

FALL 1999

A publication by and for the employees of Kurt Salmon Associates

# The Observer

## e-SMART: A new way to coordinate e-commerce

KSA's electronic commerce service group gathers company's expertise under one program

by Matt Maddox

### ATLANTA

In June, KSA launched e-SMART, our new electronic commerce service group, to focus our efforts across all service groups when approaching e-commerce clients. We're off to a roaring start with a number of e-commerce clients, including:

- *AMB Property Corporation*, one of the largest industrial property owners in the U.S., who needs help providing comprehensive fulfillment services for internet startups;
- *Women.com*, an online network providing a unique blend of services, content, community and commerce that serves the diverse needs of today's online woman;
- *Boo.com*, an internet apparel site based in the U.K.

### What Is e-SMART?

SMART stands for Strategy, Markets, Architecture, Resources and Technology.

### Who Are We?

E-commerce is everything we already do. It is Strategy, Logistics, IT, Supply Chain, Change Management, and

Operations, and it covers all industries we currently serve. E-commerce work is not exclusive to the e-SMART group. In fact, we hope every KSAer will contribute to an e-commerce project in the near future.

### What Are We Doing?

First, the easy part—what we do *not* intend to do:

- ◆ Web site development—we will not develop our skill set in programming languages to help clients build web sites. We will be product- and vendor-aware and we will be able to manage such development efforts, but we will not build an army of programmers to deliver this set of services.

- ◆ Creative web development—we will not acquire an ad agency, or a group of graphic artists to help clients develop cool, groovy, eyeball-catching, sticky web sites.

That does not mean we will not assist clients with their business-to-consumer strategies. We are doing a great deal of work in this area and will continue to do so.

KSA is a growing mid-size firm with a limited bandwidth. We cannot be every-

thing to everyone. We intend to excel in the areas we do enter, hence the need to focus.

To borrow from Peter Brown, our CEO:

"E-commerce is rapidly becoming a dominant theme for forward-looking companies in the consumer products, retailing, and health care industries. KSA has been active for several years in various dimensions of such initiatives with leading retailer and supplier organizations, and with several cutting edge e-commerce firms. The e-commerce dimension is one of the fundamental driving forces of change in the value chains KSA serves, and touches virtually every aspect of KSA's worldwide client activities.

We have concluded that the time is right to consolidate our services in this area into a global e-commerce practice. KSA will offer organizations fresh insights and pragmatic approaches for breaking through e-commerce barriers based on a comprehensive approach that integrates business strategy, technology, business processes and people."

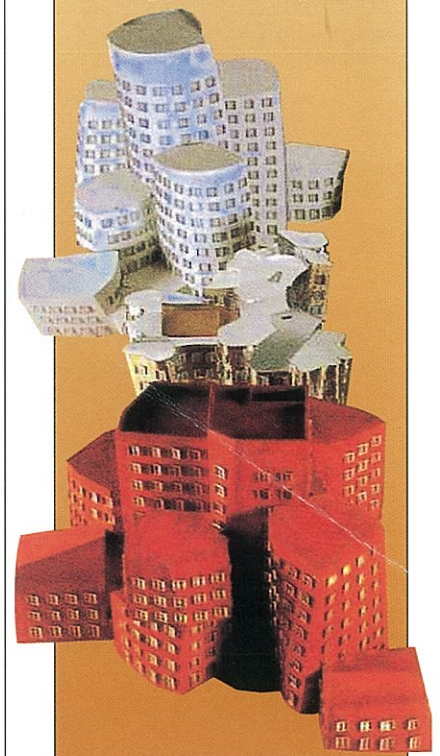
The cornerstone of our vision for the information age is that e-commerce will go

*Continued on page 3*



## Grand Opening

what began as a rough sketch on a luncheon napkin was soon turned into a scale model (below) which two years later became the new headquarters suite for KSA Germany. For a look at the finished building — are those odd-angled walls a mistake? — and KSA's welcoming party, see page 8.



## FROM THE CHIEF EXECUTIVE OFFICER

*True to our heritage*

By Peter Brown

One of the most enjoyable activities I and several others in KSA get to do each year is talk to each training class. The training class, of course, represents the future of the firm, and because we have many bright inquisitive people

hearing much about the firm, they tend to ask very interesting questions.

In a recent session with the training class in the summer of 1999, discussions on several points probed themes, which on reflection are equally relevant to all of us,

both those joining the

firm and those who have been with the firm for decades. Therefore, I thought it would be informative to address those with the broader KSA community.

We say we are collegial and team-oriented, but also very competitive. How do we balance these two seemingly contradictory styles?

It is true that we are collegial and team-oriented as an organization, yet at the same time, we are and must continue to be a very com-

petitive firm in the marketplace.

An interesting analogy might be the world-class runners that come from Kenya. That African nation produces many world-class long-distance runners, and through much of the year, these athletes train together, become friends and often travel together. When they run road races, while at one level they are competing with each other, in reality they are each competing against a personal best, and together celebrate the victory represented by any of them improving their personal best performance.

In a similar way here in KSA, we are collegial and team-oriented, helping each other perform better, providing each other advice, and supporting each other when we face particular challenges. Yet at the same time, we are a very market-competitive organization, when we strive to win engagements and deliver high-quality results.

Remember, our goal is to be competitive in the marketplace and win more than our share of projects and deliver the highest quality projects to our clients. Our teamwork-oriented style is a



CEO Peter Brown

key building block in ensuring that we can deliver this superior quality, by having closer cooperation in our team and with our clients, by more freely sharing information between colleagues, and through other approaches. This tactic is what allows us to deliver that superior operating performance.

How will you and the other new members of our leadership ensure our core belief of “client interest first” is maintained in the future?

The simple answer is, I won’t—the whole firm will.

It’s always refreshing to see this question asked, as it inevitably is, in some form or other. As long as a training class is sensitized to this issue, then there is little risk that we will drift too far away from

this core value.

Beyond that, we have to remember that, in any healthy organization, while individual management responsibilities may shift over time, core beliefs don’t tend to shift. They are what made our organization successful and, therefore, should be—and are—maintained.

We at KSA enjoy a strong legacy of quality orientation and the highest ethics in all our business practices. We must all hold ourselves and our colleagues to this standard. It is each person’s duty and obligation to constructively raise such questions when they see practices that may be in conflict with this concept.

In closing, these ideals—collegiality and client interests first—are key cornerstones of our strong culture. They will empower us to succeed in today’s dynamic business environment. Our firm is deepening its traditional core expertise and quickly building new areas of competency. We are well positioned for the new millennium.

**“While individual management responsibilities may shift over time, core beliefs don’t tend to shift. They are what made our organization successful and should be—and are—maintained.”**

## e-SMART: Entry into e-commerce consulting

*Continued from page 1*

through three distinct phases of evolution:

■ Early e-commerce—re-deploy existing processes and systems on the web. Business as usual.

■ Advanced e-commerce—re-design of businesses processes. Selective new sets of relationships (Supplier /Retailer, Manufacturer/Consumer) are formed.

**The true opportunity for KSA lies in advanced and collaborative e-commerce.**

■ Collaborative (Dynamic) Trade—re-invent the business where relationships will be fully collaborative and networked.

The true opportunity for KSA lies in advanced and collaborative e-commerce that switches focus from Intra-Enterprise (internal focus) to Inter-Enterprise (collaborative and external focus) process development and optimization. Our industries will need a tremendous amount of assistance in strategy, process, logistics, fulfillment, technology and change man-

agement to migrate to the dynamic trade era. We intend to be there to help them. Therefore, our emphasis will be predominantly in business-to-business e-commerce.

### Initial Focus

Within this framework, we will focus the majority of our efforts on branding KSA in e-commerce space. We want to occupy a larger mind-share of our target clients in e-commerce. We will stress the creation, packaging and dissemination of intellectual capital. We intend to broadcast our vision through top-end distribution channels such as *The Harvard Business Review* and *MIT Sloan Review*, *CEO Briefings*, *World Economic Forum*, etc. Additionally, we are developing our own publication, *The KSA Review*, the first issue of which is due out in February, 2000. We challenge you to assist us in refining and packaging your ideas and experiences for external consumption.

Looking ahead, we will:

■ Create a KSA e-SMART advisory forum consisting of top luminaries from academia, industry, venture capital and press communities. A bi-annual retreat with a select group of client executives and the top minds in the industry will help foster thought leadership and KSA mind-share. If you have some thoughts on who should be a member of our advisory council we would like to hear from you.

■ Develop partnership and alliances with key players in this space to enhance our offer and reach. Examples of these, already in place, are:

IBM—A marketing and technology alliance.

Whittman-Hart—

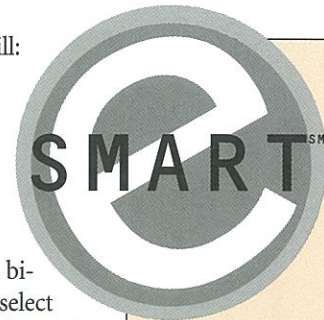
1. Marketing alliance.

2. Joint development of an e-commerce framework (tools, templates, methodology) with our set of industry specific extensions, and

3. technology alliance

We have mailed and will continue to mail hundreds of KSA e-commerce surveys to clients and targets. We will tabulate the results and make them available for external publication by fall of this year.

Interested in learning more? Check out [www.KSA.net](http://www.KSA.net), our e-SMART website. Want to participate? We're compiling an e-SMART special interest group; forward your name to Tawn Tsogoev in the Atlanta office.



## The e-SMART strategy team

e-SMART was formed to consolidate KSA's efforts and help fine-tune our e-commerce focus and services on a global stage. To initiate this effort, the core e-SMART group members are: *Al Bolet*—Atlanta; *John Thomson*—Atlanta; *Tawn Tsogoev*—Atlanta; *Mohsen Moazami*—Los Angeles; *Barry Goldstein*—New York; *Jean-Eric Laurent*—Paris; *Matt Maddox*—Princeton; and *Dorothy Sadd*—San Francisco.

To provide assistance, counsel and integration, we have a steering committee that includes *Todd Barr*, *John Champion*, *Jim Horton*, *Randy Moore*, *Gerard Nussbaum*, and *Jean-Louis Simoneau*.

### e-SMART at KSA

A representative sample of KSA e-commerce clients:

- boo.com
- e-toys
- women.com
- Canal +
- Microsoft
- Delia's
- Gap Direct
- Luxgood.com
- AMB Property Corp.
- Guess?
- CompetitiveKnowledge.com
- Credit Commercial de France

# Masters candidates master time management

KSA consultants juggle work and studies as part of the firm's MBA program

By Karen Pantzer

## ATLANTA

Has time management ever been a challenge for you? Our colleagues, earning their MBAs through KSA's masters program, have learned the art and may be of help to you—

**“Imagine having a difficult client situation that requires double effort. Imagine four demanding professors that are doing their best to challenge everyone in the class. Imagine trying to satisfy both at the same time. Imagine doing that for two years. That has been the biggest challenge.”**

if you can catch them!

These consultants, who are enrolled in executive MBA programs, are still consulting at least 50 percent of their time on active KSA projects.

Each year, KSA sponsors a limited number of consultants to complete a masters program.

Consultants are nominated for the program by a team leader and then chosen for sponsorship by the North American Management Committee (NAMC). Consultants who choose to pursue masters programs must continue to work part-time in addition to completing the requirements for their particular degree.

### Strong Performers

Consultants chosen for sponsorship are extremely strong performers. Criteria for the

program include achieving quality results for clients, strong billing and utilization, sales proficiency and demonstrated leadership skills. At least three years of experience with KSA is required and Manager status is typically preferred.

Individuals who are chosen for the program must apply to one of the top 30 schools in the country in their chosen field. Most participants pursue MBAs, although some masters in specific technical areas are also considered as an acceptable part of the program.

If chosen for sponsorship and admitted to a school, consultants are provided with a loan for direct school payment needs such as tuition and books. Once the individual returns to full time employment at KSA,

the firm will forgive 20 percent of the amount borrowed for each subsequent year of full time KSA employment after graduation.

Additionally, KSA reimburses consultants for expenses, such as travel and lodging, that are associated with the masters program.

Most of the current participants agree that one of the significant advantages of the executive MBA program is the caliber of their peers.

“Most of the students are senior managers in their firms,” says *Chris Mazzei* of his class at NYU Stern. “The level of the discussion in the classroom is amazing and I feel I am learning as much from my fellow classmates as I am from the professors.”

*Sarah Davis*, who is currently pursuing her MBA at Columbia, agrees, “A pro (of

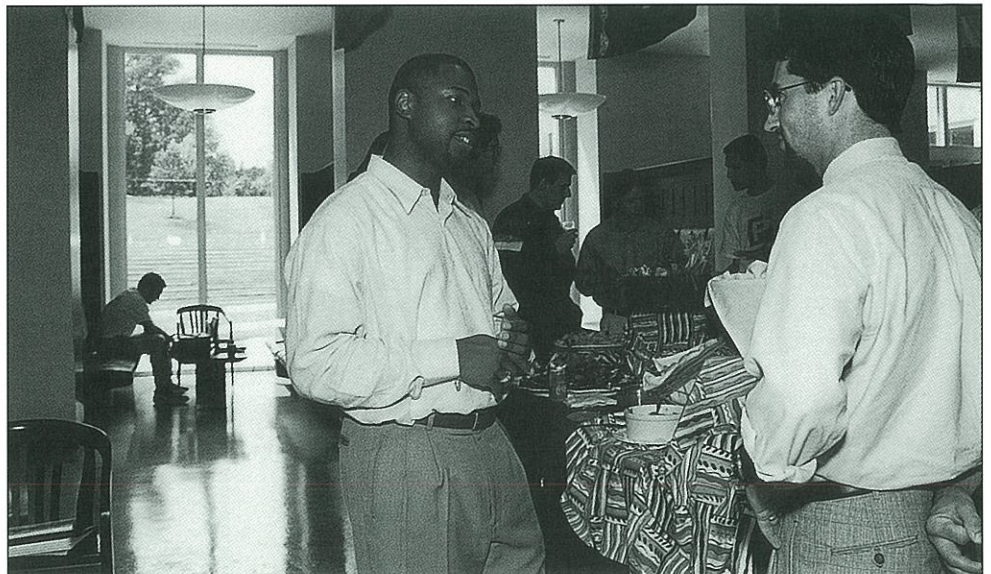
the Executive MBA program) is the diversity of our class and the tremendous experience base you wouldn't find in a full-time program.”

Another advantage is the immediate relevance of course work on KSA projects. *Curt Clark*, who is pursuing his MBA at Vanderbilt University, says, “Developing the Operations Audit service was one area where school learnings have been invaluable and truly made it worthwhile.”

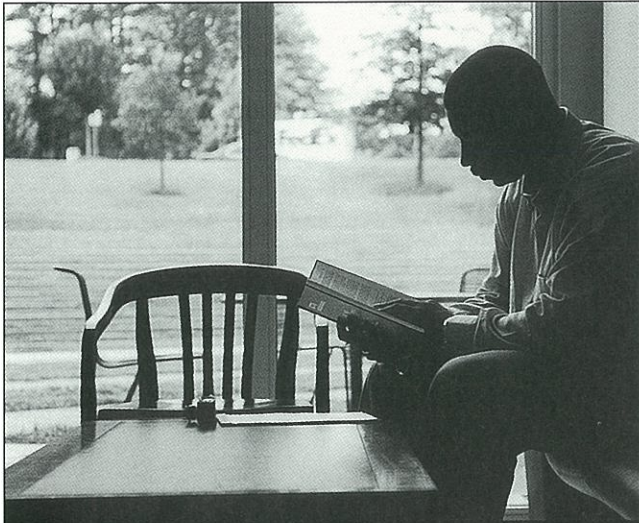
### On the Downside

There are some disadvantages, however, to not pursuing an MBA full time.

“In a full time MBA, there is much more time for—and emphasis on—developing relationships, participating in non-school



KSAer Rod West (left) talks to Emory Assistant Professor Steve Walton during a student-faculty luncheon.



## KSAers on an MBA track

We sincerely commend all of the KSAers participating in the Master's program. They are wrestling with tremendous demands on their time and giving their all to both their school programs and to KSA clients. We admire them for their efforts and wish them continued success with their respective programs. They are:

Curt Clark  
Sarah Davis  
Bryan Eshelman  
Chris Mazzei  
Colin McGranahan  
Rod West

extracurriculars, and, frankly, enjoying the experience," says *Colin McGranahan*, who is in the University of Pennsylvania's Wharton Executive MBA program. "An executive MBA has everything taken out of it but the work. It's like the difference between traveling for business and traveling for pleasure."

Scheduling demands on these KSAers are extraordinary. Most of the participants in executive MBA programs

work an average of 70 percent on KSA project work and 30 percent on school work. They travel to client sights during the week and attend classes usually every other weekend. Juggling both work and school with personal and family demands requires acute time management skills and prioritizing.

*Tim Britt*, who is pursuing his MBA at Kellogg Graduate School of Manage-

ment in Chicago, says that one of his classmates has come up with an extremely creative scheduling solution. "She is an executive and a single mom," Tim says. "She brings her 12 year old to class. Her 12 year old frequently reads the cases to her in the car during commutes."

*Rod West*, pursuing his MBA at the Goizuetta Business School at Emory University, says, "The biggest challenge is managing time and commitment levels. As an executive MBA student, you are both a highly dedicated student and an employee—wanting to give your all to each. Once you balance that dilemma, you must come to terms with the fact that no one around you is doing the same thing.

"You're a student but you don't 'hang out' like students after class because you have 'real work' to do. You're an employee, but you don't hang out after work because you have schoolwork to do. You're a parent, so you ask your child to understand that you must go to school on Saturday so you'll play with him when you get back."

Colin McGranahan describes the experience in a similar manner, "Imagine having a difficult client situation that requires double effort. Imagine four demanding professors that are doing their best to challenge everyone in the class. Imagine trying to satisfy both at the same time. Imagine doing that for two years. That has been the biggest challenge—keeping the required energy

level and determination over a fairly long period."

### Support at Work

All of the participants agree that KSA has been extremely supportive in helping them cope with the balance successfully. Sarah Davis says "KSA, as a firm, has given me financial support and individuals have given me moral support in balancing work and school," Chris Mazzei adds that "KSA has been incredibly flexible in allowing me to set my work schedule."

Colin McGranahan agrees, "KSA has been very supportive. From the initial structuring of the program that lets you decide how much you want to work, to daily project work and prioritizing, to concern from everyone at KSA making sure I'm balancing the demands, KSA has made this difficult effort much more bearable."

Understanding classmates and family members seem to help as well. "Having motivated classmates who work well together make it doable" says West. "Having a family that will support you and carry your load sometimes makes it doable.

"KSAers have also shown continuous informal support by making inquiries about class, workload, offering to help, or doing the extra so I can study. KSAers have reinforced my long-term commitment to KSA. Truly the people at KSA make it great."

**"The biggest challenge is managing time and commitment levels. An executive MBA student is both a highly dedicated student and employee."**

# Rebuilding UCLA's medical centers

Hamilton-HMC helps design model health care facilities for the new millennium

By Craig Acosta

## LOS ANGELES

Dr. Michael Karpf, Director/CEO of UCLA Healthcare and leader of the effort to rebuild UCLA's two acute care hospitals laments, "I'm spending over a billion dollars in capital and I still can't make anyone happy."

With earthquake-damage grants from the Federal Emergency Management Agency (FEMA) and significant fund raising drives, UCLA is rebuilding

its inpatient medical facilities. When the projects are complete in 2004, UCLA will have two new state-of-the-art facilities to serve the greater Los Angeles area and the national and international patients who are drawn to the center, which is consistently ranked "The Best in the West" by *US News and World Report*.

Westwood-UCLA will be a new 525-bed, million-square-foot tertiary care

teaching facility designed by the renowned architect I.M. Pei, in association with executive architects Lee Burkhardt and Liu through programming and Perkins & Will currently.

Santa Monica-UCLA will be a 250-bed, 400,000-square-foot community hospital and major orthopedic center designed by the equally eminent Robert A.M. Stern, in association with executive architects Anshen + Allen - Los Angeles.

### Hamilton-HMC Gets Involved

As part of its drive to create model medical centers for the new millennium, UCLA Healthcare enlisted the expertise of Hamilton-HMC immediately after the 1994 Northridge earthquake, which

caused serious damage to many structures in the greater Los Angeles area.

UCLA determined it was more costly to seismically upgrade its existing facilities than to build new ones. UCLA also realized that even after upgrading, the Westwood facility would be a maze of endless hallways. In fact, the medical center ranks second only to the Pentagon in lineal feet of corridors in a single building.

Rebuilding was assisted by government and donated resources, among them FEMA (\$502 million), the State of California (\$40 million), and the Regents of the University of California (\$300 million). Initial donations from Mattel, Inc. and former super-agent to the stars Michael Ovitz—each contributing \$25 million—helped kick off the fund-raising campaign, which is under way.

Children's Hospital in Westwood will be renamed Mattel Children's Hospital.

Michael Ovitz used his affiliation with I.M. Pei (Pei had designed Ovitz's former Creative Artists Agency headquarters in Beverly Hills) to persuade the architect to design the Westwood medical center. Robert Stern, Dean of the Yale School of Architecture, was selected for Santa Monica.

With a clearly defined need for new medical centers and funding to begin the project, the exciting work of planning the new centers could begin. Dr. Gerald Levey, Provost for the Medical Sciences at UCLA, examined existing academic medical centers from which to draw ideas. Unfortunately, no perfect models were found; some have notable facilities to deliver certain services, but no one institution was a true "model."

The UCLA group visited medical centers from New York to Florida and from San Diego to Seattle, but returned relatively unimpressed by what they saw. This gave our team a tremendous oppor-

tunity to create something unique and noteworthy. Although Westwood and Santa Monica have very different visions and missions, they both followed a similar process for rebuilding. Each used a three phase approach:

**Phase One:** Develop Operational Parameters for a Medical Center for the New Millennium

**Phase Two:** Develop the Functional and Space Program

**Phase Three:** Assist with Schematic Design

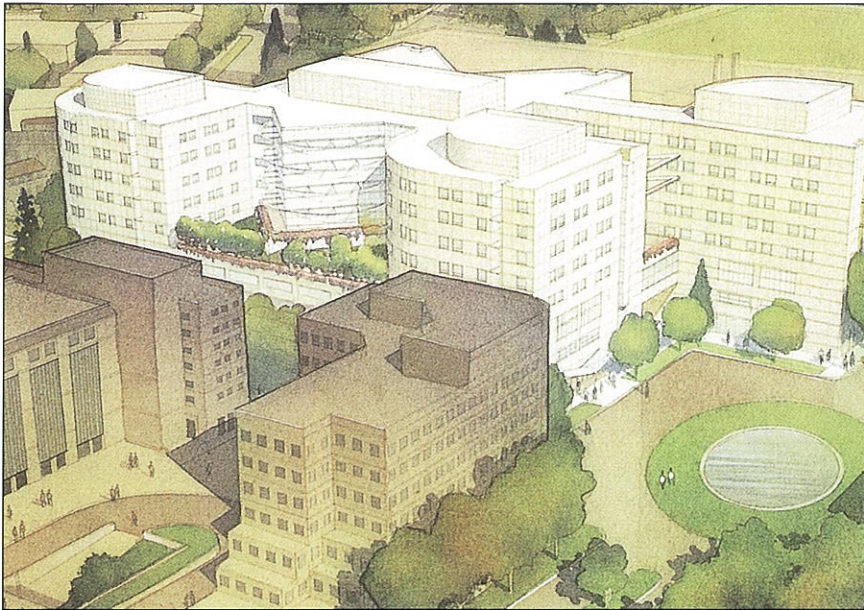
### Phase One Work

Phase one required the most creativity. We worked with seven task forces at each institution. Each—composed of 10-15 physicians, nurses, administrators and other staff members—discussed the future of healthcare and how it should be manifested in new medical centers.

A number of over-arching principles affected the work. Dr. Levey believes the key to UCLA's success is its ability to handle the complicated and continuous evolution of healthcare delivery. Flexibility, therefore, became a guiding principle for all task forces. For example, UCLA is now a leader in the development of gene therapy techniques, Positron Emission Tomography (PET) scanning—the next generation of imaging equipment—and other non-invasive ways to treat disease and illness. Dr. Levey predicts that these techniques will increasingly become a larger part of the delivery model over the lifetimes of the new UCLA buildings. Information technology also will fundamentally transform health care.

Everything from a patient's first contact with the system to its last piece of imaging or lab data will be captured,

**The decision to create entirely new medical centers, rather than copy existing models, gave our team a tremendous opportunity to create something unique and noteworthy.**



Westwood UCLA Medical Center.



Santa Monica UCLA Medical Center.

used, and stored in very different ways from today.

“Instead of using technology to make medical care seem more sterile and impersonal, the new hospitals use technology in an invisible way to speed the delivery of care and make patients even more involved in their healing,” says Dr. Michael McCoy, UCLA Healthcare’s Chief Technology Officer. “We want to use technology in a way that makes care more personal.” Thus, technology became another guiding principle for all groups.

The final principle was the need to become even more cost effective. Anticipating that the future of healthcare will

include payers who will continually ratchet down reimbursements for healthcare services, efficient care delivery on all levels will be the key to success in healthcare in the new millennium.

### Phase Two Considerations

In Phase Two, we developed the detailed functional and space programming; 40-50 groups at each center developed a description of each service’s operation and a detailed room-by-room space list. Wherever possible, we combined functions in developing programs that could be replicated throughout each facility. Although it is difficult for most programming team members to let go of histori-

cal issues, most were able to do so, and created functional and space programs for new, innovative hospitals.

### Phase Three Developments

Our involvement in Phase Three—schematic design—was to ensure that the tenets of the first two phases were carried out in the actual drawings and plans for the new medical centers. We helped each architectural team weigh the trade offs of operating parameters versus the constraints of the building. We helped spell out patient and staff flow issues as well as provide an objective eye to overall building development.

Noteworthy innovations include:

- *Warm, welcoming patient and family-friendly design*—each medical center will give visitors a good sense of orientation in a well-lit, open interior space.

Family/loved ones will be provided space in each patient room and, in Santa Monica, have access to other family-friendly amenity spaces.

- *Acuity-adaptable patient rooms*—with a future of sicker inpatients, the designed rooms allow for the ability to convert non-critical care rooms to critical care that allow for four-sided patient care.

- *Interventional Services Floor*—anticipating surgery becoming less invasive and imaging becoming more prevalent in invasive procedures, these services were combined on one floor. This allows flexibility in determining the special equipment needs of each procedure room at the last possible moment. It also allows for the combination of patient preparation and recovery areas, which permits greater staff and space utilization over the course of the day.

I.M. Pei’s vision is to create a spiritually healing environment filled with natural light and gardens. His building is buff stone and glass. Bob Stern will create

### KUDOs

Hamilton-HMC team members who worked on UCLA’s two medical center projects included David Ping, Craig Acosta, Melissa VanArsdel, Bucky Knowles, Megan Hanley, Brian Allamby, and Molly Acton.

*Continued on page 9*

# German office reflects KSA's task

From a sketch design on a napkin to Düsseldorf's new sightseeing attraction

By Isabell Hertel and Yasmin Oymak



## DÜSSELDORF

**K**SA Germany celebrated a successful move to new offices in June. After many hard weeks of preparation, we finally were able to enjoy our new location in Düsseldorf's newly-developed district next to the river Rhein.



**"KSA's new offices reflect the nature of a consultant's task: coping with the uneven and providing orientation in an often chaotic business environment."**

KSA. Our offices are on the fifth floor of the white building, offering a beautiful view over the river.

The O'Gehry buildings, surrounded by further architectural highlights, have become sightseeing attractions, with tourist busses coming from everywhere. So

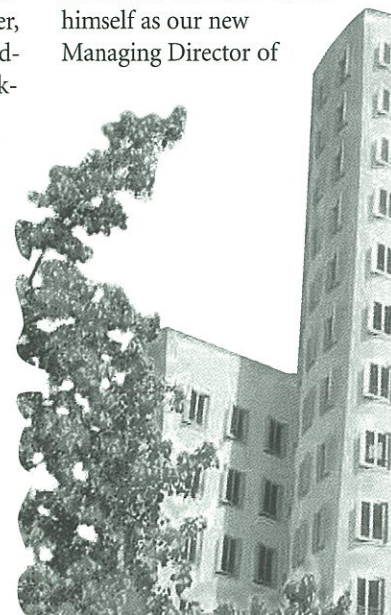


Dr. Andreas Stockert and his wife, Isabell

please visit us in our new office; we are sure you will also be inspired.

Our opening brunch was inaugurated by *Christoph Rohe* (left), welcoming colleagues, families and friends. He stressed the interesting parallels of the new office building with consultants' tasks and situations, as consultants always have to cope with the uneven and are expected to provide orientation in a sometimes chaotic world.

*Peter Brown* used the opportunity for an official good-bye to KSA Europe, thanking all the families for their understanding of the consultant lifestyle. He was followed by *Jean-Louis Simoneau*, who introduced himself as our new Managing Director of





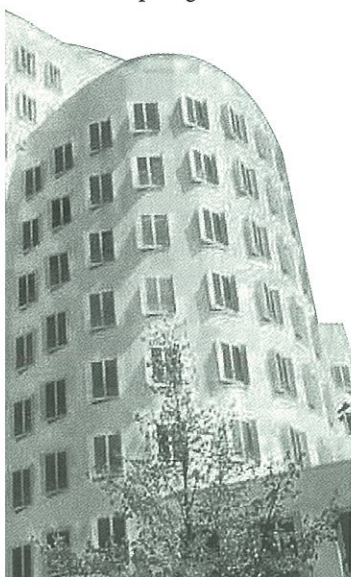


ate at the grand opening brunch.

Europe, and outlined the big challenges for KSA Europe to serve clients more globally and sustain significant growth in Europe.

Andreas Stockert then told us about his first and most challenging project—our office move. On his first day with KSA in 1997, he was assigned to lead this project. Now, Andreas is a real expert in house building. So if you have any questions concerning this subject, do not hesitate to ask him.

After the formal presentations, a Dixie band played and we enjoyed a huge buffet with good food and drinks. Everyone had a good time. The event was a good starting point for further successful development of KSA Germany from a new and inspiring location.



## KSA aids UCLA med center expansion

Continued from page 7

**Hamilton•HMC has provided UCLA with a good foundation** an Italianate building of brick and stone, which will tie Santa Monica to its Westwood roots. He also will create a well-lit, garden-filled environment for healing.

### Pushing the Envelope

Over the past two years, UCLA Healthcare has helped Hamilton•HMC push the envelope in thinking about the future delivery of healthcare services and the need for particular spaces and functions and how those can be provided in a flexible, efficient manner. We have tried to imagine how we could accommodate the change that we have seen in health care, and anticipate the future, in our new buildings, which need to serve for the next 50-100 years.

Each building has been designed to withstand earthquakes up to 8.4 on the Richter scale, ensuring the facilities will be operational

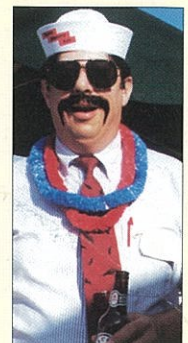
after a seismic event. With prominent design architects, each building will be a landmark with notable exteriors and more healing interiors than have ever been seen in hospital buildings of this magnitude.

Hamilton•HMC's role was to ensure that the requirements for future health care delivery were not lost in the fanfare surrounding this significant building effort. Both centers are scheduled to open in 2004—with ground breaking in late 1999. Certainly, some of the thinking and planning that has led to the program's development will change before opening day, but Hamilton•HMC has provided UCLA with a good foundation from which it can build the first "model" health care facilities in the country.

## Caribbean holiday

On the evening of June 25, the Atlanta office lived out KSA's International cultural diversity as Department T hosted Happy Hour with a Caribbean flair. Staff members and their loved ones cruised aboard the "Sunny Balcony Isle" on the ninth floor. With spectacular weather fitting a cruise, Captain *Bill Beckemeyer* (below, right) and Captain

*Bob Murreh* (below, far right) kept the ship on course, while the "roaming chef" offered up a variety of Jamaican flavors. Trinidadian teenagers' sweet steel-pan music, courtesy of the MetroAtlanta SteelSounds, provided dance music. *Mona Clifton*, party planner extraordinaire, was responsible for putting it all together.



LEFT: As always, Chairman *Dave Cole* (left, center) ran a tight ship.

# Supply Chain Management – a KSA perspective

New emphasis launched from KSA's experience in consumer response chain consulting

by Allen Glenn

## ATLANTA

Supply Chain Management (SCM)—there's little doubt everyone's heard this term, but what does it really mean? If you asked for a definition of SCM, you would get as many definitions as there are KSA consultants.

In essence, SCM is managing the flow of product, information and finances from raw material to end consumer. The object is to enhance profits through delivery of the right product at the right time to the right consumer while taking time and cost out of the chain.

Historically, KSA has been a thought leader for our target industries with work on ECR, FRM and QR. The SCM focus group has built on that groundwork to develop KSA's future vision of SCM.

SCM includes product development, forecasting, order management, production planning, sourcing, procurement, manufacturing scheduling, inventory management, allocation, transportation, distribution and warehouse management. The benefits of improving a company's supply chain are numerous, including reducing inventory, improving customer service levels and increasing revenues.

### Reviewing KSA and SCM

KSA has been helping clients improve their supply chain performance since before SCM was in vogue — before it was called “supply chain.” KSA developed the concepts and implementation blueprints for Quick Response (QR) and Floor-Ready Merchandise (FRM) in the soft goods and general merchandise industries and Efficient Consumer Response (ECR) in the food and grocery industry. These thought-leading developments are focused on moving information and products more efficiently from

suppliers to consumers, a.k.a., Supply Chain Management. Because KSA has been doing this for so long, our experience in the consumer products industry qualifies us as the leader in reviewing and improving supply chains for our markets.

We have successfully conducted supply chain assessment and effectiveness projects for several clients, including Kmart and Russell Corporation. Each resulted in the identification of tens of millions of dollars in cost savings, in addition to revenue growth opportunities.

### KSA Is Unique in SCM

Historically, KSA has been a thought leader for our target industries with our work on ECR, FRM and QR. The SCM focus group has built on that groundwork to develop KSA's future vision of SCM. Rather than being based on the traditional, linear view of the supply chain (Plan, Source, Make, Deliver), KSA's conceptual approach to SCM is based on four creative competencies (Design, Develop, Display, Deliver). The approach, called Consumer Response Chain, will focus on meeting global consumers' needs with an eye to preparing clients for the future when competition will be more “response chain vs. response chain” instead of “company vs. company.”

The idea is that companies will need to become famous for one or more of these creative competencies to succeed. They will also need to align themselves closely with others who are famous for other competencies, so that the total value to the consumer created by the consumer response chain will significantly exceed expectations. This new vision of SCM will focus on generating greater revenue through management of the overall supply chain, as well as cutting costs.

This approach will be used to explain KSA's view of the future, realizing that presently the majority of companies and most of our clients are far from that concept. Therefore, when presenting this idea, we can easily proceed from this conceptual view to the tactical view of “how can KSA help you today?”

### What Is KSA's Approach?

To develop tactical recommendations for improvement, the focus group has developed the concept of an assessment project, called the Consumer Response Chain Assessment. It is designed to gauge a client's supply chain effectiveness and give insight into which of KSA's services will best address the areas of identified need, and provide the most value to the client.

The assessment project will last four to six weeks depending on the scope and client size. Typically, it will require one principal, one to two managers and two staff consultants (the size of the team will vary based on the scope of the project and of the client). The outputs of the project include an evaluation of the client's current performance compared to industry averages and best practices. It also includes a list of improvement recommendations, prioritized based on a value assessment of each.

The consultants on the project will use a toolkit, providing a structured methodology for gathering and analyzing client information. The toolkit includes questionnaires—for client personnel, their suppliers and customers—that probe current strategies, processes, organization and technology. It will also include an explanation of the methodology, a database of performance measurements, best practices, barriers to supply chain integration and examples of business benefits or value levers based on

## Focusing on SCM

As awareness of SCM has been increasing, the opportunity for our services has increased.

Therefore, in January 1999, KSA established a SCM Focus Group to determine how we should approach this opportunity in a unified, cross-functional manner. The challenge of the focus group has been threefold:

1. Bundle service offerings already in existence under one SCM service offering
2. Develop brand awareness around our SCM capabilities
3. Educate KSA consultants internally on the offering

*Randi Nolan* leads the focus group; *Dave Rush* serves as advisor. Other members include *Clay Parnell*, *Bob Copeland*, *Bob Smith*, *Raj Kumar*, *Lisandro Sagastume*, and *Jeff Stiely*. Additionally, *Andy Moose* and *Allen Glenn* have provided substantial support.

previous KSA experiences.

These tools will help identify what KSA service offerings will be best suited for the client—or what new services we need to develop. Several consultants have assisted in the creation of the toolkit, including *Jennie Ferdinand*, *Doug Breaker* and *Matt Brendel*.

### Where Do We Go From Here?

We need to get the word out! In addition to building internal awareness, we need to get our message to the marketplace. We are making speeches at various SCM conferences, writing articles, and planning a targeted marketing effort through the Hancock Group. In addition, we are currently working on several specific opportunities to execute our Consumer Response Chain (CRC) value assessment.

Be on the lookout for more information on the CRC service offering. If you have more questions or interest, please contact *Randi Nolan* in the New York office, or any other member of the Focus Group.

## Cat#Master

Henkel, in association with KSA, introduces a pragmatic approach to category management that works!

By Heiner Spalink

### DÜSSELDORF

Higher sales and new customers through better cooperation between retailers and suppliers—these are the results of a newly developed product category management concept by Henkel, called Cat#Master. The concept has been in

**Cat#Master, the new approach to category management, is consumer-oriented and objective, transparent and practical, fair and pragmatic.**

use throughout Europe for two years.

Due to the belief that most category management approaches are too complex and insufficiently focused on the customer, Henkel and KSA have launched the methodology to companies outside the Henkel group.

Category management concepts are based on the U.S. eight-step Food Mar-

keting Institute (FMI) approach. With this methodology, the commitment to exchange sensitive business information—margins, scanner data, etc.—is, in reality, an inhibitor to progress.

The approach has become a valuable theoretical guideline, but the user requires action-oriented tools now. The key component for the development of growth strategies—the consumer—sees little added value. Cat#Master, however, is innovative, pragmatic, implementation-oriented and provides value to the consumer through better cooperation.

### Differences in Approaches

Cat#Master ...

- defines and controls product category strategies at the distribution channel and customer level;
- respects the strategic sensitivities of retailers as an assumption for cooperation;
- concentrates on the essential levers

for common growth: consumer data, feasible analyses and optimization, and concrete actions.

There are four major benefits of this approach:

1. The complete category-specific market research know-how of the manufacturer is integrated into the concept—a potential that no retail company can obtain in

an economical manner across the full range of product categories. It incorporates objective consumer panel data available for all common product categories.

2. Cat#Master reflects retail strategy at the consumer interface. It combines strategy with tactical conclusions at functional and operational levels.

3. Cat#Master evaluates

untapped potential using information that scanner data of an individual retail partner alone cannot provide.

4. Cat#Master provides tools developed by Henkel that have proven effective in practice. Competitor analyses are carried out, optimizations are simulated or strategic-tactical decisions are corroborated with quantitative data analysis tools, e.g., the Cat#Master Assortment Optimizer, the Customer Profile Analysis or the Promotion Decision Tree.

For more details contact Heiner Spalink, Managing Director, KSA Germany.

**Henkel**

- Manufactures more than 10,000 detergents and cleaners
- Product distribution in more than 60 countries
- 56,000 employees and 330 firms worldwide; represented in more than 60 countries
- #1 brand in Germany, #2 in Europe, and #3 in the world.
- Turnover: 16.1 billion German dollars annually.

# Home, sweet Chicago!

Another larger-than-life travel story to add to KSA's collection.

By Doug Breaker

## CHICAGO

*Life would be perfect if I were based in Chicago! I could live with some college friends, and be closer to my family and girlfriend. I wonder if Joe Irastorza would let me move there?*

These thoughts started my journey to KSA's Chicago office; I did not realize then what a long, strange trip it would be.

## My Saga Begins

In early July, I explain my situation to Joe and he

**Chicago has just a small office now (10 people), but we have big dreams. Led by Mike Swift, we hope to grow substantially in the coming years.**

agrees I can transfer to Chicago. I decide there is no time like the present—I will move immediately. I reserve a rental truck and start making arrange-

ments. I figure if I load the truck with my Atlanta stuff, drive to Alabama and get my stuff there, then leave immediately after work the next day, I can make it to Chicago by 8 a.m. Saturday. This will leave plenty of time for my roommates to help me unload and organize.

After work, I pick up the truck and am assured "it goes fast and has good air." My roommate and I load it and I set off for lovely Dadeville, Ala., where I have my other belongings. I drive for an hour before noticing the gas gauge is around a quarter full. Filling up the

tank seems wise, so I look for a gas station.

Not 10 seconds later, with a sickening sound, the engine quits. I pull over and try to restart the truck. No luck. I try to wave someone down. No one stops. I try to start the truck again, and to my surprise, it roars to life. I get back on the road. Before long, there's a sign for a gas station two miles away. I am filled with hope.

After five more stops and starts, I make it to the gas station, but the truck dies a maddening five feet short of the gas pump. It won't even hint at restarting, so I buy a gas can and ferry gas five feet to the truck.

My night turns ugly when the engine does not roar to life like a good truck should.

So I call the rental agency's emergency line. I spend the next 46 minutes on hold. The 95-degree heat, humidity, and gas fumes make me woozy. I finally talk to someone and am told a mechanic will call me in 15 minutes. What service!

Just for kicks I try to start the truck again. To my utter amazement it starts! I fill the tank and wait patiently by the phone and 20 minutes later Billy Joe calls. I explain what happened and he says, "Oh, you must have a faulty fuel gauge, just fill it with gas and you should be fine." Say what!?!?

After wasting two hours

I get back on the road, get my stuff in Alabama and make it back to Atlanta at 4 a.m.

## But Wait, The Saga Continues

Work goes quickly Friday (as quick as it can on two-and-a-half-hours sleep) and I head out, never letting the fuel gauge get below half. All is well until I pull into a Murfreesboro, Tenn., truck stop. After filling up, I hit the gas, and nothing happens. The transmission is gone!

Once again I call my friends at the always-prompt rental agency emergency line. Thirty minutes later, they tell me a mechanic will call me back. He does in 20 minutes, and tells me he will be there in an hour.

Exactly two-and-an-half-hours later, at 1:30 a.m. the mechanic shows up, tells me I blew a seal, and fills my transmission up with oil. He says that the truck will get me across the road to the hotel but no further. I ask him what I should do if the hotel is full, but he assures me that it will not be.

You guessed it: the hotel is completely booked and the mechanic is long gone. Ditto the next closest hotel.

After another 10 minutes on hold on the emergency line, my friendly representative tells me to find a hotel in another town. In my calmest voice I remind him

that my truck has died and I am in Murfreesboro at 2 a.m., not exactly the land of plentiful taxis! I ask him what to do and he says, "Uh, I dunno."

I make it, barely, across the interstate to another hotel, and finally get into bed at 2:30 a.m. As I go to sleep, I am counting the hours I've been delayed as others count sheep.

Precisely at seven the next morning, Lance — another mechanic — calls, informing me he'll be there in 30 minutes, which, to his credit, he is. He looks at the truck, drives it for a minute and pronounces it fit to take me to Chicago! He tells me to keep the fluid level up and everything will be A-OK. Flabbergasted, I explain that the transmission seal is broken and the other mechanic said it would barely cross the street. The smiling Lance insists I can make it to Chicago. After ten minutes of bickering, I win the battle of wills and follow Lance to the service center.

We barely make it. Lance immediately crawls under the truck, looks around, crawls out and says, "Yep, blew a transmission seal!"

An hour later, I am on the road to Chicago, now delayed *only* 13-plus hours. Since I am so late my roommates have left, but my girlfriend helps me unload and return the truck (after seriously considering blowing it up).

I figure after this ordeal,

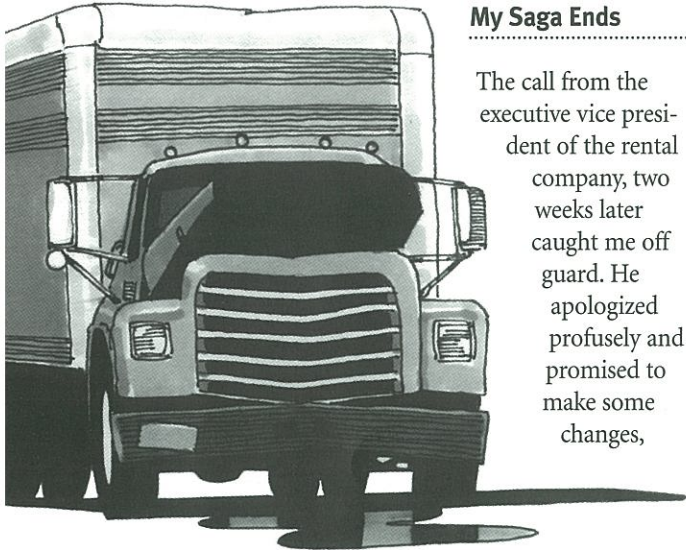




sion of my story to the company's 10 top ranking executives.

### My Saga Ends

The call from the executive vice president of the rental company, two weeks later caught me off guard. He apologized profusely and promised to make some changes,



I will get a full refund, but once again I underestimate the rental agency. I call the national number and am told to call the regional office.

They ask me how many hours my adventures delayed me and tell me someone will call me back in four business days, and hang up before I can utter another peep.

Ten days later, my adventure finally ends. After 11 phone calls, five customer service agents, two hours on hold, and a nice chat with the regional manager, I am told I will receive a grand total of \$150 dollars back out of \$512 spent. I am not happy about this. Having no other avenues, I mail a four-page ver-

especially in the emergency line. His words (and promise of a full refund) helped salve my wounds and restored my faith in the company, or at least its executives. It's a warm and fuzzy ending to my adventure.

Even better, the Chicago office, filled with great KSAers, made the whole ordeal much less painful.

We are just a small office now (10 people), but we have big dreams. Led by Mike Swift, we hope to grow substantially in the coming years. So, come visit.

We would love to have you in the Windy City!

But I'm not sure I'd recommend getting here the way I did.



Hippomenes Cup winners

On July 4, 1999, approximately 54,980 other runners joined the 20 KSAers participating in the annual Peachtree Road Race 10K.

As usual, KSAers were vying for the Hippomenes Cup. The 1999 winners were *Phil Kowalczyk* and *Janice Ryer*. Janice was returning to the race after a hiatus of about 20 years, and Phil has been a regular in recent years.

The cup was presented by last year's winners, *Erik Lavelle* and *Amy Wimpey*. Amy recorded the fastest time among all KSA participants for the second year in a row, and received a 1999 Peachtree Road Race mug.

### KSA Hippomenes Cup winners fight sloth and inertia

There were also awards for slowest runner, slowest couple (coozies to keep their drinks cold on such a long run), and a number of other categories. To protect the innocent, they will go unnamed.

### at Peachtree Road Race.

The rules for the Hippomenes cup, which is funded by the Foundation for the Prevention of Sloth and Inertia, are:

1. Annual recipient to be determined by The Foundation for the Prevention of Sloth and Inertia.
2. Winner must be a KSAer for at least one year.
3. Winner must run in the Peachtree Road Race.
4. Trophy will be rotated annually at the presentation ceremony July 4th.
5. Selection of winner will be based on current year's improvement, performance in Peachtree Road Race, and dedication to the elimination of sloth and inertia.
6. There will be no repeat winners.
7. Trophy will be retained in KSA office.

The Peachtree Road Race is a 6.2-mile course, run in the heat and humidity of an Atlanta July morning, and is not for the faint of heart. We encourage new runners, and hope we will have quite a large contingent vying for the Hippomenes cup in 2000, as this tradition enters its 24th year. If you are interested, contact Bruce Seeber, coordinator for Peachtree Y2K.

—Dave Cole

## Milestones

Congratulations to **Joe and Sharon Berman** on the birth of a son, **George Parker**, April 28.

**Molly Acton and Bill Imomoto** on the birth of a daughter, **Kelsey Nicole**, on June 1.

**Christian and Michelle Borthayre** on the birth of a daughter, **Celine Renee**, born July 11.

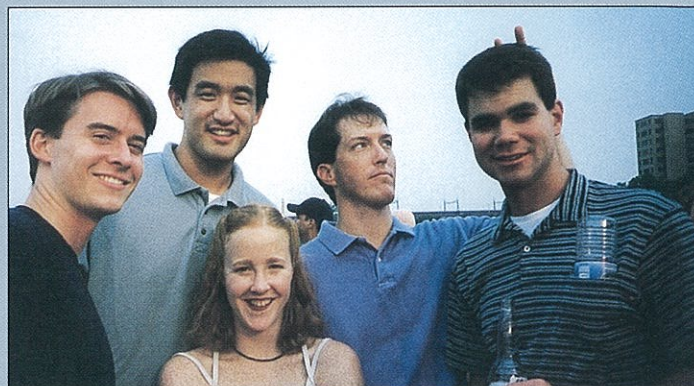
**Fergus Nolan and Sarah Couch**, married July 17.

**Melissa Thompson and Patrick Feder**, married July 31.

**Jerome Saint Marc and Alexandra Lister**, married August 8.

## Home team win

The Yanks didn't beat the Braves (this time), but KSA's Supply Chain Services group still found a winning combination in a ferry boat ride and an evening of good baseball.



Rich McGinnes, Ryan Cheung, Tricia Marion, Dave Bassuk and Chris Kelly get ready to cheer for the home team.



Aboard the harbor ferry. The torch passes: Dave Rush, Paul Schottmiller and Doug Ford.

Below: Paul Schottmiller rallies the troops: "Go Yanks!"

By Caitlin Scorpio

On a steamy July evening, a group from the Northeast Supply Chain Services took a harbor ferry ride to Yankee Stadium. SCSers and guests watched the Yanks take on the (hated) Atlanta Braves.

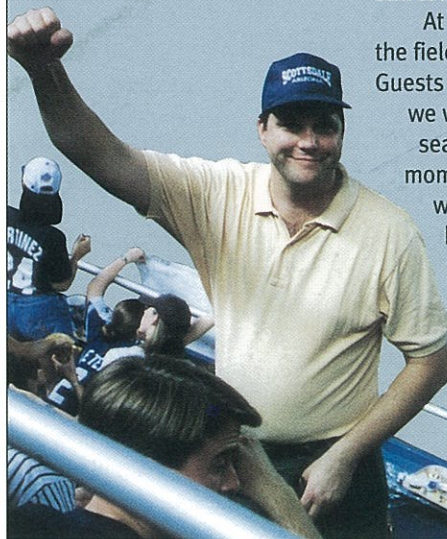
Our spirited crowd of about 30 contained at least two Atlantans, one

of whom was attired in life-threatening Braves garb (our courageous captain, *Dave Rush*). Thankfully, the natives were too hot to attack, and Dave escaped from the Stadium unscathed, reveling in his Braves' 10-7 victory.

The night began at the Joshua Tree Tavern on Manhattan's East Side, not far from the ferry dock. On a cooler night, the harbor ride would have been more enjoyable and less pungent, but it was a convenient, safe and scenic way to venture to the Bronx. On board, we all relaxed as the ferry proved to us all how slowly it could go while still technically moving.

At the game, we were entertained by the antics both on and off the field, as we seem to have been seated adjacent to a "Former Guests of the Jerry Springer Show" reunion. Only in New York! While we were sitting too high to get a good look at Derek Jeter, our seats nonetheless afforded our group many prime baseball moments, and easy access to the beer and hot dog vendors. And who cares if we just missed David Cone's historic perfect game by two days? We experienced the Stadium crowd on a Friday night – and that was worth the ferry ride.

The home team did not win, and it was a shame to some, but overall it was an enjoyable evening of good baseball and great company. It was also a fun and fitting way to celebrate *Doug Ford's* last day as head of Northeast SCS, and to informally pass the torch (or glove?) to *Paul Schottmiller*, Doug's successor.



## The Observer

Publishers . . . Butch Price  
Pam Beckerman

Editors . . . U.S., Janice Ryer  
Europe, Mary Anne  
Lauretta

Staff . . . . . Helena Johnson  
Karen Pantzer, Gigi Tindle  
Mark Reda

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.

WINTER 1999

A publication by and for the employees of Kurt Salmon Associates

# The Observer

## Whatever Happened to Those Colleagues of Mine...?

An annual update on what KSA alumni are doing these days, and where—sometimes in their very own words. We had about a 40% response to our survey of 107 alumni mailed in September. A casual count indicates more than half of you are still working — *mostly as consultants!*

### JOE ADKISSON

6422 Chateau Drive  
Milford, DE 19963  
Still working as distribution manager for I. C. Isaacs & Co.

□

### STEVE AVARY

1080 Anelo Court NE  
Atlanta, GA 30319  
Director of Engineering for Zep Mfg. Co., Atlanta (KSA client). Also involved in real estate development and airport park/ride projects in partnership with Bob Reeves.

□

### ELMER BEARDSHALL

9 St. Andrews  
Hattiesburg, MS 39401  
Working with Scruggs & Associates, an ERP software consulting firm in Laurel.

□

### DAVE BILLING

125 Mountain Side Dr.  
Armuchee, GA, 30105  
(706) 292-0305  
KSA in the '50s; then mgr of Roydon Wear in McRae, Ga. Recently moved from McRae to Armuchee so he and Vivian can be closer to family living in Atlanta, Woodstock and Rome. Dave notes that Allen Hunt, with KSA in the '80s, was pastor

in a church they attended in Rome.

□

### J. DAN BLITCH

275 Red Oak Trail  
Athens, GA 30606  
Dan declares he has no connections to the textile/apparel business for the first time in 46 years, although he remains a partner in a retail venture.

□

### MIKE BRENT

141 Lambertville Hopewell Rd.  
Hopewell, NJ 08525  
A partner in The Context Group (a baker's dozen of KSA alumni), Mike continues to consult from his home in New Jersey.

□

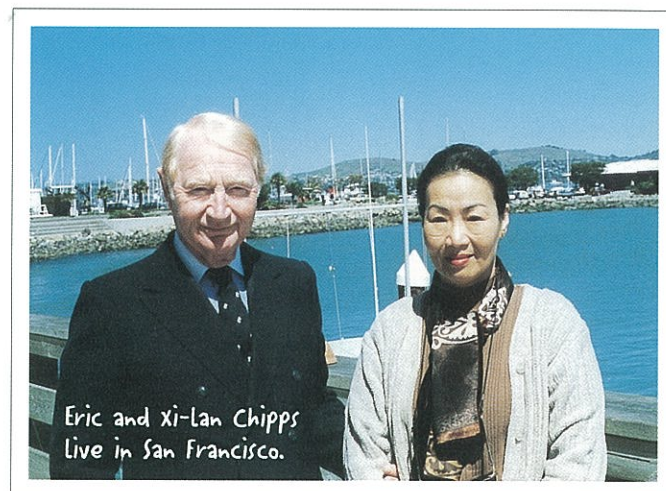
### RON BROCKETT

2 Masters Ct.  
Hilton Head, SC, 29928  
(843) 686-5625  
Ron and Charlene "retired to Paradise" in October, where they look forward to beaching and relaxing with a growing Low Country group of KSA alumni.

□

### DON BURKHALTER

4764 Promontory Ct.  
Atlanta, GA 30338  
"Visiting children and grandchildren



... landscaping home ... playing a little golf." He and Dolores planning trips to Nova Scotia, Santa Fe and New Zealand.

□

### JOHN CALDWELL

2054 Hunterwood Dr.  
Brentwood, TN 37027  
(615) 221-4079  
[contextjec@home.com](mailto:contextjec@home.com)  
Enjoying his re-entry into consulting last year (with Context Group) after 11 years in "the real world" at Riverside Mfg. and Horace Small. Mostly distribution center work at present, working out of home. "Golf has been curtailed" for John and Jo Ann recently, but they try to make up for it

with occasional trips to Mississippi casinos.

□

### BILL CAMERON

1393 Ragley Hall Rd NE  
Atlanta, GA 30319  
[b.cameron@mindspring.com](mailto:b.cameron@mindspring.com)  
"Catching up on 'honey do's'" from Carolyn—yard maintenance, gardening, a bit of traveling.

□

### ERIC CHIPPS

85 Milland Dr.  
Mill Valley, CA 94941  
(415) 381-1519  
Founded Chipps & Associates in 1984. Specializes in overseas development for U.S. clients, particularly in China. He and wife Xi-lan (Beijing opera diva) live in

San Francisco, where they hike, sail, drink good wine and sing. "The fact that we still remember each other... is a tribute to Kurt's spirit and the culture he built. A nice warm feeling."

□  
**PETE CLEAVELAND**

Box 366  
Clayton, GA 30525  
He and Licia own and operate the Frog & Peach Gallery up in the mountains. Pete is also president of the Clayton Merchants & Business Association, and takes the University of Iowa Writing Workshop. He's renovating a house on Lake Rabun.



□  
**HOWARD COOLEY**

8731 Lakeshore Dr.  
Pleasant Prairie, WI 53158  
(414) 697-0261  
*mhcooley@acronet.net*  
Totally involved in retirement, he and Mary do "pretty much whatever we feel like doing. We ski, hike, kayak, cycle, golf, and travel" to places like Alaska, Chamonix, Botswana, Zimbabwe, Wales, and Colorado, where kids and grandkids live. "It is startling to realize that my first meeting with KS and AJQ took place 40 years ago!"

□  
**DALE DODRILL**

6934 Wythe Hill Circle  
Prospect, KY 40059  
(502) 364-6315  
Dale is part owner and president/CEO of IMW Atlas Industries, Inc., a Louisville manufacturer of fueling stations for vehicles using compressed natural gas for fuel.

□  
**GEOFF GIBSON**

3621 Sope Creek Farm  
Marietta, GA 30067  
*ggcg@mindspring.com*  
VP for Offshore Production at The William Carter Co., where he has worked since 1990. Celia works half-time as guidance counselor; one son at Annapolis, the other in high school.

□  
**JIM GIDDINGS**

91 Central Park West  
New York, NY 10023  
*jimgid@aol.com*  
"Cartooning and trying to develop disparate ideas for new products (have one prototype being made with two other gizmos soon to follow.) ... Kay running 10-yr-old research business and plans to continue indefinitely. Fortunately, our businesses are portable. We often go to Maine coast, where we have a house, at the drop of a hat."



□  
**CHUCK GILREATH**

Box 1189  
Topeka, KS 66601  
*cmgilreath@yahoo.com*  
VP Factory Management for Payless ShoeSource, Topeka. "Job Description: Be sure we're in the right factories and that they are shipping on time." Too young to remember that AMMD stood for Apparel Manufacturing Management Division.

□  
**AL GONSALVES**

Box 6032  
Hutchinson Island  
Jensen Beach, FL 34957  
(561) 334-7774  
Independent consulting for

the past four years with clients in England, Hungary, Nicaragua, D.R., Boston, and elsewhere. Planning to cut back next year and do more traveling and fishing with Peggy.

□  
**TONY GREENE**

3227 Running Deer Circle  
Louisville, KY 40241  
Executive VP of Operations for M. Fine & Sons Mfg., Inc.

□  
**CHUCK HARRIS**

202 William Feather Dr.  
Voorhees, NH 08043  
Consulting with other former KSAers in The Context Group.

□  
**ALFONSO HERNANDEZ & ROBERTO BEQUILLARD**

11700 NW 101st Rd  
Medley, FL 33178  
They run Argus International, an apparel mfg/sourcing company founded eight years ago that "has been a KSA client from day one." Six plants in Miami, El Salvador and Nicaragua, employing 3,000 and serving major U.S. apparel firms.

□  
**JACK JOHNSON**

1628 Mayfair Ct.  
Auburn, AL 36830  
(334) 887-9792  
Having relocated to a *Southern Living* retirement "cottage" in Auburn, where the odds are better, JAJ is taking more flying lessons to renew his license, and hopes to pay for them with weekly poker winnings. He also coordinates volunteers building a Habitat for Humanity house. Meanwhile, Gloria is taking courses at the university, tap dancing with neighbors,

and working with a ministry to hospital patients.

□  
**LARRY KALLUS**

4 Sunset Pass  
Anniston, AL 36207  
Retired in Anniston with wife Susan, but still doing lots of traveling. Just returned from a two-year visit to Europe. Family keeps growing; now up to nine grandchildren.

□  
**R. GLEN KEYES**

Box 278  
Ashboro, NC 27203  
*kms@Asheboro.com*  
Owns Keyes Mgmt. Systems, providing custom and vertical software for small businesses.

□  
**PHIL LUTZ**

5810 Garden Lakes Palm,  
Bradenton, FL 34203  
Still working part-time doing tax returns and accounting for small to medium-sized firms. Otherwise golfing and loafing at the beach, with occasional travel to NY/NJ area.



□  
**GREG MURPHY**

Box 248  
Heflin, AL 36264  
*Greg\_Murphy@kellwood.com*  
Corporate engineering at Kellwood, mainly in contractor compliance, safety/ergonomics, and employee training.

□  
**BOB NAHAS**

375 Park Ave.  
NY 10152  
*bob@herbertmines.com*  
VP of Herbert Mines, executive recruiting firm.

□



**RANDY NORD**

5 Sea Oats Lane  
Savannah, GA 31411  
Rknbjnsav@aol.com

Fully retired, he and Betty moved into new home on Skidaway Island near Savannah early in 1999. Pokes around neighborhood (Low Country) rivers and creeks in a small motor boat. Takes annual sailing trip to Caribbean with kids.



**KEN OSBORNE**

4177 Tralee Rd.  
Tallahassee, FL 32308  
KROVBO@aol.com

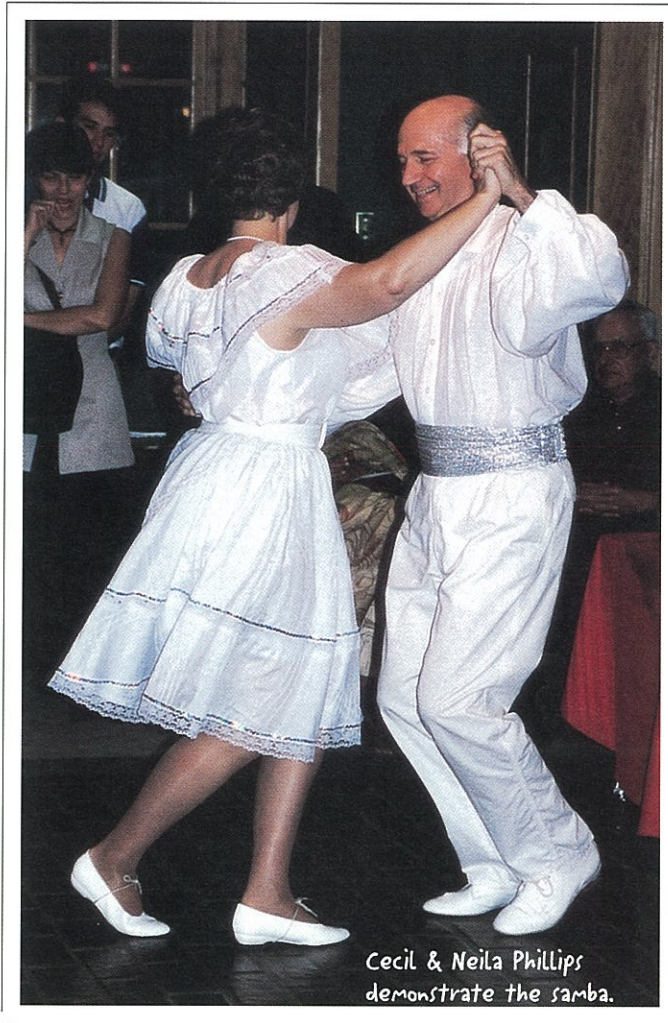
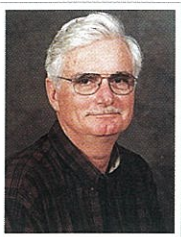
Expects to soon finish his fourth interim management assignment as GM for Guilford Mills' Home Furnishings Div. in upstate NY. He and Viv split time between Tallahassee and beach house (EDITOR'S NOTE: *This publication was partly inspired by Ken's awesome networking activities with KSA alumni.*)



**LEE OZLEY**

311 Seabrook Dr.  
Hilton Head, SC 29926  
(843) 681-6570

Continuing his one-man consulting activities, but now at half-speed. Corporate Fellow teaching organizational psychology to Auburn Business School grad students, and writing a book on leadership.



Cecil & Neila Phillips demonstrate the samba.

**CECIL PHILLIPS**

2810 Sarpy Ave.  
Baton Rouge, LA 70820  
(225) 767-3853  
Crpsarpy@aol.com  
Executive director of the LSU Foundation since 1992, raised a record \$38.5 million for Louisiana State University's 3 Baton Rouge campuses last year. Although they've given up competitive dancing, he and wife Neila still enjoy tripping the light fantastic, along with local Cajun cooking and culture.

**ZEB ROBERTS**

3710 Hobbs Rd.  
Nashville, TN 37215  
ZRoberts@aol.com  
"No part-time consulting or gainful employment of any type. Dull for you, but not for me." He and Carolyn golf, garden, walk, and surf the net with his-and-hers computers.

**RALPH ROSS**

11 Martin's Run, Apt. E-103  
Media, PA 19063  
President of his retirement community, as well as president of the Area Council of Retirement



Communities. Also serves on Board of Trustees of the Jewish Federation of Greater Philadelphia. Once a consultant, always a consultant...

**MAHLON SAIBEL**

444 Covered Bridge Rd.  
Cherry Hill, NJ 08034  
(856) 795-5624  
After 10 years with Gerber Technology, and 2 with its distributor in Turkey, MRS is now head of the Anti-Counterfeiting & Diversion Solutions division of Willcox & Gibbs. This allows him to keep his status as world traveler, and book flights from Atlanta to Philadelphia via Madrid. Meanwhile, Janice is completing her 20th year as chair of the Visiting Nurse Association, which has grown in annual volume from \$600K to \$90M.

**JACK SANDERS**

2813 Spring House Pl.  
Greensboro, NC 27410  
"Loafing, playing golf, and traveling...with Pat and sometimes grandkids."

**BILL SCHENKE**

8104 Runnymede Dr  
Frederick, MD 21702  
He and Mary do a lot of traveling, mainly up and down the East Coast. New drug has relieved his back pain, enabling Bill to play golf again. He did not report his handicap.

**JOE SCHEINES**

3 Craven Pl.  
Hilton Head, SC 29928  
(843) 689-3666  
poppajo@Compuserve.com  
Trying to stay healthy and interested, via travel with

Rita, concerts, writing letters to the editor, politics, and mastering the intricacies of electronic communication. Contemplating run for president of Low Country KSA Alumni Club; there are now 6 of us!

□  
**DAVE SCHMIDA**

34 Thornton Ferry Rd.  
Amherst, NH 03031  
Now in advertising! He and Paula run a promotional products firm from their house. Industry clients include AAMA and *Bobbin Magazine*.

□  
**BOB SOLOMON**

2600 Church St.  
Pleasant View, TN 37146  
Vice president of First Southern Financial Services next to Opryland, where he arranges mortgages and home refinancings "for people with any kind of credit..." Living in Shirley's home town, a suburb of Nashville.

□  
**KARL STRIEGEL**

3004 N. Halifax  
Daytona Beach, FL 32118  
(904) 673-2336  
Wife Jane suffered two strokes 8 years ago, and Karl spends most of his time caring for her. Daughter Deb lives in the area and helps out. Still has that twinkle in his eye.



**GERALD "TURBY" TURBYFILL**

163 Currahee Trail  
Toccoa, GA 30577  
(706) 779-5584  
ybrut@yahoo.com  
Mostly "piddling," which includes golfing, fishing, tennis, gardening, bridge, house maintenance, and stock market. He and Cat "never knew retirement could be so great!"

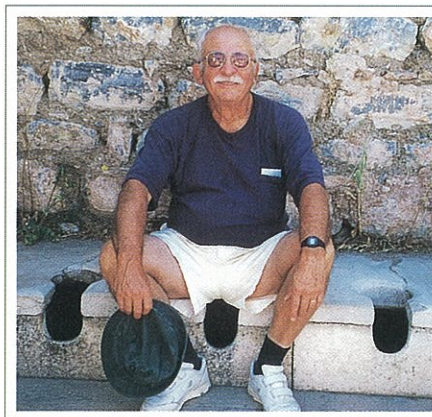
□  
**JACK ULLMAN**

469 Manor Ridge Dr.  
Atlanta, GA 30305  
(404) 355-1599  
JJUEGU@aol.com  
"Evelyn and I are enjoying life in retirement (mine) and active community volunteerism (mostly hers)." Continue to travel extensively—Europe as well as Wisconsin. Talks to KSA orientation classes remain "an ego trip for me and a very meaningful experience ... (despite all the changes) one thing remains constant: the quality and attitude of KSA consultants."

□  
**DEAN VOUGHT**

84 Westminster Rd.  
Garden City, NY 11530  
sudeand@aol  
KDV and Susan watching grand-kids (4 and counting)

Former PR person tests facilities in Ephesus, Turkey.



John & Pat Wilcox celebrating anniversary in France last year.



and fighting the good health fight.

□  
**JOHN WILCOX**

813 Dover Rd.  
Greensboro, NC 27408  
Continues to work on limited associate basis with KSA while starting his own small business counseling practice (business planning, organization development, refinancing). Doris Oakley, another KSA retiree, works part-time with JLW. Wife Pat retired from industrial counseling three years ago, and her golf handicap is now down to 14!

□  
**DENYS WILLIAMSON**

c/o Canadelle, Inc.  
4405 Metropolitan East Blvd.  
Montreal, Que,

**CANADA H1R1Z4**

(514) 723-8540  
dwilliamson@canadelle.com  
As VP-Operations, Denys looks after four Sara Lee Apparel divisions in Canada. "Trying to survive...systems changes!" Sourcing strategy demands more international travel.

□  
**BERNIE WOLFORD**

3179 Powers Ford  
Marietta, GA 30067  
Bernwolfo@aol.com  
Now with Buckingham Associates, LLC, Atlanta office of Invest Linc Capital, Bernie helps emerging growth companies find venture capital. He also does some management consulting in operations area.

**KSA Alumni News**

Please keep in touch via Fran Preston at KSA  
1355 Peachtree St. NE,  
Atlanta, GA 30309.  
FAX: (404) 874-3742.  
E-mail: fp@kurtsalmon.com.

Publisher: Butch Price  
Gossip Editor: Joe Scheines  
Artist: Jim Giddings