

# The **Observer** online

Spring 2001

## Cover Story I

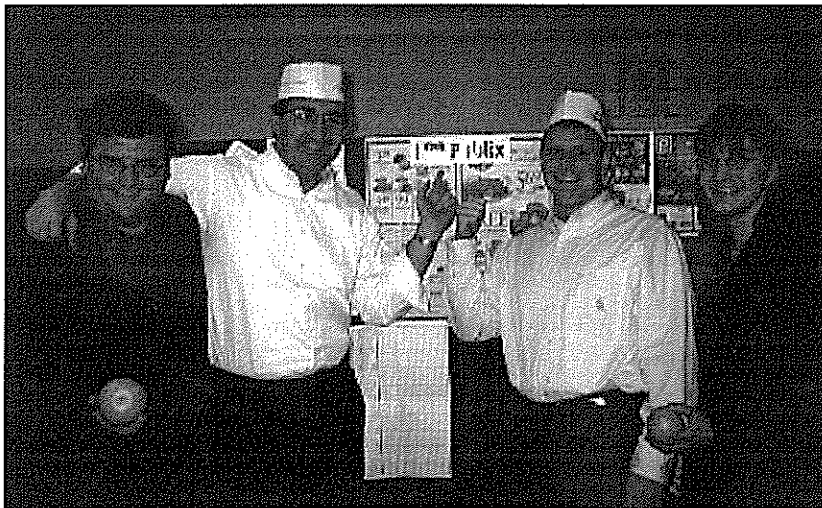
# Countdown to a competitive supply chain

By Kim Cristea

*The crew is focused on improving planning, forecasting, and replenishment in five major areas at Publix.*

10...9...8...7...6...5...KSA, we have a problem. The rapid expansion of Wal-Mart is causing grocery retailers to evaluate their operations to ensure they remain competitive. KSA and Publix, a large grocery retailer, have partnered to continue to develop and launch strategic initiatives. Publix is a privately owned, \$15-billion company, with 650 grocery stores located throughout Florida, Georgia, North Carolina, and Alabama.

In preparation for the launch, I joined an impressive crew of KSAers, which included Rich Miskewicz, Glenn Hershey, Clay Parnell, Ken Walker, Mark Chandler, Rod West, John Jantson, Dan Ulicny, and Nick Griffith in mid-January. The project officially kicked off at the beginning of 2001, and is scheduled to continue until the end of April. The team will spend four months examining Publix's current operations. Publix's supply chain is divided into five major areas: manufacturing, category management, logistics, distribution and retail.



John Jantson, Mark Chandler, Dan Ulicny and Kim Cristea on tour at one of Publix's eight warehouses.

The crew is focused on improving planning, forecasting, and replenishment in each of these areas.

Publix has its own dairy, meat, deli, and bakery manufacturing plants. Mark, with some help from Sergio Cruz and Jeffrey Sauls, focused part of his efforts on mastering the manufacturing operations and understanding how product is sent to the stores and warehouses. Mark was able to convince some members of the crew that he had mastered the art of milking a

cow during one of his plant tours. (He is, after all, a graduate of Texas A&M.) Later, he informed a few of us that Publix doesn't own any livestock.

Even though Mark did not get up-close and personal with any cows, he was able to get a taste of the bakery. During one of the tours, a Publix employee insisted Mark and I taste hot muffins that came straight off the cooling rack. We like to think we helped provide instant inventory reduction.

Although Mark and I may have thought taste tests at the bakery was the best way to gauge the quality of an existing supply chain, Ken, Rod, and Dan had other ideas on how to evaluate the system. **By touring seven warehouses throughout Florida and Georgia, they were able to gain an understanding of Publix's transportation network and warehousing operations.** I guess Florida was getting a bit too hot for these guys; they were all very eager to throw on their winter coats and tour the frozen food DC. **Publix has a total of eight warehouses** that distribute produce, frozen foods, dairy, boxed meat, general merchandise, and dry groceries to all 649 stores. **Optimizing this network and reducing inventory are major opportunities being investigated.**

While some of the crew were "freezing" in the warehouse, Mark and I explored Publix's **retail operations** with the help of [Pat Fitzpatrick](#) and [Dennis Blankenship](#). **All areas of the store — including the bakery, deli, meat, grocery, and produce departments — were explored** while visiting ten stores located throughout the Atlanta, Miami, Jacksonville, and Lakeland divisions. Luckily, the stores greeted us with the same enthusiasm as the bakery plant, and we were able to get a free taste of the deli at most stores. **Some of us were up at 3 a.m., visiting competitors' stores to gain first-hand knowledge of their receiving and night-stocking practices.**

While most of the team was touring, **John and Glenn worked with Publix' Category Management and Logistics teams to gain a complete view of product procurement, promotion planning and buying initiatives.** Their work allowed the team to have visibility to and understand Publix's forecasting and replenishment initiatives. In addition, John took a role in challenging the team to "find the money." Money-man John was quick to establish quotas for each of us.

To fully ingrate the supply chain and to find the most savings, **the crew meets in cross-functional workshops to collaborate on how change and optimization can impact each segment of the chain.** Rich, Glenn, Ken, and Clay help guide the crew by bringing their expertise on past launches to the table. The crew is participating in three summit meetings to brainstorm opportunities and discuss data gathering. **These meetings are pretty intense,** but the experts usually manage to spice things up by sharing their past experiences. Who would have known Glenn Hershey used to work in a meat factory in Pennsylvania and Rich used to stock grocery shelves?

*Some of us were up at 3 a.m., visiting competitors' stores to gain first-hand knowledge of their receiving and night-stocking practices.*



To help ensure a successful launch, Nick and I are working on gathering and analyzing benchmarks and best practices. I am **developing a comprehensive database of grocery benchmarks for the manufacturing, distribution, and retail operations**. Nick is concentrating on **developing the CPFR model for the grocery industry**. This model can be applied to all projects going forward.

With all the hard work, the KSA crew has been able to make time to experience local amenities and attractions while preparing for the launch. The team has already enjoyed dinners at Disney World and outings at other local establishments. These excursions keep the project full of fun and excitement. The crew's enthusiasm and leading thoughts provide all indications the project is guaranteed to be a great success. What better way to prepare for a launch than by watching the blast off of the space shuttle Atlantis in early February? 4...3...2...1...Liftoff!

## Cover Story II

# KSA helps Sears launch a supply chain for the new millennium

By Pat Bolduc

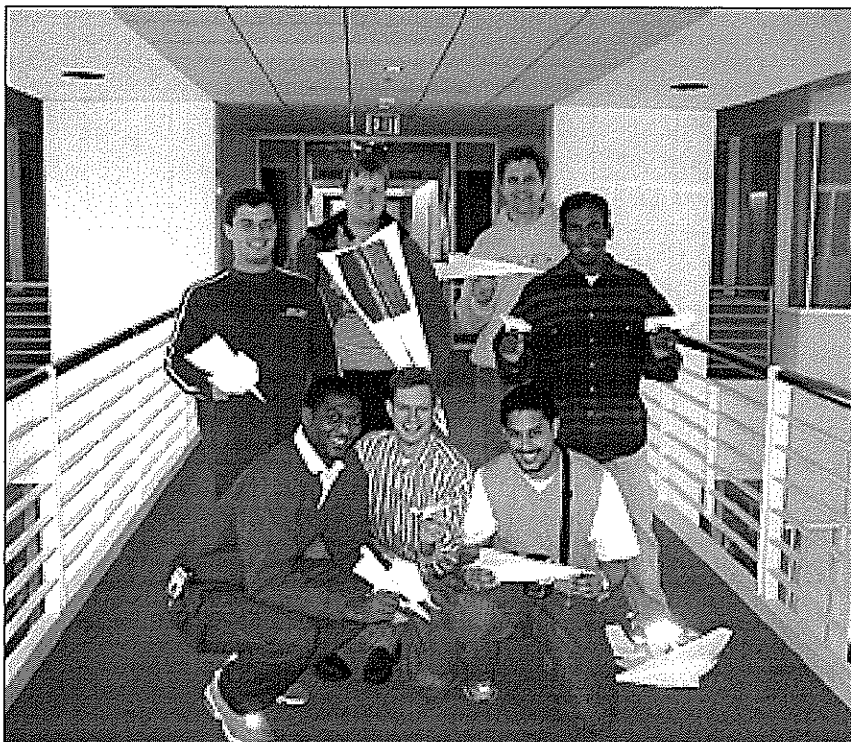
On November 20, 2000, Sears, assisted by KSA, successfully launched its last major milestone of a 2000 initiative to dramatically overhaul its softgoods supply chain, which includes apparel, accessories, and footwear.

This involved the **redesign of processes and implementation of new tools** that integrate brand development, merchandise planning, sourcing, and import tracking functions. The combination of streamlined processes and systems enables Sears to **more rapidly bring products to market** and more efficiently **source them directly from import vendors located around the globe.**

This accelerated effort was completed in **under nine months** and included the redesign of Sears' current processes with the objective of improving integration and efficiency. Additionally, the rapid deployment of a **new import tracking system** and an upgrade of the **current merchandise-planning tool** proved extremely valuable. QRS's RockBlocks System was implemented to perform **international ordering and import tracking**, dramatically increasing Sears' **visibility of product** moving through its global supply chain. i2's Makoro system was re-implemented to support the **redesigned merchandise planning processes**, allowing Sears to **improve coordination and standardization** of its planning processes with **significantly improved planning accuracy.**

"KSA's retail industry, process design, and system implementation expertise were invaluable in helping us rapidly and successfully position these initiatives in the Sears organization," states Jim Clifford, President and COO of Sears' full-line stores. "As a result of the team's concerted efforts, we are currently seeing benefits in the

*Through this fast-track effort, the venerable retailer has accomplished more in nine months than many organizations are able to achieve over several years.*



Pat Bolduc, Brooks Kitchel, Paul Schottmiller, Girisha Chandraraj, Chris Williams, Chuck Kaste, Jason Franklin, and Ken Coons (photographer) prepare to "LAUNCH" during go-live weekend at Sears in Chicago.

**A team of 30+ KSA consultants used incredible teamwork to ensure that a change this significant stayed on schedule and was ultimately successful.**

sourcing process for our spring 2001 season, and are also beginning to witness improvements for fall 2001 in the brand development and merchandise planning processes.”

Jerry Miller, Sears’ CIO, states, “The team of Sears, KSA, and QRS worked effectively to rapidly integrate new technologies with our core internal systems and third-party business partners. **This marks a critical step in moving Sears toward a technology-based global integration of the sourcing supply chain.**”

This was an **extremely ambitious initiative** for Sears, and through this fast-track effort, the venerable retailer has accomplished more in nine months than many organizations are able to achieve over several years. The level of integration Sears has implemented from product design through delivery to the United States is world-class.

A team of 30 + KSA consultants from across the Merchandising, IT, and Strategy service areas used incredible teamwork, supplemented by many individual acts of heroism, to ensure that a change this significant **stayed on schedule** and was **ultimately successful**. Team members included: Shawn Ashworth, Dan Baird, David Birdsall, Pat Bolduc, Peter Brown, Girisha Chandraraj, Ken Coons, Bob Copeland, Chuck Easley, Genevieve Eisner, Michelle Fong, Jason Franklin, Brian Franks, Chuck Kaste, Robert Kaufman, Kathy Keeley, Brooks Kitchel, Ingmar Kraak, Erik Lavallo, Phillis Lin, Rick McCormick, Brad Morrison, Randi Nolan, Butch Price, Davis Sauls, Paul Schottmiller, Caitlin Scorpio, Jan Smith, Ben Strupp, Tim Walter, Greg Wells, and Chris Williams.

Based on this successful implementation at Sears and continuing KSA’s reputation for doing outstanding work at Sears, KSA **secured two significant follow-on opportunities** for Sears (underway in ’01), and **contributed as a key catalyst to other multi-million dollar sales at Talbots, Payless, and Carrefour.**

**The Observer online**  
Spring 2001

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# From the Chairman

by Peter Brown

Recently, I had the opportunity to attend a meeting of leaders of many of the world's larger consultancies. **One speaker, who leads a competitor firm, defined a consulting firm as "a coordinated collection of people who know how to do something."** At the time, this struck me as odd, so I wrote it down and have since come back to reflect on it several times.

Perhaps consultancies get to a size (this speaker's firm is over ten times KSA's size) where that's all they can aspire to. If they can just keep things coordinated and do something, they feel they have done enough.

**I have always thought of KSA as a group of very special people who share a set of values.** Yes, we have deep industry knowledge and certainly know how to do several things better than any other organization in the world. However, **it is the values and core beliefs that bond us and make KSA more than just another job.**

Our core value "client's interests first, always" sets the tone for much of what we do as a firm. As Stig Kry, a former leader of KSA once said at a staff conference, **"We are blessed to be in a business where doing what's right for our customer is right for our firm as well."** That's not the case in all businesses, and it isn't the way many firms make decisions — just the great firms.

We encourage all of you to pause occasionally and ask yourselves — Are we putting our client's interests first in the way we help those clients confront real issues in their businesses, in formulating solutions, in prioritizing our tasks of delivering results for clients?

After all, **core beliefs aren't something you just post on the office wall, print in brochures or write about in the KSA Observer — they are what we do every day.**

*Core beliefs  
aren't something  
you just post on  
the office wall...*



# Appleseed's Expands Fulfillment Capabilities

By Noam Paransky

*Appleseed's recognized its need for guidance regarding the long-term expansion of its fulfillment capabilities.*

In a recent United Parcel Service (UPS) television advertisement, a half-dozen dot-comers are hunched over a computer screen. They are going "live," we learn, and they are **breathlessly awaiting their first orders**. Slowly, the first couple of orders process...then one hundred orders...then five thousand orders. Within five seconds they receive over one hundred-thousand orders. The group turns pale as one of them turns to the rest of the group and says what the rest are thinking: "**How are we going to handle all these orders?**"

While this advertisement may be a humorous exaggeration, **many of our clients face this problem in varying degrees**. Some of them need guidance on how to handle increased and hard-to-forecast demand that is driven through their new E-commerce sales channel, and some need guidance on how to control fulfillment costs and execution as their businesses grow. Some even face impending disaster similar to the UPS advertisement, even if they are not a new dot-com. **These clients are serviced by our Fulfillment Services group.**



L to R: Sean Ryan's fiancé, Jessica Romano; Vikas Chinnan; Sean Ryan; Colleen McGraw; Dan Head; Josh Benton; Ray Gravelle (Appleseed's); Ralph Wear

Last summer, Chris Davis, Chris Merritt, and Peter Brown made a sales call to Appleseed's, a **catalog retailer of mature women's apparel**. Appleseed's had enjoyed several years of double-digit growth and recognized its need for guidance regarding the long-term expansion of its fulfillment capabilities. KSA's team met with Appleseed's executive team and submitted a **proposal to conduct a strategy, design, and implementation of logistics; and also systems implementation**. The proposal sold and a project team was assembled. In a follow-up conversation, Appleseed's management expressed a need for **short-term assistance/productivity improvement**. Chris Davis and Ralph Wear were dispatched at the end of

August to Appleseed's Beverly, Mass. distribution center to get an idea of the potential short-term improvement opportunities.

They found a **VERY crowded distribution center (30% above inventory capacity)** that was almost in a physical state of gridlock. In addition, Appleseed's was suffering the effects of a **less-than-successful systems implementation**. Chris and Ralph immediately gathered the necessary resources to avert the impending fulfillment disaster. This short-term improvement project was then a **race to build fulfillment capabilities sufficient to handle the approaching Christmas peak**. I was the first staff consultant to join the project, and I began looking at the **warehouse management system**. Then Vikas Chinnan and Amy Burns joined the project to look for **additional short-term space**, examining both OAO (owned and operated) and 3PL (Third-Party Logistics) options. Due to lower capital requirements, Appleseed's chose to use a 3PL.

At the end of September, Colleen McGraw and Steven Osburn joined the project to **analyze inbound operations**. Scott Sangrey also provided two weeks' assistance. In October, Ben Strupp joined the project to analyze Appleseed's **inventory integrity**. Sean Ryan, who joined the Appleseed's team to work on the original strategy project, was immediately pulled into **shoring up the Inventory Control department**. Josh Benton assisted with **outbound operations**. To assist with **on-going system improvements and connectivity with the 3PL**, Edwin Lager commuted weekly on the red-eye from Manhattan Beach, California. We were also visited by candidate Dan Head, who accepted his offer and joined us the first week of December out of the U.S. Army. Dan focused on **outbound improvements and facility attendance reporting**.

In addition to the team's analysis and implementation responsibilities, Appleseed's was **extremely short-handed** in its distribution management ranks. This **required KSA consultants**, in some instances, **to act as floor managers in a two-shift facility**. This dual responsibility created a lot of work and long hours.

With KSA's evolving Life Balance Solutions, project managers Chris and Ralph had several options available to attempt to maintain the **project members' quality of life**. One option they chose (slightly adapted) was to offer **compensation time** for all hours worked above 55 hours/week vs. the standard Life Balance above 60 hours/week. This allowed team members to take some long weekends as the pace and demands of the project began to wear down some of us. In addition, **split shift hours (8:30 a.m. to 8:30 p.m.) were created** so that consultants could offer equal assistance to all members of the Appleseed's staff while still maintaining reasonable working hours. The project team also enjoyed **mid-week get-togethers**. Activities included **bowling** (standard and CandlePin), an outing to the **Dave Matthews concert** at the Fleet Center, **a few poker nights**, and **numerous team dinners**.

*The team enjoyed mid-week get-togethers that included bowling, a concert, a few poker nights, and numerous team dinners.*



***These improvements allowed Appleseed's to handle its Christmas peak within a reasonable performance level.***

By project's end, two team members had asked their significant others to **marry** them, four had taken **vacations abroad** (the Middle East, India, Indonesia, and the Caribbean), and \$93 had been **lost in poker** to project principal Chris Merritt. "Sure, Chris, we're really that bad at poker."

As Christmas approached, the project team **increased daily receipts** from 7,400 units/day to 18,400/day (limited by available material to receive), **increased average daily shipments** from 6,200/day to 12,900/day, and **integrated an additional 80,000 square-feet of fulfillment space**. Over the life of the project, these improvements translated into an additional 161,795 shipments, which **resulted in a \$1.3 million increase in EBITDA** (earnings before interest, taxes, depreciation, and amortization), and **allowed Appleseed's to handle its Christmas peak within a reasonable performance level**.

This project highlighted the importance of **listening to a client's needs** and applying KSA's years of experience **to provide value to a client in ways that may not have been originally planned**. It was also a great example of how a large and diverse project team can provide tremendous value to a client in a **short amount of time**, while still allowing a **balanced lifestyle** for team members.

## **Milestones**

Marilyn Wilson & Mark Plaumann on the adoption of a daughter, Margaux Wilson-Plauman, November 27.

John Olinger and Marla Johnson, married December 2.

Rohit and Iccha Manghnani, married December 3.

Lucy Gill and Mark Britten-Jones on the birth of a daughter, Ella, December 9.

Raj and Anu Jilla on the birth of a son, Sidhartha, December 11.

Tracy and Michael Fulmer on the birth of a daughter, Cassidy Rose, December 12.

Rick and Tracy Sanqui on the birth of a daughter, Cossette, December 19.

Philip and Jill Michel on the birth of a son, James Philip Henry, December 22.

Jim and Mary Kay Berarducci on the birth of a son, Vincenzo Carman, December 28.

Daisy Alexander and Dini Kurien, married January 6.

Karen and Tony Scholz on the birth of a son, Quintin Tyler, January 7.

Arvind and Seema Kumar, married January 14.

Monika and Ashis Guha on the birth of a son, Avi, January 23.

Jerry and Brooke Darby on the birth of a son, Ethan James, January 24.

Scott & Heidi Vifquain on the birth of a son, Samuel, January 24.

Judith and Neil Banwell on the birth of a daughter, Rachel Elizabeth, January 25.

Richard and Dearling Bacak on the birth of a son, Devon Joseph, February 16.

# Transtech provides range of IT implementation services to KSA's core industries

By Tom Welsh

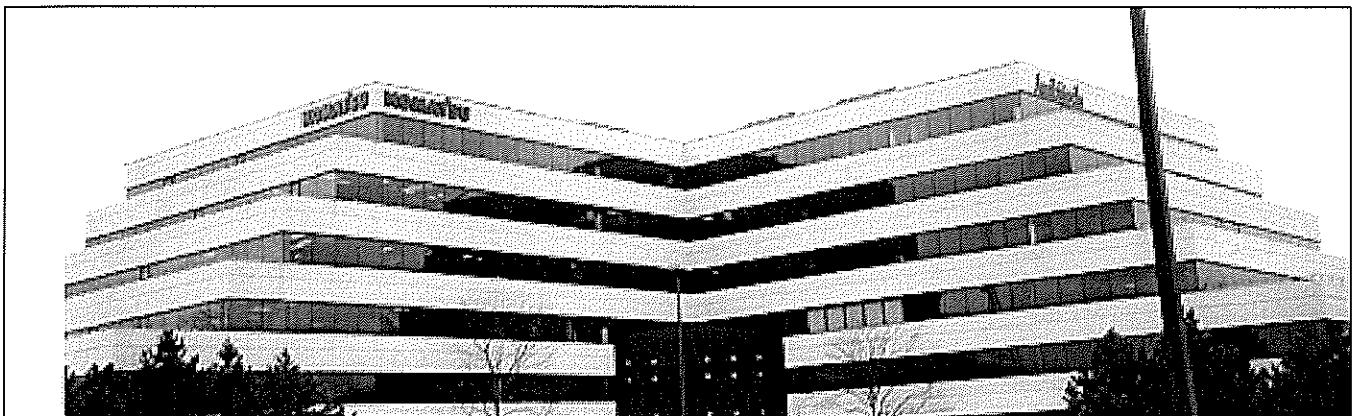
TransTech, Inc. is a leading Information Technology (IT) and E-business solutions provider that offers a full range of IT consulting and systems deployment services. Located in the western Chicago suburb of Downers Grove, TransTech has been in operation eleven years.

Today, TransTech has a solid mid-market client base including several of the Fortune 2000, and is a major player in the most exciting segments of the IT services arena. TransTech's consultants are highly skilled professionals averaging five or more years of experience in emerging technology architectures, web-based tools, and applications. Clients include Microsoft, Sears, Kraft, Southwestern Bell, Oracle, Clear Communications, Motorola, the University of Wisconsin, Discover, General Electric, First Health, YesMail, Inktomi, and Grainger.

TransTech was started in one of the founder's homes, mostly funded with \$45,000 in credit card debt from 14 different companies. In its beginnings, TransTech was one of the first all-client server companies in Chicago. Over its eleven-year history, TransTech grew from a small staff augmentation company to a provider of a full range of project-based work in E-business and ERP solutions. One of the keys to success was focusing on contemporary technologies and solutions and working in areas where the knowledge is easily transferable to other applications. For example, consultants who are trained on Oracle can apply that knowledge to Microsoft-based technologies and other solutions.

The company's growth really occurred in the mid to late '90s, when the Internet began to take off. At one point, TransTech was recognized as an INC 500 fastest-

*In its beginnings, TransTech was one of the first all-client server companies in Chicago.*



*In November 2000, KSA acquired TransTech because of the company's strengths in the development of Internet-based applications and enterprise solutions.*

growing company for achieving over 100 percent growth two years in a row. TransTech also began to take on more high profile clients and projects, including one where **Bill Gates** visited a project team that included TransTech and Microsoft consultants and presented them an award for a job well done.

In November 1999, Mike Glynn joined TransTech as President and CEO, with more than twenty-five years of experience at companies such as EDS, A.T. Kearney, and Price Waterhouse. Throughout his career, Glynn has made it a point to constantly renew his personal capabilities and help his clients deal with change in the fast moving world of Information Technology consulting. **He and the owners felt having some kind of relationship with a management consulting company was important to help take the company to the next level.**

**In November 2000, Kurt Salmon Associates (KSA) acquired TransTech because of the company's strengths** in the development of Internet-based applications and enterprise solutions. One of the key selling points was that TransTech provides a complete range of Information Technology implementation services to KSA's core industries as well as E-business or Hi-tech, Telecommunications, Manufacturing, and Financial Services. **The combination expands KSA's position** as the world's largest full-service consulting firm to retail and consumer products suppliers, as well as health care providers and suppliers.

Immediately after the acquisition, Clay Parnell and most of KSA's Chicago office hosted an all-employee meeting to give TransTech employees an opportunity to meet some KSAers.

**TransTech and KSA have already had some early successes** with assignments at Sears, i2, Jones Apparel, and The Thread. Ed Ross has transferred to TransTech as a member of the management team and is acting as the focal point to ensure that requests from one organization to the other are getting to the correct people and that our combined sales efforts are effective.

Currently, TransTech is a Microsoft Certified Solutions Partner, an Oracle Alliance Partner, and an Oracle Technical Solutions Partner; in addition, it works with PeopleSoft applications. Many of its consultants have received professional certifications in one or more technologies and most have experience in planning, design, and the implementation of a variety of Information Technology solutions. **The combination of KSA's consulting expertise** in E-commerce, operations improvement, logistics, strategy and marketing, merchandising, and supply chain management **with TransTech's Information Technology implementation expertise allows both firms to provide complete Information Technology solutions from strategy to system implementation.**

# KSA and Space Diagnostics consultants gather for first all-hands facilities meeting

by Tom DeChant

Despite glowing promises of sunny Denver skies and glorious Front Range views, the reality of a thick gray overcast in no way dimmed the enthusiasm of participants in the first all-hands meeting of the Facility Practice within KSA's newly merged Health Care Consulting Group.

The gang of 19 facility folks kicked off the session with an informal "getting to know you" dinner Wednesday night, February 7th. After an overnight in the historic Brown Palace in downtown Denver (an architectural gem to us facility-types), the troops headed out early Thursday morning for a tour of the just-opened **Anschutz Center for Advanced Medicine and Cancer Center at the University of Colorado Health Science Center's** new campus. This ambulatory care complex is the first step in a phased replacement of the downtown UCHSC campus to the 46 acre former Fitzsimons Army Base in the eastern suburb of Aurora. Space Diagnostics completed the functional and space programs for this complex in January 1999. **UCHSC and its hospital are long-standing clients of both Hamilton HMC and Space Diagnostics**, and additional work is currently in process, under the direction of Dave Ping, to explore the feasibility of moving the Denver VA Medical Center to this new site.

Back at the Brown Palace, the group reassembled for a day of stimulation, discovery and sharing that started with a 2001 Space Odyssey discussion led by the

group's new National Director, Meredith Spear. **After exploring cutting-edge spaces and reformulating old architectural dictums** (like "form now equals function and no longer follows it"), **the morning was rounded out by three presentations on relevant topics.** Craig Acosta brought all up to speed on KSA's professional development program while Scot Latimer identified areas of unmet business opportunity and how the group might recruit to serve these emerging client needs. Finally, I reviewed progress to date on KSA's new Web site and explored how the facilities group wants to position itself in both electronic and print media.



**Lunch was enlivened by a guest speaker** from C. B. Richard Ellis — a real estate management firm that aggressively pursues the health care facilities market. Harry Jewett, Director of C.B.R.E.'s Corporate Advisory Group on health care, shared his perspective on the range of services health care facilities require, and how we might jointly provide them.

**Learning how we do business was the focus of the early afternoon**, with case studies of specific projects, tools, and methodologies presented by six different consultants, coordinated by Archie Aamoth. From software tools like SpaceDx Programmer to the One-Week Master plan, **this sharing of best practices provided a great opportunity for learning** and generated fodder for an excellent discussion of potential improvements to our products and methods. **The afternoon ended on a passionate call for marketing excellence** by Chuck Killian and Dave Ping, followed by escapes to DIA or the ski slopes.

## **KSA's Web site gets a facelift**

by Katherine Lackovic

By 2005, more than one billion people — over half from outside of the United States — will have Internet access. Now more than ever, KSA must maintain a global Internet strategy to reinforce our competitive global positioning and exhibit our deep industry knowledge and broad range of services worldwide.

Developing and managing a Web site is a continuous project. With backing from KSA's managing directors, the Web development team plans to construct and maintain architecture to support the firm's current endeavors and future opportunities. **The refurbished kurtsalmon.com will debut in September, 2001**, and will be designed to **complement KSA's new corporate visual brand identity**.

**The Web development team will support KSA's goal to attract and communicate with target and current clients and recruits through a commitment to the four I's:**

1) **INNOVATIVE**: The site will employ advanced technology to demonstrate KSA's competitive global positioning. It will address **foreign language translation and implement search engines, databases, Macromedia Flash, and other technologies** to exemplify KSA's expertise and comfort within the digital world.

2) **INFORMATIVE**: Browsers' main objective is to access information. The key to drawing new and repeat visitors to the site is to consistently offer updated and clear information about our services, locations, thought leadership, and recruiting practices. Our library currently holds more than 200 publications and articles. **Highlighting fresh content and notifying registered subscribers via e-mail will help ensure frequent communication with our target audience.**

*Developing and maintaining a Web site is a continuous project.*

3) **INTRIGUING:** The new site's unique style and design will captivate browsers and encourage repeat visits. **Fresh content and interesting graphics will ensure multiple page views.** For example, we will elaborate on "consultant life," the most frequently requested recruiting information, by introducing a section to highlight a group project that describes consultant roles, responsibilities, and lessons learned.

4) **INTERACTIVE:** Technology encourages viewers to take an active role in the Internet experience. **Distinctive tools such as topical charts and pop-up questionnaires,** which allow browsers to instantly participate and retrieve results, **will be added to the site to encourage interactivity.** The revamped site will also introduce a **password-protected client site,** and an **alumni section** for former and current KSAers to communicate.

### **A GLOBAL INITIATIVE**

To ensure a truly global site representative of KSA's services and expertise, we have organized a worldwide task force to confirm all content prior to upload.

- | Doug Way, CPD, Americas
- | David Whelan, Health Care Practice, Americas
- | Britton Russell, Asia-Pacific
- | Caroline Baker, Europe
- | Loraine Laurino, Infrastructure

### **MEET OUR DAY-TO-DAY WEB MANAGEMENT TEAM**

#### **Cara SaoBento**

Cara is a primary player in this re-launch effort. She supervised the implementation and maintenance of our current Web site and is responsible for directing the ongoing development of KSA's global corporate Web strategy. She is also responsible for ensuring KSA's brand identity is integrated into the new site design.

#### **Julie Sherman**

Recently promoted to Global Web Master after demonstrating her passion for and knowledge of the Internet, Julie was instrumental to the implementation and maintenance of our current Web site. She will continue in her active role supervising, coordinating, and maintaining all KSA Internet communication for the new site.

#### **Brandi Fritz**

Brandi will be responsible for coordinating content related to the health care practice's events, press, and publications for the new site. She will also serve as the Web point person for the health care service functional coordinators to ensure all content is updated.

**K.C. McDonnell**

Entering her second year at KSA, K.C. will support the Global Web Master and manage the CPD Web coordinators from the IT and Strategy practices. She will also coordinate content for the recruiting Careers section and keep on top of KSA's current strategic alliances.

**SHARE WITH US**

Many of you have expressed interest in the new site. Your comments are encouraged and appreciated. The success of the re-launch is contingent upon your assistance, so please feel free to e-mail Julie at [jusherm@kurtsalmon.com](mailto:jusherm@kurtsalmon.com) with any suggestions. She also welcomes any topical information from your industries, such as calendar events, news articles, favorite industry Web sites, and other miscellaneous contributions that may benefit this project.

Look for future updates on the status of this exciting initiative in the Communications Department's monthly Marketing Communiqué.

# Journey to the Middle East

*"You can always tell an American by his white tennis shoes."*

— quote from an Arab I met while traveling

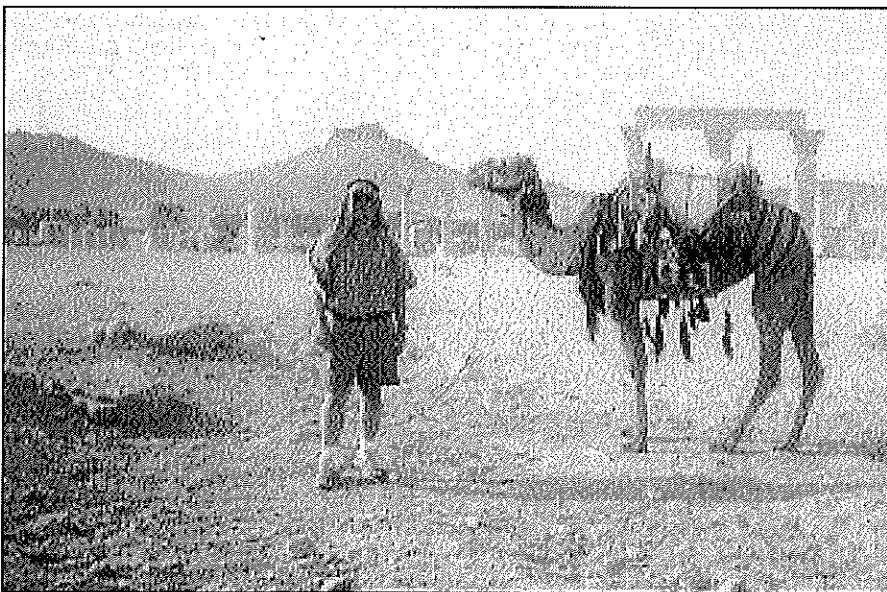
By Chris Davis

Last October, I asked for and received a month off from KSA in order to pursue a dream — a backpacking trip to the Middle East. **I started my journey shortly after a new round of violence began in Israel and Occupied Palestine**, so it was a very interesting trip, to say the least. Because phone calls were expensive, and e-mail was cheap, I communicated with friends and family during that time using the latter. The flavor of the trip is captured in those emails, and I have been asked to share them with you.

## ISTANBUL

Hello from Turkey!

I made it here safe and sound and everything is going very well. I found a nice hostel (with a shower) centrally located within the historic district of Istanbul (called Sultanahmet). It is a fantastic area with old Byzantine churches, mosques, some churches that were converted to mosques when the Turks captured Constantinople (old Istanbul), plazas, statues, etc. **Istanbul is a surprisingly modern city and its people are very cosmopolitan**, but, it still has traces of the third world. This city is also more English than it is Turkish and the "feeling" of Islam is not very strong here. Everyone speaks English and it appears that there are more white-skinned Americans here than Turkish natives — which makes it difficult to meet anyone interesting.



The American in the Desert. Notice the white tennis shoes.

**The neatest thing about Istanbul is its five-time-daily call to prayers.** Loudspeakers top the more than 1000 mosques in this city and one of these loudspeakers sits right over my hotel. The first call to prayer is at 6:00 a.m., so there is no need for a wake-up call from the front desk!

**For Midnight Express fans, my hotel is right next to the prison where the American was held and the movie was filmed.** However, it is no longer a prison. The Four Seasons Hotel bought the



prison a number of years ago and it is now the best hotel in Sultanahmet. The courtyard where the prisoners gathered each day is still a courtyard, but is now contains manicured landscaping and a restaurant. Modern capitalism at its finest!

**The worst thing about Istanbul is the carpet salesmen, who continually harass the tourists.** I did my best to ignore them, but they still followed me for a half a block or more, trying to lure me into their stores. When I asked one why so many carpet salesmen were bothering me, he replied that I look like an American! Imagine that.

## JORDAN

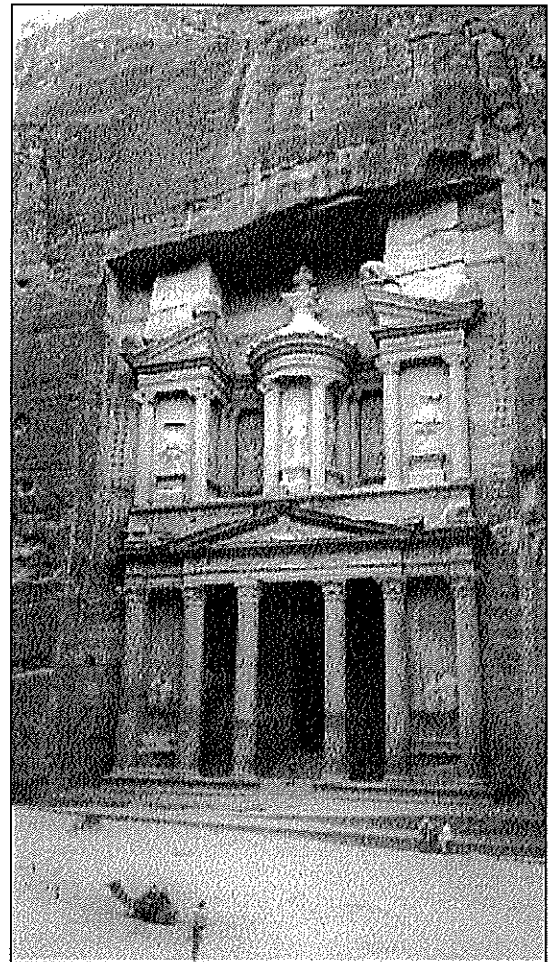
I am in Jordan, and I feel like I've stepped back into civilization!

I spent the last eight days in Syria and had a FANTASTIC time! Syria truly is a third world country compared to Amman, Jordan. (The first thing I did in Amman was go to McDonald's!) I spent a few more days in Syria than planned because I will not be going to all the places in Israel that I would have liked. **The fighting is still contained to the West Bank** (as far as I can tell) and I had planned to spend a couple of days there. So, instead, I visited **Palmyra** (old Tadmor in the Bible) **and the famous castles of the Crusaders.**

I want to assure you that **there is no violence or aggression where I have been** (even though I have been as close as a few miles from Iraq and the Golan Heights). However, **CNN would have you believe otherwise.** They are calling this the "Crisis in the Middle East." However, it is contained to a very limited area and the press is blowing it a bit out of proportion. It would be like calling the riots over the WTO in Seattle earlier this year the "Crisis in America"! It makes for good viewing.

The reception I have received has been overwhelming. **The Syrians are the kindest, most friendly people I have met.** For example, last night, I was playing cards with a member of the Hezbollah in a 600-year old Byzantine house that had been converted to a restaurant/shop (this was in Bosra, Syria). When the news that an Israeli general had been captured by Hezbollah came over the radio, he did a little dance of happiness and stated that Israel will now pay for its years of aggression, while pointing a finger at me (meaning Israel and America will pay). Then, in the next moment, he dealt me my hand, offered me some tea, and the game continued! We left as *habbib* (good friends).

I will spend a couple of days here in Jordan seeing Amman and



The Treasury at Petra, Jordan. Remember this from *Indiana Jones*?

Petra. (Petra is considered one of the modern-day wonders of the world. Look for it in the very last scene of Indiana Jones 3 where he enters a temple to find the holy grail.)

It looks like I will be going into Israel on Friday (but I will not go to the West Bank towns). I understand the border is still open and Jerusalem is “no problem” (think Arabic accent when reading this).

## **JERUSALEM**

I am finally in the holiest of cities — the last leg of my trip. **I made it across the Jordan/Israeli border just fine** and found my hostel in the Old City of Jerusalem. I have since been wandering the narrow streets of Old Jerusalem and Mt. Zion, visiting all the tourist sites, all of which have to do with Christ. However, **I cannot get into the Mother of all Sites — the Temple Mount, or Haram Ash-Sharif, because it is closed for security reasons** to any non-Muslim and to any Muslim under 40 years of age.

**Jerusalem is a fascinating town and still follows the city layout that existed in Roman times.** However, the city has changed a great deal since the time of Christ. In every imaginable place where Jesus might have stepped foot, a church has been erected. The hillside where he was crucified and buried is now a church, originally built by Constantine and destroyed and rebuilt many times since. The hillside was leveled and the tomb excavated, so now, in the rebuilt church, there is a simple

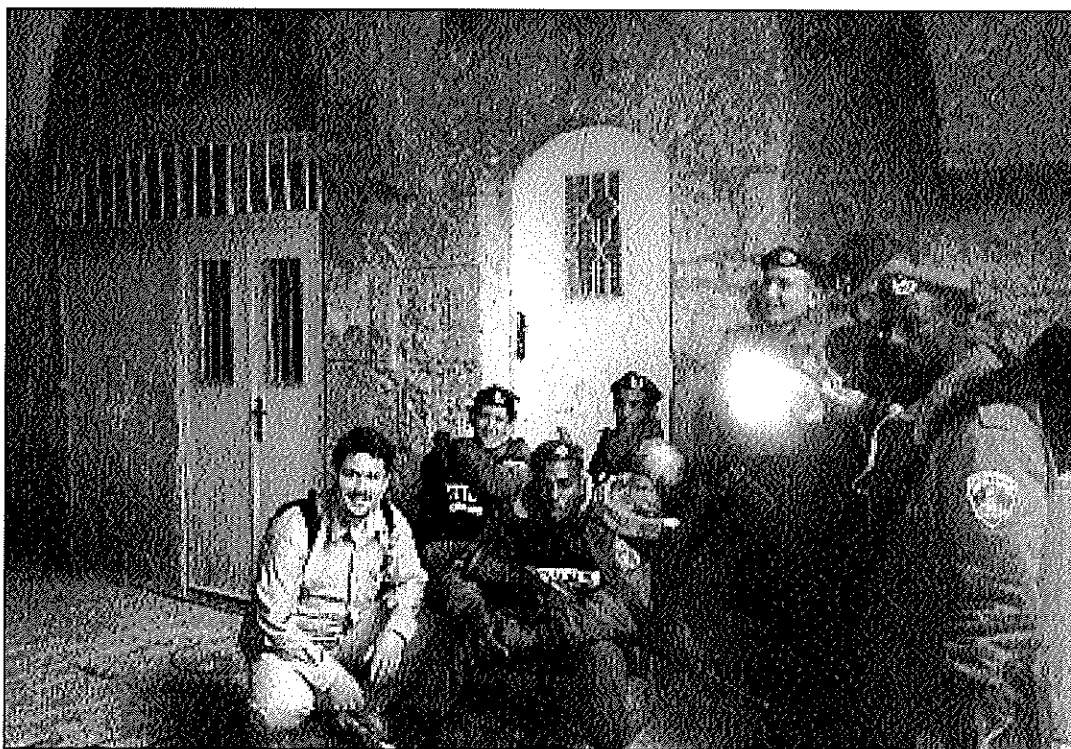


Jerusalem from the rooftops

shrine over the place of the tomb and a silver disk marks the spot where the cross stood. It is very hard to imagine that any world-altering event happened there, although they did leave the rock that supposedly fractured from an earthquake during the Crucifixion. Add to that a plethora of instructive plaques, mood lighting, video shows, and 3-D holograms, and **you would have thought Walt Disney built these shrines rather than the Patriarchs** (and westernized Israelis).

But, it is nice to walk around the old city trying to picture all the history. I am enjoying my time. However, I picked the absolutely WORST time to arrive into Jerusalem. Because of the Shabbat starting at Friday sundown, I wanted to get across the border early to avoid the border closure that evening. Well, this timing allowed me to arrive at the Damascus Gate of Old Jerusalem right at noon — the deadline for the cease-fire and also the time of weekly prayer for all Muslims. The Damascus Gate is the largest entry into the old city and therefore the most volatile. Because it was Friday noon, the **Israeli police had two barricades blocking the entrance and, behind these barricades, of course, were angry Palestinians**. The Israelis only let in a certain number of folks, to limit the population in the Old City and control any violence. (The Old City is surrounded by fort walls built by the Ottomans in the 1500s.) I managed to push my way through the crowd (backpack and all) and get to the first barricade without any problem. **At the second barricade, I was stopped for a while longer trying to convince one of the Israeli policeman (with a very big AK47) to let me through**. Luckily, a CBS News cameraman was there and helped me through — the press was everywhere!

Once in the Old City, I immediately got lost. As I mentioned earlier, Old Jerusalem is a maze of small, walled streets that twist and turn every 50 feet — and most of them weren't on my 4" x 6" map. So, continuing to wander in the hope that I would accidentally run across my hostel, I **found myself at the intersection of four of these alleys. In the intersection was**



Soldiers in the streets of Jerusalem.

***Flying out of Israel was an experience! I was interrogated and searched for 3+ hours before they let me board the plane.***

yet another crowd of angry Arabs. I had no idea what they were yelling about, but a cameraman was there filming the event and his assistant was holding a boom microphone over the crowd. I thought, "These press guys are right in the middle of it, so it can't be that bad." With that confident thought, **I pulled my pack close to me and ventured into the crowd.** Once in, I noticed lines of policeman standing at the ready in each of the alleys (all except the one from which I had come) surrounding the crowd. One policeman was holding a megaphone and right as I got into the middle of the crowd I saw him bring it to his mouth. I knew what was going to happen so I started pushing my way to the other side of the crowd, in the direction of one of the alleys of police, hoping to make it to the other side and past the police before he issued his command. But, too late. He yelled something in Hebrew and **the police column to which I was running was now running at me** — batons over their heads. I hunkered down, still moving forward, and pushed my way through the police as they started to swing. They must have realized I was a tourist and left me alone. I came out on the other side unharmed. I turned around to watch — only briefly — as they moved the crowd with their batons. Running past me were press folks eager to get a shot of the action. I learned later that the intersection upon which I had stumbled was an entrance to the Haram Ash-Sharif, and the crowd was protesting the fact that they were not being let in for Friday prayer. **I also learned that the film crew was CNN and that the demonstration aired on Headline News last night. Was I on TV?**

Everything has been very quiet since then and there are no worries. Women and children walk the streets at night and I feel very safe. There are a limited number of other tourists, which has increased the solicitation of guides and shop owners all struggling for the few tourist dollars that are here. **I am also getting used to seeing 17-year-old police boys carrying machine guns** and occasionally asking to see my passport. Over the next couple of days, I will hang out in Jerusalem and take a day trip to swim in the Dead Sea and climb the Jewish fortress of Masada. Then, it is back to the States where all I have to worry about are 1-hour commutes and voting for either Gore or Bush (who, by the way, is known in these parts as the "Son of Bush.")

Postscript: **flying out of Israel was an experience!** Due to the violence, and obvious bomb threats to aircrafts, **I was interrogated and searched for 3+ hours before they let me board the plane.** (Luckily, I had arrived 4 hours early as I was asked to do.) They scanned every individual piece of clothing, wanted to see receipts, asked me about my trip, my wife, and even read parts of my journal! But the best question they asked me was:

"What company would let you take a month off to travel?"

"Simple," I said, "KSA!"

# New Officers

## JIM BERARDUCCI

Jim joined our HSD practice in 1988 and has been involved in a wide variety of engagements in a broad range of health care settings. He is very strong in two important services: Facility Planning and Strategic Planning. His combination of technical skills and breadth of industry knowledge is valued by clients.

Jim has an outstanding record of developing long-lasting relationships with major clients, including St. Joseph's Mercy Hospital, Alegen Health, the Mayo Clinic, SSM Health Care, the Henry Ford Hospital and the Methodist Health Care System. He was appointed Minneapolis Office Director in 1997, HSD Regional Director in 1998, and was selected as HSD National Director for Strategy in 2000.

Jim received his undergraduate degree from the University of Minnesota-Duluth and his graduate degree in Health Care Administration from the University of Minnesota. He has been an adjunct Professor at the University of Minnesota MHA Program for ten years.

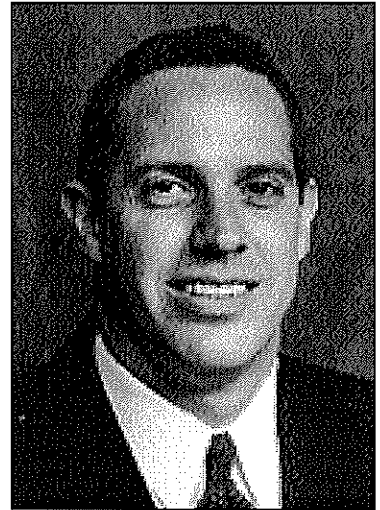
Jim is based in the Minneapolis office. He and his wife, Mary Kay, have three daughters.

## PHIL KOWALCZYK

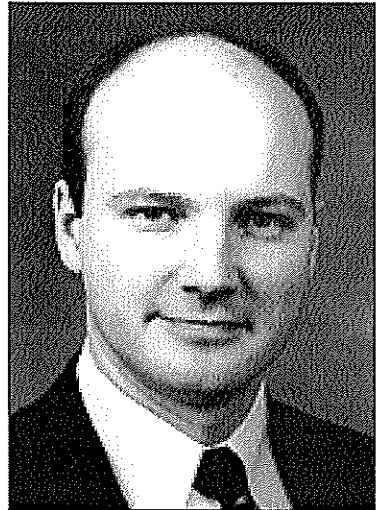
Phil joined KSA in 1987 after several years as a department store buyer and merchandiser in Lazarus Department Stores, a division of Federated. In his early years with KSA, he was active in Quick Response projects at Wal-Mart and other clients to develop thought leadership on implementation of QR concepts. He has demonstrated a strong understanding of supply chain management, business strategy, merchandising and inventory effectiveness during his career.

Phil has a broad experience base with KSA including two years in the UK. He was appointed National Director of Strategy in 1998 in North America CPD, and in early 2000 he took on the task of National Service Director of the Merchandising Group. Key clients he has served include Talbots, WHSmith USA, Federated, Brooks Bros. and British Home Stores.

Phil has been involved in numerous marketing efforts, including the



**BERARDUCCI**



**KOWALCZYK**

“Vision for the New Millennium,” “Merchandising at a Cross Roads,” and “Building the Management Team of the Future,” as well as participation in NRF Super Sessions the last two years.

Phil received his BS in Marketing and MBA in Finance/Marketing from Indiana University. He is on the Board of the Center for Retail Research and Education at Indiana University.

His enthusiasm, knowledge base, and strong sense of organization make him a sought-after resource. He lives in the Ansley park area of Atlanta.

## New Managers



**ARSOVE**

### **PRISCILLA ARSOVE**

Priscilla has been with the Madison Office of KSA (formerly Space Diagnostics) for three years, and has played an active role in strategic facility planning and space programming engagements. A major focus has been ambulatory care planning for academic medical centers and recent clients have included the UCLA Medical Center, Massachusetts General Hospital, McGill University Health Centre, the University of Rochester Medical Center, Denver Health and Duke University Medical Center.

Prior to joining Space Diagnostics, she was Director of Planning at the University of Wisconsin Hospital and Clinics, where she coordinated a comprehensive strategic planning initiative for the university hospital and health sciences schools, and was involved in several large-scale facility planning initiatives. She is a past president and board member of the Wisconsin Healthcare Strategy Forum.

Priscilla has a BA degree from Brown University, Providence, RI, and an MA in Business with specialization in Health Services Administration from the University of Wisconsin-Madison.

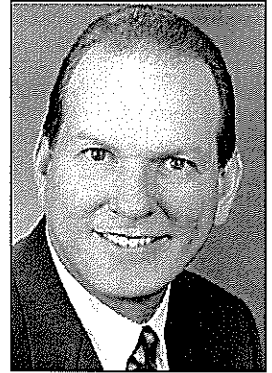
In her spare time, Priscilla enjoys growing dahlias, Scottish Country dancing at venues around the country, and working to improve the local Madison community. Prior to taking to the road as a consultant, she was president of her neighborhood association and served on several city-wide committees and task forces. A Seattle native, she enjoys visiting family there, and after enduring too many Wisconsin winters, sometimes longs for more of that Seattle rain.

## **RICHARD BACAK**

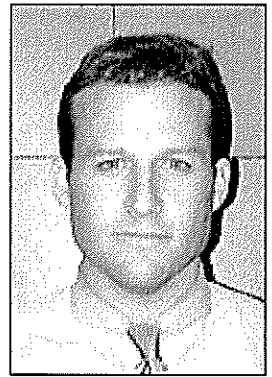
Richard joined KSA in 1998 after graduating from The University of Texas with a degree in Management Information Systems (MIS). Prior to that, Richard acquired extensive retail industry experience, where he served in various operations management positions over a 15-year period.

As a member of the Information Technology (IT) group based in Atlanta, Richard has developed considerable knowledge in the area of package selection and implementation, specializing in warehouse management systems (WMS). Richard's clients include Cornerstone Consolidated Services Group, where he played an instrumental role in the installation of PkMS in its new distribution facility, and JC Penney, where he led a team in the successful implementation of Optum to support its new 3PL initiative.

Richard and his wife, Dearling, have a 3-year-old son, Caleb, a 1-1/2 year-old daughter, Kelsey, and a baby boy, Devon, who was just born this February. Although he has many varied interests, he particularly enjoys drawing, woodworking, and watching Longhorn football.



**BACAK**



**BELVEAL**

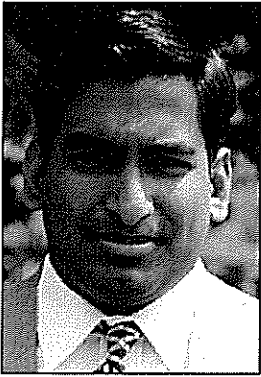
## **TODD BELVEAL**

Todd Belveal was born and raised in Tampa, Florida. He attended Vanderbilt University, where he received a Bachelor of Arts in History in June, 1990.

Upon his graduation, Todd accepted a position with Tiffany & Co., for whom he had worked during three of his four summers in college. Todd joined Tiffany in its Beverly Hills store, moved on to manage store openings in San Diego and Honolulu over a three-year period, and then returned to New York in 1994 as manager of the Second Floor of Tiffany's New York store. Shortly thereafter, Todd was promoted to Director of Human Resources, and remained in that position until December 1996.

During this three-year period in New York, Todd received an MBA from NYU's Stern School of Business. Shortly thereafter, he moved to Memphis, Tennessee, where he remained for two years as Vice President of a \$2-billion investment management firm.

After Memphis, Todd took a short break from the corporate world and worked at Squaw Valley USA, a ski resort in Lake Tahoe, as a ski and snowboard instructor. From there, he moved to Atlanta and after a brief job search joined KSA in June 1998. Since coming to KSA, Todd has worked on a variety of projects including women.com, Vivaldi Networks, Tesco (UK), and Today's Man. Todd is an active tri-athlete, and devotes much of his free time to training and racing. He also enjoys the outdoors, and spending time with his 2-year-old golden retriever, Jackson.



**CHANDARAJ**

### **GIRISHA CHANDARAJ**

Girisha joined the New York KSA IT practice in July 1997 after spending a year at Andersen Consulting. During his career at KSA, Girisha has been involved in a diverse set of projects, including package selection for JE Morgan Mills, process improvement for United Retail Group, merchandise planning design and implementation for Kmart and Sears, and the development of a supply chain strategy for William Reid. Girisha earned a BA/BS in Mathematics and Economics from Boston University. Outside of work, Girisha enjoys spending time with his new wife, Sarah.



**CHANG**

### **IRIS CHANG**

Iris joined the KSA Fulfillment (then Logistics) practice in 1997 after earning her Master of Science in Industrial Engineering at Georgia Tech, where she also co-oped for a year as a Manufacturing Engineer at Intel Corporation. Since joining KSA, she has worked with various clients in the retail, apparel, and E-commerce sectors.

Most recently, Iris has helped Wal-mart.com both re-launch its Web site and develop merchandise procurement processes. In addition, Iris has assisted MadeToOrder.com with selecting and implementing a third party logistics (3PL) provider, Gap, Inc. in developing warehouse management system (WMS) requirements, Kmart with merchandise fulfillment implementations, and UniFirst and Disney with distribution center (DC) implementations.

Iris is currently relocating out of the Atlanta office, but often travels to client sites. When she is in Atlanta, she enjoys being a Junior Achievement volunteer, recruiting at her alma mater, and spending time with family and friends.



**DENCKER**

### **SUZANNE DENCKER**

Suzanne grew up in Seminole, Oklahoma (Go Sooners!) and graduated from Cornell University in May 1996. She joined KSA in June of that same year. Through career changes and name shifts, she's been in the Logistics group, Logistics Systems, and now the Fulfillment Technology group. Though currently relocated in Atlanta, Suzanne is planning on settling in Princeton this year.

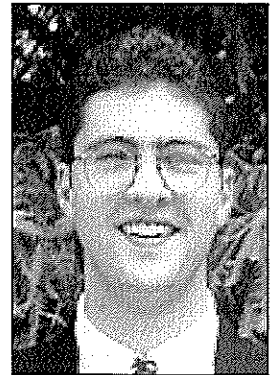
Suzanne has worked in several major industries, including discounter, retail, catalog, and E-commerce. Her first project with KSA found her spending time in Cedar Rapids, Michigan performing post-follow-up for Wolverine. She's worked in for Biobottoms and Ross Stores, Norm Thompson, The Home Depot, and The Jones Apparel Group.

Suzanne spent over a year and half working with DM Management, now known as The J.Jill Group. For three months, she helped Cornerstone test its WMS package



before completing her most recent move to Atlanta to work with Delia's and The Gap. In all, 11 projects, 5 moves and 4-1/2 years later, she still loves getting dirty in warehouses and problem-solving systems.

In her spare time, Suzanne's starting to take some vacation and catch up on her reading (yes, even the Harry Potter books — her 14 year old sister enlightened her earlier this year). Outside influences have managed to get her more excited about college football than professional and she still tries to run several times a week. And, just in case someone mentions it, she can neither confirm nor deny any motorcycle riding she may have done in her sordid past.



**EISA**

## **LORI DIGULLA**

Lori moved from Toronto, Canada to join KSA's Fulfillment Group (then Logistics) in May 1999. Before joining KSA, Lori completed a Chemical Engineering degree at Queen's University and worked for several years with Andersen Consulting.

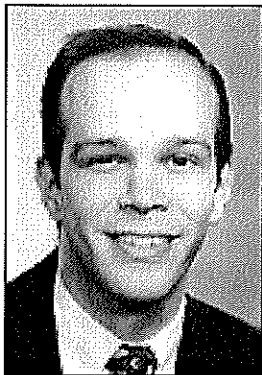
Her career at KSA has included two strategy projects, one with Jones Apparel Group and the other with GFT, a facility start up project with Popular Club (a catalog distributor), and she is currently focusing on a web site launch with Wal-Mart.com. Lori also spent some time as an honorary Boilermaker while subbing in as a member of the Purdue campus recruiting team.

Lori loves the outdoors and almost all athletic activities. Her vacations have been spent hiking mountains and national parks in countries around the world or snowboarding her favorite slopes in the Rockies. Between these vacations, Lori spends most of her free time playing golf or competing on a women's hockey team (Photo not available.)

## **ASHRAF EISA**

Ashraf graduated from Virginia Tech in 1994 with a BS degree in Civil Engineering and is a very proud Hokie! After spending several years in structural engineering, he made a career change and joined KSA in 1997. His project experience consists of performance improvement (CPI), WMS design/testing, facility implementation and some facility design. His client list includes Nike, Coldwater Creek, Gap Inc. and he is currently working with Wal-Mart.com. His current facility design/implementation project with Wal-Mart.com has relocated him to Carrollton, Georgia, one hour outside of Atlanta.

Ashraf and his wife, Michelle, are expecting their first child in the spring and he plans on settling in the Atlanta office. For now, their hobbies include mountain biking and basketball, but their future holds diaper changing and praying for sleep.



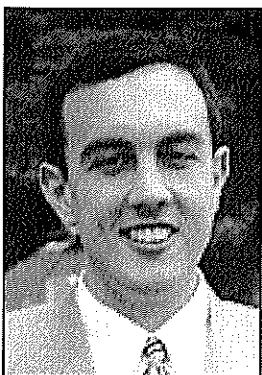
**GARODNICK**

### **RICH GARODNICK**

Rich joined KSA's IT practice in 1998 after earning his MBA from Georgetown University. His consulting work for KSA has covered a variety of IT, Merchandising and E-business projects for key clients including Kmart, Russell, United Retail Group and Kellwood. Recently, Rich assumed the role of Staffing Director for several of the North American CPD practice areas.

Prior to KSA, Rich earned his BS degree in Civil Engineering from Cornell University and spent five years as an Army officer, conducting environmental engineering consulting projects across the country. During his service, Rich also spent time exploring the jungles of Honduras, providing environmental aid to US forces and Honduran communities.

In his spare time, Rich enjoys reading, playing fantasy baseball, sampling Manhattan restaurants and struggling at golf.



**MESSINGER**

### **MARK MESSINGER**

After earning his BS in Industrial Engineering from the University of Illinois in 1996, Mark joined KSA's Logistics Group. During his time with the Logistics and Fulfillment Groups, Mark has completed projects in logistics strategy, facility design & implementation, CPI, and Base Plus®. His primary clients have been Haggar, Bloomingdale's By Mail/Federated Direct, Bulova, GT Interactive, Cluett, and Ross Stores.

Mark has been involved in Junior Achievement, as well as recruiting at several campuses. He is currently the campus team lead for Purdue University. Relocation has allowed Mark to eat great steaks in Ft. Worth, soak up the Jersey Shore while in Princeton, inhabit an old Model T factory in Atlanta, and reside in the classic car capital of the world, Carlisle, Pennsylvania.

Mark enjoys watching sports like a champ, playing sports like a chump, collecting records (not all of which are Bruce Springsteen), and falling asleep at the beach.



**OLIVEIRA**

### **JASON OLIVEIRA**

Jason came to KSA in 1997 from Columbia-Presbyterian Medical Center in New York, where he served as the Manager of Decision Support Systems. He was responsible for the data management, information systems, and analytical expertise that supported the academic medical center's decision-support needs.

Since joining KSA, he has been a major contributor in several of our services, which include assisting in the development of the Y2K practice and developing the growing HIPAA practice. Jason's first love continues to be health care decision-support and data warehousing. He is a self-professed prophet and proselytizer for the

application of data warehousing to the health care provider industry and a frequent speaker and author on the subject.

Jason received his MBA in Health Care Administration from Baruch College/Mount Sinai School of Medicine, and his BA in computer systems design from Baruch College, both in New York City. A devout Brooklynite and New Yorker, he especially enjoys hosting visitors.

### **LUKE C. PETERSON**

Luke joined KSA in 1998 after graduating from the MBA program at the University of Minnesota. Prior to receiving his MBA, Luke spent several years independently investing in real estate. He received a BS in physics from St. Olaf College in Northfield, Minnesota.

Since joining our practice in Minneapolis, he has been a major contributor on a number of strategic and facility planning engagements. These have included managing the Strategic Reassessment at Franciscan Skemp Healthcare (Mayo Health System), Heart Program Development and Campus Development Planning at Henry Ford, and several projects at Central Indiana Health System. Luke's role in managing and leading major components of these engagements directly contributed to additional sales and excellent results at each of these clients.

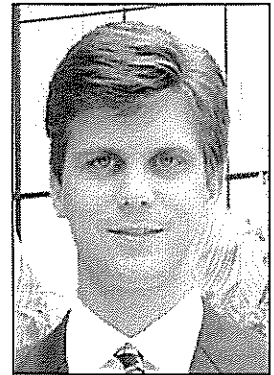
In addition to contributions at KSA, Luke enjoys spending time with his wife, Emily, a fellow consultant, and hunting and planting trees (9,500 planned for this spring) on their farm near Eau Claire, Wisconsin.

### **DONNA PRESING**

Before joining KSA's IT group in 1998, Donna earned her BS from the University of South Carolina and her MBA from George Washington University. Donna's previous experience was in the finance and accounting arena where she got her first taste of IT work on a company-wide SAP implementation.

Donna has been involved in a variety of projects at KSA including analysis, process and system review, requirements gathering, package selection, custom application development, systems integration, and software package implementations. Donna has spent the bulk of her time at KSA with Jones Apparel Group.

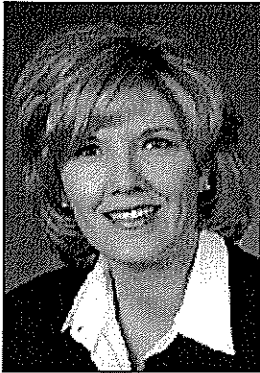
Donna enjoys scuba diving (when she gets the chance) and traveling to new places around the world. Bargain shopping is another source of great entertainment.



**PETERSON**



**PRESING**



**PRITCHARD**

### **JENNIFER PRITCHARD**

Jennifer Pritchard joined the merchandising practice in February, 2000. Prior to joining KSA, Jennifer spent more than 12 years in the soft-goods industry, where she served leading apparel and textile companies in domestic and global operations. Her experience includes work with Healthtex (VF Corporation), Russell Corp., Izod Lacoste (Crystal Brands) and Carter's.

Jennifer is skilled at streamlining development processes while reducing costs. Her projects have demonstrated measurable results in international and national resource and product development, cost management and merchandising. She has experience in domestic and international environments, having worked in Asia, Central and South America, and the Middle East.

Since starting at KSA, Jennifer has been involved in several exciting projects. She worked with Jerzees in designing new product development calendars and processes, and with Magic (Hive4fasion) in designing a portal to connect buyers and sellers in the retail apparel business. She worked with Idealpath in assessing a B2B supply chain utility, and with Limited, Inc. on a production planning project. She's also worked with Talbots in building a new procurement process for all non-merchandising type items.

Jennifer relocated to Atlanta four years ago from Greensboro and, when not working, she actively pursues her love for skeet shooting, equestrian sports, and renovating her home. She is a graduate of Salem College with a BS/BA in Business and Marketing.



**RAINES**

### **JOE RAINES**

Joe came to KSA in 1998 after serving eight years as an officer in the United States Army. His experience at KSA has been in the areas of Fulfillment and Logistics, and his projects have ranged from distribution facility planning, to start up/implementation of new facilities, to strategic planning of fulfillment networks. Joe's clients include Lippincott, Williams and Wilkins, Omni-Services, eToys and J. Crew. He received his BS from North Georgia State and MS from the University of LaVerne.

Joe recently relocated from a project with eToys in Danville, Va., to the Princeton office, where he and his family will settle. Most of Joe's spare time is spent shuttling his kids to weekend activities, but he tries to stay in shape through running and tennis. Joe is also a fledgling golfer who can be seen "hacking" away on weekends.

### **ASHLEY SKATOFF**

Since joining KSA's IT group in 1998, Ashley has worked on a variety of cross-functional projects in the areas of B2B strategy, strategic planning, product devel-



**SKATOFF**

opment, merchandise and assortment planning, IT strategy, and data warehousing. Her clients include Jones Apparel Group, Playtex Intimate Apparel, Paxar Corporation, fashionchain.com, The Thread, and Things Remembered. Ashley helped write the publication and speeches for the 2000 Fairchild CEO Summit and is managed the development of the speech and panel for the 2001 NRF Super Session. In addition, she is managing the 2001 Global Consumer Outlook.

Prior to joining KSA, Ashley consulted at james martin + co in the financial and health care industries. She has an MS in Information Systems and a BS in Commerce from the University of Virginia. Go Hoos!)

Ashley volunteers at a career center providing basic computer skills to men and women in transition from a variety of “sponsored programs” to independent, self-sufficient lives. She enjoys playing the flute, running and working out, reading, laughing, and obsessing over English bulldogs.

### **TODD SOLLER**

Todd Soller joined KSA in October 1997 after five years in the United States Navy. His main duty as a naval officer was to train Navy personnel in nuclear and mechanical theory and application at the Naval Nuclear Power School in Orlando, Florida. Todd earned his BS in Mechanical Engineering from the University of Arkansas.

His initial project work was a two-year project involving facility planning and start-up activities for Coldwater Creek. Since then, Todd has led two Base Plus® projects with Federated Department Stores at locations in Stone Mountain, Georgia and Los Angeles, California.

Todd currently lives in Los Angeles while he finishes his project work and relocation assignment. In his free time, he enjoys backpacking, mountain biking, and skiing.

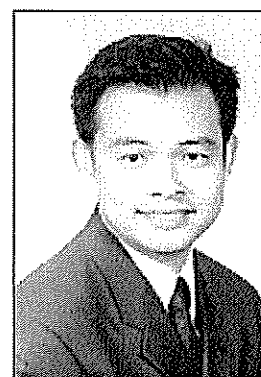
### **ROBERT WONG**

Robert joined KSA’s IT practice in June of 1997 after eight years in business and IT, where he spent time as a financial controller for a thirty-million-dollar stainless steel company and as a lead for a software development team at a multi-million dollar health care company. Since joining KSA, Robert has worked with Liz Claiborne, Hunt-Wesson, GUESS?, Cutter & Buck, Columbia Sportswear and Walmart.com. His project work has included IT strategy development, system and business process assessment, and software quality assurance and implementation.

Robert earned his undergraduate degree from UCLA. Robert lives in Los Angeles and enjoys rollerblading, golfing and skiing.



**SOLLER**



**WONG**