

## Ding Dong! Avon Calling!

By Shawn Ashworth, Robert Fulghum, Frank Leggio, Mark Messinger and others

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That's what most people think when they hear the name "Avon," but there is much more to Avon than just a phrase. Women have been selling Avon beauty products since 1886 — 34 years before women in the U.S. won the right to vote.

The company began as the California Perfume Company when founder David McConnell, a bookseller, discovered that the rose oil perfume he gave to book purchasers was the real reason people were buying his books. He named the company Avon in 1939 in honor of Stratford-on-Avon, the home of William Shakespeare. Today, with sales representatives numbering three and a half million, Avon products are sold in 143 countries around the world.

The relationship between KSA and Avon began in 1999, when KSA provided a market assessment of the beauty industry. The following year, KSA worked on a retail strategy project and evaluated order management systems. In 2001, a three-day brainstorming session to identify 4th quarter stop-gap initiatives led to several projects revolving around the

Avon Branch (distribution center) as well as an overall PMO (Program Management Office) project. Our work in 2001 led to large-scale initiatives in 2002 to improve the U.S. Supply Chain in the following areas: JIT (Just in Time), Log-Net implementation, Base Plus® implementation at two of Avon's facilities, and Program Management Office.

Our roving reporter visited these KSA teams to see how their projects are progressing. His first stop was in Cincinnati, Ohio, to speak with KSA about the implementation of Log-Net, a shipment tracking software package.

Reporter: Why did you look for this type of software?

KSA: We wanted to find a tool to replace Avon's current system, which lacked functionality, was inflexible, and had major data integrity issues. Avon wanted a shipment tracking tool that would connect it to its Third Party Logistics partners (3PLs), provide significantly more visibility to its inventory, and allow it to manage by exception.

Reporter: Tell me about the implementation process.

KSA: KSA served in a Project Manager/Subject Matter Expert role. The initial phases of work included business process design, gap analysis, Log-Net customization design, EDI design, and Avon system integration planning. As the project moved into the development phase, KSA managed and supported the development efforts of the 3PLs, Avon, and Log-Net. The project team tested

Continued on page 16



# Moving forward together

*The KSA community proves resilient and resourceful*

By Bill Pace

## FROM THE CEO



*"I want to thank all of KSA's associates for your resilience, intellect, creativity, spirit and, most of all, commitment."*

The KSA community is proving resilient and resourceful. In a climate of continued economic sluggishness, we have steered our way through leadership transitions, financial challenges, and a variety of industry disruptions. We have emerged a more focused, financially sound, and respected firm.

By working together during 2002, we have made progress in three targeted areas:

**Rebuilding our financial strength.** We have worked hard to address our capitalization challenges, adopt prudent expense management measures, and achieve more attractive operating margins.

**Rebuilding our KSA center.** We have increased communications within the firm, resumed staff conferences and, across each practice and continent, actively reasserted our core values of integrity, client interests first, mutual support and respect for the individual. It is working. Colleagues have commented to me: "KSA feels more like KSA again." I hope that is true for all of us.

**Strengthening our market position.** We have clarified our market focus and honed our business development efforts. Our recent sale of an important strategy engagement with DuPont over McKinsey and Bain is a great illustration of our resurging market presence and momentum. During the bidding process, a top DuPont executive said, "If we're going to do anything in consumer products, we must call KSA." Similarly, Dr. Michael Hammer (of re-engineering fame) singled out KSA in a speech he recently gave as a firm whose consultants "actually know what they're talking about," based on our market focus and presence. That's an endorsement to build upon!

I look forward to seeing what we can achieve as a firm during 2003. We are better positioned to leverage our unique culture and

expertise. Our priorities for the year ahead follow:

**Clarify and strengthen our strategy.** We have embarked upon an inclusive process of reviewing and redefining the firm's long-term business strategy. During the annual Principals' meeting in February 2003, we will more fully develop and articulate our plans.

**Strengthen service offerings.** We will continue efforts to evolve our service mix to meet the demands of a changing business landscape. We will consider offering new services and building thought leadership and delivery capabilities in targeted areas to meet our clients' needs.

**Increase depth across core consumer segments.** We will increase our ability to identify opportunities across the supply chain and across industries. We will bolster our presence in all three regions and are already putting plans in place to do so.

**Make the firm a more rewarding place to be.** We plan to assess and modify our current compensation structure, strengthen our people development capabilities, and improve the linkages between performance, development, and rewards.

**Build our brand as the premier firm in consumer products.** We will continue to refine our account planning, marketing, and public relations programs. We will do this at both the client level, through stronger selling programs, as well as more broadly, through greater visibility in our targeted industries.

Throughout 2003, I will provide updates regarding these initiatives. As we close this year, I want to thank all of KSA's associates for your resilience, intellect, creativity, spirit and, most of all, commitment. You are "what makes KSA feel like KSA."

Happy Holidays.

# Putting “The Paper” into practice”

KSA and 4R Systems host successful educational seminar

By Katherine Lackovic

Forty top retailers learned how analytics can improve supply chain processes at an invitation-only event co-hosted by KSA and analytical software provider, 4R Systems, Inc., October 9 in New York.

This educational breakfast seminar for senior retail executives at the New York Athletic Club featured 4R founders and supply chain experts Dr. Marshall Fisher, The Wharton School, and Dr. Ananth Raman, Harvard Business School. *Kathryn Cullen* began the morning with a presentation about the need for “rocket science retailing.”

Based on the highly acclaimed Harvard Business Review article, “Rocket Science Retailing is Almost Here: Are You Ready?” the event examined how companies with short lifecycle products are applying analytics to their retail supply chains to improve efficiency.

Co-authored by Drs. Fisher and Raman, whose groundbreaking product lifecycle research with more than 30 world-class retailers has helped pioneer retail supply chain analytics, the article highlights

how sophisticated algorithms are being applied to solve complex retail supply chain issues such as replenishment and inventory reduction. The speakers discussed real-world examples of forward-thinking companies that have achieved measurable results using analytics.

The event and speakers were well-received, as 99 percent of attendees who completed evaluation forms said the program sparked new business ideas and 100 percent said they felt their time was well spent.

Wayne Gibson, Senior Vice President of Global Logistics at Home Depot, said, “The seminar provided great ideas that can be applied to my business. The link between science and application is critical to success.”

Harry Kubetz, Senior Vice President of Operations, Kenneth Cole Productions, acknowledged that his company had recently implemented a forecasting solution from 4R and was “beginning to establish a disciplined process” for replenishment. Kenneth Cole implemented the new solution to help its merchants refine their forecasts based on the analysis of historical data. “It’s interesting to see how employees are reacting and predicting now that they



Kathryn Cullen, networking

know we are recording and measuring data using analytics,” Kubetz said.

Representing KSA, *Karl Bjornson, Bryan Eshelman, Rich Garodnick, Matt Katz, Amy Klaris, Stacey Leibowitz, Randi Nolan, and Jeff Stiely* chatted with clients and prospects following the event and made contacts to pursue.

*Cara SaoBento, Katherine Lackovic, and Tara Barrett* coordinated the event with help from graphic designer *Gary Wong* and the ever-supportive New York office administrative staff.

KSA and 4R plan to host a similar event on the West Coast in the first quarter of 2003.



Ann Casey-Campagnolo, Saks; Rich Pedott, The Limited; Dr. Marshall Fisher, 4R Systems founder

# Health care consultant diagnoses issues in store operations

*A regulation that sounds like a hybrid zoo animal brings CPD and HSD together on a project*

National Vision, a chain of in-store eye care centers in 400 Wal-Mart stores and 60+ Fred Meyer stores, contacted KSA's merchandising practice to evaluate the effectiveness and efficiency of its in-store eye care centers and then advise the home office regarding functions it needed to improve to support the stores. For example, it currently takes a customer four days to get eyeglasses once the sales associate takes the order. National Vision wants to shave that time to two days and has asked KSA to help it meet this goal.

One brief line-item in the Request for Proposal (RFP) mentioned the "ability to address the HIPAA requirement." *Butch Price*, lead Principal on the project, had heard of HIPAA at KSA North America conferences and knew HSD consulted on HIPAA work in the U.S., so he responded confidently that KSA could meet the requirement.

Competing against three other consulting firms, some of whose fees were significantly lower, KSA won the assignment. Then Butch had to find out what in the world HIPAA is and who in KSA knew how to achieve HIPAA requirements. Butch's series of phone calls traveled to *Bruce Miller*, then *Jim Berarducci* and culminated in a call to *Marilyn Wilson*, KSA's resident expert on HIPAA.

## So, what in the world is HIPAA?

*HIPAA is not a zoo animal.* It's not HIPPA or HIPPO, but *HIPAA*, and it stands for Health Insurance Portability and Accountability Act. HIPAA guarantees a patient's privacy, security and standardization of electronic transactions in the U.S. In layman's terms, it's a U.S. Federal law that requires any entity deal-

ing with medical information, including retailers (pharmacies, eye care centers, etc.) to provide patients with notification about where their clinical information goes, gives them access to their medical records, and assures them their information will be kept confidential.

Enacted in the U.S. in 1996, the first deadline for compliance is April 2003, which doesn't allow much time for change. The electronic transactions deadline is October 2003, and this

requirement probably means new software for many, many retailers.

Marilyn is developing a HIPAA gap analysis and implementation plan. Consulting for this kind of assignment includes helping National Vision revise its policies related to privacy, and once those policies and procedures are written, training National Vision staff regarding new and additional requirements. She will conduct walk-throughs of the physical space to ensure comput-

## Gold and Silver Circle Awards

*By Laura Legg*

At the end of each KSA project, an evaluation form is sent to the client. Twenty-four questions are asked in the areas of Quality, Service, Management, Relationship, and Administration. When the forms are returned, those that receive 100% of responses as "Strongly Agree" are awarded KSA's Gold Circle Award. Those projects that receive 90% to 99% "Strongly Agree" responses are given the Silver Circle award. For the second half of 2002, the following projects will receive Gold and Silver Circle Awards:

Type	Client	Project Description
Gold	Carondelet Health	Service Line & Master Plan
Gold	LA County Department of Health Services	Selection of Enterprise Pharmacy System
Gold	Lifespan	IT Strategic Phase II
Gold	Medallies	Business Planning & Tech Selection Activities
Gold	Payless Shoe Source	Rockport International Installation
Silver	Hoag Memorial Hospital Presbyterian	Service & Facility Siting Project
Silver	Interstate Batteries	Retail Enterprise Package Selection
Silver	Ramtex, Inc.	Mexico Plant Start-up

# KSA's pediatric practice is growing

By Amy Wimpey

er screens don't list all personal and clinical information that others can see, such as social security numbers, and will make recommendations to comply.

A follow-on project for any consulting project of this nature could likely be software selection, pilot testing, and implementation of new systems. At a minimum, consulting assignments can result in store and systems audits, personnel training, and upgraded computer systems to accommodate standard transactions for claims and managed care, and/or new computer systems altogether.

Contact Marilyn Wilson if you have a target you think may need HIPAA compliance assistance.

The National Association of Children's Hospitals and Related Institutions (NACHRI) is a not-for-profit membership organization of children's hospitals, large pediatric units of medical centers and related health systems, including those that specialize in rehabilitative care of children with serious or chronic or congenital illness.

Children's hospitals are experts in the most basic health care needs of all children. They serve the majority of the nation's children with special needs. Children's hospitals serve as regional centers for children's health, meeting the health care needs of children from the most distant rural areas as well as the closest inner city neighborhoods.

KSA is a two-year Patron Sponsor of the Association and is one of the most respected speakers and presences at the



meeting. *Mark Wietecha* and *Amy Wimpey* presented a standing-room-only presentation to more than 200 hospital executives. Many more were turned away. The presentation focused on the trends, strategies and models of regionalization of children's hospitals. By the year 2020 we'll witness a growth in demand for children's services, an increase in the cost of delivery, and steadily tightening reimbursement. These conditions will drive new levels of regionalization, as both large children's hospitals and smaller pediatric programs have shared incentives to collaborate in service development and delivery.



**WHERE'S JASON?** Turn to page 12 for details about his visit to the world's busiest intersection.

**Observer**  
A publication by and for the employees of KSA

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# Providing integrated services at The Sports Authority

*"Good work begets more good work!"*

By J.D. Densmore and Tiffany Legington

The Sports Authority (TSA) is the largest and only national full line sporting goods retailer in the U.S. Headquartered in Ft. Lauderdale, Florida, the company operates 204 stores in 33 states. TSA's long-term goal is to become a world-class sporting goods retailer, but it realized improvement was needed in its existing supply chain. To lead this effort, TSA hired Charlie Sampera from Disney as the Senior VP of Logistics. After only a few days of reviewing the TSA logistics network and seeing the task before him, Charlie called *John Champion*, with whom he had worked on several successful engagements at Disney.

John visited TSA and determined that KSA could help TSA:

- Expand the distribution network to better support its northeast stores. Currently, the northeast is supported by the primary distribution center (DC) in McDonough, Georgia (near Atlanta), resulting in higher transportation costs and longer service times.
- Upgrade systems and processes at the two existing facilities in McDonough and Chino, California.
- Support key TSA goals to:
  - \* improve service time to stores and allow for better replenishment flows,
  - \* create support for improving in-stock levels while reducing inventory,
  - \* reduce transportation costs,
  - \* alleviate crowded conditions in

McDonough to allow for process improvements, and

- \* establish a flexible solution to support organic growth and potential acquisitions.



KSA identified the need for a cross-functional team from Fulfillment (Logistics and IT) and Merchandising (Inventory and Stores). The Fulfillment team was responsible for establishing design criteria using client data, conducting a high-level transportation analysis, analyzing distribution concepts for the new northeast DC, and performing a detailed design for that DC. Eventually the same tasks were completed for the two existing DCs. The Merchandising team was responsible for conducting an inventory analysis of TSA's network of stores, reviewing current store operations and layouts, and helping TSA's merchants identify and successfully handle the impacts of the logistics network restructuring on the front end of the supply chain.

There were two areas of overlap between the two teams' responsibilities, and it was here that KSA's synergy was apparent:

- *Improving in-stock levels while reducing inventory.* TSA currently runs its logistics flow on a push model. All products are flowed to the stores from

the DCs with almost no reserve inventory held at the DC level. All inventory is maintained at the store level. This results in much higher levels of inventory in the network than necessary and lost revenue due to excessive markdowns.

With the implementation of its new northeast DC, TSA decided to transition to a consolidated centralized storage model for a specified number of items within its assortment. This consolidated model will enable

TSA to reduce safety stock across its network (by keeping it in a centralized location), as well as chase sales opportunities in short selling seasons by improving service levels. KSA teams identified key sales and on-hand inventory data, performed a network inventory analysis, and then met with TSA merchants to identify candidates for centralized storage. Using this information, the Fulfillment team determined the amount of reserve storage required in the northeast DC, and the Merchandising team developed recommendations for TSA to transition to a "push-pull-push" model for seasonal goods, which is a combination of allocations and auto-replenishment.

## KSA Team Members

*Fulfillment:* John Champion, Torre Crupie, Al Sambar, J.D. Densmore, Sean Whitehouse, Tim Copland

*Merchandising:* Steve Nevill, Karl Bjornson, Brooks Kitchel, Tiffany Legington

- *Improving service time to stores to allow for better replenishment flows.* The KSA teams visited several TSA stores and conducted extensive interviews with store personnel, merchants, store operations, and logistics to determine the current operations of the stores and the manner in which they are supported in the current network. This allowed the Merchandising team to recommend several changes to TSA's store operations and merchant team, and allowed the Fulfillment team to better integrate store support into the DC design.

As a result of the initial effort from Merchandising, KSA sold an additional phase of work to explore other considerations in the planning, allocation, and replenishment areas. Eight core focus areas were identified across key business functions such as P.O. management, allocation, and central storage visibility and management.

KSA also introduced four key models from its inventory management "tool-kit" that have been used successfully at other clients:

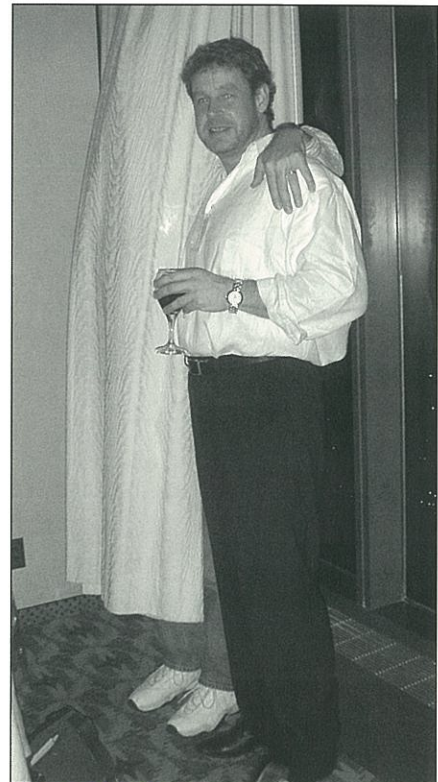
- *Product Flow Analyzer:* Suggests a physical flow method by product using a set of 18-20 product attributes (demand, supply, physical, financial)
- *Flow Justification Model:* Calculates the associated costs and benefits of putting product in centralized storage, using product attributes, forecast and cost data
- *Holdback Flow Model:* Suggests the percentage of purchased seasonal goods that should be held in reserve

for fill-in, the length of time the item should be replenished from reserve, as well as the final allocation out of reserve

- *Case Pack Model:* Recommends an optimal case pack size that minimizes variance and percentage of breaks across stores using historical allocation and/or replenishment demand

These models will be integrated into TSA's merchandise planning process to optimize inventory and reduce costs.

The final result was an effective strategy and process that incorporates both logistics and IT components, as well as solid merchandise planning practices to support the changes in logistics infrastructure. By identifying opportunities across our practice areas, KSA was able to generate additional revenue and provide unexpected value to our client.



**WHERE'S CHARLIE?** One camera-shy health care consultant was impossible to photograph at the recent Health Care conference in Minneapolis. See if you can find him in any of the other photos in this issue.

## Alan Braithwaite retires



Jean-Louis Simoneau hosted an "unofficial" dinner party in honor of Alan Braithwaite's retirement during Sergio and Miriam Cruz's visit to Paris. Left to right: Sergio and Miriam, Jean-Louis, Carol and Alan Braithwaite, Nantine Simoneau. Alan's "official" party took place in London last June and was attended by the dashing men pictured on page 17, as well as many others. Enjoy your leisure time, Alan!

# IT guy becomes “merger specialist”

Role as panel moderator allows elbow-rubbing with top CPG execs

By Clay Parnell



I recently had the opportunity to attend the Consumer Goods Information Technology (CGIT) conference in Orlando, Florida, and moderate a panel discussion

on Information Technology Implications of Merger and Acquisitions. The CGIT conference is a premier event in the CPG industry for CIOs, and attracts the top IT executives from many of the leading CPG manufacturers. An added benefit is that other than the sponsors (mostly software vendors), the only consultants there are those speaking. Participating companies included Sara Lee, Dial, P&G, Pfizer, FosterGrant, Campbell Soup, Cadbury Schweppes, Pepsi Bottling, Payless, TruServ, Kimberly-Clark, Kellogg's, Tyson, and more. Ron Griffin, CIO of Fleming (and former CIO of Home Depot) was the keynote speaker.

The opportunity to moderate the panel came at the last minute and was clearly a Swander Pace merger-specialist opportunity, but, considering the air travel and time expense from San Francisco to Orlando, KSA decided an IT specialist like me could handle the assignment with a little help from my SP&Co. friends. While I have done some work in the CPG industry, it is certainly not within my comfort zone, especially when I am expected to make opening remarks about the status of CPG M&A activity over the past few years. *Kristin Daley* and *Darby Davenport* provided fabulous input that made me sound actually knowledgeable!

As many of you who know me are aware, I'll take on a panel discussion almost anytime, given the typically lower investment required of my time and energy relative to a full-blown presentation. The beauty of moderating a panel is that it:

1. positions KSA as an authority on the topic,
2. enables mixing and mingling with retail and consumer products leaders,
3. requires good listening and summarizing skills, but requires much less preparation than a presentation, and
4. is much less stressful.

Fortunately for me, the real heart of the discussion involved the typical IT considerations around integration, coordination, rationalization, etc. I was also blessed with an absolute blue-ribbon panel: Jeri Dunn, CIO of Tyson Foods, Terry Assink, CIO of Kimberly-Clark, and Dave Carr, Senior Director of IT from Kellogg. All are weathered veterans of numerous mergers, acquisitions, divestitures, and joint ventures. All spoke openly about what is required to do them correctly, good things they've done to ensure success, and mistakes they've made that others should avoid. Jeri actually recommended using external consultants for some required planning and integration work, as most of the internal team is consumed running the business, and there is a strong need for both entities to feel there is objective decision-making. All panelists mentioned comments on priorities for integration:

1. Focus on any areas that may affect the customer, such as putting prod-

ucts and associated invoicing together as quickly as possible.

2. Integrate those activities that are expected to generate savings, such as integration of purchasing.
3. Financial transactions and reporting are a must.

Finally, each also commented that in merging applications, it is important not to assume that the large company has the better systems and tools — that is certainly not always the case!

**Congratulations to the following KSAers, who celebrated milestone anniversaries with the firm in 2002.**

**30 years**

Steve Riepenhoff, Mac Ryland

**25 years**

Ike Myers, Janice Ryer, Peter Voget

**20 years**

David Ping, Randy Moore

**10 years**

Robert Blyth, Peter Willmot

**KSA's Holiday Card Fund Results**

**245 participants**

**\$85,628  
donated to charity**



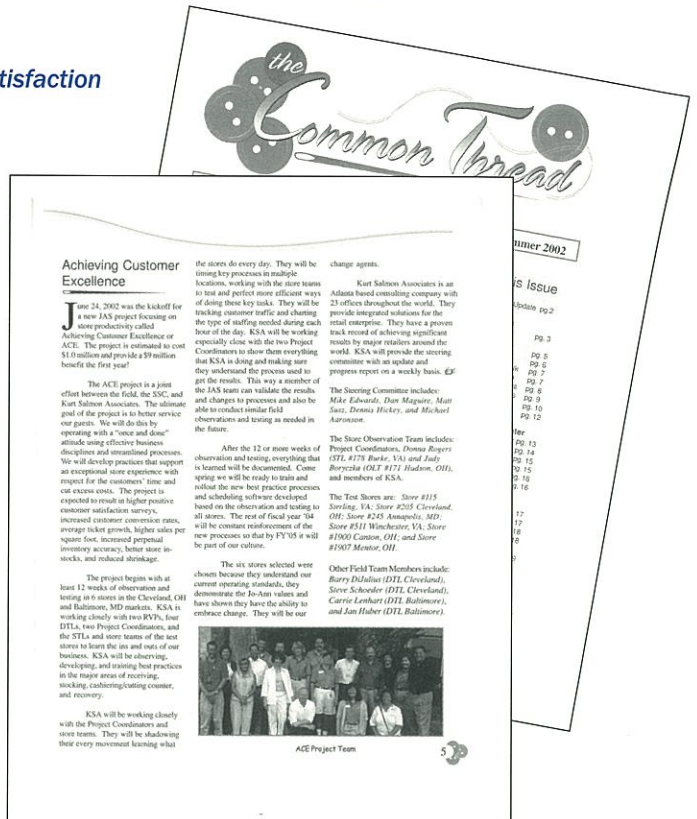
# JoAnn Fabrics strives to provide exceptional customer experience

Streamlined processes cut costs while increasing customer satisfaction

KSA and JoAnn Fabrics began a project in June that will result in better service to JoAnn's retail customers through an exceptional store experience. The project, called Achieving Customer Excellence (ACE) is expected to result in higher positive customer satisfaction surveys, increased customer conversion rates, increase in average ticket, higher sales per square foot, increased perpetual inventory accuracy, better store in-stocks, and reduced shrinkage.

Training and rollout is scheduled for Spring '03, and ACE is expected to provide a benefit *nine times* its implementation cost in the first year. Management was enthusiastic about retaining KSA and issued a joint press release to announce its initiative with us.

Right: KSA's work with JoAnn Fabrics was recently featured in JoAnn's quarterly in-house newsletter.



# KSA makes "tracks" with German consumer goods and commodities industry

By Heiner Spalink

Consumer behavior changes continuously, so to efficiently fill customer needs, the increasingly complex markets and systems must be controlled using networks. Efficient Consumer Response (ECR) is also continually adapting, from interlinking to the networking of technology, communications, competencies and human relations.

At a recent KSA-sponsored meeting of the German consumer goods and commodities industry, I moderated a forum on "Integration Supply and Demand Side," during which *Wolf Wagner* used futuristic Fast Moving Consumer Goods (FMCG) themes to position KSA as an industry thought leader. An RFID (Radio Frequency Identification) Test, used during the meeting, allowed participants to experience firsthand the future of technology for tracking and tracing.

The meeting was considered a success and good contacts were made with Procter & Gamble, Gillette, Henkel, Johnson & Johnson and Kraft Foods.



Left to right: Mr. Preiß, Mann & Schröder; Ricarda Sarx, CCG Centrale für Coorganisation; Natali Stojovic, Heiner Spalink and Dr. Wolf Wagner from KSA.

# KSAers triumph at London Triathlon, raise cash for prostate cancer

by Jason Kemp

*In August, Jason Kemp, Phil Davies, Jerome Saint Marc and Alex Wright from KSA's London office participated in the London Triathlon. Below are Jason's observations of the event.*

The day before race day is always nerve-racking for me, but the day before the London Triathlon I was especially edgy. Not only did I have to go through the registration and bike racking procedure and the packing of everything I would need, but *Jerome, Alex* and I were to be interviewed by BBC's main sports program "Grandstand."

So, wearing T-shirts emblazoned with "KSA Tri-ing for Prostate Cancer," we were interviewed about how we got into the sport and how I had rashly challenged my colleagues that my two legs could beat their team of six legs.

This was my fifth triathlon and my second over the Olympic distance (1500m swim, 40km cycle and 10km run). It was, however, my first experience of swimming with 300 other competitors in a small area. I finished the swim in 34 minutes — and with bruised ribs — weighing considerably more than when I started, because of all the water I swallowed. (The water in the London Docks is not renowned for its drinking quality!)

I transitioned to the bike for 25 undulating miles. It was a hot day for London and in the 1 hour and 22 minutes it took for the cycle I drank over a litre and a half of fluid.

Jerome, Phil, Jason, Alex

Back in the transition area I racked my bike and, to reduce the likelihood of a recent injury recurring, took a little time to strap up my knee. Unfortunately it was too little too late. The old injury flared up, so I completed the 10km in little more than walking pace (65 minutes). I had some very vocal support from my family, friends and colleagues — they gave me the extra push I needed.

I finished 25 minutes down on my previous time and after I crossed the finish line I was interviewed again by the BBC. Not looking my best, and barely able to stand up straight, I conceded defeat. The relay team of *Alex, Jerome* and *Phil* had beaten me by 14 minutes, but I consoled myself with a tuna baguette and the knowledge that we had raised £2,870/US\$4,500 for The Prostate Cancer Charity.

## "Bharat Darshan" — mixing work with fun

By Deepali Bassi, KSA Technopak

College was always fun, but I never expected working would be so much more exciting. One of my first projects at KSA-Technopak was for Bombay Dyeing — a long-time KSAT client.

The eight-week project involved developing a new sales and distribution strategy to reposition Bombay Dyeing in the interlinings market. The team consisted of *Prodipto Roy* as project manager, *Maneesh Mohan* and me. My assignment was to study the market first-hand.

I traveled 39 consecutive days, spending several days in 11 different cities (Ludhiana, Delhi, Kanpur, Lucknow, Calcutta, Hyderabad, Bangalore, Chennai, Mumbai, Ahmedabad, Indore). For the first time in my life I actually traveled the length and breadth of my country. My colleagues called it "Bharat Darshan," an amusing turn of phrase to describe my extensive travel across India. No one at KSAT had ever traveled that much before.

I conducted market research during the day, but played tourist in the evenings. The best of the cities I visited was

Hyderabad, the Pearl City. (It is said that the kings of Hyderabad mixed crushed pearls in their food to make it richer.) While there, I participated in the religious ceremony of Ganesha (the elephant-headed Indian God) Immersion. In a single night, 56,000 Ganesha Idols were immersed in the River Sagar Hussain, located only 1 km from my hotel. The procession accompanying the Ganeshas caused a power outage that plunged the entire city into darkness. (But we are used to power outages in India.)

Looking back, this was a rewarding and valuable experience where I executed the entire project — from researching, to designing strategy to reporting. I became stronger as a consultant by studying the market first-hand. The experience of traveling on my own and discovering my country's diverse food, culture, climate and environment enriched me immensely and helped me grow personally. I am looking forward to many more such opportunities.



# European staff meeting: good fun, great success

by Dietrich Brand

The first European staff meeting in several years took place South of London October 16 and 17 when 140 KSAers gathered at Effingham Park Hotel. Jean-Louis Simoneau, our European CEO, welcomed guests from the U.K., France, Germany, Spain, Holland, and also India and the U.S.

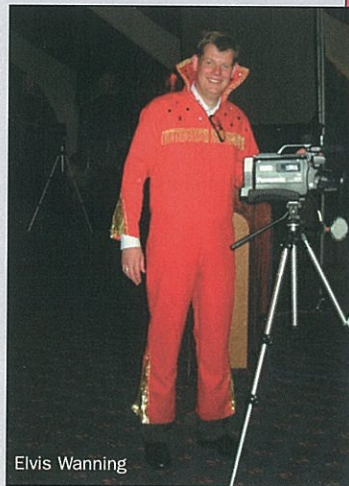
Three of our European clients were invited to talk about their “client first” experience with KSA and give their point of view on how KSA and our people are different from other consultants. Their comments on what KSA is very good at and also what things we can improve were very much appreciated, and created a good atmosphere in which to begin the informal part of the evening. Dinner and the festivities afterward improved the exchange between countries and services.

We met again, many of us bleary-eyed from the previous night’s festivities, at 8:00 a.m. Friday to hear KSA’s vision and objectives, termed “Moving Forward Together,” and presented by Global CEO Bill Pace. Then, four current projects (MFI, Karstadt/Quelle, Poclairn Hydraulics and Matalan) were presented as examples of KSA’s recent business development. This initiated thought and action for the afternoon workshops, titled “Adding Value for Clients,” “Developing Cross-Functional Sales,” and “Developing Our People and Our Capabilities.”

An important part of KSA culture — having fun at work — was exemplified at Friday’s breakout session, “Not the Six O’Clock News.” Nine well-mixed teams were asked to create a 3-5 minute news-cast-plus-commercial with only a video camera and a couple of fancy dresses. Stunned silence was quickly replaced by a burst of creativity, and the outcome was absolutely hilarious. The nine “World Premieres” were greeted by raucous laughter and enthusiastic applause.



Live from the Fashion Show



Elvis Wanning

Tell me...is there anything like a man in women's clothes?



Latest News from SSW



Funny girls



# Musings of an American in the Land of the Rising Sun

by Jason Franklin

I had the chance to visit Japan while on a consulting project with Aeon, the major mass merchandise retailer there. From June to September I stayed in Tokyo and worked just outside the city. Japan has become very Westernized, yet it also offers many unique and vivid impressions. I would like to share a description and some photos of just a few of the memorable places I visited in my free time.

## Shibuya

Shibuya is the Times Square of Tokyo, bursting with energy, lights and PEOPLE. No matter what time of day or night I visited the area there were masses of people shopping, meeting or just hanging out. The intersection near the Shibuya train station is the most-crossed intersection in the world. (See photo, page 7.) Every two minutes or so, one- to two-thousand people cross the intersection. That's *every* two minutes, over and over again all day long. It's beyond amazing.

## Mount Fuji

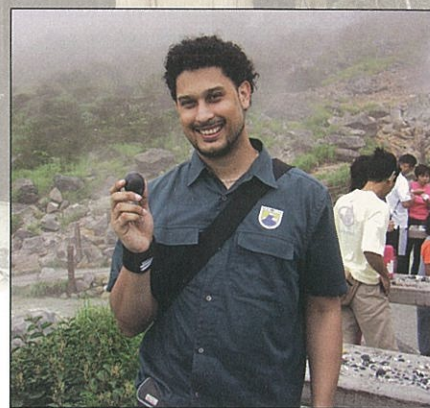
Mount Fuji is about an hour-and-a-half bus ride outside of Tokyo. On a clear day

(which is not that common in Tokyo — I think there were two while I was there), the massive mountain can be viewed from Tokyo. My first visit was with a friend, Alex, who was visiting from China. We took a bus from Shibuya to Kawaguchi and then rode a cable car, which gave us a nice view of the lake and mountains and a promise of the surprisingly elusive Fuji. We finally got several quick glimpses, but I was not fast enough to capture them on film.

Next we took a bus ride to see the Narusawa Ice Cave and the Fugaku Wind Cave. The ice cave was really small and blessedly cool. (No one told me how hot it would be in Japan in the summer! Ninety degrees Fahrenheit is the average temperature, along with 100% humidity.) Both caves were interesting, but not half as exciting as our fear of missing the last bus back and being stranded in the middle of Japan with no Japanese language skills.

The second time I visited Mount Fuji, my friend from Atlanta, KC, and I took the Gray Lines Japan tour to the 5th station, near the top of the mountain. That day, it was clear enough to see Fuji from the road — an awesome sight, jutting up so pronounced from the horizon.

From the 5th station, it is possible to see the peak clearly and to climb up in about four hours. We chose not to climb, but even from the station we were above the clouds. It was a very strange sensation to look down at them, while my feet remained firmly planted on the ground.

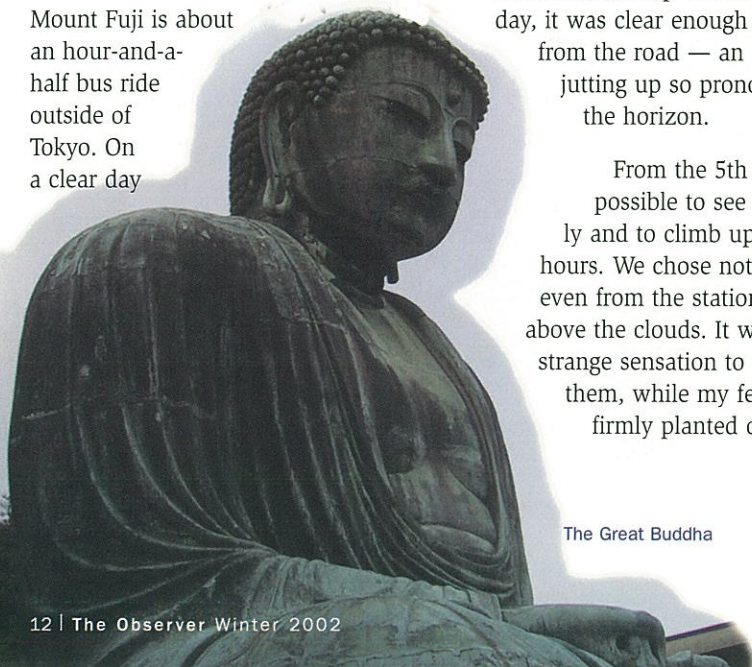


The author displays an egg cooked in the sulfur vents of Owakudani Valley.

## Hakone

The second part of the tour began at beautiful Lake Ashino-ko. I was really surprised at how green the countryside is — a nice break from the concrete jungle.

After lunch at the lakefront, we took what turned out to be a harrowing ride up the Hakone Ropeway, a 4km (2.5 mile) cable-car ride. As we went up the rope, the sky began to darken and the wind started blowing. Suddenly, the car stopped and a message was blared — in Japanese, of course — over the intercom. The six people in that little car spoke five different languages, none of which was Japanese. So we sat. And waited. After awhile, the car started up with a jerk and we were on our way again, still having no idea why it stopped. As we climbed higher we had a better view of the storm and the wind really started to blow. It was surreal, watching the storm clouds creep over the trees like a scene from “Something Wicked this Way Comes.” Near the top of the ride, we became completely engulfed in the clouds and the temperature dropped about 20 degrees.



The Great Buddha

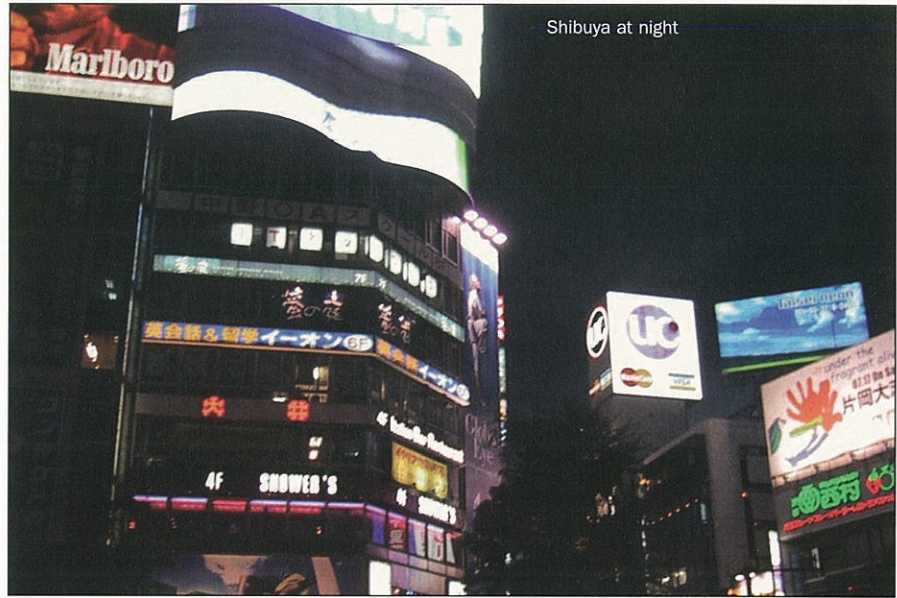


Jingu Stadium

At the top of the mountain was Owakudani Valley, or the Valley of Hell. It's called this because of the steam, natural hot springs and sulfur vents from volcanic activity. It should be called the Valley of Stink! We walked up a path to the top of the mountain where we got an Onsen Tamago, an egg that has been boiled in the natural hot spring water. Legend has it that if you eat one, you add seven years to your life. The strange thing is, because of the sulfur in the water, the egg comes out completely black, although it tasted like a regular egg.

### Yomiuri Giants Baseball Game

Todd Soller, Lori Digulla and I went to see the Yomiuri Giants. They are *the* baseball team in Japan, basically the Far East Yankees. The game was played at Jingu Stadium, home field of the Yakult Swallows. The game was really very enjoyable, and used the same rules as in the U.S., but being a spectator was a different experience. The fans are seriously dedicated to one team or the other, and the stadium sections are very polarized. Each section cheers when their team gets a hit or a run. It is also very choreographed; each inning has a different theme. We really couldn't figure out what the signals



Shibuya at night

were, but during one inning everyone blew up balloons and let them go all at once. The balloons had a plastic screamer on the end that made a whining noise when the air rushed out of the balloons. (Imagine 8,000 bottle rockets going off at one time.)

### Kamakura

Kamakura was the capital of Japan from 1185 to 1333. It is wedged between a beachfront and some very wooded hills.

I visited the Engaku-ji Temple, a large peaceful area with small ponds,

many different small temples and beautiful scenery. The Temple was built in 1282.

I then took a small train to the east of Kamakura to see the Great Buddha. It was completed in 1252 and was originally surrounded by a huge hall, but the hall was completely wiped out by a tsunami in 1498. (The 850-ton Buddha didn't budge.) The hall was never rebuilt, so now the Buddha just sits out in the open. The statue is HUGE — 44 feet high. Buddha's face is 7.7 feet top to bottom, each eye is 3.3 feet across and his ears are 6.6 feet long. In addition to surviving the tsunami, the Buddha also withstood the massive earthquake of 1923.

Kamakura should be at the top of your list if you visit Tokyo. It is about an hour and a half from the city by train.



Mount Fuji

# “Arctic Conference” revived

Health Care Group reviews strategy, marketing and selling initiatives for 2003

By Brandi Fritz

There's nothing like Minneapolis in November to focus the mind. KSA's health care group returned to its roots November 14-15 when it held a division-wide meeting in the Twin Cities to review its strategy, marketing, and selling initiatives for 2003. The meeting also served as the official introduction for the report “A View of the U.S. Health Care System and Implications for Providers—Year 2020,” a thought leadership piece that will be a cornerstone of HSD marketing going forward, as the industry struggles with an uncertain future. Whether the economy is good or bad, however, everyone wants the best health care possible, so the future looks bright in HSD's core client segments. Founded in Minneapolis more than 50 years ago, HSD progenitor, Hamilton & Associates, held the “Arctic Conference” annually.



Mark Wietecha, Phil DeBruzzi, Larry Sterle



Shannon Stokes, Scot Latimer, Jim McDonald, Jerry Darby, Tom DeChant



Tracy Jones, Cassandra Whitcomb, Paul Murphy, Wendi Farris, James Bourne



Craig Acosta, Dorothy Lloyd, Elizabeth Brinkley, Brian Allamby, ???



Marilyn Wilson, Beth Souther, Elaine Remmlinger



Photos by Brandi Fritz

Amy Wimpey, Chuck Killian, Stacy Melvin, Wendi Farris

# “Closeout Man”\* has left the building!

By Ash Eisa and Tim Copland

Big Lots (formerly Consolidated Stores) is in the process of standardizing its name and image across its U.S. network of stores. The leading closeout retailer is planning on increased customer visits to continue fueling its growth, as a cost-conscious America looks for big values.

To support the planned growth, Big Lots (BL) asked KSA to help expand and upgrade its logistics infrastructure in two areas:

- Distribution center (DC) performance improvement
- Facility design of a DC in Columbus, Ohio

## Performance Improvement

KSA implemented Base Plus® for Big Lots in several DCs, including the Columbus and Montgomery, Alabama facilities. KSA recently wrapped up another implementation in Tremont, Pennsylvania. BL proudly calls its program P.O.W.E.R. (Performing Outstanding Work Earns Rewards).

The Tremont P.O.W.E.R. team consisted of BL distribution executives, BL operations, brand-spanking-new BL engineers, and KSA (*Tony DeMaria, Jack Horst, Terry Fong, Tim Copland* and

expert guidance by *Han Nguyen* and *Randy Unger*).

The Tremont P.O.W.E.R. implementation lasted seven months and more than paid for itself before the KSA team left. By August 2002 BL had saved \$885,000 over its Fiscal Year (FY) 2002 operating budget. Total savings are projected to grow to \$2.1 million by the end of FY2002 as BL completes engineering of the remaining areas.

The relationship between BL and KSA keeps going strong. BL has expressed interest in another P.O.W.E.R. implementation in Oklahoma.

## Facility Design

The Columbus facility was the original warehouse that supported the entire business. After business acquisitions and store growth, it became evident that the Columbus facility required upgrad-

ing to continue meeting business demands. KSA was asked to help with the retrofit.

Our current focus is to finalize the detailed re-engineering layout and refine the retrofit implementation strategy. The primary challenge is the installation and transition to new equipment with minimal impact to inbound and outbound operations.

Fortunately, “Closeout Man” (see box) makes occasional appearances to keep the team motivated.

The Columbus re-engineering project team consists of Big Lots (BL) distribution executives, BL operations, BL engineering, material handling partners (FKI/Unarco) and KSA (*Tony DeMaria, Britt Dayton, Jon Mays* and *Ash Eisa*).



Left: old logo, featuring “Closeout Man.” Above: new logo.

## Columbus Facility Snapshot

Approximately 50 years old

Originally an aircraft engine manufacturing plant

3,000,000 square feet across five non-uniform buildings

Contains a 17-year-old conveyor system that was bought used

## \*Who is “Closeout Man”?

Closeout Man is the loveable (?) Big Lots mascot who recently retired. Maybe it was part of the “professional image” upgrade or just a changing of the times. He delighted some and scared others. For the project team, he remains a source of comic relief.

## Closeout Man’s Unique Characteristics

- Mask helps avoid intense media attention
- High-powered bifocals help identify bargains
- Leg hairs are 1-1/2 inches long, spaced 2-3 inches apart. Why? We have no idea.



## Avon (cont'd from page 1)

*Great relationship between KSA and Avon leads to variety of projects*

and trained throughout November and will go “live” soon.

Our reporter’s next stop is Springdale, Ohio, where KSA is implementing Shared Success (Avon’s version of Base Plus®) at Avon’s Returns Facility. When the reporter arrives, however, he wonders: Is this a Star Wars convention? The project lead has an uncanny resemblance to Chewbacca; the facility manager bears a striking resemblance to Yoda, and he’s mumbling something about “The Force of Shared Success.”

Reporter: What’s going on here?

KSA: The Star Wars theme is all part of making a standard kickoff fun for the associates. The more motivated they are to be productive, the bigger bonus they

will earn, and the more money Avon will save.

Reporter: And how successful have you been so far?

KSA: We are on track to hit our annual savings projection without even placing the final third of the building on standard. But why stop now when we’re having this much fun?

Reporter: Good point. May the force be with you.

Our reporter then heads south to visit the Atlanta distribution center. He tries to find a KSAer to fill him in on the latest goings-on, but apparently there is some sort of demonstration in progress, led by two gentlemen who look suspiciously like *Saturday Night Live’s* Hans

and Franz. After the show, a party begins and everyone is too busy eating cake to talk to the reporter. Once things wind down, our reporter finally gets some answers.

Reporter: How is Shared Success implementation going here in Atlanta?

KSA: Great! The team has been on-site since April and is forecasting \$700,000 in savings by year-end. We currently have the majority of the operations and associates in the operations area on standard and participating in Shared Success.

Reporter: Was that Hans and Franz I saw just now?

KSA: Hans and Franz help demonstrate the principles of P.U.M.P.® (Performance = Utilization x Methods x Pace), a key part of Shared Success. Avon has gotten behind the implementation 100%, with follow-ups and presentations that resemble a Broadway show. In addition, there is usually some sort of celebration in the facility that requires a cake — it’s always someone’s birthday or anniversary, or it’s Karaoke Day or some other momentous event.

Our roving reporter then grabs one last piece of cake before hitting the road.

As you can see, KSA and Avon have developed a great relationship and have worked together on a variety of projects. KSA has proved its ability to make project work fun while still producing great results for the client!



Left to right: Scott Vanags, Nathan Burkland, Evelyn Hum, Dawn Holt, Rod West, Frank Leggio, Steve Pinder



The following people contributed to KSA's work at Avon in 2001 and/or 2002.

**JIT:**

Bob Copeland, Mike Rice,  
Heinrick Louis-Pierre

**Log-Net:**

Bob Copeland, Greg Wells, Shawn  
Ashworth, Heinrick Louis-Pierre, Iris Chang

**Program Management Office:**

Bob Copeland, Raj Kumar,  
Robert Fulghum, Iris Chang

**Springdale Base Plus®:**

Raj Kumar, Mark Messinger,  
Josh Benton, Denise Trostle

**Atlanta Base Plus®:**

Raj Kumar, Rod West, Frank Leggio,  
Nathan Burkland, Evelyn Hum,  
Todd Soller, Kevin Knight

**Other projects, including 3-day  
brainstorming session, indirect staffing,  
warehouse expansion, etc.:**

Dawn Holt, Jeffrey Sauls,  
Eric Watterson, Torre Crupie, Jon Mays

**Logistics Strategy:**

Raj Kumar, Dmitry Erez, Gabrielle Pyle

**Account Executive: Jim Severyn**

**Kudos from Avon**

Recently, I attended the American Irish Historical Society banquet in New York honoring U2's Bono for his humanitarian efforts. Brian Connelly, president of Avon NA, was seated at one of the head tables. Halfway through the banquet, Brian sought out the KSA table to introduce himself and to personally thank everyone for our accomplishments at Avon over the last 12 months. He is extremely happy with the results of the projects. He said KSA has a great set of people who work very well within the Avon family and that someday, Andrea Jung, the CEO of Avon, will probably be on the cover of *Fortune* for transforming the company. "When that happens," he said, "KSA will have played a major part in helping her achieve it."

—Jim Severyn

**Atlanta Office  
United Way  
Campaign Results**

**\$48,000  
(\$8,000 over goal!)**

**Milestones**

**Congratulations to:**

Kamran (AO Infrastructure) and Saira Bhurgri on the birth of a daughter, Sumer, September 6.

Trisha (AO KRC) and Todd Palmer on the birth of a son, Brian Christopher Paz, September 14.

Chuck (AO CPD) and Lisa Kaste on the birth of a son, Stephen Charles, October 8.

Bruce (Swander Pace) and Robyn Cohen on the birth of a son, Benjamin Aaron, October 14.

Katherine (AO CPD) and Erik Bush on the birth of a daughter, Kaitlin Elizabeth, October 14.

Prodipto (KSA Technopak) and Moushumi Roy on the birth of a son, October 25.

Greg (AO CPD) and Sara Jane Klingaman on the birth of a daughter, Elizabeth Frances, October 27.

Bud (AO Infrastructure) and Pam Porter on the birth of a son, Thaddeus Corwin, October 31.

Donna Presing (AO CPD) and Ramesh Kakarala, married November 16.

At Alan Braithwaite's retirement dinner, we snapped a photo of these gents, as they're rarely all together at the same time. L to R, Front row: Tony Smith, Alan Braithwaite, Phil Davies, Dave Cole. Back row: Dave Rush, David Oliver, Richard Traish, John Beddows, Peter Willmot, Patrick Moylan, Phil Turnbull.



## Alumni News (cont'd)

### Ken Bienstock

ken.bienstock@intel.com  
480.552.3594 (w)

Ken has been with Intel Corporation for the past 2.5 years and is currently working as an IT Manager in the eBusiness Group. Ken and his wife, *Kristine*, are living in Chandler, Arizona and eagerly await the birth of their first child in April 2003.

### Robert Blyth

84 Greenside Kendal  
Cumbria LA9 5DT, England

"I am now teaching 9 - 10 year old children in a small village three miles from my home in Kendal on the edge of the Lake District. I teach all subject areas. I love every minute of it, and every day brings a new challenge from either children, parents, other teaching staff, or the government. The hardest challenge to meet is my own expectations as the children deserve the best I can do."

### Jim Kirby

2220 Azalea Dr.  
Roswell, GA 30076  
770.992.1749  
jkirby@mindspring.com

"*Jayne* and I continue to operate Management Recruiters of Marietta. We'll celebrate the company's tenth anniversary next July, and our 33rd wedding anniversary in August. *Jim Jr.* is at UGA. High school senior *Price* says he wants to be an engineer. (This acorn fell a long way from the tree!) He's considering Georgia Tech and Clemson, among others. We hope they'll consider him!"

### Kathryn Larcombe

TCHUMA - Cooperativa de Crédito e Poupança, SCRL  
Av. Eduardo Monndlane 1778  
Maputo, Mozambique  
Tel. 314875

This year marks my 10th year in Mozambique since leaving KSA. I came here on a two-year contract, as a technical advisor to the Government's Small Business Promotion Institute, but in 1993 met my future husband and I'm still here.



Kathryn Larcombe (the UK's first female principal)

I worked as a freelance consultant before and after the birth of our two boys, and since 1998, have worked as the Deputy Director of a microfinance institution. (If you would like to know more about TCHUMA, see the ACCION website at [accion.org](http://accion.org)). When my colleague and I started, it was just the two of us, a secretary and a part-time credit officer. Now we employ nearly 80 people, have nearly 5000 clients and in the near future will open our 5th branch.

When I left KSA, *John Beddows* asked me to consider returning, after I had finished "playing in Africa." John, I have never worked so hard in my life!



Left: Doug Moore, Freddie Wood, Bill Cobb, and Chuck Harris at a recent meeting of the KSA Alumni Bridge Club in Chattanooga, Tennessee.

Right: John Caldwell takes a well-deserved rest after bidding and making a 2-club bid at the summer gathering of the KSA Alumni Bridge Club in Highlands, North Carolina.



Finally, I would like to thank all the KSAers who answered my plea to donate to the relief effort in Mozambique two years ago, at the time of the floods.



Jack & Evelyn Ullman celebrating their 50th Wedding Anniversary in September.



Amanda (daughter of KSA alumnus Dean Vought) and Mark Abrams reconnect with Ken Osborne (far left) and Dave Cole (far right) at the Ullmans' 50th anniversary celebration.

### Phil Lutz

5810 Garden Lakes Palm  
Bradenton, Florida 34203  
philaudrey@aol.com

"...Trying to stay healthy takes considerably more time than it used to...however, I manage to feel well enough to continue working part-time. This year I designed and installed an accounting system for a plumbing technology company and I'm currently assisting them with an acquisition of another company...Otherwise, we're enjoying life here on the beautiful Sun Coast..."

### John Stevenson

Jstevenson@standardtextile.com

John is still with Standard Textiles and reports being "alive and well in Cincinnati (but not at WKRP)..." The company made four acquisitions last year, keeping John busy and productive...Other KSA alumni in the neighborhood include Rick

*Parsons and Glen Larsen, who work at Cintas.*



**THE CIRCLE OF LIFE.** Meet Jaden Kurt Salmon, great-grandson of our founder, born October 24 to Scott and Shauna Salmon of Hoboken, New Jersey.

### Jeannette Townsend

1302 Hollywood Ave.  
Jacksonville, FL 32205  
JMTown2000@yahoo.com

"2002 has been a busy year for Jon & Jeannette Townsend. They moved to Jacksonville, Florida about a year ago and are getting accustomed to life in the South. And, in June of 2002, they welcomed *Benjamin Joseph Townsend* into the world. Life as parents has been rewarding and challenging and Jeannette is continuing to do some work for a small consulting firm specializing in direct marketing. She is able to work out of her home, which allows her extra time to spend with Ben. Anyone in the Jacksonville area, please look us up."

### Kimberly Zink-McClellan

901.850.5843  
kimberly.mcclellan@fedex.com

Now working for FedEx Services in its Information Technology Development group in Collierville, Tennessee, developing new business applications. Kimberly married *Scott McClellan* last November, and they live in Peachtree City, Georgia, from which she commutes to Memphis.

# “Making someone happy” at Russ Berrie & Co.

by Yamel Cuevas

RUSS is a worldwide designer, manufacturer and distributor of a wide variety of gift products. Its motto, “Make someone happy” has been driving the quality and variety of its constantly changing 6,000 products for over 30 years. Mostly known for its teddy bears and other plush toys (the company recently released a 100th anniversary teddy bear), RUSS also enhances its product line with gifts for every occasion.

KSA is helping RUSS implement the JD Edwards (JDE) One World XE system, which will better support RUSS’s plans to grow a \$300M business to \$1B over the next 6-7 years. The system will allow a central location to support a worldwide business. It will reduce technological risks, implementation and maintenance efforts. This is one of the first full implementations of JDEs’ One World XE.

Our team helped RUSS go live with the system’s Purchasing module. Users have benefited from a reduced effort to create purchase orders and detailed tracking of purchase order revisions. They look forward to tracking the status/location of receipts once we go live with the EDI transactions to and from the consolidators. They will have visibility to goods at the consolidator and goods in transit to the distribution centers — all while significantly reducing the amount of manual data entry involved in the purchasing process. The Finance, Sales Orders and HR modules will be implemented by the middle of next year.

KSA has a Project Management Office (PMO) and a quality assurance/testing role in the project. Between the software consultants and the JDE application consultants, the JDE development team

and the RUSS development team — not to mention the RUSS business users — there are a lot of interactions to manage, and deliverables that depend on each other. Our testing team works with the client to ensure the applications and interfaces meet business needs. By working alongside business users and experienced developers (some have been around since the first One World implementation), we’ve been able to identify and fix many problems before they reach the production systems.

## “Balancing” the project

The team decided to go bowling for its first group activity, which turned out to be a great introduction to how a typical night out on a project can be spent.

(Most of the team members have never traveled on a project.) Project stories from the “seasoned” KSAers provided a good glimpse of things to look forward to. I discovered that *Bob Copeland* is not only a good coach on the project but at the lanes as well, as his few words of advice turned my consistent gutter ball into an impressive strike. *Chain Paik* was the ringer of the group, showing up in his bowling shirt, and making the high score of the night.

Quality fun-time with the team really added to the rewards of delivering good work — and it reminded us that we work with great people on different levels. Working through a complete ERP implementation has been an added bonus.



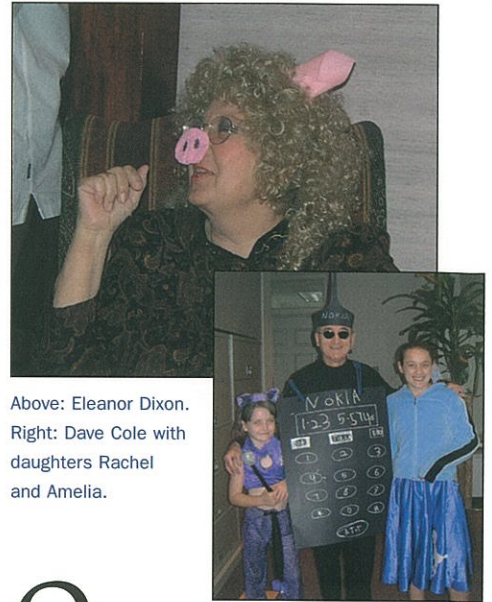
Bob Copeland, Yamel Cuevas, Jeremy Rubman, Kim Cristea, Chang Paik take a break from project work.

# What's going on here?

By Shannon Mullins



Some of the kids (left to right): Kiara and Chase Wright, Kennedy Wright, Camille Clark, Anastasia Clark, Brittany Clark, Taylor Doiron, Robert Kaste, Rachel Cole, Kelly Oppenheimer (friend of the Coles), Amelia Cole and Nicole Brochoud.



Above: Eleanor Dixon.  
Right: Dave Cole with daughters Rachel and Amelia.



The delightful Fall Fun and Fantasy Day was the product of the Atlanta Office's Glee Club, Left: Princess Mona Clifton, Department T; Heavenly Raquel Short, Administrative Assistant – Merchandising; Kevin “Dark Angel” Knight, Analyst – Fulfillment; “Captain” Debbie Hamrick, Administrative Assistant – Fulfillment; Christie “Fairy Dust, Anyone?” Temple, Personnel; Elizabeth “Say, ‘ahhh’” McClendon, Support Staff; Shannon “Groucho” Mullins, Administrative Assistant – Fulfillment; and Libby Morgan, Personnel (not pictured).

On October 31, the Atlanta office staff was surprised by many unsettling occurrences. The reception area was overgrown with cobwebs and an enormous spider threatened to consume *Elizabeth McClendon*, who was trying to maintain her seat at the reception desk. Several illuminated pumpkins appeared — even one carved with the initials, “K-S-A.” Many odd and unearthly characters began roaming the halls. There were ghosts in stairwells, and angels — both heavenly and not-so-

*cont'd*



## Friends, food, festivities

heavenly — floating about. A nurse and a surgeon answered the phones. Fairies, military personnel, genies, a spooky troll, a cat and a pirate queen were spotted. A friendly Viking wielded her axe in the KRC, while a computer wizard and a commando in complete “camo” appeared and disappeared down in Infrastructure. Even celebrities took part in the mayhem. Miss Piggy took over Eleanor Dixon’s office. Martha Stewart found “good things” in Communications, and Groucho Marx was seen at the copier near Logistics.

In the afternoon, smaller ghouls and goblins began to wander the halls demanding candy. The day culminated in a fiendish celebration with games for the little ones, and refreshments for all. In attendance was a large cell phone that looked suspiciously like Chairman Emeritus, Dave Cole. It was finally revealed that the mysterious apparitions were only KSAers in their Halloween finery, and prizes were awarded to *Nancy Freitas* as Pocahontas (3rd), *John Lyons* as Bozo Doc (2nd) and *Janice Ryer* as Martha Stewart Goes to Jail. Best Witch award was given to *Chelsey Dugger* and the “Was I supposed to wear a costume?” award went to *Mark Evans*.

PICTURED ON PAGE 23: Janice Ryer, Brandi Fritz, Don Richter, Nancy Freitas, Eleanor Dixon, Mona Clifton, Wendy Ramsaur, Kevin Knight, Christie Temple, Debi Hamrick, John Lyons, Elizabeth McClendon, Jennifer Booher, Shannon Mullins, Raquel Short, Irene Wright, Nikia Wright with Kennedy, Kiara Wright with Chase, and Leah Brochoud with daughter, Nicole.



Members of the KSA Düsseldorf office enjoyed a day of fresh air, cold water (for swimming!) and hot food. Dietrich Brand and his crew found a wonderful swim-bath club, and organized activities — including a game of bocce ball — to ensure everyone had loads of fun.



Several U.S. offices recently celebrated KSA’s First Annual College T-Shirt Day. Left to right: Above, Los Angeles Office: Mike Kincaid, Jon Watschke, Tom McVeigh, Olivia Salazar, Barry Ehlers, Enrique Morales, Lynn Senior, Han Nguyen, Steve Robertson, Ken Walker

Right, San Bruno Office: Back row: Dorothy Lloyd, Craig Acosta, Brian Allamby (under hood), Charlie Cosovich. Middle row: Alex Schernia, Bernie Grijalva, Darin Morgan, Patrick Smith. Front row: Cassandra Whitcomb, Brian Harrington, Kimberly Anderson

