



## Speed to Success

**CYCLE TIME REDUCTION AT JC PENNEY HOME DIVISION** | By Trent Janik and Laura Unger

**IN TODAY'S COMPETITIVE MARKET, MANY RETAILERS HAVE IDENTIFIED SPEED TO MARKET AS AN IMPORTANT OPPORTUNITY. RETAILERS HAVE THE POTENTIAL TO GAIN TOP-LINE BENEFITS BY MAKING DECISIONS CLOSER TO IN-STORE AND CAN INCREASE PROFITABILITY WITH BETTER MARKDOWN MARGINS AND IMPROVED INVENTORY TURNS.**

Under the direction of Bryan Eshelman, KSA has been an important partner to JC Penney in implementing the retailer's cycle time reduction (CTR) initiative. The objective of CTR is to reduce the time from concept to in-store and deliver goods to market faster and more efficiently. KSA, under the leadership of Eshelman, Kimberly Cray, and Jeremy Rubman, supported JC Penney in the retailer's initial apparel pilot in the fall of 2006, and in the subsequent rollouts to its apparel, footwear, intimates, and home divisions.

In January 2008, JC Penney began implementation of CTR in its home division. The KSA team assisting with this effort is led by Kathy Gallinaro and includes Trent Janik, Ed Matthews, and Laura Unger. CTR requires the home division to work differently across several dimensions to achieve the benefits of the process. First, to help the division operate more efficiently, the KSA CTR team clarified roles and responsibilities across the core business functions (design, product development, sourcing, and buying). This reduces redundancies and streamlines decision making by clarifying decision owners.

Second, the KSA CTR team worked with JC Penney teams to improve cross-functional collaboration from the beginning of the development process. Early alignment of strategies and concepts is critical to ensuring teams work toward the same goals.

Finally, several new processes were implemented to enable speed in the product development process. One of the critical changes integrated into the seasonal development process was assort-

ment planning, the backbone of the CTR process. This was a significant step because it helped improve the effectiveness of product development execution and the overall merchandise planning process.

CTR changes how JC Penney associates work, and may also impact their roles and the tools they use to perform their jobs. Managing this change presents daily challenges for the JC Penney/KSA CTR team. The home division's leadership team's commitment to CTR and the frequent interaction between the CTR team and home division associates has been critical to effectively managing this change.

The willingness of the business to work through challenges, such as having to make assortment decisions while product is still in development, and celebrate successes, such as proactively managing calendar deadlines, has resulted in a winning implementation in this division thus far.

The KSA team has nearly completed its support of the CTR home division implementation. One remaining challenge is the transition of responsibility for oversight of CTR from the CTR team to home leadership. The high level of support and the division's ability to quickly adapt to change bodes well for the program's continued success. As with many projects, the true impact of the KSA team on the home division will become clear only after the project is complete. The team is confident that the JC Penney home division will continue its successful adoption of the CTR process long after KSA has departed.

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# Straight Talk from the Chairman

PUTTING DOWN ROOTS | By Mark Wietecha



**THE YEAR 2010 WILL BE A BIG YEAR FOR KSA. NOT ONLY WILL WE CELEBRATE OUR 75TH BIRTHDAY AS A FIRM, BUT THE YEAR MARKS KURT SALMON'S PERSONAL 100TH BIRTHDAY AS WELL.**

While much more information about these milestones will flow in the next 18 months, there is no time like the present to review a bit of "KSA 101."

Kurt Salomon was born in Cologne, Germany on April 3, 1910. As the first son in a prosperous Jewish family, Kurt enjoyed an excellent upbringing and graduated from the Chemnitz textile engineering school in 1930. His father, Morris, a successful businessman and partner in his own firm, thought it would be beneficial for Kurt to spend a year in the United States experiencing the business climate of what was then viewed as the next leading economy of the world.

Kurt sailed from Bremen to New York on the "Europa" in 1930 with letters of introduction. He secured employment as an engineer at a hosiery company in Pennsylvania, and subsequently with May in Nashville, also in hosiery manufacturing. It was here that Kurt realized he could conduct his project work on an independent consulting basis, and KSA's roots began to take hold.

In those early years, it became clear that much of KSA's work in this industry sector would be conducted in the southern United States. Apparel manufacturing had been steadily disappearing in the northeastern United States for years due to high labor costs.

In the late 1930s, Kurt decided to change his name from "Salomon" to "Salmon." He explained that the change simplified the name for business purposes, but the Salmon children later speculated that Kurt was concerned about selling work in this region under the more overtly Jewish "Salomon." Whatever the reason, Kurt Salmon Associates was the going brand by the end of the 1930s.

"Salomon" was originally pronounced with a soft 'a' and a hard 'l' as in "my gal Sal," and this pronunciation was maintained after the name changed. So "Sal-mon" is the proper pronunciation; not "as in the fish, salmon!"

Young Kurt Salomon took a big step journeying alone to the United States, an emerging economy then entering the first stages of the Great Depression. He had vision to be sure, but mostly, he put his head down and went to work and made something happen one day and one project at a time. Among the many lessons Kurt left us, I suggest this as one of the more timeless.

## **KSA Named Among *Consulting Magazine's* Top 10**

KSA has been named among the Top 10 consulting firms to work for by *Consulting* magazine. The 2008 list marks the sixth consecutive year KSA has been in the Top 10.

KSA scored highest in "The Job," (consultants love the work they do and the types of engagements to which they're assigned; they feel they are meeting client expectations, etc.). KSA also scored very high in leadership, or consultants' faith and trust in the leaders of the firm and their ability to communicate and execute the firm's overall strategic direction, mission, etc.

The complete results will be printed in the magazine's September issue, which mails to subscribers September 2.



**OUR PROSPECTS FOR SUCCESSES IN 2008 AND BEYOND REMAIN PROMISING.**

Unless you've been on a very long vacation or sabbatical, you are acutely aware of the doomsday atmosphere currently surrounding the U.S. economy and its long-term prospects. Many of us are also asking what this means for KSA and our prospects throughout the world as this economic slowdown, malaise, or recession (depending on which economist you listen to) spreads.

I cannot say I am 100% without worry about the economy and its impact on KSA's business. However, I can say that I have seen a few recessions in my business life span, and that KSA's key ingredient for success has been proven through both good times and bad. That ingredient is exceptional client service with superior results. Since the days of Kurt Salmon himself, we have prided ourselves on "Clients' Interests First." Many things about KSA have and will continue to change, but this is one core value that will not.

Resiliency and the ability to adapt are two of the U.S. economy's — and KSA's — greatest strengths. I believe the climate will be different going forward, but the economy will adapt and so will we. I also believe that change is a part of life, and that KSA is particularly good at assisting clients with changes that will help them succeed. We are also becoming increasingly better at changing ourselves.

Surely we will need to continue to reposition some of our service offerings and external messaging. Global Marketing Council Chairman, Madison Riley, and his team have already made substantial progress positioning our value proposition message. Our service groups in North America, Europe, and Asia have made significant strides in better defining the benefit equation in all of our proposals. As a result, we are still experiencing a strong proposal and opportunity pipeline.

Despite our clients' caution about their investment decisions, KSA has conducted several exciting and transformational projects in 2008 for leading clients such as AEON, Carrefour, Charming Shoppes, J.C. Penney, Marks and Spencer, Macy's, Saks Fifth Avenue, Talbots, T-Mobile, and many others. If we keep our own teams focused on quantifying and achieving significant value chain benefits for our clients, we will continue to win these types of transformational projects.

Finally, many of our teams are already working very closely with colleagues from our sister consultancies — Ineum, Parson, Proudfoot, and Salzer — completing several joint sales or project deliveries. As we continue to improve our knowledge of each other and the value clients can expect to receive from our combined offerings, we will become even more adept at recognizing and capitalizing on shared opportunities.

We have all been very busy in 2008 delivering high-value projects and working very hard to close new business. We appreciate everyone's hard work and know that if we remain focused on the ever important goal of delivering superior business outcomes to our clients, we will be successful by helping our clients be successful. Our culture holds us together, but client results are the only way we can truly define success.

Best regards and best of wishes for the remainder of 2008.

# Health Care Check-Up

DELIVERING THOUGHT LEADERSHIP | By Jim Berarducci



**THE SIGNIFICANT EXPERTISE WE BRING TO OUR CLIENT ENGAGEMENTS IS A DISTINCT COMPETITIVE ADVANTAGE. CAPTURING AND PROMOTING THIS EXPERTISE, OR INTELLECTUAL CAPITAL, WILL GENERATE SUBSTANTIAL MARKET AWARENESS AND BUSINESS LEADS.**

Publishing our thought leadership in respected publications is an effective marketing channel that helps solidify our position as a trusted authority in the health care industry.

I am happy to say that this year we took a leap toward accomplishing this goal. Hillary Gutknecht, Kimmy Hardesty, and Scot Latimer co-authored an article titled, "Analysis of Hospital Facility Growth: Are We Super Sizing Healthcare?" Even more impressive, the article was accepted by the *Health Environments Research and Design Journal (HERD)*, for its fall 2008 issue. This is the first time KSA has been published in a peer-reviewed industry journal.

Drawing from nearly 30 years of archived client work, the retrospective analysis provides insight into the evolution of KSA's sizing standards and illuminates specific internal sizing trends. The sample included hospitals varying in size from small community hospitals to large quaternary academic medical centers. The analysis identified key clinical areas of interest within the adult, inpatient settings; space programs for adult inpatient, interventional, and imaging services were compiled and reviewed. The article draws conclusions about observed growth and what can be considered justifiable vs. unjustifiable, as well as some of the reasons for this expansion in programmed spaces. This observed creep in size has been driven by multiple factors that have varied by time and place, and include changing patient care models, consumerism, and technology trends.

The paper concludes with a discussion of potential anti-super-sizing forces moving forward in the 21st century, as well as the implications if this observed super-sizing phenomenon continues. While it is likely these trends will continue in the short term, KSA believes increased size will require increased justification. Countervailing forces, such as limited capital availability and the continued escalation of construction costs, will likely accelerate the downward pressure on sizing excess. Ultimately, this paper attempts to answer the question: "Have we gone too far?"

What's next? We are watching the trends in our practice areas, observing where people see these particular issues, and anticipating what is on the horizon. Thought leadership is not just a way of becoming more visible; it is a way to think critically and to break the mold of what has been accepted up until now. Thought leadership doesn't just repeat ideas; it shapes them into something new and innovative. It's about new points of view and giving people a framework to address the challenges they need to address now. This recent paper embodied true thought leadership by taking the trends observed internally and creating a platform for addressing facility planning challenges. I encourage other KSAers to share their thought leadership through industry and professional publications. We all stand to gain from the effort.

## Rave Reviews

One *HERD* reviewer commented: "Overall, this is a valuable article on recent trends in health care programming. Although this may stretch the definition of "evidence-based design," I would argue that the statistical analysis of planning recommendations provides useful insights into industry trends. The article is well written."



**KIMBERLY CRAY WAS FEATURED IN CONSULTING MAGAZINE'S 30 UNDER THIRTY.**

Kimberly joined KSA in 2002 out of Northwestern University, where she was a computer science major. After just three years at KSA, she was promoted to manager.

Now, at age 27, Cray is a leader in KSA's North America consumer products practice, where she has designed and implemented strategic improvements in processes, organizations, and technologies focused on the retail, apparel, and footwear supply chain.

In 2007, she led a team of KSAers to achieve a massive cycle time reduction for a multi-billion-dollar retailer. She is currently leading transformational engagements at another U.S. retailer.

Coming out of school, Kimberly didn't want to be on the technology side, and really wasn't interested in programming for a career. She started thinking about different options, and consulting really appealed to her. Originally, she was working in KSA's technology practice, but she says she loves the retail side of the business.

What she loves most about our merchandising services, she says, is the consumer perspective and the message the brand delivers.

One of great things about KSA, she says, is working with clients that are devoted to implementing change. It's not just about saying what we think a client should do, but rather, here's how we're going to help them do it, she says.

Kimberly is now heading up KSA's effort to develop the firm's sustainability service and Green Index, a metric to identify the most environmentally responsible companies.

Kimberly was featured in the January/February 2008 issue of *Consulting* magazine.

**CARI BUNCH WAS NAMED AMONG THE TOP 25 CONSULTANTS IN THE UNITED STATES BY CONSULTING MAGAZINE.**

According to *Consulting* Editor-in-Chief, Joseph Kornik, this year's Top 25 Consultants features professionals from 23 firms, the most ever represented in this competition. Those selected were nominated by colleagues and clients, and truly represent the breadth of the management consulting world.

A true thought leader, Cari has helped advance new thinking to identify and address clients' needs. The Act Vertical<sup>SM</sup> concept has become KSA's cornerstone of integrated transformations by delivering results that significantly improve top-line growth and bottom-line profitability.

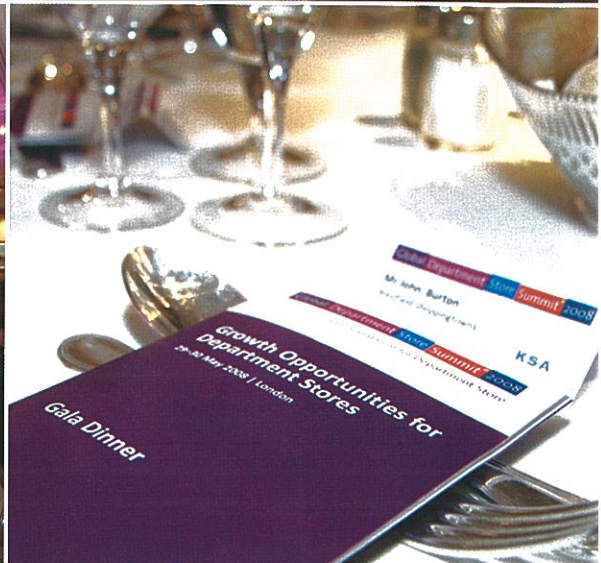
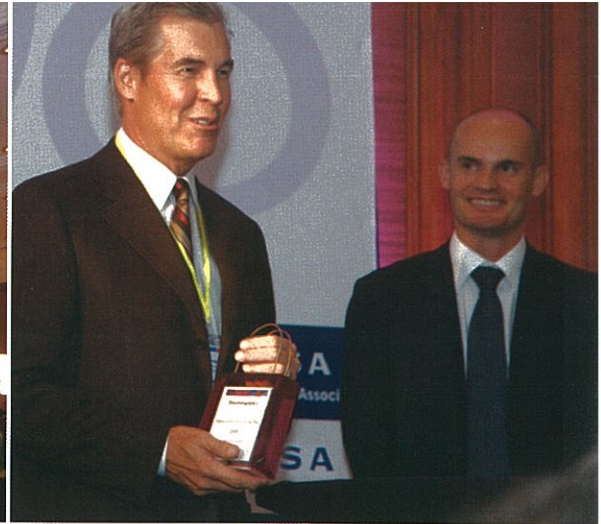
While working with leading retail and consumer products companies, Cari, her clients, and other thought leaders at KSA drove the creation of a breakthrough concept called Act Vertical<sup>SM</sup>. At a time when retailers are consolidating and increasing pressure on their suppliers, Act Vertical<sup>SM</sup> enables companies to work together. Act Vertical<sup>SM</sup> helps high-performing businesses transform supply chains to allow concurrent, rather than linear, decision making. The resulting thought leadership and services empower retailers and suppliers to work collaboratively across their entire supply chains.

Cari specializes in leading clients through business transformation with integrated supply chain, merchandising, and inventory solutions. Prior to her 10-year consulting career, she worked in the retail and direct marketing industry for 19 years in various merchandising and information technology positions. Cari has bachelor's degree in business administration and information technology from Governor's State University and is a frequent speaker at industry events.

Cari was featured in the June 2008 issue of *Consulting* magazine.

# And the Winner is...

KSA COORDINATES GLOBAL DEPARTMENT STORE AWARD | Staff



**ON MAY 29, DURING THE GALA DINNER OF THE INAUGURAL GLOBAL DEPARTMENT STORE SUMMIT, THE FIRST-EVER DEPARTMENT STORE AWARD WAS PRESENTED TO BLOOMINGDALE'S. ING-MAR KRAAK DELIVERED THE AWARD CEREMONY SPEECH IN LONDON TO AN AUDIENCE OF ABOUT 280 PEOPLE, INCLUDING MANY HIGH-PROFILE KSA CLIENTS.**

KSA, knowledge partner for the Global Department Store Award, coordinated the entire 2008 award process, from the data collection to the nomination of the winner, ensuring the credibility and independence of the award selection.

### **The Department Store Award Process**

Selecting the award was a rigorous process based on the input of Intercontinental Group of Department Stores (IGDS) and International Association of Department Stores (IADS) member company CEOs, who each nominated the department store of their choice based on the following criteria:

- An enviable profile
- Successful development and execution of product, store, and service innovation strategies

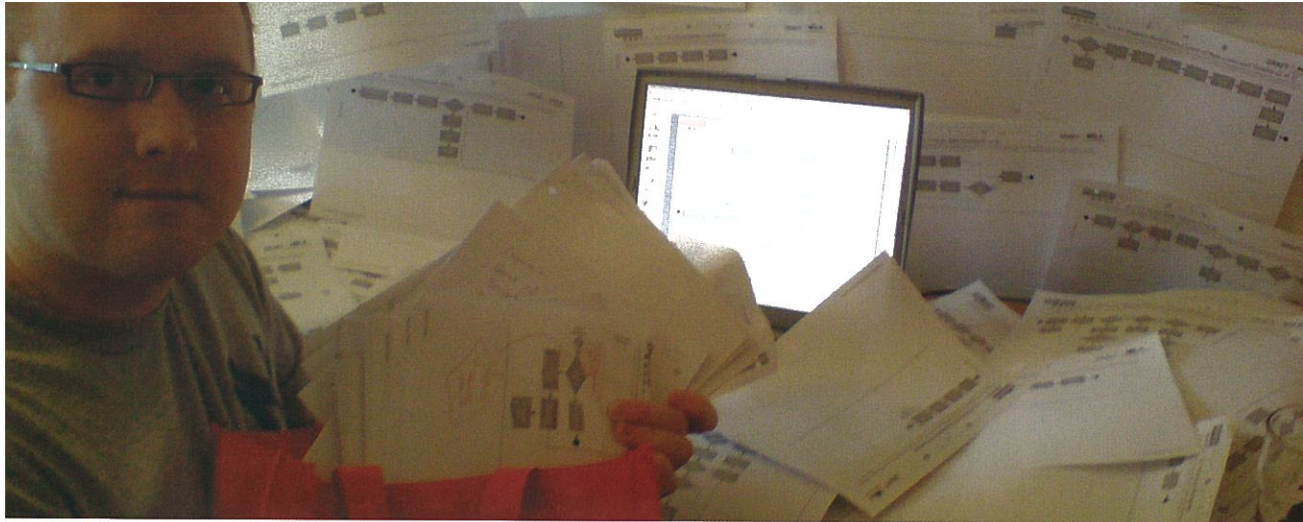
- Delivery of an extraordinary in-store experience
- Excellent customer service
- Strong financial performance

Arnold Aronson served on the Department Store Jury, a jury of four former department store CEOs who reviewed all responses to select a short list of three companies: Bloomingdale's, Central, and Woolworths. These three finalists were asked to provide additional performance insights on the five award criteria to the jury, which analyzed the responses and selected the award winner.

The award showcases best practices among retailers and underscores KSA's role in understanding and advancing industry excellence.

# Time Out!

REDEFINING LABOR STANDARDS AT SAINSBURY'S | By Kevin Dearing



## **IN SEPTEMBER 2007, KSA UK EMBARKED ON A LABOR PROJECT WITH SAINSBURY'S, ONE OF THE LARGEST RETAILERS IN THE WORLD, WITH THE OBJECTIVE OF COMPLETELY REDEFINING AND RE-MEASURING ALL STORE PROCESSES TO CALCULATE ACCURATE STORE STANDARD HOURS.**

The project was sold on the back of a Quick Scan KSA delivered earlier in 2007, following a recommendation to gain clarity in the process of defining and adjusting labor standards.

Timescales were tight and relied completely on the success of the integration among the KSA and Sainsbury's project teams. Fortunately, this worked very well, and some great relationships were established. Additionally:

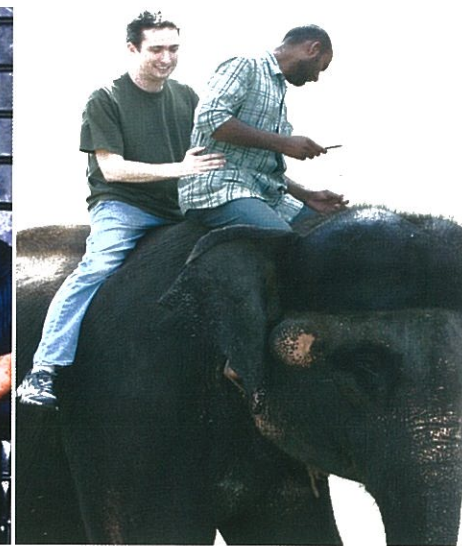
- An estimated 1,500 to 1,800 process maps were created within eight weeks.
- Twenty work measurement analysts (external agencies) timed an estimated 20,000 to 25,000 elements.
- Complex models were formulated taking into account approximately 900 store-specific variables and thousands of volume drivers.
- Every model was coded into the Sainsbury's Labor System.

An eclectic team of KSAers from around the globe (Nhimy Chung, Alice Dabrowska, Kevin Dearing, Max Gellert, Claire Goodwill, Nigel Hall, Pierre Jourda, Alfredo Lozano, and Nick Thompson) assembled and combined with a Sainsbury's project team of about 20 to form four work streams across the UK: checkouts, replenishment, counters, and everything else. With Sue Butler driving and Phil Turnbull navigating, we had a fantastic project team.

In addition to yielding one of the most complete and accurate retail process maps in existence — and greatly increasing internal skill sets in areas such as work measurement — this project opened the door to future opportunities to work with Sainsbury's, likely in the areas of process re-engineering and standardization/execution.

# A Giant Leap Forward

TRANSFORMING PAKISTAN'S LARGEST RETAILER | By Michael Kellogg



## IT'S NOT EVERY DAY THAT YOU RECEIVE AN E-MAIL FROM YOUR STAFFING MANAGER ASKING IF YOU HAVE ANY INTEREST IN A SEVEN-WEEK TOUR OF DUTY IN PAKISTAN.

The client was Servis Sales Corporation (SSC), Pakistan's largest retailer, and the project was a Supply Chain Quick Scan, KSA's rapid assessment methodology for retailers. I readily accepted and within weeks, was flying halfway around the world to Lahore, Pakistan.

Our initial team, which included Julien Bourdiniere, Mehul Maroo, Richard Traish, and me, met at the client's office and dove into a week of intensive interviews, process mapping, store and factory visits, and data gathering.

We were surprised to find that this 350+ store chain had essentially no automated processes or systems controls. Everything from merchandise selection to inventory was hand recorded and passed on paper. Obviously, there were a lot of opportunities here!

Our analysis revealed high inventory levels, high out-of-stock rates, and an underlying infrastructure that was beginning to stretch thin. There were also opportunities to expand the product line to serve a larger customer base and focus the product line in core categories. In addition, SSC expects to grow 30% annually over the next five years to more than three times its current size.

The KSA team recommended a major transformation to bring SSC's processes and infrastructure up to world-class standards. The program included reducing the existing assortment, centralizing merchandise planning and supply chain management, building a physical distribution network to warehouse and move products, updating in-store processes, and implementing information technology (IT) systems across all functions to support the new processes. SSC embraced our recommendations and requested KSA's assistance with launching the initiative.

A reconstituted KSA team of Bourdiniere, Nick Thompson, and I reconvened in Lahore to kick off

"Project Giant Leap." The project team of approximately 20 SSCers, an IT contractor, and KSA initiated five concurrent streams of work in merchandise planning, third-party logistics (3PL) selection, supply chain systems selection, point-of-sale (POS) system implementation, and assortment rationalization. We worked with SSC to create and roll out a new merchandise planning process and system, reduce the existing assortment by 40%, select a 3PL partner, and kick off the POS rollout and supply chain system selection.

KSA continues to advise SSC as the retailer goes forward with the supply chain system implementation and POS rollout, and integrates the new processes and systems across the organization. This work, and the press surrounding it, have given us positive exposure to the Pakistan business community and surfaced some additional opportunities.

Despite the trying circumstances in Pakistan, the people with whom we worked were extremely hospitable. They established aggressive growth and profit targets and continue to exceed them while executing our transformation program. They remain optimistic about the future of their country and the opportunities that continue to emerge.

For SSC, this project is indeed a "Giant Leap," and with KSA's help, the retailer enthusiastically tackled the challenge. KSA again demonstrated our can-do spirit in a new market by quickly pulling together a multi-national team that executed a high-value project for the country's premier retailer.

With this supply chain transformation, SSC will lead Pakistan in advanced retail practices, which will position the retailer to capture the vast growth available in Pakistan's rapidly expanding economy. At the same time, KSA has established a reputation in a new market that will complement our growing practice in India.



# Moving Forward

GERMAN BUSINESS MEETING | By Christian Rick



## THIS JUNE, THE MOTTO OF THE KSA DÜSSELDORF OFFICE'S ANNUAL REGIONAL BUSINESS MEETING AND GET TOGETHER WAS "MOVING FORWARD."

The business meeting offered an update on KSA's performance and targets, as well as an outlook on the current project pipeline. Also covered was the importance of KSA's body of knowledge, as well as the benchmark database providing access to relevant project information.

After the meeting, the team gathered at Metro Group's Future Store for a guided tour through the KSA client's one-of-a-kind supermarket, where a wide range of innovations are being implemented and tested daily. Some of these innovations include customers being able to scan prices and pay via mobile phone or digital finger prints vs. pin numbers. In the cosmetics section, a computerized skin analysis gives individual recommendations for cosmetic products (though in single cases the computer has been known to give less-than-charming advice).

Another element being tested is the use of Radio Frequency Identification (RFID) tags in certain product groups as part of the merchandising system for automated shelf replenishment. A well-structured store layout and complementary visual merchandising tools enable fast orientation for the customer – and if that fails, robots patrolling the store will guide customers to their desired product areas.

After being joined by some KSAers' family members for lunch at a historic castle in the countryside, we started our bicycle tour. With perfect weather conditions, the route led us through the attractive scenery of Düsseldorf's outskirts and along the Rhine River back to the office building. We finished the day with a barbecue at a nice restaurant, recovering from the sportive challenge.

# Orchestrating New Building Openings

NEW SERVICE OFFERING, SYMPHONIE<sup>SM</sup>, SEES TREMENDOUS GROWTH | By Marsha Jennings



**HOSPITAL CONSTRUCTION IS A \$37 BILLION ANNUAL INDUSTRY AND IS EXPECTED TO GROW SIGNIFICANTLY OVER THE NEXT DECADE. KSA HAS FREQUENTLY PLAYED AN INTEGRAL ROLE IN THE PLANNING AND DEVELOPMENT OF MAJOR BUILDING PROJECTS FOR MANY HEALTH CARE ORGANIZATIONS.**

Building on this experience, KSA recently launched a new activation planning service called Symphonie<sup>SM</sup> to ensure these organizations' strategies, operations, and information technology (IT) systems are aligned with changes as their new buildings prepare to open.

The goals in every instance are to reduce the risks and cost inherent in opening a facility and, more importantly, to quickly optimize the potential of the new environment. Symphonie<sup>SM</sup> is the natural next step in our continuum of facility planning services and is an integrated effort from all three of our service groups. Since KSA is often involved in the early stages of development, we can identify potential opportunities, track their progress, and introduce our activation planning service at the most appropriate time. Symphonie<sup>SM</sup> was developed and impressively brought to the market over the course of a few months, and it continues to evolve with each new project.

Activation planning now represents 20% of the facilities practice's project fees. This effort, led by Jerry Darby, has already seen tremendous success in the first quarter with nearly \$2 million in sales. The multifunctional team benefits from synergies across all three practice areas. Along with Jerry, Karen Duffard, and Stacy Melvin, the team includes Frances Beard, Paul Murphy, and Brad Pseras from IT, Johnathan Bailey, Tara Brown Jeff Hoffman, and Rob Langheim from strategy, and Archie Aamoht, Jesse Balok, Elizabeth Brinkley, Hillary Gutknecht, Kimmey Hardesty, LaToya Hunt, and Sara Sternberger from facilities. The team brings considerable experience facilitating the activation process, infusing innovative solutions, generating stakeholder buy-in, breaking down hospital departmental silos, and stimulating positive change that allows clients to embrace and maximize this opportunity.

## Providing Value for Clients

Launching a new health care facility is a complex undertaking that requires considerable time, staff resources, and capital. Given this complexity, most

hospitals turn to KSA for the required project management, IT, operational, and financial expertise that then becomes their own. Clients want to decrease the risk for error, increase speed to full occupancy and asset revenue stream, improve operating models, understand cost and process impacts on people and capital, and organize and energize the planning process. They know KSA has the right tools, approaches, and insight to help them achieve these goals.

## Impressive Results

Since 2006, KSA has been engaged in more than 13 focused workflow design and/or activation planning projects. Clients include the Medical University of South Carolina (MUSC), where we developed operating models for 35+ clinical and support services, including operational flow diagrams and care pathways, staffing requirements and role expectations, the identification of IT functionality to support operations, and the development of a high-level integrated activation schedule. Salem Hospital in Salem, Oregon, is the first client for which all four phases of Symphonie<sup>SM</sup> (organization, activation schedule, operations planning, and transition planning) were implemented. Additionally, Children's Medical Center Legacy, Cleveland Clinic, JPS Health System, Massachusetts General Hospital, Mayo Clinic Jacksonville, and Mayo Clinic Scottsdale are counted among our premier clients.

With expertise in operations, technology, facilities, strategy, and finance, KSA offers clients unparalleled synergy and cross-functional leverage. We're successful because our team of professionals has national, real-world success in bringing new hospitals, replacement hospitals, and free-standing medical facilities to market. We recognized an unfilled need and we positioned the practice to be first to market with this unique service. With the U.S. health care system anticipating a \$200 billion hospital construction boom over the next decade, activation planning is strategically positioned to achieve record growth and success.

## Michelle Bogan

Michelle has extensive expertise in merchandising planning, retail strategy, and consumer insights. She has played a pivotal leadership role in transformational work at clients such as LL Bean, Talbots, and Target. Most recently, Michelle has been a trusted advisor to the senior leadership at Macy's, where she was instrumental in developing and executing their groundbreaking company business strategy.



Prior to joining KSA, Michelle worked in Europe, South Africa, and the United States as a fashion model. She then moved into product development, licensing, and marketing for The Walt Disney Company. Michelle joined KSA in 1999 and rapidly built a reputation for delivering outstanding results and managing complex engagements with key KSA clients. She was promoted to Manager in 2001 and Senior Manager in 2004. She is sought after for mentoring and thought leadership, serves as a role model for staff, and is often quoted by major industry press.

Michelle has a bachelor's degree from the University of California at Berkeley. Based in the New York office, she lives in the Boston area with her husband, Michael, their daughter, Grace, and their cat, Jake. She enjoys spending time with her family and friends, tasting great food and wine, restoring her antique home, and taking photographs.

## Renee Bryant

Renee is an expert in the selection and implementation of merchandising and supply chain technology solutions. An accomplished project manager, she leads large-scale implementation engagements with clients such as Pathmark, SuperValu, and The Home Depot. Renee has an outstanding track record of delivering results on time and on budget, while growing her teams' functional and consulting expertise. A great mentor and coach, Renee's projects are a strong launching point for successful consulting careers. As a testament to her leadership skills, she recently received the "Excellence in Leadership Award" at the 2008 CPD conference.



Prior to joining KSA in 1994, Renee held programming and systems analyst positions of progressive responsibility in a variety of industries. She has been instrumental in managing relationships with key software vendors such as Fresh Market Manager, JDA, and Manhattan Associates.

Renee has a bachelor's degree from Oklahoma State University. She lives in Atlanta and enjoys traveling, skiing, cycling, and spending time with family and friends.

## Ingmar Kraak

After working in business development roles for United Biscuits, initially in Hungary and then the UK, Ingmar joined KSA's Manchester practice as a Consultant in 1997. He then went on to KSA's London, and subsequently New York, offices. Upon his return to Europe in 2003, Ingmar was instrumental in the opening of KSA's Benelux practice. Over the years, his knowledge of retail and his ability to develop and advance the Quick Scan diagnostic in Europe has resulted in the significant and rapid growth of the practice.



Ingmar has leveraged his expertise in sourcing and merchandising to sell and deliver substantial work in specialty retail and department store chains across Europe, including de Bijenkorf in the Netherlands, Breuninger in Germany, and Globus in Switzerland.

Ingmar has a master's degree in industrial engineering and management science from Eindhoven University of Technology. He and his girlfriend, Mia, reside in Amsterdam, where they enjoy daily tests of character over who's the better chef.

# Marketing Directors

## Heather Blonkenfeld

Heather assumed the role of CPD Marketing Director July 1. In this role, she will advance our global marketing strategy with an emphasis on issue ownership, lead our North American marketing resources, and coordinate the efforts of those resources to support CPD and HSD marketing initiatives. Heather will also coordinate the global marketing strategy with our marketing colleagues in Europe and Asia, and be responsible to the Global Marketing Council.



Heather joined KSA in 2001 as a marketing communications manager for the strategy practice. As the practice evolved into the private equity arena, Heather assumed a significant role in managing the private equity practice's marketing, operations, recruiting, and vendor relationships. Most recently, Heather has spearheaded CPD-wide business development initiatives to promote Act Vertical<sup>SM</sup> and recession-oriented services.

Prior to joining KSA, Heather was a customer experience manager for Scient Corp., an e-business consulting firm. She also has held editorial posts at Affiliated Networks, an online portal of news and entertainment sites, and the Oakland Tribune.

Heather has a master's degree in business administration from the University of California at Berkeley and a bachelor's degree in communications and English from Mills College. She lives in San Francisco with her two daughters, Emilia and Simone. She enjoys travel, reading, running, rowing, a great latte, and spending time with her children.

## Marsha Jennings

Marsha assumed the role of HSD Marketing Director May 19. In this role, she is responsible for planning, implementing, and maintaining marketing infrastructure for HSD to achieve broader market recognition, deeper service penetration, and greater revenue growth. She will also advise and collaborate with HSD in the development of marketing strategy, short- and long-term priorities, and the annual marketing budget. She reports directly to Health Care Consulting Group President and Managing Director Jim Beraducci, and is an important resource for the entire group.



Marsha brings a unique set of qualifications and experience to HSD. She has in-depth knowledge of the industry and business, with more than 20 years of experience directing strategic planning, marketing, corporate identity, public relations, and community development activities for health systems, hospitals, and health services agencies. She was the marketing director for Sentara Enterprises in Virginia and Physicians Memorial Hospital in Maryland. She also served as director of planning for the State Health Department in Maryland. Marsha has worked as a strategy consultant since 1996, and prior to joining KSA, was a senior consultant at The Strategy Group, a national health care consultancy specializing in brand and competitive strategy.

Marsha has a master's degree in community education with a minor in health care administration, and a bachelor's degree in sociology with a minor in biology, from Old Dominion University. She is based in the Atlanta office, and resides in Virginia Beach, Virginia with her husband, Lee, and their two youngest children, Hollis and Meredith. Marsha enjoys reading, her new Zumba exercise class, walking on the beach with her Golden Retriever, entertaining, and most of all, laughing with friends and family.

# Senior Manager Promotion

## Adi Zukerman

Adi joined KSA in 2000 and has applied his expertise in product lifecycle management (PLM) and system implementations to deliver significant results for clients such as AEON, Macy's, and



Liz Claiborne. Adi also participates in a number of internal efforts, including defining the PLM and sourcing practice initiative and developing the Customer Connectivity service offering.

Adi has a bachelor's degree in decision systems and business administration and information from Carnegie Mellon University. He is based in the New York office and enjoys martial arts, biking, and movie going.

## Matt Hoffman

Matt joined KSA in 2007 after holding supply chain consulting and retail positions for several years. His knowledge of materials requirements planning and system implementations has



contributed to the success of initiatives at clients such as Aeropostale, Microsoft, and The Home Depot. Matt also participates internally, serving as a peer advisor and contributing to professional development efforts.

Matt has a bachelor's degree in industrial engineering from the University of Pittsburgh. Based in the Princeton office, he enjoys playing on the KSA volleyball team, snowboarding, motorcycles, touring the Caribbean, and renovating his house.

## Lauren Oshnock Humphrey

Lauren joined KSA in 2005. Since then, she has gained expertise in business process re-engineering, merchandise movement methodologies, and workforce management



and rollout strategies. Clients who have benefited from her knowledge include Advance Auto Parts, Chicos, PetSmart, and The Home Depot. Lauren also served as editor of The SourCe from 2006 to 2007 and is creating a Performance Management Toolkit and Product Flow Effect Methodology for the Customer and Channel body of knowledge.

Lauren has a bachelor's degree in merchandising from the University of Georgia. She is based in the Atlanta office and enjoys volunteering at Visiting Nurse Hospice Atlanta, adding to her growing antique collection, and supporting the University of Georgia Bulldogs.

# Manager Promotions

## Ali Jatlow

Ali joined KSA in 2005 after holding strategic planning and buying positions for well-known department stores. During her time with the firm, Ali has applied her expertise in merchandise planning and product development to bring about successful results at key clients such as Lord & Taylor, Macy's, Saks Fifth Avenue, Target, and Toys "R" Us. In addition to her client work, Ali serves as a peer advisor, leads Columbia recruiting, and participates in several business development efforts.



Ali has a bachelor's degree in industrial and labor relations from Cornell University and a master's degree in business administration from Columbia University. Based in the New York office, Ali enjoys spending time with family and friends, staying on top of the latest fashion trends, and acting as a shopping consultant for many of her KSA colleagues.

## Alden Lury

Alden joined KSA in 2005 and has successfully contributed to or led projects related to assortment optimization, category planning, assortment planning, allocation, and end-to-end process design at clients such as Aeropostale, Appleseed's, Federated, Lord & Taylor, Saks Fifth Avenue, and Toys "R" Us. He received Gold and Silver Circle Awards for his work at Aeropostale and Saks. Alden has also led multiple professional development sessions, serving as a team leader and peer advisor, and further developing KSA's assortment optimization and assortment planning tools and body of knowledge.



Alden has a bachelor's degree in philosophy and a Praxis Business Certificate from Washington University. He is based in the New York office and enjoys playing golf, writing music, participating in fantasy football, attending Yankees games, and attempting new sports like snowboarding and surfing.

## Ryan McGookey

Ryan joined KSA in 2004 after working in marketing and brand management roles at The Evercare Company for two years. He has applied his expertise in strategy and product development to benefit clients such as Bill-Me-Later, Kohl's, Target, and Warnaco. In addition to his client work, Ryan serves on the team leading KSA's Product Development and Sourcing Fast Track methodology and marketing efforts.



Ryan has a bachelor's degree in business administration from Emory University. Based in the Atlanta office, he enjoys golf, cooking, music, running, and delivering actionable results.

## Craig Morin

Craig joined KSA in 2000. He took a leave of absence to complete a master's degree in management systems engineering from Virginia Tech in 2002 and returned to KSA in 2004. For the past three years, Craig has worked out of KSA's Shanghai office, where he has applied his expertise in facility design and warehouse management systems implementation to deliver key results to clients such as adidas and Metersbonwe. Craig also mentors staff, co-leads the Shanghai office social committee, and published an article titled "Is Western China Ready for Prime Time" in the China newsletter, Guanxi. Craig is planning to return to the United States following the conclusion of his current project and will be based in the San Francisco office.



Craig has bachelor's degrees in industrial and systems engineering and international studies from Virginia Tech, as well as the above-mentioned master's degree. He enjoys exploring China and other parts of Asia for new scuba diving or hiking locales, listening to live music, and having friends over to cook out and sample beverages.

## Milestones: Marriages

**NATHAN BURKLAND** and Ewa Nossowicz, February 22

## Milestones: Births

Elizabeth and **BRYAN ESHELMAN** welcomed their son, Hayden Duval Eshelman, December 21, 2007. He weighed 7 lbs., 6 oz. and measured 21 inches.

Erica and **BILL BEERBOWER** celebrated the birth of their son, William Robert Beerbower III "Tripp," March 19. He weighed 6 lbs. 1 oz. and measured 19 inches.

Rao Wang and **ANDY CHEN** welcomed their daughter, Sirong Chen, April 19. She weighed 8 lbs. and measured 20 inches.

Amanda and **STEVE SCALES** celebrated the birth of their daughter, Avery Maren Scales, May 29. She weighed 7 lbs., 10 oz. and measured 20 inches.

Tina and **BRIAN EHRIG** welcomed their daughter, Uma Bela Ehrig, June 2. She weighed 6 lbs., 11 oz. and measured 20 inches.

**KRISTEN ANDERSON** and Jon Ruiz celebrated the birth of their daughter, Hannah Sophia Ruiz, June 3. She weighed 6 lbs., 11 oz. and measured 20 inches.

Heather and **PAUL SMITH** welcomed their son, Graham Steven, June 13. He weighed 7 lbs., 6 oz. and measured 19¼ inches.

Denise and **BROOKS KITCHEL** celebrated the birth of their daughter, Parker Alexandra Kitchel, June 25. She weighed 9 lbs. and measured 20½ inches.

## Paul Smith

Before joining KSA in 2006, Paul worked in procurement and analytical positions for a restaurant chain and a third-party logistics provider. He has applied his knowledge of warehouse and labor management systems to bring positive results to clients such as Aramark, Ross Stores, and The Home Depot. Paul also serves as the president of The Social Authority, leads the Atlanta office's Burkhalter Cup organization, and assists with recruiting efforts.



Paul has a bachelor's degree in management and a master's degree in business administration from Georgia Tech. Based in the Atlanta office, he enjoys golfing, racquetball, and yard work (although the recent birth of his baby boy means he will not be able to enjoy the first two activities for the next five years).

# Enriching Lives

SAN FRANCISCO KSAers MAKE A DIFFERENCE | By Yin Li



**AS A RELATIVE NEWCOMER, I KNOW MOST OF MY COLLEAGUES BY THEIR PERSONALITIES AND ACHIEVEMENTS AT WORK. SINCE I JOINED KSA LAST AUGUST, I HAVE BEEN EXPOSED TO HOW SAN FRANCISCO-BASED KSAers APPROACH ANALYSIS, MANAGE PROJECTS, AND SHAPE THEIR CLIENT PRESENTATIONS. I HAVE ONLY RECENTLY BEGUN TO LEARN MORE ABOUT THE RICH AND DIVERSE LIVES THEY LEAD OUTSIDE OF KSA, WHICH INCLUDE FAMILIES, HOBBIES, AND IN MANY CASES, A COMMITMENT TO COMMUNITY SERVICE.**

A brief survey of the San Francisco office reveals a spectrum of volunteer activities ranging from near full-time gigs to occasional projects, from helping out at a local grade school to helping feed the homeless in Tokyo. Below is a brief description of some of the activities and causes San Francisco office members have devoted their time to recently.

While Bruce Cohen is known around the office for coaching consultants on professional development, outside of the office Coach Bruce dispenses instruction on how to bat and dribble. Bruce coaches three of his children's youth sports teams during his downtime: a minor league baseball team, The As; a farm league team, The Giants; and a Catholic Youth Organization (CYO) basketball team. The coaching schedule demands as many as 10 to 16 hours during the weekend, in addition to a few hours of batting practice and such during the week.

According to Bruce, coaching young children requires some specific communication techniques, such as "figuring out the next best thing to teach each kid instead of throwing everything at them at once" and "being consistent and telling them over and over again." For Bruce, however, the most important part of coaching is keeping the energy positive and having fun. During a recent game in which his son, Zachary, was pitching, Bruce helped the team relax by bringing the infield to the mound and making them laugh with quotes from "Bull Durham."

Ian Cox also works with children, at the Civic Corps Charter School. Ian has participated in several playground and park cleanups with the school, which is centered on the principles of community service and arts integration. In addition, Ian was recently able to leverage his business acumen and lend a hand when the fifth grade class decided to create a composting business. Ian came into class to

help the children brainstorm issues that need to be addressed at the birth of every business. According to Ian, the students' business model was "extraordinary" for fifth graders and he "can only hope that some of our clients have that much clarity and resolve."

Todd Soller was able to call on his supply chain expertise when he worked with Second Harvest Japan two years ago in Tokyo. Second Harvest redistributes unwanted food from restaurants and grocery stores to needy people, including food deliveries to homes and soup kitchens. In Tokyo, which has a relatively large homeless population, Todd was part of an advisory group for Second Harvest that controlled operations such as food acquisition, fundraising, and preparation. It turns out that storing food can be very challenging, especially if you don't know what you are getting ahead of time (Todd recalls an episode involving 500 lbs. of miso paste). Todd assisted the organization with some inventory flow management and distribution center design "for a very small warehouse."

And how do all of these busy KSAers find time to fit community service into their schedules? For Makela Clay, who is on the board of Artists Vocal Ensemble, a choir group that sings Renaissance and Tudor music, volunteering is something she does naturally to enrich her life. Makela found the volunteer position through Boardnet, a website that pairs individuals with organizations that match their goals and interests. Makela is currently designing a development plan (individual giving, institutional giving, and grant writing) for the group's next season. Makela says the best part about volunteering "is the feeling you get when you achieve something. For example, we just had a concert earlier in the month. It was great to see that not only was the venue full, but people were excited about the programming we offered."