



réalités

Work-Out II report

Runtagh: "Execution of GEIS strategy critical"

GE Information Services held its second Work-Out meeting in December at the International Training Center in Rockville.

Hellene Runtagh, participating in her first Work-Out session as president of GEIS, was joined by GE Communications & Services Senior Vice President Gene Murphy, and members of the GEIS Staff. During the feedback segment, the management team listened and responded to GEIS employees from around the world as they shared their ideas to improve the business in five preselected areas key to GEIS' competitiveness.

Below are the major business issues that the break-out teams addressed:



GE Communications and Services Senior Vice President Gene Murphy (left) and GEIS President Hellene Runtagh during a presentation at GEIS' second Work-Out session.

Communicating the Strategic Plan

GEIS management is committed to a strategy that focuses on 1) providing high-value, quality products and services to specific global, vertical industry markets; 2) participating in Network Based Services, primarily in the small customs area; 3) exploiting new technology; and 4) providing standard applications (i.e., EDI, E-Mail, etc.) to maintain full-service capabilities for global clients.

The GEIS strategy for 1990 is set. It will not change. In fact... "The strategy we have today is the same strategy we had when Jim McNerney was here," said Runtagh. "The strategy itself is

not open for debate. We believe in it. Gene (Murphy) believes in it. And GE believes in it. Now it's up to all of us to execute it."

While Runtagh made it clear there would be no changes to the content of the strategy, she said discussion about the *execution* would—and should—take place.

Measurements and Goal Setting

The Work-Out participants looking into this area felt that, in many cases, business goals and measurement systems needed to be more in synch with business strategy. Other processes such as reporting

systems needed to be continually monitored for relevancy, and that employees taking part in IN-\$TEP (primarily a U.S. bonus program for non-variable compensation personnel) needed to better understand the program.

Empowerment

The employee group that studied this area felt employees would be more empowered to act if they had a more complete understanding of the business, roles were better defined, and the day-to-day communication process was enhanced.

January 1990

Company Proprietary for Use by GE Information Services Employees Only

1

Once again, this check mark serves as a symbol of the many recommendations that have been approved during the second Work-Out session. In this issue, first the approved decisions are reported, followed by those that were rejected and those that continue to be under study.



realitaet • realta' • realities • realitaet • realta' • realities • realitaet • realta' • realities

Customer Service

The group looking into improving GEIS' client service recommended additional training for Client Services personnel, as well as structural changes, upgraded tools, and more detailed measurements.

Sales Process

The participants in the group assigned to look for improvements in the sales process felt that GEIS was keeping too low a profile in the markets it serves, in comparison to many of its competitors.

The very structure of the organization and the mechanisms in place to do the job were also seen as a roadblock to success in many cases.



Photo, right, of GE Communications and Services Senior Vice President Gene Murphy during his presentation

APPROVED

The following recommendations were approved during the Work-Out session.

Recommendation: Simplify the current mission statement so it's understandable, consistent, client focused and relevant to employees.

Decision: Hellene Runtagh and her staff have agreed to rewrite the mission statement to make it more understandable.

Recommendation: Clarify and globalize the current strategic plan before communicating it throughout the business.

Decision: Paul Zoukis will document the rationale for the specific industries that GEIS has chosen.

Recommendation: Create a process for defining Department business plans and creating individual objectives that support the overall GEIS strategy.

Decision: This process will be driven down throughout the organization after the late January management kick-off meeting in Coral Gables.

Recommendation: Since mid-level management buy-in to the Strategic Plan is critical, discuss it at Coral Gables and drive it down to next level of management.

Decision: A full half-day has been

set aside for GEIS' global management team (Staff and their direct reports) to discuss the strategy at the management meeting. Additional discussions will take place at the next management tier when the GEIS Staff visits

"The Strategy itself is not open for debate. We believe in it. Gene (Murphy) believes in it. And GE believes in it. Now it's up to all of us to execute it.."

Hellene Runtagh

ASPAC, Europe and North America during January and February.

Recommendation: It was felt that, while strategies have changed over the years, programs have not. Recognizing this, management should eliminate those programs that don't support the current strategy.

Decision: All GEIS employees are asked to evaluate current programs and work to elimi-

nate those which don't support the GEIS strategy.

Recommendation: Create and communicate an investment plan that supports the strategy and then provide feedback on how the funding is allocated.

Decision: Steve Waechter and Paul Zoukis have agreed to explore ways to communicate overall allocation data that clearly indicates where GEIS is investing.

Recommendation: Provide more frequent and detailed feedback on variable compensation performance.

Decision: Bill McGowan and Tom Hill will have a plan in place by 1Q 1990.

Recommendation: Eliminate outdated reporting systems through a formal contest.

Decision: The concept is supported. However, no formal contests or similar programs will be edicted by GEIS management.

Recommendation: Provide an understandable explanation of IN-\$STEP and a progress report on this five-year program. Also, as IN-\$STEP-like programs are implemented globally, assure that the GEIS operating margin is used as a common measure for funding.

Decision: Bill McGowan will

work with Employee Communication to assure understanding of the IN-\$TEP program and its progress by the end of 1Q 1990. Current plans intend using the GEIS operating margin as the common funding measurement for all non-Sales, variable compensation programs.

Recommendation: Publish worldwide rules and criteria for Markmakers selection and announce winners with their accomplishments.

Decision: Hellene Runtagh said she would evaluate the program and communicate its selection criteria in a first quarter edition of *realites*.

Recommendation: Use the Finance headcount number as "the" measure.

Decision: Finance's headcount numbers will be used for measurement purposes; however, the active headcount number used by Human Resources is still required for recruiting purposes.

Recommendation: Review utilization of technical resources.

Decision: Hellene Runtagh and her staff agreed to do this.

Recommendation: Place the Powers Reserved document and 10 Key Objectives on-line in InfoTalk.

Decision: Jack Mulford will take the lead to ensure this happens.

Recommendation: Review the U.S. facilities policy for consistency with our management practices in the '90s.

Decision: Steve Waechter has agreed to review the policy.

Recommendation: Provide a detailed analysis of client complaints to target, and then resolve high-impact problems.

Decision: Hellene Runtagh said this was very important and would be factored into a study to be done.

Recommendation: Expand and enhance new-employee orientations.

Decision: Jack Mulford will look for opportunities to do this.

Recommendation: Eliminate un-

professional internal sales gimmicks like the recent Client Services puzzle.

Decision: Approved.

Recommendation: Open up client lists for a client grading system, and add a facility to the client grading system to note "improving" and "better than normal" service.

Decision: A program to achieve this is currently being developed by Marketing to be approved by Hellene Runtagh.

Recommendation: Measure Marketing on a quarterly basis using goals agreed to by Sales and Marketing.

Decision: Paul Zoukis will look at the top-10 items of product selection and development, and review them on a quarterly basis.

Recommendation: Create a business review board comprised of Hellene Runtagh and appropriate Staff members for the purpose of deciding whether to pursue high-impact opportunities.

Decision: A business review board already exists; however, Staff will work to strengthen communication of the process.

Recommendation: Institute a businesswide program asking all GEIS employees to respond to colleagues' questions within 48 hours.

Decision: No formal program will be developed but the concept, which reinforces respect and professionalism, is fully

endorsed. Employees will be asked to take the lead and be responsive when called upon by fellow employees.

Recommendation: Reinstate training for global account management.

Decision: Jack Mulford will work with Frank Hart to reinstate the program.

Recommendation: Using Apple as a model, assign a "champion" to GEIS' top 25 clients.

Decision: Hellene Runtagh said implementation would take place during 1990.

Recommendation: Develop tools to enhance account management to include: handbook, industry and international meetings, integrated client information systems and ADM for client to require identification of country of use integrated with mailbox.

Decision: North America Sales & Services is in the process of developing an industry market and key prospect document to more clearly delineate industry vs. geographic boundaries at the account level. John Barber (ASPAC), Geoff Wiggin (Europe) and Mike McDowell (North America) have been appointed as the key individuals to surface any international account management problems to for resolution. In addition, each GEIS industry will continue to develop a training plan for its sales and pre-sales technical people on an annual basis.



Participants during a break at the second GEIS Work-Out session. (In the foreground, from left to right): Harald Kreuzer, Ben Bruggeman, and Walter Schmitz.

Recommendation: Define and communicate which accounts and businesses belong to whom.
Decision: Sales VPs have responded to this point. Global

Forums will be used for "coordination" if the need arises.

Recommendation: Train our client interfaces to become

better negotiators.

Decision: This will be included as part of the AHRR process. A negotiating skills course will be offered to client interfaces.

REJECTED

The following recommendations were rejected:

Recommendation: To enhance the link between individual and business goals, complete overall division and department goals in September before AHRR.

Decision: GEIS business goals will continue to be completed in December. Session-I business goals, developed in July, change very little and can be used as the basis for each coming year's goals. Final modifications should be a top priority in December. It is the responsibility of all managers to enhance employees' ownership of the goals and to provide regular feedback to their employees.

Recommendation: 1) Communicate the rationale behind headcount targets and define what a "head" is; 2) provide the guide-

lines to add head-count; 3) hold managers accountable for headcount that's both over and under target; and 4) provide guidelines for when and how to use contractors.

Decision: Since guidelines would reduce managements' flexibility and responsibility to manage the business, no guidelines will be developed. Staff will continue to manage their headcount and communicate the rationale within their organizations.

Recommendation: Place monthly "significant events" reports in InfoTalk on the bulletin board.

Decision: Because of the proprietary nature of "sig event" reports, it would require significant effort to develop a second version of the report.

Recommendation: Keep on-line product schedules current and

realistic.

Decision: While there are some benefits to an on-line reporting system, this detracts from dialogue between concerned parties and results are not believed to be as effective.

Recommendation: Conduct annual assimilations for every GEIS manager with direct reports.

Decision: No annual requirement will be edicted. Managers need to use assimilations, as well as other tools, to enhance open communication and dialogue to build more effective teams.

Recommendation: Convert Client Services reports to InfoTalk and eliminate hard copy distribution.

Decision: Individuals should request that their names be removed from a mailing list if they do not want to receive copies of reports.

STILL UNDER STUDY

The following recommendations are under study:

Recommendation: Allow management discretion for "acts of God" that affect IN-\$TEP performance measurements.

Decision: Hellene Runtagh said a final decision, which maintains equity across the business and the spirit of "one team", would be made by February 1, 1990.

Recommendation: Change ADM/Billing systems to stop user number lockouts to facilitate worldwide account control.

Decision: Steve Waechter will look into it.

Recommendation: Develop an on-line database of client profiles, application information, history, etc.

Decision: This is still being discussed and a final decision will

be communicated in next month's follow-up report to employees.

Recommendation: Define the role and responsibility of worldwide account managers.

Decision: Haskell Mayo made a commitment to look into this with Giuliano Venturi and D.J. Crane.

Recommendation: Develop global standards for the software and hardware used in presentations.

Decision: An ISMP group is currently studying this; funding and resources are an issue. So far, the following progress has been made: 1) the Mac Ici has been identified as the appropriate workstation for administrators; 2) Microsoft Word 4.0, Microsoft Excel, MacDraw II.1.1, Power Point and Microphone II have been identified for standard

software; 3) Wang documents have been converted to the Mac and Wang computers have begun to be sold; 4) Rockville administrators have received Mac training, with field administrator training scheduled for early February. Central funding and distribution of Macs for administrators is still being explored.

Recommendation: Have a global PIC system for available positions.

Decision: Jack Mulford will explore the opportunities for a global PIC system.

Recommendation: Drop the annual software maintenance fee.

Decision: Paul Zoukis will make a final decision on this by the end of February 1990.

EDITOR'S NOTE: Since a study is currently being done on all Client Services Operation (CSO)

processes, the recommendations below will not be decided upon at this time. At the conclusion of the study mid-year, a report will be made. These recommendations will be considered by CSO in this study.

- Establish service level guidelines.
- Shift from platform-oriented to applications-oriented services.
- Make GEIS' seven-day-a-week, 24-hour-a-day client service available globally.
- Consolidate Client Services groups in each Triad.
- Improve Client Services' front desk quality by using call ID, balancing the front desk to better handle load and more cross-training.

Recommendation: Put a Client Services employee on the site of each large GEIS customer.

Decision: Fixing pricing and billing is GEIS' top priority at this time. This recommendation will be examined, but only after pricing and billing issues have been resolved.

Recommendation: Install a phone outside the secured Client Services area on the second floor of the Maryland Center.

Decision: Will evaluate based on compliance with security requirements.

Recommendation: Develop a sales

incentive system to promote serving existing accounts.

Decision: Haskell Mayo will develop a task force to study the erosion issue and the effectiveness of methods currently being used to manage existing accounts.

Recommendation: Develop an "air cover" program which incorporates everything from an advertising campaign to an Executive Series program.

Decision: Gene Murphy, Hellene Runtagh and Paul Zoukis agreed to review this to decide how we balance the importance of establishing GE as a key information services provider and the cost of doing a campaign effectively.

Recommendation: To ensure a rapid response to client problems or opportunities, develop a global list identifying Account managers, Regional managers, SDC managers and Regional offices available on line.

Decision: Haskell Mayo will look into expanding Client Talk and will provide a status report at a later date.

Recommendation: Redefine the roles of Sales teams, reinstate the Technical Sales representative function and reemphasize the importance of account representative continuity.

Decision: Staff will reassess resource deployment.

Recommendation: Assign ownership goals for everyone, not just managers (Management/Leadership Screen (EMS3D) in AHRR.

Decision: Individual goals will be established for all employees during the AHRR process. A separate screen evaluating the softer values will be explored as we continue to streamline and enhance this process.

Recommendation: Identify a facilitator for InfoTalk and who has ownership of the InfoTalk bulletin board.

Decision: InfoTalk is technically maintained by Doug Hurley's group under Jim Macioce. Each department will continue to have access to InfoTalk, and be responsible for the associated content. Although InfoTalk is valuable, its use needs to be moderated to relatively stable information. To do otherwise either drowns the product manager, or drives up data entry costs beyond the benefits. Marketing has committed to doing a better job of publicizing the contents of its bulletin boards.

Recommendation: Help identify the "right" clients through better lead generation.

Decision: Marketing is presently doing this on a selected basis, and will work with Sales to see if the process can be improved.



Move Muscle for MDA!

Montgomery County's Muscular Dystrophy Association (MDA) poster child, Frankie Greg, met with GEIS President Hellene Runtagh recently to help kick off MDA's "Move Muscle" program in Rockville. Frankie is seen here looking through a wooden kaleidoscope with the GE monogram printed on it.

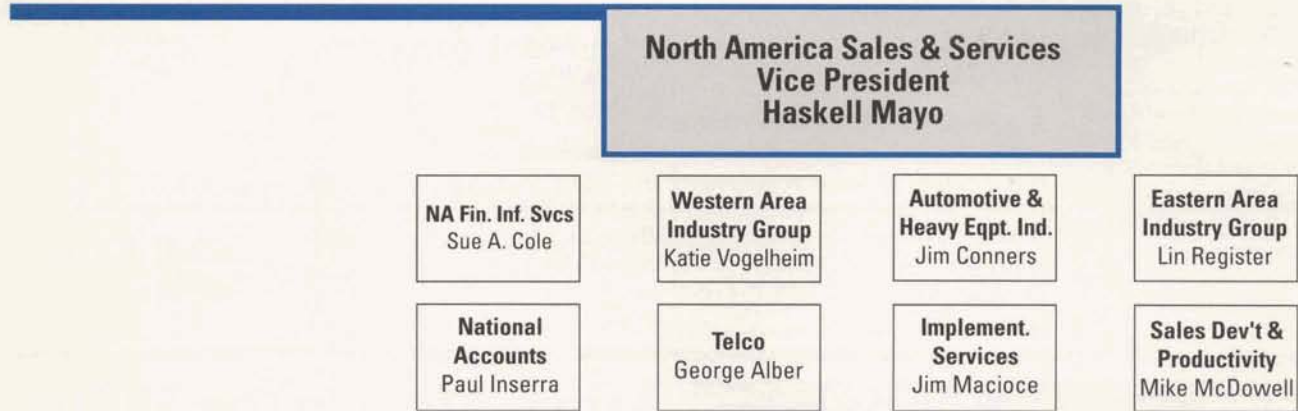
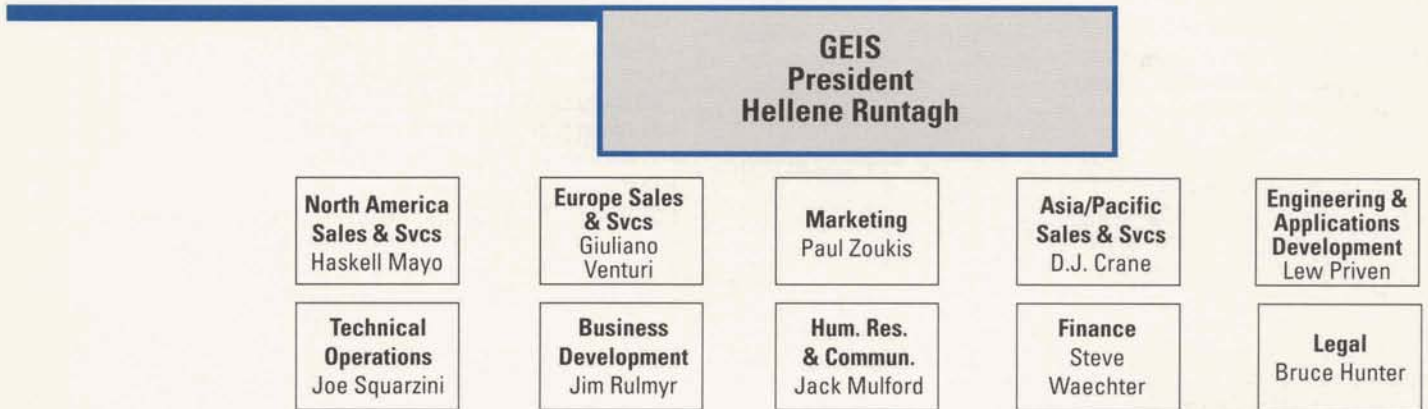
In the "Move Muscle" program, employees ask friends or colleagues to sponsor them a certain amount of money for each hour or mile they work out during the month of February. The idea is to "Move Muscle" for the benefit of people who, because of muscular dystrophy, are unable to move their own. Proceeds from this program go entirely to aid in the fight against muscular dystrophy.

At the end of the month, the top fundraiser at GEIS wins the grand prize of two round trip airline tickets to anywhere in the continental United States (prize donated by Omega Travel). Employees interested in helping to support the "Move Muscle" program should call Pat Thomas at x5200 in Rockville.

GEIS enhances organizational structure to "Win the '90s"

As communicated last week in a detailed letter from Hellene Runtagh, enhancements have been made to GEIS' organizational structure to bolster the business' streamlined, integrative style.

The following organization modification reflects GEIS' determination to position itself properly to "Win the '90s", and support its goal of flawless execution.



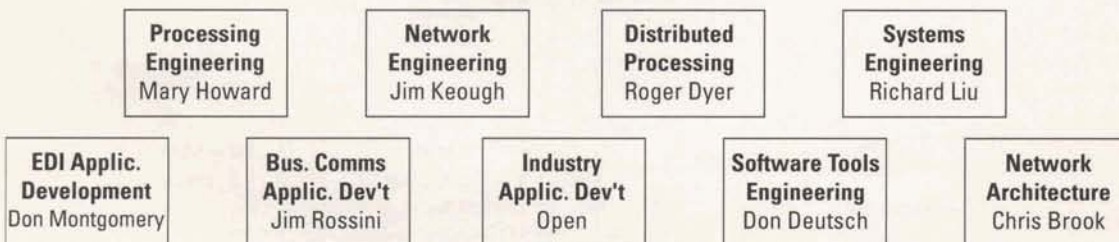
**Asia/Pacific Sales & Services
Vice President
D.J. Crane**



**Marketing
Vice President
Paul Zoukis**



**Engineering & Applications
Vice President
Lew Priven**



**Business Development
Vice President
Jim Rulmyr**



**Technical Operations
Vice President
Joe Squarzini**

**Network
Operations**
Dick Lewis

**Europe
Operations**
Kevin Boyne

**Ohio
Operations**
Zigi Quastler

**Maryland Ctr.
Operations**
Roy Henderson

**Product
Assurance**
Bill Brill

**Proc., Plang. &
Deployment**
Mel Szot

**Client Custom
Engineering**
Charlie Galloway

**Client
Services**
Matt Mulligan

**Human Resources & Communications
Vice President
Jack Mulford**

**HR-NA Sales
& Services**
Dave Rascoe

**HR-European
Sales & Svcs**
Jack Mulford
(acting)

**HR-ASPAC
Sales & Svcs**
Tony Scrivens

HR-Technology
Diana
Lawrence

HR-Marketing
Meredith
Levert

**HR-Staff
Components**
Dick LeFebvre

**HR-Programs
& Practices**
Bill McGowan

Communications
Sam Kauffman

**Finance
Vice President
Steve Waechter**

**Business
Analysis**
Tom Hill

**NA Sales &
Services**
Steve Knowles

**Europe
Sales & Svcs**
Malcolm
Sweeney

**ASPAC Sales
& Services**
Gavin Stewart

**Tech. Ops/Eng.
& Adv. Dev.**
Mike McGaha

Marketing
Mark Asel

**Client
Accounting**
Jack Hanson

**Information
Systems**
Pam Druhan

**Legal
Vice President & General Counsel
Bruce Hunter**

**Assoc.
Gen. Counsel**
Dave Sherman

**Counsel-
NA Sales**
Phil Otero

**Counsel-
European Sales**
Katherine Butler

**Counsel-Bus.
Comms/Fin. &
GECON**
Jean Knorr

**Counsel-
GEIS S.p.A.**
Giovanni Iorda

**Telecomms
Affairs**
Warner Sinback



réalités

Client Billing Services created

Getting to the root of the billing process problem...

If perception is reality, then GE Information Services' billing process is, well, less than perfect.

And just whose perception is this?

"Our customers'," said GEIS President Hellene Runtagh. "And when it's your customers who tell you your billing process is performing poorly, you're facing the reality of a major problem that must be addressed."

With that in mind, a Billing Task Force was created last year and asked to analyze GEIS' billing process. Shortly after that, GE's Corporate Audit Staff also took an in-depth look at the process. These two groups found a number of different areas were causing customers' billing woes.

"The *bill* is the result of a complex process; it's what the customer sees," said Steve Waechter, vice president of Finance for GEIS. "What the

customer doesn't see is everything that goes into the billing process...

"Pricing, product development, sales, order processing, billing and customer service are all interconnected at GEIS. And they all impact the quality of what we send out. You can't point the finger at any one function and say they're solely responsible."

Armed with the information compiled by the Billing Task Force (BTF) and Corporate Audit Staff (CAS), Finance's Maria Glooch and Larry Giammo set out in November to develop a plan that will help improve GEIS' billing process. The duo recently presented their findings and ideas during a 90-minute meeting in Rockville.

"Clients tell us our system is confusing,
Please see BILLING, Page 3

March 1990

Company Proprietary
for Use by
GE Employees Only

1

Further global alliances expected

GEIS will continue to look for alliances that "add value"

British Telecom buys Tymnet. AT&T buys Istel. And the global beat goes on...

"Information services and telecommunications companies around the world are scrambling to become large, full-service global players," said Jim Rulmyr, vice president of Business Development for GE Information Services. "We're already at that point. Which means, in most alliance scenarios, we have more to offer than to gain. That's why we need to be highly selective. And that's why when two big information services companies join up, and we're not part of the alliance, there's probably a logical reason for it."

"The alliances, joint ventures and acquisitions we enter have


to make sense from our perspective. It doesn't make a lot of sense to enter an agreement where you add a lot, and get little in return."

Rulmyr pointed to the recent joint venture with STET of Italy as an example of the right kind of deal for GEIS. Not only does it help strengthen GEIS' foothold in a key world market, it encourages each party to excel in order to derive any individual benefit.

GEIS competitors will continue to work hard to establish themselves as big-time global players. GEIS, on the other hand, will continue solidifying its existing strong position around the world.

"Again, we're in a fairly ad-

Please see ALLIANCES, Page 2

 **This is a candidate for**


WORK-OUT!

This needs a second look

Cancel my subscription

You've got to be kidding

Don't get upset, but...

 **And here's why:**

Work-Out
Post-it pads are
on their way!
See page 4.

ALLIANCES


Continued from Page 1

vantageous position," said Rulmyr, "because we can be highly selective about the alliances we make. The deals we've witnessed recently don't

surprise us—we expected them to happen eventually," he said. "That's

why we've continued to strive for higher productivity, improved technology, and especially industry focus.

"We're constantly looking for ways to differentiate ourselves from the competition on a worldwide basis, and we

believe industry focus is the way to do it. Developing expertise in the industries we serve will be critical to our success during the '90s." 



Business Development VP Jim Rulmyr

GEIS' approach to Work-Out is still evolving...

GE encourages its businesses to customize the Work-Out process for maximum efficiency

Work-Out was conceived with all of GE in mind, but it appears to have been tailor made for GE Information Services—a division that specializes in customizing applications.

"GE asked each business to customize Work-Out to ensure maximum efficiency of the process," said Jack Mulford, vice president of Human Resources and Communications. "In a company as diverse as GE, there's no way you could develop one inflexible approach and expect it to be used effectively by all 14 businesses. Imagine trying to use the same Work-Out program at both GE Financial Services and GE Motors...The issues those two businesses face, are, for the most part, very different.

"But let me emphasize this: no matter what the approach, the focus on achieving speed, simplicity and self-confidence remains the primary objective for all of us."

Work-Out at GEIS has been

evolutionary, due in part to the program's infancy. In the first six months, two sessions were held—and although both were attended by employees from around the globe—each had a distinctively different look.

Work-Out I was a cross-functional, wide open session that looked for ways to help GEIS achieve its business objectives.

Work-Out II was also cross-functional, but it focused on five specific, preselected issues key to GEIS' global competitiveness.


"We learned valuable lessons from each session," said Mulford. "There were things that worked well, and things that didn't work so well. The idea is to keep building on the positives and eliminate the negatives as we go along.

"We're going to continue to explore alternatives for at least a few more sessions by structuring two entirely different meetings—one that's strictly functional (Technical Opera-

tions in March) and one that's strictly geographical (Europe in May)."

Mulford added that, since Work-Out is a long term process, it behooves GEIS to try as many new ideas as possible at the outset before settling on any kind of standard approach.

During its first two sessions, GEIS has amassed a high number of recommendations—many of which call for improvements to existing practices. Because of this, some employees have commented that Work-Out is actually producing *work-in*.

"I think you have to look at the big picture," said Mulford. "We are willing to make an upfront investment in time for a substantial long term gain in productivity. It is our objective to instill in each employee's daily work habits a greater measure of speed, simplicity and self-confidence. We believe our Work-Out approach will help make that happen." 

BILLING

Continued from Page 1

inflexible, its accuracy is poor, and we're not responsive to their billing inquiries," said Glooch. "Because this feeling has existed for years, and we've done little to improve the situation, the perception is that GEIS doesn't care. Well, we do care! And the plan we're proposing has been put together with one thing in mind: doing what's best for our customers."

The research done by the CAS reveals that most of GEIS' billing issues can be traced to a short list of root causes, specifically, 1) complex pricing and contracts; 2) the product development cycle; 3) order entry input inaccuracies; and 4) billing processing errors.

One of the key elements to the CAS report was the recommendation to create a client billing services team—a singular point of contact for GEIS customers with billing issues or questions. GEIS agreed with the recommendation and recently formed "Client Billing Services," a dedicated group of five employees who will aggressively address billing issues.

Client Billing Services is led by Mike Couch, who, as manager, has been asked to make critical billing issues visible to Waechter and other members of the GEIS staff.

"Finding ways to eliminate the root causes is absolutely critical to improving our billing process," Couch said. "While we believe Client Billing Services has the potential to greatly improve our relationship with clients, unless we reduce their need to call us, we're not going to be making any great strides overall."

Giammo concurred and provided an analogy that supported the point. He noted in his presentation that many car manufacturers give extended warranties to people who buy their cars... "But even if the service is free, how happy can you be if your car is always in the shop for repairs?" he said. "Our primary objective should be to eliminate

the need to address problems altogether."

Although Client Billing Services will provide customer service on an ongoing basis, it will likely provide its most valuable service during the short term.

"GEIS will be revamping its billing process," said Glooch, "and in addition, Client Billing Services will provide customers with a toll free phone number to call if they need questions answered."

Over the long run, GEIS believes its newly formed services organization will help in other areas as well. The reason? Ownership.

"I think one of the reasons our billing problems have continued to fester is a lack of ownership," said Glooch. "That issue has been put to rest with the creation of Client Billing Services."

With a singular point of contact available, customers will no longer have to search for the "right" person to call for an answer. This means GEIS will not only be more responsive, but more timely. In addition, GEIS' sales force will be freed up to spend its time more productively. "We want those people out there selling—not fixing clients' billing problems," said Giammo.

As billing issues are resolved, GEIS benefits in many ways, one of which—an improved relationship with clients—has

been discussed throughout this article. However, there's another reason why an efficient billing process is a "win-win" situation.

"When a customer has a question about his bill, or if he feels the bill is inaccurate, he doesn't pay it," said Glooch. "What that means is, the productivity of our collection efforts suffers."

Since Client Billing Services is focusing solely on billing issues, they will operate separately from Client Services. The billing team will be located on the second floor of Metro North in Rockville and operate in a separate, enclosed area.

To ensure the success of this project, Client Billing Services' scope will be limited to serving U.S. clients at the outset, and hours will be extended to cover West Coast clients. Roll out is scheduled to begin March 1, 1990, with all customers served by mid-year.

"We are trying to determine how we can effectively expand our billing service to clients throughout the world," said Couch. "Finding the best way to accommodate the differences in time zones, languages, and the limited availability of invoice data will be a real challenge."

"It's important from a credibility standpoint that whatever steps we take, they provide global clients with comfort, not additional frustration."



Finance's Larry Giammo and Maria Glooch recently presented a plan to address GEIS' billing process problems.

Work-Out Post-it pads: A new way to express your ideas...

Work-Out ink stamps are being used by employees at several GE businesses as a way of letting colleagues know when work is no longer needed.

GE Information Services has opted for a different approach, developing a tool with a bit more sensitivity and flexibility than an ink stamp.

Say hello to the Work-Out Post-it pad.


Each GEIS employee will receive a Work-Out

Post-it pad within the next few days. But before using the pads, employees must agree to adhere to these two rules:

- 1) never use the pads maliciously;
- 2) **always honor** the box that says, "And here's why," by jotting down a few brief, constructive comments.

It is with this final point that Technical Operations VP Joe Squarzini believes GEIS' Work-Out pads take on a special quality.

"By asking people to come up with a better idea—or at least provide an explanation—we think these pads provide our business with a more constructive tool," said Squarzini, who spearheaded the development of the pads after the most recent Work-Out meeting.

"The Work-Out approach being used here at GEIS concentrates heavily on enhancing our business practices. These pads should provide a fun new way for employees to suggest improvements and help eliminate unnecessary work." 



VP Joe Squarzini shows off the new GEIS Work-Out Post-it pads.



USA

GE Information Services



réalités

Working to make GTE more competitive...

Over the years, GE Information Services and GTE have built a special relationship. During the past few months, the bond has grown even stronger.

In an effort to provide GTE with the best possible service, GEIS instituted the "MARK Performance Improvement" plan in May of this year. The plan, which runs through September, rewards GEIS employees for suggestions that result in a direct savings to the MARK system.

"GTE is very much like us in that they are constantly looking for ways to become more competitive," said Al Moss,



Paul Foster

GEIS' region manager for GTE South. "By finding ways to reduce the costs associated with the use of our network, we're helping GTE competitively structure its own customer rates... This is just one more

example of how we're working hard to provide a superior value for our clients."

The MARK Performance Improvement (MPI) plan was jointly developed by GTE and GEIS. It was felt that, by tapping into GEIS' considerable talent in SDC, Sales and other areas, significant improvements could be made to increase the value of the services being provided. A good example of this is an idea submitted by GEIS' Paul Foster.

"Paul came up with a way to cut down on GTE's system storage costs," said George Alber, Telco manager for North America Sales & Services. "We estimate that it will save GTE between \$350,000 and \$500,000 annually."

For his efforts, Foster recently received a hefty GEIS management award. All the more impressive, GTE management asked to be part of the award ceremony and presented Foster with a special plaque to demonstrate GTE's appreciation.

"We (GTE and GEIS) agreed we would conduct this project as a team," said Alber. "We're paying our people to generate good ideas, and GTE is paying for the implementation of those ideas."

To date, more than 30 suggestions have been submitted for review. The first came from Myra Pierce of GEIS' SDC team.

"Myra is the person re-

sponsible for MPI getting started," said Moss. "She didn't like the way key GTE bills were being handled, so she took it upon herself to fix the process. In doing so, she ended up saving GTE a great deal of money on its CRU costs.

"GTE was so happy, Myra received personal recognition from GTE's management team."

Moss says GTE's quality has always been superior. However, the fierce competition being waged by the Regional Bell Operating Companies (RBOCs) has required GTE to look for additional ways to keep its costs down.

"GTE has always been among our most valued clients," Moss said. "We're happy to do whatever we can to assist them in their fight for market share."

"This is just one more example of how we're working hard to provide a superior value for our clients."

A little more than one month remains until the conclusion of the formalized MPI program. All GEIS employees — and contractors as well — are eligible to receive awards for implemented suggestions that improve the cost and performance of GEIS' MARK system.

August 1990

Company Proprietary
for Use by
GE Employees Only

1

realitaet • realta' • realities • realitaet • realta' • realities



GEIS' 1990 Markmal

"Ich bin ein Berliner."
— John F. Kennedy
June 26, 1963

2

This year, free people everywhere are, in a sense, "Berliners."

The recent fall of the Berlin Wall and the expected reunification of Germany have created a great deal of excitement throughout the world. And in six months, that excitement will reach a fever pitch for those GE Information Services employees who are named "Markmakers."

GEIS will host its next Markmakers meeting in Berlin to provide special recognition for those employees who played major roles in the division's overall success. Al-

though primarily a Sales function, Markmakers also recognizes employees from other GEIS organizations who made key contributions during the prior year.

Markmakers participants are selected by GEIS' three Sales vice presidents — D.J. Crane, Giuliano Venturi and Haskell Mayo — and GEIS President Hellene Runtagh. The contributions of those selected will vary. However, all will have one thing in common: excellence.

"Not every eligible Sales individual is assured of becoming a Markmaker," said Mayo, VP of North America Sales & Services. "Those who get invited to attend the meeting must turn in an outstanding performance against key measurements. For the Sales team,

it is extremely important to generate significant new business each and every year."

Non-Sales employees who get invited typically make substantial contributions to accounts and projects which complement GEIS' sales performance criteria.

Employees can obtain a comprehensive list of Markmakers criteria from their Human Resources Manager.

The German experience

Each country has its own unique characteristics, and Germany is no exception. Its majestic beauty — from the German Alps to the Black Forest — has long charmed visitors and countrymen alike.

Thomas Baehr of GEIS-

BER



ers will celebrate in...



Thomas Baehr

Germany says he is extremely happy and proud that this year's Markmakers winners will have an opportunity to enjoy his native land in February.

"It is of great pleasure that Berlin has been selected to host the next Markmakers," said Baehr, who attended the most recent meeting in Acapulco. "Since the wall has fallen, Berlin has become the place where the West embraces the East...although, it is now difficult to say 'West' or 'East.'"

Despite its division, Berlin is still the largest city in Germany with a total population of 3.1 million people. Located in the center of Europe, Berlin is the focal point of political and cultural life in Germany.

"It has all the flair one could ask of an international

city," said Baehr. "Berlin is a city pulsating with life. The Berlin opera and Philharmonic Orchestra are world famous. And the museums in Dahlem, Charlottenburg and the Tiergarten are internationally renowned."

Baehr says after this year's Markmakers visit the elegant shops, fine restaurants, casino and other sights in Berlin, they will find an inexhaustible variety of tourist attractions throughout the rest of Germany.

"One of Europe's great attractions has long been the Rhine Valley," he said. "It is a cheerful wine-growing region which combines scenic beauty with architectural masterpieces and an historic past."

By driving north, one can

visit Germany's "gateway to the world," the city of Hamburg. And to the south, there are a number of major attractions—including Munich and the Bavarian Alps.

"Munich has long been a magnet for visitors from all over the world," said Baehr. "They are drawn there by the manifold of cultural delights and the friendly atmosphere. It is also an ideal base from which to explore the magnificent mountain world of Upper Bavaria and the famous castles of King Ludwig."

Baehr says his country will warmly welcome guests from all over the world. "Maybe, I'll see you in Berlin," he said. "I very much hope to be there with this year's Markmakers." 🌐

LN

After a decade of growth, GE earns No. 1 ranking

King for a day? Well, actually, it was more like one week. But it's still worthy of note.

On July 27, GE swept past long-time champion IBM and achieved notoriety as the U.S. company with the largest stock market value. This feat capped an incredible decade-long rise for GE, which had begun the 1980s ranked 11th in market value among U.S. companies.

GE's reign was short-lived,

Stock market value is determined by multiplying the price per share times the number of shares issued. On the day GE moved into first place, its stock price closed at \$72 — good for a total market value of \$63.98 billion. IBM closed at the day at \$63.85 billion.


GE, a company comprised of 13 key businesses — each of which is either number one or two in the global market it

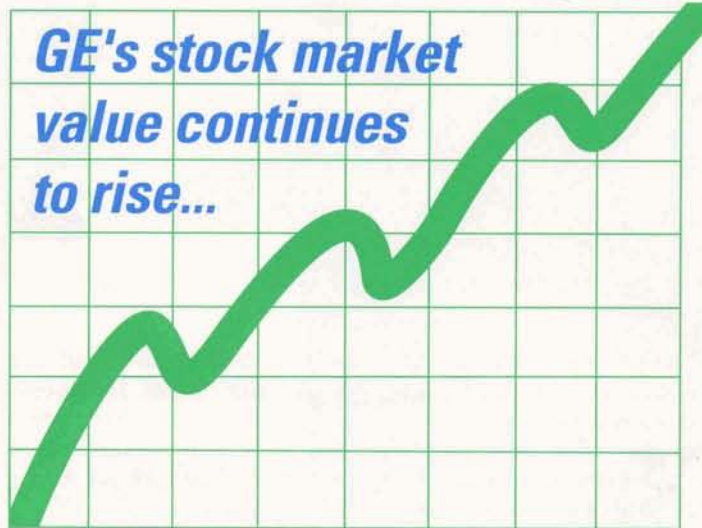
is not dependent on a single product or service.)

Just four days before GE became king of the U.S. stock market, *The Wall Street Journal* had this to say about GE's rise to the top:

"Though some of GE's progress toward the market value title is the result of IBM's sagging stock price, most of it has come from a steady surge in GE's stock over the past 18 months. During that time, GE's stock price soared 54.7%, nearly twice the 28.9% rise in the Standard & Poors 500 stock index. During that same period, IBM's stock price fell 3.6% and Exxon's rose 8.8%

"Over a 10-year period, GE's stock has out-paced IBM, Exxon and the broader market. GE's stock price more than quadrupled from June 1980 to June 1990, rising at an 18.3% annual clip, according to CDA Investment Technologies, Inc. In the same period, the S&P 500 rose 12.1% annually; Exxon 11.2%; and IBM, a scant 7.2%."

GE told *The Wall Street Journal* that having the biggest stock market value was not an enshrined goal, but "something that happens" if you achieve your operating targets. 



however, as Exxon vaulted past both GE and IBM when its stock value rose dramatically following Iraq's August 2nd invasion of Kuwait.

serves — derives much of its strength from "integrated diversity." (Unlike "pure plays"—one-product companies like IBM and Exxon—GE's success





réalités

GEIS salutes those who were on the Mark

Each year at a meeting called "Markmakers," GE Information Services gives special recognition to those employees who played major roles in the division's overall success.

Markmakers participants are selected by GEIS' three Sales vice presidents — Haskell Mayo, Giuliano Venturi and D.J. Crane—and GEIS President Hellene Runtagh. Although primarily a Sales function, Markmakers also recognizes employees from

other GEIS organizations who made key contributions during the prior year.

At a recent Work-Out meeting, it was recommended that a communication be sent to all GEIS employees announcing the names of those invited to attend this year's Markmakers meeting in Acapulco, Mexico.

Here is the list of this year's invitees, as broken down by Triad:

Markmakers 1990

Company Proprietary for Use by GE Employees Only

1

ASIA/PACIFIC

- **John Barber** provided dedicated and professional integration of GEIS interests and those of GEIS' key distributors in Japan. John developed specific plans and actions to support GEIS executive commitments and completed Sales Agency arrangements for ISID in Hong Kong and Singapore.
- **Mark Evans** led an effort that earned revenue growth in excess of 25% in Singapore. Mark also turned in strong support for expansion in Malaysia and Thailand, and enhanced GEIS' image in the T&T market in Singapore.
- **Tony Fleming** produced strong results in the Australian banking business, in particular, delivery of ANZ' GLS implementation. Tony helped to improve strategic positioning with WESTPAC.
- **Terry Lee** provided strong sales support to key accounts, including Yang Ming Lines. Terry achieved high visibility for GEIS in Taiwan, represent-

ing Vanguard and GEIS as the leading suppliers of value-added services.

• **Yoke Kheng Lim** provided dedicated and professional support, long hours and creative solutions for significant import clients, including GE Motors, AMC, Apple and others in Singapore, Thailand, Malaysia and India.

• **Young-Been (Y.B.) Lim** earned significant new business from Hyundai, Ssangyong Securities, and created a strong T&T pipeline. Also provided extensive client support and technical assistance for growing account base in Korea.

• **Daniel MacLeod** had key successes with WESTPAC bank, including new business in networking and funds transfer. His efforts helped position GEIS properly as a strategic supplier.

• **Bert Meerman** had strong success in creating new Trade & Transportation business, and SDC sales, in the highly-competitive Hong Kong market.

• **Del Mitchell** led the ANZ GLS-implementation project to a highly successful completion. Del directed Australian GLS technical support teams for ANZ and

WESTPAC in support of new business development.

• **Alan Rousselot** directed strategic diversification into Australian multinationals and forged key alliances with Price Waterhouse, NCR and Wang in support of the Retail industry EDI thrust.

• **Hugh Seppelt** was the key technical contact for WESTPAC cash management applications. His dedication and client focus yielded a high satisfaction with current systems, as well as new business proposals and orders.

• **John Simon** contributed significant growth and new business success with New Zealand Customs, the Trade Development Board, Retail industry and Maritime/Ports community.

• **Colin Spinks** made major contributions to large projects with New Zealand Customs and Samsung in Korea, and increased GEIS' visibility in EDI and T&T in the ASPAC market.

• **Jim Starr** made a substantial contribution to high services quality and availability across Asia. Also provided intensive support for specific client opportunities, and took an active role with regulatory agencies and



realitaet • realta' • realities • realitaet • realta' • realities

communications carriers.

- **Ben Wong** provided key technical leadership for the Standard Chartered Bank, AMEX and

Crown Pacific accounts.

- **M.Y. Yeow** turned in an outstanding result with 135% performance and the signing of nine sig-

nificant new business orders. M.Y. took the lead in enhancing GEIS' image both in Singapore and throughout Southeast Asia.

EUROPE

- **Faisal Abdalla** delivered end-user revenue that was 20% over target.

- **Alec Absalom** was responsible for the first EMS sale (United Arab Shipping) and was a significant contributor to Trade & Transportation accounts.

- **Juergen Andre** closed two contracts (Homag and Triumph) and provided very successful customer support with revenue growth of 14% in his region.

- **Thomas Baehr** beat his quota by a significant amount and closed a major contract with Handelsblatt.

- **Andre Boico** turned in an outstanding marketing performance during an FIA exhibition in Chicago, and also made significant contributions to business planning, the direction of GEIS' Financial Information Services, and the Fimat account.

- **Geoff Brickell** provided outstanding work in support of Square D, Apple, and Unilever EDI/ECOS.

- **Melanie Budden** provided exceptional pre-sales support on and helped to close the International Paint & Fox accounts.

- **Wouter Burger** was the person responsible for putting the Golden Tulip deal together for GEIS.

- **Katherine Butler** provided outstanding legal support to Europe Sales and Services.

- **Mauro Canova** achieved a 113% quota and helped close orders with Enimont, Ifitalia, Fininvest and General Ledger Unilit.

- **Alberto Ciano** made excellent contributions to Sales activities and was responsible for implementation of the Cockpit package.

- **Jacques DeBrulle** worked closely with Rockville Engineering to develop a new application for Digital.

- **Philip De Roos** played a significant role in closing the Adn account, and also contributed strongly to the new Mark system with the Dutch PTT, and the Golden Tulip project.

- **Dr. Josef Descovich** helped to close the Stream project and also

closed the first Austrian GLS contract (with Giro-Zentrale, the second largest Austrian bank).

- **Armin Diener** has facilitated on going revenue growth with Swissec, the second major bank in Switzerland, through efficient support and an excellent customer relationship.

- **Roberto Di Felice** achieved a 109% quota and helped close orders with Invex, Oilex, Deposnet, Mercedes, Fordcredit and Cirio.

- **Francesco Di Giovanni** realized a 109% quota and helped close orders with EDI First Club, EDI Electric Equipment, EDI IRE, and EDI Merge.

- **Marie-Jo Duquesne** closed two contracts and was ahead of quota. She also played a major role in the support area.

- **Brian Emmott** delivered outstanding work on several accounts: Barclays Bank, PCCI, Eurosecurities-AIBD/Euroclear/Cedel. Brian also worked to develop GEIS' Financial Information Services group.

- **Gerd Eickers** was responsible for general business in Germany, Austria and Switzerland and achieved the close of the Handelsblatt account, which constituted the largest order ever achieved in Germany.

- **John Evans** achieved a 350% Personal Services Agreement quota, doubled his MPR quota, and also delivered outstanding work on the Unilever account.

- **Fabrizio Farnetani** achieved a 103% quota and helped close orders with Invex, Oilex and Deposnet.

- **Eusebio Ferri-Pont** helped attain Spanish revenue that was 41% over plan.

- **Walter Franke** achieved revenue growth of 14% in South Germany and came in well ahead of his quota.

- **Geoff Griffiths** has taken a lead role in heading up the newly formed Banking Organization in Europe.

- **Anne Hill** performed superbly in her role as GEM account manager, exceeding objectives on all fronts while forming an excellent client relationship.

- **Dirk Jan Frijling** led the effort which far exceeded the SDC revenue target for his area.

- **Eleanor Johnson** provided excellent support on base accounts and in building the Unilever account, and also exceeded all quotas.

- **Lars-Morten Laache** almost tripled his monthly processing revenue quota for 1989.

- **Louis Lampe** helped close the Golden Tulip deal, as well as two other accounts.

- **Werner Langnickel** beat his quota and closed a major contract with Bank Fuer Gemeinwirtschaft.

- **Daniele Laudereau** had a 130% quota realization and signed two new major applications with Young & Rubican and Banque Worms.

- **Roberto Laurenzi** achieved a 138% quota and sold three payment systems to three different banks.

- **Annie Lesaffre** successfully developed several EDI workstations and strongly contributed to EDI development in France.

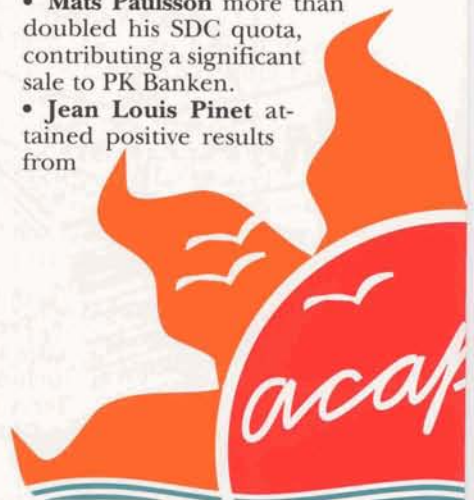
- **Freddi Nurski** closed three orders and helped strengthen a major contract with DHL.

- **Leo Palmieri** made a strong contribution to implementing and maintaining banking applications by using a development tool he specifically implemented.

- **Diego Pannuto** realized a 137% quota and helped close orders with General Ledger Unilit and Fininvest.

- **Mats Paulsson** more than doubled his SDC quota, contributing a significant sale to PK Banken.

- **Jean Louis Pinet** attained positive results from



Euroclear and Cedel, and in the process, helped slow erosion.

- **Jean Louis Previdi** produced 20% more revenue than what was targeted.
- **Bo Rehn** improved Nordic Area SDC revenue by 147% (33% over target).
- **Ken Sanderson** realized a 110% on large base quota.
- **Chris Sanna** played a lead role in the development of the Pan-European variable compensation

plan, and contributed significantly to global Area/Country Manager Commission plan.

- **Claudi Santiago** realized 105% of his targets based on EDI and import business, and helped assure rapid growth in EDI in his region.
- **Carlo Sironi** exceeded all financial objectives for 1989 and played a key role in closing the STET for GEIS.
- **Chris Toone** restructured and

refocused his organization to develop and take advantage of a good pipeline of business. Chris also set up a worldwide Marketing group that has been very successful in further penetrating this industry.

- **Daniel Van Der Wilt** produced 12% more revenue than what was targeted.
- **Bernd Werres** was above both order rate and quota targets.

NORTH AMERICA

- **Al Abrams** closed three significant contracts at ESI, Merrill Lynch and Morgan Guaranty. He achieved a 110% quota in 1989.
- **John Adams** realized a 140% quota in 1989, including a major close at Coca-Cola for MNS and DIRS.
- **George Alber** realized a 123% quota last year, a 24% increase over his 1988 total.
- **Karen Anderson** aggressively led the project management of two strategic accounts, FIB and SEC PAC, which were major contributors to the Western Region's outstanding 1989 SDC results.
- **Silvio Anichini** made significant contributions to the closings of two major orders, Mack and Penske.
- **Marilyn Axtell** led the development team, which is commercializing the X.400 work initiated by Chris Brook. She has also provided outstanding X.400 technical training to field Sales and SDC.
- **Mark Balawejder**, who was second in Eastern Area technical points, was responsible for the technical effort in closes at ARA, McMillan, AMP and Scott.
- **Phil Bayroff** realized a 117% quota, and made major contributions to the Mack and Penske accounts.

- **Pat Bergamasco** generated a tremendous amount in ramp revenue, closed 24 orders and realized a 104% quota.
- **Dick Berman** was instrumental in several new VAN/MNS closes, including Penske, Alcoa, Goodyear and Halliburton.
- **Jim Boris'** quality support and account service as the on-site tech rep for GTE Florida, the Southern region and the Dominican Republic were responsible for a solid increase in monthly processing revenue.
- **Chris Brook** delivered creative solutions for X.25 and X.400 interface to GEIS services by New Zealand Customs and New Zealand's Trade Development Board. Chris established high credibility and allowed GEIS to be "first" with two demanding ASPAC clients.
- **Jack Brooks'** Canadian EDI revenues grew by 67% over 1988, which helped achieve a 107% EDI quota and a 111% base account quota.
- **Gerry Burns** successfully implemented a network opportunity at Penske using new software. The project was a huge success.
- **Gregg Butler** realized a whopping a 211% quota by achieving major closes at Union Carbide and Readers Digest, and a Gartner add-on application.
- **Doug Calhoun** was the key contributor to the Western Region's development commitments, and was critical to GEIS' success at Security Pacific, First Interstate and Union Bank.
- **Dennis Chan** was named "Best Technical Manager" at "Rally '89."
- **Sue Cole** realized a 110% quota.
- **Jim Connors** realized a 102% quota.
- **Alice Dickerson** was highly in demand for her EDI knowledge and was a key contributor to the

Shell Canada project.

- **Ron Fellows** was named "Best SDC Manager" at "Rally '89."
- **Izy Franco** had a quota realization of 111% and contributed to major closes at Seagrams, ARA, Scott, Standard & Poors, and the Music Publishers Association.
- **Jon Frey** is the developer of the Managed Network Services applications. During the first half of '89, John performed direct sales support for just about every major MNS deal in North America and many in Europe.
- **Robert Friedman** drove the selection and facilitation of an alternate contractor programming vendor that will save Telco more than a million dollars in 1990.
- **Larry Fruzzetti** provided the sole technical support in pre-sales design and implementation of the new Koret system.
- **Quentin Gallivan** achieved a 139% quota.
- **Travis Good** realized a 118% quota via significant closes of BPS*Central at First Interstate and Seafirst.
- **Rudy Gawron** made major contributions to the ramping efforts at Pfizer, Bristol Myers and Pubnet, and the closes at Seagrams and Standard & Poors.
- **Debbie George** was the main technical contributor to the commercialization of an integrated messaging workstation.
- **Garret Goo** was the lead pre-sales technical consultant for San Francisco accounts and managed the implementation for global MNS at SMOS.
- **Frank Hart** has driven many successful Training/Documentation services for GEIS and its clients.
- **Steve Harwin** closed the FX Order Entry System and the Domestic Branch Retail Performance System at Chemical Bank, and also played a critical role in



the Cash Management contract negotiations.

- **Roy Henderson** spearheaded the turn-around of MARK 3000 and the return of a proactive sales team supporting Mark 3000.

- **Paul Inserra** was named "Best Area Manager" at "Rally '89."

- **Vince Iuzzolino** realized a quota of 143% and had major closes at McMillan for Sales Force Automation, Standard & Poors, and greater than 100% ramp at Pubnet.

- **Steve Knowles** sustained excellence in functional support to North America Sales, contributing to all financial objectives being met. He also contributed to improved Sales productivity and industry focus.

- **Pete Lewis** demonstrated superior technical competence on several computer industry accounts and was specifically responsible for the Novell implementation.

- **Ken Lisec**, the technical points leader in the East, was responsible for the project management and on-going support for the Catherine's project. He was also lead pre-sales technical person at BAMS and Integratec.

- **Jim Macioce** realized a 101% quota and a 12% increase in revenue over 1988.

- **Dan Mackey** successfully project managed three large, complex software projects on time and on budget. His success contributed heavily to strengthening GEIS' ability to meet commitments within GTE.

- **Mike McDowell** was a major contributor to the success of North America Sales' industry focus efforts, and successfully implemented the field ATQ program.

- **Dennis McPhail** was the leader of a successful, complex project to handle centrex service administration, and a key project to improve the performance of the MARK switch interface module. His efforts resulted in a strengthening of GEIS' image within GTE.

- **Anne McQuade** developed and implemented standards and procedures for the GTE SDC-project. They are now being implemented for the entire GTE SDC organization.

- **Robert Metcalfe** developed an enhanced, error-free capability for GEIS services that has resulted in a 300% improvement in throughput, while reducing

processing consumption by 75%.

- **Ron Meyer's** outstanding performance in the areas of Eastern and Banking Sales support, coupled with his work to develop and roll-out the field ATQ process, was invaluable.

- **Al Moss** helped win "Rally '89" by signing GTE Northwest to the MARK system and closing several new network planning opportunities. Al realized a 128% quota.

- **Bill Muller** achieved a 156% quota and helped win "Rally '89" primarily through the close of the GTE Northwest MARK system opportunity.

- **David Page** helped close a 2.5-year deal with Apple and realized a 127% quota.

- **Kevin Poole** helped close the new Apple contract and achieved a 121% quota.

- **Dave Rascoe** was a major contributor to the success of North America Sales' recruiting, variable compensation plan, industry organizations and overall communications.

- **Lin Register** realized a 105% quota.

- **Paula Rodriguez** organized and managed the GTE project office, which implemented a new SDLC methodology for the GTE SDC-team. This resulted in an achievable schedule for the MARK redesign project, and improved quality, productivity and performance.

- **Millie Schirmer** completed a major portion of the development efforts to make an integrated bulletin board and textual search database (QuikView) a reality for GEIS, which was key to the custom SUN application.

- **Chuck Seibold** led the GTE SDC-team to an outstanding increase in revenue and also produced a tremendous cost recovery. More importantly, he significantly improved software quality and productivity while meeting a rigorous delivery schedule.

- **Dave Slone** was named "Best Technical Manager" at "Rally '89."

- **Vernon Smith** helped close three major orders—Vickers, Domino's and TRW—and achieved a 120% quota.

- **Mike Solomonides** delivered outstanding SDC revenue in Canada, and at the same time produced a 110% recovery rate.

- **Clete Spehr**, now working directly on-site with Apple, devel-

oped and project managed the successful Apple development group.

- **Ellie Thatcher**, who had the top new business sales in North America, was responsible for major closes at GE Motors and Thomson. She realized a 107% quota.

- **Patricia Toffling** contributed heavily to the development and commercialization of the Credit* Pro system, and assisted in both sales and project management for the Integratec project.

- **Sonny Tom** turned in consistent, outstanding performances on all pre-sales projects in Southern California. He was responsible for technical work resulting in four network wins.

- **Al Vanek** had a quota realization of 119%. His New England region had major closes at Readers Digest, Union Carbide, Aetna and Chesterton.

- **Katie Vogelheim** achieved a 112% quota and led the Western area to a 31% increase in revenue over the prior year.

- **Peter Volkman** was the key technical resource for the closing of the new Customer Access Planning systems in GTE.

- **Dave Votta** realized a 114% quota and 50% cost recovery. He contributed to major implementations at Catherine's, Seagram's, and Port of New York.

- **John Welch** was the primary contributor to pre-sales support for the New York region. He was also the major contributor to the design and implementation of the Bullion Instruction System for Morgan Guaranty.

- **Trevor Williams** achieved 104% of budget and helped increase GEIS' Canadian revenue by 11% over the prior year.

- **Jackie Youngblood** helped lead the 1989 implementation of the MARK system throughout the GTE companies, which resulted in a high percentage of the GTE network based services revenue growth.

- **Vin Zichichi** realized a quota of 114% and contributed to major closes at Aetna and Travelers. 