

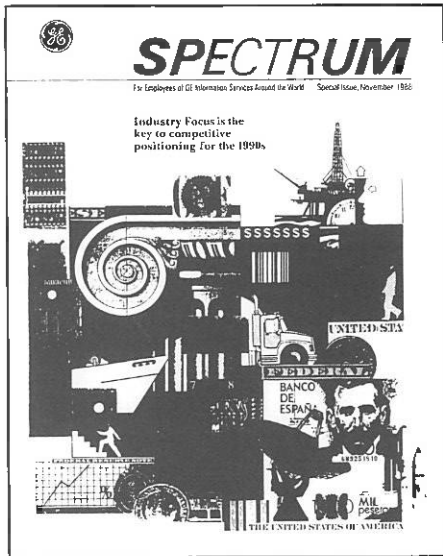


# SPECTRUM

For Employees of GE Information Services Around the World Special Issue, November 1988

Industry Focus is the key to competitive positioning for the 1990s





### About the cover

Companies that hope to be competitive in the 1990s must identify those industries in which they can strongly compete and focus their resources there.

GE Information Services has identified Banking & Financial Services as an Industry Focus and is evaluating Trade & Transportation as a worldwide market. Other industries, such as Automotive, Retail, High Tech, are being evaluated in local markets.

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**GE Information Services**

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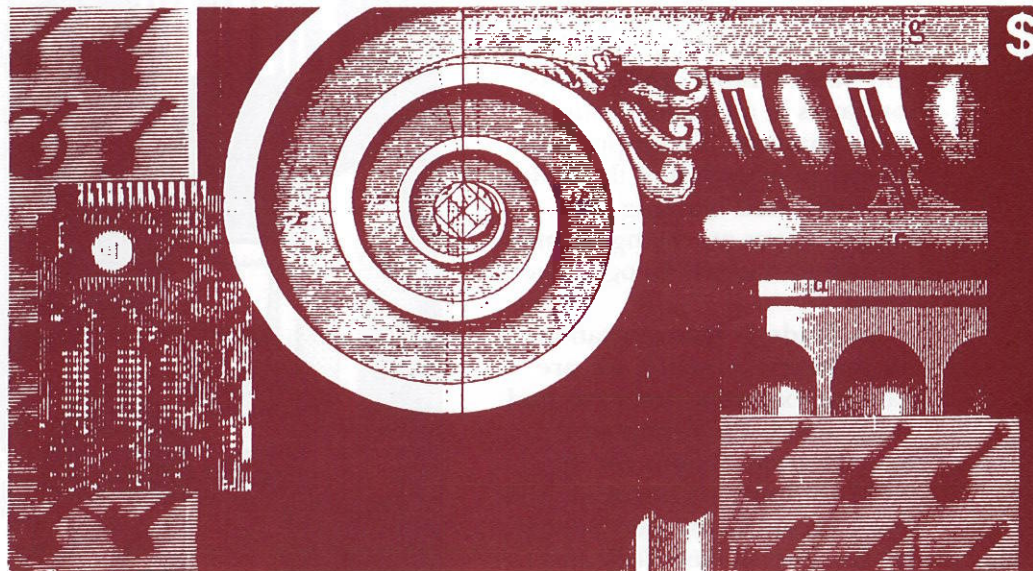
# Reorganization For Growth And Competitive Positioning

GE Information Services plays in an intensely competitive market. As we move toward the 1990s, competition is going to get even fiercer. While the revenue growth over the past two years has given us time to plan for the future, that growth rate is not adequate to sustain long-term competitive positioning. We need to grow at least as rapidly as the industry is growing. This means restructuring to position the company to make a quantum leap forward.

Over the past six months, GE Information Services has been taking a hard look at the business, analyzing the drivers of the growth we've experienced and looking for ways to drive that growth curve harder and faster. At the same time, technology groups have been looking at where our technology needs to be two, three, five years from now.

## Agenda For Change

From this analytical process, validated by several outside studies, an Agenda For Change was developed that will position the business to be competitive into the 1990s. A key element of our Agenda For Change is greater focus: greater focus of



our people in our major markets, greater focus on the industries in which we have the best opportunity to compete; greater focus of support groups on clearly defined worldwide missions.

## Sales & Services

GE Information Services plays in the three major markets of the world: Europe, Asia/Pacific, and North America. As Europe moves toward a unified market and Asia/Pacific becomes an increasingly interdependent market, the company needs a unified presence in these markets. To attain this objective,

the business is being reorganized into a Geographic Triad with affiliates and distributors forming unified Sales and Services organizations in Europe, North America, and Asia/Pacific.

Within the Triad organizations, our strategy is to identify those industries in which GE IS can compete most effectively and concentrate our efforts on developing expertise in those industries. Our long-term objective is to establish worldwide Industry Focus markets and become recognized leaders in those industries.

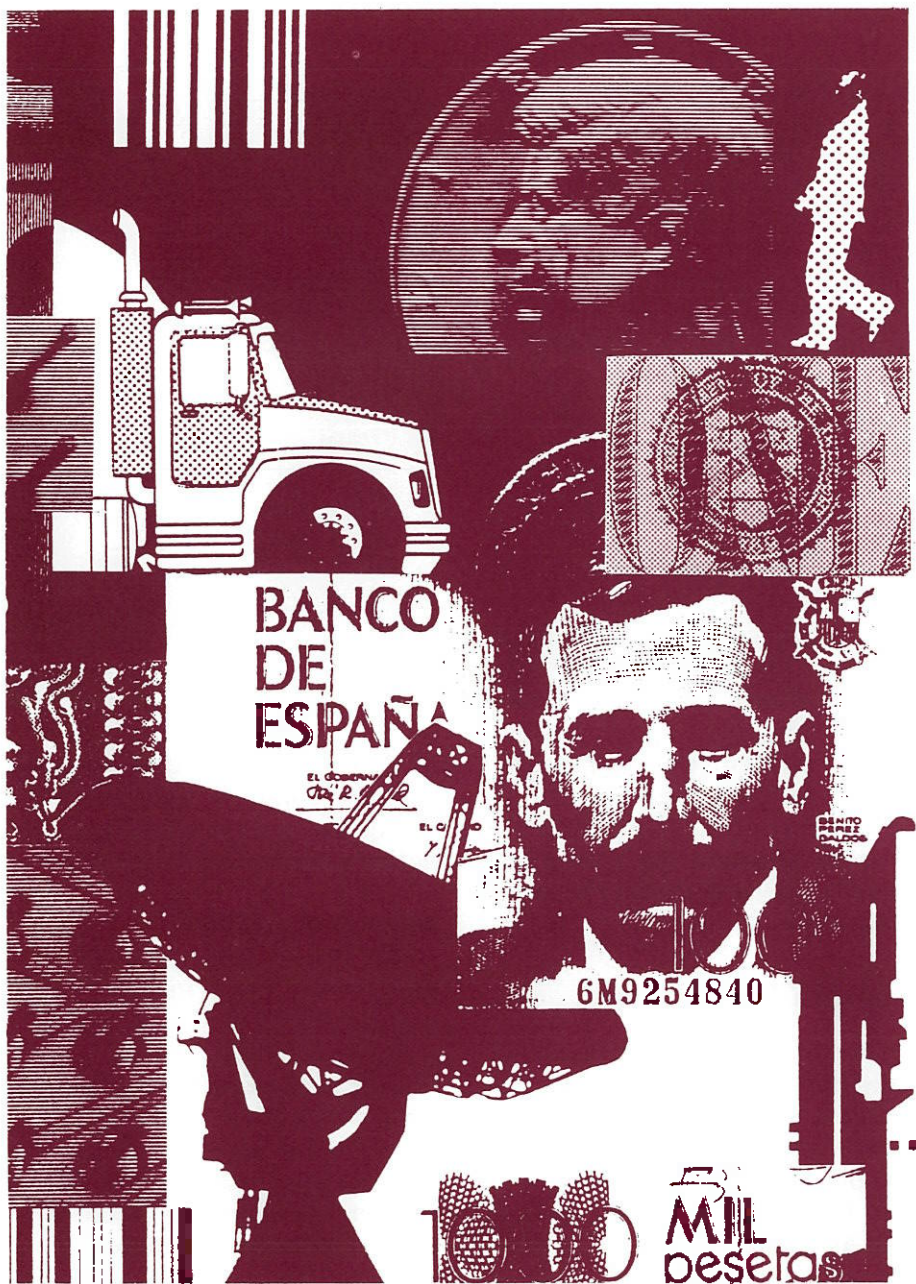
In Banking and Financial

Services, the industry in which we have the most expertise, we have been successful in implementing Global Limits Systems and other custom applications for banks in all three of our major markets. To support our further penetration of this industry, dedicated banking sales organizations are being formed in each part of the Geographic Triad.

In Trade & Transportation, an industry in which we are gaining expertise, we have had success with the Equipment Management System for the GEM shipping consortium, and, more recently, the port system for the Port of New York and New Jersey. Trade & Transportation is being evaluated as a potential worldwide industry focus.

#### *European Sales & Services*

The realignment into a geographic triad has particular implications in Europe, where the breakdown of trade barriers to create a single common market by 1992 will have a dramatic effect on the way the world does business. Already major European companies are restructuring to operate as European rather than regional companies. We need to understand the implications of this market change and be ready to



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respond to it, both in terms of the applications we offer and network services we provide. If we are properly positioned, this can spell tremendous opportunity for GE IS.

A study is underway in Europe to determine the best way to implement Industry Focus and the operational structure best suited to compete in the European common market of 1992.

#### ***Asia/Pacific Sales & Services***

Establishing local management in Asia/Pacific is the first step toward a more unified position in this rapidly growing market. Both affiliates and distributors have had success in Banking and Financial Services in this part of the world. Opportunity in the Trade & Transportation industry is clear. A unified approach will better use our resources in penetrating these markets.

#### ***North American Sales & Services***

In the U.S., the process of identifying Industry Focus has reached a more advanced stage. A Task Force working over the past several months has identified eight industries as potential growth areas. Two of these industries—Banking & Financial Services and Telco—have

been organized at the area level with dedicated sales, marketing, and SDC resources. The other industries—Automotive/Heavy Equipment, Energy, High Technology, Retail/Apparel, and Trade & Transportation—are organized as industry focus groups with dedicated sales and marketing teams reporting into area managers. Industry Group managers have responsibility both for industry focus areas and the traditional regional sales organization.

The criteria for identifying the industries in which to focus resources was pragmatic. The Task Force studied the North American market for several months, looking at about 15 industries in which the company does business. Each was evaluated in terms of current success, measured both by revenue and the kind of applications we provide and the potential growth of the industry. The list was finally pared down to six that were judged to best meet the criteria. Location of the industry focus groups was pragmatic as well. Each is located in the geographic area that is the heart of the industry.

Automotive/Heavy Equipment, for example, is located in the Midwest, the center of the American automotive industry. However, sales reps are also

located on both coasts to explore the potential for developing dealer systems like the one developed for Chrysler for other automotive dealers. The East Coast rep will cultivate the European dealerships and the West Coast rep will explore the Japanese automotive industry.

#### **Technology Advancement**

In technology, the challenge is to provide cost effective high quality service to clients and at the same time build the next generation technology platform to serve clients of the 1990s. To better respond to this twofold responsibility, technology has been reorganized into separate Engineering and Operations groups. Engineering and Advanced Development will provide a unified approach to enhancing current technology and defining future requirements. Technical Operations will enhance cost/quality control by putting all operational functions under a single management.

#### **Worldwide Marketing**

To support marketing efforts worldwide, the Marketing organization has been strengthened and consolidated. Classic marketing functions have been returned to Marketing: Pricing, Alternate



Channel Marketing, Industry Marketing Services, and Marketing Communications. A dedicated Banking Marketing group will support worldwide Banking & Financial Services. Systems Marketing has been redefined for more effective interface with the technology groups.

Sales support functions have

been moved from Marketing into the field. Banking Sales Support is assigned to the banking groups in the Triad. Industry Marketing people are assigned to each of the Industry Focus groups to support penetration of the Industry Focus areas. EDI Services becomes part of the field Sales Support and Development group.

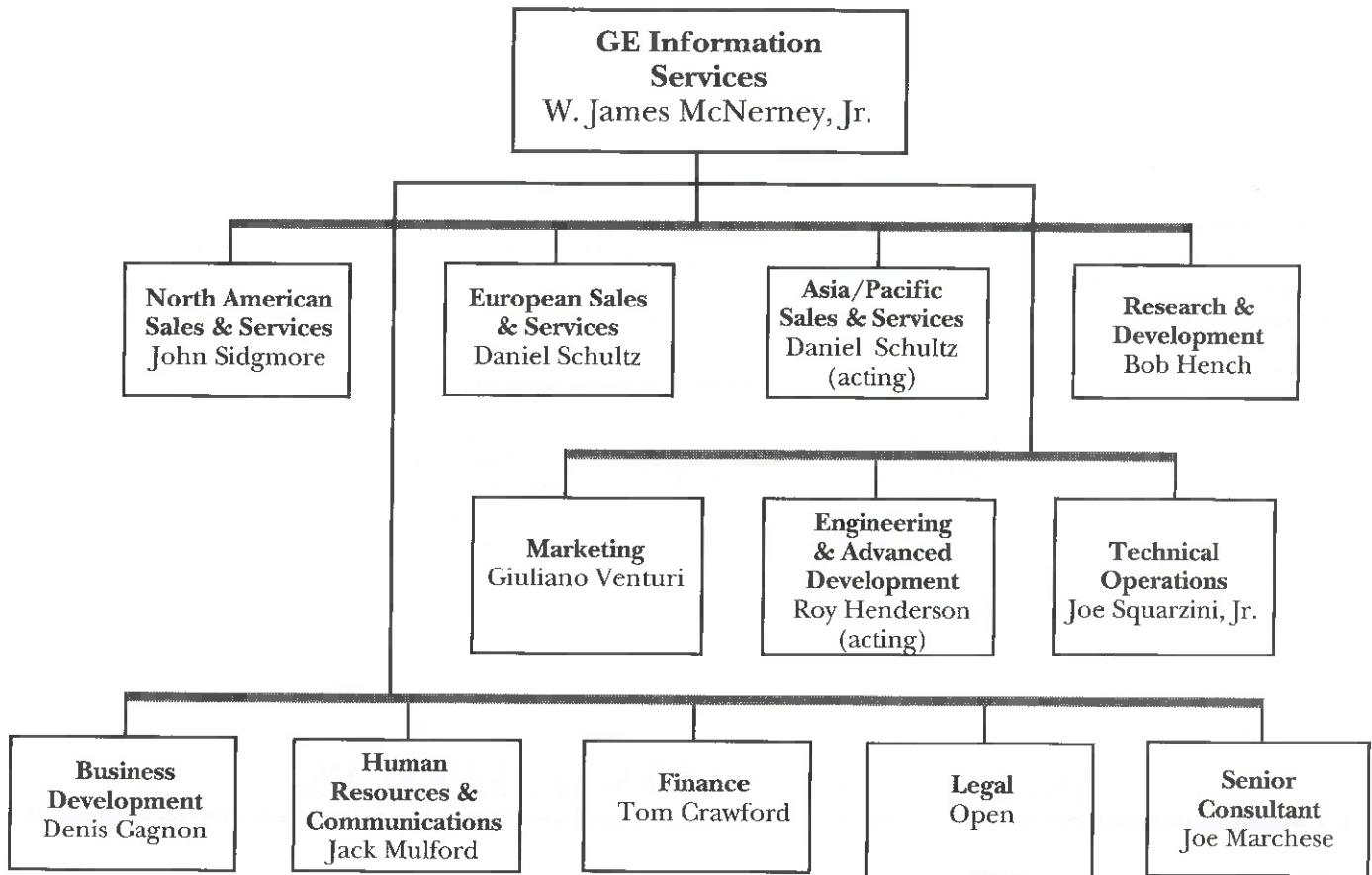
### **Business Development**

The role of Business Development has been more sharply focused on long-term business strategy. The group is charged with developing the company's long-range plan and identifying and evaluating long-term business opportunities, such as joint ventures, affiliations, and acquisitions. Business Development will provide dedicated development support to each of the Triad operations.

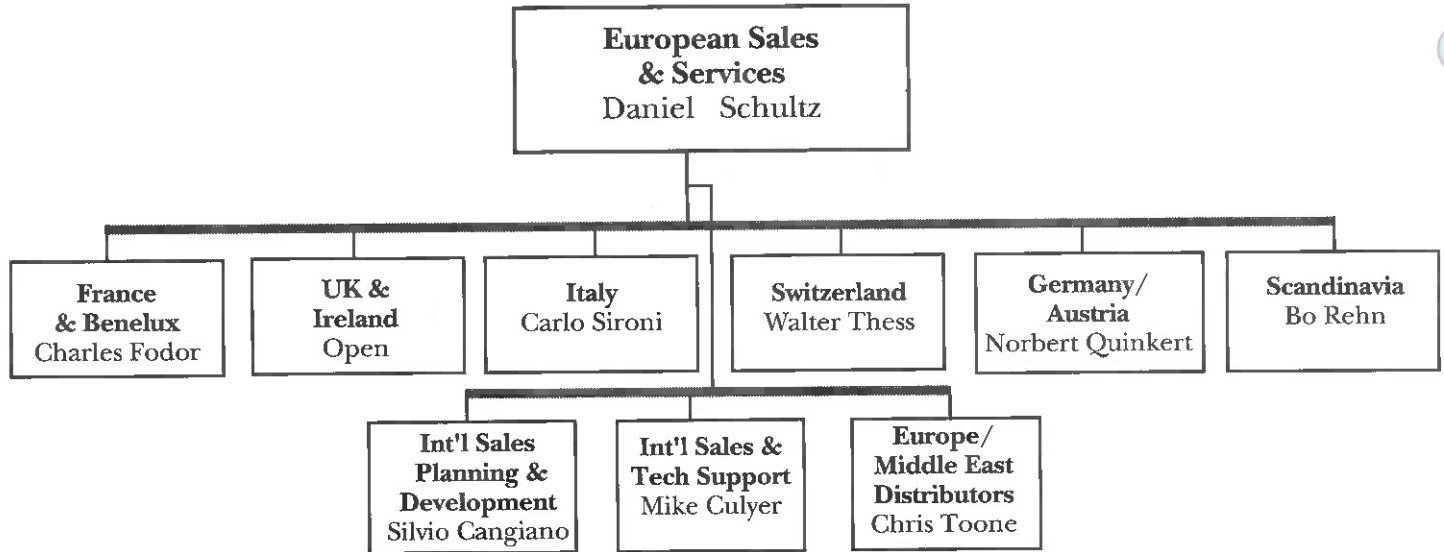
### **Implementation Strategy**

In summary, this is a long-term strategy aimed at building a solid client base and industry expertise that will earn us leadership in our selected markets. We don't expect a sudden upward spiral of revenue the minute the new structure is put in place. However, because we are focusing on industries in which we have had success, we are confident that we can sustain positive growth rates while building industry expertise to position ourselves for the future.

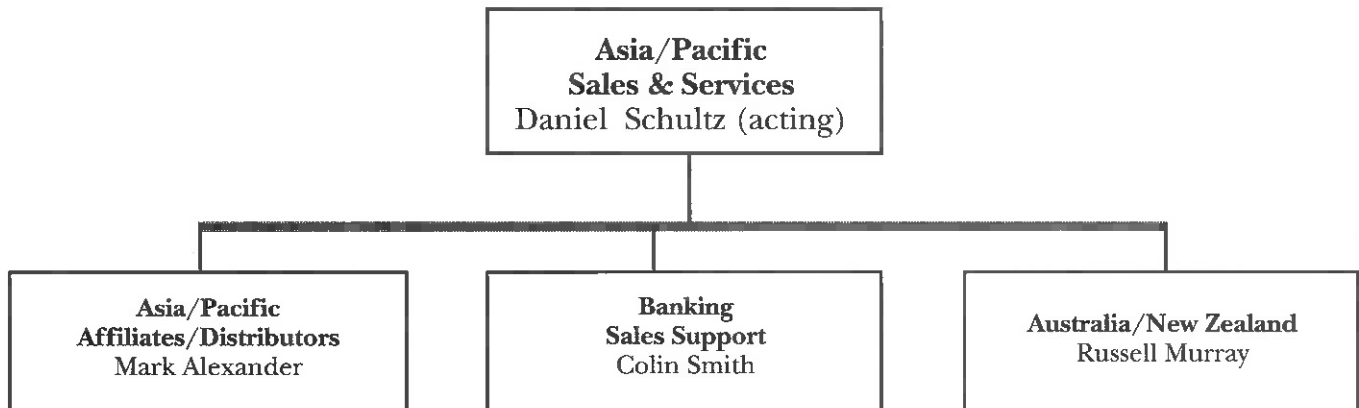
# GE INFORMATION SERVICES STAFF



# EUROPEAN SALES & SERVICES



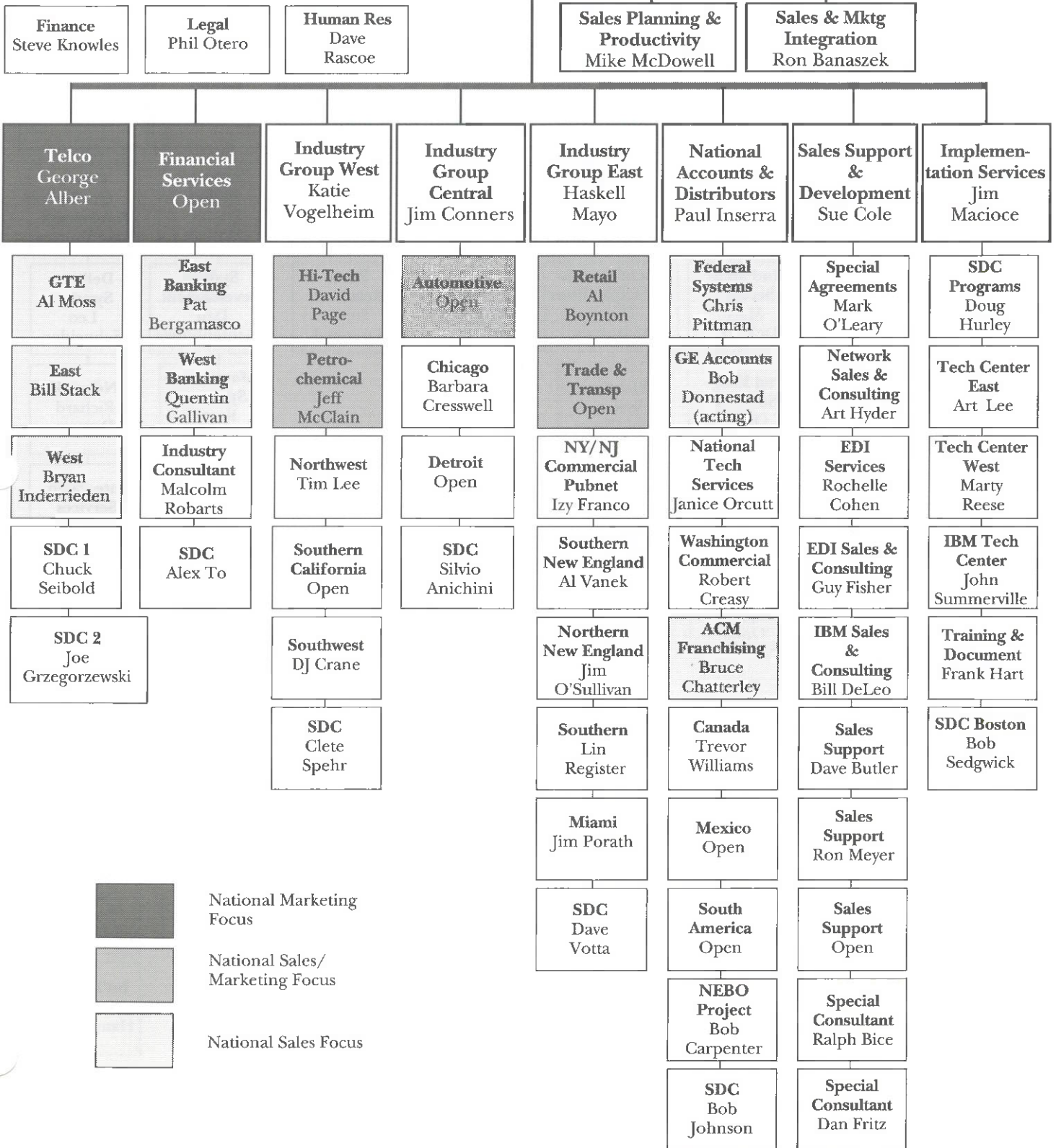
# ASIA/PACIFIC SALES & SERVICES








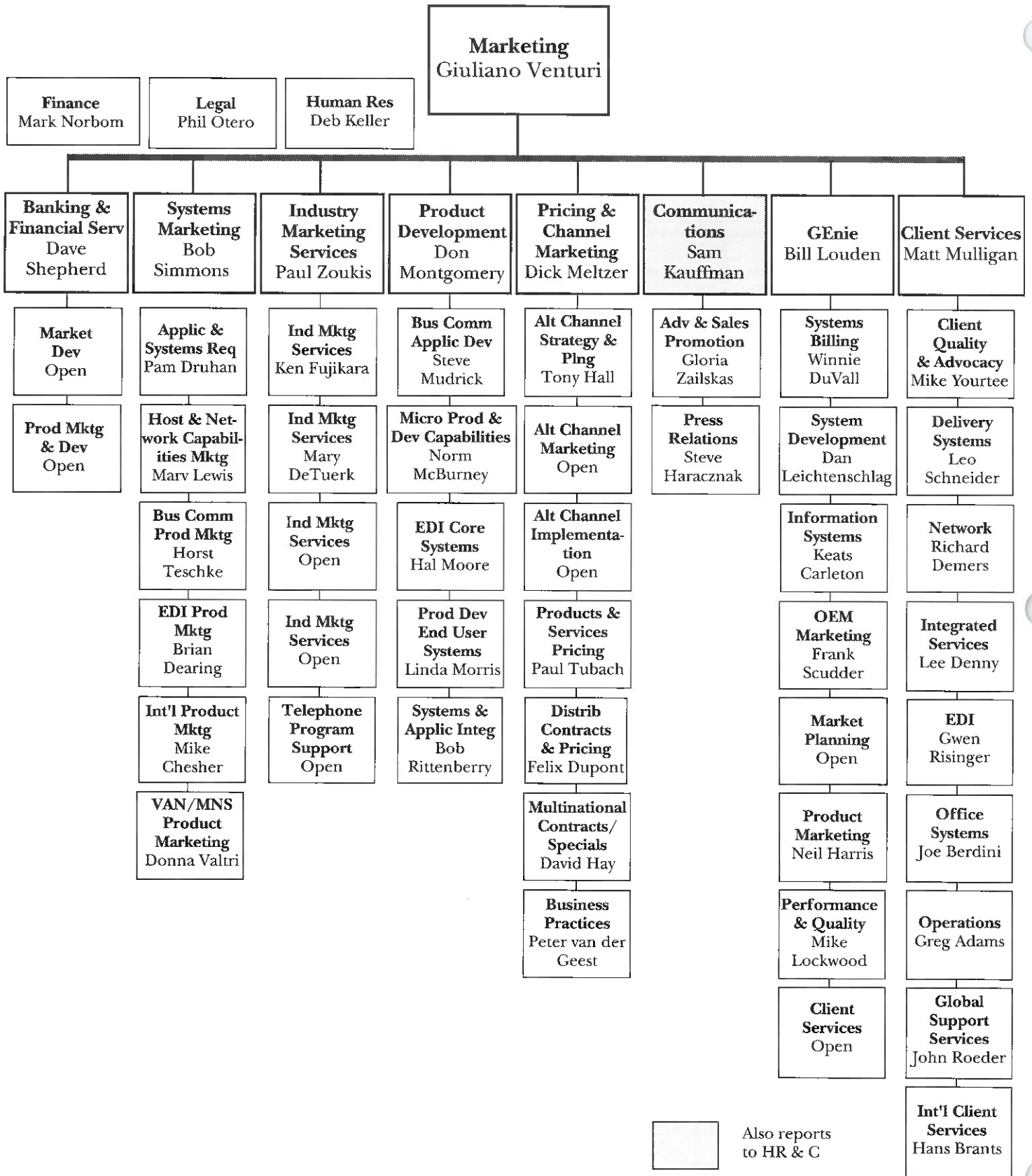
# NORTH AMERICAN SALES & SERVICES

**North American  
Sales & Services**  
John Sidgmore

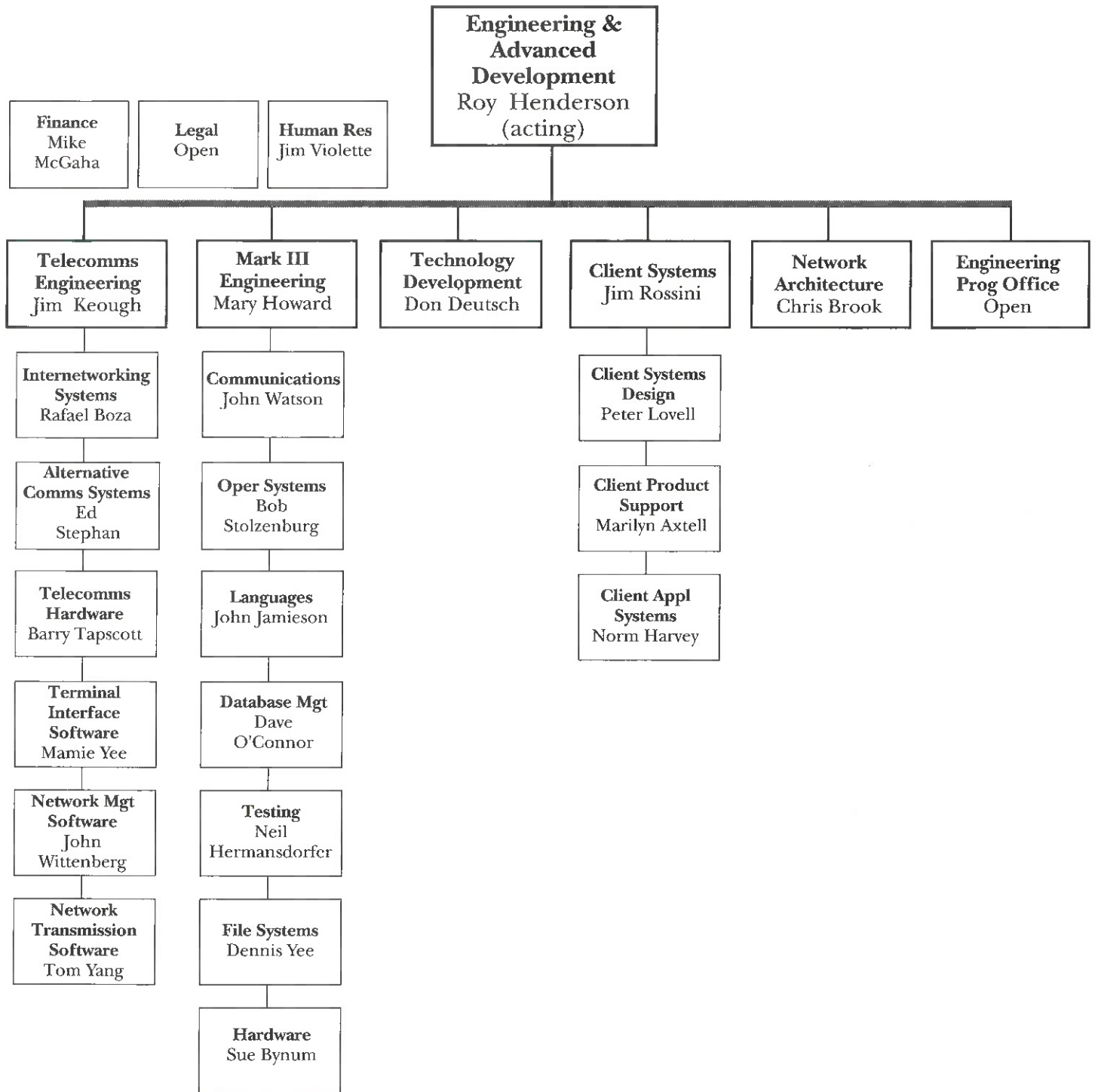


 National Marketing Focus  
 National Sales/Marketing Focus  
 National Sales Focus

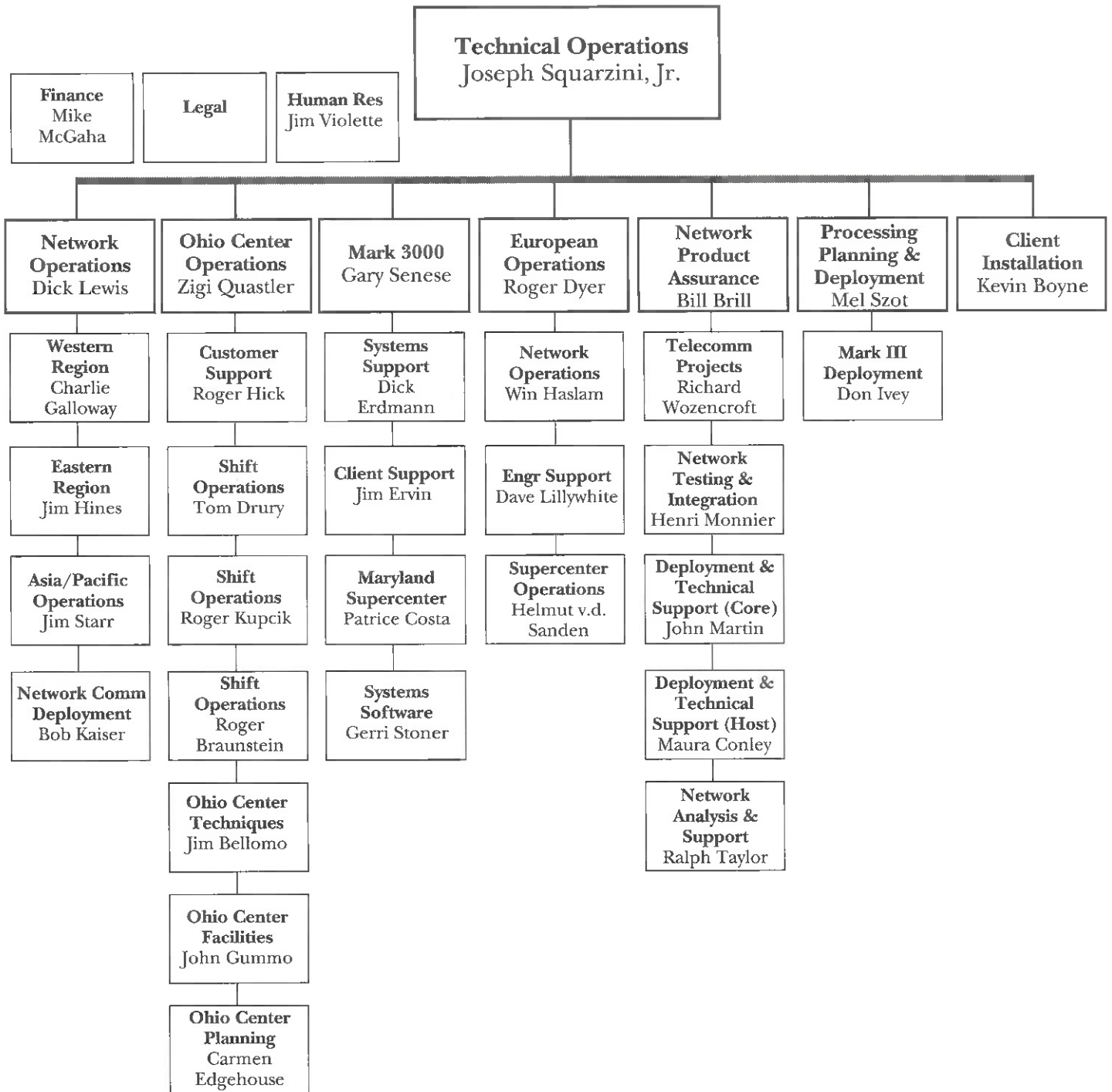
# MARKETING



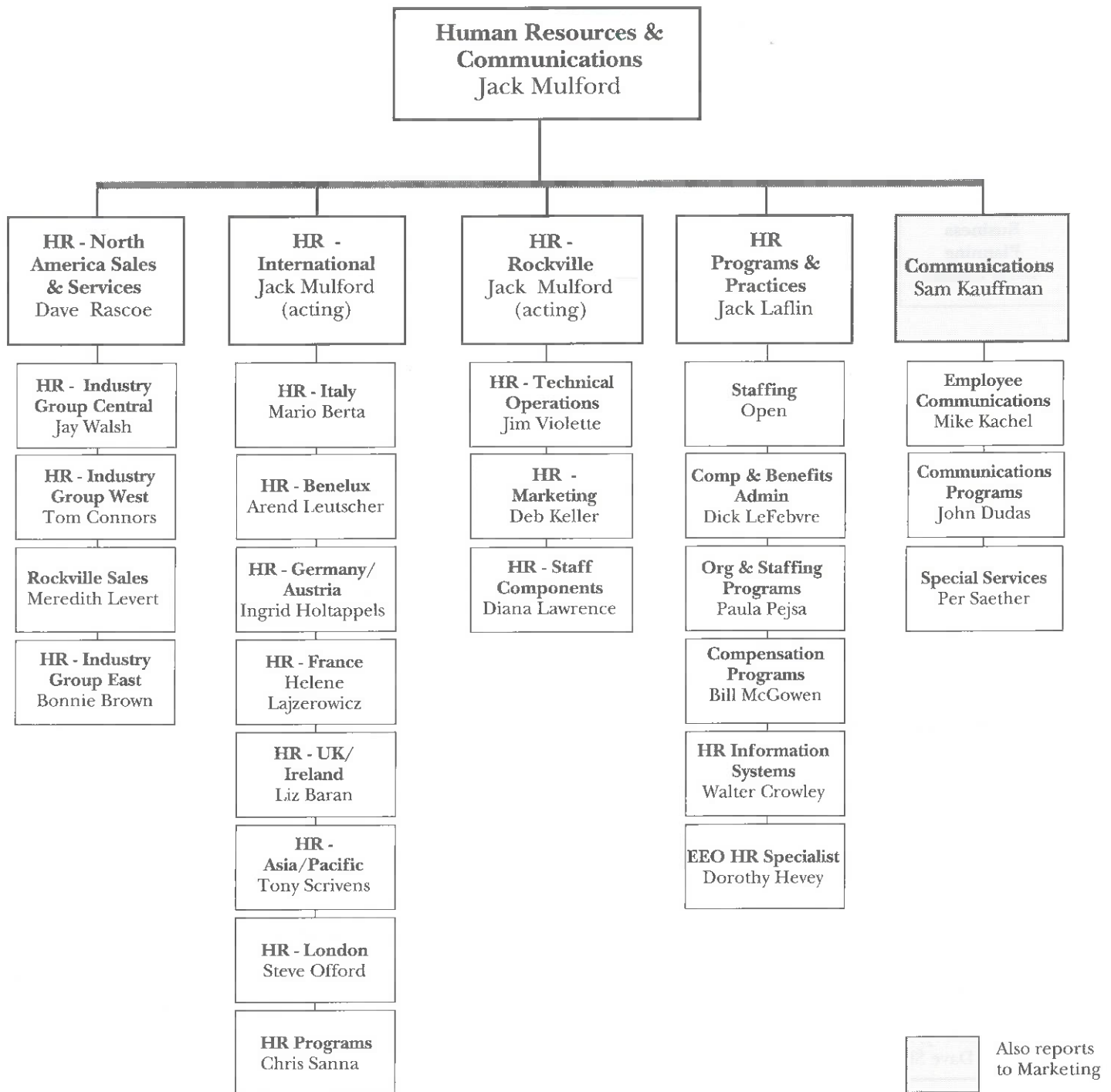
# ENGINEERING & ADVANCED DEVELOPMENT



# TECHNICAL OPERATIONS

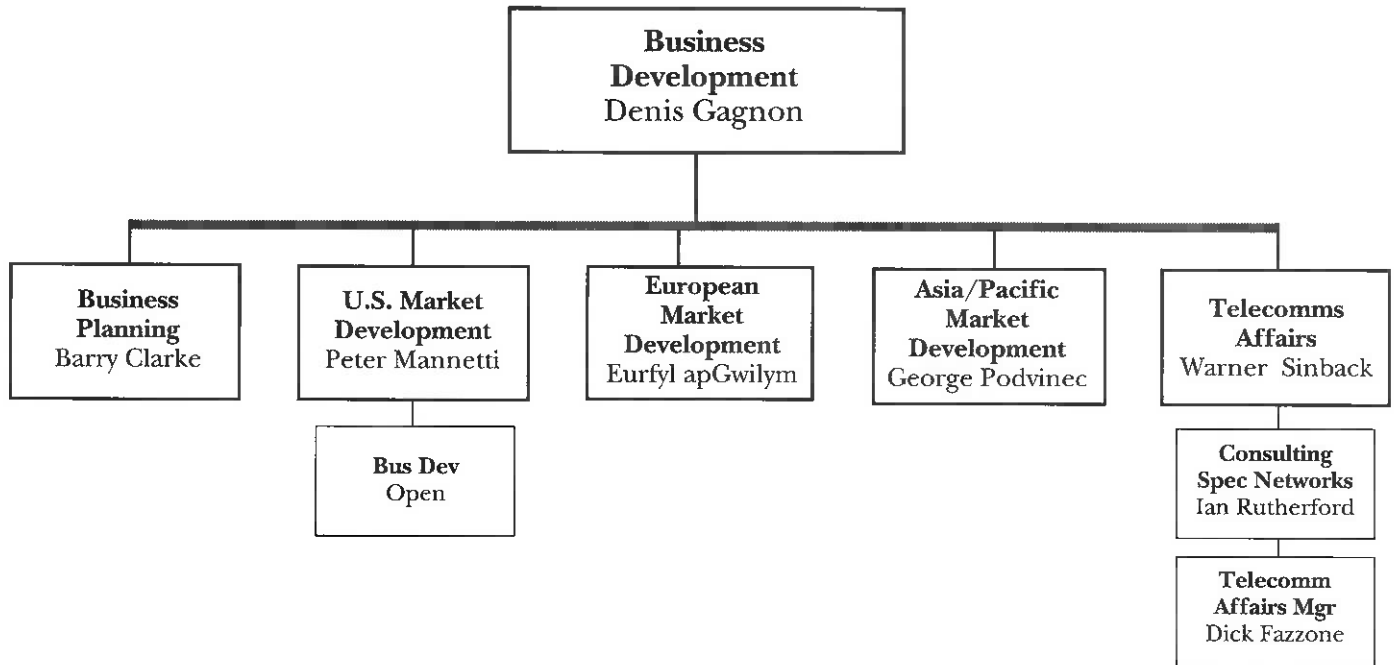


# HUMAN RESOURCES & COMMUNICATIONS



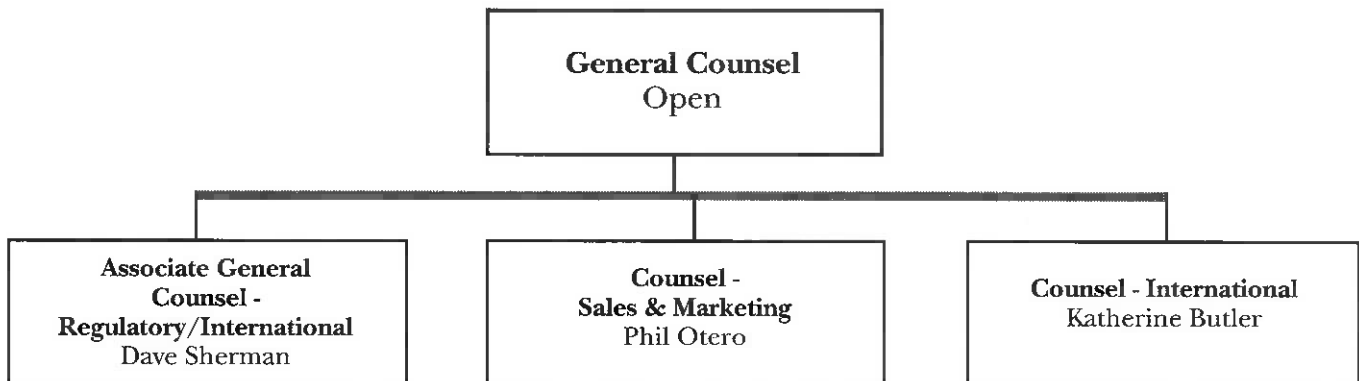
# BUSINESS DEVELOPMENT

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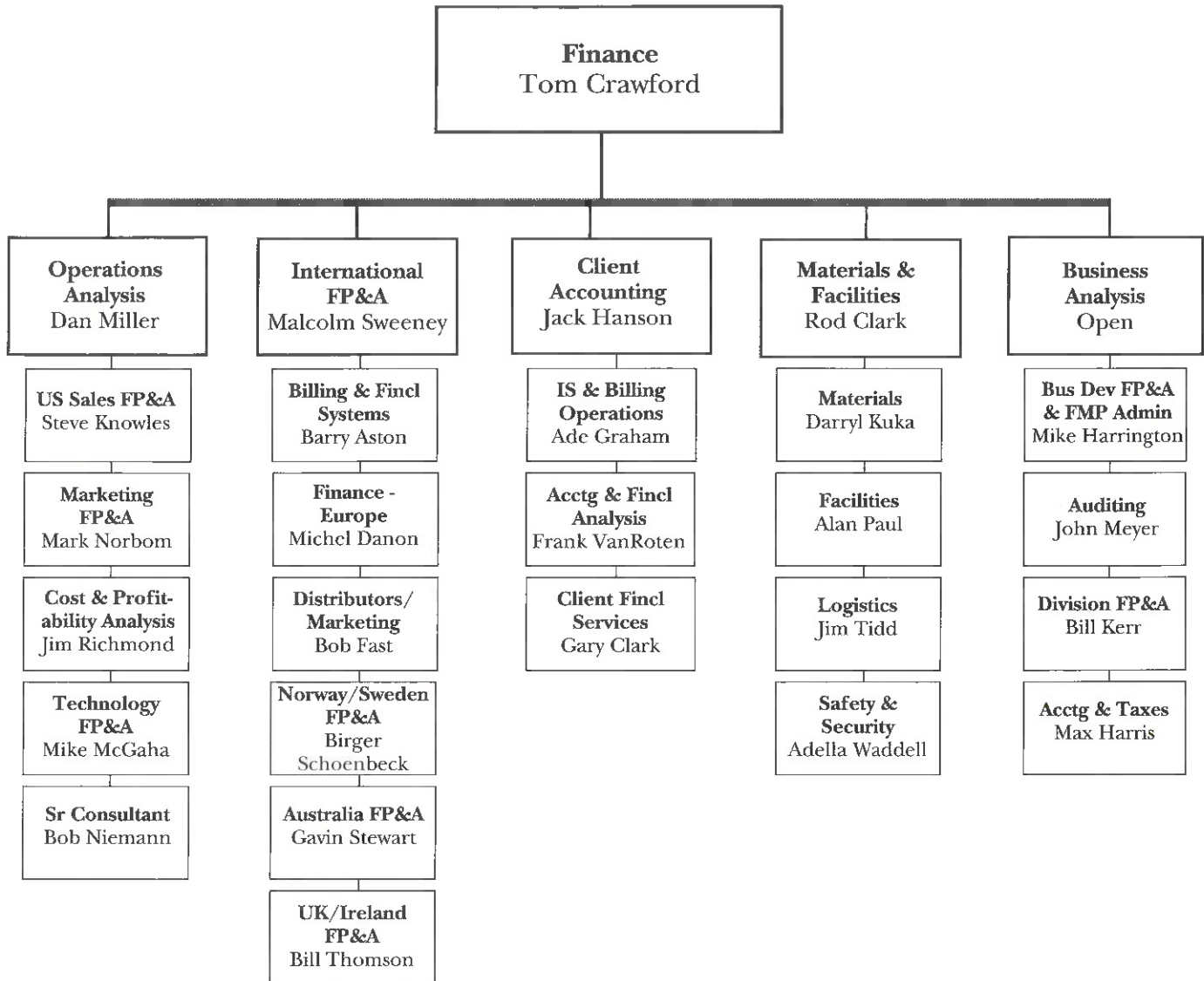


# LEGAL

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# FINANCE





## ***GE Information Services***

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Offices or distributors in Australia, Austria,  
Belgium, Brazil, Canada, Denmark, Finland,  
France, Germany, Hong Kong, Italy, Ireland,  
Japan, Korea, Malaysia, Mexico, the Netherlands,  
New Zealand, Norway, Philippines, Saudi Arabia,  
Singapore, Spain, Sweden, Switzerland, Taiwan,  
United Kingdom, United States.

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