

# UPDATE

News and Information for GE Information Services Employees  
October 24, 1983

## NEW ORGANIZATION: TWO BUSINESSES TRACK STRATEGY

"We have come a long way and are well on our way to being an effective team again," said GE Information Services President Walt Williams on Friday. The business review covered 1983, gave a preview of 1984, and introduced the new organization.

Walt explained that the new organization is the result of an intensive relook at the business, the defining of our strategy, and the defining of the appropriate structure to execute the strategies. The key point resulting from this process is that GE Information Services is in two businesses—services and packaged software.

The new organization, effective immediately, combines the marketing and sales functions of the services business into Marketing and Sales Operation under Mike Emmi, senior vice president. The packaged software business is consolidated into the previously announced Software Products Operation, under Art Marks, senior vice president. Technology Operation, under Ray Marshall, senior vice president, remains virtually unchanged.

The Strategic Planning and Business Development operation under Jim McNerney, vice president, now includes three high growth op-

portunities—financial services, office communications, and the Value Added Network (VAN).

"We're on target for both revenue and net income for this year," Walt said in his review of the '83 financials. He made special note that while the company was keeping a close watch on expenses, a number of projects were brought to a successful close.

Among the projects mentioned were DISPATCH™ 3000, SR-200 Foreground release, the development of the AT&T account, the Blue Shield project, the reduction of the FCC access charges, and the Swiss Bank Corporation account.

### '84 PROJECTIONS

"Our financial goals for next year are very reasonable and doable, though they will be a challenge. We are looking at an attainable growth rate for both revenue and net income," Walt said. He noted that expense control would continue to be important for the business.

### MARKETING AND SALES OPERATION

Highlighting Mike Emmi's presentation of his restructured organization (see chart p. 3) was a description of how the various groups are



Walter W. Williams

designed to work together to improve responsiveness to the field and the client and the success rate on sales.

"The flow will look like this," he said, "from the field where the opportunity is identified, where the account leadership resides, and where the consultative selling skill lies—to the major opportunities section, which will screen the deal, organize support, provide project management, structure the deal, and review the financials.

"In this process, major opportunities will pull together the resources required in the Marketing Operation as well as those in Technology. By

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improving both the process and the responsiveness, we expect earlier go/no go decisions, an increased hit rate, and a better leveraging of scarce resources."

Other keys to the success of the organization are refocusing of Marketing and Sales and Marketing Services and the continued emphasis and reinvestment in training. A major change and enhancement to growth is the full integration of Professional Services into the area sales organizations. As a result, all Professional Services employees will be converted to GE benefits.

### SOFTWARE PRODUCTS OPERATION

"The Software Products Operation is playing in a nearly \$2 billion market," said Art Marks, "that is fragmented and full of entrepreneurs." Art pointed out that the largest share of the mar-

ket held by any one company was only 5 percent.

His operation, continuing under the previously announced interim arrangement, consists of Software International Corporation, Energy Enterprises, the manufacturing program, and MIMS® Systems. Art stressed the need to integrate its products, become efficient in development, build an image, and attain greater sales efficiency to win.

"This is a tremendously profitable industry with a terrific growth rate, and our challenge is to capitalize on it," Art went on.

### TECHNOLOGY OPERATION

"We are going to make a substantial reinvestment in technology," said Ray Marshall about the plan for the Technology Operation. This reinvestment addresses GE Information Services longer term strategy and competi-

tive position. He noted that emphasis will be placed on Foreground, DDP and communications.

Ray also introduced a Project Integration Office designed to improve execution throughout the Technology Operation.

### HOW WE WIN

Walt concluded the meeting with a discussion of the qualities and attitudes necessary to win. They are:

**Reality**—test for it.

**Excellence**—becoming number 1 or number 2 is the goal.

**Ownership**—take it on.

**Lean and Agile**—flexibility to take advantage of opportunities.

**Creative and Entrepreneurial**—bring this attitude to what you do.

**Execution**—figure out what you have to do, then do it!

**People**—our asset.

## GE INFORMATION SERVICES COMPANY

GE Information  
Services Company  
President

W.W. Williams

Marketing and  
Sales Operation  
Senior Vice President

M.J. Emmi

Software Products  
Operation  
Senior Vice President

A.J. Marks

Technology  
Operation  
Senior Vice President

R.W. Marshall

Strategic Planning  
& Business Development  
Operation  
Vice President

W.J. McNerney

Finance  
Operation  
Vice President

E. Stewart

Employee Relations  
Operation  
Vice President

J.R. Mulford

Legal  
Operation  
Vice President

R.E. Healing

# MARKETING & SALES OPERATION

Marketing & Sales  
Operation  
Senior Vice President

M. J. Emmi

Major Accounts Sales & Services Vice President and General Manager T. Vinci	Eastern Area Sales & Services Vice President and General Manager R.S. Powell	Western Area Sales & Services Vice President and General Manager J. Griffin (Acting)	Central Area Sales & Services Vice President and General Manager P.J. Barris	International Sales & Services Vice President and General Manager A. Craig	Marketing Operation Vice President <i>+ gra mca</i> R.A. Simmons	Sales & Marketing Services Vice President M. Porvaznik	Employee Relations Manager T.E. McKinnon	Finance Manager W.J. Vareschi
AT&T Manager J.W. Sidgmore	New York Region Manager R.O. Fohl	San Francisco Region Manager J.M. Griffin	Southern Region Manager J. Spencer	Pacific and Distributor Sales Manager M. Chamberlain	Major Opportunities Manager P. Inserra	Educational Services Manager F. Hart (Acting)		
General Electric Manager D. Merenda	New England Region Manager P. Heiner	Southern California Region Manager H. Stover	Chicago Region Manager Open	Northern Europe Region Managing Director H. Stover (Acting)	Mark III/DDP/Micro Marketing Manager R. Fellows	Client Services Manager R. Rasmussen		
Management Services Manager P. Mannetti	New Jersey Region Manager R. Hughes	Dallas Region Manager W. Booth	Cincinnati Region Manager D. Mulford	Germany Manager N. Quinkert	MARK 3000 Marketing Manager M. Lewis	Marketing Communications Manager R.E. Ryan		
Professional Services Manager T. Lorah	Professional Services Manager E. Diehl	Denver Region Manager H. Struve	Professional Services Manager S. Anichini	United Provinces Region Manager D. Schultz	Industry/Applications Marketing Manager D. Foster	Professional Services Manager E.L. Heinbach		
	Market Planning and Support Manager Open	Professional Services Manager Open	Market Planning and Support Manager C. Wetmore	Southern Region Managing Director L. Marradi	Pricing Manager Open	Planning and Analysis Manager Open		
		Market Planning and Support Manager Open		SDC Europe Manager G. Wiggan				
				International Sales Development & Support Manager M. Chapman				
				International Marketing Manager G. Venturi				

The Marketing and Sales Operation combines the sales, marketing, and support functions in one organization, centralizing responsibilities for and to clients.

## SIGNIFICANT CHANGES

- Shorter communications and decision lines.
- Client driven with multisite production focus.
- The integration of Professional Services and field sales provides total solutions to clients.
- To assure international focus, all international operations report centrally.

- Receives technical support from Technology Operations.

## NEW OPERATIONS

The Marketing Operation's charter is to refocus the marketing role to a client focused one. Specifically:

- Increase the close rate of major opportunities

and leverage transportable applications.

- Determine, source, and commercialize high pay-off products and services, providing market direction and market priorities to Technology Operations.

- Develop and implement pricing strategies to balance growth and profit objectives.
- Act as a worldwide organization and "think internationally."
- Devise and deliver focused sales and support programs.

Sales and Marketing Services is designed to provide the expertise and support programs to assure that employees and current and potential clients have the needed skills, information, and problem solving ability.

# SOFTWARE PRODUCTS OPERATION

Software Products  
Operation  
Senior Vice President

A.J. Marks

Software International Corporation President	MIMS® Systems Manager	Manufacturing Programs Manager	Energy Enterprises Manager	Employee Relations Manager	Financial Planning & Analysis Manager
J.S. Goodman	C. Carpenter	P. Horgan	W. Howard	T. Edwards (Acting)	L.B. Van Dyck (Acting)

The recently announced Software Products Operation is comprised of Software International Corporation, Energy Enterprises, the manufacturing program, and MIMS® Systems. It pursues

this different and attractive market, which capitalizes on volume distribution of standard packaged software requiring a minimum of in-house customization.

**HOTLINE**  
to answer your  
questions  
on the reorganization  
**CALL DIAL COMM**  
**273-3713**

# TECHNOLOGY OPERATION

Technology  
Operation  
Senior Vice President  
R.W. Marshall

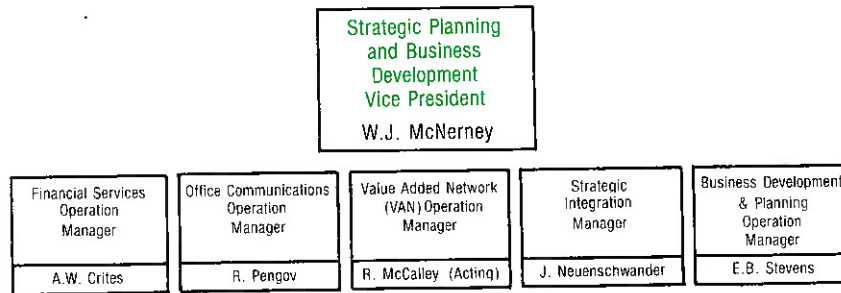
Engineering Department Vice President R.R. Hench	Communications Department Vice President J. Squarzini	Information Processing Department Vice President G.O. Mueller	Project Integration Office Manager Open	Employee Relations Manager L. DeMonaco	Financial Planning & Analysis Manager C. Littles
MARK III® Systems Manager G. McIrvin	European Operations Manager J.M. Culyer	Maryland/Ohio Center Operations Manager M.F. Szot			
MARK 3000™ Systems Manager G.L. Senese	Network and Field Service Operations Manager R.J. Lewis	Schenectady Center Operations Manager J.A. Ballo			
GCOS Systems Manager D.A. Tuten	Corporate Telecommun. Oper. Manager W.B. Pomeroy	Processing Planning Manager Z. Quastler			
Communications Systems Manager R.F. Henderson	Telecommunications Public Affairs Manager W. Sinback	Materials and Facilities Manager J. Jolkovski			
Applications Systems Manager F.D. Montgomery					
Systems Engineering Manager M.F. Howard					
Quality Assurance Manager T.E. Taylor					

Technology Operation has been expanded by the creation of the Project Integration Office reporting to Ray Marshall. This small team of technical specialists will provide the visibility needed to keep major pro-

grams on course. Where problems exist, the Integration Office will have responsibility for quick identification and prompt resolution of problem areas. The Integration Office will work closely with Marketing and Sales Operation.

It will consist of a manager, Project Integration, a secretary, and technical specialists, focused on communications, processing, quality assurance, DDP, and custom engineering projects.

# STRATEGIC PLANNING & BUSINESS DEVELOPMENT



The Strategic Planning and Business Development Operation has grown to encompass three business opportunities—Financial Services, Office Communications, and Value Added Network. All three will participate in big, highly competitive, and fast growing markets.

## THE OPPORTUNITIES

The Financial Services' objective is to build this busi-

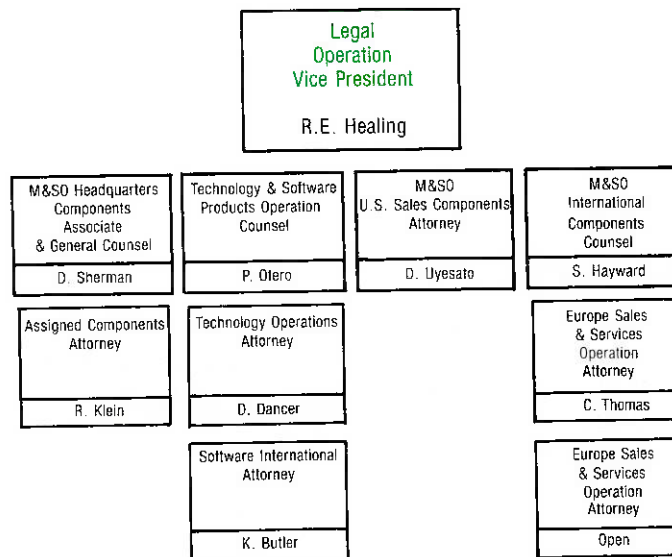
ness by providing financial services technology and processing internationally. This growth will be based on industry knowledge, operations excellence, price to performance leadership, and communications leadership.

The Office Communications' goal is to become number one or two in the field of

electronic mail, document distribution, voice mail, and new text services.

The Value Added Network (VAN) is intended to gain leadership in the enhanced communications arena, which includes public, private, and value added VANs and local voice and data.

# LEGAL OPERATION



The Legal Operation has been organized to map with

the new operations of GE Information Services.

# FINANCE

Finance  
Vice President  
E. Stewart

Accounting Operation Vice President & Comptroller L. B. Ramer	Information Systems Manager J. L. Clouse	SBU Financial Planning & Analysis Manager L. B. Van Dyck	M&SO Financial Planning & Analysis Manager W. J. Vareschi	TO Financial Planning & Analysis Manager C. S. Little	Software Products Financial Planning & Analysis Manager L. B. Van Dyck (Acting)
General and Tax Accounting Manager H. M. Harris	Sales and Programs Info Systems Manager D. Lloyd	Financial Planning S. Vareschi	Operations Analysis S. Knowles	Info Processing Department Financial Analysis E. Griffiths	Software International Financial Analysis R. Willey
Customer Accounting Manager J. Cook	Technical Operations Info Systems Manager L. Capriotti	Operations Analysis D. Fidler	Marketing and Sales Financial Administration G. Finley	Communications Department Financial Analysis J. D. Fuller	Energy Enterprises Financial Analysis T. Neubert
Credit and Collection Manager J. Hanson	Administration R. Niemann	Cost and Product Line Profit Analysis C. Fetz	Eastern Area Financial Analysis Open	Engineering Department Financial Analysis J. M. McGaha	
Personnel Accounting Manager W. Kerr	Order Entry and Accounts Receivable R. Ertel		Southern Area Financial Analysis Open		
Auditing Manager J. Meyer	Development A. Graham		Western Area Financial Analysis K. Slasor		
	Info Systems Center J. Adams		International Financial Analysis D. Lewis		

The Finance Operation has been aligned with the new organization. In addition, the operation features a major

information systems upgrade and a revised reporting and measurement tracking system, as well as more focused

analytical support and increased centralization of accounting activities.

# EMPLOYEE RELATIONS OPERATION

Employee Relations  
Operation  
Vice President

J.R. Mulford

Marketing & Sales Operations Employee Relations Manager T.E. McKinnon	Technology Operations Employee Relations Manager L. DeMonaco	Software Products Operations Employee Relations Manager T. Edwards (Acting)	Staff Components Employee Relations Manager T. Edwards	Human Resources Programs & Practices Manager W.L. Harris
Eastern Area Employee Relations Manager R. Rascoe	Engineering Dept. Employee Relations Manager M.H. Kostrzewa	Software International Employee Relations Manager W. Stamer	BSI and NCI Employee Relations Representative M.F. Rosa	Compensation and Practices Manager R.J. LeFebvre
Western Area Employee Relations Manager Open	Communications and Processing Dept. Employee Relations Manager C.A. Saline	Energy Enterprises Employee Relations Representative D.M. Matthews		Professional Staffing Manager J. Scandone
Central Area Employee Relations Manager J. Walsh	Schenectady Oper. Employee Relations Manager E. Wadsworth			Employee Communications Manager Open
Pacific Area Employee Relations Manager J. Warren				Programs and Services Manager R. Sekera
Europe Area Employee Relations Manager P. Moxom				
Headquarters Services Employee Relations Representative Open				

The Employee Relations Operation has been organized along the same lines as the business's structure with all members of the operation reporting on a solid line to the vice president and manager.

In addition, the functions and budgets for a number of Employee Relations functions have been consolidated. All

recruiting, management training, and intern programs have been brought under human resources programs and practices to assure consistency.

Employee Relations activities for the field track with the area organizations of Marketing and Sales Operation.

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**INFORMATION  
SERVICES**

General Electric Information Services Company