MAY 1986

SPECTRUM

FOR THE EMPLOYEES OF GE INFORMATION SERVICES COMPANY

cover story

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INFORMATION SERVICES

General Electric Information Services Company, USA

cover story

THE TEAM BEHIND EDI*PC™: GETTING THE PRODUCT TO CLIENTS

*[Another day in the life of the EDI*PC development team....It was a dark and stormy winter weekend night in Rochester, NY, and Terri Stroth, EDI implementation specialist, was on the phone to Nashville Engineering. While installing EDI*PC at Spectrum Office Products, Inc.—a trading partner of Eastman Kodak—she had run into a few snags. Although she checked with Bob Hadeler (marketing product manager for EDI*PC), the relay man between the account representatives and Engineering, in this case she also needed fast feedback from the experts. And she knew just where to go to get it: Tom Forte (manager, EDI workstation development project, Nashville), Nancy Cassell (programmer analyst, Nashville), and anyone else that she needed in Bob Rittenberry's EDI*PC engineering group.]*

The EDI*PC System is the last key piece to the EDI puzzle. With EDI*PC, any EDI*Express™ subscriber can make a connection to GE Information Services Company's EDI*Express and then use its many features.

Key sales opportunities were awaiting EDI*PC when it was commercially released on March 28, 1986. Although GE Information Services' largest clients are usually not users of EDI*PC themselves, they know such a product has to be in place before they can trade electronically with smaller trading partners.

EDI*PC is the result of a high degree of cross-department teamwork that spans the continent—from Rockville to Nashville to Dallas and on to California. The EDI*PC team's success is a testimony to the dedication, talent, and cooperation of team members.

The Product

The EDI business is almost always an intercompany operation. EDI*Express, the core EDI product, links a hub client and its trading partners, which typically number from 30 to 500 independent companies of varying sizes. (For more detail on EDI, see the February 1986 issue of *SPECTRUM*.)

EDI*PC acts as a network point of entry. It enables microcomputer users to prepare business documents, such as purchase orders, shipping notices, and invoices, and transmit and receive them.

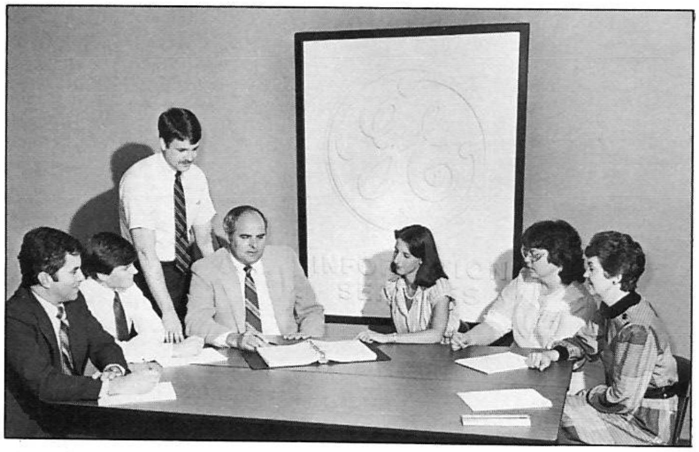
EDI*PC serves a critical business function. Many hub clients already committed to use EDI have trading partners who could not access the EDI network without a PC capability—a fact that had stood between GE Information Services and full EDI commercialization and had prevented the ramping of several existing EDI accounts.

In a business where the name of the game is volume and market share, EDI*PC will facilitate the rapid growth of EDI services at a relatively low cost to clients.

Steve Korn, manager, EDI product marketing, points out that "our pricing objective for EDI*PC differs from our traditional PC network software objective, which has been to cover direct costs. The software charge and the initiation fee are very important to EDI business, accounting for 33 percent of total planned EDI revenue in 1986."

EDI*PC is now available on five diskettes, and the packaging includes user documentation. Training courses are in place for GE Information Services sales and field personnel and for potential clients. In addition, for the first time, a unique demonstration

*The Age of Paper is over, and the Age of Electronics begins. On the cover, Marcia Bickford of the Computer Store in Rochester symbolically tears up a paper invoice as she prepares to use EDI*PC.*
Photo by Bob Payne



The Nashville engineers who were so important in the successful development of EDI*PC include: (from left to right) Greg Williams, Scott Wolfe, Mike Hunton, Tom Forte, Gina Hall, Brenda Roberts, and Nancy Cassell (not pictured are Greg Schroeder and Del Mitchell).

package (described in more detail below) is available for client demonstrations.

The next generation of EDI*PC, already in development and scheduled for July release, will feature numerous enhancements that make EDI*PC easier to use. Further revisions are planned.

The Team

According to everyone you talk to, the real EDI*PC story is the team that developed the product and pushed it out the commercial door. Bob House, FBO's product integration manager, observed, "All members of the team had a joint working relationship from day one. And they turned out the product with unheard-of speed."

To be more specific, the EDI*PC project began in August 1985. The Nashville Engineering crew worked hand-in-glove with the rest of the team to produce a prototype that was first displayed and demonstrated at the National Office Product Association trade show in early October.

At a key meeting in early November, Bob Rittenberry, Tom Forte, Bob Hadeler, Bob House, and Bill Cafiero jointly made the key decisions on the product—assessing the prototype's performance and working out details and specifications on blackboards. By the end of November, the final functional specifications were set, and product development and testing proceeded full force until early February, when the software was frozen and final internal tests started.

In mid-February, EDI*PC went into technical release, including Marketing testing and beta testing by selected clients. During those few weeks, the final bugs were worked out, based on almost daily input to Engineering, and in the end, there were no show-stoppers. So, on March 28, EDI*PC was announced to the Field Sales Organization and commercially released.

The process differed from a typical product development cycle in several key respects. There was heavy reliance on previously developed "subassemblies," which avoided the need for redundant development. Principal among the subassemblies was the Form and Menu Language, which also allowed the development of working prototypes that could be shown to clients and then could be revised based on their inputs. This generated much faster responsiveness to clients than the traditional "handoff" of specifications between Marketing and Engineering. "Such 'prototyping' approaches are becoming more common in the application development world," notes Don Montgomery (manager, data systems, Nashville).

The EDI*PC critical path timing, combined with the use of prototypes, required more direct contact among team members than has traditionally been expected. For example, Engineering worked on a day-to-day basis with Marketing and Documentation personnel.

This development process was very useful for meeting extremely tight deadlines—and as such may become more and more common—but it required extraordinary teamwork and dedication. "The teamwork shown by the EDI*PC group," observed Dave Foster (vice president and general manager, FBO), "exemplifies the true spirit of the NPIP process. The combination of teamwork and prototyping is also consistent with the approach discussed in *In Search of Excellence* and with other current management thinking."

In the case of EDI*PC, the team concept became an integral part of the product development process. There was little concern about formal hierarchy of management and no rigid divisions of labor. The project was a joint effort, and everyone's input was welcome—and often given—on any aspect of the product development and commercialization process. Team members focused on EDI, knew their objectives, and coalesced into a product team dedicated to EDI*PC and the market it serves. Managing such a complex, geographically dispersed project required discipline and communication, which were provided by regular weekly reviews—with the Nashville team members participating by phone.

Joyce Alexander is the EDI commercialization manager responsible for coordinating all elements of the product development process in order to meet the commercialization schedule. As she noted, "EDI*PC represents an extraordinary team effort by Engineering, Training, Documentation, Marketing, SDC, Pricing, Contracts, and a host of employees. We never would have made it without the help of all those people."

Dave Foster added, "There's something that distinguishes the exceptional team from the merely adequate one—a combination of capability, tenacity, spirit, and the ability to use the strengths of each team member. The EDI*PC team had all these things in spades."

The following descriptions give a feel for the teamwork that was so essential to the successful development of EDI*PC.

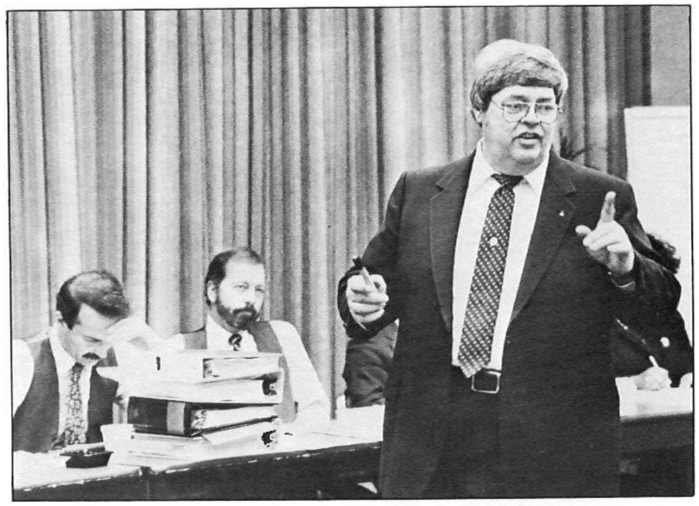


Photo by Jean Sunderland

Joe Webster (senior project manager, industrial and international EDI Training) was one of many training and FBO people who recently briefed USS&SO personnel on the ins and outs of EDI*PC. Joe was fundamentally responsible for the EDI*PC product demonstration passed on to the sales force.

Engineering

Bob House reports that "the real story of EDI*PC is the absolute and total commitment of Engineering to make the product a reality. From November on, Engineering was the key player in EDI*PC development." Joe Webster, senior project manager, industrial and international EDI training, echoed the sentiments of most people working on EDI*PC when he declared, "I have the very highest regard for these folks. If they hadn't worked so hard and so closely with the team, the product wouldn't have gone out on time."

The EDI*PC team members in Nashville Engineering included Tom Forte, Nancy Cassell, Greg Williams, Scott Wolfe, Greg Schroeder, Brenda Roberts, Del Mitchell, Gina Hall, Mike Hunton, and two contract programmers.

Nashville Engineering was responsible for developing the product and working out the bugs, a process that continued until shortly before commercialization—and even now they are working on improving the product for the next release. The Engineering team took input supplied by internal and client testing, solved the problems, and issued new-release software with exceedingly rapid turnarounds—sometimes cranking out revised software by working at night to produce a new version the day after glitches were recorded. Engineering also adapted the product to several different product standards.

The Nashville Engineering team believed in EDI and in the product—they felt a sense of pride and ownership. Greg Williams, senior systems analyst, Nashville, reports, "We all put in a lot of overtime, but we knew we were on a pretty critical path. The product was viable, and it had to go out on time, so we kept the product in front of everyone and did what was necessary to make it happen."

The Hadeler and Forte Connection

According to everyone involved in the engineering, testing, and marketing of EDI*PC, Bob Hadeler and Tom Forte deserved particular note as EDI*PC product development facilitators. Bob Hadeler brought FBO's viewpoint to the definition of product requirements, assembled the extended QA testing team, and acted as the central point through which suggestions on product changes and additions were routed to Engineering. Tom Forte helped define product requirements, managed the Engineering team, served as the central receiving point for Bob Hadeler's collected inputs, and channeled revised software back through Bob Hadeler and on to relevant employees.

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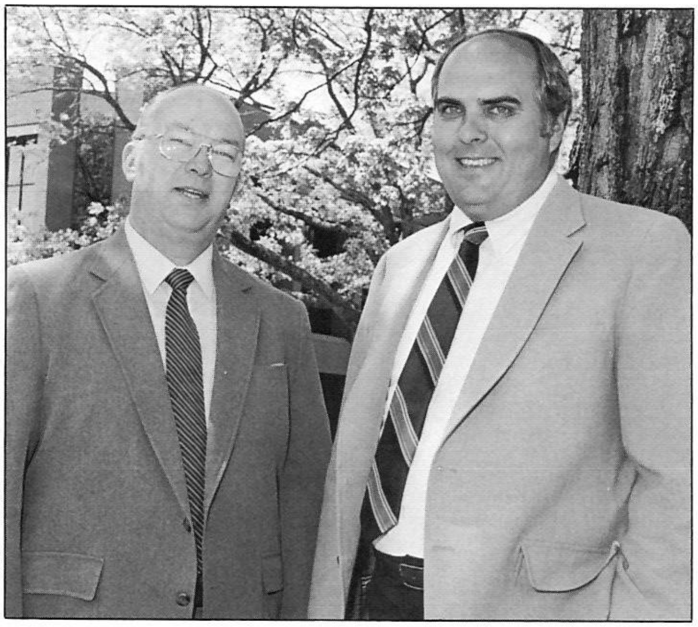


Photo by Henry Schofield Studio, Nashville

Bob Hadeler of Marketing (left) and Tom Forte of Applications Engineering (right) collaborated closely and often during the development of EDI*PC.

Because the time frame was tight and the marketplace so new, Bob and Tom created a highly interactive and iterative process. Bob House observed that "the two went back and forth a lot, deciding what could be done and by when."

The enthusiasm and dedication of Bob and Tom is evident in many ways. They both worked long hours, delaying or deferring vacations. But Bob notes that "it really was a fun thing—I had a very good group of people to work with on this project." And shortly after the product came out, Tom Forte verified Engineering's across-the-board interest in the product by reportedly asking, "How many copies have we sold?"

Testing

EDI*PC was tested both in house and by clients all within a very short time. Normal internal tests were done within Applications Engineering. An extended QA test team, drawing on knowledge of specific client applications, was assembled to provide a second level of testing.

The geographically dispersed QA test team included Alice Dickerson (senior technical services representative, Houston), Paul Hodgdon (applications support manager, Atlanta), Terri Stroth, Dawn Yonkunas (project manager, Hartford), and Joe Webster. Each tester was responsible for a particular aspect of the product—except Joe Webster, a volunteer who tested the product as if he were a client, cutting across all its capabilities.

These product testers began their work in mid-January, routing glitch input to Bob Hadeler and occasionally interacting directly with each other or Nashville Engineering. Bob Hadeler would copy their inputs to Engineering and to all QA testers and then send them subsequent updated versions of the software. At times, there was a new software release every other day—a testimony to both the QA testers and Engineering.

In addition, Bob Garbowitz (senior EDI consultant, Melville), Christine Taylor (senior EDI implementation specialist, Oak Brook), and several SDC consultants designed limited hands-on client beta tests, which began in mid-February. Each client was a hub, representing a significant EDI market segment. This unique approach, driven by EDI*PC's critical time path, contributed significantly to the development of a quality product and helped ensure that EDI*PC would meet the needs of significant target industries.

For example, several clients ran their own tests, finding minor problems that were promptly cleared up by Engineering. Another client thoroughly reviewed the entire documentation package and allowed the client representative to pump actual data through the system, uncovering several flaws—again quickly corrected. In one case, a real client document pushed through the system revealed that EDI*PC and EDI* Express weren't quite in synch—a discovery that the EDI*PC team was glad to make *before* the product went out the door.

Client and SDC representatives made sure that the clients were happy, channeled client feedback to Engineering through Bob Hadeler, and routed revised software to the clients. These employees include Nick Khaladkar, Paul Hodgdon, Bill Cafiero, Terri Stroth, Alice Dickerson, Bob Payne, Sharon

Finke, Paul Tamura, Tim Lee, Ken DeJarnette, Carol Wetmore, and many others.

Training

The EDI*PC Training team, headed by Rochelle Cohen (manager, FBO training), developed sales and technical training packages as well as end-user materials. Dan Dion (training specialist, Oak Brook) was primarily responsible for developing and conducting customer training; Wayne Berg (senior project manager) was principally in charge of internal training; and Joe Webster and Cher Witt (project manager) turned out the demonstration package, with Joe drawing on his QA testing experience and Cher managing the project and developing the demo disk.

The internal training began with a three-day session for sales and technical personnel. Constructive feedback prompted changes, and Training developed two separate courses—one for sales and one for technical personnel. Recently, Training ran two five-day sessions for the EDI*PC sales team.

The demonstration package, which will be distributed to each sales office shortly, contains a demo diskette and a short text that explains the product and how to run it. The diskette is a computer-based training tool that runs on any PC and simulates the product. The sales force will beta test the demonstration package, and Training plans an update for prospects based on the sales force's opinions and suggestions, which will be solicited through a follow-up questionnaire.

Summarizing the Training team's efforts, Steve Korn noted, "We're 100 percent dependent on Rochelle's group, whose efforts directly affect our ramp ability. And that group has done a super job putting the training courses together and coordinating different priorities."

Documentation

The Documentation group—principally Tom Zelaney (senior technical writer), with assistance from Roy Gamer (manager, applications documentation)—developed the user documentation that complements the product and the training and demonstration packages. Engineering often worked directly with Tom—a new wrinkle occasioned by the tight deadlines—and periodically updated him on product modifications. Bob Hadeler reports that "Tom worked through multiple versions of the documentation and met an unbelievable deadline for one client."

Photo by Jean Sunderland

Pictured from left to right are Paul Tamura, Alice Dickerson, and Bill Cafiero, some of the GE Information Services client representatives and SDC contract officers who tested various versions of EDI*PC, often with the advice and help of their client accounts.

Other Key Players

There are always any number of employees who serve critical roles in the whole process of product commercialization.

For example, Al Boynton (manager, EDI sales development) and his sales staff, working with U.S. sales, were and are largely responsible for encouraging the hub to accept the product and for ramping the hub and its trading partners.

Bob Esposito (manager, EDI district sales development, Melville) built the sales and technical consulting capability that supported the development of EDI*PC.

Andi Hoover (EDI consultant) developed specifications for EDI*Express and also serves as the company's representative on standards groups, which are central to the successful commercialization of EDI and EDI*PC.

In summary, GE Information Services recently commercialized EDI*PC—and therein lies a great tale of interdepartmental teamwork. Congratulations go to the EDI*PC team and all the other product teams who labor so hard and so long on behalf of "their" products.

NPIP TAKES OFF

The new product introduction process, better known by the entire company as NPIP (pronounced en′pip), is a set of guidelines for how we as a company work together to get the very best products into the marketplace quickly. NPIP takes advantage of the expertise and understanding of the business that exists throughout the company, transcending organizational boundaries.

Over the last few years, NPIP has evolved into a detailed but flexible process—one that can change on a case-by-case basis or overall whenever necessary. Management and employees using the process are all strongly committed to it and very enthusiastic about NPIP experience to date.

"The NPIP discipline is exactly what follow-through on market focus is all about—the strong support of both management and NPIP team members will help us get better products out the door," notes Jim McNerney, senior vice president, Marketing and U.S. Sales Operations.

Photo by Jean Sunderland

Pictured are (center) Jim McNerney (senior vice president, marketing and U.S. sales operations) and the Marketing NPIP coordinators: (seated) Chris Pittman (manager, marketing quality and integration), (right) Steve Korn (manager, EDI product marketing), and (left) Phyllis Bresler (senior specialist). Not shown is Mike Chesher (manager, product marketing international).

NPIP in Action

The NPIP process relies on cross-organizational cooperation and communications—and on the sense of product ownership and teamwork that such an environment produces. The result is better products meeting more market needs, better developed with cross-organizational commitment and understanding.

As Jim McNerney reports: "To fulfill its potential as a product development tool, NPIP has to be owned and managed by our *entire* organization."

So, perhaps the best testimony on NPIP will come from the people who have used it and will use it. The following comments are typical of the reactions of NPIP users and provide strong evidence that the process is likely to continue to attract supporters.

Steve Korn, manager, EDI product marketing, FBO—"We've learned that NPIP provides not only the necessary team work and camaraderie but also the all-important discipline needed to meet our business objectives as well . . . Looking to the future, we will continue to improve and refine NPIP so that mature products receive the same care and feeding as emerging products. This is especially true with EDI in that we expect to earn revenue for years to come after product commercialization . . . One lesson learned is to pay more attention to the human interface design and readiness of the product for commercial release; we believe NPIP will help provide that kind of attention."

Marilyn Botkin, manager, information products, AMO—"I've been working on a fast-track NPIP project—proprietary credit card and draft capture services—that really illustrates the flexibility of NPIP. We've been combining and overlapping stages—we look at NPIP not as 'The Law,' but rather as a process that helps make sure we don't overlook anything critical . . . I've never seen any project move so fast. We got 'buy-off' in our concept review, and within two weeks we'd completed a preliminary investigation of four alternative delivery systems and several 'make vs. buy' software alternatives—a task we hadn't anticipated prior to the concept review. We were lucky to have access to some previously prepared, closely related information on the two new delivery system alternatives. We evaluated all our hardware and software alternatives, assessed their costs and features, and made a recommendation within the two weeks. Upper management immediately gave us preliminary approval to proceed with our recommended alternative and asked us to accelerate our schedule even more. We expect a final decision on the product direction in early May. Now that's really moving . . . We have a highly motivated, 150-percent committed, cross-organizational team that really works well together, looking for solutions that are best for the client and for the company. That's a great feeling, and it generates tons of enthusiasm and ownership among team members.''

Alex Pankow, manager, marketing, PSO—''We're just getting started with NPIP, and from what we've seen so far and heard from others who have used the process, the NPIP method creates an effective development process that is shared across GE Information Services. Everyone clearly benefits by using this approach.''

Steve Mudrick, manager, application quality & planning, Technology Operations—''NPIP is beginning to provide the central focus, the needed understanding, and the overall coordination necessary to develop, commercialize, and support our complex new products. It's a real step forward and a long time in coming.''

Mike Chesher, manager, product marketing international, ISSO, U.K.—''From an ISSO perspective, NPIP, without being cumbersome or bureaucratic, provides a set of guidelines to effectively acknowledge individual country requirements, turn these into company requirements, and then turn out products more quickly than we have done in the past. In addition, NPIP is critical to the successful worldwide launch of a product, where actions need to be coordinated across countries.''

Chris Pittman, manager, marketing quality & integration, AMO—''Two things make NPIP work well: the commitment of senior management and the dedication and level of effort put into teamwork by all NPIP members . . . NPIP teams cross organizational boundaries. Each team becomes a business unto itself, working together to take a product or group of products to selected targeted markets . . . The NPIP Review Boards ensure that correct priorities are set among the various business teams.''

Sharon Hormby, market manager, AMO—''NPIP isn't rigid; we're still working out the kinks, but I'm already enthusiastic. I think of it as a very useful tool . . . I've taken away some great suggestions from the BusinessTalk review meetings. And now that people from all over the company are starting to get the hang of it, they're showing up at review meetings to get their two cents in and to stay on top of a product's development. Sometimes, particularly in concept development, you might come out of a review meeting with instructions to do more research and come back again—that can be painful, but it's not as if you failed, and you do come out with specific questions and issues identified. You come out with focus.''

Photo by Jean Sunderland

The Proprietary Credit Card and Draft Capture Services fast-track NPIP team included: (from left to right, seated) Jim Rossini (manager, applications development services), Jon Frey (product manager), George Wedberg (manager, business systems); (from left to right, standing) Dianne Dixon (systems specialist), Phil Snyder (product manager), Marilyn Botkin (manager, information products), Chris Hogan (product manager), Glenda Roberts (marketing manager), and Louise Wolff (project coordinator). Not pictured are Donna Valtrie (marketing manager) and Joan Parker-Smith (marketing manager).

Bill Backer, project manager, AMO—''NPIP provides a common discipline, a degree of standardization in the way people approach commercialization that I think focuses our efforts productively. We're much less likely to overlook a key aspect until late in the game, and the post-commercialization review makes sure that our objectives are met . . . Chris Pittman tracks all the products in some stage of NPIP. She acts as the catalyst to make the process work, scheduling Review Board meetings and counseling NPIP users. She's a good facilitator between the management Review Boards and the NPIP teams.''

Sherri Watt, technical writer, Sales and Marketing Services Operation—''One of the better managed projects I worked on was supported by NPIP. NPIP helped me get the information I needed to do my job, but, even more important, it provided a supportive, we-are-in-this-together environment. NPIP is ownership.''

Continued on next page

Rob Armstrong, component systems marketing manager, AMO—"I have five projects in various NPIP stages and one just concluded. I believe very strongly in the process—we've needed it for a long time . . . Now there is input and cooperation right up front from many departments that will ultimately be affected by the product development. And—perhaps most importantly—we get cross-organizational management buy-off at a very early stage . . . Resource allocation is improved as questions are raised early in the process—and that's perhaps particularly true for groups such as Documentation or Testing and Integration, whose resources often were strained by projects that they didn't know were coming down the pike. NPIP forces management and team members to consider resource allocation right up front. For example, we jointly decided to cancel one project—PC Refile—at an early NPIP stage because of an identified lack of resources compared with the identified market opportunity. Although you hate to see that happen, in this case we were able to explore the market potential in a short time, using minimal resources, and make an informed decision."

Saul Summerall, project manager, AMO—"The process is very visible, and we're almost assured that there'll be no big surprises or a catastrophic market introduction. The five Review Board buy-off points are very critical—that's where you'll catch changes in the market or other issues that must be resolved before taking a product to market. This process gives us the flexibility to adapt and react to changes in the market . . . The strength of the process is the three-manager core. This approach streamlines and concentrates the process, and the managers can call in specific personnel as needed . . . I'm very enthusiastic about this. I've seen many NPIP-type efforts fail, but now I see real progress."

David Page, manager, corporate systems marketing, AMO—"I worked with an early version of NPIP, and it allowed us to develop our product, QUIK-COMM™ Telex Access, in the shortest time frame I've ever seen, going from concept to commercial release in four months. The process worked because everyone bought into it . . . Now that NPIP has been adopted company-wide, I think that the established checkpoints and the greater marketing orientation—does this product still make sense at various points in its development?—will strengthen our product development program. We're still in a shakedown period, but I think the future of NPIP within the company looks good."

History

The current NPIP began in November of 1982, recalls Wayne Gowen, when "a cross-department task force

Photo by Jean Sunderland

The NPIP Review Boards must buy off on a product at five key points in the NPIP process. Above, the BusinessTalk NPIP team makes its target schedule presentation to the AMO NPIP Review Board.

was convened. We recognized that we weren't doing our jobs as well as we could in terms of developing and getting products to market. We wanted better planning, products that made more sense, and greater productivity as people worked as teams on each product."

In May 1983, the task force issued an advance-release team guide for NPIP, which described steps in the process, team leader roles, team member roles, and deliverables and the people responsible for them. Early-release clients within GE Information Services used and beta tested the product, and the ongoing development of NPIP was assigned to Pricing.

By mid-1985, Dave McIntosh had turned out the *NPIP Reference Handbook*, which outlined the philosophical underpinnings of NPIP. That fall, GE Information Services followed with a company-wide NPIP policy. Soon thereafter, marketing departments assumed the role of monitoring and operating NPIP on a day-to-day basis, and Chris Pittman took on the role of the central contact point for NPIP operations (see accompanying story).

FACILITATING NPIP

Chris Pittman

If you have a question about NPIP, your best bet is to call Chris Pittman, who has been the central contact point for NPIP in NBS since last fall. Chris is variously described by people involved with NPIP as a catalyst to make NPIP work, a facilitator among NPIP Review Boards and NPIP teams and management, and a mediator between NPIP teams for issue resolution.

She tracks progress of all the products operating under NPIP, maintaining central records on NPIP stage of development, contact points (including the three core managers), significant milestones, timelines, and the next scheduled presentation to the NPIP Review Board.

Chris also is responsible for the master schedule of presentations before NPIP Review Boards by individual NPIP teams. In that role, she offers counsel to NPIP teams and review participants on how to develop NPIP Review Board presentations.

Chris solicited cross-department input and then produced the *NPIP Quick Reference Guide* (described below). As Ruann Pengov, vice president & general manager, Applications Marketing Operation, observed, "Chris Pittman has played a key role in the critical process of taking NPIP from paper to reality."

NPIP Quick Reference Guide

The *NPIP Quick Reference Guide* is the latest in a series of NPIP documents. The *Quick Reference Guide* is still in the development stage but already has been made available to help NPIP team members.

The *Guide* is the most detailed NPIP document in terms of procedures and day-to-day implementation of NPIP principles. The *Guide* will be updated frequently to reflect changes in the process and in the key personnel who constitute contact points on specific products under development.

The *Guide* is divided into three sections:

(1) Step-by-step descriptions of how to use NPIP. This section identifies fundamental activities that take place within each of the three major stages of concept development (screen, business plan, support plan), commercialization (development requirements, development, market test, commercial release), and performance tracking (market results, strategy refinement). Topics include action items, responsibilities of the three key managers (for product/project, commercialization, and application arena marketing), criteria for proceeding with product development (particularly at the five management buy-off points), and subteams and their responsibilities.

(2) Checklists to help teams prepare presentation for the NPIP Review Board meetings, which usually occur at five points: concept buy-off (during the business plan stage), target schedule buy-off (during the support plan stage), creative review and approval (during the market test stage), commercial buy-off (during the commercial release stage), and post-commercial buy-off (during the market results stage).

(3) Cheat sheets to help NPIP team members work effectively with a number of Technology Operations and Services groups. This section describes contacts, scope of contacts' responsibilities, specific functions that the contacts manage in support of NPIP, and the timing of such functions.

THE PURCHASING PROS

"Our ongoing challenge is to buy tomorrow's technology at last year's prices for delivery yesterday," says Adella Waddell, manager of Purchasing. To meet this challenge, the Purchasing organization must continually develop and use available sources that consistently will provide the highest quality products and services with timely delivery at the lowest prices.

Headquarters Purchasing buyers—Jackie Holtzman, Judy King, Trish Nettles, and Janice Urbanek—have the expertise that will enable you to get what you need when you need it at the best possible price. And they view employees as their clients, so you know you'll be well served.

What They Can Do for You

- *Give you advice.* The Purchasing buyers have a great deal of information about products, prices, and vendors, and they are glad to share their expertise. They will explain company procedures and help you develop a Material Request (MR). They can also give you a good estimate of how long it will take to complete a specific request. And they'll tell you if they don't need to be directly involved beyond offering advice.

Photo by Jean Sunderland

The manager of Purchasing, Adella Waddell (left) and Purchasing buyer Jackie Holtzman (right) are two of the Purchasing staff who can get you what you need when you need it.

- *Save time and money.* The Purchasing buyers have pricing agreements in place that they have negotiated with a variety of vendors, and they know about prices that have been negotiated by GE Corporate. The information they have can save you from reinventing the wheel. If the buyers are involved in the early stages of planning, they are in a better position to negotiate more favorable terms and conditions for their clients.
- *Find the right vendor.* Purchasing buyers know which vendors will deliver specific products or services at fair and reasonable prices and provide quality products or services on time. The Purchasing buyers will match your job with the right vendor.
- *Monitor changes and renegotiate.* As your job goes on, you may encounter tight money, changing priorities, or changing deadlines. Purchasing will renegotiate the deal where necessary. They will assess the fairness of the proposed charge versus the degree of change, the time frame, quality, and other demands. They will help you get to the bottom line on your project and still meet redefined needs—without paying through the nose if you don't have to do so.
- *Work on contract disputes.* The Purchasing buyers' involvement is ongoing. If there are problems with the materials or services requested or delivery or price overruns, they will work with the vendor and the client toward an equitable solution.

Tips

The Purchasing buyers have several tips to offer that can save you time and money.

- Call Purchasing right up front—they should be the first ones to know about your needs. Remember—they don't need a formal MR to start checking prices.
- Although they would like as much lead time as possible, Purchasing can also help in emergency situations where timeliness is critical. They have ways of speeding up the whole purchasing process. And if it simply can't be done within your time frame, they'll let you know right away.
- Have your budget in mind when you call Purchasing. They'll need to know the range within which they have to work.
- Make sure you give Purchasing an accurate delivery date (i.e., a real "need" date). And if you want to expedite your project, *don't* say ASAP. To Purchasing, that means the normal time cycle is OK.
- During vendor negotiations, let Purchasing take the lead. Prior to the meeting, the buyers have developed appropriate strategies and know what

types of leverage they will use. Ask Purchasing in advance what information is acceptable or should be strictly avoided (e.g., competitor prices, vendor comparisons, and the like) when talking with vendors.

- If you don't talk to Purchasing, they can't help you. If you don't know which buyer you need to talk to, call Purchasing's new clerk, Beth Schultz (x4341), and she'll have the right buyer get back to you.

Procedures and Personnel

SPECTRUM couldn't begin to print all relevant procedures and policies, but the Purchasing buyers can fill you in on details.

Briefly, the company has delegated authority for designated purchases under $500.00 to company employees as long as approved by management. No purchase order (PO) is required, although a limited purchase order can be issued if the vendor requires one. Many purchases are specifically excluded from this provision—e.g., professional services, investment items, ads, and others—so check with Purchasing if you are not sure.

Even for items under $500, it is wise to contact Purchasing to take advantage of their expertise and any prenegotiated deals they may have for the item you need. And don't forget, there are lots of items subject to corporate standards—furniture or temporary employment services, for example. Things aren't always as simple as they seem.

Purchases over $500.00 require an MR to be sent to Purchasing, which then generates a PO. Purchases over $2500.00 require three bids.

Agreements and contracts can be signed only by the manager of Materials & Facilities Operation or a department-level manager or above, regardless of the dollar value.

The four Purchasing buyers work together on some projects, but they do specialize (their responsibilities are described in the August 30, 1985, issue of *Purchasing Hotline*). Their areas of expertise are briefly summarized below.

Jackie Holtzman is responsible for printing, promotions, and graphic arts. She notes, "The price for some of this work—for example, graphic arts—can range all over the map. I think I can really help our employees get what they need at the best price."

Trish Nettles is in charge of incentive awards, furniture, client gifts, office equipment, and tele-

Continued on next page

PURCHASING HOTLINE

The *Purchasing Hotline* answers the questions that purchasing buyers hear most frequently and is used to convey information on company policy and procedures. The *Hotline* is published on an as-needed basis. It was first published four years ago and resumed relatively regular publication last year. *Hotline's* distribution is limited, but each Headquarters and Field mail drop receives several copies to be posted and/or circulated. If you need to be added to the mailing list, contact Janice Urbanek.

Because the company has delegated authority to employees for purchases under $500.00, the *Hotline* plays a key role in relaying pricing information—such as special or volume deals—on low-cost products and services. As Walt Williams observed to the Purchasing organization, "An awful lot of very little is still a great deal." The *Hotline* can help you save the company money on small purchases.

Recent issues of the *Hotline* and the topics they address are summarized below.

4/14/86	Motel/Hotel Corporate Rate Agreements
3/31/86	Headquarters Temporary Help
3/10/86	Travel Agency Questionnaire
11/25/85	Vendor Invoices
	Purchasing Policies
	Paper for Facsimile Machines
10/1/85	*For Field Employees:*
	Copiers and Facsimile Machines
10/1/85	Car Rental Agreements
9/9/85	IBM Documentation
	Overhead Projectors and 35mm Slide Projector Bulbs
	Ordering Wang Supplies
	Non-IBM Software
	Ribbons
	IBM Leased Equipment (3270s)
	Purchase Order Renewals
	Memorex Diskettes
	Cancellation of an Order
	Vendor Selection
	Surplus Software
	Preparation of MRs
8/30/85	Realignment of Organization
	Buyers' Areas of Responsibilities
8/14/85	Stationery
	Printer Paper
	On-line Surplus System
7/19/85	Appliance Discounts for HQ Employees
	Rockville Typewriter Maintenance
	Export Shipments
7/11/85	Rates for Letters and Packages
6/21/85	Surplus Equipment
5/31/85	Office Supplies Offers New Services

Photo by Jean Sunderland

Purchasing buyers Trish Nettles, Judy King, and Janice Urbanek are always willing to answer purchasing questions from employees— their constituency.

phone systems. "We're really not a road block to necessary purchasing. On large or small projects, we offer the expertise to obtain what you need to make your project a success and stay on budget."

Janice Urbanek is responsible for compiling and publishing the *Purchasing Hotline* and for buying security and janitorial services, word processing equipment, temporary help, and travel agency services. She points out that, "to some extent, there is an honest lack of knowledge. I think we buyers—and the *Purchasing Hotline*—can do a lot to help employees become more informed corporate consumers."

Judy King has slightly different responsibilities—procuring communications equipment, earth stations, PCs and related hardware, cables, software, and magnetic media for engineering and deployment projects. Judy buys millions of dollars of equipment, and she often is held to very specific product standards. She notes that "employees should use our resources—we'll surprise you!"

WELCH: POLICY CHANGES BRIGHTEN COMPETITIVE OUTLOOK

[Editor's Note: In a February speech to the Economic Club of Chicago, GE Chairman Jack Welch talked about recent changes in the Reagan Administration's policies that have made him more optimistic. This speech—"World Competitiveness: An Emerging Domestic Reality"—is attracting attention in public news media. Reprinted here are excerpts.]

Tonight it may seem like the middle of the Chicago winter—but there are changes taking place that make it feel like spring.

Midwinter for me—and for all of us whose livelihood depends on how well we compete in the international marketplace—dragged on for several years. It reached a low point last fall when I vented my frustrations in a speech to the Commercial Club of Cincinnati on what our policies were doing to the nation's manufacturing health—and what they would eventually do to the nation's standard of living.

For some time I had been reflecting on the results of massive investment in R&D and productivity across the breadth of GE. We had doubled our rate of investment of the previous five years. We had spent $20 billion to increase our competitiveness in world markets. We had some of the best corporate entrepreneurs aggressively competing all over the globe.

Strong Dollar Hurt Competitiveness

But we were getting clobbered overseas—and imports were chipping away at us at home....hitting almost every one of our product lines....[O]ur costs were under pressure, and we couldn't get price because of the strength of the dollar....Our exports fell from $4.3 billion in 1981 to $4 billion in 1985, because the artificial strength of the dollar gave our international competitors an effective 30% to 50% subsidy....

For every step we climbed as a result of our strong investment in productivity—some 3% to 5% a year—we were sliding back *two* steps because the exchange rates were aiding our foreign competitors 5% to 10% a year. The strong dollar was sapping the competitiveness we were achieving through powerful investment. Ironically, the same job-creating investment was creating an image problem for the company. Because we invested—we weren't paying taxes!....

Five months ago one of the few export enhancers available to American competitors, the Export-Import Bank [Exim], was being described as wasteful—and investment incentives from the '81 tax bill were under assault in the name of a "level playing field."....But as long as our international competitors sit down at the table with a blank check drawn on their national treasuries, we need Exim to compete ...American companies have to stop going to table-stakes poker games with too few chips....

Antitrust considerations were still based on the criterion of domestic share. This led to an Orwellian situation where investment bankers handling the sale of Milwaukee-based Allen Bradley denied General Electric a chance to bid for the company because they were convinced, and perhaps correctly at that time, that the government would block a General Electric-Allen Bradley merger. They surmised it would give GE too big a share of the American electrical products market.

And yet Siemens—the German multinational and world player number one—because it had low *U.S.* share—was *permitted* to bid—and then almost won. The result would have been a Siemens *already* number one in the world becoming number one in the U.S. as well. And...it seemed—last summer—that all we were going to do was *talk* about a central economic problem of our time—the Federal deficit.

Turnaround Is Coming

That was the view from my office window just a few months ago. It probably sounds to you by now like the view from the *ledge outside* my office window.

Well *now* things look a lot different! It is difficult for me to believe how quickly things have begun to turn around—to the point where—in the five years I've had this job—never have I seen an atmosphere so promising for a renaissance in American competitiveness....

Now the dollar is turning around. We have real leadership on American competitiveness in Washington and support at all levels around the country. For the first time in a very long while—I see daylight ahead:

- We've got leadership with a five-nation team—the so-called G-5—helping to unshackle American industry from that non-competitive dollar.
- We've got domestic antitrust considerations now being based on a criteria of *world* share—rather than the antiquated and parochial concept of domestic share.
- We see the distracting specter of protectionism, quiet for the time being, but waiting in the wings if we slide back to our old ways.
- We've got Gramm-Rudman—flawed, yes, but important for its symbolism of Washington's commitment to attack this budget deficit.
- And finally—and most importantly—we've got an Administration and key leaders in Congress who recognize that no competitive playing field can be truly level unless it is an *international* playing field....

Just think of our recent progress on this critical issue. The President, both in his State of the Union message a few weeks ago and just last week at his press conference, called for an *international* level playing field on which American companies could compete and win. That one big thought represents the reality that can get us back on the road to world competitiveness.

Must Keep Investment Incentives

But it would be tragic if we picked this juncture to destroy productivity incentives with anti-investment tax reform....Removing incentives will escalate the after-tax cost of investment in state-of-the-art equipment by as much as 15% to 20%, hurting American manufacturing productivity at the same time the dollar—while improving—is still squeezing industrial margins fairly hard. Doing this in the name of a level playing field will certainly create one—right over large segments of American manufacturing.

I just don't believe that a government that has produced so many courageous and intelligent initiatives in so short a time to help its industry compete will drop a punitive anti-investment tax bomb on [us] just as we are about to climb out of the international trade valley. We just can't permit the anti-investment features of the tax bill to sap the life out of what could be a really promising period ahead.

We just *can't* spike the ball in mid-field. We can win this game we're in. We have to. And most encouragingly—people understand that now....We've got a real chance here, a chance to prove that America can compete—and can win once again in the world marketplace. The momentum generated by some of the policy changes in Washington is building. American competitiveness looks so much brighter than it did just six months ago when I gave that gloomy speech in Cincinnati.

World competitiveness *is* an emerging domestic reality.

GE AND RCA ESTABLISH MERGER PLANNING PROCESS

The process of planning the merger between General Electric and RCA has begun, according to Mike Carpenter, GE's Vice President of Corporate Business Development and Planning.

"Our aim," he says, "is to integrate our two organizations quickly, skillfully, and fairly. GE and RCA are determined to 'write the book' on doing mergers right."

The major planning activity will be performed on a business-by-business basis by teams comprising managers from both companies.

"Each team will be rethinking strategy and operations in light of the prospective combination of the two companies," Carpenter said. "The teams will try to identify the best of each organization and plan how to combine strategies, resources, and people in the combined company following the merger.

"To ensure that the strengths and capabilities of RCA's businesses and employees are fully appreciated, RCA representatives on every team will participate fully in the integration process."

Four Planning Teams

So far teams have been formed to conduct planning in four separate business areas: defense, consumer electronics, semiconductor, and communication and services. Other business areas will be addressed later in the process.

The Defense team is directed by Ed Hood, GE Vice Chairman; John Rittenhouse, RCA Executive Vice President, Aerospace and Defense; and Lou Tomasetti, GE Senior Vice President and Group Executive, Aerospace Group.

The Consumer Electronics team reports to Paul Van Orden, GE Executive Vice President, and Richard Miller, RCA Executive Vice President, Consumer Products and Entertainment.

The Semiconductor team is headed by Hood and Roy Pollack, RCA Executive Vice President, Electronic Products and Technology.

The Communications and Services team reports to Larry Bossidy, GE Vice Chairman, and Eugene Murphy, RCA Executive Vice President, Communications and Electronic Services.

Joint teams also have been formed to plan the staff integration for each of the corporate staff functions. "The objectives of each team are to get the maximum combined company leverage from the staff function, adopt the best practices of the two companies, develop a lean organization structure, and select the most qualified people from each company to staff each critical job," Carpenter emphasized.

The Chief Executive Officers of the two companies—GE's Jack Welch and RCA's Bob Frederick—have formed a steering committee to direct the overall integration effort. GE's Mike Carpenter and his RCA counterpart, Paul Wright, Senior Vice President for Corporate Planning and Development, support the steering committee.

Visits to Companies

Leaders of the teams have begun discussions and orientation visits to RCA and GE facilities. They will then begin forming joint sub-teams to address specific issues and functions within each business area. Joint teams of senior GE and RCA staff officers will be formed to plan the integration of each corporate staff function.

Carpenter emphasized that the teams will spend the next few months gathering data and examining alternatives.

"They will not make any decisions or take any steps to implement the merger until government regulatory agencies approve the merger and the merger is effected," he said. "Every effort will be made to keep both GE and RCA employees current on the integration process."

SECURITY IS EVERYBODY'S BUSINESS

At the direction of Walt Williams, GE Information Services is inaugurating a stepped-up security awareness program. The company is doing this now, according to Alan Paul, manager, Facilities, who is spearheading the campaign, ". . . because we should constantly remind ourselves of the importance of the way information of a sensitive or proprietary nature is handled. Each employee should strive to maintain confidentiality of information from our competitors. There is also a growing concern about security issues related to the international situation and employee protection."

Alan urges that all employees be aware that security is an important issue and that the following steps should be taken to improve security.

Confidential and Proprietary Information

- Secure proprietary materials when you are going to be away from your office.
- Make sure that you do not leave sensitive materials outside your office, e.g., in conference rooms, at the Panafax, or in copier machines.
- Discard proprietary materials either by shredding them or by inserting them into a designated container.
- At meetings and elsewhere, do not discuss information that you think may be proprietary if you are not sure that everyone present is a GE employee.
- Be careful about giving outside information to callers—it may be company confidential.

Visitors

Remember that all visitors are to be admitted only by GE Information Services employees. Temporaries and contractors cannot approve visitors' access to headquarters. Visitors are expected to display the stick-on badge and must be escorted at all times.

Contractors

Permanent and temporary contractors are required to display badges on their person. All contractors are approved by GE Information Services managers and do not require an escort.

Employees

- Be courteous to the guards and prominently display your badge for them to inspect. Badge clips and plastic carriers are available at the Security Office.
- Advise the Security Office if you lose your badge so that it can be invalidated and the guard posts can be notified.
- Managers are reminded to turn in immediately to the Security Office (Maryland Center, first floor) badges of employees and contractors who no longer work at GE Information Services.
- Make use of the guards, who are available to escort you to your vehicle after hours.
- Notify Security (x4777) immediately if you notice any unusual or suspicious activity.

Photo by Jean Sunderland

Alan Paul (manager, Facilities), who is spearheading the new security awareness campaign, shows his badge to security guard John Brady.

Removal of Property

Employees are reminded that company property to be removed for over a two-week period requires a shipping notice. Property removed for less than two weeks must be logged out and back in by the guards at the three guard stations.

Additional Security Measures

During the upcoming months, several features will be added to security procedures. Among the steps to be taken are periodic random security inspections. "Often it's just a matter of remembering to take a step that requires little time, like locking your desk at night or collecting materials after a meeting," says Alan.

To improve the control for access to the Maryland Center, beginning May 12 there will be a single point on the first floor for access to the Maryland Center for visitors, contractors, and employees who forget badges. (Metro North already has only a single point for entering and exiting.) Employees with badges can continue to enter via the Maryland Center bridge entrance, Monday through Friday from 7 a.m. to 7 p.m.

"All of these measures will enable us to be more secure personally and to protect our property. But they cannot be carried out without the participation of all employees. We count on your support to ensure that we all will be working in a more secure environment," says Alan Paul.

Similar instructions for field offices will be forthcoming in another communication.

GOOD NEWS

Johnson & Higgins

Johnson & Higgins, the world's largest privately held insurance brokerage company, adopted QUIK-COMM and PC Mailbox as the company standard for electronic communications worldwide.

"Our client will be linking not only its 65 domestic offices and 70 international offices with QUIK-COMM," observes Vince Iuzzolino, account executive, "but also its customer base and many major insurance companies. The company was particularly impressed with the 'attach' feature of PC Mailbox, which will enable it to transmit spread sheets as well as insurance proposals worldwide."

Al Weis manages client technical support.

Exxon

In April, Exxon began sending data via the Petroleum Checkstub Data Exchange System, the first of three Petrodex systems Exxon will use. Among the 65 companies currently using the system, Exxon will be one of the largest data senders.

During this quarter, Exxon also will start receiving data via the Checkstub System. "Exxon should experience significant cost savings by receiving checkstub data electronically," noted Ron Nutter, Petrodex manager. Exxon also will begin using the Crude Oil Data Exchange System (CODE) and Petroex (Refined Product Bill of Lading Exchange).

Laurie Curtis, technical representative, provides the primary technical support for Petrodex.

American Motors

American Motors formally selected GE Information Services to be its communications company.

Dave Hall, marketing representative, notes, "American Motors will be using MARK*NET™ Service to replace every data link in the company and will be processing at least six major applications using our service." American Motors began the pilot system in 1985 and the commercial release early this year.

Debbie George is the SDC project manager.

AT&T

AT&T began using MARK 3000™ Service as the host computer to develop and test interfaces for their line of computers. "Once the interfaces are fully tested," notes Richard Wilson, account executive, "they will be used with all the computers that AT&T manufactures to communicate with their customers."

Barbara Shilling is the SDC project manager.

INDUSTRY NEWS BRIEFS

- Compuserve and MCI soon will be sharing electronic mail (E-Mail) facilities, forming the "world's largest E-Mail network," according to the companies. The 297,000 EasyPlex users, the 160 corporations using InforPlex, and the 200,000 MCI Mail subscribers will be able to trade messages through a direct connection of the three systems. Pricing for the services will not change. Currently, under this arrangement Compuserve customers cannot access MCI Mail's hardcopy service, and MCI Mail users cannot access Compuserve data bases. GE Information Services' QUIK-COMM System should not be substantially affected by this announcement, because QUIK-COMM functions as a portion of a total applications solution for a customer rather than as a pure E-Mail service.
- GTE Telenet and Uninet are planning to merge their long distance and data communications operations into a new company, U.S. Sprint, that will be a 50-50 partnership. The merger should be finalized by June 1986. GTE's chairman says that the merged company should be a more formidable competitor than either Sprint or U.S. Telecom was or would have been alone. Long term, this merger may pose increased competition for GE Information Services VAN services.
- Choice Net, a communications network that supports point-of-sale (POS) systems, and Retailer's Choice, a series of back-office software packages for inventory control and sales analysis, were recently introduced. A Choice Net system for in-store processing, including a basic set of Retailer's Choice applications, can be bought by a single store; other stores can be added for a fraction of the initial purchase price.
- The British government is proposing that U.K. VANs be allowed to offer a wider range of services. The liberalization is embodied in draft regulations to be presented by the U.K. government at a forum of potential users and providers. Prepared by the Department of Trade and Industry, the draft addresses the needs identified by IBM and British Telecom (VAN operators) following the introduction of facilities such as remote network management, protocol conversion, and gateways—which can be used as building blocks by data network developers. The impact of this deregulation on GE Information Services is currently being studied

and will be addressed by the company's Telecommunications Policy Council.

- AT&T E-Mail, a nationwide electronic mail network, is now available after several years of development and one year of testing. The service offers overnight and four-hour delivery in 50 major U.S. cities, printing on customer-supplied letterhead, and delivery of printed messages to nonsubscribers by U.S. Mail, Airborne Express, or Telex.

Regular users, who pay a monthly administration fee, have access to all features of the service. Off-net users, who pay an annual fee, are listed in the service directory, but their incoming mail is automatically forwarded to their private systems.

AT&T's entry into the E-Mail market is intended to be a long-term play to both position itself against MCI as a total communications provider and to ensure that it takes advantage of potential long-term revenue to be gained in the E-Mail arena. AT&T's E-Mail, like MCI's, is a pure communications play and does not provide for any value-added application services such as those offered by GE Information Services.

EPS ASSESSES EMPLOYEE ATTITUDES

Close to three hundred randomly selected employees at headquarters and in the field recently took a mini employee practices survey (EPS). The survey asked about employees' current attitudes and perceptions.

The last EPS was administered in September of 1985. The results of the survey were analyzed and made available to all section managers. Section managers were charged to feed back the EPS results to their employees and to work with them in developing targeted action plans to address the specific issues that were identified. Many of the issues were related to the state of the business; other issues were more general.

But the business changed noticeably over the ensuing six months. Project 36 was implemented. Also, a number of activities in each of the departments responded to the issues that the EPS had raised. These activities included expanded communications programs, career path planning, training programs, and recognition programs. Because much had changed, management wanted to look once again at employee opinion and consequently conducted the mini EPS.

The results showed improvement in employee opinions about all of the categories: job, immediate manager, management, communications, opportunity/training, compensation, job security, benefits, and general satisfaction. In each of the categories, overall assessments improved between 7 and 12 percent over the September 1985 results.

MARK*NET SNA/SDLC TEAM REWARDED

Photo by Jean Sunderland

The spirit of the MARK*NET SNA/SDLC development team is evident in the ten people pictured above, as they proudly display the engraved brass cubes that were presented to all 70 employees involved in the project. The cubes are a memento of the successful Telecommunications Department project that will provide worldwide teleprocessing services to clients who require the IBM 3270 System Network Architecture/Synchronous Data Link Control protocol access.

To celebrate the completion of the project, the MARK*NET SNA development team attended a fete at the Gaithersburg (MD) Marriott in April. Pictured above are the management team and 7 of the 12 employees who received special awards: (front row, left to right) Dan Nelson, Trina Clickner, Peter Clardy, Thomas Yang, and Thi Nguyen; (back row, left to right) Roy Henderson, Joe Squarzini, Rafael Boza, Kevin Nelson, and Frank Hopkins. Award-winners not pictured are Isidor Affat, Jamie Steapp, Albert Chou, Mark Smith, and Kevin Boyne.

MANAGEMENT TRAINING
1986 COURSE DESCRIPTIONS

Course	Objectives
Effective Communication Skills	Learn basic communication skills through modeling and skills practice
Effective Presentations	Identify message, audience, and media; present materials
High Performance Management	Develop and review mission goals/objectives and management tools via team seminar format
Introduction to GE Information Services Management	Learn basic management tools of planning, monitoring, and evaluating performance
Management Seminar on Exempt Compensation	Gain an understanding of GE's Exempt Compensation system with insight into local practices
Manager Modeling	Develop communication skills for performance discussions, problem solving, career counseling, and work planning
Stress Management	Identify the causes, responses, and effects of stress; learn tools to process and control it
Targeted Selection	Identify job requirements; organize and conduct candidate interviews
Time Management	Improve skills in planning, organizing, and prioritizing
Writing Skills for the Workplace	Develop business writing skills with emphasis on performance appraisals

NEW HEAD OF MANAGEMENT TRAINING

Photo by Jean Sunderland

Betty Schroeder, new head of Management Training

Elizabeth Schroeder joined GE Information Services Company in late February as the new head of Management Training. Betty comes to the company with 20 years of training experience with diverse groups such as Health and Human Services, IRS, Lever Brothers, and MCI. Her areas of expertise include stress management, communication skills, time management, and effective presentations.

Under Betty's leadership, Management Training will be issuing quarterly training schedules so that employees and their managers can better plan which courses to take and when to take them. Next quarter's schedule has just been published.

During the rest of the year, at least two courses new to GE Information Services will be offered: Effective Communication Skills and Manager Modeling. In addition, the courses in Stress Management, Time Management, and Effective Presentations have been totally revamped.

Contact Betty Schroeder at Management Training (8*273-4391) for further information on course content and for specifics on course dates and locations.

GE INFOTALK™ IS TAKIN' OFF

Macintosh* computer owners should be aware that the GE InfoTalk System is gathering momentum, as new items are being added each week.

Last week someone in the field called a headquarters person to ask if there were any data files about the Telzon terminal. Entering the GE InfoTalk System, a search was started, looking for information in the "communication" area. The search responded with "I have four files." Next the search looked for the word Telzon in those four files, and the system produced the file about the Telzon terminal and its current use on MARK III® Service.

The Bulletin Boards are getting new data, the field directories are being updated, Training has added new information, and Fast Fax has added new data to InfoTalk Fax. Competitive information also is being added to that icon. If you have a Mac, you should be checking into the InfoTalk System to stay informed.

FAST-FAX

8*274-6517 QK: FAST

ADMINISTRATION

AL ABRAMS
NEW YORK

What is the current mileage reimbursement rate for use of a personal car on company business?

As of January 1, 1986, it increased from 20.5 cents per mile to 21 cents per mile. Travel in excess of 15,000 miles driven on company business during a calendar year will continue to be reimbursed at 9 cents per mile. Thanks to John Meyer, Manager - Auditing, for sending these data to Fast Fax.

SHARON YOUNG
NEW JERSEY

Is it possible to get appliance discounts on RCA appliances?

No. Fast Fax called the "Appliance Discount person" in Schenectady, and he is not aware of any arrangement that has been approved as yet.

NANCY BELDING
MINNEAPOLIS

I have heard about some group addresses of which I would like to be a member. How do I get into the group?

The first rule is DON'T—repeat, DON'T—send a QUIK-COMM to the group address and ask that the owner add your address to the list. Why? Because you send that QUIK-COMM to everyone in the group, identifying that you don't know what the procedure is.

The correct procedure is as follows:

Command? GROUP MAC?

The system will come back and tell you that MAC$ is an old group (for Macintosh users). Now, you insert *A (indicating that you want to add an address to the group). The system will respond with an error message telling you you're not authorized to add an address, BUT THAT THE GROUP BELONGS TO FAST. Now you know what you NEED to know, and you send a QUIK-COMM to FAST and ask to be added to that group. This will work for any group that ends with a dollar sign.

STEVE HARWIN
NEW YORK

Is there anyone in Rockville we can call if we have questions about the new price change?

Yes. The Pricing Hotline is back in operation. You can call Priscilla Demilt on 8*279-5654 (QUIK-COMM = PRNG) or Mark Reiser on 8*279-5658 (QUIK-COMM = PRNG). If you have questions about international prices, call Gladys Appel on 8*279-5657 (QUIK-COMM = MNAV).

VIKKI SCHANZ
SO. CALIFORNIA

Some clients are complaining about communications problems in the Orient. Is there a central place to which I can direct this issue?

Yes. You can use the QUIK-COMM address STAR to reach Jim Staff in Sydney, Australia. Be sure that you provide as much information as possible, e.g., the service speed, the number called, the response received, the error messages received, and so on. The more data you can provide on your first message, the sooner a solution can be found.

DELIVERY SYSTEMS

ROBERTO LAURENZI
ITALY

Alitalia asked me if GE Information Services has any Artificial Intelligence (AI) applications. Can you help?

Sorry, Roberto, we have nothing. There was a time when some project hours were being given to the subject, but with business priorities rearranged, it is no longer being addressed.

GERRI HYLLA
ROCKVILLE

Is there an on-line file that lists the available programs we have on the 3-star library?

No, the Library Software Index 5001.02F lists the available programs at library level, but unfortunately that's been out of print for some time, so we have neither an on-line file nor a printed document that tells what's available.

RICH AUSTIN
NEW YORK

The client is looking at the JOBS log, and there is something there called FCRU. Does it mean something special?***

It stands for Foreground CRUs used. If your client were using GCOS Service, it would show up as BCRU for background CRUs used.

HOWARD FORER
NEW JERSEY

Is there an information storage and retrieval system for textual data on MARK 3000 Service?

Yes, it's an IBM offering called STAIRS/VS. You can get some additional details by listing a DY28 file named STAIR*.

**Macintosh is a trademark licensed to Apple Computer, Inc.*

FAST-FAX
8*274-6517 QK:FAST

SHAMS FAIZ
SAUDI ARABIA

Prospects are asking for data bases on petrochemicals such as Polyethylene, Ethelene, and Glycol. Do we have any data bases that cover these?

Sorry, no. Our complete list of data bases available on our service is available from any valid FG U# by listing DBINFO***.

DISTRIBUTORS

BOB FIGOL
TORONTO

Our office is being bombarded with questions about a GE product named HOMEMINDER. Do you have any data on this?

It's a home security system that does not tie in with MARK III Services in any way. Presumably there was some press coverage in magazines and newspapers about the product, which is marketed by the Home Control Products in Portsmouth, VA. Their outside number is 1-800-GESELLS. The DIAL COMM is 8*276-5550. The Manager of Marketing is Allan Finger.

AL WEISS
NEW YORK

I have a client who wants access from Trinidad and from Kingston, Jamaica. What is the method of access?

Neither of those countries have Public Data Network access. The options are that the user could dial long distance into Puerto Rico or up to Miami.

An alternative is to have the user number validated for Venezuelan access by signing the Venezuelan Access Supplement—OLOS 0800.49. The user number will be billed in the USA at approximately 16% of USA rates.

The client will have a shorter distance to dial (by dialing into Caracas), but we have no information about the quality of the lines from those islands into Caracas.

Mexico is nearby, and you can get a user number validated for access in Mexico by making arrangements with Jorge Perez-Rubio in Mexico City on QUIK-COMM MXJP.

SHAMS FAIZ
SAUDI ARABIA

What is the status of service in the Philippines?

There is local access in Makati (metropolitan Manila area) at 300 and 1200 baud, but 300 baud is more reliable. Users outside this area will have to use the Telenet Public Data Network. There is no local sales office in Manila, but support will be provided from the Hong Kong office (by phone or Telex) or if the user agrees to pay for T&L (US$400) and a PSO fee of US$350/man-day. The Hong Kong office will bill the client in US dollars and would like an offshore billing address. There is a monthly minimum of US$300. If you need additional information or want to set things up, make contact with the technical services manager, SW Leung, in Hong Kong on QUIK-COMM address SWLHK.

NETWORK CONNECTIONS

ARMANDO CALIENES
MIAMI

What is the DNIC code for GE Information Services?

DNIC stands for Data Network Interconnection Code, and it's the number that users put into the terminal once they get connected to a Public Data Network. PDNs with International Record Carriers RCA, ITT, and TRT will accept the same DNIC to reach GE Information Services. That is, the DNIC to reach GE Information Services is the same for any of the three IRCs.

The number is made up of a few different codes: 3136 is GE Information Services' identifying number, 9 indicates PAD Service, and 00 indicates asynchronous service. So most users would insert 3136900 and then get the familiar U#= prompt. You should have a copy of the 3-ring notebook (OLOS 3918.14A) that contains the full details about each PDN around the world.

JIM BILLGER
HOUSTON

What are the details on accessing from Indonesia?

There are two DY28 files that contain complete information: INDON* and INDONPDN. List these files for complete information on speeds available, modem requirements, and prices for access.

JOE RIZZI
BOSTON

Can a Western Union subscriber in the USA dial the 6-digit number for GE Information Services in LA or Rockville and reach MARK III Service?

Yes. The Western Union Telex user can direct dial to our Telex ports and get connected. However, the ITT Telex user must precede the 6-digit number with a 25. Those individuals who have a 5-level machine supplied by someone other than Western Union should contact their Telex provider and ask what the procedures are to connect to GE's Western Union Telex 6-digit number.

Users pay for the calls from their locations to Rockville or LA on their monthly invoices from the Telex provider. They will get the familiar U#= prompt, and can insert any valid MARK III or MARK 3000 Service U#. They then will be billed by GE Information Services for that usage according to the current billing record. The Rockville number for WU Telex is 898360. The LA number is 664306.

TITO
SAUDI ARABIA

Do you have any on-line files that will help get an IBM System 36 or 38 connected?

Yes, the write-up offered in last month's issue of *SPECTRUM* has been placed on-line by Ray Matthews. The DY28 file name is IBMS38P.

NSS

RAMAN JOSHI
JEDDAH

What is the status of the Structural Design programs that were offered by SDRC on our service?

They're still on BQ72, and there are scores of users worldwide still using the software. Fast Fax recently acquired a list of all the office locations of SDRC—now called GE CAEI (a subsidiary of Calma). If you would like a copy of the addresses and phone numbers of the CAEI offices worldwide, send your request to FAST with your complete mailing address. These offices *may* be a support point for the structural programs still on our service. Check with the office nearest you to determine if it can provide support for the programs before you offer the software to clients.

CARLO MICAI
BOLOGNA, ITALY

What programs do we have available for power companies?

There are some programs made available by General Electric Company's Electric Utility Sales & Engineering (EUSED). Many of the programs they had on MARK III and MARK 3000 Service have been migrating to Prime, VAX, and Honeywell machines, but here is a list of those programs still available on our service.

Program Name	*Service*
MAPS	MARK 3000
MWFLOW	MARK 3000
OGP	MARK 3000
PROBS	MARK III
HPROD	MARK III
LOADS	MARK III
ICOST	MARK III
SURGE	MARK III
TRENDS	MARK III
MONACS	MARK III
STEP-UP/SPARE IN-PLACE	MARK III
FAILURE AND COMPUTE	MARK III
FSP (strategic corp. Model)	MARK 3000

Some of these programs have descriptions in the NSS Author Index, while others may not. If you need a short description of the offerings listed above, send a QUIK-COMM to FAST, with your complete mailing address.

QUIK-COMM

ROLAND WIMMER
AUSTRIA

I have been asked to check the possibility of connecting Westinghouse's Dial-Comm Electronic Mail into our QUIK-COMM System. Is it possible?

Sorry, there is no interconnection between the two systems. The messages would have to be manually taken from one system and inserted onto the other. There is no software connection between the two systems.

GEORGIA HODGES
HOUSTON

Will PC Mailbox work through the PDNs in Australia?

Yes, provided you indicate to the PDN that you don't want local echo. This is done by sending SET 2:0 followed by a carriage return, before the login to the PDN, or by using SET E OFF on MARK III Service after the log on. Once the echo is gone, ASCII or binary files will pass successfully. Thanks to Gary Clapson of the Sydney NSC for these data.

BRIAN LOBELL
NEW YORK

Can a client order copies of PC Mailbox to be sent to addresses in South America?

No. The order-filling process looks at the destination country, and if we don't have a distributor there, we don't send copies of PC Mailbox to that country.

EMPLOYEES USED 1985 GIFT-MATCHING PROGRAM TO SUPPORT CHARITIES

Charities approved last year for gift-matching under the General Electric Foundation's "More Gifts . . . More Givers" Program received more than $300,000 in employee gifts and matching payments.

The 56 organizations approved by the Foundation trustees in 1985 received 2490 gifts from employees and retirees. These gifts totaled $156,040 and generated matching payments by the Foundation.

Health and human service agencies received most of this support—$131,351 (or 84 percent), including $44,100 for disaster relief work.

Arts and cultural organizations attracted gifts totaling $17,766. Conservation and environmental groups received $6373.

Schenectady Led the Way

Schenectady led all locations with $70,943 in gifts to seven organizations. At the top of the list was the City Mission, which raised $24,748 in a capital campaign to replace a downtown facility razed after a catastrophic fire.

The Capital District Hospice attracted the greatest number of gifts, 417, for a total of $19,587.

Employees were also generous to victims of natural disasters. Some $16,238 was given to relief organizations helping the survivors of the Mexican earthquakes. A total of $15,726 was raised to aid flood victims in the Salem, Va., area. And relief agencies near Erie, Pa., and in eastern Ohio received $10,294 after devastating tornadoes last spring.

Agency Support Reviewed

The "More Gifts . . . More Givers" Program was launched in February 1985, when the Foundation trustees approved three organizations.

At their winter meeting this year, the trustees approved ten more organizations. They also decided to review each organization after it had been on the matching-gift list for one year to determine if employee support or other special circumstances warranted retaining it on the list for another year.

Employees who wish to obtain gift-matching forms for organizations already approved or to nominate new organizations can contact Charlie Quatt, manager, Employee Communications (QUIK-COMM: QUATT).

NEW AND REVISED DOCUMENTATION

BusinessTalk™ System Software, Publications Prepared

The BusinessTalk System is a more generic version of GE Information Services' DealerTalk™ product.

Like DealerTalk, the BusinessTalk System is a MARK III Service product with an interface for the Apple* Macintosh. BusinessTalk is designed to enhance the information flow among business offices using electronic mail, a bulletin board, and a textual data base. News items, product information, programs, policies, and correspondence are some of the kinds of information the system can handle.

Clients who use BusinessTalk have the option of renaming it to suit their business application—e.g., PressLink, KodakTalk, and so on.

The newly published documentation is intended for use by all clients outside of the dealer systems arena. However, the previously published material for DealerTalk will continue to be available until BusinessTalk version 4.0, with an IBM PC interface, is released later this year.

Following is a summary of BusinessTalk documentation.

A *BusinessTalk User's Guide (for the Apple Macintosh)* (1387.01-1) is available that explains how to use the system's features. The *BusinessTalk Quick Reference Guide* (1387.01-3) briefly outlines basic operating tasks. An *Implementor's Guide* (1387.05) describes how to put the system in place. An *Administrator's Guide* (1387.04-1) provides administrators with information necessary to initialize and maintain the system.

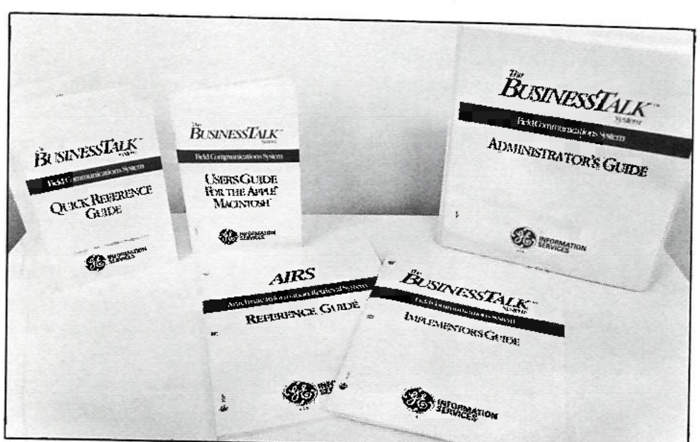
A *Price List* (1387.07) and a *Supplement to the Agreement Form* (1387.06) are available. The *AIRS (ARACHNAE Information Retrieval System) Reference Guide* (1385.11) explains codes and messages found in the data base retrieval system.

The BusinessTalk *User Documentation Package* (1387.01) includes the User's Guide, Quick Reference Guide, and system software diskette label contained in a plastic folder and accompanied by the *Teleprocessing Services International Access Directory* (1401.01).

There is also an *Administrator's Guide Package* (1387.04) that contains the Administrator's Guide and two labelled software diskettes (one for system software, the other for user documentation) in a three-ring binder.

The *Implementation Package* (1387.03) is for signed clients only and contains the essentials needed to set up and begin using the BusinessTalk System: the User Documentation Package, the Administrator's Guide Package, and an AIRS manual.

Some of the publications mentioned above have controlled distribution. OLOS will recognize the publication numbers that are referenced and provide any further instructions needed for ordering.



Pictured above is the newly published BusinessTalk documentation, which is intended for use by all clients outside of the dealer systems arena.

Point-of-Sale Documents Released

The recently published *Point-of-Sale Service Sales Guide* (3919.03) contains proprietary information concerning competitors, potential clients, and marketing strategy. It is recommended that sales personnel review the book before attending the Network Based Services course.

A couple of Point-of-Sale (POS) price lists have been developed: the *Point-of-Sale Transaction Prices for Transport Only* (3919.02A) and the *Point-of-Sale Transaction Price List for Credit Card Authorization Service* (3919.05). A *Point-of-Sale Transaction Pricing Supplement for Credit Card Authorization Service* (3919.06) is also available.

The *Credit Card Services Product Profile* (3919.00A), detailing the various POS services, has been revised.

3270 Access Addressed in MARK 3000 Service Publications

The *MARK 3000 Service SIM3278/VTAM User's Guide* (2051.72) describes the use of the Simware, Inc. 3270 emulator software, SIM3278/VTAM.

SIM3278/VTAM allows ASCII terminals to emulate 3270 display terminals so that full screen editing can be done. The emulator also contains a session manager, software that permits access to up to 12 concurrent MVS and VM sessions with a host computer. Using SIM3278/VTAM, two-way file transfers between IBM** PCs (or compatibles) and a host are also a possibility.

The software is applicable for over 40 ASCII terminals. Instructions for setting up the software on the supported terminals are given.

A Product Profile entitled *IBM 3270 Access to MARK 3000 Service* (2060.34) was recently published.

The profile discusses GE Information Services support of 3270 BSC and SNA/SDLC protocols. Supported hardware, software, hosts, front ends, and operating systems are also mentioned. And the profile lists related documentation to which you can refer for more information.

Revised MARK*NET Service Sales Guide Available On Line, In Print

The *MARK*NET Sales Guide* (3918.13) was updated and placed on line in time for use at the Value-Added Network (VAN) services sales meeting held at headquarters April 1. Even though the book is being printed, an on-line version will be maintained to accommodate anticipated changes to this dynamic publication.

In addition to marketing intelligence, the book contains pre-sales and post-sales support and procedures, descriptions of pertinent sales training courses, and sales support contacts.

The book comprises eleven booklets that cover diverse subjects related to MARK*NET Service. New and revised sections address SIMWARE (a software system designed to emulate 3270 protocol) and new synchronous protocols recently added to the service: 2780, 3780, and 3770.

You can order the guide through OLOS. Or list the file MNSALEAA in the DY28 catalog to get the file names and a brief description of the booklets on line. The files are dated to alert you to changes that have been made.

EMC*EXPRESS™ System Marketing & Sales Support Kit Developed For Third-Party Vendors

An *EMC*EXPRESS System Marketing & Sales Support Kit* (5071.02) has been developed for vendors who provide direct services to health care providers.

The kit supplies vendors with an overview of the GE Information Services role in the market. It also provides various marketing methods and sales support information to help the vendors maximize their productivity in selling practice management systems or services.

In addition to the information, several marketing tools are also included:

- EMC*EXPRESS demonstrations on IBM PC diskettes, for use at trade shows or sales seminars
- Job Aid to show the provider how to initialize the system to collect and distribute electronic claims
- EMC*EXPRESS brochure and ads that can be placed in appropriate journals
- Sample telemarketing questionnaire and letter suitable for mass mailing to vendor's clientele.

**Apple is a trademark of Apple Computer, Inc.*

***IBM is a registered trademark of International Business Machines Corporation.*

WORTH NOTING

STRONG EARNINGS PERFORMANCE IN GE'S FIRST QUARTER

During the first three months of 1986, GE's earnings across the entire company were 5 percent higher than during the same period a year ago. This was achieved, even though sales were 5 percent lower, by good performances in many business operations.

Sales were $5.88 billion and earnings $537 million. Profits, as measured by net earnings as a percentage of sales, were 9.1 cents on the sales dollar.

In late April, GE shareowners received a dividend of 58 cents on each share of stock.

NEW "NO DEDUCTIBLE" FEATURE FOR PRESCRIBED GENERIC DRUGS

The GE Comprehensive Medical Expense Insurance Plan has a new feature: the waiver of the deductible payment if you buy prescribed generic drugs. (A generic drug is one that is chemically equivalent to a brand-name drug but is much less expensive.)

To take advantage of this money-saving feature, use the following procedure:

(1) When a doctor prescribes a drug for you, ask the doctor if the generic form of the drug can be used rather than the brand-name drug. If it can, ask the doctor to write this on the prescription.

(2) When you go to a pharmacy to have a generic-drug prescription filled, ask the pharmacist to list the generic drug's National Drug Code (NDC) number on the prescription receipt given to you. (Pharmacists are familiar with the NDC codes.)

(3) Be certain that the prescription receipt shows the name of the patient, the date the prescription was filled, the prescription number and NDC code, and the price charged. You should also print "Generic Drugs" on the receipt.

(4) Attach this receipt to the regular GE Insurance Plan claim form, and submit the claim as you normally do for medical insurance.

Helps Claims Processing

When you follow these steps, the insurance claims payer will know that you have purchased a prescribed generic drug. No deductible will be factored into figuring your benefits.

You'll be reimbursed for 85 percent of the "reasonable and customary" charge for that drug—except for certain psychiatric prescriptions for which the plan's benefits are 50 percent.

Of course, you can still submit insurance claims for prescribed brand-name drugs. In this case, the claims administrator will check to see if you have met the plan's yearly deductible of $100 per individual and $250 per family.

If you haven't, the rest of the deductible must be met before you can receive any cash-reimbursement benefits for the brand-name prescription drug.

ANOTHER GOOD REASON TO REMEMBER SPOUSE'S BIRTHDAY

If you're married and your spouse works for another employer who also has group medical insurance coverage for your dependent children, it's more important than ever that you remember your mate's birth date.

Effective January 1 of this year, GE has adopted a new practice—recommended by the insurance industry—for determining the primary payer of insurance benefits for dependent children when the GE employee's spouse is covered by his or her own employer's insurance plan.

The Chronologically Earlier Birth Date

Under the new provision, the primary provider will be determined by whose birth date occurs earlier in the year. It doesn't depend on one's age but rather on the month and day of one's birth date.

For example, assume that a GE female employee whose birth date is March 5 has dependent insurance for her children, and also assume that her husband, whose birth date is July 2, has dependent insurance coverage through his employer.

Because her birth date occurs chronologically earlier in the year, GE is the primary carrier of claims involving their children. In this case, the husband's insurance would be the secondary carrier—giving consideration to further payments after learning how much the GE Plan had paid.

Claim Forms

If your spouse works elsewhere, to help ensure proper payment on a claim involving your children, you should enter your spouse's birth date on the claim form so the order of payment can be determined by the insurance carriers involved.

The GE insurance carrier will advise your spouse's carrier that the GE medical plan follows the birth date rule.

If your spouse's carrier has not yet adopted that rule, the GE medical plan will pay benefits, as in the past, assuming that the male spouse's plan is the primary payer.

Maintenance of Benefits

The GE Comprehensive Medical Expense Insurance Plan that went into effect on Jan. 1 also includes the "maintenance of benefits" arrangement when the GE plan is the secondary payer. This situation occurs in claims involving:

- A GE employee's spouse who works for and is insured through another employer; that employer's insurance plan is the primary payer for the spouse.
- Dependent children of an employee whose spouse is also carrying dependent children's insurance through his or her employer and who has an earlier birth date than the GE employee (as discussed above).

GE will now coordinate the payment of benefits to ensure that, if the GE plan is the secondary payer, the GE employee receives in total from the two plans what he or she would be entitled to under the GE plan.

GE Payment of the Difference

GE will pay only the difference, if any, between the benefits paid by the other plan and the benefits that would have been payable if the GE plan were the primary payer.

For example, assume that a GE male employee's wife has $1000 in Type B expenses—80 percent of which ($800) will be reimbursed by her employer's insurance plan as the primary payer. This will be compared to what the GE plan would have paid if GE had been the primary payer—which in this case would have been 85 percent ($850).

As the secondary payer, the GE plan would reimburse the GE employee $50—the difference between $850 and $800. The total reimbursement from the two plans would thus be $850—exactly what the GE plan would have paid as the primary payer.

ESOP UPDATE

In February, most GE employees had free shares of GE stock added to their Employee Stock Ownership Plan (ESOP) accounts.

The February crediting is good news, because the new stock accumulates three additional dividends. When credited in October, the stock was not eligible for any quarterly dividends for that year. This year's ESOP shares can earn dividends in April, July, and October.

Recipients of the ESOP credits were those who were GE employees on December 31, 1984, who continued with the company until at least December 31, 1985, and who had not waived their right to participate.

The amount of stock credited varies from person to person, because it is based on an individual's earnings in 1985. The formula provides $5.27 worth of stock for each $1000 in compensation—with a share of stock valued at $74.375.

For example, if an employee earned $26,000 in 1985, the ESOP credit is $5.27 multiplied by 26—which equals $137.02 worth of GE stock. Dividing this by $74.375 (the price of a single share of stock) results in 1.842 shares of stock.

This stock has been added to any previously held in an employee's ESOP account. The stock remains in the account until the employee retires or leaves GE. While in an ESOP account, the stock collects dividends, which are reinvested in additional shares.

GE stock has nearly tripled in value since the Employee Stock Ownership Plan began in 1978. When free shares of stock were credited that year to ESOP accounts, the average price of a share (adjusted for a later stock split) was $26.413. In this February's crediting, its value was up 182 percent to $74.375.

The average GE employee with the company since the Plan's start has accumulated 25 shares of GE stock worth about $1900. At their '78 crediting price, those 25 shares would have been worth about $660.

INFO ON CORPORATE RUNNING TEAM

Members of the GE running team are involved in a variety of running and other health- and fitness-related activities around the country. If you would like to be kept informed on upcoming events, send your name and company mailing address to Jack Berkery, GE Corp. R&D Center, Bldg. 37—Room 363, 1 River Rd., Schenectady, NY 12345.

NEW GE PRODUCTS & SERVICES DIRECTORY

The 1986 edition of the "GE Products & Services Directory" is now available to help GE people answer general inquiries about GE products and services.

The revised directory provides product information that includes the what, who, and where for inquiring about products.

Responsiveness

Len Vickers, GE vice president in charge of Corporate Marketing, underscores the business values of the directory.

"This is another tool to improve our customer service, to help make GE more responsive and accessible to customers," he explains. "Nothing is more basic to marketing than good customer service, and nothing is more basic to good customer service than quick response to inquiries."

The indexes list GE products and services, the businesses responsible for them, and details on each business—including addresses and telephone numbers of all GE sales offices.

The Products & Services Directory was designed with every GE office in mind and can be used by GE purchasers, design engineers, manufacturers, and administrators. In fact, every employee who has direct or indirect customer contact can benefit from the directory.

Directory Orders

The directories have been sent to GE managers, sales personnel, purchasers, and design engineers. Additional copies are available by ordering Publication Number GIZ-3055D-1 from Corporate Distribution Operation, 705 Corporation Park, Scotia, NY 12302.

COMMUNITY SERVICE AWARDS BROCHURE

A recent GE corporate brochure, *The 1985 Gerald L. Phillippe Awards for Community Service*, describes the 28 1985 award winners, including GE Information Services' Danny Randall (see October 1985 *SPECTRUM*). The brochure also notes individuals' accomplishments and recognizes the three Corporate Award winners. Employees who would like a copy of the brochure should contact Sallie Chafer (QUIK-COMM: SALLIE) for more information.

BON VOYAGE

Alan Harper of Client Services was the lucky winner of the first-quarter $2500 Travel Bonus Award in the new 1986 Employee Referral Program. Although his travel plans are not finalized yet, Alan lists St. Thomas, Tennessee, Hawaii, and Panama all as possibilities.

Alan was among 18 employees eligible for the first-quarter special award. Eligibility was based on referrals that resulted in a hire during the first quarter of 1986.

All employees are encouraged to participate and benefit from this program.

THE BOTTOM LINE

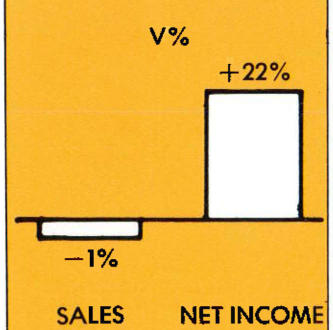
FIRST QUARTER NET EARNINGS UP SHARPLY

First-quarter sales of $120.6 million were about equal to the Operating Plan, while net income of $5.5 million was up sharply. First-quarter results by business segment are detailed below:

- Network Based Services sales were on Plan, as favorable monetary exchange rates in International offset a modest shortfall in domestic revenue. Net income was up sharply from Plan, as favorable exchange, cost reductions/deferrals, and additional non-operating income more than offset the volume underrun.
- GE Consulting Services revenue was below Plan, reflecting a decline in volume and fewer billable contract personnel. Earnings declined moderately from Plan because of lower sales.
- Software International sales were below Plan, due mainly to lower Australian volume and to timing of maintenance and license revenue. Net income was slightly ahead of Plan because of cost reductions/deferrals.

The chart shown below displays total GE Information Services first-quarter sales and net income compared with OP Plan.

FIRST QUARTER 1986 OPERATING RESULTS VERSUS OP PLAN



S&SP

The following table summarizes the prices for GE Stock, Mutual Fund, and Holding Period Interest Fund used under the Savings and Security Program to credit participants' accounts. The Long Term Interest Fund price for the last day of the month is also shown, as well as year-to-date annual income rates for both the HP and LT Funds.

			Holding Period Fund					Long Term Fund	
				YTD Annual Income Rate (a)					
Month	Stock Price	Mutual Fund Price	Price	1983	1984	1985	1986	Price	YTD Annual Reinvestment Income Rate
January	$69.818	$35.929	$10.00	13.7%	13.2%	12.8%	9.6%	$11.57	10.1%
February	$75.013	$38.019	$10.00	13.7%	13.2%	12.8%	9.7%	$11.96	10.4%

(a) The "announced" HP Fund Rate was 13.25% for 1983, 12.75% for 1984, 12.50% for 1985, and 9.50% for 1986.

MILESTONES

Congratulations to the following employees, who celebrated service anniversaries in April.

30 years

Nashville
John A. Fox

25 years

Long Beach
Glenn Oetzel
Rockville
Charles Crotty

20 years

Brook Park
Roger Braunstein
Rockville
Lawrence Signora

15 years

Rockville
James Pearson
Peter Florczyk
Robert Cage

10 years

New York
Mark Balawejder
Rockville
Michael Gwinn
Sandra L. Jones
Julian Fainlight

5 years

Andover
Cynthia Safier
Morristown
Frederick A. Eisenmann
Rockville
Darla Woodrum
Mark Yader

EDITOR'S NOTES

The matrix chart accompanying the "SDC Organizational Evolution" article in last month's *SPECTRUM* should carry the following legend:
P = Primary Responsibility
I = Involved

parting shot

OFF TO A RUNNING STARt

Susan M. Culican, daughter of Peter Culican (technical services manager—large accounts, National Technical Support), is the GE Information Services Company 1986 STAR winner. Each year the GE Foundation's Student and Teacher Achievement and Recognition (STAR) Program recognizes 100 sons and daughters of GE employees for their scholastic achievement, assessed through an independently administered competition that employs criteria such as academic record, extracurricular activities, and work experience.

Each STAR student receives a $1,000 award (for freshman year expenses), a plaque, and a specially-designed STAR sweater. Governor Thomas Johnson High School (Frederick, Maryland) will receive a $500 grant to be allocated by a teacher of Susan's choosing.

Susan is a member of the National Honor Society, the Science Club, the "It's Academic" team, and the debate team (she's also the captain). She won the Bausch and Lomb award for outstanding science achievement and has completed college-level courses in psychology, human biology, French, and calculus.

Susan also is a track star: 800-meter state champion her junior year, 400-meter record holder for her high school, and—her father proudly points out—a contender for breaking the 800-meter state record this year.

"If I'm not constantly busy," Susan says, "I get bored." Not likely.