing and sales, in order to adapt a previously-used catalogue of requisitions for the software supplier to the special needs of our client. Within two months, we positioned the suppliers and sorted out those companies that received our 100-page catalogue.

Because my background is in marketing and strategy, I learned a lot from the workshops and my project leader about the functioning of a logistical chain and about drop-down lists, OLAP, trigger functions and other fancy computer possibilities.

I also learned, after spending the week in a hotel out in the country where the mobile phone doesn't work, the first names of my taxi driver and the concierge.

Having chosen KSA for its business expertise and its experienced personnel, I found out how important it is to get along with your colleague. I spent not only the whole working day with him, but many evenings in the restaurant and in the bar (and we had some good conversations there).

As a great ending of these two successful projects, both teams joined for a ski weekend. The mission of our 3-day trip to the German Alps was to conduct a true "field study" about the market share of our client.

We were all dressed up like professionals, equipped with the finest and most functional Schoeffel skiwear, which we were able to buy at a discount. But when at the ski lift, we realized—to our surprise—that there weren't many others wearing the sought-after brand. This was a good reason to send a postcard to the owner of the company suggesting he initiate a follow-up strategy project with KSA.

Heavy rainfall and the danger of avalanches forced the World Cup race in Garmisch-Partenkirchen to be cancelled that weekend. But the bad conditions were no obstacle for our resilient KSA team: we enjoyed the rented skis, always remembering the warm sauna and the heated swimming pool at the hotel.

Heidi Müller, a KSA colleague, led us to the best Italian and Bavarian restaurants and showed us a dancing bar where the group celebrated my 27th birthday in style with Prosecco and cigars.

What a shame that our camera did not work and we can't show you pictures of the great team we formed!

.....
Having chosen KSA

for its business

expertise and its

experienced person-

nel, I found out how

important it is to

get along with

your colleague.



Take Five for Feedback in 1999

Survey gives input into personnel decisions, directions for work-related policies and procedures

By Pam Beckerman

For the second year in a row, a random sample of North American KSAers was asked to "Take Five for Feedback."

A brief questionnaire was e-mailed from Personnel to about 200 staff asking them to provide feedback on a variety of work-related topics. The feedback is used to shape human resources policies and programs.

Survey respondents expressed high levels of agreement—total agreement of over 75 percent—with statements concerning their understanding of our mission, the caliber of the con-

sulting we provide, and the support received when faced with problems. Others statements that drew positive responses—over 70 percent total agreement—addressed performance expectations and feedback, direction received, and satisfaction with senior leadership.

Statements that drew less agreement concerned compensation and staying at KSA for more than five years.

The results for 1999 were comparable to those of the 1998 survey. There were slight increases in understanding our mission and slight decreases in the perception of the caliber of our consulting and recognition received for contributions to the firm.

An open-ended question asked KSAers to list the most important issue facing our

firm. A wide range of issues were identified, such as staff retention, keeping our service offerings competitive, becoming more global, and achieving work/life balance.

However, the issues cited most frequently by respondents were managing the growth of the firm and the need to preserve its special culture.

"As KSA grows, I think the biggest challenge is to keep our culture," said one respondent. "KSA has the highest quality people I've ever had the privilege to work with. However, their quality is a combination of who they are as well as the expectations and environment that KSA creates. Growing without letting the quality (and our values) slip is the challenge."

Over the next few months, focus groups will be

convened to discuss the results and strategies for addressing the issues raised. The results have also been reported to the North American Management Committee (NAMC) and Human Resources directors who will use them when developing and assessing policies and programs.

From my perspective, the survey shows our firm is healthy and strong and facing natural growing pains. Because our people are committed to maintaining our culture and service quality, we will continue to invest in making that happen. As long as we share a common vision of who we are and how we serve our clients, we will have a collegial firm that values clients' interests first, excellence, integrity, diversity and respect for the individual.

As long as we share a common vision of who we are and how we serve our clients, we will have a collegial firm that values clients' interests first, excellence, integrity, diversity and respect for the individual.

The Survey Results

Item	% Total Agree	% Total Disagree	% Don't know
I understand our firm's mission and strategies for the future.	86	7	7
Support and sensitivity are displayed when I face personal and professional challenges.	80	11	9
I believe my clients receive the highest caliber of consulting from KSA.	78	6	16
I am satisfied with the senior leadership at KSA.	77	9	14
I receive clear expectations and feedback about my performance.	74	22	4
I receive adequate direction and communication from my team leader or manager.	72	20	8
I have satisfying opportunities to advance my skills and career.	69	18	13
I receive recognition for my contributions to the firm.	66	12	22
I feel my pay and benefits are fair.	57	28	15
I plan to stay at KSA for at least the next five years.	53	12	35

In the foothills of San Bruno

KSA's San Francisco office moves closer to San Francisco

By Steve Jeffries and Cassandra Whitcomb

SAN FRANCISCO

We've moved! KSA's San Francisco office is now in a more spacious and beautifully appointed locale in San Bruno.

For more than 13 years, KSA's San Francisco office was located 30 miles south of the city in Redwood Shores. The office initially served the Health Services Division, with the Consumer Products Group moving in around 1995. Together, the two groups quickly exceeded the capacity of the old space. A search for a new location began several years ago, but, with the extremely tight office real estate market in the Bay Area, we did not secure new space until mid-1998.

In the meantime, the staff continued to produce and grow in our increasingly tight quarters. Now, after several months of planning and delays in getting the former tenants out of our new space, here we are!

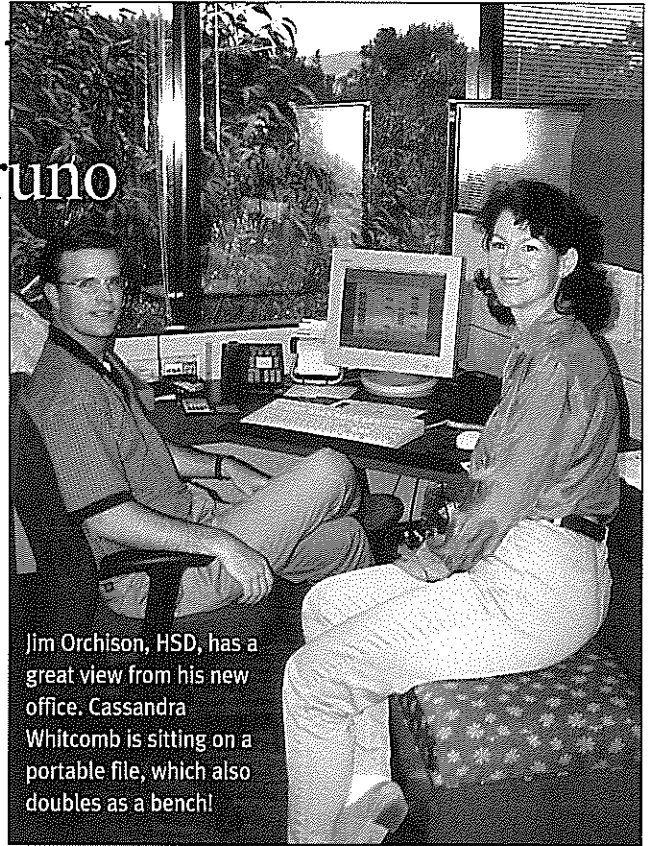
In the best traditions of KSA, our successful move to the new space resulted from a true team effort. The New Office Committee (*Cathie Heller, Steve Jeffries, Dorothy*

Sadd and Melissa Van Arsdale, with Jeff Hoffman serving as committee chair) spent many hours working through details big and small without any reduction in individual utilization targets—another KSA tradition.

Our art committee (*Molly Acton, Charlie Cosovich, Edwin Lager, Dorothy*, and chaired by *Melissa*) selected some wonderful pieces. We completed the move under budget and on time (or at least we would have been on time if we could have gotten the former tenants out of the space ...), which greatly pleased our project sponsors, *Dave Ping* and *Ken Wilkes*.

The physical move itself went much smoother than expected. The office administrative staff (*Cathie, Bernie Grijalva, Cassandra Whitcomb, and Darlene Witherspoon*) started packing weeks before the actual move date while continuing to support normal office operations. Everyone packed her/his own belongings, generating mass quantities of recyclables. The technical team, including *Terry Hight* and *Peter King*, ensured that our phones and LAN connections worked perfectly on our first day in the office.

And from that first day, we have been thrilled to be here. We have space! ■ Three beautiful conference rooms—the largest seats up to 26 people. The confer-



Jim Orchison, HSD, has a great view from his new office. Cassandra Whitcomb is sitting on a portable file, which also doubles as a bench!

KSA's new facility is located among the eucalyptus trees in the foothills of San Bruno, approximately 15 miles south of downtown San Francisco and close to the airport—shouldn't all consulting offices be near airports?

ence rooms will now support video conferencing with clients and other KSA offices.

■ A real reception area. This may not seem like a big deal to you, but it is to us—especially to *Cassandra* and *Cathie*, whose cubicles constituted what was our old excuse for a reception area.

■ A dedicated visitor's office that will also be used to isolate recruiting candidates as they take those ever-so-challenging diagnostic tests.

A few additional facts about the new office:

■ Like the old office, KSA's new facility is not actually in San Francisco. We're located among the eucalyptus trees in the foothills of San Bruno, approximately 15 miles south of downtown San Francisco and close to the airport (and really, shouldn't all consulting offices be near airports?).

We're so close to the airport that you'll likely annoy your cab driver with the

measly \$10 fare earned by dropping you off here.

■ We're directly across the street from the San Francisco International Airport Courtyard by Marriott. If you visit us and we place you there, please do not call for a taxi to take you to the office (as some KSAers have already done). You will either seriously amuse the hotel concierge or seriously annoy the taxi driver.

■ San Bruno is one of the coldest places in the Bay Area, often windy and foggy. This doesn't bother us, because we're either diligently working indoors or on the road at a client site. It may, however, bother you. If you are going to stay awhile, bring a sweater or light jacket.

You have always had many reasons to travel to the Bay Area—the restaurants, the wineries, the beautiful countryside.

Our new office gives you one more excuse to come on out. We hope to see you soon.

In Search of Desert Gold

GES consultants celebrate successful year, plan an encore in '99

By Lynn Senior and Dean Sivara

PHOENIX

And they came from far and wide in search of exotic desert riches and sunshine...

In celebration of a very successful year, GES (Global Enterprise Solutions, our SAP practice) consultants converged on The Regal McCormick Ranch in Scottsdale, Ariz., May 14-16, to communicate their business strategy and continue planning for another great year.

Nestled on the shores of Camelback Lake and overlooking two PGA golf courses and the McDowell Mountains, this picturesque resort provided the perfect setting for business sessions and exploration of the surrounding area.

The festivities started with GES team members hitting the links, tennis courts and lake to soothe their competitive fires. The

heated competition was followed by a poolside reception and dinner.

Saturday brought a number of informative presentations, including a two-hour session with *Tom Rauch* of SAP. Afterwards, everyone was whisked off to the Sonoran Desert (the world's only

desert with native giant saguaro cactus) for an open-air jeep tour. That night, the team ventured to the Phoenix Playhouse.

Sunday brought another round of strategic discussions before the conference ended that afternoon.

While celebrating GES victories over the past 18 months, the team outlined critical next steps to continue success in a slow ERP marketplace. The effects of Y2K have reduced ERP spending, but, luckily, KSA has significant SAP implementations ongoing during 1999, where add-on sales will help GES continue its positive momentum.

Meanwhile, GES is creating industry templates and conducting an aggressive marketing program to leverage our 1999 project success and enhance marketplace recognition. Even during a slower ERP sales year, GES will continue to cement its position as one of the premier SAP integrators in retail and apparel/footwear manufacturing.

The KSAers in Phoenix: (Front, l-r) Lynn Senior; Jorge (guide); Arun Khurana; Kenneth Coons; Dan Pahlajani; Barry Goldstein. (Back) Tom McVeigh; Jeff Kyser; John Stiehler; Mahesh Lad; Dean Sivara; Raj Jilla; guide; Ernie Bonhomme; Flint (guide); Mohsen Moazami; Darren Frost; Billy Walters; Chuck Williams, Kathryn Cullen

Sticking points

On our back roads tour, we learned about native cultures, desert wildlife, plant life, insects and even snakes. The desert is known for its raw beauty and unusual life forms, particularly the cacti. Lining the horizon was the saguaro, signature plant of the Sonoran Desert, Arizona's state flower and the largest cactus in the United States. It is also known as *sahuaro* and giant cactus; its name is pronounced sah-WAR-oh.



In brief

Pacesetters

KSA recently received the Pacesetter Award for being one of the top 50 fastest growing private companies in the metro Atlanta area. KSA was number 28. The Awards are sponsored by the *Atlanta Business Chronicle*, a weekly business newspaper.

Companies were ranked by a growth index formula, which is used to even the playing field among companies of different sizes.

Factors in the formula include percent change and absolute change in the revenues and the number of employees between 1996 and 1998.

KSA was the only consulting firm in the top 50. Other winners fell into three main categories: IT software and services, builders/construction, and personnel services.



Three's the Charm?

The Blockbuster project team enjoys its third (!) annual holiday party in Dallas. Pictured are (*front row, l-r*) Liz Goldstein, Chris Rettig, Jana Hughes, Chris Dowd; (*back row*) Randy Moore, Abe Granderson, Chris Kalbach, Jenny Adams and Gabriel Batiz.

One hot day (or, time for a vacation!)

The wind was blowing so hard, I could feel it hitting against my head

By Barbara Gjerde
Minneapolis

Holy smoke! Is it ever hot and muggy outside. There hasn't been a July day this bad in many a year.

All morning long the weather reports predicted strong winds and thunderstorms were moving into the area some time during the day. People in the office kept looking warily out the windows—more frequently as the day progressed.

It was almost closing time and every-

one was hoping to get home before the storm. Alas, that was not to be.

About 4:00 p.m. the skies started to cloud over. Within 10 minutes, it was totally black outside. The winds started to blow. Lightning streaked across the sky.

Soon we could see the lightning at our eye level on the 16th floor. The torrential rains blew

horizontally with the winds. At one point, we realized that the large plate glass windows were bowing in and out from the wind pressure and we quickly stepped away a safe distance.

The rain lasted only a short time, but the winds continued to blow. We heard radio reports that it had blown semi-trailer trucks off the roads and tipped them over. The time had come to leave and go home. Out on the streets, objects flew through the air.

As I waited on the corner for my bus, there was a sudden blow to my head.

The next thing I knew, my husband was hitting me on the head and saying, "Dear, wake up! You were having a nightmare!" Looking out the window, I realized that the snow was piled high and it was the middle of winter.

When I related the story to him, he looked sadly at me, shook his head and said, "Ya, sure, you betcha!"



On a beautiful mid-April Sunday, members of KSA's New York Office walked 7.5 miles for MS (Multiple Sclerosis). Pictured are (*in back, l-r*) Domingo Lee, Sandy Bassuk, Anne Winglosky, Keith Richmond, Imtiaz Patel, Dave Bassuk and (*in front*) Michelle Fong and Tricia Marron. Other KSAers who walked for MS were Mike Biggins, Claudia Geiger, Megan Andresen, Katherine Lackovic, Rich McGinnis, Julia Snyder, Adelle Kirk, Debra Pavilack, Marian Henneman, Julie Sherman and Louise Hutchings.



Hot money

KSAers in the United Kingdom recently joined in the biannual Charity Fund Raising Day (Comic Relief Day), which is run by the country's most prominent comedians; all proceeds go to Children's Charities.

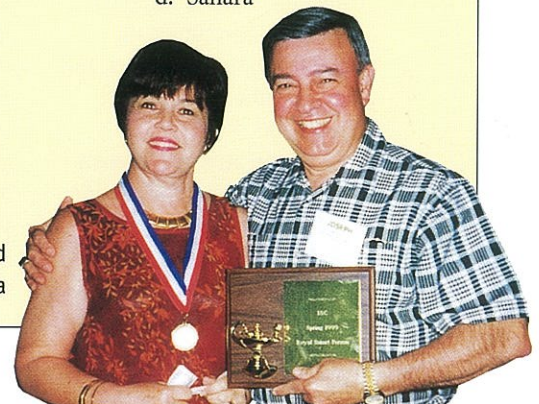
KSAers raised money in different ways. For example, Sela, our receptionist, logged all her telephone calls and had pledges from everyone for each call—she raised more than £200. Sarah Walmsley, one of the administrative assistants (right), did something rather interesting—as the photo attests. Her fire-eating/fire-breathing performance-for-pledges total is now up to £260 and money is still coming in. (We figure it was worth every penny.)



What's trivia to you might be ...

Members of the AAMA Information Systems Committee recently took a "trivia" quiz, with Joe Irastorza emerging as the "smartest of the smart." But Joe doesn't have all the brains in the family—his wife, Berta, was one of the runner-up winners. See how you stack up to Joe and Berta with these sample questions from the quiz.

- As of Jan. 1, 1997, which country had the most neighbors?
 - Russia
 - Germany
 - China
 - Tanzania
- Which nation has the longest coastline?
 - Russia
 - Australia
 - United States
 - Canada
- What is the oldest city in the United States?
 - Santa Fe, New Mexico
 - St. Augustine, Florida
 - Hampton, Virginia
 - Quincy, Mass.
- What was the top selling toy in the U.S. in 1996?
 - Hot Wheels
 - Barbie
 - Nintendo 64
 - LEGO
- Which country consumes the most wine per capita?
 - Spain
 - Italy
 - France
 - Portugal
- Which country consumes the most beer per capita?
 - Czech Republic
 - Ireland
 - UK
 - New Zealand
- Which country consumes the most soft drinks per capita?
 - Japan
 - Switzerland
 - United States
 - Australia
- What is the favorite car color in the United States?
 - Silver
 - Light Blue
 - Black
 - White
- What is the best selling car of all time?
 - Volkswagon Beetle
 - Ford Model T
 - Toyota Corolla
 - Ford Escort
- What is the most common element in the earth's crust?
 - Iron
 - Silicon
 - Oxygen
 - Hydrogen
- What is the heaviest element?
 - Osmium
 - Iridium
 - Rhodium
 - Tantalum
- What is the largest desert in the world?
 - Arabian
 - Australian
 - Gobi
 - Sahara



Big winners Joe and Berta Irastorza

Paradise Found

An ERP package implementation promises to prepare Liberty House for business in the new millennium.

By Giovanni Bencomo

HONOLULU, HAWAII

Five hours after the ball drops in Times Square to commemorate the arrival of the millennium, the islands of Hawaii will join the festivities with equal enthusiasm and trepidation.

In Honolulu, Liberty House (LH), the largest department store retailer on the islands, is preparing to be a part of the celebration by conducting an ERP (Enterprise Resource Planning) package implementation.

With KSA's support over the past two years, Liberty House has endeavored to replace 100 percent of the systems that brace the \$350 million company.

The KSA effort has been in the hands of PEG-IT members *Ed Ross, John Jantson, John Sewell* and *Julie Gentry*. I came to the project in late

January to manage the shift of LH business processes to MERLIN—the incoming Merchandise Management System—coordinate the Quality Assurance effort, and assist in the user-training program.

In an attempt to assimilate the *aloha* attitude, I find myself riding a motorcycle beside Waikiki beach, and biking or jogging along Diamond Head trail in prepara-

tion for the Iron Man triathlon.

Despite the myriad delights of Hawaii, KSAers are also faced with the characteristic challenges that come with the transition of any company onto a new information system. However, the Q/A effort along with other ongoing KSA projects at LH will ease the changeover. To maximize the benefits that may be obtained from a Q/A project, essential success factors must be identified at the onset of the process.

Critical Success Factors

Location is a factor often overlooked. The physical setup can prevent or enable the Q/A team to communicate effectively. It is common practice to set the Q/A team in a central room or “bull-pen.” This setting allows team members to learn from each other and develop cross-functional test scenarios that challenge the interdependencies between system modules throughout the Q/A process.

Another fundamental factor is defining clear and tangible expectations. Q/A team members must have common goals. The Q/A lead needs to define measurable indicators that facilitate and quantify the progress made in accordance with these deliverables. The entire team must remain sensitive to the progress of the established metrics through weekly reports.

Quantifiable indicators facilitate the Q/A lead's tasks such as resource allocation, identifying and prioritizing issues, and scheduling deliverables.

Perhaps the most crucial determinant of a successful process is the availability of staff resources. The staff's commitment to the project and their attainment of ownership and accountability govern the effort's outcome. The Q/A team must be comprised of members that represent diverse areas of the user organization.

The Q/A lead must have sufficient time to become familiar with the system's base functionality and understand the foundation and implications of required modifications. The Q/A lead should have the opportunity to develop a robust methodology applicable to the task at hand, before arrival of the test team.

The Testing Process

Kick-off meeting

The first step to any Q/A project should include a kick-off meeting. Upon the arrival of the test team, it is imperative to clarify the purposes of the effort and the role of each participant. Team members' responsibilities must be agreed upon before the team delves into the confines of the new system.

The new system as an archeology site

Exploration of the software

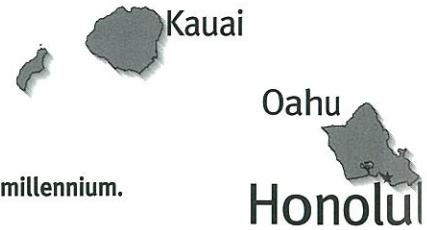
by business users enables the Q/A team to identify, document and resolve process issues raised with the system change. A Q/A process with dedicated test resources permits the design and documentation of business procedures shaped by the new system. The resulting methodology, well documented, can be used to develop customized training materials.

Q/A team members must be allowed time to familiarize themselves with the system. This phase should cover basic concepts such as screen navigation, frequent commands, tutorials and prompt system support. The next facet is to generate actual business transactions in the new system. At this stage, users should learn new system processes and identify gaps between these and the business.

Test case generation

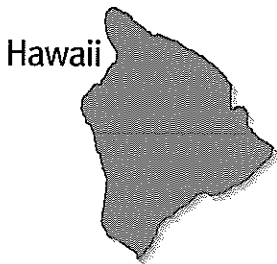
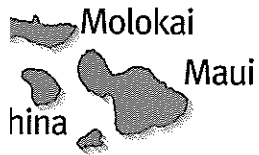
The goal of the second stage is to develop and document procedures to carry out fundamental business transactions in the new system. The transaction scenarios first documented will normally cover 80 percent of the business occurrences, the “significant few.”

The next facet is to expose and evaluate diverse business cases. These test cases challenge the versatility of the system and disclose the majority of its functional limitations. However, it is



Because it is difficult for many of our clients to quantify and understand the benefit of a Quality Assurance project during a system implementation, this effort too often is overlooked—to the detriment of the entire process.

Hawaii



crucial to first identify and establish the procedures that will ensure that the majority of the business processes can be successfully accomplished in the new system.

Test Script Development

Testing is not an event, but rather a continuous process that must be conducted in a systematic, measurable and repeatable manner. Test Scripts allow Q/A to verify test cases by documenting detailed procedures, data and expected versus actual results. These scripts can repeatedly check identical scenarios with diverse data, replicate software defects and quantify the execution phase of the process. It is important to develop scripts for all the test cases for each individual module, as well as for integrated system tests. Although test script documentation is a laborious task, its benefits are grasped during the execution phase, because they reduce duplication of defects and provide readily accurate records of the scenarios addressed during the effort.

Testers become change agents

Through the length of the effort, users develop a sense of project ownership that makes them an invaluable resource to the overall implementation.

The acceptance of the system and the development of procedures by company personnel who are conscious of business needs increases assurance and credibility throughout the user community. This sense of confidence eases the change management process.

Providing client personnel the opportunity to gain detailed first-hand knowledge of the system is one of the most substantial deliverables of Q/A.

Because it is difficult for many of our clients to quantify and understand the benefit of a Quality Assurance project during a system implementation, this effort too often is overlooked. Implementing a successful system entails completing a Q/A process. The effectiveness of a Q/A process depends on considering the critical factors discussed as well as scrupulous planning and management of the entire effort.

Liberty House has invested in a Q/A effort to ensure that when the ball drops in Times Square, their systems won't plummet with it.

It's Alive!

Tractor Supply Company goes "live" on SAP Retail

Tractor Supply Company (TSC), a \$600 million retailer of hobby farming and hardware goods, went live on SAP Retail (v4.0b) in mid February. KSA served as the prime integrator for TSC, helping our client implement the new enterprise solution in a record 11 months.

Since going live on SAP Retail in mid-February, Tractor Supply Company has been achieving better financial results.

As of April 13, TSC has been live for two months without major issues or complications.

The solution is helping the client's business achieve financial success. The KSA team implemented the retail, warehousing and financial modules, leading a team of 60 combined client and consulting members.

TSC is the third retailer to successfully implement the SAP Retail solution in the United States, with MJ Design and Reebok being first and second. Of the three implementations, TSC will use the broadest functionality, particularly in merchandising.

It was a tough journey, but we have a credible/live reference in the SAP Retail marketplace.

KUDOS

Congratulations to the team of Mohamed Amer, Ronan Cates, Mahesh Lad, Kathryn Cullen and Dean Sivara for a wonderful effort.



University of Texas at Austin in 1996. As a consultant in the Supply Chain Services Group, Scott has focused on process related improvements for retail clients including, store operations, merchandising and store concept branding. Scott has participated in various engagements with clients such as Williams-Sonoma, Inc., WH Smith, Inc., Blockbuster Entertainment Group, Sports and Recreation, Inc. and Liberty House. Additionally, Scott has played a key role in KSA's recruiting efforts at the Goizueta Business School of Emory University.



Chris Davis
Atlanta

Before joining KSA as a consultant in the Logistics Group in January 1995, Chris earned his bachelor's degree in Business Economics from Virginia Tech. In his career so far, Chris has contributed to numerous projects covering the breadth of the Logistics Group service, including noteworthy assignments at Eastern Mountain Sports, The Home Depot, Consolidated Stores, Sun Apparel, Wolverine Worldwide, Hartmarx, Aramark, and most recently at Carhartt and at Zep. Chris is active in Junior Achievement and KSA's recruiting efforts at Virginia Tech.



Angie Dickman
Richmond, Indiana

Angie joined KSA in 1995 from Indiana University, where she received her M.B.A. Earlier, she had worked with Eli Lilly in managed care and information systems. At KSA, Angie has worked on engagements that include an IT implementation project for the University of Kentucky; a review of Graduate Medical Education funding at the State University of New York at Buffalo; and a marketing study for W.H. Smith & Company. Angie has expertise in information systems implementation, health care strategy, physician services and managed care. She has managed the implementation of a managed care information system for the University of Kentucky and the development of a new productivity-based compensation system for a group of 200 physicians. She is currently working on a project for the University of Virginia faculty practice. Angie has recruited for HSD at Indiana University, and has coordinated education sessions for the division. Angie and her husband, Dan, have a new son, Clifford.



Darren Frost
Atlanta

During his more than eight years of professional experience in the technology industry, Darren has focused on the creation and implementation of

technology-driven solutions to business issues. He has created solutions in the transportation, retail and computer manufacturing industries. A consultant in PEG's Information Technology Group, he supports our GES practice. At KSA, Darren has worked with key clients, including Wolverine Worldwide and Hunt-Wesson. He also spent three months in Munich, Germany performing detailed testing on new SAP Apparel Footwear Solutions. Darren has a B.B.A. in finance from Georgia State University and an MBA in Management Information Systems from the Goizueta Business School of Emory University.



Cameron Geiger
Princeton

Cameron joined KSA as a consultant in the Logistics Group in January 1996. He had earned a B.S. in general engineering at the United States Naval Academy in 1989 and served as a pilot in the Marine Corps. At KSA, Cameron has participated in Logistics and Supply Chain Services projects for DM Management, Inc., Sports & Recreation, Inc., and NIKE, Inc. Cameron has participated in professional development as an LET instructor, and has recruited at Penn State.



Janet Greer
Greensboro

Since joining KSA in July 1995, Janet has contributed to the growth of the Performance Enhancement Group's operations practice. She has led and participated in projects dealing with product development, manufacturing productivity improvement and inventory management effectiveness. While the bulk of her experience has been in apparel manufacturing, Janet has also worked with the pharmaceutical, grocery and textile industries. Not only has Janet worked with clients such as Louisville Bedding, Guess?, Levi Strauss, Renfro, Replay and Burlington, she also has contributed to our practice in Italy. She has conducted internal training and has been active in recruiting efforts for both PEG Operations and KSA Americas. Janet earned her B.A. in economics and international studies from Northwestern University. She is fluent in Spanish and Italian.



Ashish Jhalani
New York

Ashish has contributed to the success of several design and implementation engagements since he joined KSA in July 1995. As a consultant in the Performance Enhancement Group's Information Technology practice, he has participated in projects with key clients, includ-

ing Phillips-VanHeusen, The Home Depot, Liz Claiborne and Tiffany & Co. In addition, he worked on the development and implementation of KSA's Recruiting Management System, a database for all recruiting efforts at KSA. Ashish has also recruited at NYU's Stern School of Business.



Brooks Kitchel Atlanta

Brooks earned a BA. in economics from Cornell University in 1992. He joined KSA's Supply Chain Services Group as a consultant in 1995. At KSA, Brooks has led and participated in engagements focusing on inventory effectiveness, supply channel analysis and merchandising process design and implementation. He has worked with key clients such as Talbots, Crown Books, Southeast Frozen Foods, Inc., Blain Supply, King's Supermarkets, Inc. and Best Products Co., Inc. He now is playing a major role in our work with Kmart. Brooks has been active as a campus team leader for Cornell University.



Erik LaValle Atlanta

Erik has contributed significantly to the Hamilton-HMC IT practice within KSA. With a B.S. in

industrial engineering from Mississippi State University and a M.S. in health systems from Georgia Tech, he joined KSA in 1994. He has served both retail and healthcare clients, including The Home Depot, PVH, The University of Kentucky Hospital and Henry Medical Center. He specializes in information systems implementations, with responsibilities ranging from business process design and reengineering, to systems design to support those processes. At Henry Medical Center, Erik manages the concurrent implementations of the radiology, materials management and operating room scheduling systems. He and his wife, Jennifer, live in Alpharetta. They enjoy landscaping, reading, and traveling.



Kelly Nemer New York City

Kelly has more than eight years experience in health care and information technology consulting. Clients whose engagements she has recently managed include the Catholic Health Care Network (an integrated delivery network composed of 18 organizations), the Executive Health Group (a private organization providing executive physicals), and Our Lady of Mercy Medical Center. Before joining KSA, Kelly worked in the healthcare infor-



mation technology consulting practice at Ernst & Young. Her areas of focus include strategic systems planning, multi-entity system selection, and implementation project management. Kelly also serves on the Information Systems Committee for the local New York Chapter of HFMA. Kelly graduated from the University of Michigan with a B.A. in organizational psychology; her M.B.A. in Health Care Administration is from Baruch College/Mount Sinai School of Medicine. Kelly loves travel and especially enjoys snow skiing and summer sailing.

John Pollock Los Angeles

John has more than 25 years of computer industry experience. Before joining KSA, John worked for Unisys as manager, Information Technology. As a consultant in the Performance Enhancement Group's Information Technology practice, John has managed and participated in engagements with clients such as Hunt-Wesson, Pier1, Galey & Lord and Guess?.



Chris Port Atlanta

Before joining KSA in 1995, Chris earned a B.S. in management and a certificate in economics at Georgia Tech. A consultant in the Supply Chain Services Group, Chris has worked with both retailers and manufacturers. He has gained expertise in the area of merchan-

dising operations and was one of our first consultants in Japan, helping launch our relationships in Asia. Chris has worked on engagements with clients such as Fruit of the Loom, Federated Department Stores, Inc., Talbots, Jumbo Sports, Kmart Corp., London Fog Sportswear and Jusco Ltd. He is active in KSA's recruiting efforts both at the University of Georgia and Georgia Tech.



J. Patrick Smyth San Francisco

Patrick joined Hamilton-HMC four years ago, adding expertise in financial analysis and in our merger and acquisition practices. Patrick had a major role in our work with Kaiser and in the sale of Bethany Medical Center to Columbia-HCA. He has led strategic planning and valuation projects for Yuma Regional Medical Center and St. Mary of the Plains. Patrick and his wife, Karen, have three children. In his spare time, Patrick skis and runs Monte Carlo simulations. Photo not available

Bill Sussman Atlanta

Bill joined KSA as a consultant in the Strategy practice in June 1996. He had spent several years performing operations improvement work for Gemini Consulting and Price Waterhouse. At KSA, Bill has assisted clients in strategic

renewal, market expansion and brand development. He has played an instrumental role on engagements with major clients, including Guilford Mills, NFL Properties, Liz Claiborne, Springs Industries and WH Smith. As an outgrowth of a mass customization project with Jerry Armfield, Bill authored a piece on Consumer CustomizationSM that received coverage in *USA Today* and industry publications. Bill is active in recruiting efforts at Kellogg. He earned his B.S. in economics from The Wharton School and an M.B.A. from the Columbia Business School.



**Scott Vifquain
Atlanta**

Scott earned his B.S. in mechanical engineering at Bucknell University in 1992 and an M.S. in general engineering at the University of Illinois in 1995. As part of our Logistics Systems Group, Scott has become an extremely knowledgeable resource in Warehouse Management Systems and specifically, DCMS®. He has played



a key role in major implementation projects at Haggar Clothing Co. and NIKE, Inc., and has effectively contributed to WMS requirements definition and package selection at Wolverine Worldwide. Scott recently completed an internal service offered by Logistics Systems, a body of knowledge database focusing on logistics related software. He is active in recruiting at the University of Illinois.

**Ralph Wear
Atlanta**

Ralph earned a B.S. in Industrial Systems Engineering from Virginia Tech in 1994 before starting his career with KSA in the Logistics Group. In his five years at KSA, Ralph has contributed to more than 15 projects, including clients such as Woodward & Lothrop, Rockport, Dillon's, Bloomingdale's By Mail, L.L. Bean, Reebok, The Bon Ton, The Home Depot, Consolidated Stores and The National Geographic Society. Ralph has participated in a large range of Logistics-based services focusing on performance improvement, facility implementation and facility design. Ralph is currently the campus coordinator for recruiting at Virginia Tech. He has assisted in the Logistics advisor program, and has assisted in internal Logistics training. During his time as a relocater, he lived in 14 states and had one car stolen (Old Blue—may she rest in peace). Currently, Ralph has settled in Atlanta and lives in a very small, but well located apartment in the Virginia Highlands. In his spare time, he enjoys fly fishing and trying to fit in an occasional game of basketball.



Lessons of war

The following excerpts were taken from Colin Powell's Philosophy of Leadership. Although written for the military, the advice adapts easily to the corporate world.

Never neglect details.

When everyone's mind is dulled or distracted, the leader must be doubly vigilant. All the great ideas and visions in the world are worthless if they can't be implemented rapidly and efficiently. Good leaders delegate and empower, but they pay attention to details, every day.

Good leaders understand something else: An obsessive routine in carrying out the details begets conformity and complacency. That is why even as they pay attention to details, they continually encourage people to challenge the process.

Looking below surface appearances.

"If it ain't broke, don't fix it" is the slogan of the complacent, the arrogant or the scared. It's an excuse for inaction. It's a mind-set that assumes (or hopes) that today's realities will continue tomorrow. Pure fantasy.

Fit no stereotypes.

Don't chase the latest management fads. The situation dictates which approach best accomplishes the mission. Flitting from fad to fad creates team confusion, reduces the leader's credibility and drains organizational coffers. Blindly following a particular fad generates rigidity in thought and action. Sometimes speed to market is more important than total quality. Sometimes an unapologetic directive is more appropriate than participatory discussion. Leaders honor their core values, but they are flexible in how they execute them. They understand that management techniques are not magic mantras but simply tools to be reached for at the right times.

Have fun in your command.

Don't always run at a breakneck pace. Take leave when you've earned it: Spend time with your families. Corollary: surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard. Herb Kelleher of Southwest Air and Anita Roddick of The Body Shop would agree: seek people who have some balance in their lives, who are fun to hang out with, who like to laugh (at themselves, too) and who have some non-job priorities which they approach with the same passion that they do their work. Spare me the grim workaholic or the pompous pretentious "professional;" I'll help them find jobs with my competitor.

The Observer

Publishers Butch Price
Pam Beckerman
Editors U.S, Janice Ryer
Europe, Mary Anne Lauretta
Staff Helena Johnson
Gigi Tindle

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

Heart and soul

KSA's Jane Griesinger sets an example of a professional consultant

Excerpted from *100 Great Jobs and How to Get Them* by Richard Fein. Used by permission.

PRINCETON, N.J.

When you order a widget from a catalogue, you expect it to arrive on time. If you need to contact your car insurance company at 2 a.m., you expect a sympathetic ear and a pleasant person.

The company that owns the widget distribution center or the insurance call center also wants you to get those things because they depend on providing fast, quality service to stay in business.

Jane Griesinger is a manager in the Princeton, New Jersey office of Kurt Salmon Associates, a consulting firm established in 1935. Working in the logistics practice at KSA, Jane helps clients make decisions which will make quality service possible and profitable.

There are several aspects to Jane's guidance. On the technical side, there is finding an optimum location, designing a new center, increasing efficiency in an existing center, and designing a transportation/distribution strategy.

Jane needs to take into account space, the cost of labor, cost-effective equipment, and the best operational approach.

To do this job well, Jane uses her problem solving skills. She defines these as

"thinking logically, creatively, and flexibly to get to the end result."

As challenging as the technical considerations are, the most difficult part is the implementation. "People may not jump at change," Jane advises. "What I need to do is bring about a major change in thought patterns. In general, I focus on one of two themes: Why the client can't stay where he or she is, or why the change will benefit those affected.

"To do this, I meet throughout the project with the client's employees and keep them involved in all stages of implementation."

With all her technical expertise, Jane still needs her interpersonal skills to get the job done. "The most rewarding projects are those where you affect not only the operations in a facility, but the way individuals approach their work."

At one client distribution center, managers who were initially very resistant to change evolved into sponsors of the change initiative and proactively sought out improvements. After they saw how the changes would benefit them personally, they embraced the initiative and looked for more. For Jane, that is the exciting part. "I love teaching people something that will change their lives, even if they are reluctant at first."

Jane typically manages two or three projects at a time, usually a mix of productivity improvement, dis-

tribution center design and logistics strategy. She manages several consultants on each client site. Jane herself spends about half her time at client sites and the other half in the office analyzing data and detailing designs. A standard week is 50 hours, but as deadlines loom, a 60-70 hour week is common.

There are many things Jane likes about her job. First, she enjoys her clients and working with them to obtain a defined goal. "Every client has different issues and approaches things differently. There are no cookie-cutter solutions at KSA."

Second, Jane likes using the combination of intellectual and interpersonal skills her position requires.

Third, "at KSA, everyone is treated with respect. You can walk into anybody's office without an appointment, sit down and exchange ideas. If you have a good idea, KSA will stand behind you to implement it. KSA gives you plenty of professional development and every opportunity to become a Principal in the firm if you perform well."

Jane speaks highly of her coworkers. "I am amazed and awed at how talented they are. Yet they are down-to-earth folks."

Jane came to KSA after graduating from the University of Wisconsin in 1991 with a degree in industrial engineering. She had a large number of job offers in tech-

nical sales and line management, but accepted KSA's "because the values of the firm matched my own. Specifically those of putting the clients' interests first and having fun."

Jane worked in four locations before becoming a manager in Princeton. "I wanted to see the country, so relocating was a plus for me," Jane says. "If you don't want to relocate early in your career and travel about half the time later on, another firm or career may make more sense for you."

People interested in a consulting career like Jane's should carefully consider the firm's culture and the experience (educational and professional) of those who have succeeded there. At some firms your technical skills are paramount, at some a mixture of communication and interpersonal skills is central.

In addition, there is a life-style question. "You need to enjoy travel, love working with people to solve problems, and relocate when necessary," Jane advises.

Outside work, Jane is a member of the National Catalog & Operations Forum and the Council of Logistics Management. Jane puts her volunteer time into service organizations and is an active alumna of her university. "I can't just be a member. I need to put my heart and soul into it," she says.

"At KSA, everyone is treated with respect. If you have a good idea, KSA will stand behind you to implement it. KSA gives you every opportunity."

Did anyone *not* attend the PEG Conference?

More than 200 KSAers gathered for the recent PEG conference in Orlando. Presentations detailed the four service offerings and gave insights into the life of a consultant in each area; summary reports covered recent client engagements. *Additional coverage on page 2.*



AO Picnic '99



Counterclockwise, from left: Cynthia Taylor and family paddle in the sun. Relaxing in the shade: Robert, Emily and Tory Meyer; Alyce Monday and family; and Sherry and Jeffrey Peterson.

