

Swander Pace Orients KSAers

Meeting brings new teammates together through exercises and excursions.

By Jessica Wilkerson

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Recently, I attended a five-day orientation in San Francisco with Swander Pace & Company, a 50-professional strategy consulting firm with which KSA has merged. I was joined by KSAers *Brooke Bridges*, *Karen Rose* and *Junko Saber*, all in New York strategy group, and *Pam Beckerman*, Director of Personnel, from Atlanta.

During this week, we learned about SP&Co's consulting process and the industry in which it specializes. We also spent time getting to know the individuals and their culture through team exercises, dinners and outdoor excursions.

In SP&Co's San Francisco office, we discussed the trends and characteristics of the food and beverage and consumer products industries, the history of Swander Pace, and its current business model. We spent the afternoon visiting retailers of food and beverage products, and observed merchandising, creative promotions and product positioning.

The remainder of the week was spent at an off-site lodge and resort on the coast south of San Francisco, where we con-



tinued to learn about SP&Co's consulting frameworks and unique process.

On Thursday, we were joined by the entire SP&Co. staff. From case exercises to the first annual Swander Pace regatta in Santa Cruz, we experienced exciting adventures in teamwork and problem solving.

Through this opportunity, I observed an organization whose culture is remarkably similar to that of KSA, but which also adds a unique perspective in consulting. Swander Pace offers a solid base of knowledge about the industries it serves, and a core group of individuals who exhibit mutual respect and strong enthusiasm. I look forward to working with them in the future.



The Year in Review

A look at where we've been and where we're going in the new decade ahead.

By Peter Brown

FROM THE CHAIRMAN



"It's been a busy and challenging year. We should be pleased to have built the foundations for future success."

The Year 2000 has been a significant, transitional one for the consulting industry and for KSA.

The consulting market began 2000 with traditional IT firms recovering from the Y2K "non-event," as most firms' business systems made the transition with hardly a blip. Newer "E-consultants" were flying high at the beginning of the year as many traditional clients rushed to build E-commerce capabilities, and startups (flush with venture capital) also spent at a rapid pace.

As the year closes, many of these "E-consultants" find themselves reeling from precipitous drops in their share values, and scrambling to transition their client base from the now-failing startups to more established "old economy" clients.

While many consulting firms have flirted with the idea of becoming public (traded on the American or New York Stock Exchange or NASDAQ) to raise capital for rapid expansion, the Principals of KSA made the decision in mid-1999 to remain private. This choice was based in part on the recognition that public ownership of knowledge-based consultancies was an unproven model. Based on the roller coaster market of 2000,

we remain of that view.

In the spring of this year, we conducted a strategy review and identified six key priorities for our firm. I thought it would be helpful to provide an update on our progress on each of those priorities:

1. Focus our energies on the market space we will own.

We recognized that it was important to achieve greater levels of focus, becoming more selective of what areas we pursue and to focus more resources on each. There are numerous examples of this throughout the firm.

- In Asia, we have put our emphasis on India and Japan, and deferred for now a push into China.
- In branding, we made the decision to transition to the Kurt Salmon Associates brand in our health care markets.
- In technology, we decided to focus our efforts on six core software partners, when in the past we had been conducting alliances with more than 20.
- In market sectors, we put at the top of our list, "growth in the consumer goods/FMCG (fast moving consumer goods) markets."

We had been making progress for a number of years, and this year took a

big leap forward through mergers with MMM and Swander Pace and Company, which are both focused on that market sector.

2. Deliver integrated, client-centered solutions.

The days of clients focusing on process work and technology deployment as separate initiatives are coming to a close. In 2000, we were successful in delivering a number of major integrated knowledge and technology projects to firms including JUSCO, Sears, Walmart.com, MFI and C&A (Clemens & August Brenninkmeier) Stores. These types of engagements, which leverage our unique depth of industry process knowledge with world-class technology skills, are very much the way of the future.

3. Embed thought leadership and innovation behaviors.

We have initiated a number of major research efforts around consumer branding and E-commerce. Additionally, we have established our Innovation Fellowships and have awarded the first of these to *Vinod Rangarajan*, who is studying applications of wireless technology in the retailing and consumer products sectors.

4. Create technology deployment capabilities.

We have completed our largest merger to date by acquiring TransTech, a Chicago, Ill.-based technology deployment firm. This merger greatly enhances our capabilities in providing technically skilled professionals as part of our engagements. This year we also achieved success in the “go live” of several major systems, including a JDA pilot at JUSCO and Rockport implementation at Sears.

5. Empower our colleagues to invest.

We have made a concerted effort this year to organize our investment efforts in services and markets on a more conscious, planned basis. In 2000, we invested heavily in developing our E-commerce service offering and have made various other significant strides in such areas as our merchandising practice in North America and our logistics and IT practices in Europe.

6. Accelerate merger discussions.

We have completed four mergers in 2000. These included MMM, the consumer products logistics consultancy in the UK; Space Diagnostics, the health care

space planning firm in North America; TransTech, the technology deployment firm; and Swander Pace and Company, the leading strategy consultancy in the consumer packaged goods sector. These mergers have collectively brought over 200 new colleagues to the KSA organization, and have significantly enhanced our capabilities in a number of key markets and service areas. The mergers themselves represent only the beginning of realizing the synergies between the organizations. Much work and many benefits will be realized in the next few years as we go to market with these combined resources.

All in all, it's been a busy and challenging year. We should be pleased to have built the foundations for future successes, while at the same time to have avoided the distractions from which many of our competitors have suffered.

We see ourselves well positioned to continue these initiatives in the next years and continue our track record of success.

KSA's Holiday Card Fund Results
254 Participants
\$94,216
donated to charity

Who Let the Runners Out?

*Who? Who? Who? Who?**

by Laurie Heller

The New York City Marathon, which attracts roughly 30,000 runners from around the world, included three KSAers from the New York Office this year — *Bob Galvin*, Chief Administrative Officer (photo not available); *Katherine Lackovic*, Editor, Marketing Communications; and *Karen Rose*, Strategy Consultant.



Karen Rose and Katherine Lackovic

The three KSAers ran the opening miles battling a wind that up to 25 mph. For Bob Galvin, who started training in July, and finished the race in 3:56:05, fighting off the wind was the biggest challenge, and the most rewarding part was crossing the finish line in under four hours.

Lackovic was also a first-time runner. She crossed the finish line in 4:29:41.

“The training was the hardest part. For four months, everything revolved around running,” said Lackovic. “It’s hard to make plans when you’ve got a 15-mile training run every weekend. However, I did spend some quality time in the outdoors, which was especially beautiful as the leaves changed and the weather turned cooler.”

Karen Rose, who ran the NYC Marathon in 1998, enjoyed the view as she ran over the Verrazano Bridge. A seasoned runner, she trained off and on for six months, and completed the race in 4:47.

“The hills and bridges were strenuous,” says Rose, who was nursing a knee injury. “It was inspiring to see and hear the crowds cheering us on as we passed.”

Approximately two million spectators lined the route of this 26-mile, 385-yard run on November 5.

All three KSAers hope to run again next year and improve their times. Congratulations to our star runners! Anyone else want to join them?

* Apologies to the Baja Men.

The Channel Challenge

The changing economy has had an enormous impact on the ways retailers deliver goods to consumers.

By Asitava Sen, KSA Technopak

The rising power of retailers has forced suppliers to keep them in good humor, leaving the intermediaries sulking and causing channel conflict for the marketers.

Over the years, one of the more prominent features of the consumer goods sector has been value migration from suppliers to retailers. Gone are the days when the suppliers' trade intermediary (wholesalers/stockists) decided which products and prices were made available from which the retailers had to choose.

Since World War II, increased disposable incomes and the retailers' proximity to the consumer have led to the bargaining power shifting from the supplier to the retailer. Store brand equity has surpassed product brand equity. For example, Wal-Mart, Procter and Gamble's largest "account" worldwide, sells more P&G products than are sold in the entire country of Japan.

Although this has had far-reaching impact on the overall supply chain relationships between retailers and suppliers (with concepts such as vendor-managed inventory and category management being adopted), I will focus on the impact on the supply channel.

The decline of the intermediary has the obvious potential for a backlash of the trade channel upward toward the suppliers. This is more severe in countries such as India, where the channel economics in favor of the middlemen (the distributors) is still strong enough, given the fragmentation of the retail sector. Therefore, when Food World, the largest grocer in India, has a "direct supply" contract with more than 20 percent of its key suppliers, it gives rise to conflict

of interest with the distribution infrastructure that suppliers have painstakingly built over the years. Even the mom-and-pop stores (known as *kirana* shops and general stores) are affected by this unfair back-end advantage extended by the supplier to its leading accounts (the emerging supermarket chains).

With the advent of the Internet and the growing trend in favor of the supplier trying to reach the consumer "direct," the conflict increases. In the future, managing channel conflict will be critical to the success of the leading suppliers across sectors, especially when they set up a parallel retail channel of their own.

Doesn't competition between retail formats exist?

Various formats of grocery retailers, for example, have been competing for the same wallet for years. Why distinguish competition from conflict? KSA-Technopak's research with channel members at the retail level shows that competition turns into conflict when:

- modern trade enters the market with superior back-end economic advantage over traditional ones, such as direct supply from the supplier at a negotiated rate. **Example:** *FoodWorld receives lower sourcing cost and extended credit from suppliers.*
- modern trade passes this back-end advantage to the consumer directly in the form of discounting at the front-end, and the conflict aggravates. **Example:** *Subhiksha, a discount grocery chain in Chennai, follows an "everyday low price" strategy with an eight-to-ten percent discount on the maximum retail price of branded goods.*

- market growth stagnates, competition becomes a zero-sum game at the retail level and conflict aggravates further. **Example:** *Most categories of FMCG (Fast Moving Consumer Goods) products in urban markets in India.*
- product brand equity to the shopper is not overbearing and is substitutable, making potential for conflict high. **Example:** *When Titan or HMIT opened exclusive stores in the Indian watch market. Although it hurt the next-door multi-brand outlet, it didn't do much damage to the suppliers because the brands hold the shoppers, not the retailers.*

Examples of the impact of conflict are numerous in both the brick-and-mortar format and the non-store world.

Until recently, Avon, the \$5.3 billion direct marketer of cosmetics, had been successfully operating in 137 countries through its three-million-strong direct marketing agents known as "Avon Ladies." However, with increased double income families (and the absence of women at home) and overbearing security concerns, the direct-to-home distribution model has seen serious setbacks in its leading markets in the US and Europe. With stagnating sales, Avon was forced to begin alternate distribution channels.

After years of delays due to fear of competition with the Avon Ladies, the company began three initiatives that explored new channels. It opened 50 experimental kiosks in leading malls in the US, addressing younger customers who had never before used an Avon product. Second, the company took the E-tail initiative of selling the entire range

online. Recently a new range was developed to be retailed through leading department stores such as Wal-Mart and JC Penney. Obviously, this has received flak from the reps. For example, when the company decided to print the Web site address in its product catalogs, many reps simply covered it with their own stickers, forcing the company to withdraw.

Therefore, suppliers or retailers must set up additional own-retail channels to correctly estimate the extent and nature of “would be” conflict, rather than be caught off-guard later. It is important neither to be paranoid about the prospect of conflict nor ignore it completely.

It is imperative to manage conflict by integration of channel, so that

one channel complements the other rather than competes.

Although the strategy could be industry to industry, the common learning from across industries is presented in the KSA framework for channel integration shown in the box below. A combination of these strategies is usually adopted to manage channel conflict.

Keys to Avoiding Conflict in Channels

PRODUCT DIFFERENTIATION:

Offer a different product assortment in the new channel to address a different need, thereby avoiding direct cannibalization. Differentiation could be in terms of product assortment, pack size or service.

Example: Avon launched a different product range to be retailed through department stores. Liz Claiborne, the fashion retailer, offers a plus-sized woman's range only through its Web site.

CONTROLLED RETAIL PENETRATION:

The extent to which the old channel is affected could be controlled through selective penetration, thereby containing the share of the new channel in a given catchment area.

Example: VIP luggage seldom opens its own exclusive outlets (known as VIP Lounge and VIP World) in locations where there is already a significant pres-

ence of multi-brand outlets.

IMPROVED SERVICE: The effect of conflict could be neutralized to some extent if the supplier improves service levels to its old channel members. **Example:** Healthtex, a children's apparel supplier, offers new launches in its traditional retail channel first, and keeps a 30-day log in its own E-tail channel.

COMPLEMENTARY CHANNEL:

Ensure the new channel creates new opportunities and adds value to the existing channel in the long run.

Example: Avon offered its mall kiosks on franchise to the Avon Ladies. Even for its E-tail project, members of its sales force get an opportunity to become E-representatives; the Web site offers the consumer the choice of contacting the closest E-representative with an option to order directly. Titan offers

leading multi-brand retailers the option to convert themselves into the company-promoted TimeZone outlets, rather than opening new outlets.

EQUAL BACK-END TREATMENT:

Avoid any overt preferential treatment to your own channel. **Example:** HMV music cassettes and compact discs were first launched only in the RPG-owned retail stores. As a major share of music sales occurs soon after the launch, this aggravated traditional retailers. HMV now simultaneously launches products at all channels.

TRANSPARENCY AND COMMUNICATION:

When a supplier enters retailing through its own channel, it needs to create a separate entity and maintain transparency and equal treatment to all channels, including its own. It is also

worthwhile to bring the existing channel partners into confidence from the beginning, explaining the objectives that various channels are intended to achieve and the long-term benefit for all from the new channels.

MAINTAINING FULL PRICE MERCHANDISE:

As price is a sensitive “pull” factor, retailers should not offer marginal discounts compared to what exists in the traditional channel. Price discounting could be a serious threat for the losing channel, with negative implications for the supplier.

LEVERAGING BRAND STRENGTH:

As discussed earlier, if the brand has a stronger “pull” factor than retailers do for consumers, its worthwhile leveraging the strength to maintain bargaining power — even if there is a conflict.

KSA Asia-Pacific Conference in Guam

Meeting provides updates on strategies and global opportunities ... as well as time for food and fellowship.

By Karl Swensen and Arika Kwata

KSA held its third Asia-Pacific Conference (APC) in Guam on October 21-22, 2000. With KSAers in the Asia-Pacific region (Tokyo and Hong Kong offices) now numbering 50, it was a chance to share experiences and catch up with people we hadn't seen in awhile.

We were also glad to have *Jean-Louis Simoneau* from KSA Europe, *Lynn Spuhler*, *Jim Horton*, *Rob Oglesby* and *Kathryn Cullen* from KSA USA. *Prodipto Roy* and *Anil Rajpal* from KSA Technopak in India joined our conference and took part in some of the presentations.

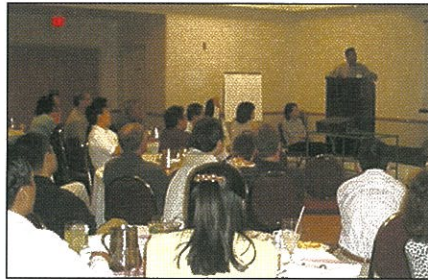
The conference focused on:

- KSA business strategy and global update,
- project updates from the Asia-Pacific region,
- new KSA initiatives in sales and services,
- enjoying the local culture through food and dance, and
- for some of us, reducing our golf handicap.

With some sleepy faces (most KSAers who flew from Tokyo checked into the hotel as late as 2 a.m.), the two-day conference began with extra large cups of coffee and lively opening remarks.

KSA's business and strategy updates included worldwide, Europe, India, Japan and East-Asia practices. It was interesting to hear that some of the challenges and types of projects conducted by other regional practices are also shared with KSA Asia-Pacific.

Project updates included the multi-faceted JUSCO (general merchandise and grocery discount retailer) project, logistics projects for Prada Japan (Italian fashion house), merchandising



work for Rustans (upscale Philippine department store), and work with Senshukai (Japan's largest direct-marketing company).

Before the APC conference, a B2B summit covered the current state of B2B, KSA's value proposition in this area, and marketing plans for KSA in Asia-Pacific. The results of the summit were reported to the APC attendees on the second day by Kathryn and *David Hamaty*. Jim and *Gaku Wakabayashi* provided an update of the current work and successes to date on the Global Client Team (GCT) initiative. PR/Marketing and the Professional Development team also gave updates.

Two different nights of food and festivities allowed KSAers to experience the local culture in Guam. The first night the group was treated to a "cook your own" seafood feast that continued late into the night; serious cooks were identified for duty in future KSA outings. The second night the group was treated to a Polynesian dinner that included music and dancing.

The afternoon of the second day was set aside for recreational activities. These included diving, golfing, tennis, shooting the water slides, or just hanging out at the pool. Unfortunately, the weather did not cooperate, and some were forced to readjust their plans. Some KSAers conducted an informal store audit by purchasing local goods from the mall near the hotel.

All in all, everyone had a great time at the conference, and all were convinced that next year's APC will surely see further expansion of KSA in Asia-Pacific.

Front: Mian Kwok, AA, Tokyo; Diane Funayama, Controller, Asia-Pacific. Middle: Atiff Gill, Senior Consultant, Hong Kong; David Hamaty, Manager; Jerry Black, Managing Director, Asia-Pacific. Back: Rob Oglesby, Principal; Arika Iwata, AA, Tokyo; Yoshiko Mori, Consultant.



KSA Integrates E-business

KSA's Web world experience offers clients expanded service opportunities.

By Mark Kaasa

KSA understands how E-business affects our clients' businesses. We are able to translate the risks and benefits of moving a company into the Web world and prepare organizations to use digital technology to create value consistent with their core goals.

However, KSA is not rebranding itself as an E-business consulting firm. We will remain a full-service company specializing in the retailing and consumer products industries, but we will integrate E-business into all our service group offerings and build on our strengths to include E-business solutions.

As all KSAers are now E-business consultants, we must become familiar with these solutions. To this end, we have established a temporary structure to equip KSAers with the tools and knowledge to let our clients know we can solve their E-business needs.

We will continue to add to the tools, methodologies and templates on the

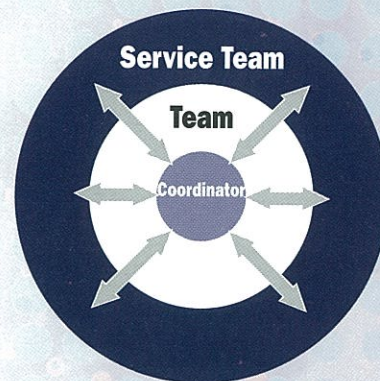
Intranet to assist in our development of E-business strategies for our clients, implementation of those strategies, analysis of the impact of E-business on their current processes, and more.

Millie Cruz, our full-time E-business analyst in Atlanta, will stay current on E-business marketplaces that focus on grocery and textiles. She also is keeping a glossary of E-business terms and maintaining a list of potential client FAQs and thoughtfully researched suggested answers to those questions.

K.C. McDonnell, our marketing analyst in New York, will continue to publish the monthly "E-business Newsletter." She also will maintain our database of apparel-specific trading exchanges and will continue to develop marketing collateral to help KSA sell our expertise.

E-business liaisons have been assigned from each service group, with at least one liaison from each office:

IT: *Sandra Carpenter* (NYO), *Steve*



Robertson (LAO) and *Thom Dickson* (AO)

Strategy: *Bill Pace* (SFO) and *Geoff Smith* (AO)

Merchandising: *Matt Katz* (NYO) and *Jennifer Pritchard* (AO)

Fulfillment: *Jeff Boudreau* (PO) and *Sergio Cruz* (MiO)

Retail/Direct Marketing: *Mark Woodrow* (AO)

Softgoods: *Colin McGranahan* (AO)

CPG: *Rich Miskewicz* (CO)

International: *Dave Rush* (England), *Mohan Komanduri* (Hong Kong), and *David Hamaty* (Japan)

We have in place what we believe will be an effective structure to help us achieve our goals, but we need the help of everyone at KSA to make this process a success. If you receive information you believe would support our efforts, or, specifically, if you have contact with any E-business marketplaces, please let us know. If we can leverage our professional contacts on a firm-wide basis, it will be a great help to all of us.

German Logistics Congress

KSA exhibits generate new contacts for prospective clients

By Barbara Wolff-Stuller

"Logistics onLine" is a synonym for "the shortest way to communicate," and the 17th annual German Logistics Congress, held recently in Berlin, formed the online link between science and business.

This year the congress focused on customer integration, global networks and their management — even E-business. During the three-day event, 2000 participants from Europe and the United States joined the spe-

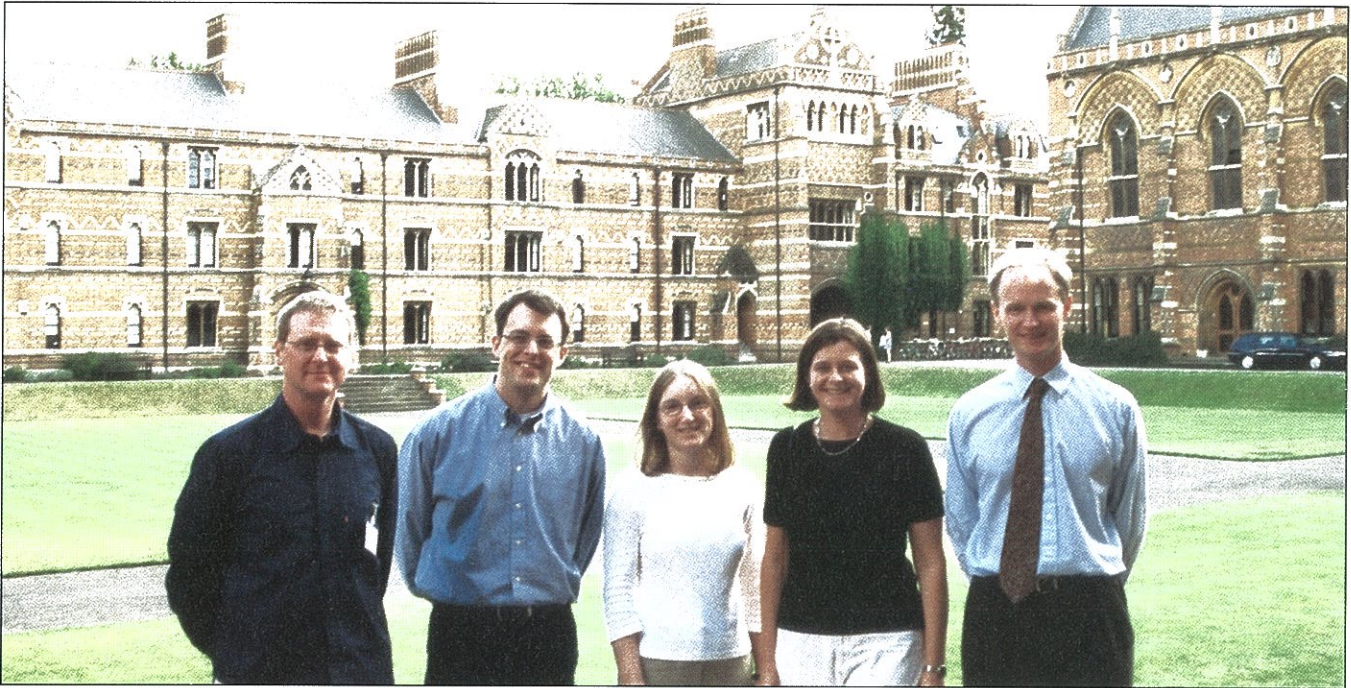
cial seminars and discussions on the main questions:

- **Who is faster?**
- **Who is able to integrate processes more effectively**
- **Where is the potential for synergy?**

The main presentations were given by representatives from industry, associations and politics. At the congress, KSA Düsseldorf was represented by an exhibition stand on the "Logistics

Market," demonstrating the whole spectrum of KSA consulting support. Rüdiger D. Herold, Principal, and Dr. Iris Bender, Marketing Director, who were responsible for the great success, were glad to make many new and interesting contacts with prospective clients.

All presentations are available (electronically, however, and some only in German) through either Rüdiger Herold or Iris Bender.



Left to right: Nick Garratt, Jonathan Perry, Hayley Broad, Sue Elder and David Honeywell in front of Keeble College, Oxford University.

BSSA at Oxford University

KSA's sponsorship of a UK summer school for retailers provided opportunities for significant training.

By Janet Cunningham

Each year the BSSA (British Shops and Store Association) hosts a seven-day summer school program for select retailers at Oxford University in England. Two years ago, Stan Kaufman, president of the BSSA and managing director of Allders, asked *Patrick Moylan* if KSA was interested in being a sponsor.

With a bit of foresight, Patrick said yes.

Stan replied, "I'm glad you said that as I also have a project for you to work on." Now Allders is one of our top clients in the UK!

Each day of the summer school program has a particular theme and champion. In addition to sponsoring the week, KSA champions Merchandising Day. This year *Patrick Moylan, Nick Garratt, Sue Elder, Hayley Broad, Jonathan Perry, David Honeywell* and I were there to represent KSA.

The purpose of Merchandising Day is to educate students on the basics of open-

to-buy and merchandise planning. Students work in teams with a group director to take a retail company through six months of planning.

Each "month" they are required to make decisions on promotions, open-to-buy, and special display locations. Based on these decisions the group director reveals the sales results. The students then analyze the impact of these results on their open-to-buy account and make decisions for the next month.

KSA's role is to support the BSSA group directors through verification of the analysis completed during the day and to post the team results at the end of the day. As it was a fairly competitive environment between the teams, when we were 10 minutes late posting the results, the KSA "control room" came under siege! Luckily for us, Nick corralled the students into the corridor,

allowing us time to pull everything together.

As a team we were lucky on another front. During the first year, all calculations were verified manually — a time consuming, detailed, and slightly painful process. This year, Hayley Broad wrote a detailed program in Excel that allowed our team to simply input the decisions each team made, push a button and VOILA! The results were calculated for us!

That evening, after the siege ended, we attended a formal dinner at Oxford University with the students and staff. (They even let the only American in the group sit at the head table!)

Afterwards, Nick Garratt gave an insightful presentation about the E-commerce world and its impact on brick-and-mortar retailers.

It was a perfect end to a perfect Merchandising Day.

A Yank Across the Pond

An intrepid KSA visitor to the UK explores teamwork and coordination, creative project naming and a few pubs.

By Jeffrey Sauls (a Yank only in Britain)

How many pubs can you visit in four months in the UK? The answer is ... uhm ... uhm ... uhm... for some reason I can't remember. But I do remember some of their delightful names: The Dog & Duck, The Rat & Parrot, The Goat Tavern, The Slug & Lettuce (believe it or not, that's a chain of pubs that serve surprisingly good food), The Bunch of Grapes and the Windmill (conveniently less than 30 seconds from the London office). Not to say the client drove us to drink, but we often found ourselves "winding down" at the end of the day.

It's hard not to get excited when you find out your next project has you based in London.

I took the next flight out before there was any re-consideration. I was welcomed by a huge MFI Homeworks project team including *Ashley Deaton, Jerome Saint-Marc, Jill Haslem, Sarah Turle, Neil Banwell, Tim Mister, James Gunn, Richard Collier, Claire Trivett, Amit Gupta, Alison Williams, David Honnywill, Nick Garratt, Janet Cunningham, Sue Elder, Jason Kemp, Philippe Lacroix, the Honourable Sarah Walmsley, Patrick Moylan, Robert Blyth, Phil Kowalczyk, Dave Cole*, and the man who can truly say "been there, done that" — *Alan Braithwaite*. That's not the entire UK practice, but a large percentage.

Not only the pubs have great names in the UK. Our MFI project titles included *Vitality, Relay 1, Relay 2, Relay 3, Productivity* and *Unity*. Believe me, it's much more fun to refer to your project by a creative name rather than something 10 words long that ends in "feasibility analysis." Poor Jill and Alison had to work on the boringly named *Logistics Strategy* project, but unlike the title,

their project and client personnel were far from boring.

This engagement displayed KSA's range of consulting skills. We worked on projects throughout the organization, from retail strategy (*Vitality*) to logistics strategy to range planning (*Productivity*) to supply chain review (*Relay 3*) to introducing new methods to market (*Relay 2*) to distribution center profit improvements implementation (*Relay 1*).

Project Vitality resulted in Phil, Robert, Amit, Richard, and Claire developing a five-year growth strategy for MFI. *Relay 1* occupied Neil and David with implementing numerous improvements in the distribution centers. *Relay 2* had Jerome and Claire rolling out "Quickstock" product to the retail stores. *Productivity* featured Patrick, Nick, Janet, Sue and Jason successfully introducing range planning to MFI retail stores. *Relay 3* had Sarah, James, Jerome, Tim and myself reviewing and process-mapping MFI's supply chain.

Other significant players were Ashley, Alan, Dave, Phil and Sarah "Muffy Control" Walmsley. Ashley had the task of knowing what's happening on all projects all the time, and liaising with our frequently difficult consulting brethren at KPMG, who were also performing work for the client. Alan was the puppet master behind the engagement and his calm demeanor has become legendary. Dave and Phil came in regularly to exercise the client-relationship skills that have made them famous.

Then there's Sarah, who organized all our meetings, conference calls, document distribution/preparation, travel arrangements, etc. That daunting task

has recently been absorbed by the gracious *Norina Kanaan*.

As for my project, I worked on *Relay 3* with newcomers *Sarah Turle, James Gunn* and *Tim Mister*. We were assisted by *Jerome Saint Marc*, who ironically has been winding down his involvement with the MFI engagement since we finished the initial MFI project in June 1999. Sarah and I built a great partnership through numerous client interviews and through generating process maps ... a lot of process maps.

Our knowledge of Visio is more advanced than ever. We also had "quite a giggle," as she would say, comparing American and British culture on our journeys between London and towns in Yorkshire. Jerome put together the customer propositions for MFI and process mapped the supply chain for the French portion of the business. James identified issues with existing planning processes. Then he disappeared, using some long, drawn-out excuse that involved "a kilt, a wedding and a honeymoon."

The *Relay 3* project resulted in about 80 pages of process maps and a lengthy list of recommendations for improvement to MFI's existing supply chain. Now it's time for my vacation, and what better place to start it than the UK.

Although my time at MFI is over, KSA is continuing to do great work with them. *Productivity* has now turned into *Productivity 2* (and has apparently lost some of that creative name giving). *Relay 2* has a month extension and many more initiatives are developing, such as distribution center performance improvement.

Cheerio for now!

Introducing KSA University

A preview of coming attractions

By Debi Hamrick

"Isn't there some way to get the information we need to do our jobs without having to wait for a course or seminar?"

"How can I make time for my development when client interests are always first?"

Sound familiar?

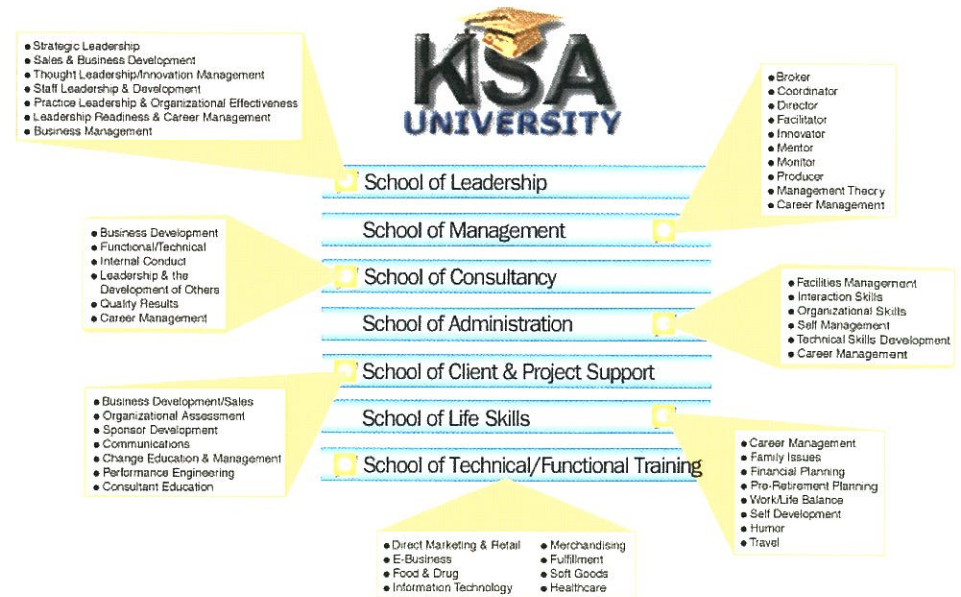
These questions and others like them have been asked in KSA professional development classes and on projects for a number of years now. Those of us in professional development have often felt as if we're in a game of tag, and we're "it." We've been tagged to do something to satisfy the demand for personalized, just-in-time, KSA-specific training, and we have agreed with the validity of the demands. The question has simply been, "How do we do it?"

For the past few years, KSA has been building its internal infrastructure to enable the organization to better facilitate internal communications and to build its body of knowledge about clients and engagements. Meanwhile, outside of KSA, technology has dramatically impacted the field of training and development. Virtual learning opportunities and computer-based training options have sprung up in every industry and subject matter.

Suddenly a set of solutions to meet our emerging development needs became very clear. We would use our internal resources and new training and development options to support just-in-time learning for KSA colleagues worldwide.

The Next Steps

The Knowledge Resource Center was able to provide the talent and resources needed to build the virtual university



structure. Colleagues all over the firm have provided content to "prime the pump." Existing professional development content has also been converted into user-friendly, stand-alone formats for ready access and follow-up use. Ongoing research efforts have produced articles, abstracts and reading lists in a variety of content areas, and a worldwide pilot of computer-based learning programs has resulted in the addition of 50+ online courses for KSA colleagues.

Now, here's the catch. Those of you who have already explored KSA University know it contains the minimum of materials. We have gathered just enough content to illustrate what needs to be in place before the University is officially declared open. The rest is now up to each and every one of us. It's time to go through files and bookshelves to find resources that can benefit others. Please make an effort to send in:

1. abstracts on useful books,
2. excerpted passages of text that are particularly helpful,
3. links to related Web sites,
4. electronic or scanned copies of articles, and

5. handouts, guidelines and tips that others can use as tools.

Look for all items you wanted to share but which didn't easily fit into the Body of Knowledge (BOK). Check the content areas of various schools for the topics they contain. Pull out seminar handouts and training materials. Pass them on to KSA University and before you know it, they'll be accessible to other learners and we'll all be the better for it. You can E-mail your material to KSA University — we're in your Outlook address book!

The Benefit

Imagine the experience of facing a new, high-stakes business challenge. Suppose you do not know the best way to approach it. You don't even know who to ask about it or what questions to cover when you find the right person. Perhaps you're a Principal faced with leading a practice area for the first time. Or maybe you're an administrative assistant trying to figure out how to juggle the competing priorities of the people you support. Maybe you're a manager facing the new role of business development and you're unsure of your abilities to spot E-business opportunities or

The Global Get-along Gang

KSA's 125th Orientation class draws participants from around the world

By Laurie Heller

client needs in service groups other than your own. Or maybe you've just chalked up two grueling years as a road warrior and you're looking for some ways to

"It's time to go through files and bookshelves to find resources that can benefit others."

battle travel fatigue. Wouldn't it be great to boot up your laptop, click on the KSA University icon and access a wealth of resources, custom-designed by KSAers to meet your specific needs? That's what the virtual university can provide — with your involvement. The KSA University will be a valuable resource only if populated with information that has been proven valuable by KSAers.

Granted, the KSA virtual university resources will never take the place of Friday lunches with colleagues or the undivided attention of a senior leader in an informal mentoring session. On the other hand, it sure provides a great alternative to being on your own when challenges come your way.

As we move into the age of technology-enabled knowledge sharing, it is time for the apprenticeship model that has served KSA so well in the past to evolve to suit the needs of a rapidly changing, virtual workplace. We've made great strides in building the body of knowledge about clients and services. Now let's build a body of knowledge in the KSA University.

Tag! You're it!

The 125th Orientation class in October consisted of 43 KSAers (consultants, IT and marketing professionals) from around the globe. A majority of KSA offices were represented, including Atlanta, Düsseldorf, Hong Kong, Leeds, London, Manchester, Miami, New Delhi, New York, Paris, Princeton and San Francisco.

Highlights...

How can such a large group single out the most significant event of the week? From hearing KSA's sopranos, altos, and tenors sing their late-to-class anthems (kudos to our daily performer, *Alfredo Lozano* from the Miami office), to participating in *Jack Horst's* session on the Communication Styles Survey, to the mysterious "Outward Bound" excursion that bonded

us to one another, it's a difficult task.

In an effort to uncover the truth, an E-mail went out asking all involved to disclose their most memorable experiences. The most common response was the session involving Jack Horst's analysis of the Communications Styles Survey. Jack was explaining to the class that his not-so-computer-savvy mother refused to use her computer to communicate via E-mail with the family.

"Maybe she just wants you to call her," shouted our star singer, *Alfredo Lozano*. *Priceless*.

Other moments worth mentioning were the great times in Buckhead (an area in Atlanta full of restaurants) where we dined, danced and celebrated as we got to know one another.

Saturday, the teamwork and creativity learned at Orientation was clearly visible. We were split into three groups to formulate a 15-minute rendition of what we found most valuable during our week. One group recreated parodies of *Blair Witch*, *The Matrix*, and *Who Wants To Be a Millionaire*. Other performances included a chicken-and-egg spoof as well as a comedy act hosted by a devil.

The success of each presentation was a result of the lasting relationships formed throughout the week. The orientation experience culminated with *Chuck Easley* proudly performing his Alma Mater fight song. It was a bittersweet moment as we reflected on our time together, hopeful that our paths may cross again at some point in our KSA careers.



KSA Germany Holds Staff Meeting

Netherlands meeting mingles challenging discussions with energetic boat and bike rides.

By Christoph Berendes

After a welcome from European Managing Director *Jean-Louis Simoneau*, Germanic Managing Director *Christoph Rohe* and a round of introductions for newcomers, the KSA team meeting at the "Theaterhotel" in Roermond, Netherlands, listened to several 15-minute presentations on different topics presented by Claus Tintelnot, Andreas Stockert, Richard Traish, Peter Willmot, and Dorothea Ern.



Many faces but one company — KSA.

That afternoon, we attended four workshops:

- C&A (Isabell Hertel and Henning Füllers)
- Benchmarking (Hagen Decker)
- BASF Conjoint-Analysis (Soeren Ick)
- Woolworth (Arndt Schmidtmayer, Ralph Paulmann)

We followed the sessions with a lovely dinner at one of the hotel's restaurants, "De Oranjerie."

The next morning we took a bus to Maasplassen where we entered our motorboats and sailboats and started to explore the wild waters of the Mass River and surrounding lakes.

The fun began with our fearless hunt for free-floating Pokémon rubber balls dropped by our "organization-team." None of the usually very obliging consultants, managers and principals showed any respect for right of way so it was a fight to the bones that only the fastest boat and quickest and most radical KSAers could win. Therefore it was no surprise that Team White, which was expected to be more ruthless (of course I did not belong to this team),

In the interactive workshop, often-complicated issues of emotional tension on behalf of clients and consultants were discussed.

gained a first advantage by collecting almost twice as many Pokémon balls as the blue team did.

Having calmed down after the initial excitement, we took our boats to the city of Steevenswert. There, both teams had to answer several questions about the history of the city and, thanks to our experience in conducting phone interviews, we were able to squeeze most of the info we needed out of the people we met in the streets.

Back on the water, chaos struck again. First, Captain Schmidtmayer and his crew stranded their boat and only after the captain's personal involvement under water were able to set themselves free again. While one ship was

grounded the battle continued elsewhere. The ships of Captain Ern (Team White) and Captain Berendes (Team Blue) collided and the fight for glory almost cost the latter his right arm. Luckily both ships and their respective crews remained unharmed and were able to continue the journey.

The next stage involved a four-leg bicycle race, so we studied the road maps to find possible shortcuts. The highlights were

the Pokémon collection on the Dutch/German Border and the races between single members of the teams as we got towards the end of the trip. Here, all our heroes went to their limit to give the best for their team.

Finally, both teams approached Ruediger Herold's home, where the final and most important task was to be performed. (Ruediger, who organized the meeting, lives in a beautiful 19th century mansion near Roermond.)

Only the strongest and boldest of each team were chosen to "race for the gold" (two three-gallon kegs of "Frankenheim" beer).

In the end, beer specialist Horst outwitted Rudiger's security system and found the two kegs, literally in the last second of the competition.

As the shadows got longer the local choir that held a public concert in the mansions garden started to play music, and, as you can imagine, both teams had a great time celebrating a fantastic KSA Germany Staff Meeting 2000.



KSA in Catalina

Teammates discover fun and friendship on the “island of romance” off the California coast.

By Sean Payne

Twenty-six miles off the coast of Los Angeles, Catalina is a resort island long heralded for its scenic beauty. For KSAers, it was the destination for the Los Angeles office’s “summer” activity. On Saturday, October 14, about 30 teammates (along with friends, spouses and children) boarded the Catalina Express for a day of fun.

The 75-minute ride to the island was a little shaky for some (a few appeared as green as a new KSA recruit). However, once on shore, all of those on the trip were off to explore the many diversions this small island had to offer — from boat trips to island tours, from shopping to hiking ... and much more.

At 11 a.m., we regrouped at The Landing Bar & Grill for a buffet lunch. After many pictures (not pitchers) of the group, we enjoyed the food and catching up with our colleagues and guests.

Then we were off again to enjoy the island! It was a beautiful sunny day off the California coast. *Priscilla Jorgensen* and her husband went scuba diving; some KSAers signed up for guided island tours; *Jeff Kyser* and *Steve Robertson* rented bicycles to explore the island on two wheels; and some KSAers rented golf carts (Catalina limits the number of cars allowed on the island — there is a 10-year waiting list!).

After a day of fun and friendship, we returned to the dock as the sun was setting for our trip back to the mainland. Once on board, most rested from an exhausting day, while a few of us wrecked the quiet by playing a card game called “The Pit.”

Again on shore, we said our good-byes to our fellow KSAers, all having enjoyed the camaraderie of our trip to Catalina.

A Lucky Fall

A KSAer gets a closer-than-expected look at the Grand Canyon

By Nick Griffith

During a work transfer from London to the New York office, a friend and I decided to experience the delights of the real “Wild West” — viewing the spectacular scenery from a convertible instead of a horse. Las Vegas was a focal point of the whistle-stop tour. After some good (and bad) luck in the casinos, we decided to treat ourselves to a helicopter tour of the Grand Canyon — champagne breakfast at the bottom included.

We arrived at the heliport by dawn and waited eagerly while everyone weighed in. All the Brits ended up on the same helicopter that morning and it being Vegas; the helicopters were named after playing cards (ours was Hearts). Playing cards were also used to determine our seating positions on the aircraft. We were told to expect a “hot takeoff” (blades turning as passengers board) in their biggest helicopter, a Sikorsky, which had larger windows than the others and the added bonus of a glass floor for our viewing pleasure. Pleased with ourselves for making it out of bed and into the best helicopter, we took off from the Las Vegas airfield. What happened next was beyond our wildest dreams.

Continued next page...

A Lucky Landing

A KSAer escapes injury on a crash in the Grand Canyon

Continued from page 13

Twenty minutes or so into the flight, just after we had flown over the dramatic Hoover Dam, we hit what we thought was some very heavy turbulence. (It was later determined to be a mechanical failure.)

With no word from the pilot, we began a spiral descent from a height of almost 1,000 feet to the desert floor! During those few intense seconds, time seemed to slow down, everything seemed very quiet, and I felt kind of calm and at peace (although my friend still has nightmares about the look of fear on my face, and I am fairly sure my knuckles were white from gripping the seat).

All the while I was thinking (hoping) it was just the pilot trying to scare

us. That is, until I saw the ground rushing up to us through the glass-bottomed floor.

On impact, my friend shot straight out the door while still attached to his seat, opening the door with his head on the way out. Meanwhile, I was doused in enough aviation fuel to know not to hang around for the fire, which I was sure was imminent. After several desperate attempts to get out of my seat, I was able to release the seat belt and run into the desolate Nevada desert. The other passengers had all scrambled safely up the bank away from the aircraft.

At one point, I started to return to the still-leaking aircraft in an attempt to retrieve my sunglasses,

but I was stopped short by a flash of the “stupidity headline” that would surely follow should the helicopter explode. Common sense prevailed, and I retreated quickly.

The only swift escape route from the isolated crash site was — you guessed it — by another helicopter from the same company. Fortunately, that ride was less eventful. Though everyone was discharged from the hospital the same day, the recovery process would take some time.

After being unlucky enough to be in the first helicopter crash in the Grand Canyon in 30 years, and lucky enough to survive, one question remained:

Was hearts the lucky card for us that day?



Robyn Cole Honored

Receives Arts Volunteer of the Year Award

At the seventh annual Abby Awards presentation in Atlanta recently, Robyn Cole, wife of KSA's CEO David Cole, was given the 2000 Volunteer Award.



After graduating from Wellesley College and Goizueta Business School at Emory University, Robyn pursued a career in Financial Services, but shifted to Arts in 1985.

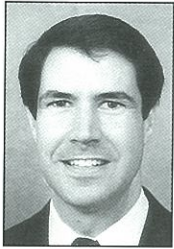
She served for five years as managing director of Theatre Gael, a theater company specializing in the plays, poetry and music of Ireland and Wales; and five years as executive director of the Atlanta Theatre Coalition, an arts advocacy organization of approximately 40 performing companies in the region. Her role included representing the arts to the community and the city, county and state governments. During that period, she served on a committee to define the arts blueprint for the 1996 Olympics.

Robyn shifted to pure volunteer work in 1996 and since has served on a variety of boards and committees, including the Arts & Business Council, the Metropolitan Atlanta Arts Fund and Georgia Citizens for the Arts.

These career and volunteer activities are fitted in and around the typically busy schedule of a soccer mom to two daughters, car pools and KSA client entertaining with DAC.

The Abby Awards — a tribute to the arts community — drew 550 people and raised \$60,000 for the Chamber of Commerce's Arts & Business Council.

New Principals



CRAIG ACOSTA

Craig joined our health care group in 1989 after earning his BA from Stanford and his MBA and MPH (Masters of Public Health) from UCLA.

He has been instrumental in growing our West Coast facilities practice by successfully converting master planning engagements into full-scale design projects. He played a key role in a large facilities design project with the UCLA Health System and he is currently involved in a significant facilities replacement project at the University of California's Irvine Medical Center.

Craig is also developing a relationship with the Disney Institute to provide health care systems with training on customer service, leadership and quality.

Craig lives in the San Francisco Bay area with his wife, *Grace*; his children, *Caroline* and *Mark*; and his dog, *Parker*. Craig enjoys a variety of activities with his family and is an avid exerciser (although he has never said this is an activity he enjoys).

CARI BUNCH

Cari joined KSA in 1999, bringing with her 19 years of industry experience in retail and direct marketing. Her most recent experience spanned Information Technology (IT), Merchandising, supporting IT business needs, and managing specialty businesses for Spiegel Catalog.

As a divisional VP of Technical Business Services for Spiegel, Cari acted as an internal consultant and supported business process change and implemented technical solutions for all

aspects of merchandising, marketing, call center, advertising and finance. As a Merchandise Manager and Buyer at Spiegel, Cari managed several successful women's apparel businesses with primary expertise in private brand apparel.

Since joining KSA, Cari has worked with premier clients such as Kmart, Sears and Nordstrom. Her focus has been on the merchandising supply chain, where she capitalized on her significant skills and expertise.

Cari earned her undergraduate degree from Governors State University. Cari and her husband, *David*, live in the San Francisco Bay area. They enjoy golf and renovating their new home.

No photo available.



DOROTHEA ERN

Dorothea joined KSA's practice in Germany in 1993. She holds a degree in apparel engineering and another in busi-

ness administration from Fachhochschule Mönchengladbach.

After her studies and several traineeships in apparel companies and consultancies, Dorothea joined KSA. She is a member of the Client Development Team Fashion/General Merchandise Retail and a member of the European Strategy group. She specializes in corporate strategy, brand and distribution strategy, consumer orientation, merchandising, and product development.

Dorothea recently played a key role in developing the European Consumer Outlook Survey. Her projects span manufacturing and retail sectors and a variety of international engagements involving clients such as Calvin Klein, Polo

Ralph Lauren, Liz Claiborne, Carhartt, Cone Mills, Oshkosh B'Gosh, Simint Armani, JOOP!, and van Laack.

Dorothea lives in Neuss and enjoys creative hobbies such as painting, designing and sewing apparel. She also skis and plays badminton.



BRYAN ESHELMAN

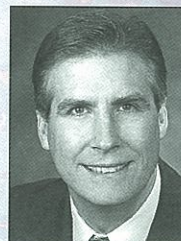
A member of the IT practice in the northeast, Bryan joined KSA in 1993 after graduating from the University of

Virginia.

He has worked extensively with the Jones Apparel Group, implementing a line-planning system and point-of-sale data warehouse. He was also asked to assist Jones during its integration with Nine West.

Bryan has led a variety of additional project streams including developing a business-to-business (B2B) site. Bryan currently sits on Jones' Management Information Systems Steering Committee. Other accomplishments include implementing a warehouse management system for Kroger and an ERP for New Balance.

Bryan recently began a KSA sponsored MBA program at Wharton. A triathlete, he also enjoys spending weekends with his wife, *Liz*, and daughter, *Mary*.



MIKE GREGORY

Mike came to KSA in 1993 after graduating from the United States Naval Academy with a degree in engineering

New Principals

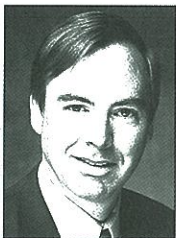
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and spending seven years in the U.S. Navy.

His first facility design project started as a brainstorming session with Disney, an engagement that led to a full scale Distribution Center (DC) startup.

Mike managed a series of projects for Gap, Inc., including DC design, benchmarking analysis, and short-term distribution strategy. Mike has implemented Base Plus® at Reebok, Woodward and Lothrop, and National Geographic. A certified Management Of Change (MOC) instructor, Mike played a key role on KSA's E-business task force in developing plans for advancing KSA's expertise and impact in the new economy.

A resident of Atlanta, Mike and his wife, *Jenny*, are active in school and community activities with their children, *Wesley* and *Emma*. As time allows, Mike is an avid golfer. (He shares this year's Burkhalter Cup trophy as proof!).



JEFF KYSER

Jeff came to KSA in 1995 as part of the firm's merger with Stanford Business Systems. He helped establish the

Advanced Technology group and Global Enterprise Solutions practice at KSA.

A specialist in customized development projects and Enterprise Resource Planning (ERP) systems, Jeff worked with clients such as Guess?, Carr Gottstein Foods, Vons, Pier 1 Imports, Stride Rite, Payless Shoe Source and Microsoft. At adidas America, Jeff led the supply chain team through an SAP implementation from process improvement to planning, blueprinting and realization.

Recently, Jeff has focused on enter-

prise systems selection and implementation for Nordstrom Product Group involving ERP vendor Intentia. Jeff is a recognized leader in technology architecture.

Jeff lives in Los Angeles and enjoys golf, the outdoors and reading. He holds an undergraduate degree from UCLA and has taken graduate courses at Stanford.



TIM MISTER

Tim joined KSA in January 2000 with extensive IT and consulting experience, including leadership roles at Coopers and

Lybrand, Druid Consultancy (where he was head of the Project Management Group), and New Look, a UK-based fashion retailer (where he was the IT Director).

Now a member of our European practice, Tim's expertise centers on IT strategy, business process re-engineering, and ERP and POS system selection and implementation. Significant KSA client work has involved MFI, Kingfisher, Wetnose.com and Delta Textiles (where he has been supervising a complex supply chain review for this international, vertically-integrated garment producer).

Tim holds a degree in psychology from East London University. Residing in England, Tim and his wife, *Janice*, have two children, *William* and *Benjamin*. When commitments to the family allow, Tim is a keen player and follower of cricket.



SUSUMU OHASHI

Ohashi-san holds a degree in economics from Yokohama University. He joined our Japanese practice

in 1999, bringing over 25 years of progressive experience in supply chain management, warehouse management systems; and transportation with Nagase and Co.(Kodak), Apple Computer, and Bausch and Lomb.

In January, 2000, Ohashi-san assumed the role of Logistics Service Director for KSA's Asia-Pacific region. His work with JUSCO to implement new supply chain systems is capturing national attention in Japan.

Ohashi-san is also demonstrating his staff and client management skills and thought leadership with clients such as Procter and Gamble, Prada and Senshukai.

Ohashi-san currently resides in Chiba, Japan (a suburb of Tokyo), with his wife, *Yoshimi*, and three sons. His hobbies include camping and listening to violin music.



WOLFGANG WANNING

Wolfgang earned an engineering degree with an emphasis on textile engineering in Mönchengladbach.

After his studies, traineeships and a position as a sales manager, he joined KSA in 1993.

Wolfgang's broad technical expertise entails branding, marketing, corporate strategy, change management and supply chain management in an array of

industries, including textile, apparel, shoes, and health care. Significant projects with KSA have involved a supply chain design engagement with Woolworth; an implementation project with Bauerfiend Shoe division; and a series of projects at Messe Dusseldorf and Diversey Lever, a daughter company of Unilever.

Wolfgang is an avid writer and speaker in professional venues. In addition, he is a certified MOC trainer.

Wolfgang and his wife, *Marita*, live in Bonn. They enjoy sailing and are both musicians.

SUZANNE WOODALL

Since joining KSA in 1996, Suzanne has steadily grown in her technical, people-development, and client-relationship skills. Based in the United Kingdom, Suzanne has built expertise in the areas of supply chain strategy, sourcing, merchandising, IT and retail operations.

Through her marketing efforts, Suzanne has raised KSA's position within the grocery and Fast Moving Consumer Goods (FMCG) industry sectors. Her key clients include The Body Shop, Iceland Frozen Foods, Early Learning Centre, Superdrug, Musgrave and W.H. Smith.

Suzanne has a degree in textiles marketing from the University of Huddersfield. Before joining KSA, she worked for Basic American Foods (based in California), and held a number of buying and merchandising roles within Ethel Austin, which is a leading discount fashion and general merchandise retail chain in the UK.

Married to *Alan*, Suzanne finds time to ride, walk and play a variety of racquet sports.

No photo available.

The General: A Steal Deal

This is a one-of-a-kind special offer. Act now.

By Tim Copeland

Greetings from the eToys Project Team: Our project is winding down and as we prepare for another relocation, we have one extra project car to sell. Your project team could be the owners of a true classic!



The General DeMaria:

- ✓ 1985 Oldsmobile Delta 88 - Royal 4 door sedan — a one-of-a-kind cruising machine!
- ✓ 305 cubic inches of RAW V8 power (at least 7 cylinders are pushing, the 8th is thinking about it)
- ✓ Perfect for short trips (trips over 20 minutes not recommended — engine fire OR affixiation could result)
- ✓ Fire extinguisher is standard
- ✓ Starts on the 3rd try (usually)
- ✓ Gets at least 10 miles to the gallon — and 12 miles per quart of oil (creating Automatic “Smoke Screen” effect)
- ✓ Custom paint — one-of-a-kind rendering never to be repeated again (not legal in New York, New Jersey or Rhode Island)

Other features include: fuzzy dice, leopard skin steering wheel, hula dashboard dancer, and low-cut headliner (makes short people feel tall).

Bidding starts at \$1.00 and ends Friday, 1/12/01 at noon, EST*.

Top 5 reasons your project team needs this car:

1. Stress relief (comes with sledgehammer in trunk and extra spray paint for constant artistic improvements and self-expressions). Hard, swift kicks to any body panel brings soooooothing relief from frustrating days.
2. Creates great bonding moments — especially after the first night of drinking beer, eating pizza, painting the car (and yourselves).
3. You don't have time for oil changes. (The General comes standard with a “self changing oil system” — just remember to add 3–5 quarts every time you stop for gas... which will be often)
4. You've always wanted to drive a car that “turns heads”**.
5. What else are you going to do in Danville, Virginia (or whatever small town to which you have been relocated)?

**No bid under \$1.00 will be considered.*

*** Turning heads normally means people want to look at the car — with the General, people try very hard to avoid looking at it!*



Milestones



Fernando and Carol Silva

Silva Celebrates 25th Anniversary with KSA

On September 29th, a group of KSA colleagues, spouses, and alumni gathered at the home John Champion and Penelope Malone to celebrate the 25-year anniversary of one of KSA's "living legends" — Fernando Silva.

Highlights of the evening included a recap of Fernando's many contributions to KSA over the years, as well as some of his more auspicious moments (such as the time he attempted to swim across San Francisco Bay after getting affirmation from Dave Cole that it was, in fact, a sound idea).

Congratulations to Fernando and his wife, Carol, on achieving this significant milestone, and our best wishes as they celebrate the achievement with a chartered sailboat cruise.

Congratulations to

Terri and Bruce Seeber on the birth of a daughter, **Audrey Elizabeth**, November 21.

Alice Dabrowska, UK Consultant, and husband, **John Squire**, on the birth of a son, **Kristian Jozef**, September 26.

Richard Traish, UK Principal currently working from Paris office,

and wife, **Theresa Slater**, on the birth of a son, **Frederic Henri**, September 27.

David Oliver, UK Principal, and wife, **Suzie**, on the birth of a daughter, **Clementine Maud Elizabeth**, October 11th.

Jonathan Parry, UK Consultant and **Nikki Haslam**, married September 15.

THE END OF AN ERA

On September 8, the Manchester Office reception area looked like a florist and gift shop all rolled into one!

The occasion?

Sela Wood, receptionist/telephonist for more than 10 years, was leaving KSA. She and her husband, **Richard**, were moving back "home" to northeast England.

Sela joined KSA from a recruitment agency, on a two-day assignment working on our database, and, as they say, "the rest is history." She has been a great ambassador for the firm, both for clients who have expressed unsolicited compliments, and for KSA overseas personnel, who through this first point of



Some of the Altrincham, UK, KSA Office Support Staff on the departure of long-time Receptionist Sela Wood (front). Back Row: Anna Ré, Janice Ripley, Coralie Santander, Norina Kanaan, Anne Willig.

contact have experienced friendship and help during their stay in the UK.

Sela's career has seen many changes and significant growth. Throughout, she has demonstrated endless commitment and loyalty. Her influence has been considerable and she will be sorely missed.

KSA at Play

Design Award

Most of us send traditional “Happy Holidays” cards. Not *Gary Wong*, KSA’s Junior Art Director in New York. Gary capitalized on his creative abilities and produced a work of art that garnered recognition from *Digital Chicago*, a creative design magazine.

Wong’s eye-catching work is featured in the November/December 2000 issue. The stylish 1999 greeting card included well wishes for Hanukkah, Kwanza, and Christmas in a “four-K” 3D design signifying Y2K. Last year’s millennium madness prompted this super-chic and savvy multi-cultural design.

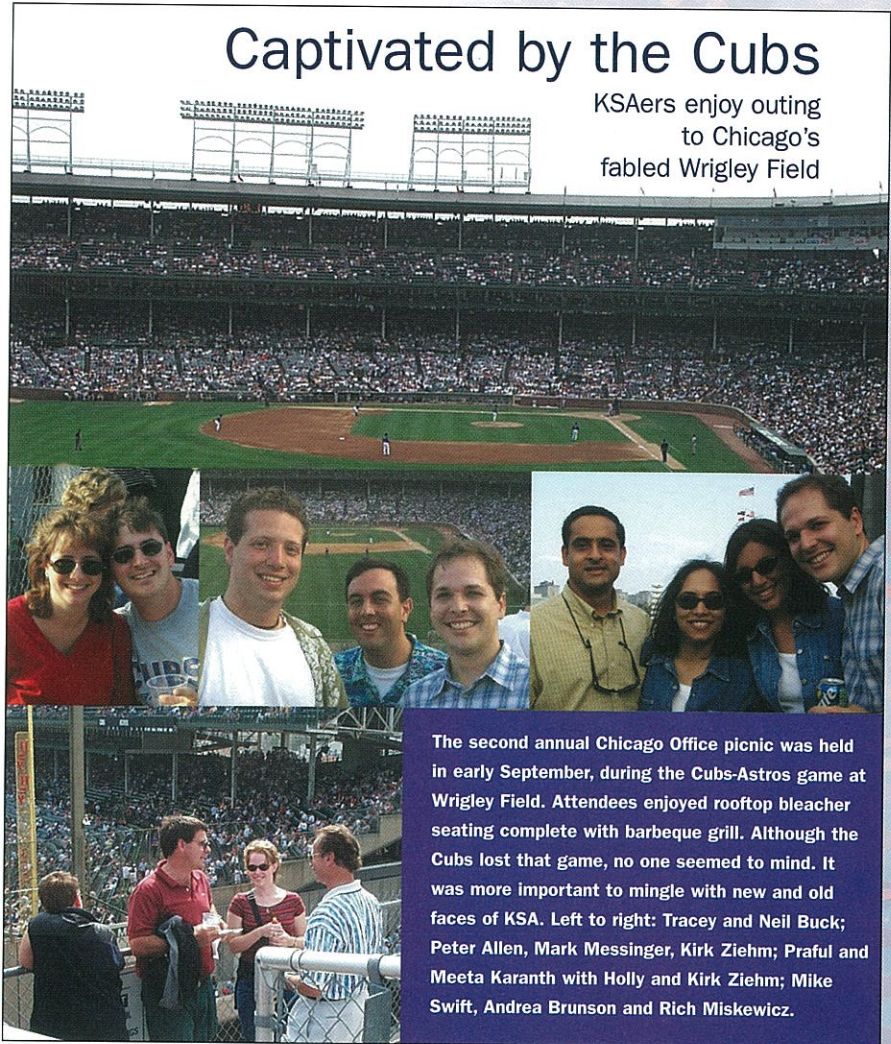
“It was a once-in-a-lifetime opportunity to create a card for the millennium,” said Wong. “I wanted it to be universally appealing and memorable. To see my card displayed among other highly regarded designers in the industry was extremely gratifying.”

Congratulations to Gary. Be on the lookout for more of his brilliant designs at a KSA office near you.



Captivated by the Cubs

KSAers enjoy outing to Chicago’s fabled Wrigley Field



The second annual Chicago Office picnic was held in early September, during the Cubs-Astros game at Wrigley Field. Attendees enjoyed rooftop bleacher seating complete with barbeque grill. Although the Cubs lost that game, no one seemed to mind. It was more important to mingle with new and old faces of KSA. Left to right: Tracey and Neil Buck; Peter Allen, Mark Messenger, Kirk Ziehm; Praful and Meeta Karanth with Holly and Kirk Ziehm; Mike Swift, Andrea Brunson and Rich Miskewicz.

the Observer

A publication by and for the employees of KSA

Publisher.....Pam Beckerman
 Editor.....Janice Ryer
 StaffApril Harrison

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KSA at Play

2000 Burkhalter Cup

Fifty-six gather for annual championship match

The first cool day of fall ushered in a great round of golf for the 2000 Burkhalter Cup Championship (a.k.a. The Atlanta Office Golf Championship). On September 16, 14 teams and 56 golfers teed off at the picturesque and challenging Stone Mountain Resort and Golf Course in Stone Mountain, Georgia. Everyone had a great time.

Mike Gregory's team won the event with a net score of 53 — 19 under par. Pretty good for four golfers supposed to shoot in the 100's. We understand the score has been challenged in the Florida courts and is being manually recounted. Results:

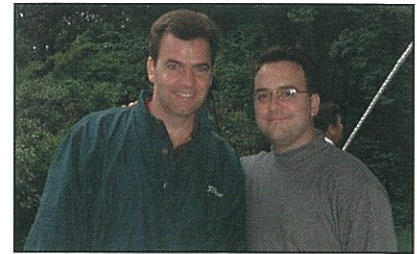


Team	Gross Score	Net Score
1st Mike Gregory, Jeff Joseph (Disney), Joe Kiley (Disney) Andrew Wexler (Derivion)	.71	.53
2nd Mike Schoon, Geoff Smith, Bill Sussman, Jessica Wilkerson	.66	.56
3rd Wayne Chodkowski (friend of Butch), Butch Price, John Dodd (Kimberly-Clark), David Rogers	.62	.56
4th John Champion, Joe Governale (SAP) Ken Phair (Lockheed Martin), Thom Dickson	.61	.57
5th Lisandro Sagastume, Gary Wood (Aramark), Rod West Chris Merritt	.68	.59

Bob Smith won the closest-to-the-pin with an unbelievable shot that Tiger Woods would be proud of. Also, *Butch Price* beat all the KSA long hitters with a huge drive of his own on the long drive hole — a massive 365 yard cannon shot!

A great round of thanks to the organizing committee of *Scott Sangrey, Mike Gregory, Bob Smith, Debi Hamrick* and *Mark Chandler*.

PHOTO ABOVE: Jeff Joseph—Disney Direct Marketing, Sr. Manager, Outbound Operations; Mike Gregory; Andrew Wexler—Derivion, Strategic Alliances; Joe Kiley—Disney Direct Marketing, Sr. Manager of Facilities.



The New York Plcnic, held in early fall, drew lots of folks from the office and beyond. From top to bottom and left to right, Paul Nolan, Tom Kirk; Hosts: Linda & Tom Ortwein; Matt Katz, Mariel and Jeff Stiely, Sheryl and Emma Katz; Brooke Bridges, Judy Parker, Mitch Kates (background), Junko and David Saber; Tom and Adele Kirk and Gavin.

United Way Campaign successful in Atlanta
Pledges total more than \$47,000!
Thanks for your response to the needs of the community.