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SPECTRUM

FOR THE EMPLOYEES OF GE INFORMATION SERVICES COMPANY

HELPING CHRYSLER TO BE THE BEST

Changing the Rules in Detroit

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INFORMATION SERVICES

cover story

HELPING CHRYSLER TO BE THE BEST

The Chrysler contract symbolizes the power of value-added selling and is a prime example of a team effort on all fronts that differentiated GE Information Services from our competitors. We worked hard to win this job, taking a cue from Lee Iacocca: "We do whatever it takes to compete."
—Sue Cole, (Central Sales Area)

The GE Information Services Chrysler team recently completed the largest and most complex dealer communication and training project

CHRYSLER CORPORATION

undertaken to date—a customized, integrated, two-way dealer network for 4,500 U.S. Chrysler dealers and 500 zone and district managers.

The dealer network features a PROFS interface to the QUIK-COMM System and uses PC Mailbox as a front end. The system also incorporates a specially designed and written Forms and Forms Distribution capability.

"This contract did not go down easy," reports Jim Conners (Detroit Region). "It was very tough, very demanding, very competitive. We relearned three very important lessons. First and foremost, if presented with a deal we can't win—and we want to win it badly—then we have to consider changing the parameters of the deal, changing the ground rules to showcase our strengths and our solution to the client's needs.

"Second, the early and ongoing involvement of field and core people—the formation of a contract-specific team—is essential. And all the members of the team must be in a continuing communication loop so that everyone knows what we need to do to satisfy the client.

"Finally, if the business we're pursuing is large enough—and we've been seeking it long enough—and the competition is stiff enough—we can generate a can-do spirit that overcomes virtually all obstacles.

"We developed or adapted the necessary products in record time, won a very demanding pilot competition, installed a system for 4,500 dealers in less than a year, and trained the dealers to use the system. That's quite a demonstration of what we can do if we put our minds to it."

On the cover: the core of the Detroit Chrysler team: Jim Conners (seated), Dave Hall (standing, left), and Debbie George.

The Chrysler Project Team included: (seated left to right) Ann Salmon and Larry Domeracki; (standing left to right) Dave Leland, Silvio Anichini, Mike McGinn, and Sekharam Kasturi. Not pictured: Jennifer Osmond, Shelley Schwartz, and Mike Williamson.

Sue Cole agrees. "We won because of the ever-present commitment to excellence demonstrated by every individual who was involved in the Chrysler project. That kind of excellence begins with a true understanding of our client—we were committed to Chrysler. And our pursuit of excellence meant we were more demanding of ourselves on behalf of Chrysler. We were creative, flexible, and productive. And we gave Chrysler what they wanted—a product that is of the highest quality at an appropriate price—so that Chrysler can raise its quality, lower its costs, and win in a highly competitive market."

CHRYSLER CORPORATION

Changing the Rules

In June 1984, GE Information Services was still looking for its first Chrysler contract despite making a number of major bids on dealer communication systems.

Chrysler had moved from the brink of bankruptcy in 1979 to a top position in the industry—with the help of a controversial U.S. government loan and a management program that dramatically improved Chrysler's productivity (by 59 percent since 1979) and set sales records. Quality became Chrysler's number one objective.

"To increase quality, Chrysler plans to purchase more high-quality components overseas, undertake appropriate joint ventures overseas, and diversify into areas that supplement core automotive operations," reports Sue Cole. "Chrysler is moving to eliminate—not just reduce—the costs of quality non-conformance, which show up in down time, warranty claims, retest, and rework. They plan to cut $2,500 from the cost of each vehicle by 1990.

"Clearly, any Chrysler vendor must demonstrate high quality. And we had not done any business with them, so we confronted quite a challenge."

...our pursuit of excellence meant we were more demanding of ourselves on behalf of Chrysler. We were creative, flexible, and productive. And we gave Chrysler what they wanted—a product that is of the highest quality at an appropriate price...

The first step was assigning the Detroit Region's Dave Hall to the account. He spent a full year talking to key Chrysler managers and cultivating a value-selling strategy. That meant continually communicating the potential value of GE Information Services to Chrysler and—with the help of Debbie George, Jim Conners, and a crew of others— developing a game plan for melding all of Chrysler's worldwide communication needs into a logical, corporate-wide program.

In June 1985, Chrysler issued a standard bidding specification for a one-way electronic mail system to send messages to their U.S. dealers, and 20 vendors expressed interest in bidding.

"Now our year of leg work with Chrysler paid off," says Jim Conners. "We knew that what Chrysler really needed was a two-way system with an intelligent front end that could link their dealers to all Chrysler organizations. So we recommended that Chrysler expand the dealer service bid process beyond one-way communications—and they did."

"Now we were playing our game," Sue Cole notes. "And we felt we had a package of resources, products, and expertise that our competition could not duplicate. We proposed a total business solution, a company-wide integrated electronic mail system with a PROFS/QUIK-COMM interface and an intelligent PC Mailbox front end. But then came the tough part."

Winning the Pilot

By December 1985, Chrysler had cut the bidding field from over 20 vendors to five, then to three, and finally to GE and Western Union. Chrysler scheduled the final two competitors for a runoff—a competitive pilot program during the month of April 1986. Chrysler assigned each company one-half of the Detroit Zone in which to demonstrate the feasibility and advantages of each system. Winner take all.

The pilot strategy was straightforward: outperform Western Union in the pilot and continue to differentiate GE Information Services on the basis of product, price, and vendor strengths.

As Sue Cole recalls, "There was only one major obstacle to overcome: We had no product. The PROFS/QUIK-COMM interface wasn't scheduled for commercialization until late 1986."

The Chrysler War Room—the sharp of eye can see the computer banner behind the team—supported the Chrysler implementation for several months and handled as many as 398 calls in one week. The staff of 25 included: (seated, left to right) Lori Allen, Gladys Myers, Bob Vaughn, Betty Pedersen, and Gwen Risinger; (standing, left to right) Jackie Patton, Bob Nelson, Kirt Stanfield, Mary Lou Grover, Gwen Delacey, Mark Kennedy, Wendy Herman, and Gary Cannon.

The answer was a virtually unprecedented commitment of resources—and dedication by the team—to make the PROFS interface operational, develop full documentation, distribute the software, bring Client Services into the loop, design surveys, gather data, identify problems and initiate remedial action, and customize and deliver training.

The pilot strategy was straightforward: outperform Western Union in the pilot and continue to differentiate GE Information Services on the basis of product, price, and vendor strengths.

Explains Sue Cole, "We focused on the financial strengths of GE, single-vendor responsibility, our cumulative strength as demonstrated by the unique Forms software, superior training provided through computer-based training and classroom instruction, a special service hot line just for Chrysler, and quality documentation. This value-selling strategy was our competitive edge—and we were able to command a higher price, because our service was of such high quality."

The first challenge—developing the software—brought more people onto the Chrysler team. The (then) Applications Engineering Department committed to deliver the PROFS document interface, and Larry Domeracki (Central Area SDC) agreed to develop a custom Forms package to satisfy Chrysler's unique requirement.

"Larry built the basic capability in a couple of weeks, building on work that he had already done in

Lee Erickson (right) and the other blue and green Training team members met a grueling schedule from November through January to conduct on-site training classes for over 700 Chrysler zone managers, district managers, and dealers.

support of PC Mailbox," recalls Sylvio Anichini (Central Area SDC). "And after the pilot, he spent over two months adding features that Chrysler wanted before rollout. It was quite a performance under pressure."

Debbie George, who supplied client support during the pilot, served as project manager for the rollout, making sure that the 4,500 Chrysler dealers were brought on line on time. The rollout was so smooth that the GE team is now working with Chrysler to implement the system in Canada later this year—a task that also includes new details such as translating software and documentation into French Canadian for the Quebec region.

Reaping the Benefits

When Chrysler selected GE Information Services, a variety of benefits appeared to play a role in that decision, including:

- Productivity improvements from using a simplified reporting mechanism and reducing administrative costs
- Immediate dissemination of critical information, such as changes in interest rates
- Improvements in customer service from the ability to track customer complaints throughout the entire company
- Better asset management and inventory control from receiving monthly inventory reports via the Forms software
- The ability to communicate electronically outside the domestic U.S.—e.g., with joint-venture companies, including Maserati in Italy, Samsung in Korea, and Mitsubishi in Japan.

From our point of view, this first Chrysler contract is a major win from a variety of perspectives:

- We have gained substantial visibility in the automotive market, which should be further enhanced by a joint press release due out shortly.

This value-selling strategy was our competitive edge—we were able to command a higher price, because our service was of such high quality.

- We gained a great deal of knowledge that can be leveraged to other clients, such as experience in large-scale implementations, documentation development and distribution, and training.
- Our experience with the PROFS-to-QUIK-COMM link used in the Chrysler application helped

The Documentation team worked in a small office, surrounded by dozens of cartons of rollout kit components, piled nearly to the ceiling. The result: every dealer got the right customized package.

Forging the Team

As one observer of the Chrysler team noted, "If execution is our byword, then this is exemplary."

As the team built up—from Dave Hall and the Central Area to SDC, (then) Major Opportunities, Training, Documentation, and Client Services—the ability to meet the client's needs became more refined and focused.

"Over 50 people are responsible for our success at Chrysler," says Sue Cole. "We won because the response from every level of the company toward the project was: We're going to get this one."

Beyond the core team in the Central Area, outstanding support came from:

- Training, which took on probably the largest training effort ever, assembling blue and green training teams from Educational Services and SDC to teach 75 classes—three classes in two days in each of 25 cities. Training "live"—sometimes for more than 14 hours in a row—the teams trained over 700 Chrysler zone managers, district managers, and dealers from November through January, with a one-month break for the holidays and year-end book closeouts. The teams trained the zone managers on PROFS and the district managers, who have no office per se, on GRID, special diskettes that run on a battery-powered laptop with a modem. The training teams included: Betty Koch, Lee Erickson, Nancy Mosier, Harriet Benavidez, Jennifer Osborn (SDC), Shelly Schwartz (SDC), and Bill DeLeo (who managed the training teams).

    The dealers were largely trained by using computer-based training, which features self-paced training documentation tailored to Chrysler. Because the dealers are not sophisticated users, the software had to be very user friendly. Lee Erickson and Betty Koch designed and developed the CBT program for dealers, and Nancy Mosier and Jan Kunz developed customized user documentation. The training package was developed in close consultation with Chrysler, using knowledge gained by the Central Area SDC team.

- Documentation, which formed a distribution team comprising Norm Otis, Sondra Brunner, Jack Smith, Brenda Edwards, Patty Cox, and three temporary operators. Working like a small assembly line, this group worked to assemble the 55,000 diskettes and 135,000 elements—such as labels, tabs, booklets, binders, shipping cartons, cover letters, and the like—that made up the documentation packages. The team also customized the software for each recipient manager and dealer address. And every dealer got the right package.

- Client Services, which staffed a Chrysler "War Room" for several months, providing hot-line troubleshooting advice and helping dealers get their systems up and running. This effort spanned topics such as MARK III® Service, MARK 3000™ Service, communications, operations, and office systems. Moreover, when additional knowledge was required, Client Services worked closely with other groups, such as Engineering and TechOps.

    "Although we've done this kind of thing before," Gwen Risinger notes, "this is the single biggest client we've helped convert and bring on line. We handled over 4,100 calls during the rollout—an average of over 220 each week. On one particularly busy day, we handled 186 calls!"

- (Then) Major Opportunities, which helped negotiate the deal. In addition, Ralph Bice helped coordinate Rockville resources and teams operating in support of the Chrysler contract.

bring that capability to market months ahead of schedule.

- We gained a new product, the Forms software, which can be used in other applications.
- We have a foot in the door with Chrysler and already are expanding into other applications such as supplier EDI and a supplemental corporate electronic mail system for Chrysler Canada.

"The bottom line is that the list of benefits to Chrysler will continue as it migrates this application throughout the entire corporation," says John Sidgmore, U.S. Sales and Services. "And we expect to build a productive and ongoing business relationship with Chrysler. So that we can both be the best." ▲

NEW EMPLOYEE AWARD PROGRAM PREMIERED ON JUNE 1

The following is a message for all outstanding employees (we knew that would get your attention).

On June 1, GE Information Services launched worldwide a new multi-tiered employee recognition program. The program rewards an employee's outstanding single-event or sustained performance that is both above and beyond expectations and in direct support of business goals. The new program is based on across-the-company award standards that help ensure that excellent performance is both highly visible and fairly rewarded.

The new program is designed to improve award flexibility, bring awards into more cost-effective line with performance, make award qualification criteria more consistent, and respond to employee perceptions of the fairness of awards.

"The thoughtful use of this new array of employee awards is a significant step toward developing a company culture that treats employees equitably in rewarding above-the-norm performance," says Jack Mulford, Human Resources and Communications.

Under the new program, the MarkMaker and GE Service Award programs will continue unchanged. "Nights on the Town" will be limited to dinner-for-two awards. The Management, Peer Recognition, and Excellence awards will be consolidated into a highly selective, three-tier, cash-award program comprising:

- **Awards of Achievement**, which range from $500 to $1,000 (net) and include a commemorative plaque
- **Awards of Excellence**, which range from $1,500 to $3,500 (net) and include a commemorative plaque
- **President's Awards**, very selective awards that total over $5,000 (net) and include a commemorative piece of Steuben crystal and company-wide recognition of the recipient's accomplishment.

Such acknowledgments and financial awards clearly aren't the primary reason that we all strive to do our jobs well—but they undoubtedly bolster morale and performance. ▲

AND THE NOMINEES ARE...

Employees or managers can nominate award candidates on the basis of qualification criteria summarized briefly below. Managers have additional details on the new recognition program.

- **Night on the Town Award**: employee delivered well above expectation on position responsibilities for a short time frame or specific task or project. Scope of achievement is clearly within normal limits of position. Accomplishment has short-term impact. However, employee executed extra initiatives or timely completion of a task or project.
- **Award of Achievement**: employee delivered significantly above expectations on position responsibilities. Results significant to individual's work group are visible and in direct support of work group's stated objectives, goals, and plans. Results also reflect positive initiatives on part of employee.
- **Award of Excellence**: employee delivered far beyond expectations on position responsibilities. May involve expanded scope of projects and encompass additional business needs. Results have high impact on major business objective/program/project and normally affect organizations outside the individual's work group (either horizontally or vertically). Larger awards are intended to be given to employees whose achievements cut across organizational lines in direct support of clients and business needs. Achievements demonstrate creativity, initiatives, and leadership on part of employee.
- **President's Award**: Results and achievements represent the very highest contribution made to the business by a very select and small number of employees. The achievement exemplifies creativity, innovation, initiative, and leadership contributing directly to the achieving or exceeding of major business goals or objectives. Achievement may span organizational lines and has an extremely high impact on the business.

TOM CRAWFORD DESCRIBES P&L MEASUREMENT

The recently implemented profit-and-loss (P&L) measurement system is a key element in the drive to make GE Information Services leaner and more cost-effective. The following interview with Tom Crawford, Finance, brings the new system into sharper focus.

Q: What's the first thing the average employee should know about the P&L measurement system?

A: The P&L measurement system is designed to decentralize knowledge—and, consequently, to decentralize decisionmaking. This system should make our managers, and hence our entire company, more flexible. We're giving managers more authority to make decisions and holding them accountable for those decisions. This process should promote a greater feeling of ownership for specific projects and decisions.

Q: How does the new P&L measurement system work?

A: Left to their own devices, most businesses would intuitively operate on a P&L measurement basis, because anyone running a business has to know total costs and revenues. Most people run their household budgets in basically the same way, although they operate using cash instead of bookkeeping entries and accruals.

The P&L system charges all expenses fully. Some costs are allocated, some are charged directly, and some are billed on the basis of transfer rates [see March/April SPECTRUM article on Product Line Management].

In the end, operating managers will know all the costs that his or her group is incurring and can better manage those expenses. If some costs are not essential, they can be reduced. If the required mix of capabilities changes, the manager can adjust total expenses—and expenditures on specific items—to achieve a better balance.

Q: How does the P&L measurement system differ from the system with which we're familiar?

A: The only real difference between the old and the new systems is that business performance is now measured in terms of a different number, a true profit-and-loss figure. The P&L measurement system makes managers responsible for their true bottom lines by having them pay for all incurred costs.

With that knowledge of all operating expenses, managers will have wider decisionmaking options and will be better able to assess the impact of specific business decisions on the company.

For example, if a manager wants to decrease prices by ten percent in the short term—with the expectation of sales volumes increasing over the mid-term—a more precise calculation can be made of the impact if the strategy fails. Before, such business decisions would be made at higher levels of the organization, and, in some cases, there was really only one person who fully understood the impact of a given business decision and its potential positive and negative impacts.

Q: How does the P&L measurement system compare to what other GE components do?

A: One key thing to know is that all international GE businesses—including our own international operations—have been using a P&L measurement system for quite some time, because international tax laws require the full transfer of costs. International tax law basically views such international operations as not part of the parent company.

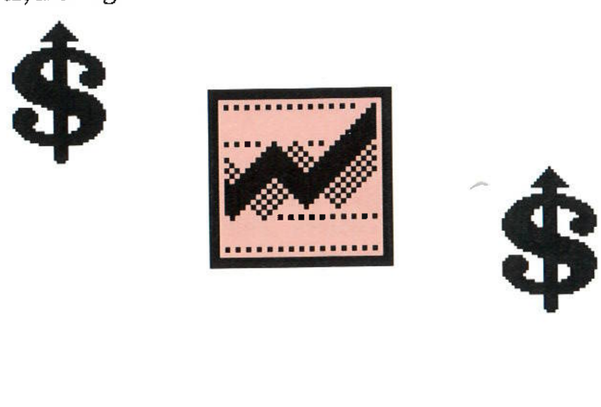
Moreover, many GE components use a P&L measurement system—for example, Plastics, Aircraft Engines, Aerospace, and Power Systems. And Corporate itself is basically a self-liquidating organization.

These components have used P&L measurement to give operating managers greater control over costs across the board and to make go/no-go decisions relative to particular segments of their business. Many organizations have decided it's a good way to measure business performance overall and in individual groups.

Q: What is the new system's relation to expense-to-revenue (E/R) ratios?

A: Thanks to the P&L measurement system, managers now know, for the first time, all the costs that comprise the expenses part of the ratio. The revenue part of the ratio is still calculated the same way.

Knowing full expenses is particularly important as our managers make risk-taking decisions for which they're held accountable. With knowledge of all costs, managers can take informed risks.



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Q: How does the "constructive conflict" element operate?

A: Constructive conflict can occur at any organizational level. The principle is that involving more people in decisionmaking will offer greater assurance that major cost elements will be taken into account when making important decisions.

For example, advertising and sales promotion (A&SP) professionals may view marketing campaigns differently than sales reps. Under the P&L measurement system, these employees are expected to air their differing opinions to the responsible manager, who will have more information on which to base any necessary reallocation of A&SP resources.

Or, in another example, Information Systems may decide to make a service available to the entire company, but individual managers will be expected to weigh the service's advantages and decide whether to incur the costs of using the it.

Q: How are general support functions—for example, Human Resources and Finance—handled in the P&L measurement system?

A: The full costs of such functions are allocated into existing operating overhead. Managers will not be expected to purchase such services as needed.

We did go to great lengths, however, to review such expenses in enough detail to make a reasonable allocation based on the activities of individual operating groups. And we also made sure that all operating managers reviewed the allocations and agreed that they were reasonable.

Over time, we can adjust such allocations as circumstances change.

Q: What overall impact do you expect the P&L measurement system to have on the business?

A: We expect business managers to be much more involved in the total decisionmaking and resource allocation process.

And, with a better feel for the impact that their decisions have on the bottom line, they will be making better informed choices. This can only be positive for the business. ▲

NEW EXECUTIVE BRIEFING CENTER OPENS IN ROCKVILLE

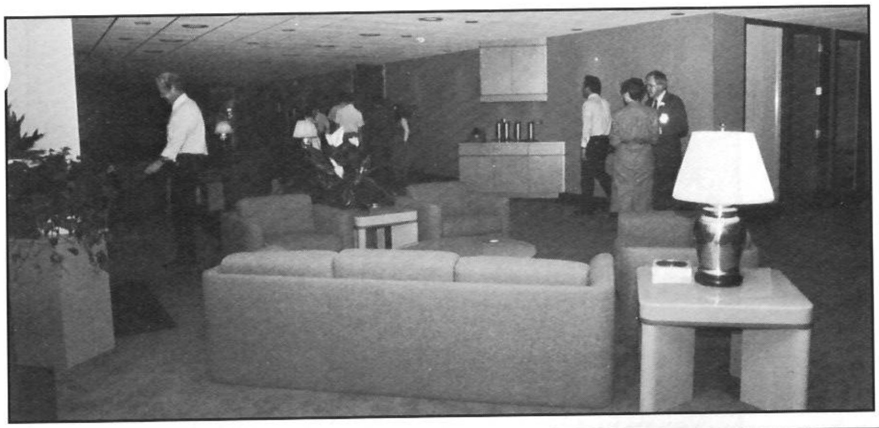
"The new Briefing Center is very impressive. We should have had something like this a long time ago."

"It's really nice—but it sure must have cost a lot of money! What do we hope to get in return?"

In early May, the new Executive Briefing Center—modeled on the Amstelveen client facility—opened on the 6th floor of the Maryland Center in Rockville. Employees who toured the mini-conference center often voiced one or both of the above reactions.

"We expect this Center to be just as effective as the one in Amstelveen, and our experience there is very

Above, the meeting room in the new Executive Briefing Center in Rockville, as seen from the high-tech lectern. Below, the same room, as John Plunkett (left) and John Harp sorted out telephone wiring requirements during construction.



Executive Briefing Center

Above, employees tour the new Executive Briefing Center, whose main reception area is the focal point of the photo. The offices visible at the far right are for the use of visiting clients. The cluster of people near the center of the photo are outside the main meeting room. At the far rear of the photo are the dining room and the kitchen. The entire area is decorated in platinum and gray highlighted by laser red and dark blue.

Right, the main reception area of the Center while under construction. The two photos were taken from virtually the same location.

positive," John Roeder of Client Services explains. "We've held about a half-dozen client meetings so far in the Rockville Executive Briefing Center, and specific new business has come out of each meeting. We're convinced that major new opportunities surface in this type of environment.

"And I think most of our Sales people would tell you that we really need to show current and potential clients that they're dealing with a world-class company. The new Center does precisely that."

The Executive Briefing Center features a high-tech meeting room that can be configured for specific meetings and that offers numerous presentation capabilities, such as

- Two large screens with rear-projection abilities
- Pre-loaded software carts
- A videotape (now in production) describing GE Information Services and its product lines
- Videotape equipment
- Slide projectors
- Equipment that reproduces an entire Macintosh or PC screen on one of the two large screens
- A copy stand that projects viewgraphs onto the large screen (and can zoom in on specific copy)
- A multi-screened white "chalkboard" that can produce hard-copy printouts of the material on the screens
- A lectern that controls the entire room—and warrants a videotape describing its capabilities, so meeting organizers can fully exploit its potential.

The Executive Briefing Center also offers private work spaces that clients can use while visiting GE Information Services. An open reception area and a small dining room and kitchen give the Briefing Center the flexibility to handle all-day meetings and formal receptions.

"Our field Sales staff is already very excited about the Center," John Roeder says. "We already have several clients per week scheduled to visit the Center."

To arrange a client meeting at the Executive Briefing Center, contact Jan Hooper (Dial Comm 8*273-5378; QUIK-COMM System address: EBCADMIN). Because client briefings are often in progress during business hours, employees visiting Rockville who want to tour the Center should contact Jan Hooper to schedule a visit. ▲

U.S. FOCUSES ON 20.10

Recognizing the two-year anniversary of the issuance of GE Company Policy 20.10—and the ongoing Corporate emphasis on complete compliance—GE Information Services is reemphasizing the importance of 20.10 in the U.S.

A series of communications to all employees will explain the 20.10 policy, Standards of Conduct in Transactions with the United States Government. In addition, a new internal policy will adapt the policy to our business, explaining its applicability to day-to-day operations and detailing reporting routines that are in place to ensure 20.10 compliance.

"Although government contract business currently represents a small portion of GE Information Services revenue, all employees should be aware of 20.10 provisions," President Tony Craig says.

Such company-wide awareness of 20.10 is crucial for a variety of reasons:

- Any violation of 20.10 policy—no matter how small a part of our business—could result in the entire GE Company being suspended from government work. Two years ago, time card violations at another GE component were the sole basis for GE's suspension.
- GE Information Services has tentative plans to expand government business, and any employee could be called upon to support the acquisition and implementation of government contracts.

Continued on next page

CAN I DO THAT?

Although we may all feel that we understand GE Policy 20.10, the real test comes when you face a day-to-day decision governed by 20.10 provisions. Would you know what to do in the following cases? [Answers on page 21.]

Case 1

You've just briefed a potential client at a U.S. government agency, and it's almost noon. Can you invite the potential client to lunch? Can you pick up the check? Would the answer be any different if the potential client was an old friend or prospective date?

Case 2

You learn that a highly respected senior member of an agency's DP department is thinking of leaving the agency. Can you ask that person whether she would be willing to work for GE as a consultant? Would the answer change if you'd worked with her for several years?

Case 3

You've worked with your contract administrator for four years and have developed a work-based friendship. You're both big basketball fans, and you won't be using your two season tickets to the Georgetown-DePaul game because of a cousin's wedding. Can you give the tickets to your contract administrator?

Case 4

You're talking to a potential client in the private sector who's interested in buying an international EDI application, QUIK-COMM, and a custom inventory system for 10,000 U.S. dealers. The VP of Procurement says he'll sign off on the deal if you can offer a special price that narrowly undercuts your normal price structure. Can you agree to close the deal? Can you give him a tentative "yes"?

KEY CORPORATE 20.10 REQUIREMENTS

Employee Reporting:

- Is required when employees are requested to engage in any activity contrary to 20.10
- Is required when an employee believes that any other employee is engaged in conduct contrary to Policy 20.10
- Requires that employees who suspect a violation report it to their manager, to their assigned legal counsel, or directly to the GE Ombudsman.

Compliance with Laws and Other Company Policies:

- Prohibits gratuities to U.S. government employees
- Prohibits kickbacks
- Requires that government policies on entertainment and business courtesies be observed
- Requires that GE employees avoid conflicts of interest regarding hiring present or former government employees
- Requires GE employees to avoid collusion with competitors.

Recording, Allocation, and Charging of Costs:

- Requires proper execution of employee time cards and labor vouchers
- Requires clear identification and description of all costs
- Requires identification of all costs in relation to proper cost objective
- Prohibits improper shifting of costs between contracts or other cost objectives.

Preparation and Negotiation of Proposals for Government Contracts:

- Require current, accurate, and complete cost and pricing data
- Require disclosure of cost and pricing data through the date of agreement on price
- Demand the same degree of care for subcontracts as for prime government contracts.

Reporting Potential 20.10 Violations...

To report suspected 20.10 violations, employees can telephone:

- John Peterson
  GE Corporate Ombudsman
  8*229-2343 (203-373-2343)
- Bob Healing
  General Counsel & 20.10 Coordinator
  8*273-5342 (301-340-5342)
- Phil Otero
  Counsel, Marketing and U.S. Sales
  8*279-5644 (301-294-5644)
- Jim Ross
  Attorney
  8*273-5922 (301-340-5922)
- Katherine Butler
  Counsel
  8*273-5719 (301-340-5719)

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- Well-intentioned but uninformed employees can encounter potential 20.10 violations. For example, current government contracts are based on prices that do not exceed the lowest commercially available price for comparable services, so Sales employees who hope to cut a special deal at a non-standard price must contact Paul Inserra, Sales Development, to make sure that what appears to be a good deal doesn't create a potential 20.10 violation.

The general provisions of 20.10 are summarized in the accompanying story. Any employee who knows of or suspects a 20.10 violation must report the suspected violation to his or her manager, legal counsel, or GE's Corporate Ombudsman, John Peterson—who was appointed by the GE CEO to enable employees to report with full confidentiality any concerns about matters of integrity to someone outside their components. Bob Healing, GE Information Services General Counsel, is serving as our primary 20.10 coordinator—a contact whom John Peterson can call to follow-up on employee reports made to the Corporate Ombudsman. ▲

NOW KICKING OFF: THE GE ITALIAN TEAM

When the GE Information Services team in Italy gets together for a Kick-Off, they give special meaning to the term. The sixth annual GE Information Services Italy Kick-Off Meeting—held recently in Sanremo, Italy, on the West Ligurian Riviera—brought together nearly all of the Italian team to review past performance and develop an understanding of the company's future direction (and to compete in a traditionally fierce soccer match).

"The two-day Kick-Off gives our team in Italy and key employees from Europe and the U.S. a chance to get to know each other and exchange ideas and information," reports Antonio Pangallo (Training and Internal Communications, Italy). "It's a unique opportunity to tune our people to face market challenges by developing a sense of commitment to the company, its culture, and the next round of business objectives."

Over 150 GE Information Services employees gathered for the recent Kick-Off, including:

- Italian employees from our two Milan offices and from Italian branch offices in Genoa, Turin, Padua, Bologna, Florence, Rome, and Naples
- Key GE people from Europe and the U.S.—including Giuliano Venturi, Europe; Ottorino Beltrami, GE, Italy; Joe Squarzini, Telecommunications; Roger Dyer, Client Systems; Angus Reynolds, Employee Relations, Europe; Mike Chesher, International Business Systems Products; Bob Redman, International Training; Harald Kreuzer, International Micro Capability, Dublin; Claudi Santiago, Operative Support, Europe; and Harold Fuchs, MARK III® Client Systems
- MMSH representatives (a Greek company; recently signed a Global Support Provider agreement).

The attentive Kick-Off audience at the Hotel Royal San Remo included (from left, front row): Carlo Sironi, Claudi Santiago, Angus Reynolds, and Ottorino Beltrami.

The happy crowd at the Kick-Off reception included (from left): C. Ciccullo, P. Bassetti, Emanuela Sferco, Paola Bramini, Flaviano Neri, Bob Redman, and Maurizio Ammannato.

"When you consider all aspects of the meeting—organization through presentations—virtually every member of our Italian team contributed to the Kick-Off's success," Antonio Pangallo says. "And the participation of key U.S. and European players emphasized the international experience our work teams have in offering advanced solutions to client needs."

The traditionally hard-played soccer match closed out the first day of the Kick-Off. The "Sales Team," led by Franco Vigevano, defeated Attilio Trombini's "Rest of Italy" squad 1-0. The narrow margin of victory made for a spirited match; then players and fans adjourned for dinner at the Hotel Royal San Remo.

The action at the 1987 Kick-Off Meeting was as nonstop as the soccer match. Over the course of the two days, more than two dozen presentations detailed:

- Technological network enhancements, including new MARK III and MARK 3000™ capabilities
- New software developments (such as GE - COMSOFT), international products and support, EDI, banking, and electronic messaging

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Highlights

Below are a few highlights of presentations at the Italian Kick-Off. Most of the presentations used Personal Slide software—developed by Maurizio Ammannato—a user-friendly tool with many features that can be successfully projected (via PC and video projector) onto a large screen. The Italian team has put the Personal Slide software up on MARK III—and made a downloadable data base of presentations.

- The key to the Alfa-Lancia Tableau De Bord application—a version of the management reporting system previously implemented at Fiat, Alfa-Lancia's parent company—was the teamwork that brought the application from decision to up-and-running in six months.
- The Banco di Napoli currency-operation dealing room management system—the Global Limits System—relies on our worldwide network, international support team, proven software, and know-how in banking. [For more information, see the Good News column in this issue.]
- Stefanel, a leading company in the international clothing industry (similar to Benetton), uses our international network and fast implementation capability for an order management system with dealer connections to MARK III.
- The success of the Enichem treasury system on MARK 3000—which supplies complete management of all financial and bank operations—required continual interaction with and response to the client. [Watch for more information on the Enichem contract in an upcoming SPECTRUM.]
- Franco Vigevano analyzed Italian sales objectives for 1987, noting the need for reliable, fast, internationally attuned solutions whose full value would be obvious to the market.
- Attilio Trombini reviewed SDC activity from the viewpoint of both GE and our clients and praised the valuable direction and new ideas coming from the new SDC Development Centers.
- Carlo Sironi reported in detail on Italian operations, including financial results, personnel analyses, and training programs that have reached five percent of man-days in 1986.
- Angus Reynolds, who keyed on effective communications, reinforced the lessons of the leadership and communication workshop already conducted in Europe.

Franco Vigevano (right), captain of the winning soccer team, hoists the team trophy with Maurizio Prati of the Bologna Branch, who refereed the match.

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- The Italian economy, markets, and sales strategies, including past results and future objectives (Ottorino Beltrami, Carlo Sironi, Maurizio Ammannato, Franco Vigevano)
- Italian client success stories, summarized by two-person presentation teams: Silvio Cangiano and Gianni Rocca on Alfa-Lancia; Roberto Di Felice and Willy Contrada on Banco di Napoli; Alfredo Scanavacca and Maurizio Panfilo on Stefanel; and Piero Radovan and Mauro Canova on Enichem
- SDC strategies and project methodologies (Attilio Trombini)
- GE Information Services organizational structure, sales objectives/strategies, and strengths.

The Kick-Off closed with separate SDC, Sales, and Marketing group meetings that provided a forum for discussing specific problems.

"The tradition of the Kick-Off really helps set the tone for the whole year," Antonio Pangallo concludes. "It's two busy days very well spent." ▲

GE COMMUNICATORS APPLAUD QUIK*NET

Since July 1985, Corporate Employee Communication has been using the GE Information Services QUIK*NET™ System to relay syndicated news articles, corporate press releases, and other messages to communicators at operating components. To date, 48 communicators actively use QUIK*NET.

In a recent article in Corporate's Communicators Newsletter, several QUIK*NET users shared their opinions of the system and its impact on their work.

- Ron Hess, Communication and Programs Manager, Construction Equipment Business Operations, Plainville, Connecticut: Thanks to QUIK*NET, we are able to quickly disseminate important company information to our employees. The recent shareowners meeting is a case in point. We had the summary of Jack Welch's comments at the meeting on our 'GE News Wire' bulletin boards within hours after the write-up had been prepared by CERO. QUIK*NET has also been the catalyst for creation of a telecommunications network connecting field employee relations managers with the Construction Equipment headquarters communication operation. We are using QUIK*NET to communicate organization changes and locally developed syndicated material to our field locations, saving time and mailing expense.
- Jack Waller, Communication and Community Relations Manager, Armament Systems Department, Burlington, Vermont: QUIK*NET has saved us a lot of time in handling and editing syndicated copy. We previously received materials in hard-copy form on Tuesday or Wednesday of the week, pretty late for planning purposes. We would mark these up for typesetting, add localized names, numbers, and other info manually, and hand-carry them to the department's typesetters a mile away, who then retyped and ran it. Now, with QUIK*NET, it's practically 'untouched by human hands.' We receive it Friday of the week before an issue, review it, make changes on the screen if necessary, press a button, and send it directly to the typesetting equipment. No retyping, no manual effort except where minor local editing is needed. It is a definite productivity improvement—shortened time cycles, improved timeliness, reduced manual effort, and increased utilization of expensive computer equipment.
- Kathleen Ferguson, Communication Programs Coordinator, Neutron Devices Department, Largo, Florida: The accelerated timeliness of receiving GE's Syndicated News articles via QUIK*NET is always advantageous in our communications here in Largo. This was strongly reinforced recently when our locally developed front-page article was pulled from our Friday Headliner issue. With my fingers crossed, I tapped into QUIK*NET. There it was... 'Two-for-One Stock Split Approved at GE Annual Meeting.' Teamed up with a previously telecommunicated article about selling GE shares through the Stock Redemption Program between 4/22 and 5/22, it was a perfect fix for our front page. But much better than that, the timeliness of our coverage of the Annual Meeting, confirmation of the stock split, and illustration of the stock redemption options were superb.
- Lisa Penzotti, Communication Editor, Aerospace Electronic Systems Department, Utica, New York: QUIK*NET is fantastic. I've been using it to receive Syndicated News and special messages for about one year. There is no comparison to the CIDS mailing. QUIK*NET allows me to receive the news immediately. With QUIK*NET, I can automatically transfer the news into my word processing system and immediately prepare it for typeset coding. With QUIK*NET, piles of paper and hard copies are eliminated. ▲

MORE PLAUDITS FOR QUIK*NET

Bob Donnestad recently asked QUIK*NET users worldwide to report on their experience with the system. Among the responses he received:

- "...significantly increases my own professional productivity..." (International Marketing Manager)
- "...prompt exchange of information [is] a priceless tool in the quotation and sales areas" (International Distribution Support Representative)
- "...reduce[s] outgoing telephone time and costs and permits our telephone representative greater time to provide more prompt, efficient service to the customers who call..." (Manager, GE-wide Business Information Support Center)
- "...provides quick, efficient, and effective—and, at the same time, low-cost—worldwide telecommunication...immensely helpful in promoting GE business in India" (Vice President, Finance, Bombay)
- "...it is the only way that we can send Company announcements worldwide without having to resort to 30,000 photocopies in envelopes" (International Communications Manager, based in Europe).

If you hear of other satisfied QUIK*NET users, be sure to let Bob Donnestad know! ▲