

The KSA Observer

70th Anniversary Edition



KSAers from around the world celebrate our 70th anniversary

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The KSA Observer is published by Kurt Salmon Associates, 1355 Peachtree Street, N.E., Atlanta, GA 30309, solely for the use of its employees, and is not intended for general distribution.

Summer/Fall 2005



KSA'S 70TH ANNIVERSARY: IT'S A TIME TO CELEBRATE OUR ACCOMPLISHMENTS, LEARN FROM OUR EXPERIENCE, AND APPLY THESE LESSONS AS WE CREATE OUR FUTURE.

KSA has thrived in the demanding consulting profession by hiring the best talent and providing exceptional service and results to our clients. As noted in the time line on Page 6, we have adapted and evolved the business each decade in response to the changing marketplace, while remaining true to our core values and principles.

Kurt Salmon established a rich heritage of integrity and excellence. We are the current stewards of those ideals and I am proud of the way we are upholding Kurt's legacy. Whether implementing a warehouse management system at Roseby's, a leading home furnishings retailer in the United Kingdom, or transforming the supply chain at Brown Shoe, a North American footwear company, our people are delivering outstanding results that set us

apart from other consulting firms. Our health care practice proudly assisted every one of the *U.S. News & World Report's* top hospitals. Being named among the "10 Best Firms to Work For" by *Consulting Magazine* is another example of Kurt's legacy in action. Our continuing challenge is to make the adaptations important to the firm's ongoing success in an increasingly complex and competitive business environment.

In this issue, we will look at historic milestones, learn what colleagues and clients say about their experience with KSA, and explore the firm's future direction with KSA's current leaders. I hope you enjoy this edition and are inspired to make the next 70 years as exciting and memorable as the first 70!

GLOBAL FIRM CONNECTED BY COMMON VALUES

OUR PRINCIPLES: WHAT WE STAND FOR

- We must put clients' interests first, deliver what we commit to, and respect clients' priorities and cultures.
- Our conduct will be marked by integrity, collaboration, respect, and mutual support.
- We must invest in the ongoing development of our staff, as well as in the growth of our own skills and capabilities.

To foster development, we will provide clear expectations, timely feedback, coaching, growth opportunities, and fair rewards.

- We will pursue excellence and challenge ourselves to innovate to achieve breakthrough solutions.
- We will grow the firm profitably and protect and honor our reputation.
- We will:
 - show appreciation,
 - foster commitment,
 - acknowledge our accomplishments, and
 - create an enjoyable work environment.

OUR COMMITMENTS: WHAT WE WILL DO

Client Service

- I will only pursue and propose a project I believe will have a high impact on the client's future success.
- I will honestly assess project results and do everything possible to ensure our deliverables meet or exceed expectations.

People Support

- I will treat others with dignity and honesty, applying ethical standards.
- I will adhere to and implement on a timely basis the firm's performance review and assessment processes (both for projects and for staff).
- I will provide real-time coaching and support to my project teams and colleagues.

Personal Conduct

- I will invest in my own personal development throughout my KSA career.
- I will support the KSA strategy and priorities and execute them to the best of my abilities.
- I will treat others with respect, honesty, and directness at all times and in all situations.

KSA HAS SATISFIED OUR CLIENTS FOR MORE THAN 70 YEARS. CLIENTS FIND GREAT VALUE IN OUR WORK BECAUSE KSA KNOWS HOW TO BUILD LASTING RELATIONSHIPS. HERE'S WHAT A FEW CLIENTS SAID ABOUT US RECENTLY.

ON CPD:

The KSA team exhibits competence, enthusiasm, and depth of talent. The talent assigned is tremendous...“Clients’ interests first” lives!
— *Do-it-yourself retailer*

Our previous experience with KSA was extremely positive. I respect the experience and approach used by KSA associates.
— *Footwear supplier*

Very good, responsive service. Exceptional talent; adds tremendous value.
— *Department store retailer*

KSA exceeded my expectations. They did exactly what they committed to and went further to ensure success.
— *Multi-channel music distributor*

KSA has assisted us over the past 18 months on several projects at the heart of our strategic initiatives to improve sales and margins. The KSA teams have been [comprised of] high quality, experienced, bright, “outside the box” thinkers who creatively challenge the status quo, and who add value in all their interactions. The projects have been highly successful, producing the results we set out to achieve, and making a significant strategic impact.
— *Department store*

Of the dozens of consulting firms I have worked with throughout the years, I have never worked with anyone that provided more value than KSA. You brought solutions as opposed to giving us back what we already know. We never could have done this without you.
— *Specialty store*

KSA was a valued partner in helping us reassess our apparel condition. Having worked with numerous consultants, KSA is ranked at or near the top.
— *Retailer*

ON HSD:

KSA is an excellent team. Scott Latimer provides outstanding consulting and a good knowledge of an academic medical center environment.
— *Academic medical center*

Smart, professional, timely — you are the best!
— *Academic medical center*

We selected KSA because of its extensive work with children’s hospitals and its reputation.
— *Children’s hospital*

It is always a pleasure to work with such professional and skilled people, such as Elaine Remlinger and Stacy Melvin. Elaine’s strengths have earned her the respect of the entire senior management group.
— *Health system*

[KSA takes] excellent initiative, has superior consultants, and works effectively with professional groups — particularly physicians.
— *Regional hospital*

KSA was able to digest complex dialog and create clarity of content. It efficiently moved my organization to consensus of goals with broad buy-in. KSA also brought a wealth of knowledge and experience to our industry.
— *Regional hospital*

We have used Meredith’s [Spears] team several times and would use them again without question. We have recommended KSA on several occasions.
— *Regional hospital*

[KSA has] very bright, capable people.
— *Specialty hospital*

KSA met my expectations, helped [us] grow and understand the industry, and was fun to work with. They also related very well to our physicians.
— *Specialty hospital*

THE OBSERVER ASKED THE GLOBAL LEADERSHIP TEAM (GLT): “WE ARE CELEBRATING KSA’S HISTORY. HOW DO OUR PAST SUCCESSSES PREPARE US FOR OUR FUTURE?” THEIR RESPONSES ARE BELOW.

BILL PACE: The strong values Kurt Salmon instilled in the firm have guided us through prosperous and difficult times. Throughout the firm’s history and for the next 70 years and beyond, KSA will be anchored by these cultural imperatives of client interests first, integrity, mutual support, respect for the individual, innovation, and a commitment to excellence. Firm leadership has held true to these values when responding to changing market conditions. Client and employee needs are central as we evolve our services, staff, and marketing strategies. In our past, we introduced Quick Response (QR) and Efficient Consumer Response

est moves in our expansion in the marketplace. China has a rapidly growing economy and is becoming the leading supplier of merchandise for many global retailers and their branded suppliers. Falling quotas and privatization have created enormous opportunities for our clients to find new manufacturing sources, improve profitability through sourcing innovations, and improve supply chain capabilities. KSA is helping manufacturing companies find the best sources while being mindful of risks. It is an exciting time as we leverage our knowledge and reputation in this expanding region.



GLT leaders met February 7 in Atlanta

(ECR) to focus our clients and prospects on major opportunities in the apparel and packaged goods industries.

The Voluntary Interindustry Commerce Standards Association (VICS) recently honored KSA and Dave Cole for more than 20 years of leadership for our work on the supply chain and contributions to the consumer products industry. HSD leaders authored “The Hospital in 2020,” a visionary document about the future of U.S. health care. Health care leaders, the U.S. government, employers, and the public realize the U.S. health system is in crisis, and are relying on KSA to continue to understand and address the changing needs of the industries we serve.

GLENN HERSHEY: Our entry into China and the opening of the Shanghai office mark the lat-

JEAN-LOUIS SIMONEAU: The Acceleration Program is another example of the firm’s ability to innovate in response to changing market forces. KSA developed the program as clients’ needs shifted (e.g., improved speed to market, enhanced product availability, more customer value, and technological innovation). KSA designed a unique go-to-market approach that matches our clients’ goals and accelerates the delivery of benefits. The Acceleration Program provides a framework to illustrate how KSA can address the key performance issues important to C-level executives through business growth, margin management, inventory efficiency, performance improvement, and technology effectiveness. The program originated in Europe, and KSA is introducing it worldwide to our clients. The Acceleration

Program is an outstanding vehicle for bringing high performing, integrated solutions to our clients for at least the next three to five years.

JERRY BLACK: The primary goal of the Business Outcomes Program is demonstrating the true impact of our services on our clients' businesses. Over the last 12 months, we have developed methods, technology, and skills to capture and report the results we achieve for our clients. In the U.S. CPD practice, we are systematically establishing baseline metrics at the beginning and conclusion of engagements and then monitoring subsequent progress for up to five years. The result

lucrative market, reimbursement pressures from the government and employers' health insurance costs will create significant challenges for U.S. health care providers.

RICHARD TRASH: As mentioned by my colleagues, Europe is busy implementing the Acceleration Program and is poised to begin the Business Outcomes Program. Other areas for opportunity center on expanding the European market and leveraging our relationships in India. We recently opened an office in Amsterdam to serve the growing Benelux region. Our technology practice is growing rapidly, with major break-



will be a wealth of information about what KSA has accomplished, as well as benchmark data for projecting future outcomes for clients. KSA will launch the Business Outcomes Program in Europe and Asia later this year.

JIM BERARDUCCI: The health care practice has experienced several years of strong results. HSD has maintained a relentless focus on serving the very best academic medical centers, large hospitals, physician systems, community hospitals, and children's hospitals. We will continue to hire exceptional talent and provide outstanding service to our clients. We will be innovative in our products and delivery of services and continue to focus on the health care provider market. While the aging population in the United States makes this a potentially

throughs to first-tier retailers. We continue to lead innovations in the Radio Frequency Identification (RFID) arena, which now provides us access to the top five consumer products businesses across Europe.

DAVID HETZEL: Since joining the firm, I have been impressed with KSA's deep expertise, collegiality, and commitment to clients. I see the firm's adaptability in the adoption of the Acceleration Program as a vehicle for selling integrated solutions. In the last year, I have seen increased action and accountability for achieving profitability targets. This trajectory will be essential for accomplishing both its short- and long-term growth goals. I am confident we will make the needed transitions. We have a long history of doing just that!

KSA Through the Years



*Kurt Salmon
President/CEO/Chairman, 1935-1961
Chairman/CEO, 1961-1972*

1935

Kurt Salmon founded KSA

KSA focused on U.S. apparel manufacturers' operations

1960s

Karl Striegel, President, 1961-1973, Chairman/CEO, 1973-1976

Established European practice

Created Strategy, IT, and Logistics Services practices

1940s

Participated in development of Association of Management Consulting Firms (AMCF) quality standards for professional services firms

Expanded practice to focus on textile manufacturers



1970s

Expanded practice to focus on retail

Established initial health care practice

Opened Altrincham, Atlanta, and Los Angeles offices



*Stig Kry
Chairman/CEO,
1976-1987*



*Jack Ullmann
President,
1973-1983*



*Bill Pace
CEO,
2002-present*



*Mark Wietecha
Chairman,
2004-present*



Acceleration Program



Health Care 2020



*Elaine Remmlinger and Meredith Spear
named first female Vice Presidents;
Meredith joins Board*



2000s

Merged MMM, Space Diagnostics, and Swander Pace into KSA

Created B2B summit for industry leaders to enable retailers and manufacturers to work collaboratively to get product to market more quickly

Expanded thought leadership in the supply chain management arena with Consumer-Driven Differentiation (CD2)

Expanded thought leadership in health care with "Health Care 2020"

Mark Wietecha named one of *Consulting Magazine's* "Top 25 Most Influential Consultants"

Developed new software firm alliances with PeopleSoft, QRS, Red Prairie, Park City Group, JDA, etc.

Re-established KSA's core values and recommitted to delivering quantifiable results to clients

Meredith Spear began serving as first female officer on KSA Board

Expanded into mainland China and Benelux

Developed Acceleration Program to market KSA services



James Hamilton



*Dave Cole
President, 1983-1996
CEO, 1988-1998
Chairman, 1996-2000*

1980s

Developed corporate strategy toward global retail and consumer products, and North American health care

Established initial Asian practice in Hong Kong

Developed concept of Floor Ready Merchandise

Merged Hamilton Associates into KSA

Developed concept of Quick Response (QR) that revolutionized the soft goods industry

1990s

Developed Efficient Consumer Response (ECR) concept

Established packaged goods/food service offerings

Developed "Vision 2010" for retail

Merged SBS, Cleversys, LKA, and HMC into KSA

Formed joint venture with Technopak to create KSA Technopak

Established Tokyo and Mexico offices



*Barry Moore
President,
1996-1998*



*Peter Brown
President/CEO, 1999-2001
Chairman, 2001-2003*



Reflections of KSA at 70

By Mark Wietecha



THIS YEAR, KSA CELEBRATES ITS 70TH ANNIVERSARY AS A LEADING GLOBAL MANAGEMENT CONSULTING FIRM TO THE RETAIL, CONSUMER PRODUCTS, AND HEALTH CARE INDUSTRIES.

Few firms have successfully advanced their missions for 70 years in our competitive market. The foundation of our remarkable durability is an unwavering commitment to our guiding principles. It is why we are all here today. Here are some of the principles that drive KSA's continued success.

CLIENTS' INTERESTS FIRST — ALWAYS.

Our clients are the reason for our firm's existence. Our commitment to their advancement, coupled with our ability to deliver measurable results, is the cornerstone of our success. Consultants are only as valuable as their clients' results.

SUCCESSFUL PRACTICE. "Clients' interests first" is essential, but it is not the only factor that has contributed to the success of our first 70 years. KSA has also driven a successful practice, generated the profits necessary to sustain the firm, and maintained private ownership through successive generations of principal owners.

COLLEGIALITY AND FAIRNESS. KSA is a great place to work; not because we have the best benefits or most memorable advertising campaigns, but because of our collegiality. Our respect for one another breeds a sense of fairness, and as a company, we work hard to value each KSAer as an individual and to do what is right for each person.

TRADITION AND CONTINUITY. Our traditions are strong, with the torches of institutional memory passed from generation to generation.

Many of these traditions are simple gestures, perhaps, but each is an essential element of what differentiates KSA from other consulting firms.

CAREERS. KSA has always been one of the more exclusive consulting firms because it provides sustainable careers for many of our colleagues for decades at a time, allowing them to retire from KSA, rather than merely pass through en route to other jobs.

FRIENDS. Many KSAers become life-long friends. Our alums stay connected long after retirement. These friendships prove people care about the firm and each other, which is an increasingly rare aspect of business in this new millennium, and one I hope we never lose.

KSA has always represented far more than just a job for many, if not most, of us. It is a place genuinely characterized by big intangibles, having a soul of its own. This is the result of our many memorable professionals serving many great clients over the years.

Someone recently asked me where KSA might be in another 70 years. While I am hardly averse to making outrageous statements, even my comments on KSA in the year 2075 are necessarily limited. However, I will say that if we continue to focus on achieving excellent results for clients, advancing superior business performance within our practice, and believing in each other, I have little doubt there will be future generations who have the distinct pleasure of being "KSAers."



KSA Bridge Group visits Cashiers, NC, May 2004; KSA Bridge Group in the U.K., May 2005; Fran Preston retires

THE FIRM HAS PERSEVERED FOR SEVEN DECADES. WHAT FACTORS HAVE CONTRIBUTED MOST SIGNIFICANTLY TO ITS SUCCESS?

ALAN BRAITHWAITE (1970 to 2002): The three factors that have contributed to our success are the people we have recruited, putting clients' interests first, and focusing on industries and services where we can make a difference.

DEAN VOUGHT (1950 to 1996): The three factors contributing most to KSA's success are a deep respect for: 1) Clients, 2) Associates, and 3) Self.

HOW HAS KSA IMPACTED THE INDUSTRIES WE SERVE?

HARDY ARTELT (1965 to 2000): KSA has helped the industries it serves manage change and prepare to solve future problems.

JACK ULLMAN (1950 to 1989): KSA has made the competing industries more competitive. We helped to professionalize the management and management practices of industries, which had been very backward (until now). We have helped companies understand they cannot survive via protectionism, and have helped them diversify and develop more sophisticated management practices.

IN WHAT WAYS DID YOU PERSONALLY FEEL THE INFLUENCE OF KURT SALMON?

PAUL M. FLOOD (1962 to 1983): In developing a new practice in an industry different from KSA's traditional practice areas, I received a significant amount of advice from both Kurt Salmon and Karl Striegel. On several occasions they told me to "be knowledgeable in your chosen profession, practice it with tact and humility, and be honest and truthful with all."

JOE SCHEINES (1962 to 1992): Kurt Salmon gave me the freedom to create a job that had no limits, had never existed, and which no one had ever defined (and some people never really understood.) Further, he was a true gentleman. We all loved the man.

ULLMAN: Kurt was my friend and mentor, in addition to being the boss. It would take a book to state the many positive ways he influenced me, my wife, my colleagues, our clients, the industries we served, and the profession of management consulting.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE STARTING AT KSA TODAY?

BRAITHWAITE: Focus on exceeding clients' expectations. This will give you great satisfaction, enhance the firm's reputation, and advance your career.

ULLMAN: Reach for the stars. Do more than expected on every assignment. Do not try to be a hero. Ask for help. Stay focused on client work. Do your share of internal chores, but do not make a career of it.

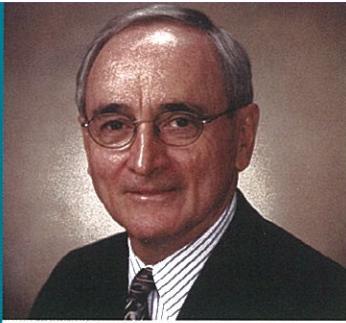
DURING THE FIRM'S 70 YEARS, WHAT HAS REMAINED THE SAME AND WHAT HAS CHANGED?

STIG KRY (1957 to 1993): The character has remained the same. What has changed is the size of the firm, its global scope, and a much greater sophistication in all consulting services.

VOUGHT: Madison Riley recently toasted KSA's culture during KSA's 70th anniversary celebration in the New York office. When asked to define KSA's culture, he said it is "the way we respect and treat each other within the firm." I think he is correct. That respect is what has survived over 70 years and is what has made KSA a great place to work and contribute to clients' success.

Four Ways to Succeed for 70 Years

By Dave Cole



THE FIRM'S 70TH ANNIVERSARY BRINGS BACK MANY MEMORIES FOR ME.

When I accepted a position at KSA several years ago, Kurt Salmon was chairman and chief executive officer of the firm. At the time, my plan was to stay three years, then attend graduate or industry school.

Today, having now successfully passed through four generations of leadership, KSA is a dramatic example that firms can survive such transitions — though there are few other well-known firms with comparable historical pedigrees.

Why is KSA among the select few that have lasted for 70 years? Moreover, how has the firm done it in such a way that there is still an exciting marketplace opportunity for future generations? Each of us could list many answers. To me, the four primary reasons are:

1. OWNERSHIP — KSA's founding generation, Kurt Salmon and his successor, Karl Striegel, initiated a broad-based ownership policy to share equity, and therefore ultimate accountability for the firm's success, among all principals. Each successive leadership team has enhanced that philosophy. Any generation could have changed it, but in so doing, would have likely defined the time at which the firm would cease to exist as an independent entity.

2. RECRUITING AND DEVELOPMENT — Throughout our history, KSA has typically focused more on recruiting talent than experience. This enables each leadership generation to provide opportunities to develop new leadership candidates. When KSA recruits strong talent, there is a responsibility to develop that talent.

3. CULTURE — KSA has historically fostered respect, dissent, and consensus — an unlikely triumvirate of characteristics. However,

respect for the individual's point of view allows for the exchange of a broad range of ideas. Respect for the decision-making process enables consensus, which encourages the support of idea implementation.

4. CLIENT COMMITMENT — Seventy years ago, KSA made a commitment to “do the right thing” for the client by delivering what it promised — and preferably more. This commitment continues today because we recognize we exist as a company only to the extent that we serve our clients well.

There are many reasons for our firm's continued success. However, the key point is that, after 70 years, KSA still has a sustainable opportunity for success due to an identifiable set of leadership philosophies that make the firm an institution. At the core, these philosophies recognize that management consulting is a simple profession with two overarching requirements: 1) Attracting and developing talented colleagues in all groups and roles, including consulting, administration, and support, and 2) Obtaining and retaining meaningful clients by consistently providing value-added services.

The entrepreneurship of management consulting is driven by success in these two central areas, which are controlled by the firm's members. As long as every action is clearly linked to these two core requirements, the firm will prosper and stay on course until we issue our 100th Anniversary *Observer*. Many thanks to all the KSAers who have contributed so greatly to the firm's success over the past 70 years.



Atlanta Office KSAers at the Fourth of July Peachtree Road Race after-party

KSA WAS NAMED ONE OF CONSULTING MAGAZINE'S "TOP 10 COMPANIES TO WORK FOR" TWO YEARS IN A ROW. THE OBSERVER ASKED CURRENT KSAers WHAT MAKES KSA A GREAT PLACE TO WORK. HERE ARE THEIR RESPONSES:

JERRY BLACK (Joined in 1995): The people are and will always be what makes KSA so special. I know many other firms say that, but having been with those firms, I know that there is no place as special as KSA. It is my wish that all KSAers realize how great our people are and continue to make it special for those who come after us.

MARK CHANDLER (1994): For me, KSA has always been about our relationships with each other and our clients. The friendships last a lifetime and make coming to work a pleasure. As we continue our journey, my desire is that we continue to focus on the relationships that make us special.

MILLIE CRUZ (1989): When I first came to KSA, I thought I was just passing through. The work was always challenging and different, but what really kept me here was KSA's ability to attract some of the nicest people I have ever met. KSA was a good landing place, after all!

JOHN KARONIS (1989): Nothing is more exciting or motivating to a KSAer than making a huge, positive impact for a client. That's what drives our culture, strengthens our relationships, and is ultimately why our clients always come back for more.

MOHAN KOMANDURI (1993): The thing that makes KSA a great place to work is that it creates so many opportunities for KSAers to work globally. Over half of my career with KSA has been outside of the United States.

STACEY LEIBOWITZ (1998): When I looked for a job during business school, I was shooting for the moon. I wanted a position that would build upon

my industry experience in retail and apparel manufacturing, while allowing me to gain exposure to top industry executives. Then I found KSA. The work has provided me with a wealth of experience and the firm has provided the support needed to advance my career. Best of all, I get to work with the best people in the consulting industry.

BENJAMIN MOKOTOFF (1995): Every single individual I have worked with at KSA has exceeded my expectations from both a professional and personal standpoint.

SHERMAN MOORE (1999): The KSA of today is a reflection of a legacy and culture built over the last 70 years by many great individuals. However, the sum of our whole is much greater than any of the individual parts. In the final analysis of what makes a great firm, it is the people that matter, and KSA is a place where great people are attracted to join and want to stay.

LIBBY MORGAN (1979): I am still grateful for the invitation to join the KSA family. Early in the process, I questioned whether my skill set and goals were a perfect fit for my role at KSA. However, the encouragement, support, opportunities, and challenges offered have made my years with the firm better than I could have imagined.

AL SAMBAR (1995): My feelings about KSA's success and my attraction to it can be summed up in one word: integrity. KSA demonstrates integrity in our client work, relationships, and how we deal with each other. I am sure other firms boast of integrity as a core value, but a 70-plus year industry-wide reputation for it is damn hard to beat.

RAQUEL SHORT (2000): When I joined the firm, it was apparent there was a history and tradition of KSA family. Today, the best thing about KSA is still the people. We are incredibly smart, always offer the highest quality of work, healthily competitive, supportive of each other, absolutely fun, and always up for the next challenge.

Did You Know Kurt Solomon?

By Jack Johnson



SOLOMON? THAT IS NOT A TYPO, BUT KURT SALMON'S BIRTH NAME WHEN HE IMMIGRATED FROM GERMANY TO THE UNITED STATES IN 1930.

Born in Cologne, Germany, he was educated at the University of Cologne and the Textile School of Chemnitz. After coming to the United States, he worked for five years in a Nashville, Tennessee hosiery mill before starting his one-man consulting firm.

We were all saddened when Kurt passed away in 1979. Looking back over the past 70 years, it's clear to see what he accomplished. Shortly after he passed away, many people recalled Kurt's life, who he was, and what he meant to them. Here are a few of their tributes.

STIG KRY: "He was warm and humorous, forgave mistakes, and never carried a grudge. We will carry forward the heritage he left, and in that task, the memory of Kurt will be a source of strength and joy."

JACK ULLMAN: "Yes, men do live on in the memories of those they leave behind — memories that bring joy, that continue to teach us, that help us through difficult times, and that will keep a wonderful human being with us always."

DEAN VOUGHT: "Among my fondest memories were his excellent and effective notes on conduct, dress, and attitude in the business

world. We kidded him about them, but they really got the point across. He was a unique man."

As an example of Kurt's sense of humor, I received another note from him while I was in the Army. Since I had not informed the KSA Washington, D.C. office of my whereabouts, it was addressed to my parents' home. Kurt wrote, "Dear Jack: Have you become a Lieutenant General, or are you in such top secret work already that even your very existence is confidential? We at KSA are still alive. How about the Johnsons? Best regards, KS."

When I was a trainee at KSA, I visited an apparel plant in McRae, Georgia with a group of other KSA trainees. Kurt took the group to dinner, as was his custom. Attempting to learn more about his background in Germany, and anxious to show off some of the language skills I had acquired in high school, I asked, "Mr. Salmon, where you lived while growing up, did they speak Hoch Deutsch ('high' Dutch) or 'low' German?" I soon regretted asking that question! Kurt carefully and tactfully explained that the language difference was not geographic, but socio-economic. He then recited this quotation from Alexander Pope: "A little learning is a dang'rous thing; drink deep or taste not the Pierian spring." That was vintage Kurt Salmon.

An anonymous industry executive and KSA client said of Kurt: "Sharp and decisive in his analytical mind, he cut through the chaff of the wheat to the heart of the matter. He gave stature and professionalism to our industry. He affected and fashioned many careers. He started alone and went on to build for many. Once in a while, God puts together the ingredients that constitute a man. Truly, he did His work well with Kurt." Solomon could not have expressed it better himself.

Jack Anderson Johnson joined KSA in 1953 and retired as a Vice President in 1984. He and his wife, Gloria, now live in Auburn, Alabama.