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The Observer

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When
Is a
Conference
Not a
Conference?

A

When
It's a KSA
Conference.

KSA's conferences blend hard work and equally hard play. Participants come away energized and excited, as three recent conferences—spread across the globe—demonstrate.

Please see pages 9-11



FROM THE CHIEF EXECUTIVE OFFICER

On being global

By Peter Brown

Global is a word we hear a lot these days. It seems to be very much in style for firms to make claims to being global, and this holds true in many industry sectors, especially in consulting.

What does it mean to be global? How many of the firms which purport to be global really are? Is KSA a global firm?

Being global should be more than just a description of physical presence in many markets around the world. It describes a method of operations, an internal culture and indeed a pervasive mindset within the firm.

KSA began its global journey in 1959, when Kurt Salmon established joint ventures in Germany, his homeland, and the United Kingdom. Our presence has continued to expand during the past 40 years, as we've developed business activities in Asia, India, Latin America and parts of Europe. Indeed, half our firm's offices are outside the United States.

Clearly by most firms' standards, we are already a global organization. But we aspire to a much higher standard of globalization, and we continue to pursue achievement of those aspirations.

Any organization that wants to be truly global must achieve a global culture, rather than simply export the culture of its original country. This needs to extend itself not simply to matters of style, but also to methods of communication, balanced information sharing and balanced opportunities for advancement in leadership for all members of the organization regardless of their home country. Of course, any company must define a core business language, and ours is English. However, beyond language, firms must develop a broad appreciation for a wide range of cultures.

In KSA's case, the reality is that today, we are still very much an American-driven organization. We have made great strides in broadening our activities and spreading responsibility around the organization, but still have further to go.



CEO Peter Brown

Our key challenge is to move beyond a mindset centered in one city or one country. Like any truly global firm, at least in professional services, we are not well served by maintaining a mindset that we have a headquarters city or country. In this new millennium of electronic commerce, can anyone name the headquarters of the World Wide Web? Now there is an organization model that is truly worth aspiring to! What clients want is a consulting firm that can provide consistent service by a seamless team drawn from wherever the right coordination of capabilities are. With our implementation and results focus, that usually means people from the local culture with language skills. At KSA, though, we increasingly call

upon resources from across continents to provide the depth of expertise our clients have come to expect.

The key to a healthy organization is to always have a vision of how it will improve, to always have aspirations higher than current reality. When companies "use up all of their future," they begin the process of dying. Our vision, for the new millennium, is to dramatically advance our globalization and our reputation as a world class firm providing leading edge solutions to emerging challenges in our target markets.

KSA is today much more global than most of our competitors. We benefit from having an ownership and governance model which prevents the kind of office or country siloing and turf wars so pervasive in many of our competitors. We are well on our way to achieving the status of a truly global company, and I'm convinced we are well ahead of most of our competitors. By continuing our efforts in these areas, we will stay at the head of the pack.

Our vision for the new millennium is to dramatically advance our globalization and our reputation as a world class firm providing leading-edge solutions to emerging challenges in our target markets.

Moving mountains

KSA continues long-term successes with National Geographic Society

By Brad Anderson

WASHINGTON, D.C.

Last summer, we completed another successful Logistics project with the National Geographic Society.

Over the past decade, many KSAers have worked with the time-honored corporation known throughout KSA simply as NGS.

NGS came to KSA for assistance in locating a replacement for its third party fulfillment service provider, R.R. Donnelley's Dunmore, Pennsylvania, facility. The project initially started with a search and evaluation of third party fulfillment partners. Led by *Chris Merritt* and *Mark Woodrow*, KSA defined the operational needs of

three different business units (consumer catalog, books, and education), and solicited bids from qualified service suppliers. KSA analyzed the bids and the companies that responded, and helped NGS personnel tour distribution centers. NGS chose Keystone Fulfillment, a unit of Hanover Direct, to handle consumer catalog and education, and shifted the book unit from a Donnelley facility to a more specialized facility in Louisville, Kentucky.

Next came an inventory transition project consisting

of two phases, led by *Chris Merritt*, *Ralph Wear*, and *Brad Anderson*, with a cameo appearance by *Diallo Tyson*.

The first phase used rigorous modeling and planning to determine a timeline for seeing the entire project through to completion. Detailed Gantt charts and inventory databases tracked progress throughout the transition.

The second phase included the physical movement and reconciliation of National Geographic's inventory. By providing strong oversight and stringent levels of control, KSA was able to help NGS maintain a 99.95 percent level of inventory accuracy throughout the transition.

The team facilitated the transition and reconciliation of more than 1.5 million units of inventory. While Keystone's parent company, Hanover Direct, is a mail order veteran, Keystone Fulfillment is a relative newcomer to the fulfillment industry. KSA helped ensure the implementation was a success. R.R. Donnelley is not only synonymous with the book industry, but also has been a long-time partner with NGS, allowing this transition to go very smoothly.

The project protected National Geographic's membership from service prob-

lems during the transition, provided an efficient exit out of the Dunmore facility, and took into account the following five areas of concern:

- ✓ Systems requirements
- ✓ Inventory movement needs
- ✓ Facility start-up activities
- ✓ Financial control requirements
- ✓ Business issues and activities

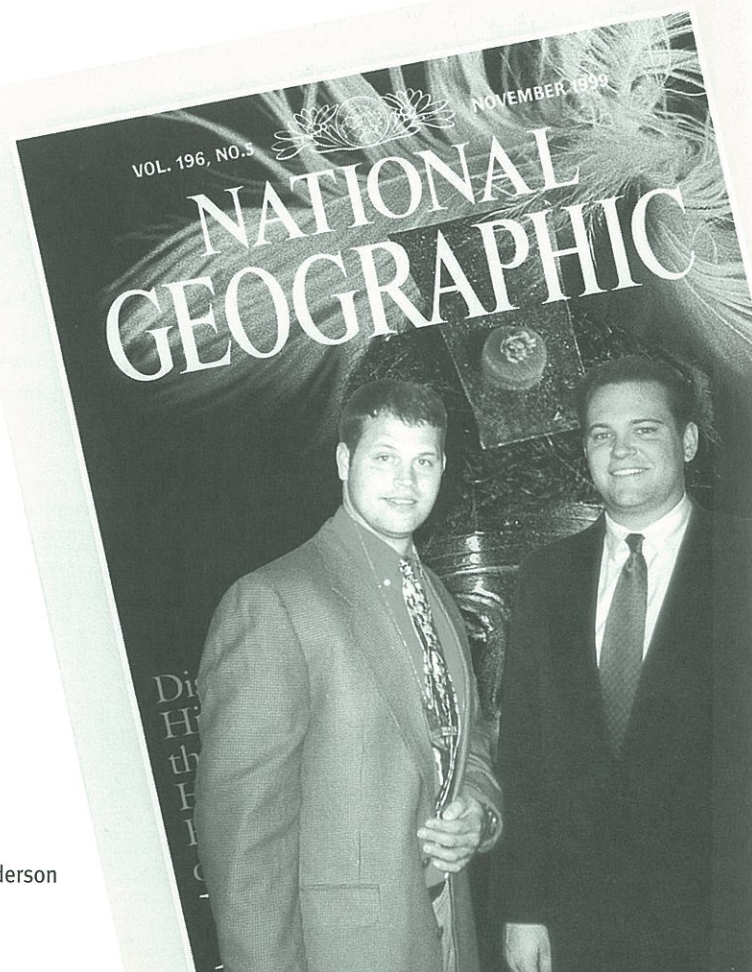
Providing results through delivered execution allowed the project to remain on track, given its tight timeline. The implementa-

tion of detailed procedures, reporting requirements, and inventory tracking tools, allowed the project to be completed successfully.

A strong client relationship with NGS has given KSA the opportunity to provide continuous value in the form of additional project work.

It is relationships such as this one with NGS that have allowed KSA to remain a strong partner with our clients, providing significant value and quality results time and again.

A strong client relationship with NGS has given KSA the opportunity to provide continuous value in the form of additional work.



Ralph Wear and Brad Anderson

Prosperity and promise in Asia

At the second conference for the Asia Pacific Practice, KSA newcomers and experienced consultants shared ideas.

By Mitsuru Tsukada

TOKYO

The KSA “sun” is still rising in Asia Pacific! In mid-October, we held our second conference with more than 50 associates working attending.

The conference started with a welcome dinner at the Tokyo Bay Hilton Hotel.

KSA is a rising sun in the “land of the rising sun.” The time we spent sharing our experiences promises future prosperity and growth for the firm in Asia.

Participants enjoyed the dinner with colleagues whom they hadn’t seen for a long time because of busy project schedules.

The Saturday sessions began with opening remarks by *Yuri Kitamura*, who served as emcee for all the sessions. This year, we focused on formal and informal sessions to share how we are positioning ourselves in this challenging stage with many opportunities.

The positioning was clarified by “Business Update” presentations by *Jerry Black*,

Lynn Spuhler and *Peter Brown*. In particular, Jerry mentioned we will operate under the new organization to keep a high pace in terms of firm sales growth and individual skill development.

It was a surprise that 80% of the participants have worked for KSA less than three years. It means we are young but capable, able to keep fast momentum to meet client demands.

Another conference objective was to share practical experiences of young consultants. The sessions—“Client Project Update”—described what we’ve learned from key clients. To expand our client base, we felt we should see a variety of clients this year.

The first half focused on IT projects; this included presentations by *Noriko Tomoda* for Isetan’s MPS (Makoro), *Franco Anselmi* for Jusco’s MMS (JDA), and *Angeline Ho* for Trinity’s Production Control. The presenters illustrated how

they struggled to implement package solutions to meet specific client needs.

Although some people were tempted to go to Tokyo Disney Land next to the Hilton, we moved to afternoon sessions. The openers were KSA new initiatives. *David Hamaty* explained E-commerce, comparing market status in the United States and Japan. He emphasized KSA’s advantage even for this new business arena, because we are industry specialists. *Yoshiko Mori* also introduced another comparison initiative, Consumer Outlook 2000 in Japan. The analysis showed the differences and similarities of Japanese consumer behaviors from those in the U.S. and Europe.

Although two hours after a good lunch is the best time to indulge in a “group siesta,” we shifted gear to “Professional Development (PD)” sessions. Each group of six to seven individuals selected questions on current and future PD. Panelists were *Chuck Easley*, Jerry, Lynn and Peter, who emphasized KSA’s commitment to help associates develop their skills.

As a wrap-up, Chuck and I presented KSA PD strategy and coordination for AP practice.

The second part of “Client Project Update” focused on Logistics and Strategy projects. These included presentations by *Kazuya Sasamoto* for Jusco’s

Logistics Design, *Hiroshi Hatano* for P&G’s Logistics Planning, *Samuel Fung* for Sourcing Benchmarking in Hong Kong, and *Britton Russell* for Eddie Bauer’s brand strategy. These verified KSA capability to service all players across the entire supply/demand chain.

After Jerry’s conference summary, *Eiji Unosawa* closed the meeting, including giving a reason for Swarovski’s gift of a crystal paper weight for associates. (He doesn’t like hats and T-shirts for conference amenities!)

We had an Italian farewell party downtown, at the restaurant *Ginza*.

In general, the time we spent sharing our experiences promises our further prosperity. All of us hope to have the next AP practice conference in a tropical resort in 2000, with additional success stories.

KUDOS

- *Rieko Tsuboyama* and *Mian Kwok* for travel and other arrangements.
- *Kuniko Kawataki* and *Hiromi Kato* for making arrangements with Tokyo Bay Hilton Hotel.
- *Connie Kwok* for conference programming.
- *Megumi Tojo* for restaurant selection.

L to R: Chuck Easley, Lynn Spuhler, Peter Brown and Jerry Black.

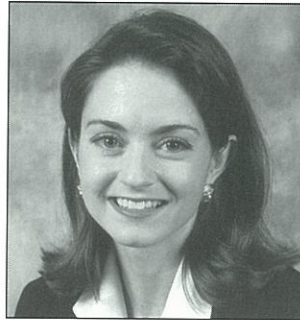


Frazier scholarship winner

Emory University Student Lisa Ellis honored with KSA scholarship

By Pam Beckerman

During his KSA career, Bob Frazier was respected for his leadership, creativity, and insightful intellect. To honor him, KSA has funded a scholarship for an MBA candidate at the Goizueta School of Business at Emory University.



Lisa Ellis

- ✓ Creativity, innovation
 - ✓ Overall academic merit
 - ✓ Leadership
 - ✓ Community service
- This November, three top notch first year students

were the initial candidates for the scholarship. After a series of interviews, Lisa Ellis emerged as the strongest of an impressive panel. Lisa holds a BA in Communication and Latin American Studies from Southern Methodist University and has completed post baccalaureate coursework at Agnes Scott College.

She is currently earning joint MBA/MPH degrees at Emory. Her employment experience includes work in accounting, marketing and public relations and time volunteering for the George

West Mental Health Foundation.

A global individual, Lisa has lived in Thailand, Italy, Spain and the United States.

An energetic, versatile person, Lisa is leading the effort to originate an academic interactive, on-line learning source. In her first semester of graduate school, she has been nominated for the Emory Honors Council. Congratulations to Lisa.

We look forward to monitoring her progress. Bob Frazier can certainly be proud!

Scholarship honors spirit of Bob Frazier, respected KSA executive for many years.

In the spirit of Bob's global, creative work, scholarship recipients must display the following attributes:

- ✓ Global business interests

A tradition begins... KSA football at Piedmont Park

At the onset of the college football season, a group of KSAers came together on Saturday afternoon in The Virginia-Highlands area of Atlanta to see a newly relocated consultant's apartment, eat burgers and enjoy the first college games of the season.

Excited by the football energy in the air, at halftime and during timeouts, a few of us started throwing the football in the street and around the house. We had so much fun we decided to play a more "formal" game in Piedmont Park.

The next afternoon, a fully stocked "mother ship" cooler in hand, eight KSA consultants played the first game of a now 10-week-long tradition.

Although the starting time has changed and the team has grown, a few things have remained the same. Every Sunday afternoon, rain or shine, a



group of KSAers and friends will be playing a competitive game of football in Piedmont Park, enjoying the camaraderie and perpetuating the culture that makes KSA great.

The Piedmont Regulars: (l-r) Dave Edwards, Ryan Cheung, Shaun

Ashworth, Joh Watschke, Ralph Wear, Ben Strupp, Adam Mukulka, Andy Johnson, Mark Messinger, Geovani Bencomo and Comer Shuford.

Not-pictured: Brad Jenkins, Chris Davis, Brad Griffith, Jen Lykens, John Lyons, Jajuan Timberlake, Marty Farley and Jeffrey Sauls

Retail revolutionaries

Upstart Iceland Foods is setting trends in the UK ... helped by an aggressive KSA team

By Ingmar Kraak



Iceland
Chairman
& CEO
Malcolm
Walker in
home
delivery
van

LONDON

A young man knocked at the gate of an English prison last month and presented the startled warden with a cake with a rather large file sticking out from both sides. The addressee: Lord Melchett of Greenpeace, arrested the previous day in a demonstration. The sender: Malcolm Walker.

Malcolm C. Walker, CBE, is founder and CEO of Iceland Frozen Foods plc. Iceland has 780 stores, is the No. 5 supermarket chain in the UK, and is one of the leading proponents against the use of genetically modified (GM) ingredients in food products.

Walker's aggressive stance on "food you can trust," backed by consumer interest groups and Greenpeace, has influenced not only the UK government, but

is beginning to have an impact on the entire UK food industry. When Iceland, in 1998, announced it would no longer condone GM products, most other grocers shrugged their shoulders. Twelve months later, they are scrambling to be in a position to make the same claim.

This is not your average food retailer. Iceland launched the first nationwide home delivery service, and offered an Internet shopping experience that surpassed trials by much larger rivals like Tesco or Sainsbury. Iceland continues to set the pace in developing new channels to market. Walker and his troops have been dubbed retail revolutionaries by more than one newspaper. At a time when UK retailers are under pressure from the government and from the most powerful of new entrants—Wal-Mart—to lower prices, Iceland is posting double digit sales growth. The message is catching on.

KSA's involvement with Iceland has come about through a longstanding friendship between CIO Martin Chatwin and Patrick Moylan of KSA UK.

When Martin took up his position last year, he asked Patrick and KSA to help assess the department he had inherited. The stream of projects since then has involved KSA in the IT, Supply Chain, Store, and Home Shopping operations.

According to Iceland, of all consulting companies that have helped them over the years, KSA has now been there for the longest unbroken period of time and continues to deliver high quality, value-adding projects.

One of the early projects involved working with the 250-strong IS department to produce a strategic three-year plan. Iceland liked it so much the supply chain director commissioned a similar piece of work for his area. Store Operations people who had been putting together the supply chain liked what they saw and soon the foundations were laid for a Store Operations strategy in a series of workshops led by Suzanne Woodall and Susan Colley with Philip Turnbull.

The strategic planning methodology that was so successful is now being fleshed out into a consultant's tool that will be made available to all KSA. Iceland is a recent

example of another business that has found the benefits of this practical tool rewarding.

With strategies in place, KSA was asked to be closely involved with key projects for Iceland, such as the introduction of automatic replenishment for short shelf life products, and the selection of a new Electronic Point of Sale (EPOS) system.

A review of core operational systems by Peter Willmot and Ingmar Kraak led to their worst fears being confirmed—replacement becomes a matter of urgency. Next year will see the selection and introduction of a packaged solution serving primarily the buying and merchandising functions. Dean Sivara of the GES group has been brought in to provide a global perspective

KSAers Peter Willmot, Ingmar Kraak, Tony Smith, and Patrick Moylan at the 9th Annual Iceland Charity Golf Day.



One early KSA project was with the 250 strong IS department to produce a strategic three-year plan which Iceland liked so much that other areas have commissioned a similar piece of work.



“Charmaine Binney and her big shoes” (left) and “Derek Gravity & his duck” from Iceland’s outrageous series of “Feel the Deal” TV ads.

of the long-term options available to Iceland. A performance review of the entire “value chain” by KSA is under way. This will lead to strong initiatives, helping Iceland reduce stockholding and develop a stronger supply chain and delivering a growing range of products to a growing range of Iceland customers.

As for Malcolm Walker, he is continuing to tell his staff to be more emotional, more extroverted, more aggressive, and to deliver a legendary customer service experience.

Time will tell amusing tales of how this retail David continues to thwart his Goliaths.

KUDOS

KSAers who have contributed to Iceland projects include: *Tony Smith*, (account executive), *Patrick Moylan*, *Christian Watson*, *John Karonis*, *Peter Willmot*, *Andrew Gueterbock*, *Dean Sivara*, *Ingmar Kraak*, *Suzanne Woodall*, *Alison Williams*, *Susan Colley*, *Anne Willig*, *Janice Ripley*, *Philip Turnbull*, *Jerome St.Marc*, *Nick Griffith*, *Caroline Baker*, *Colin Hotchkiss*, *Jonathan Parry*

Strategy for success

Hamilton-HMC wins \$1.3 million engagement

By Marty Perlin

PITTSBURGH, PENNSYLVANIA

The West Penn Allegheny Health System (WPAHS)—an emerging six-hospital system—has awarded a \$1.3 million strategic planning engagement to Hamilton-HMC.

It is the largest single strategy authorization in the history of Hamilton-HMC.

Under the shadow of the nation’s largest health-care bankruptcy, the Western Pennsylvania Healthcare System has taken control of the four hospitals in Pittsburgh that belonged to the former Allegheny Health,

Hamilton-HMC’s charge is to facilitate the development of strategic plans for each of the new system’s six hospitals.

Education and Research Foundation (AHERF).

The affiliation was approved by the U.S. Bankruptcy Court in Pittsburgh and a legal merger agreement should be completed following the restructuring in January of nearly \$500 million in long-term debt. AHERF’s 80,000 creditors lost a combined \$1.5

billion in the bankruptcy.

Hamilton-HMC’s charge is to facilitate the development of strategic plans for each of the new system’s six hospitals. Then a system-wide plan will be developed that will address how WPAHS will differentiate itself in the market and “enable” the hospitals to be successful in their own service areas.

The new system combines the strengths of two preeminent tertiary hospitals—Allegheny General Hospital (778 beds) and The Western Pennsylvania Hospital (512 beds), with four community hospitals—Allegheny Valley Hospital (268 beds), Cannonsburg Hospital (120 beds), Forbes Regional Hospital (342 beds), and Suburban General Hospital (143 beds).

The two tertiary hospitals were among the nation’s “best hospitals” in the annual *U.S. News and World Report* evaluation. Taken together, the new network’s 2,200 beds will account for 20 percent of the inpatient market share in the region.

The sales team included *Mark Wietecha*, *Marty Perlin*, *Karen Morgan Erickson*, *Steve Paulus*, *Karen Rajnik*, *Shanon Stokes* and *Wendi Farris*. The sale began with a reference for Hamilton-HMC from the CEO of the University of Chicago (former client) to Chuck O’Brien, CEO of WPAHS.

Mark, Karen and I made a pre-proposal marketing call to Pittsburgh to scope out the potential opportunity. We faced an uphill battle to dislodge APM/CSC, the incumbent consultant that was in the midst of a major operational improvement assignment and had a previous long-time relationship with Chuck O’Brien.

The Hamilton-HMC team immediately went to work to prepare a “stellar” presentation that would be presented to a 30-member selection committee. But that presentation ultimately ended up in the trash the night before the presentation.

Following two days of intense interviews with representatives of each of the hospitals, the team decided to totally revamp the presentation, which was to take place at 8:00 a.m. the following day.

With computers fired up, Steve, Karen E., Karen R. and I holed up in a conference room at the Holiday Inn until the early morning hours. Then, as if the challenge wasn’t big enough, Mark called to say a major weather system had closed down the entire East Coast and there was a high probability he would not make it to Pittsburgh from Raleigh in time to lead the presentation.

Mark, however, did get the last flight out and arrived on the scene just as the team was finishing up. (Great timing!) Karen R. spent the rest of the night at Kinkos. And a bleary-eyed Hamilton team assembled the following morning to “knock ’em dead.”

The old adage “It’s not over till it’s over” certainly rang true in Pittsburgh for this Hamilton-HMC team.

Global teamwork

KSA brings international expertise to Musgrave project

By Suzanne Woodall

DUBLIN, IRELAND

In line with our aim to be the premier *global* management consulting firm, KSA recently lined up a truly global consulting team to work with Musgrave Group in Ireland.

For three months over the summer, a team of three principals, three managers and two consultants from India, Japan, the UK and the United States worked with the client to help them understand how to improve their supply chain.

During the project, the team worked closely with several members of the Group board, including the Buying, Finance and IT directors. The KSA team was also complimented by the client on the amount of time it spent with more junior members of the organization, helping them shape the team's recommendations.

The Musgrave Group is Ireland's largest food distribution business, and a major employer in the Republic of Ireland. The Group has three operating divisions: Musgrave Cash & Carry, Musgrave Supervalu Centra and Musgrave Spain. It is the only grocery retail business to have outlets in all of the 32 counties on the island of Ireland.

Over the 10 weeks, the team looked at business processes in finance, buying, merchandising, supplier man-

Musgrave's modern stores are surrounded by Ireland's pastoral countryside.

agement and commercial analysis. We found Musgrave was behind its European and North American counterparts in terms of systems and processes. The team recommended to the Board that it invest in two projects: the first, an operational project to get paper out of its system, affectionately known by the team as "Project Flush" (South Park fans note: we did resist using Mr. Hanky as the project logo!) Second, the team recommended Musgrave take a strategic step forward and overhaul its central systems to support "Better Buying."

Musgrave's corporate structure and ambitions for scale through growth into Europe mean the company is ideally suited to Category Management. However, the company realizes it cannot deliver Category Management on its current systems infrastructure.

The team presented its recommendations in late September. The Board now has important decisions to make regarding its strategic goals, and has taken the recommendations away to debate along with other key initiatives.

KUDOS

KSAers on the project were *David Oliver, Phil Turnbull, Suzanne Woodall, Nick Garratt and Colin Hotckiss* (UK), *Tim Robinson* (Japan), *Brian Franks* (New York) and *Vishal Bansal* (KSA Technopak).

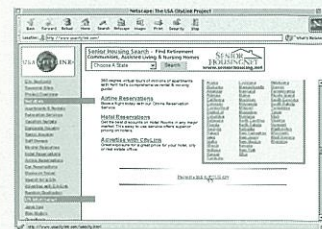
Travel Tips



Some hot sites to hit when relocating (or just visiting)

If you're looking for a "snapshot" of a city or region, try Virtual Relocation, <http://www.virtualrelocation.com>. This site is helpful to people who are moving, but you'll find it useful even if you're just visiting.

If you're researching a city, Virtual Relocation will give you statistics for its basic demographics, housing, industry, education, school district information, transportation, commuting, cost of living, crime rates—even weekly pollen counts! The site doesn't have as much information for non-U.S. cities, but you can still find some useful data on international cities (real estate and rental guides, maps, restaurants, etc.).



Another resource for information about U.S. cities is the USA CityLink Project, <http://usacitylink.com>, which also has a great deal of data about individual states.



Culture and content in Cancun

The Mexican resort proved a stimulating and exciting environment for an Operations intranet conference

By Vikas Chinnan

CANCUN, MEXICO

How do you develop content for a team intranet site? If you are an Operations consultant at KSA, you meet 40 of your colleagues in Cancun for four days of work and fun.

In mid-October, Ops consultants met in Cancun to discuss the content of the

Operations intranet

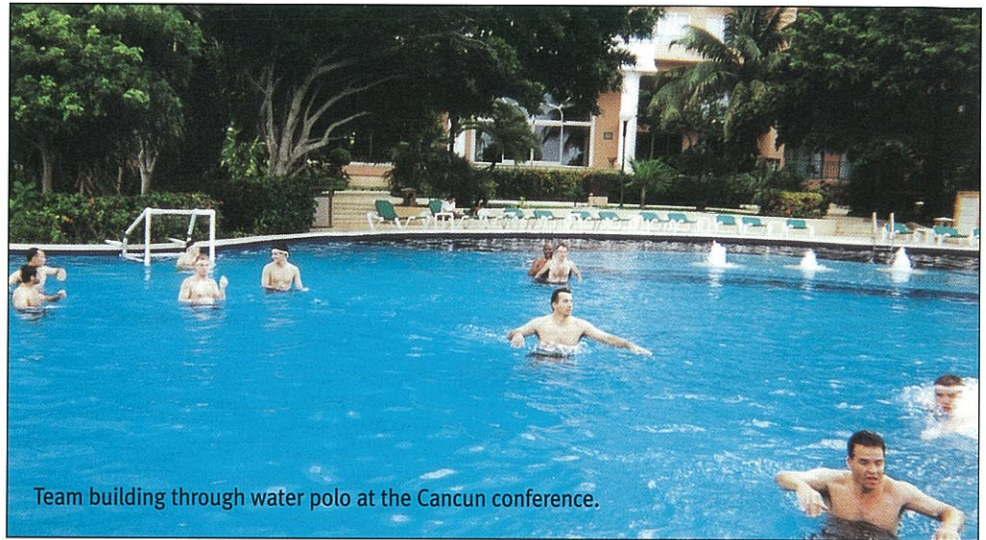
site. The objectives were clear: develop content for our site, assign responsibilities to specific individuals, meet new team members, learn about Mexican culture, and of course ... have fun!

The excitement began as consultants

arrived at the beautiful Fiesta Americana Coral Beach Hotel. Before long, the stage was set for some fierce competition at the hotel pool. Back-to-back games of water polo and pool volleyball exposed the competitive nature of our group. The evening continued with an ocean-side dinner of traditional Mexican food that left some of us requesting to be relocated to South of the Border as soon as possible.

We got down to business Friday morning, but not before a hearty breakfast. This was the first of three traditional Mexican meals on this beautiful day.

Before beginning the intranet discussion, we heard from *Jim Horton* about the



Team building through water polo at the Cancun conference.

status of the company as a whole. *Sergio Cruz* gave us an update on the Operations practice, sharing news on current and future projects.

The goal of the working sessions on Friday was to take five broad categories (methodologies, practice management, pre-proposal documents, proposals, and reference materials) and establish more detailed content for each. We worked in small groups through lunch and shared with the entire team.

In the afternoon, some members of the group were once again beckoned to the pool, while others went snorkeling and caught up on much needed rest.

For dinner, we traveled to La Destileria, a restaurant modeled after a traditional tequila distillery, the perfect setting to complement our festive mood.

The next morning's sessions began with a presentation from *Lisandro Sagastume*, outlining recruiting plans and goals for the upcoming quarter.

Damon Shuman discussed the outlook on Operations service offerings in new areas, including food and electronics.

The goal Saturday was to take the content agreed upon the day before and provide more structure before assigning specific tasks to individuals.

We couldn't leave Mexico without experiencing the culture that Cancun offers. Everyone enjoyed the rich history and breathtaking view of the ocean at Tulum. This small village at the southern end of the Riviera Maya is home to an ancient Mayan coastal fort and one of Mexico's most impressive archaeological sites.

Saturday evening ended with a unique dining experience at Cambalache, an Argentinian steakhouse. The restaurant lived up to its local nickname, La casa del big steak—"the house of big steaks"—especially with all the Ops consultants there.

Beautiful weather followed us the entire time. As most of us were leaving Sunday, the sky opened and the rain poured down, as if to mimic our feelings about departing from our tropical paradise.

KUDOS

Thanks to *Pat Bolduc*, *Marcos Corminas* and *Ricardo Villeda* for planning and facilitating such effective working sessions. Also, special thanks to *Irma Rosales* for organizing such a wonderful event!

Duck herding and other adventures

September's KSA UK meeting mixes team building and business perspectives ... and a little more

By Dierdre Coleman

TEWKESBURY, ENGLAND

As a relatively new recruit to KSA, I was unsure what to expect from a business meeting that lasts all weekend.

I need not have worried.

The Stakis Hotel just outside Tewkesbury was the picturesque setting. For me, it kicked off on the Friday when

I became the first woman to play on a KSA (UK) golf day. I can now talk bogies, birdies, and eagles with the best of them! Just don't ask how I played.

The non-golfers, their partners and children started to arrive on Friday evening, when we had a buffet meal.

The only complaint on the food was from little *Oliver Kanaan*, who would much rather have had chips—ah well, we'll know for next time!

At 8:30 a.m. Saturday, the business meeting kicked off. The attendance list looked like something from a UN conference (only more productive). Take the UK team, which has two Americans, an Italian, a Pole, a couple of Scots, an Albanian, an Australian, a Dutchman, a Frenchman and a Belgian, a couple of Irish and ... oh yes, people from North and South of the Waterford Gap. Add to that the number of visiting colleagues and you're guaranteed an interesting meeting.

Tony Smith took us through the global and UK results and *Christoph Rohe* spoke about developments in the German market. *Kenneth Coons* and *Bob Danielson* gave us the U.S. perspective of working in Europe. *Richard Traish* spoke about the French operation and seemed keen to tell us about the rigorous logical French approach to questions. I'd quite like if he'd bring back the French lunch "hour" and

August holiday, too!

The sharing of the KSA "body of knowledge" generated a lot of discussion, as did *David Oliver's* section on the restructuring of the UK business into competencies (IT, Strategy and Marketing, and Supply chain), and changes in the HR processes. Time was spent discussing current and future projects and opportunities.

After we had eaten and donned our new KSA shirts, we were taken for our afternoon team-building activities. The whole event was nothing short of hilarious.

No one really knew what to expect, so the anticipation levels were pretty high when we were delivered into a field.

It was big kids' heaven—*Colin Hotchkiss's* eyes were on stalks. There was a car that drove backwards, a herd of ducks and a sheep (duck) dog (who understands English apparently, though I was dubious), grass-track go-

carts, remote control cars, a cross-bow, a long-bow and a quiver full of arrows, and last but not least, plastic blue rain macs....

We all managed to distinguish ourselves in some way. The scariest moment had to be the sight of the flying Dutchman—quite literally—*Ingmar Kraak*, screaming as his go-cart hurtled madly out of control toward the Dayton family. And he still didn't manage to beat *Sarah* (slightly competitive) *Walmsley*.

The object of one of the games was, with the aid of a co-driver, to drive a jeep while blindfolded, and just for fun, the steering on the jeep had been reversed. As predicted, *Patrick Moylan* managed to get himself and *Christine* stuck in a hedge. *Vishal Bansal*, on the other hand, looked impressive ... before the blindfold went on. Blindfolded, all went to pot!

Even his ever-patient co-driver *Devangshu Dutta* was beginning to sweat as *Vishal*

Team building exercises for our diverse crew were held in a field that was a kids' heaven. After a day digesting KSA plans and options, we were filled with anticipation.





Not everyone who participated in the day's events proved willing to accept defeat without protest, as Pete Kelly proves by tossing Ingmar Kraak on his head...

colleagues!

Splattered in mud and in high spirits, we all headed back to get into our clothes for the evening's festivities.

At the banquet, *Anne Willig* had carefully attached everyone's menu choices to a bag of goodies. Everything ran like clockwork and the meal was delicious.

Prize giving was amusing. *Suzanne Woodall* has had a bit of a past with comedian Tom O'Connor at the Liverpool Empire; with this she won the KSA UK Ample Spare Time Cup.

Janice Ripley received her gold watch for 10 years of dedicated service with KSA. (Or is the award really for 10 years of putting up with the consulting teams and their various foibles?) What I want to know is how has she survived 10 years of business meetings?

When it came to dancing, new recruits *Pierre Berthe* and *Giovanna* stole the show. We were all happily shuffling along, roughly in time to the

music, when this dynamic pair put on a display that would worry *Michael Flatley*. Needless to say, it took some time before the rest of us ventured back to the dance floor. Much too early, the DJ started slowing down the music and it all came to a halt at 1:00 a.m.

Well, in theory anyway. Those of us who were still functioning located an alternative venue from which to continue our revelry!

Some people

engaged in tennis, golf and horse riding on Sunday. In fact, *Pierre* (the dancer) who was pale and shaking at breakfast, challenged our Vice President *Tony Smith* to a tennis match and won. A seriously CLM¹, he may well now become a PRE²—see? *only a few months in the consulting game, and I've already got the lingo!*

KSA created a record on the day, "most destruction caused in an afternoon."

revved the car like he was *Damon Hill*. No surprise then when the engine blew up!

Duck herding was my personal favorite. *David Oliver* made a valiant attempt to get the ducks through a hoop, into water and into a pen by giving instructions to a sheepdog. I'm not sure who was more stressed at the end of the event: the dog, the ducks, or David. At least it gave his wife, *Suzie*, a good laugh.

Thankfully, the weather held for most of the day. When the clouds did break, rain came down in sheets. However, no mercy was shown. (Remember the blue plastic macs?) Anyone who

had any ideas of looking chic could forget it. *Sarah* may have won the carting (which took on a whole new element of danger in the wet), but I'm pretty sure that was an arm-hole I saw her head poking through!

Apparently KSA created a record on the day, "most destruction caused in an afternoon." *Vishal* took care of the jeep; we bent, broke or lost 10 arrows (*Giovanna D'Esposito* accounted for many of those); we broke 4 remote control cars and one go-cart; and the ducks had to have a reserve team sent in! All in all, quite an eye-opener into the characters of my new



¹Career Limiting Move

²Previous Recruitment Error

In brief...

Unexpected testimonial

I've heard that "a dissatisfied customer tells ten others, a satisfied one tells only two." Recently I saw a satisfied customer telling over a hundred others.

At an industry seminar in Ahmedabad, India, attended by top managers from the textile and apparel industry, one speaker was the chief executive of a new retail business that is creating benchmarks for organized retailing in India. He gave a presentation on "Understanding and Meeting Customer Needs."

He opened by saying that he was going to present the findings of KSA-Technopak's Consumer Outlook study. He proceeded to do just that during his presentation, emphasizing the lessons his company had drawn from the study and how they had applied these in defining their business strategy and processes.

Every slide of his presentation was a powerful statement about the value this company had drawn from the work we did for them. I have yet to see a more powerful testimonial for our work.
—Devangshu Dutta

No cookie cutter approach for flagship operations

Dave Rush (left) and Leo Spizzo, Saks' vice president and associate general manager, co-presented at nrf.com, the combined Supply Chain and IT trade show of the National Retail Federation (NRF).

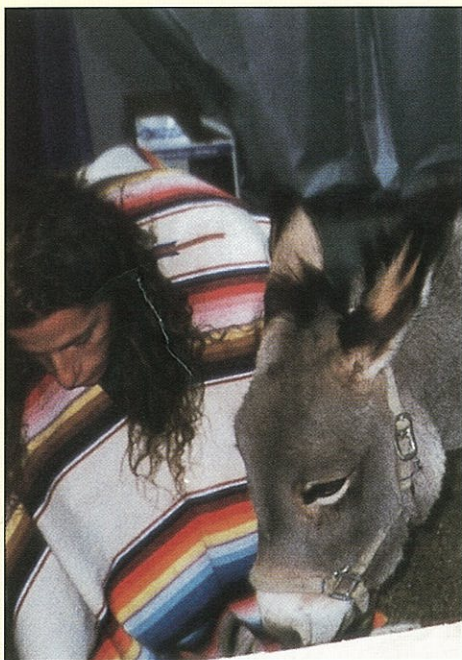
Here, they stuff giveaways from their session: Saks bags with cookie-cutter cookies to illustrate that a cookie-cutter approach may not work with stores such as flagship operations.

Top logistics directors from around the world heard their presentation, *Logistics Support for High-Value Real Estate Operations*. They discussed how Saks' flagship store in

New York City squeezes every bit of value through maximizing expensive selling and support space, and managing the economics of the space.

For example, most alterations and the bulk of shipping were moved offsite to free up more space for selling.

A sidelight: Leo was able to isolate a store video shot—which he then converted to a visual for the presentation—of U.S. President Bill Clinton at the accessories counter as he purchased a scarf. The hairdo and smile of someone in the background had an amazing resemblance to Monica Lewinsky.

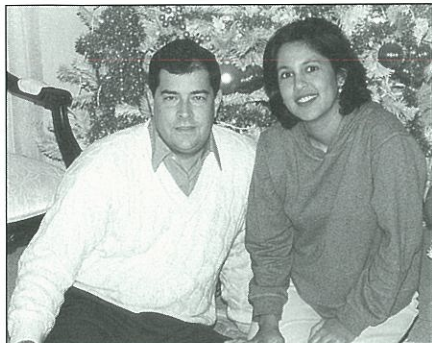


Fellow exhibitors who are animals

At Planet 99, a Supply Chain software partners show sponsored by iz in Las Vegas, KSA's next door exhibit neighbor was an ass (left). Not a consulting competitor, mind you (although they were there, too), but a miniature burro, sponsored by the Las Vegas Convention and Visitors' Bureau. Other highlights of the show were four Elvis impersonators, one of whom was on stilts. Standing with Elvis and holding a KSA coffee cup are (L to R): Bob Copeland, Joe Irastorza, and Jana Miles. OBSERVER readers will be relieved to know, among the schtick at the show, KSA kept a modicum of decorum as our booth featured the KSA Café, a coffee bar that served espresso, latté, and hot chocolate, with crystallized sugar swizzle sticks. KSA's softgoods clients, who are shopping for supply chain solutions, attended the show to consider iz's Supply Chain Management product.



Bobbin show contact gets results

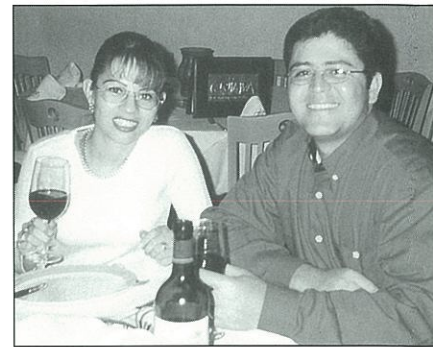


Juan and Anna Maria Echeverry

Juan Echeverry and Alberto Pensado each won a free dinner for two (not with each other, but with spouse/guest), compliments of KSA's marketing communications department because they were the first to write and deliver a proposal as a result of contacts made at the 1999 Bobbin Show of the Americas.

Not only did they write a proposal, but the assignment sold quickly. The scope of the project is to deliver productivity improvements for a \$200M soft goods company in Aguascalientes, Mexico.

When Alberto was notified of his winning, he asked: "May I wait to take advantage of the free dinner when I move to a locale that is large enough to actually have a restaurant?"



Alberto Pensado and Victoria Riveroll

A week or so later, he reported he and his wife, Victoria, went to a restaurant in Grijalba, Monterrey, Mexico, where they enjoyed shrimp tacos, steaks, and a bottle of Chilean red wine. *Congratulations Juan and Alberto.*

A statistical success

KSA Germany explores getting together using an alternative-selection-model

By Henning Füllers and Arndt Schmidt Mayer

DÜSSELDORF, GERMANY

One day during lunch, the idea of another Germanic KSA get-together was born. "Hey you guys, why don't you take ownership of another KSA get-together?" So we did.

Being two eager consultants, we took ownership of this 'project' seriously and found several hospitable locations that could be reached from the office after work on Friday. We made reservations wherever possible and came up with several options. But how to choose one? During our research trips, it became clear that we wanted to

do some hiking. Thus our first evaluation criteria was the natural surrounding, and soon we detected some more reachability, hospitality and comfort, and thus our "KSA get-together evaluation and selection model" was developed and the Top One Alternative could be selected. *(Editor's note: space would not permit reproducing the chart here, but it was impressive!)*

We found our location in the woods close to Düsseldorf at a place called "Am Bauernhaus." Weather conditions proved poor, as expected, but only a few rain drops accompanied us. The get-together was judged by all participants as successful: Some were just happy to meet, some got a good first impression of the infor-

mal KSA life and one celebrated his birthday with his wife, son and the "KSA-Family." Furthermore, we were happy to welcome the self-appointed "BI monster" [Annotation of the authors: It's not at all like that!] Anita Fischer from Zug, Chris Schoenmakers from Milano and Bob Danielson from Atlanta.

Well prepared and professionally equipped, about 30 KSAers, their families and friends enjoyed a nice and picturesque walk of about 1.5 hours with a little break for Schnaps. Fighting our resulting thirst (successfully) at the bar of the "Bauenhaus," we joined some late-comers and strengthened ourselves at a delicious dinner buffet.

Once we were sated, the torches were lit and we pushed for another sportive activity. Nearly everyone was highly motivated and able to join the return (45-minute) trip in the darkness.

Initially there was a planned route for the nightwalk that was checked out at 6 a.m. before work, but as the wood looks totally different during day than at night, almost the whole group got lost when we left the main walking path (as most of us wanted a more challenging tour). We took a rest and decided what to do: either go on and take the risk or go back the way we came. As KSA cares for its employees, we reacted responsibly, of course, found our way back and raised our glasses again.

German team uses the most scientific assessments to plan indoor outing.

Indian retailing ... at the crossroads

An emerging middle class has created new opportunities for business development in India

By Mudit Kapur

NEW DELHI, INDIA

India has witnessed a consumer products boom since the mid-1980s, but retail developments have only now begun to catch up, gradually emerging into an opportunity worth several hundred billion dollars.

It is the Indian consumer who is driving this process of change from small mom 'n' pop shops to mega stores and organized store chains. With the number of consuming households expected to

more than double from 34 million in 1997-98 to 80 million by 2007, the pace of change is only expected to increase in the coming years.

The new Indian consumer is a savvy purchaser, tough critic and pragmatic thinker when it comes to shopping. The demands on Indians' time at work and at home have made consumers extremely selective about

how they spend their limited and precious leisure hours.

International media and travel have exposed them to new lifestyles. The increasing propensity to spend, coupled with an abundance of choices, is transforming the population into a "buyer's market."

This change in consumer preferences has resulted in the emergence of a multitude of retail formats within the past 8-10 years.

Supermarkets, shopping malls, "shoppertainment" complexes, exclusive mega stores, discount malls, etc., are fast emerging on the Indian retail landscape. Time poverty has even prompted a segment of consumers to look at shopping over the Internet and via catalogues. Pioneers like Shoppers' Stop (department store chain), RPG Group Ltd. (presence in supermarkets, music, and

health and pharmacy stores), Vivek Ltd. (electronic appliances) have recorded sales growth rates exceeding 30 percent over the past five years.

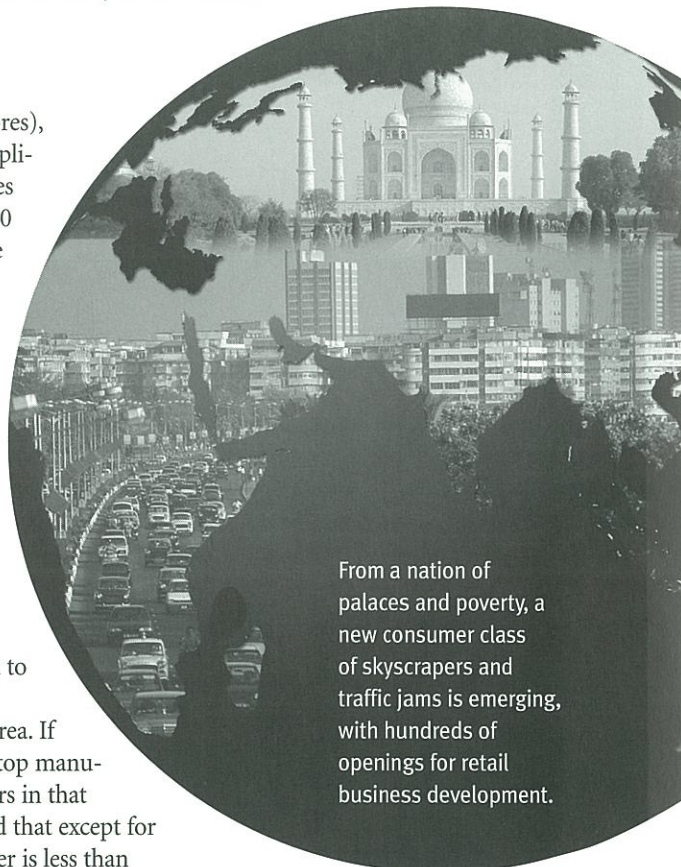
With legislative controls hindering financial institution lending to retailers, most players are operating on a low gearing. This, coupled with aggressive sales growth, has resulted in stratospheric ROEs—80-95 percent.

However, compared to other industrial sectors, retailing is still a virgin area. If we compare the sales of top manufacturers with top retailers in that product category, we find that except for apparel, the largest retailer is less than one-tenth the size of the suppliers. Contrast this with the United States, where Wal-Mart's food-FMCG sales are a little more than double of Procter & Gamble's sales in the U.S.

With retailing being a sunrise sector and competitive intensity being low, a number of new entrants are evaluating it as a business opportunity. At the same time, existing retailers realize their biggest challenge today, and in the coming years, will be to become better—better at knowing their consumers, better at predicting their needs and wants, and better at delivering products and shopping experiences that consistently exceed consumer expectations.

In this scenario, access to reliable information is critical for informed decision-making, but retail in India is a relatively unresearched sector and reliable information is hard to come by.

We at KSA Technopak have decided to bridge this gap by instituting a study



From a nation of palaces and poverty, a new consumer class of skyscrapers and traffic jams is emerging, with hundreds of openings for retail business development.

on consumer shopping patterns and retail trends. The initiative, christened "Retail Vision 2005," is an initiative focused on retailing, its evolution and its future. It is aimed at developing a vision for the Indian retailing environment for the next five years.

KSA, as the industry thought leader, has also taken the initiative to organize a seminar on retailing—"Retail Summit 2000"—February 4-5, 2000, at Bangalore.

The Summit will bring together all stakeholders in the retailing industry, across several major product categories. Each will contribute her or his individual expertise, experience and knowledge, and collectively will represent the finest congregation of retailing wisdom.

KSA Technopak will have the pleasure of hosting leading international retailers, Indian retailers, brand leaders, service providers and international retail gurus for the Summit.

"Retail Vision 2005," is an initiative focused on retailing, its evolution and its future. It is aimed at developing a vision for the Indian retailing environment for the next five years.

KSA in India: 1999 highlights

By Hemlata Goel

Marketing and Business Development

■ Retail Summit 1999, March, Mumbai

250 corporate delegates and speakers, including Helmut Meixner (CEO, Procter & Gamble South Asia), Raghu Pillai (CEO, Foodworld, a joint venture between Singapore's Dairy Farm International and India's RPG Group), and George Zacharias (managing director of the clothing business of Coats Viyella India). Peter Brown and Phil Turnbull also made presentations at the seminar. The event firmly established KSA as the thought leader in Indian retail industry.

■ Supply Chain-IT Seminar, Bangalore

Seminar on "Information Technology Strategies for Efficient Supply Chain Management" conducted in June. Glenn Hershey and Jean-Louis Simoneau were the speakers from KSA. The event was attended by CEOs and IT managers from leading textile, retail and FMCG companies.

■ International Conference on Cold Chain Development

Conducted by Federation of Indian Chambers of Commerce and Industry. Arvind Singhal presented a paper on the "Impact of Retail Revolution

on the development of a Cold Chain in the Food Industry."

■ Interstoff Asia-Autumn Winter:

Devangshu Dutta presented a paper, "Relating Sourcing to Business Strategy."

■ Textiles and Apparel Seminar, Ahmedabad

Devangshu Dutta made a presentation on "Competing Globally in Textiles and Apparel" at this event organized by the National Institute of Fashion Technology and the Ahmedabad Textiles Manufacturers Association.

■ Confederation of Indian Industry seminar TEXCON-99

Arvind Singhal spoke on "Meeting Competition through Cooperation, Integration and Supply Chain Management." KSA Technopak played a pivotal role in organizing the conference.

Articles

■ Consumer Outlook India

1999 received tremendous coverage, including a cover story in *Business Today*, one of India's most prominent business magazines.

■ Devangshu Dutta wrote about "Relating Sourcing to Business Strategy" for *world-apparel.com*, a Web-magazine

published by the Textile Institute.

■ Vishal Bansal had an article published in the *Economic Times* in India on "Customer Loyalty Programs for Retail Stores."

■ Vishal Narayan contributed an article to *The Economic Times*, "Managing Indian Retailers" about Food and FMCG suppliers using store servicing as a strategy to gain market share.

■ Rajiv Grover wrote an article highlighting the strengths of local/neighborhood grocery stores vis-à-vis large supermarket chains, which was published in "The Strategist," a supplement of *Business Standard*.

■ Prodipto Roy published an article in *Textile Outlook International*, October 1999, about the competitiveness of Indian industry in the world textile market after the phase-out of import quotas in 2005.

Plans for 2000

Marketing and Business Development

■ Retail Summit 2000

(See article at left.)

■ Consumer Outlook 2000

Consumer Outlook is being expanded to 20 cities, a sample of 10,000 consumers and a greater number of product categories including food & grocery, footwear, consumer durables along with clothing.

■ Retail Vision 2005

(See article at left.)

Organization

■ People

Nine people joined the consulting team, whose strength is expected soon to be 40. Five more are projected to join in the newly launched IT practice alone during the year 2000.

■ Office and Infrastructure

The practice moved into a new, 10,000 square foot office. Developments planned for 2000 include integration of the New Delhi practice into the KSA global intranet. Hemlata Goel joined as information officer and has set up the *Infoniche*, a resource center or body of knowledge for information including reports and presentations, business publications, magazines, news clippings, annual reports and industry data, a vital support to our consulting activities.

New principals

Archie Aamoht Minneapolis

Archie joined Hamilton/KSA in 1987 with extensive prior experience in health care delivery systems. He has led numerous facilities and operational planning and implementation engagements for clients such as Mid-Florida Medical



Services, Loyola University Health System, Memorial Health University Medical Center, and Benefis Health Care.

During his tenure with KSA Archie has played a significant role in fostering continuing relationships with existing clients and developing new business.

When he isn't working, Archie can be found working on his persistent slice at the nearest golf course or cheering for his kids in their most recent sporting or musical endeavor.

Archie earned his undergraduate degree in biochemistry from the University of Utah. He holds a Masters in Healthcare Administration from the University of Minnesota. He and his wife Tricia have three children: Emily (8), Madeline (7), and Sam (6) who have contributed some unusual works of art to Archie's office.

Mark Chandler Atlanta

After nine years with Exxon's Retail and Distribution organizations, Mark joined KSA in 1994 and is currently a leader in the PEG IT, Southeast practice.



Mark's project experience has been wide-ranging, including IT strategy, specification development, package selection and implementation of apparel, textile, and floor covering systems for manufacturing, distribution, and retail companies.

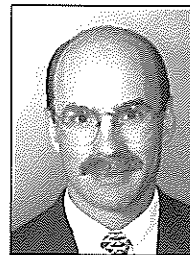
Over much of the past two years, Mark managed a series of projects for the Maxim Group including a package selection and major portions of its SAP Retail and Financials implementation. Other past clients include Liz Claiborne, Swift Denim, Phillips-Van Heusen, Jockey, and Delta Apparel. He has also been a Corporate Knowledge Director, Recruiting Lead, where he made significant advancements, and Career Coach.

Mark is currently a leader within IT in the Collaborative Planning, Forecasting, and Replenishment (CPFR) area.

Mark received his BS in computer science from Texas A&M and his MBA from the University of Houston. An avid golfer, he spends his weekends on the fairways and with his wife, Lisa, and their three children, Victoria, Bradley and Annalise.

Kenneth Coons Greensboro, North Carolina

Ken is a leader of the Apparel and Footwear Solution Affinity Group in the Global Enterprise Solutions team. He joined KSA in 1994 following four years with Lithonia Lighting.



At KSA, Ken has managed large scale implementations of SAP and other software packages including project planning, business blueprinting, and realization phases. Significant projects have included an SAP AFS implementation for adidas, a JBA software package installation at New Balance, and a sourcing systems development effort for Stride Rite.

To advance our relationship with SAP, Ken and his family spent over a year in Germany. Ken enjoys nature and collecting antiques. He has two sons, Ryan (8) and Matthew (7).

Bob Copeland Atlanta

Bob holds a BS in Industrial Management from Purdue University and an MBA from the University of Texas. Before joining KSA in 1993, Bob worked for Andersen



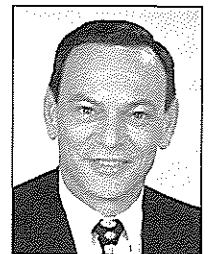
Consulting for three years. Currently with the PEG IT Southeast practice, Bob has significant experience selecting and implementing enterprise information systems and leading business process redesign with clients such as Russell, Liz Claiborne, and the William Carter Company. He also manages our alliance with i2 Technologies and acts as a Career Coach.

Bob has been instrumental in developing our overall Supply Chain Management (SCM) capabilities and services, and is now heading our Supply Chain Focus Group.

In addition to being very active in various sporting activities including lacrosse, mountain biking, and running, Bob spends the rest of his weekends with his wife, Linda, and their son, Miles.

Peter Cunningham New York

Peter joined HMC in 1993, bringing a wealth of consulting and management experience with Information Technology (IT) in health care delivery networks. He became part of Hamilton-HMC in April, 1997, when the two companies merged.



Peter has managed diverse information systems engagements such as IT planning and system selections for Santa Clara

Valley Health and Hospital System, Bassett Healthcare, University of Kentucky Chandler Medical Center and Mountain States Health Alliance. Exposure to health care environments nationwide has provided Peter with the ability to observe the effectiveness of systems within health care and provide clients with a broad perspective on how best to optimize their deployment.

Peter holds a BA in computer science from the City University of New York. He enjoys spending time with his family, attending myriad sporting events with his three children and renovating his recently purchased older home.

Bob Danielson Chagrin Falls, Ohio

Bob joined the PEG IT practice in January, bringing more than 25 years of information technology and business management experience.

A CPA and former CIO for several national and international companies such as Office Max and KB Toys, Bob has developed and implemented pervasive information strategies. He has also acted as a trouble shooter, determining and utilizing best of breed information solutions to solve urgent business issues.

Geographically versatile, Bob is a resident of Ohio, is



attached to the Atlanta office, spent time in Troy, Michigan, serving Kmart, and recently worked on a project for Nike in Amsterdam.

Bob earned BS and MBA degrees from Bryant College in Rhode Island. He and his wife, Nancy, have two daughters, Pam and Katie.

Steve Jeffries San Francisco

Steve joined KSA in 1991, after earning his MBA at the Anderson School at UCLA. He is a Career Coach for the PEG IT practice and was recently the PEG Regional Staffing Coordinator for the West Coast. Steve's engagements have ranged across industries and focused on supply chain strategy, the development of business and system requirements, system design, and package selection and implementation.

Representative engagements include conducting POS selection for Nike, developing enhancements to Levi Strauss and Co.'s order management system, installing SAP upgrades for Hunt Wesson, managing package selection for Payless ShoeSource, and leading an ECR strategy project for Ryoshoku in Japan.

Steve and his wife, Judy, spend their weekends with their daughter, Rosalyn, enjoying precious family time as well as biking and volleyball.



Rob Oglesby Atlanta

A Georgia Tech graduate, Rob joined KSA in 1990. As a leader in our Logistics Systems practice, Rob's expertise centers on managing warehouse management system (WMS) and enterprise-wide implementations.



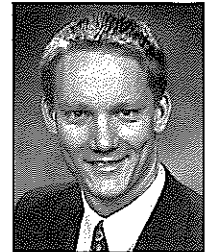
He has been a prime mover in the growth of the Logistics Systems practice, having delivered projects for clients in practically every industry sector. Recent projects include advising JUSCO and Lippincott, Williams, and Wilkins on WMS package selection and implementation and designing a new store kit building process that will enable Hollywood Entertainment to furnish and open a store in 72 hours. Rob has also been instrumental in highly successful engagements with Unifirst, The GAP, and Levi Strauss & Co.

Rob has also played a key role in the management of the Logistics Systems practice, including staff coordination, professional development, and recruiting. He has also led KSA's efforts to establish a strategic alliance with Manhattan Associates and other WMS vendors.

Rob spends his weekends with his wife, Felicia, and their daughter, Sarah. He is an avid skier. Rob also enjoys brewing his own beers.

Steve Robertson Los Angeles

A graduate of Cal Poly, Steve joined KSA in 1989 and spent several years relocating throughout the New York/New Jersey area before settling in Los Angeles. Currently, he is a Career Coach in our west coast PEG IT practice and Office Director for KSA's Los Angeles office.



After a number of years working with soft goods clients such as Levi Strauss & Co., Maidenform and Polo/Ralph Lauren, Steve has since focused his efforts on consumer products-related opportunities in the Entertainment & Media industry. He has led major engagements with clients such as Disney and Warner Bros., and is working to further develop this area.

Steve also leads KSA's recruiting efforts at USC, and teaches Leader Effectiveness Training (LET).

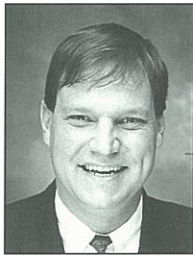
In his spare time, Steve teaches self defense, works with teen age groups and enjoys fine wines.

Bruce Seeber Atlanta

A native of Atlanta and graduate of Georgia Tech, Bruce joined KSA in 1989. Currently with the Retail CST, he has extensive information technology experience with a variety of

New principals (continued)

clients in the soft goods supply chain. Representative engagements include managing an information technology strategy for Liberty House, managing the selection and implementation of a warehouse management system for Cornerstone, and managing several retail system implementations. He has been instrumental in recruiting and developing new consulting staff.



When not rooting for Georgia Tech, Bruce spends his free time vacationing, spelunking, reading, participating in water sports, being a numismatist, and enjoying the company of his wife, Terri.

New Managers

Twelve consultants were named managers recently. Their photos and bios will appear in the Spring 2000 OBSERVER.

David Birdsall
Marcos Corminas
Rich Dec
Dawn Kale
Chuck Kaste
Matt Maddox
Chris Mazei
Dan Purefoy
John Sewell
Catherine Shin
Troy VanWormer
Andrew Zgutowicz

Anniversaries

A number of employees celebrated their 30th, 20th, and 10th anniversaries at KSA in 1999. Congratulations to all!

30 Years

Mike Barnes
Bill Cobb
Sergio Cruz
Chuck Killian
Bruce Miller

20 years

Bill Beckemeyer
Torre Crupie
Nancy Dishinger
Kath Gregory
Helena Johnson
Bucky Knowles
Michael Kunkel
Libby Morgan
Don Richter
Nancy Standish

10 years

Craig Acosta
Molly Britt
Mona Clifton
Genia Corder
Millie Cruz
Carl Ferreri-Feske
John Karonis
Keith Kuehn
Mary Anne Lauretta
Janet Lewis
Jim Neal
Janice Ripley
Steve Robertson
Guido Schild
Bruce Seeber
Stefan Slegers
Sharon Todd
Jan Watson
Barbara Wecht
Ken Wilkes

Would the long-time favorites again emerge victorious? Or would a new challenger arise to take command? There are never any certainties when you're on the course...

Battling for the Burkhalter Cup

ATLANTA

As the golfers strolled to the clubhouse early on Oct. 2, all was quiet. Not a word was spoken about it, although you could tell it was on the tip of everyone's tongue:

Who would be the next Burkhalter Cup Champion?

The obvious bet was on Mahesh Lad's team (two-time reigning champion) to take home the coveted Burkhalter Cup for the three-peat.

But wait, this appeared to be the strongest field in Burkhalter Cup history and the winning team could be anywhere. Just who would it be?

Would it be Jana Mile's team? There was certainly no argument that Jana's team would win the award for best dressed.

Would it be Dave Rush's team? That foursome certainly looked ready.

Would it be Dave Cole's team backed with scratch golfer Brady Knight?

Would it be Team Burkhalter? They were the sentimental and fan favorite.

Or would some unknown team emerge from the crowd gathered

around the table stuffing down donuts and coffee to declare victory 18 holes later?

With so many questions unanswered, the teams decided to settle it on the course. So, on a beautiful and cool Saturday morning, the teams took to their starting points for the shotgun start at Bob Smith's home course—Eagle Watch.

This year's field was comprised of a good mix of 36 KSAers, 18 representatives from 12 clients and 10 family and friends. As the teams moved to their respective starting holes, confusion ensued. Seizing a logistics opportunity, an anonymous KSA consultant rose to the occasion, sorted through the gridlock golf carts and got everyone headed in the right direction. Job well done!

The next task would not be so easy.

The Arnold Palmer-designed course was a test to all teams. Open, yet tight. Fast, yet slow. Dogleg right, dogleg left. Some water, some woods. It had a little of everything for everyone.

And after four hours of a fun-filled golf adventure, the teams strolled back into the clubhouse. Some teams were pleased with their scores and went straight to



With a net score of 53, the winning team was composed of (l-r) Robert Freedman, Doug Way, Mark Chandler and Dennis Fish. Kelly Burrows, meanwhile, was oh-so-close.



golf course was one that should not be missed. For those of you unable to participate this year, hone your game if you like, or, just mark your calendar for next year and show up for what continues to be an excellent golf experience. We guarantee you won't be disappointed.

the scorer's table to see how they compared with the field. Others just felt relief from not having to hit another ball and went straight to the lunch buffet.

In the end, a new day had dawned. A new team had emerged from the Krispy Kreme table and run away with the trophy (well, at least by one stroke).

The team of *Mark Chandler, Dennis Fish* (Beth Souther's husband), *Robert Freedman*, and *Doug Way*

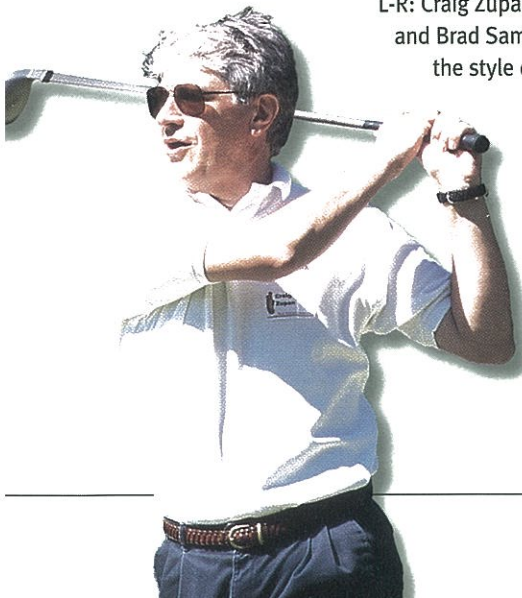
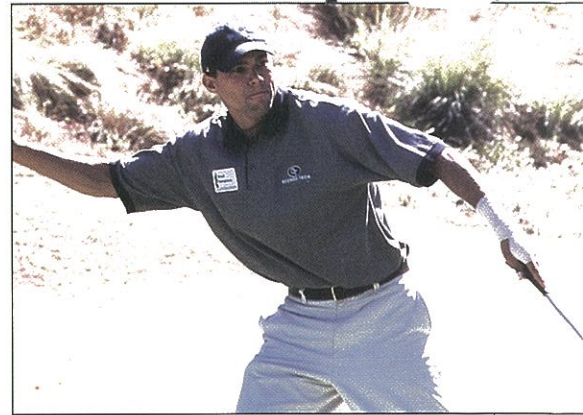
won the event with an amazing net score of 53—19 under par. They hoisted the prestigious Burkhalter Cup proudly in the air to claim their victory amid wild cheers from the crowd and the occasional under-your-breath-with-a-cough "sandbaggers" comment from somewhere in the gallery.

Again, the real victory was actually for KSA. The experience of bringing

together KSAers, clients, family and friends on the



L-R: Craig Zupan, Jana Miles and Brad Sampson exhibit the style of the pro's.



Burkhalter Cup final results

PLACE	SCORE	TEAM
1st	53	Mark Chandler, Dennis Fish, Robert Freedman, Doug Way
2nd	54	Todd Belveal, Kelly Burrows, Brooks Kitchel, Benjamin Mokotoff
3rd	55	Jerry Armfield, Tom Austin, Lisandro Sagastume, Bob Smith
4th	55	Jose Del Angel, Marty Farley, Brad Payne, Bruce Seeber
5th	55	Al Bolet, Charles Maddrey, Mac Ryland, Craig Zupan

Milestones

Geoff Smith and Kristi Fitzpatrick, married Aug. 28.

Jesse and Janet Hill on the birth of a son, Kion Imapa, Oct. 17.

Michael and Stacey Rice on the birth of a son, Holden James, Oct. 19.

Erik and Jennifer Lavallo on the birth of a daughter, Olivia Katharine, Nov. 2.

David and Cynthia Ping on the birth of a daughter, Michelle Delaney, Nov. 5.

Fergus and Sarah Nolan on the birth of a daughter, Siobhan Mary, Nov. 10.

THE GIVING SPIRIT

Total on the Holiday Card Fund: 281 participants pledged **\$109,975** to their favorite charities.

United Way: **\$48,510** pledged by 100 in the Atlanta Office.

The Observer

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1999 Promina Corporate Challenge

By Erik LaValle

ATLANTA

On September 16, 1999, KSA associates, friends and family gathered to participate in the Promina Corporate Challenge, a 3.5 mile fun run/walk to promote health and fitness.

Atlanta's event, part of the Chase Corporate Challenge series, is the largest event in the southeast, with 25,000+ walkers and runners from several hundred firms in the Atlanta area.

Promina Health System, a client of the firm as well as the largest integrated delivery system in Atlanta, was the local sponsor. KSA sponsored the firm's participants, and the

Atlanta office participated in a T-shirt design contest to commemorate the event. Congratulations to *Corleen Crawford* and *Marc Bessho* as co-winners.

Approximately 50 participants from KSA gathered for the event, which started adjacent to the new Turner Stadium in downtown Atlanta. The route wound through downtown, northbound on Piedmont Avenue, turning on Ralph McGill Boulevard, and returning to the stadium area on Peachtree Center Avenue.

Almost as enjoyable as the run and the beautiful evening were the startled looks on the faces of the walkers and

drivers in downtown, as 25,000 people ran or walked past! A highlight of the run was the final approach to the finish line on Hank Aaron Drive, under the Olympic rings and past the Olympic torch.

After the run, light picnic-style refreshments were served in the KSA tent, and runners and walkers ambled about the event grounds, enjoying the social activities and critiquing other teams' T-shirts and catering. Promina provided a live band as post-run entertainment as well.

The KSA team

Back row: David Gober, Bernie Cafferty, Paul Murphy

Third row: Clie Smith, Comer Shuford, Kathy Gardner, Andrea Mauer, Erik LaValle, Kimberly Zink, Marty Farley, Suzanne Dencker, Koni Lee

Second row: Ellen Gober, Theresa Gilkey-Castillo, Kelly Mitchell, Libby Morgan, Mona Clifton, Elizabeth Orsini

Front row: Mary Collins

