

FALL 2000

A publication by and for the employees of Kurt Salmon Associates

# The Observer

## A Night When Dreams Came True

You haven't lived until you've seen a Principal dressed as Captain Hook dancing the salsa...

By Axel Malaure

Earlier this year, KSA France had the opportunity to celebrate a successful year in 1999. The growth achieved was above estimates. The number of consultants had increased by 20 percent, and year 2000 had begun with the same growth momentum.

To celebrate this good performance in an enthusiastic environment, we decided not to go to a famous Parisian restaurant as usual, but to have dinner

in Euro-Disneyland Paris.

*Tony Smith, Peter Willmott and Phil Turnbull* from KSA UK, *Guido Schild and Christoph Röhe* from KSA Germany, and *Jaime Tussel and Alberto Figa Beleta* from KSA Spain were invited to join the French team and took part in the annual business meeting held in the afternoon. All together, more than 100 attend- ed—more than ever before.

It was a freezing night, but in the "Caverne des Pirates" the festivities generated the heat necessary to have fun and enjoy the party. We began with an indoor boat tour around scenes of Caribbean pirates.

Back on shore, an exotic dinner was waiting for all in a themed restaurant surrounded by palm trees. A live band played salsa music to make the atmosphere even hotter!

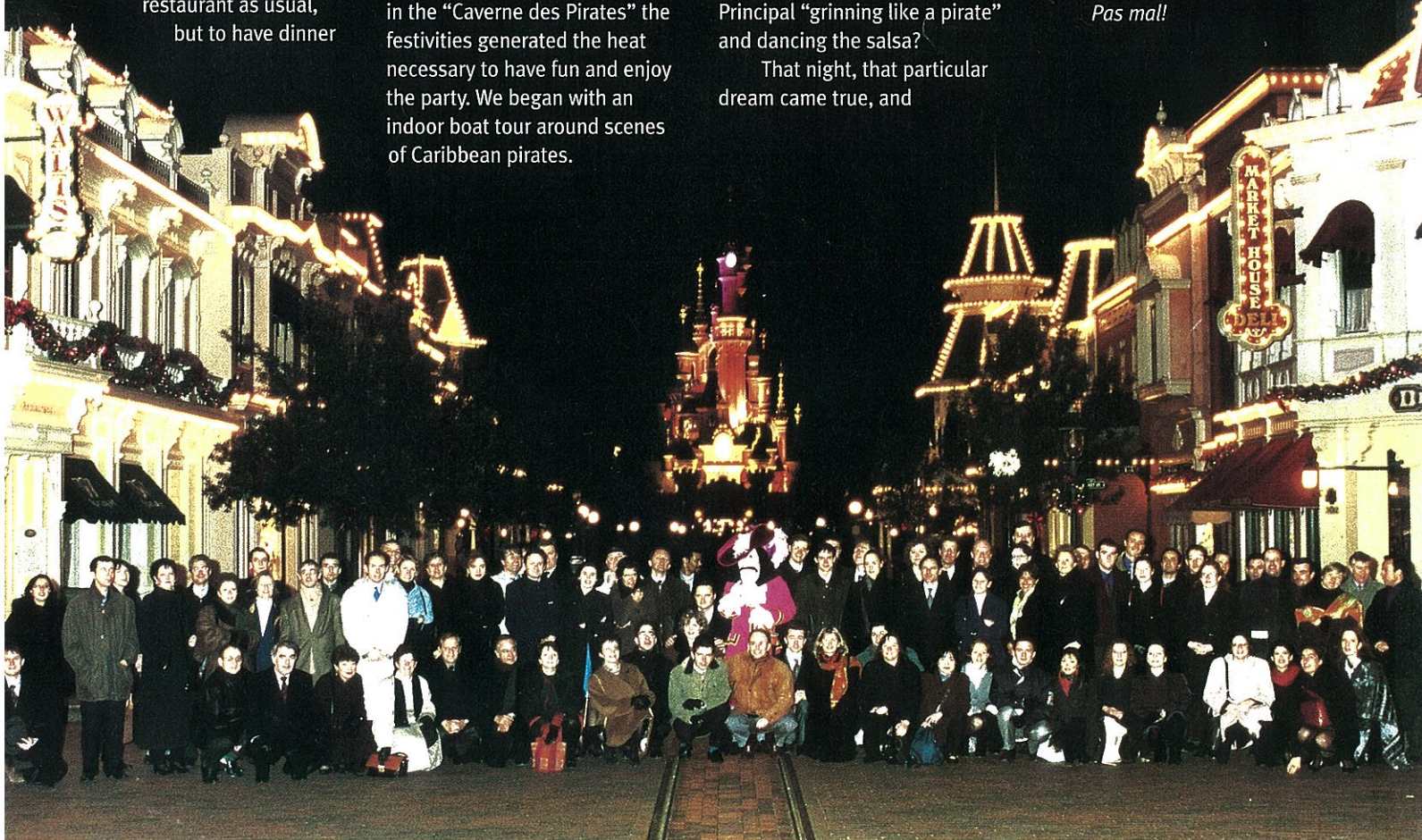
Several games had been organized with lots of prizes for the winners. The most successful game was definitively the make-up contest, which pitched each table against the others. Whoever dreamed of seeing a Principal "grinning like a pirate" and dancing the salsa?

That night, that particular dream came true, and

Captain Hook was there to ensure that no one missed the magic moments.

But there's no endless paradise on earth, so at the end of the evening, everyone had to leave the tropical beach and return home. Of course, we took many good souvenirs to remind us of the evening, including a bottle of champagne and a Mickey Mouse statuette as a trophy.

*Pas mal!*



# Cold Weather Consulting

KSA braves the "wilds of Minnesota" to thaw SUPERVALU's supply chain

by Jeremy Rubman

## MINNEAPOLIS, MINNESOTA

As a service to our fellow colleagues who one day may have to travel to the colder areas of our fair nation, we humbly present to you our guide for surviving a winter in Minnesota. The plan is quite simple. A good combination of hard work, hard play, and occasional trips to warmer areas of the world provide the greatest chance for surviving winter with all extremities unfrozen. (Note: It is also not a bad idea to keep a scarf and gloves in your desk, even throughout the summer).

Hard work, hard play and occasional trips to warmer climates resulted in success on the SUPERVALU project.

### Survival Step Number One: Find work inside a warm building

For a little more than a year, many KSA IT consultants have worked with SUPERVALU, the nation's largest grocery wholesaler, to implement a new supply chain

package, Armature's A-Series, for its outlets. This system is designed to help SUPERVALU keep track of its items, stores, costs, and prices. Led by *Ed Ross* and *Glenn Hershey*, KSA's involvement spans from testing, deployment, and running a Product Management Office (PMO) to several aspects of data definition, rationalization, and creation.

The testing project is being run by *Renee Bryant* and *Chuck Williams*, and includes *Kelly Burrows*, *Kim Cristea*, *Justin Cassey*, *Jeremy Rubman*, *Adrian Roberts*, *Alison Mayer* and *Joel McFadden*. This team is making sure all aspects of the new system conform to SUPERVALU business requirements by going through each process and ensuring the software responds as expected. Along with functionally testing the A-Series package, the test team is in the process of ensuring the product performs up to standards and integrates with various third party applications SUPERVALU uses.

*Chad Doiron* and *Michael Barrett* have worked in several capacities for this implementation.

Initially, they were respon-



sible for setting up and running the PMO, which helped SUPERVALU management deal with issues and schedules. After transferring this responsibility to SUPERVALU employees, they took charge of bringing the data from the old systems to the new one.

Since the transition of the PMO to SUPERVALU, KSA has worked on special projects for the group. Specifically, *Rick Grant* provided insight to Issue Resolution for the implementation, and *John Sewell* continues to aid the PMO as a Technical Liaison.

Finally, *John Jantson*, *Edwin Lager*, *Bob King* and *Matthew Marcinek* are working on the process of migrating the business to the new system. By working closely with the end users they have helped define high risk areas of the business and processes that must be in place when the product goes live.

Although each of these groups work in a different area of the implementation, *Ed Ross's* top notch management has helped integrate knowledge between all our consultants. KSA's ability to work as



Left to right: Chad Doiron, Mike Rice, Ed Lager, John Jantson, Mike Barrett and Jeremy Rubman.



Caught in action during an "All Hands Meeting" are (l-r) John Jantson, JoelMcFadden, Jeremy Rubman, Matthew T. Marcinek, Adrian Roberts, Justin Cassey, Kim Cristea, Alison Mayer (front row), Ed Ross (back row), Renee Bryant (front row), Chad Doiron, Chuck Williams. Members of the team not pictured are Edwin Lager, John Sewell and Michael Barrett.

one team with cross-functional experience has provided the client with many unexpected benefits.

**Step Number Two: Play Hard**

To complete this step of the survival guide, Ed implemented a regular schedule of KSA "All Hands Meetings." At these meetings we have come to expect an update on the overall project, recent KSA news, and fun lasting through the night. Like our work here, the themes of these nights have spanned many areas.

Our singalongs, led by guitarists John Jantson and Glenn Hershey (and aided by food and drink) have kept us warm many nights. We have explored the world of fondue and had a Cinco de Mayo/St. Patrick's Day/Mardi Gras celebration. While these evenings may seem like a good excuse to throw a party, they are in fact recommended by the Minnesota governor (Jesse "The Mind" Ventura) in order to keep everyone out of the winter air.

**Step Number Three: Visit Warmer Climates**

The testing team, consisting of several KSA consultants, and some SUPERVALU and Armature employees, visited Leeds, United Kingdom in early May. (Many of you may not think of the UK as being located in a warm climate, but when you are in Minnesota, everything is relative.)

During its three-week stay, the team tested the new version of the A-Series before it was released to SUPERVALU, and identified potential problems with the software sooner than it would have been able to in the United States. It also gave them a chance to bond over warm beer and Red Bulls.

In all, you will find that by following these three easy steps, you too can survive through a winter (and a couple of summers) in frigid weather. Just be sure to bring along gloves, boots, and a small snow plow to help your plane get off the runway and you are sure to have a great time while delivering quality results for your client.

# Avoiding Scams

**A new book by KSA manager Trevor Kitching alerts business-people to potential problems**

Trevor Kitching, a manager with KSA-MMM, has written a book, "Purchasing Scams and How to Avoid Them," which will be published by Gower in January, 2001.

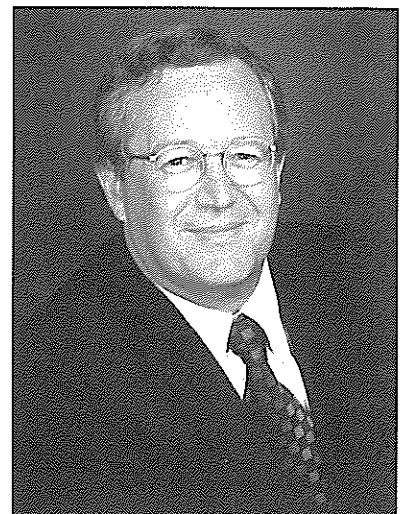
The book deals with the problems caused to businesses by "scam merchants" who seek to extract money in return for goods or services of little or no value. The scams

**"Scam merchants"...**  
**seek to extract**  
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**of little value.**

described include entries in directories sold in a misleading way, office consumables promoted to unsuspecting junior staff at outrageous prices, international advance fee frauds,

bogus "Consultants" whose services are worthless, charity donations being misdirected and a range of "borderline" scams.

The book also sets out key requirements for "getting the purchasing function right" to reduce the risk of becoming a victim of the scam merchants.



# Merchandising's Olympic Accomplishments

(Or, how to redefine a practice in less than 48 hours)

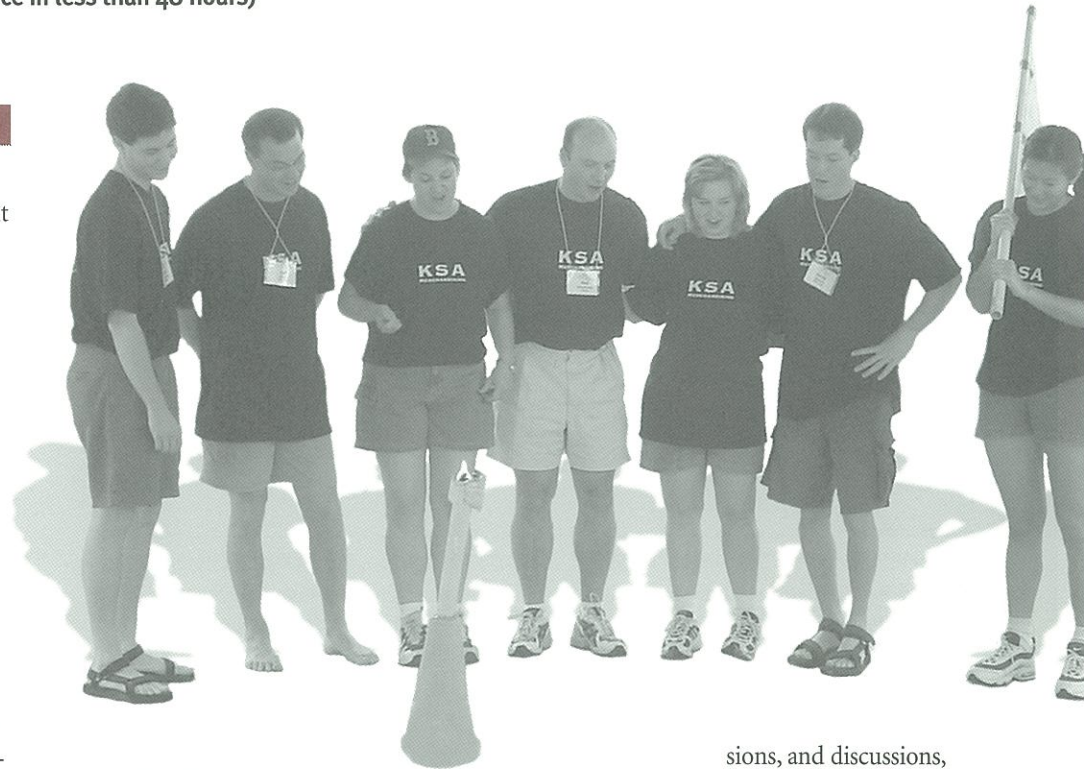
By Caitlin Scorpio

## LAKE LANIER, GEORGIA

Proving once again the old adage, "If you want something done, give it to a busy person," *Phil Kowalczyk* lit a figurative flame beneath the Merchandising Group in preparation for our first official off-site gathering.

Our task was nothing short of Olympian in scope: working in teams, the members of U.S. Merchandising—spread throughout the country on various client projects and representing many different KSA offices—were charged with creating the documentation that would define and support our newly-renamed and reconfigured practice area.

With our Mt. Olympus-



sized stacks of pre-proposal materials, executive summaries and PowerPoint presentations, we headed to Lake Lanier to let the games begin.

The theme of our one and one-half day offsite meeting, so masterfully orchestrated by *Todd Belveal*

and *Stacey Leibowitz*, was—SURPRISE—the Olympics.

The familiar five-colored interlocking rings provided a very clever and convenient symbol of our message and our mission. In a series of presentations, interactive ses-

sions, and discussions, Merchandising sub-team members demonstrated how to define, discuss and promote the group's core competencies. By the event's finale, we had determined how the four service offerings within the overall Merchandising practice area aligned and interconnected.

On a very high level, the following outlines the major result of the off-site-Merchandising's defined areas of focus. It is important to note that these service offerings are sequential and highly interrelated.

■ Merchandising, the least creatively named service offering, consists of Merchandise Strategy and Planning, Inventory Productivity, and Collaborative Commerce. Through our project work in these areas, we aim to identify and implement ways for our clients to



increase sales growth, improve profitability, increase inventory effectiveness and speed to market.

■ **Product Development:** This service offering addresses our clients' need to improve product development/production time, adherence to development calendars, and hit rates. To do so, the team defined the Product Development solutions as Diagnostic Assessment, Product Innovation (Effective Product Development), Improving Time to Market (Efficient Product Development), and Improving Calendar Discipline.

■ **The Sourcing service offering is defined by its five areas of focus:**

- **Sourcing Strategy,** including diagnostic assessment and benchmark analysis;

- **Sourcing Process, Tools and People;**
- **Capacity Development,** including manufacturing planning and facility implementation; and
- **Procurement Management,** which covers operations of internally-operated or third-party buying offices and improvement in agent performance; and Vendor Relations, including supplier certification, consolidation review, and direct sourcing analysis.

■ Finally, the Retail Operations service offering expands the scope of store operations to the Web and beyond. Among its many sub-offerings are:

- Merchandise Effectiveness and Display Strategy
- Ordering Replenishment
- Shopping Efficiency

- Store Layout
- Operational Process
- Effectiveness
- Receiving/Processing
- Recovery
- Price Change/Signage
- Management/Employee Effectiveness
- Productivity Standards
- Customer Service, and
- Workload Balance.

The Retail Ops team cited increased task productivity and sales, reduced labor and payroll expenses, and improved conversion rates as targeted outcomes for their clients.

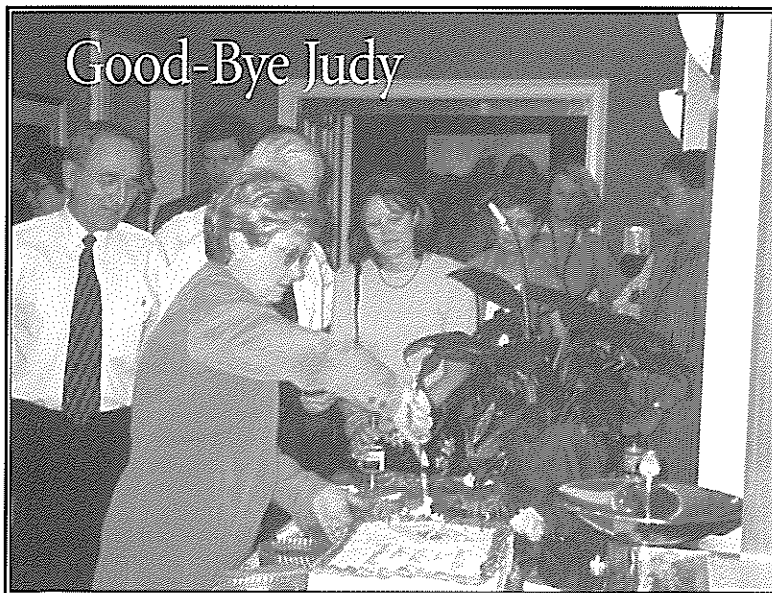
These offerings represent the processes and practice areas in which KSA has proven its expertise consistently, regardless of the name(s) given to them. In his opening address, Phil stressed the imperative to

continuously deliver to our clients the highest possible quality results and return on their investment in us. We now have the tools with which to convey our commitment to those goals.

In true KSA style, we now also have some new stories to reinforce our "work hard, play hard" reputation. Kudos to Todd and Stacey, whose hard work and creative genius was obvious to all who attended. Some of us have even forgiven them for subjecting us to the physical exertion and general ridicule of the "Merchandising Olympics" at 7:30 a.m., after a long and highly spirited (pun intended) evening.

Here's hoping our counterparts in Sydney fare as well.

**The hectic "work hard, play hard" schedule reinforced the spirit of unity and purpose.**



**K**SA said farewell to *Judy Whitehead* with a Retirement Luncheon on May 16. Many friends and co-workers joined in to wish Judy a happy retirement and thank her for her many years of devoted and professional service to KSA.

Judy officially retired from KSA April 30, but graciously extended her stay to assist her successor, Lou Ann Melton, in learning her new job.

Judy and *Bobby* are looking forward to spending more time together in their new home in West Central Georgia and doing some travelling.

Good luck, Judy. You will be missed.

# Thread.com

Where industry knowledge meets e-business in Internet time.

By Troy Conover

## NEW YORK CITY

After all my clamoring to get staffed on a B2B project, I finally got my wish. Not long after that, however, I came to understand the expression, "Be careful what you wish for, it might just come true."

The challenges are different from any other project I have worked on.

The project I am referring to is The Thread, a recently launched B2B. The following excerpt from its Web site, describes its services:

"The Thread delivers a "New Generation" of Internet-based supply chain technology and service solutions, created specifically for the apparel, accessories, footwear, and textile industries. Our tools enable organizations to easily connect to all their existing trading partners, or identify and engage new ones. Once connected, all trading partners can collaborate with unprecedented efficiency, while lowering the cost of doing business, accelerating the mind-to-market process, and exceeding customer expectations."

While The Thread does a fantastic job of marketing its capabilities, its product

needs some work. KSA's role is to ensure The Thread incorporates the right functionality and subsequent releases expand that functionality in a logical way.

### The Project

The project, led by *Jeff Stiely* and me, is divided into multiple work streams.

One stream is focused on getting a functional release out by the end of the year, another stream is focused on defining a near-term strategy, and a third stream is focused on developing an advanced 'smart-calendar' tool.

The project team working on the end-of-year release is composed of *Brian Franks, Vinod Rangarajan, Larry Stewart* and me. The team is developing detailed functional specifications for a calendar/event management tool and a WIP tracking tool. Our goal is to complete the specifications as soon as possible so The Thread's development team can meet the end-of-year deadline.

The strategy team of *Stacey Leibowitz* and *Ashley Skatoff* is working to pull The Thread out of crisis mode. They identified the functionality that should be incorporated with each subsequent quarterly release building on the Calendar and WIP modules. Stacey and Ashley are also developing a short list of potential partners that can

help round out the functionality.

This stream is heavily concentrated on Q1 2001 and will include a roadmap for future quarters.

The third project stream is dedicated to the design of a product lifecycle calendar system. We are leveraging KSA's collective wisdom regarding calendar tools. Bryan Eshelman is leading the conceptual design; he will be joined later by Brian, Vinod, and me to support the development of functional specifications.

### The Challenges

As mentioned above, the project is not without its unique challenges. With a B2B apparel exchange there are no users to interview, no processes to document, and no workflows to model. This is Challenge #1. Instead of relying on end-users, our team must look within for answers.

Fortunately the team is seasoned and we have a deep bench of subject matter experts to call on when needed. This is really what The Thread expects—KSA's expertise is without equal.

Challenge #2 comes on the heels of #1. Given that we are the experts, how do we

design a system that can accommodate any apparel manufacturer while maintaining robust functionality? The Thread must be both flexible and functional. And by the way, the client wants an application that is so intuitive that it requires virtually no training. Managing these competing goals is further complicated by the fact that the client keeps reminding us that we are on 'internet' time. I am not sure what 'internet' time is, but I do know that our project plan allowed four short weeks for all specification work and my days have been passing in a blur.

The challenges above are manageable, and our team will get through it.

Unfortunately, Challenge #3 is always lurking around the corner—scope creep. We never know when The Thread will present us with a new partner to integrate or a new piece of 'gotta have it' functionality to incorporate. We must accept the reality that today's priorities may be turned upside down tomorrow.

Through it all our team is not just surviving, it is thriving. Maybe it is because of resilience training or maybe our team is just plain good. Whatever the reasons, the project is always exciting. I have no regrets that my wish came true.

In a project with The Thread, a growing B2B, KSA's role is to incorporate the right functionality and subsequently expand that functionality in a logical way.

## KSA at Play



### Greensboro office hard at play.

All survived (in one piece) a fun weekend rafting trip down the French Broad (upper left). Golfers Ronan Cates, Terence Fong, and Jeff Butler did their best to turn in a good score for their team, and Loony Lanny had all the kids mesmerized with his magic and balloon hats at the Greensboro picnic. Tatoo stickers, card games, swimming, miniature golf and eating topped it all off!



### On Their Marks...

Peachtree Road Race runners enjoyed KSA's annual party in the Atlanta office after the race. This year's winners of the Hippomenes Cup were Shannon Stokes, Karen Rajnik and Doug Way. Presenting the award were Janice Ryer (*last year's co-winner, far left*) and Dave Cole (*holding trophy*). Phil Kowalczyk (not pictured) was also a co-winner last year.

The cup is given each year to the runners who have done the most to combat sloth and inertia.

# Charting Health Care's Future

Hamilton HMC conference envisions the new world of health care that will challenge KSA consultants

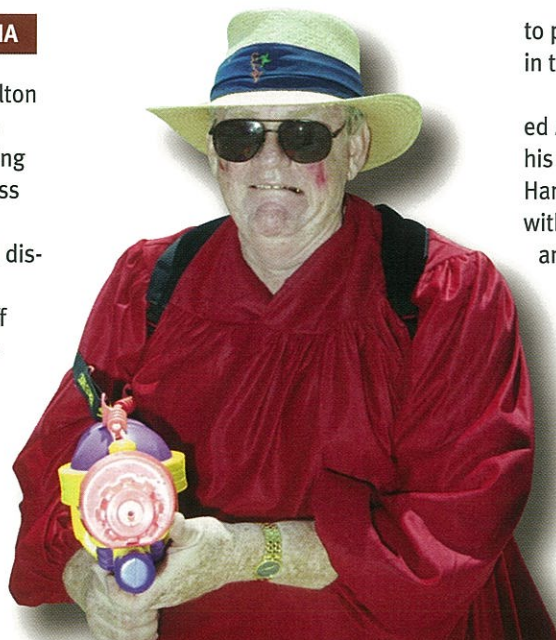
By Shannon Stokes



## STONE MOUNTAIN, GEORGIA

Early last summer, Hamilton HMC spent two days in Stone Mountain, catching up with co-workers from across the country, and establishing goals for HSD in the near and distant future.

Mark Wietecha kicked off the event with a "State of the Union" address that focused on the current and potential future status of our industry, and charged us to determine where Hamilton HMC needs



to position itself to succeed in the future.

Other speakers included Peter Brown, who shared his thoughts on the future of Hamilton and how it fits within the vision for KSA, and Jake Poore of the Disney Corporation who described some innovative ideas that bridged the health care and retail/customer service sectors.

As the sun hit high noon on Friday, HSDers set out to climb Stone





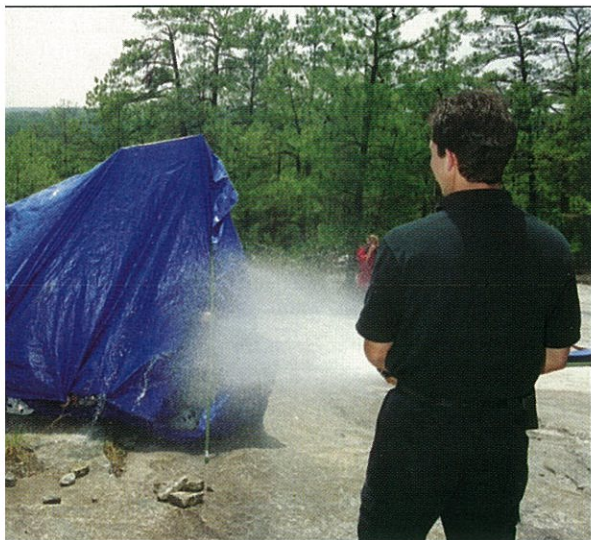


Mountain—also known as Mt. Everest—in a team building experience unlike any other. Guided by base camp managers, groups of 8-12 climbers dodged evil spirits armed with super soakers, donned blind-folds, built shanties, answered trivia questions, rescued supplies, wrote songs, drank lots of water and made it to the top of the mountain.

While the competition was tight, *Karen Morgan Erickson's* team won the right to the #1 pins.

To close out the two-day event, Steve Lipstein, CEO of BJC Health System in St. Louis, and a long-standing client, shared his vision for what health system CEOs in the 21st century will demand of their consultants.

Speakers, team building exercises, breakout sessions, good meals, and late nights in the pool hall contributed to a successful conference from which we each departed with direction for our exciting future.



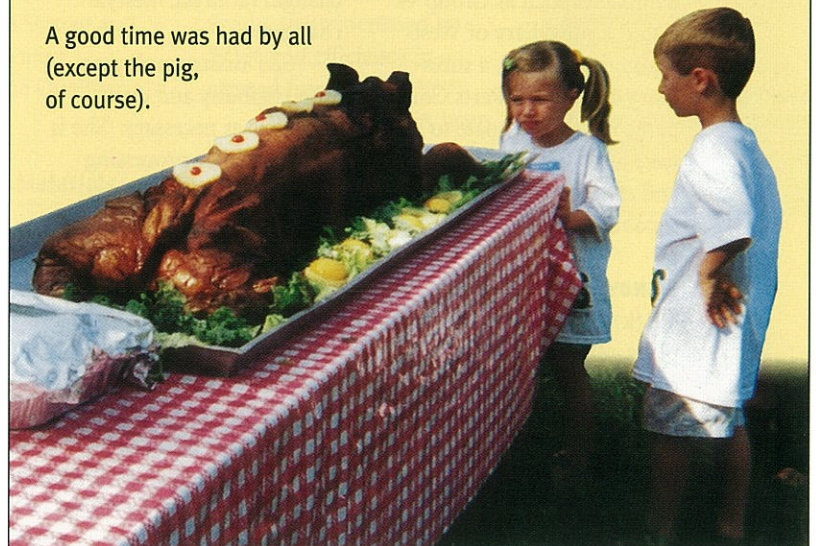
## Pig Roast Rocks!

On July 22, the Princeton Office enjoyed a pig roast for our annual summer outing. Bill and Ruth Williams were kind enough to let us use their beautiful farm in Ringoes, New Jersey for the festivities.



Activities included volleyball, swimming, and of course the standard “just standing around talking and drinking” was very popular.

A good time was had by all (except the pig, of course).



# I Still Know What I Did Last Summer...

Or, how to move a key account through KSA's global supply chain

By Henning Füllers

## DÜSSELDORF

It all began in October 1997, when an email from KSA manager, Devangshu Dutta, reached Guido Schild, a German principal based in Hong Kong at that time. The email contained just a few words about the move of a C&A executive from Europe to Singapore.

Who could have guessed that this email would be the starting point for a long lasting client relationship and one of KSA's largest European key accounts?

With the success and growth of KSA's work at C&A comes the opportunity for additional consulting.

C&A stands for Clemens & August Brenninkmeier, two brothers who founded an apparel retail business in Germany in 1841. Even today, C&A is a family-owned company. There are 550 retail stores spread across Europe generating approx. US\$6B in sales.

C&A was extremely successful in the '70s and '80s and achieved more than 15% market share in Germany. However, with the emergence of competitors such as The Gap, Zara, H&M, Next, etc., the European apparel giant began to struggle and lost huge parts of its business.

In June 2000, the decision was taken to withdraw from the British market after some 75 years of presence there. The central buying and sourcing organizations are located in Brussels and Düsseldorf. C&A also has sourcing subsidiaries, named Canda and Mondial, which trade mainly in Eastern Europe and Asia.

### The Initial Client Contact in Asia

Guido established a personal relationship with the C&A manager, and, as a result,

in spring 1998, a KSA team in Hong Kong was asked to complete a feasibility study for a new retail format in Asia.

The convincing study was followed by a second phase to fine-tune the concept, which included focus groups, real estate analysis and benchmarking.

When the rally stick came to Europe in Fall '98, the established Asian relationship and KSA's excellent performance opened the door to an appointment with C&A's European Executive Board in Brussels. Peter Amrein, Guido Schild and Andreas Stockert began discussions with various European C&A executives, and in spring 1999, they were asked to support C&A Europe not only with a supply chain project, but also with the optimization of the distribution structure in Europe.



### SCM Chapter 1: A "Greenhorn" among Principals

At this point, I enter the story. With only six months experience at KSA, I was a real "greenhorn" to consulting, and the experience of working with three Principals, who collectively had more than 50 years of consulting experience, was a bit overwhelming to say the least.

During the initial phase, the project's goal was broadened to include optimization of lead times and reviewing the entire supply chain. This included competitive positioning, supply chain modes, sourcing modes and their specific business processes. We worked with four C&A merchandising teams and defined their supply chain concept for the coming years.

### SCM Chapter 2: Bigger and Better ...

While the project was kept on a smaller scale up to the end of phase one, our convincing methodology and the identifi-

cation of opportunities for significant financial improvements ensured a smooth run into the second project phase, which required 10 KSAers.

We spread ourselves out on four different sub-projects:

1. Roll Out of the Concept Phase
2. Technical Product Development Center
3. Sourcing, and
4. Generating Benefits from Phase 1.

Hence, we were busy creating the future supply chain concept and collecting requirements for all the remaining merchandising teams (24 of them!) by analyzing and improving the sourcing enablers for the various supply chain concepts.

### SCM Chapter 3: Finally Holistic

With the start of the new millennium, we turned our project structure around to create a truly holistic sourcing organization with respect to the earlier defined supply chain needs.

We consolidated all planning figures for the new C&A supply chain concept in a lovely database.

However, it is only now that C&A is able to have a complete strategic approach toward sourcing and is capable of re-engineering its sourcing organization respectively. Sourcing countries are abandoned, commodities are shifted, services like CMT, Quick Response and Never Out of Shelf are built up and so on.

### Now Surfing into SCM Chapter 4

As we end of our third phase, we are surfing into Phase 4 of the client relationship. The projects delivered convincing results with significant financial

## 9-1/2 hours - MFI style!

Project Productivity became a UK-US team effort for Homeworks

By Janet Cunningham and Sue Elder

### LONDON

In June 2000, MFI Homeworks—a top furniture retailer in the United Kingdom—selected KSA to conduct an Assortment Planning project. To leverage our global resources, *Patrick Moylan*, *Nick Garratt* and *Sue Elder* from the UK and *Janet Cunningham* from the States were staffed on the project, known as Project Productivity.

Phase I was to develop the assortment planning process, Phase II would implement the process, and Phase III would define any required IT support. Phase I was scheduled for six weeks. During the final two weeks, several reviews were scheduled with key executives to present our findings and hopefully sell Phase II. Our first meeting was with Mark Horgan, the Strategy and Customer director. We had met with him several times throughout the first four weeks, but hadn't taken him through the entire process; this would be the first time.

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 .....  
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 .....

At the meeting we reviewed the team's proposed planning process and outlined the potential benefits it could bring to the business. To make a long story short: Mark stated that the process was too theoretical, that we (meaning KSA) didn't understand the complexity of the MFI business, and that this “theory” wouldn't work at MFI. In addition, he didn't see how this plan could be adopted in stores because, “We are not selling baked beans; our products (fitted bedrooms and kitchens) are literally fixed to the wall, so you can't just change them around in the store.”

No matter how much we countered, we couldn't change his mind, so we left the meeting saying we would take his input under advisement and get back with him shortly to expand on our findings. Mark then told us to cancel all our other executive review meetings until he was satisfied with our presentation.

We gathered our KSA team immediately after the meeting to determine the best course of action. We decided to do a “mini-pilot” of the process to prove the theory could work. Our next step was to find out when Mark was available so we could put our timing together. The only time left in his diary for the entire week was 8:00 a.m. Tuesday. It was already 2:30 on Monday! We looked at each other and said, “It's now or never—let's see how much we can get done!”

Working until midnight, we were able to run through the entire process. Our tools included story boards, store layouts, and a transition plan, all in color. Janet ran to the office supply store many, many times during those 9-1/2 hours to keep us stocked with the appropriate colored pens and sticky notes, while Nick kept our sugar levels up with McDonald's McFlurrys. At the end of the evening, under cover of darkness, we divided the key elements between our cars (in case someone didn't show up) and agreed we were ready to face Mark.

At 7:45 a.m., we were waiting outside Mark's office. We caught him at 8:00 and proceeded to prove that we do understand the complexity of the MFI business, and this “theory” will work at MFI.

He was absolutely thrilled that he was able to “turn us around” (his words) and Phase II sold!

improvements. Some of them have been proven already, others still have to be realized. The client is still confident in the value of consultants and we might just find ourselves again at C&A building up a CMT business somewhere in the world!

As always, the fourth phase brings laughter and tears. I cry because I face another fight with my weight, because food in the C&A cafeteria is not only good tasting, but also the portions are quite enormous. I laugh knowing I'll hardly need my flat as I will be spending most of my days and nights at C&A.

And as we are a truly global firm, we will try to hand the rally stick to KSA Americas: One C&A family members recently relocated to Mexico; why don't we try to conduct a feasibility study for a new retail format in Mexico?

So, I bet I know what I will be doing next summer: C&A Phase XYZ!

### KUDOS

KSAers who contributed to the C&A project within the last 18 months: Peter Amrein, Hardy Artelt, Dorothea Ern, Henning Füllers, Isabell Hertel, Heidi Müller, Guido Schild, Oliver Schlömann, Andreas Stockert and Claus Tintelnot.

The team also wants to thank the many KSAers who contributed valuable information and support to the project.

KSAers who initially worked with C&A in Hong Kong: Angela Wong, Connie Kwok, Yoon Wai Leong, Angeline Ho.

# New Managers

## Cullen McClure

Atlanta

Prior to joining KSA's Infrastructure group as a Help Desk analyst in April, 1997, Cullen spent more than five years working for advertising firms in both Atlanta and Los Angeles.

Cullen currently manages the infrastructure group as well as KSA's global intranet infrastructure. His responsibilities have recently taken him to many of the KSA offices worldwide.

Cullen, a California native, now lives in Decatur, Georgia, and enjoys spending his free time with his wife, *Laney* and baby daughter, *Emma*.

Cullen holds a Marketing degree from Auburn University and a Merchandising degree from the Fashion Institute of Design and Merchandising in Los Angeles.

## Loraine Laurino

Atlanta

Loraine joined KSA's Infrastructure group in March, 1997, as a technical training analyst.

She is currently KSA's Knowledge Services Manager, and has been invaluable in the development of KSA's knowledge base and intranet.



Before joining KSA, Loraine taught history at Wheeler High School in Cobb County. Additionally, Loraine worked at a small software training company as a general manager, director of Training Services and curriculum developer. She also worked for two design-build firms as a Marketing Manager, and has extensive experience in both marketing and public relations.

Loraine earned her BA in history and government and her secondary education certification from Saint Mary's College in Notre Dame, Indiana.

## Connie Kwok

Tokyo

Connie joined KSA in 1996 after earning her MBA at London University. Her previous professional experience includes working for Kimberly-Clark Corporation in Hong Kong.

Connie's career with KSA has given her the opportunity to work with international clients in the areas of market entry strategies for Asian countries, business processes enhancement and sourcing partner selection. Connie has worked in several Asian countries for U.S. and European clients, including Guess?, Cotton Council International, Levi Strauss, W.H. Smith, Rickett & Colman, Mexx, C&A, and the



UK Trade Department.

Most recently, Connie worked with Jusco, a key KSA client in Japan, in logistic processes re-engineering and fresh food facility design projects.

Connie enjoys traveling and her work with KSA has allowed her to travel throughout much of Asia and North America.

## Mitsuru Tsukada

Tokyo

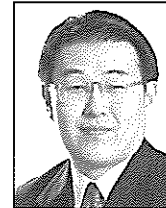
Mitsuru (Mickey) joined KSA in 1997 from the Consumer Products Group of Warner-Lambert, where he worked in marketing and sales.

Prior to earning an MBA from Weatherhead School of Management at Case Western Reserve University, Mickey worked for Andersen Consulting in Tokyo.

During his career at KSA, Mickey has worked on supply chain management projects for key clients including Jusco, P&G Far East, and Isetan for IBM Makoro. Currently, he supports the Jusco live pilot of MMS (ODBMS).

Additionally, Mickey designed and implemented the PD Coordination program for the Tokyo and Hong Kong offices and actively mentors junior KSA consultants.

Mickey earned his MA and BA in Experimental (Optical)



Psychology from Keio University in Japan.

In his spare time, Mickey is an active member of the Asia-Pacific alumni associations of WSOM and Rotary Scholar, and enjoys travel and movies.

## Takuya Ogawa

Tokyo

Takuya (Tak) joined KSA Tokyo in June 1997, when KSA opened its Tokyo office, as the first Japanese staff consultant.

His career with KSA has provided Tak with the opportunity to work in various areas including Japanese market research, VMI system development and implementation, logistics strategy and facility design and implementation. His clients include Jusco, Prada and P&G.

Tak is currently leading the on-site effort to implement a new distribution center for Prada.

Prior to joining KSA, Tak earned a BS degree from the University of Oregon and an MBA from Yale University.

Tak enjoys spending time with his wife, *Mutsumi*, and their eight-year-old son, *Takahiro*, as well as traveling and watching movies.



# Passionate Pursuit

Golfer Dean Sivara reaches his goal to play all 100 of the nation's top courses

## KONA, HAWAII

In 1998, *The Observer* reported on Dean Sivara's passionate pursuit to play the top 100 golf courses both in the United States and the world. On July 16, 2000, Dean, a Principal in Atlanta, played his 100th top course in the United States to accomplish the first of his two goals.

The last course on his list of top American courses was the Mauna Kea course in Hawaii, which he played with his wife, Lissa, and their two children, Cooper, 11, and Cara, 7.

Playing all 100 top courses is a feat few golfers have achieved.

The list Dean pursued is published every two years by *Golf Digest Magazine*, which features the Top 100 Greatest

Courses in America as ranked by 350 evaluators who work for the magazine. The list changes every two years, with 8-12 courses added and deleted every cycle, so accomplishing this rare feat is similar to hitting a moving target. According to *Golf Digest*, only a handful of golfers have achieved this distinction.

Dean began his pursuit to play the top courses 25 years ago, playing Pebble Beach Golf Links as a teenager. Over the past quarter century, Dean has played almost all the greatest courses

Dean with Cooper and Cara on golf course 100: Mauna Kea links in Hawaii.

around the world, both private and public. The feat is a testimony to excellent networking, because a majority of the top courses are private, requiring a guest to play with a member.

The toughest courses to access were Augusta National (Augusta, Georgia) and Pine Valley (Clementon, New Jersey).

Augusta National was particularly tough, because it is such a recognizable venue, holding the Masters Golf Tournament each spring, and there are so few members.

"I contacted an Augusta National member, who was a 'friend of a friend,' and told him I wanted to provide my father a special retirement gift for his 65th birthday," said Dean. "The member replied that he would have enjoyed doing something like that for

his father and that he would host us for the special round.

"Even though networking to find a member was arduous, playing the famed venue with my father was the most memorable round of golf in my life and well worth the effort."

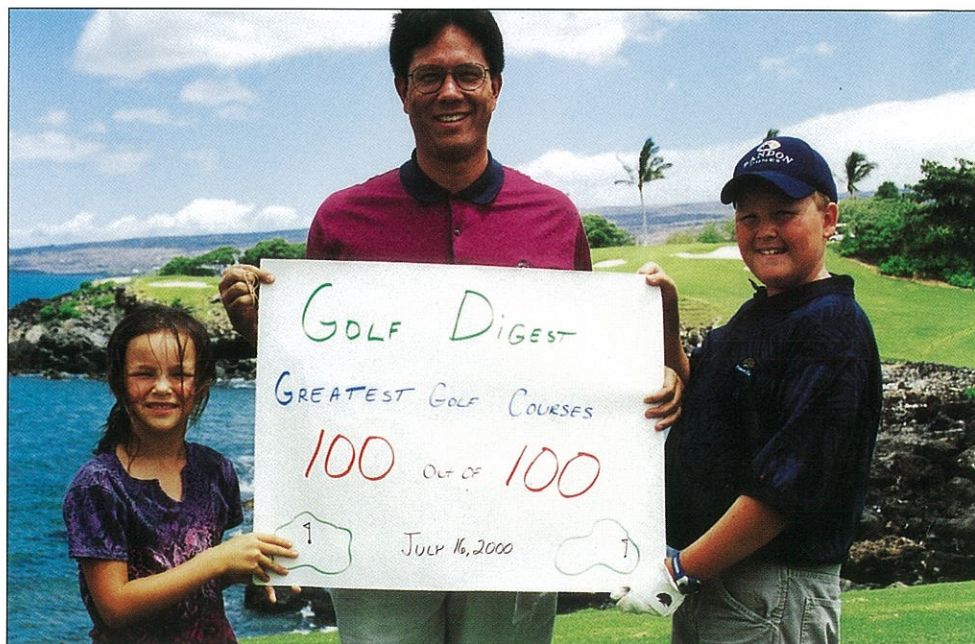
In his quest to play the

world's top golf courses—also listed by *Golf Magazine*—Dean has played 90; the remaining 10 will be more difficult than those in the United States, because they are great distances away: South Africa, New Zealand and Japan.

## Favorite Courses

Here is a list of Dean's top 10 favorite courses he has played in the world:

1. Cypress Point Golf Club, Pebble Beach, California
2. Pine Valley Golf Club, Clementon, New Jersey
3. Pebble Beach Golf Links, Pebble Beach, California
4. St Andrews Old Course, St. Andrews, Scotland
5. Ballybunion Golf Club, Ballybunion, Ireland
6. Royal County Down, Newcastle, Northern Ireland
7. Royal Melbourne, Melbourne, Australia
8. Oakmont Country Club, Pittsburgh, Pennsylvania
9. Augusta National, Augusta, Georgia
10. Royal Birkdale, Southport, England



# True to Form, KSAers plan, play and perform

in  
Olympic  
style.

See the story on page 4.

