UPDATE

News and Information for GE Information Services Employees

February 22, 1984

NEW DIAL-COMM RESULT OF EXTRA-ORDINARY EFFORT

The experts said it would take three years to put together and cut over a new DIAL COMM network, but the corporate telecommunications operation did it in one.

"The main impetus to putting it together in one year," said Milt Bjerke, manager, network operations, "was to get the new DIAL COMM cut over before the AT&T divestiture."

The multimillion dollar network links approximately 130,000 telephones at 850 company locations in all 50 states and Puerto Rico. It is

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ENGINEERING TECHNOLOGY COUNCIL: LOOKING FORWARD

The Engineering Technology Council was created in 1982 as a vehicle for recognizing technical achievement and to provide the leading edge thrust for technology direction in the business. That first year was one of working closely with Engineering Department staff, making recommendations on proposed projects, and drawing on the variety of talent on the Council to help make critical technical decisions affecting future projects. It was also a year of trying to establish the structure and format that would carry the Council over the long-term and set the tone for its level of contribution to the business direction.

NATIONAL ENGINEERS WEEK
Feb. 19-25, 1984
ENGINEERS: PARTNERS FOR PROGRESS

Late in 1983, the second Council got underway when three new members were appointed to replace departing members. (By Charter one-third of the Council turns over each year.) The Council

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The Engineering Technology Council meets: (from left) Jim Littrell, Lynette Griffen, Steve Mudrick, Roger Dyer, Chris Brook, and Bob Stolzenburg. Not present: Hal Moore, Jacques Perron, Terry Rochford, and Ben Wendelken.

General Electric Information Services Company

'83 GE RESULTS—EARNINGS UP 11 PERCENT

Preliminary unaudited results indicate that net earnings of General Electric Company for the total year 1983 were approximately $2.024 billion, Chairman Jack Welch has announced. This was an increase of 11 percent from the $1.817 billion reported for 1982. Earnings per share were $4.45 for 1983 compared with $4.00 for 1982 on a post-split basis.

Sales for 1983 were about $26.80 billion, up 1 percent from last year's $26.50 billion.

Earnings for the fourth quarter of 1983 were about $579 million, 10 percent more than last year's $524 million. Earnings per share for the fourth quarter of 1983 were $1.27 compared with $1.15 a year ago.

Sales for the 1983 fourth quarter were about $7.43 billion, or about the same as the $7.46 billion for the final quarter of 1982.

Mr. Welch said: "General Electric's strong 1983 earnings growth was achieved in a year when significant actions were taken to better position the company for the decade ahead. R&D spending was up about 20 percent to a record $20 billion; plant and equipment expenditures were up 19 percent to $1.9 billion; and a broad gauged corporate restructuring program was implemented involving selective divestitures and far-reaching production rationalization activities."

As indicated by Mr. Welch, the corporate restructuring program included sale of all but one of GE's broadcasting stations, as well as its holdings in Gearhart Industries. Provisions were also made to cover the expense of rationalizing production activities among certain existing plants and phasing out other activities. There was no effect on 1983 net earnings from these corporate restructuring moves, as gains from the sales of assets offset the expense provisions.

In addition, in 1984 GE expects to complete three previously announced major transactions commenced in 1983: Sale of most of Utah International in a $2.4 billion transaction (less the value of certain properties which GE may retain); sale of GECC's Family Financial Services, a second-mortgage business, for about $600 million; and sale of the small appliance business for $300 million.

Among the factors affecting 1983 results, Mr. Welch cited the following:

- GE's operating margin rate for 1983 improved to 9.5 percent from 9.1 percent in 1982. This reflects actions throughout the company to reduce breakeven levels by improving productivity and controlling overhead.
- While 1983 fourth quarter shipments were only at levels of a year ago, the economic recovery clearly broadened during the latter months of 1983. GE's fourth quarter industrial orders showed considerable strength.
- GE's financial position strengthened again in 1983. Cash, marketable securities, and other highly liquid investments were $3.0 billion at year end. The ratio of total debt to capital was down to 14.4 percent from 16.5 percent and was, again, the lowest in many years. Receivables and inventories were in excellent shape throughout the year.

Commenting on the economic outlook, Mr. Welch said, "In 1984, we expect the U.S. economy to be quite strong with capital spending adding to 1983's growth. International forecasts are more mixed and generally less optimistic. Longer term, the impact of continuing federal deficits, high U.S. interest rates, and a strong U.S. dollar remain troublesome. GE is in a strong position to benefit from a better economy in the near term and our strategic moves are continuing to improve an already solid base."

NEW DIAL-COMM

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made up of leased lines from a number of vendors and electronic switching technology.

"The old network, which began in '64," said Milt, "used crossbar switching technology. We wanted to get intelligent switching in place to allow the proper routing of traffic to the least cost carrier of choice."

It took the efforts of about 20 people working practically full time, in addition to their normal tasks, as well as the help of many others to achieve the planned cutover date of December 12, 1983. But they did it.

"We have some problems that appear to be divestiture related, but we will straighten them out. For that reason, it is difficult to tell how much we are saving GE right now. However, we had projected that we could save the company $10 million annually in telephone expenditures.

The network is linked by 14 No. 1 ESS stored-program-control analog central office switches, owned by Bell local telephone companies, which act as networking nodes, as well as three Northern Telecom SL-1 digital PBXs in the Syracuse area, which, linked by microwave, act in tandem as a 15th networking node.

In addition, a control center located in Albany consists of hardware provided by AT&T Information Systems, including a centralized station message detail recording system which polls the nodes for telephone traffic information, and a so-called customer administration center system (CACS) which allows users to handle their own software-driven moves and changes for telephone facilities.

There is also a Satellite Business Systems satellite link. GE is using earth stations installed at its facilities in Schenectady, Bridgeport, Conn., and San Jose, Calif. The earth stations were put into operation about a year ago in a pilot program and then integrated with the larger networking scheme. Plans call for at least six more earth stations to be added to the network this year.

Steve Scott, manager, voice network operations and project leader of the recent cutover of DIAL-Comm, checks out the system's status.

ENGINEERING TECHNOLOGY COUNCIL

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members for this year are Chairman Steve Mudrick, Project Integration Office; Chris Brook, communications systems; Roger Dyer, quality assurance; Jim Littrell, MARK 3000™ systems; Hal Moore, application systems; Jacques Perron, advanced engineering; Terry Rochford, MIMS® Systems; Bob Stolzenburg, MARK III® systems, and Ben Wendelken, GCOS systems. Lynette Griffin is the representative from Employee Relations.

"Our Charter this year is to continue in our role as advisor to the Engineering Department on technical issues or decisions that need to be made," said Steve Mudrick. "But we also want to raise the visibility of the Council to encourage greater use of it by Engineering employees."

To that end, the Council has drafted a letter to all Engineering employees outlining how they can get ideas to the Council. Their intent is not to limit the means for making proposals to the Council but to provide more than one avenue for doing so. Additionally, they recently announced a study they will undertake which tracks the movement of projects through the department to identify areas where bottlenecks occur. Several members have begun meeting with employees to solicit ideas directly and have extended invitations to some to discuss their ideas with the whole Council.

"Too often good ideas die for lack of anywhere to go with them," said Roger Dyer. "We want to take a more pro-active role in soliciting those ideas from people, whether they represent a better way to do something or whole new business opportunities."

While the Council will not actively seek new project ideas or proposals from outside the Engineering Department, they have said they would not turn away any ideas which reached them.

When the new Council convened last September, their first priority was to review the Engineering Department's Five Year Technology Plan.

"Bob Hench [vice president and general manager, Engineering Department] asked that we take a look at it and make any recommendations we thought it needed," said Bob Stolzenburg. "He felt, and we agreed, that it was an important instrument in providing the direction we would pursue over the next few years. We looked at the industry trends it identified, the cohesiveness of the plan, and the business's response to what was happening out there. Bob was very receptive to suggestions made by the Council and has incorporated some of our recommendations."

Since then the Council has also investigated Optical Disk technology and Video Imaging and their applications to the business.

"We've also looked into recommendations on Cluster versus Non-Cluster technology, reviewed GE's new DIAL MAIL product and are currently looking at hardware for text to voice conversion," said Steve. "We're working now to develop a prototype of the voice conversion to see what can be done with it before we open up discussions with the department."

The Council has also had several meetings with George Wedberg, advanced engineering manager, to bring about the integration of his role in the department with that of the Engineering Technology Council.

—Lynette Griffin

EPS TESTS EMPLOYEES' OPINIONS

From March 12 to 25, every GE Information Services employee will have the opportunity to participate in the Employee Practices Survey (EPS). It is part of a GE-wide effort to survey the attitudes and perceptions of its exempt employees.

"Our effort is unique," said Roger Sekera, manager, human resources programs, Employee Relations Operation. "Not only can our employees take the survey online, but it can be taken in four different languages to make it easier for every employee worldwide to participate.

Roger explained that the EPS is only the beginning of the process. After the survey data is compiled and analyzed, the analysis will be made available to all section managers for their sections. They will also receive results for GE Information Services.

Each section manager will then meet with a representative sample of his or her employees to feed back the results from the section. The meeting is also intended to assess why the section responded as it did.

Section managers will be feeding back the results of these meetings to their managers, and on up the chain. From this information, a series of action plans to address these results will be developed for GE Information Services.

"The action plans will probably be ready in July," Roger explained. "You will be reading about them in these pages. I would like to stress that the closer we get to 100 percent participation, the more faith everyone will have in the results. Besides, everyone likes to have their voice heard. This is your chance."

SENSING SESSION ACTION PLANS ON TRACK

The following are the action plans that came out of the sensing sessions last spring and how they are progressing:

Short Term Plans	Status
Revised Delegation of Authority	In final review process; targeted for first quarter '84 release
Announce Variable Compensation Study	Completed
Share Strategic Plans	Completed July 1983
Walt Williams Philosophy Statement on Employee and Management Development	Completed November 1983
Walt Williams Roundtable	One session in '83, two in February '84
Long Term Plans	**Status**
Reinstate Employee Development Studies Program	Completed
Publish Who's Who	In process
Develop new self-nomination system	Targeted December test and January 1 release
Communicate new organization	Completed
Develop management communication system	Planned for 5/84 start
Continuing strategy/results communication	Continuing program
Implement new Variable Compensation Plan	Completed January 1984
Address career paths	On hold until first quarter '84
Office automation investigation	In process
Calibration/improvement measurement mechanism	Employee Practices Survey 3/84
Measure feedback given by managers	Employee Practices Survey 3/84

MOVING ON

Franklin A. Hart—has been appointed Manager, Educational Services, reporting to Michael Porvaznik, vice president and general manager, Sales and Marketing Services. His new responsibilities include developing and delivering training for GE Information Services and maintaining high quality while reducing the cost of service.

Patrick Horgan—has become manager, MIMS® marketing program, reporting to Bob Simmons, vice president and general manager, Marketing Operation. Pat's responsibilities include ensuring the smooth transition of MIMS Systems from a manufacturing based focus to an application development tool focus.

Dan M. Miller—has become manager, division financial analysis and cost accounting, reporting to Ed Stewart, vice president, Finance. Dan joined GE Information Services in December from Corporate Financial Analysis where he was a financial analyst. He joined GE in 1971 and has held a number of positions since then.

Louis B. VanDyck—has become manager, financial planning and analysis for the Software Products Operation, reporting to Ed Stewart, vice president, Finance.

MILESTONES

Congratulations to the following employees who celebrated service anniversaries in January and February.

JANUARY

Don Farrell	**35**
Frank Hopkins	**35**
Jay Vrooman *(Schenectady)*	**35**
Jim Doyle	**25**
Larry Rollins	**25**
Dave Barnett	**15**
Lois Coughlin *(Schenectady)*	**15**
Hattie Moore	**15**
Thomas Bolents *(Erie)*	**10**
Patrick Gagen *(Brook Park)*	**10**
Herbert Malone	**10**
Karl Schilling *(Schenectady)*	**10**
Linwood Bower	**5**
James Brewer *(Schenectady)*	**5**
Susan Bynum	**5**
Gary Clark	**5**
Jerry Conner	**5**
Gerald Ford	**5**
Ron Golonka	**5**
Michael Harrington	**5**
Aravia Holloman	**5**
Paul Hunter	**5**
Ken Parker	**5**
Eugene Thiele	**5**

FEBRUARY

Charles Regner	**35**
Robert Hench	**25**
F. Don Montgomery	**25**
Gladys Myers	**25**
John Sellers	**25**
David Stewart *(Schenectady)*	**25**
William Chapin *(Erie)*	**20**
Nancy Jamison	**20**
Wally Beck	**15**
Christopher Brook	**15**
Larry Demonaco	**15**
Helen Ebaugh	**15**
Rodney Clark	**10**
Paul Foster	**10**
Steven Furr	**10**
Charles Galloway	**10**
Jau-Shi Jun	**10**
Andrew Sabol	**10**
Robert Votta	**10**
Ruth Brady	**5**
Upendra Gupta	**5**
George Hammond	**5**
Darryl Kuka	**5**
Louise Lougen	**5**
Linda Morris	**5**
Anne O'Connell	**5**
Charles O'Connor *(Schenectady)*	**5**
Nancy Oressie	**5**
Susan Platner *(Lynchburg)*	**5**
Leo Schneider	**5**
Robert Sharp	**5**
Jeffrey Slesinger	**5**
Edward White	**5**
Stan Zawrotney	**5**

SALARIED EMPLOYEES DISABILITY INCOME RATES UNCHANGED

Salaried employees who participate in the Long Term Disability Income Plan in 1984 will pay $1 a month for each $100 of monthly benefits. This is the same rate as for 1983.

Like the Long Term Disability Insurance Plan for hourly employees, this is an "experience-rated" plan whose costs to participants are based to a large extent on the amount of money required to cover the liability for payments to salaried employees who have long-term disabilities.

This plan is designed to provide income to salaried employees when they are disabled after they use up their weekly sickness and accident benefits under the GE Insurance Plan.

The plan assures participants they will have an overall income of at least 50 percent of their normal GE earnings until at least age 65. Benefits may continue for life, on a reduced basis after age 65, if the disability commenced before age 60 and continued to age 65.

To determine the "monthly coverage" on which the employee's payroll deduction is based, see the schedule of benefits in the Employee Benefits Plan Document or Summary Plan Description.

1983 S&SP PRICES

Here is the report on the average 1983 prices for GE Stock, Mutual Fund, and Holding Period Interest Fund used under the Savings and Security Program to credit participants' accounts.

The Long Term Interest Fund price for the last day of the month is also shown, as well as year-to-date annual income rates for both the HP and LT Funds.

			Holding Period Fund					Long Term Fund	
				YTD Annual Income Rate (a)					
Month	Stock Price	Mutual Fund Price	Price	1980	1981	1982	1983	Price	YTD Annual Reinvestment Income Rate
Announced HP Fund Rate				10.75%	13.00%	16.25%	13.25%		
January	$ 95.821	$30.329	$10.00	10.9%	13.2%	16.6%	13.3%	$10.73	11.9%
February	$103.375	$30.967	$10.00	10.9%	13.2%	16.7%	13.4%	$10.91	11.6%
March	$104.902	$32.103	$10.00	11.0%	13.2%	16.7%	13.5%	$10.84(c)	11.6%
April	$108.319	$33.347	$10.00	10.9%	13.2%	16.6%	13.4%	$11.09	11.6%
May	$ 53.968 (b)	$34.671	$10.00	11.0%	13.2%	16.6%	13.5%	$10.91	11.6%
June	$ 55.210	$35.141	$10.00	11.0%	13.2%	16.6%	13.5%	$10.75	11.5%
July	$ 52.588	$35.346	$10.00	11.0%	13.2%	16.6%	13.5%	$10.45	11.5%
August	$ 48.543	$34.604	$10.00	11.0%	13.2%	16.6%	13.6%	$10.38	11.5%
September	$ 51.042	$35.674	$10.00	11.0%	13.2%	16.6%	13.6%	$10.53	11.4%
October	$ 53.464	$36.200	$10.00	10.9%	13.2%	16.6%	13.6%	$10.46	11.4%
November	$ 54.786	$35.777	$10.00	11.0%	13.2%	16.6%	13.6%	$10.50	11.4%
December	$ 57.440	$35.564	$10.00	11.0%	13.2%	16.6%	13.6%	$10.38	11.5% (d)

(a) The "announced" HP Fund Rate was 10.75% for 1980, 13.00% for 1981, 16.25% for 1982, and 13.25% for 1983.
(b) Price reflects 2-for-1 split.
(c) After $.09 Capital Gains distribution.
(d) At December 31, 1983 the net current yield of the long term investment portion of the fund was 12.25%.

Student interest: *25 computer science and engineering students from Michigan State University recently visited two GE Information Services' facilities in the Detroit area. At GE's Application Development Center in Southfield, students witnessed materials testing demonstrations. Robots performing in real-life working situations and engineering computers were shown at the Robotics Center in Troy. During a stop on their tour of the Robotics Center, students listened to Michael H. Linden (seated at computer console) explain the Center's electronic engineering capabilities. The tours are part of a nationwide GE Information Services college relations effort which provides students with both educational and employment opportunities.*

YOU CAN PARTICIPATE IN CORPORATE CUP RELAYS

"Thanks to the Fall 1983 *Monogram*, many GE people are aware of General Electric's involvement and excellent showing in the Corporate Cup Relays," said Bill Conroy of the Space Division, in Lanham, Maryland. "Now there is a chance for Washington, D.C., area runners to get involved as GE runners will be competing as a team in the Corporate Cup Relays Regional Meet at the University of Maryland this May. If you are interested, please get in touch with me at 8*275-8456 or (301) 459-2900, ext 456."

Bill explained that GE runners are volunteers, in no way officially representing the company. Entry fees are paid by the Elfun Society so the individual costs are minimal. The benefits to runners are that they will meet other runners, enjoy the camaraderie that comes with team spirit, and maybe share a trophy or two.

Along with good public relations, Bill pointed out, GE sees running and other aerobic sports as a means of improving the physical and psychological well being of its employees.

The events in the Corporate Cup Relays range from ¼ mile to 3 mile legs on the relays to a women's 5 Km and a men's 10 Km. There are categories for men and women, Open, Masters (40 years plus) and Senior (50 years plus) and a relay for "B" level managers and up. All levels of ability—whether fast or slow runners—are welcome.

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INFORMATION SERVICES

General Electric Information Services Company

FOR GE INFORMATION SERVICES COMPANY EMPLOYEES ONLY

UPDATE

News and Information for GE Information Services Employees
March 16, 1984

CALWESTERN AUTOMATED CLEARING HOUSE SIGNS LETTER OF INTENT

Calwestern Automated Clearing House Association (CACHA) signed a letter of intent to enter into a contract with General Electric Information Services Company to provide Automated Clearing House services for CACHA members, Paul Finch, president of CACHA, announced last week. The Board of Directors approved the selection of GE Information Services at its February 22 telephone conference meeting.

The Association expects the contract to be formally executed immediately following a March 9 meeting of its Executive Committee. GE Information Services has provided a one year schedule for

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REFERRAL LOOP NETS FIRST $1000

It was an easy $1000 for Bob Johnson, technical director, Professional Services, Schenectady. All he did was refer Chuck Wayand and, under the new employee referral program, Bob received $1000 when Chuck was hired.

"Chuck is a bright young man looking for someplace to build a career," Bob said. "Things came together when we found a client's requirement that fit Chuck's background." The rest was a snap, and Bob found himself receiving the first $1000 award under the new program this year.

The program, which began in November 1983, has been revised to include the affiliates and make it simpler to refer people—and more rewarding. All active GE Information Services and affiliate employees may refer as

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Bob Johnson is the first to cash in on the revised employee referral system.

General Electric Information Services Company

Walt Williams (standing) addresses executives from the City of Rockville. (seated at the head table, from left): Bernice Grossman, Rockville Chamber of Commerce Executive Director; Anthony Bullard, chairman of the Chamber's "Adopt Richard Montgomery High School" project; Rockville Mayor John R. Freeland; Jack Mulford, vice president and manager, Employee Relations Operation; Larry Blick, Rockville City Manager; and Viola Hovsepian, Councilwoman.

PUBLIC-PRIVATE PARTNERSHIPS BOOSTED

Rockville City officials and 27 executives from major local employers attended a luncheon co-sponsored by General Electric Information Services and the City of Rockville. Held at the International Training Center, the meeting gave the two groups opportunities to discuss public-private partnerships.

On a limited scale, some public-private partnerships have already been successfully tried in Rockville. Last summer, GE Information Services and the City's Recreation and Parks Department pooled their resources and presented Rockville's first series of computer camps for children.

"The success of this joint venture program with the City of Rockville inspired us to host this luncheon," said Walt Williams, president. "GE Information Services intends to expand its contributions to the community, and I hope other private businesses also will choose to participate in a public-private partnership with the City."

Rockville Mayor John R. Freeland noted, "Our challenge is to find the best ways for the public and private sectors to effectively apply our resources to the economic and social issues." Also at the meeting, a list of nearly 50 opportunities for projects, ranging from scholarships to police programs, was handed out. GE Information Services and City officials hope the meeting will serve as a stimulus for future joint programs.

Al Jones

ALBERT F. JONES — 1924 - 1984

On February 20, 1984, Al Jones, manager, Ohio Supercenter, died after a lengthy illness. We are aware that many GE Information Services employees have known Al since he has been with the company throughout its evolution.

Al began his career with General Electric in Schenectady in 1949. From then until 1964, he spent the majority of his time with Medium Motor in Manufacturing. In 1964, he became manager of the Cleveland Information Processing Center—the beginning of what is now GE Information Services Company. From 1968 through 1971, he was manager, central region sales, then he became manager, customer service. In 1972, Al was appointed manager of the Ohio Supercenter.

Al will be remembered in this business as a genuinely warm and friendly individual with a kind and uplifting word for everyone he met. He welcomed each working day as a source of fulfillment. His commitment to the task at hand and his warm and encouraging style of management won the respect of his manage, peers, and the people for whom he felt a deep responsibility—the employes at the Ohio Supercenter.

His friends at GE Information Company would like to express their condolences to his family. We hope that they will take consolation in knowing that he will also be missed by those who shared in his work day life.

—Mel Szot

MARKETING PUBLICATIONS WIN AWARDS

Facing stiff competition, five technical GE Information Services publications won awards in the 1983-84 Technical Publications Contest sponsored by the Society for Technical Communication's Washington, D.C. Chapter.

GE Information Services award winners include: For the brochure "MARK III® Shared Application," Jesse Burnett, project manager, advertising, received an Award of Excellence. Harrison John's "Course Quarterly" received an Award of Achievement in the complete periodicals category; Harrison is a senior technical editor.

In the consumer handbooks and manuals category, there were three awards to GE Information Services publications. Phillip Piper, senior technical writer, took an Award of Excellence for the "MARK 3000™ Service User's Guide." An Award of Merit went to William D. Colgan, senior technical writer, for "DISPATCH™ 3000 System Functional Description." Evette Fulton, technical editor, and Patrick Kennedy, manager, distributed systems training, received an Award of Achievement for "EASY*CLAIM™ System Instruction Guide."

Chairman of the contest was Dex Nilsson, manager, program documentation. Roy Gamer, manager, applications documentation, also served as a judge.

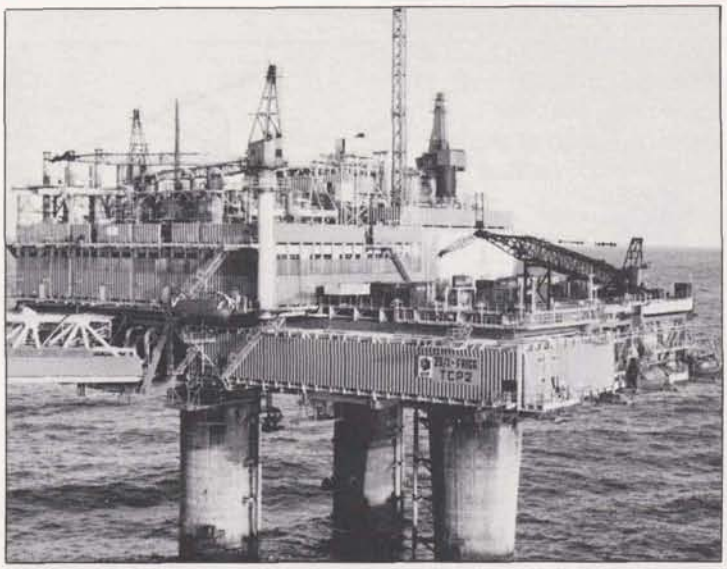
Dex noted, "There is a stiff competition in this Chapter's contest because the government agencies enter their best publications, including the Smithsonian, the State Department, NIH, and the Census Bureau. Usually, we have between 200 and 300 entries."

All entries which received Awards of Distinction or Excellence were automatically entered in the Society's international publications contest. Of the two GE Information Services publications entered, neither placed in the international competition. "But," he said, "the Washington Chapter won more awards than any other in the 440-entry international competition, and that's a good reflection on all local entries."

The Society for Technical Communication, which has 8,000 members in about 70 chapters in the U.S. and around the world, is dedicated to advancing technical communications in all media, explained Dex.

And the winners are: (seated, from left) Jesse Burnett, Evette Fulton, and Phil Piper; (standing, from left) Harrison John, Bill Colgan, Roy Gamer, and Dex Nilsson.

Outstanding sophomore: *Kate Bielaczyc, seated, a student at Michigan State University, was named Outstanding Sophomore and awarded a $300 scholarship by the Society of Women Engineers at a banquet in February. The award, funded by GE Information Services, is given to the sophomore with the highest grade point average: Kate's average is 4.0. A computer science major, she was given the award by Lynn Viehmann, manager, foreground languages development, MARK III® Systems. Lynn is a MSU computer science graduate.*



You never know where a service call might take you—John Pingel found himself here.

SERVICE CALL: NORTH SEA BECKONS

In the midst of the North Sea, John Pingel made an unusual service call on a former customer. "Only on rare occasions do we make service calls (when everybody else gives up), and this was one of them," said John, a data communications specialist with GE Information Services Copenhagen Network Service Center.

The customer, Elf Aquitane A/S, runs and maintains Frigg Field, an off-shore gas production field in the North Sea. It lies an hour's helicopter flight northwest of Stavanger, Norway, and includes one hotel and several production platforms.

Elf Aquitaine was implementing a new cardkey personnel tracking system on the platforms and needed some assistance for the satellite communication link to their on-shore office. "As we once had a terminal connected to MARK III® Service on the platform, Elf contacted us for help," said John.

As a goodwill gesture, John was sent to Frigg Field to perform tests on the satellite. He concluded, "It was a very impressive set-up . . . and an exciting experience."

CACHA
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the implementation of its ACH operation.

CACHA, a non-profit trade association, was formed in 1972 to provide the legal and operating framework for the exchange of electronic payments between its 780 member banks, credit unions, and savings and loan associations in Arizona, California, Hawaii, and Nevada.

"We are very pleased to receive this significant contract from CACHA," said Walt Williams, GE Information Services President. "It reinforces our traditional role as a technology provider to the financial services industry and allows us to serve the future needs of the financial community."

CACHA began its research into private sector ACH processing two years ago because its current operator, the Federal Reserve Bank of San Francisco, began to increase the cost for ACH services as a result of the requirements of the Monetary Control Act of 1980. CACHA also sought enhancements to ACH services, such as later deposit times for local entries and earlier delivery by telecommunications to avoid using the Federal Reserve check courier system which begins physical delivery of electronic entries on magnetic tape 12 hours after processing.

Valana Shields took a quick break.

Groans & Moans: *Struggle through 60 sit-ups. Huff and puff through 80 consecutive rope jumps. Run a 2-mile marathon in under 18 minutes. If this is your way to spend a weekend morning, try to qualify for the Client Services Physical Fitness Program. Last October, between 15 and 20 men and women attempted to qualify; 12 did and received medals for their achievements. "Now that warmer weather is coming, we're going to have more qualification dates," explained Ron Rasmussen, manager, client services, who started the program. Qualification try-outs are held at the Gaithersburg High School track from 9:00 'til 10:30 on Saturday and Sunday mornings. For the next qualification dates, check with client services. The program is open to everyone. "If you don't make it the first time," said Ron, "we'll let you try, try again!"*

Greg Adams jumped into the activities.

REFERRAL LOOP

cont'd. from p. 1

many exempt level employee candidates as they like, with the following exceptions: Level 15 and above, all exempt Relations personnel; managers with direct reports; and individuals with recruiting responsibilities in their job descriptions.

Any qualified candidate may be referred provided the candidate has not been contacted through any source within the previous six months and is not a GE employee on any authorized absence status. If someone you refer is called in for an interview, you'll receive a "Referral Loop" coffee mug.

When that candidate is hired, the referring employee is eligible for $1000 net. "A nice thing about the program," said Joe Scandone, manager, professional staffing, Employee Relations Operation, "is that it builds a heightened awareness of our recruiting needs. We find that referrals result in very high calibre employees. They are generally knowledgeable about GE Information Services and fit in well."

A complete description of the referral program, which will run through December 1984, is in the brochures that have been sent to all employees. Posters with referral forms and return envelopes have also been sent to each location.

Dancing wheels: *George Ewing loves to dance—on roller skates. President and founder of the G-Connection, George, from shipping and receiving, and a troop of 20 young skaters from the Gaithersburg-Rockville area perform disco and jazz dancing on roller skates. The troop, 12 women and 8 men, practice three times a week and now give exhibitions at area roller rinks. "Since auditions began in November 1982, over 100 skaters have tried out; only 20 made it," he explained. George, who began skating at age 13, has also found sponsors for the group. Paisano's Pizza supplies the troop with uniforms. He also skates for charity. On a bet in 1979, George skated a 35-mile muscular dystropy benefit. Since then, he has participated in local muscular dystrophy Skate-A-Thons.*

MILESTONES

Congratulations to the following employees who celebrate service anniversaries in March.

MARCH

Doris Dalton *(Lynchburg)*	**25**
Louis Hauschild	**20**
Thomas Popdan	**20**
Anthony Viscusi *(Schenectady)*	**20**
Ron Fellows	**15**
Roy Gamer	**15**
Joseph Grzegorzewski	**15**
Donna Matthews *(Denver)*	**15**
Norman McBurney	**15**
Neil Purves *(Nashville)*	**15**
Terrence Thiel	**15**
James Beesley	**10**
John Coyle	**10**
Priscilla Demilt	**10**
Paula Jean Evans	**10**
John Penrose *(Schenectady)*	**10**
Elena Sacchet	**10**
Isodor Affat *(White Plains)*	**5**
Scott Brown	**5**
Christine Cardwell	**5**
Peter Davitto	**5**
Anita Griffith *(Brook Park)*	**5**
Clare King	**5**
Dick Wells *(Denver)*	**5**

JANUARY S&SP PRICES

Here is the report on the prices for GE Stock, Mutual Fund, and Holding Period Interest Fund used under the Savings and Security Program to credit participants' accounts.

The Long Term Interest Fund price for the last day of the month is also shown, as well as year-to-date annual income rates for both the HP and LT Funds.

			Holding Period Fund					Long Term Fund	
				YTD Annual Income Rate (a)					
Month	Stock Price	Mutual Fund Price	Price	1981	1982	1983	1984	Price	YTD Annual Reinvestment Income Rate
January	$ 56.482	$32.991	$10.00	13.2%	16.5%	13.7%	13.0%	$10.42	11.8%(b)

(a) The "announced" HP Fund Rate was 13.00 percent for 1981, 16.25 percent for 1982, 13.25 percent for 1983, and 12.75 percent for 1984.

(b) At January 31, 1984 the net current yield of the long term investment portion of the fund was 12.25 percent.

MOVING ON

Jim Cahill—has become manager, electronic software management, product marketing, MARK III® and distributed systems programs, Marketing Operation. In this new position Jim will be responsible for the electronic software distribution business.

Thomas E. McKinnon—has become manager, Organization and Staffing Operation, Construction and Engineering Services Group. Tom joined GE Information Services in 1980 and has held a number of positions in the Employee Relations Operation, the latest being manager, Marketing and Sales Operation Employee Relations.

Farrell Woods—has been appointed manager, MIMS® Systems, reporting to Bob Hench, vice president and general manager, Engineering Department. Farrell joined the MITROL Operation in January 1980 and has been involved in all aspects of sales and product support for MIMS software since that time.

McNERNEY HEADS SPO

The appointment of W. James McNerney to become senior vice president, Software Products Operation, and president, General Electric Software Products Corporation has been announced by Walt Williams, president. Jim joined GE Information Services in July 1982 as vice president, Strategic Planning and Business Development Operation. Since that time, he has led the effort on the strategic and business plan and assumed the operating responsibilities for the Value-Added Network (VAN) Operation, Office Communications Operation, and Financial Services Operation.

In his new position, Jim will be responsible for developing the approach of Software International Corporation and Energy Enterprises, which comprise GE Software Products Corporation, to the dynamic packaged software market. Until a replacement is found, Walt Williams will be acting as vice president, Strategic Planning and Business Development Operation.

ALL EMPLOYEE BUSINESS MEETING APRIL 17, 1984

Don't miss it! All headquarters employees should plan to attend a business meeting at the Gaithersburg Marriott to bring you up to date on the state of the business. Bring your questions for the hour set aside for Qs and As with company staff.

TIME	WHO ATTENDS
9:00 to 11:00	Names beginning with A through G
12:30 to 2:30	Names beginning with H through O
3:00 to 5:00	Names beginning with P through Z

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Editor: G.C. Barnes

INFORMATION SERVICES

General Electric Information Services Company

FOR GE INFORMATION SERVICES COMPANY EMPLOYEES ONLY

UPDATE

News and Information for GE Information Services Employees

April 24, 1984

YOUR PERSONAL SHARE STATEMENT—WATCH FOR IT

Your Personal Share Statement will soon be distributed to you in May. All active employees on the payroll before December 31, 1983, will receive this customized statement of coverage and benefits in the numerous GE benefits and insurance plans.

Your statement will show:

- Your benefits under the Comprehensive Medical Expense Insurance Plan, including the percentage of coverage you have for various medical-related services.
- Your scheduled benefits under the Dental Assis-

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CACHA: HOW WE WON

On March 9, Calwestern Automated Clearing House Association (CACHA) signed a contract to have GE Information Services Company provide CACHA with automated clearing house (ACH) processing services.

"This contract will probably place GE Information Services as a premier supplier of ACH processing services to the financial industry," said Bob Powell, manager, CACHA operations.

"The contract will increase our visibility in the financial community. It also marks the first time an information services firm has provided data processing services for an automated clearing house—services that were being provided by the Federal Reserve," added Joe

cont'd. on p. 3

Bob Powell (left) and Joe Loughry managed big win.

General Electric Information Services Company

1983's PROFIT PENNIES—BUILD GE'S FUTURE BUSINESS

Seven cents on each income dollar. That was the GE rate of profit in 1983.

In the multitude of important figures in the GE Annual Report for 1983, that seven cents is a measure in which all GE people can take pride:

It shows how well we are doing in earning the profit dollars needed to keep GE businesses out in front in this decade of technological change and tough worldwide competition.

It is a tribute to all of us who are striving to help our businesses stand on their own feet in the face of differing business situations—situations that range from those in which many customers are seeking the company which can provide the best products and services, to those in which customers are not only hard to satisfy but also hard to find.

Where did the profit of seven cents on each income dollar go?

About three cents went to share owners as dividends for their investment in GE stock. (Nearly all GE employees own GE stock through the Savings & Security Program and the Employee Stock Ownership Plan.)

The remaining four cents is being reinvested in the business to help pay for the new equipment and facilities that will enable the company to meet the tough competition of the future. It helped pay the $1.7 billion that was spent on plant and equipment in 1983. More than $8.6 billion has been earmarked for that purpose over the last five years.

REINVESTED DOLLARS AT WORK

Here are just a few examples of the way reinvestment dollars are going to work for us:

$38 MILLION—It went to build Major Appliance's new, modernized system for manufacturing built-in dishwashers. The aim: high quality and high productivity that can beat out tough competitors such as Whirlpool, Kitchen Aid, and others.

$235 MILLION—Major Appliance is following up its dishwasher investment with this huge investment in refrigerator manufacturing. The aim: to achieve the same goals as the dishwasher project.

$250 MILLION—The GE lighting business will be spending that amount over the next three years to revitalize facilities and equipment, consolidate manufacturing operations. The aim: to hold the GE leadership position in the lighting business against worldwide competitors such as Sylvania, Philips, and others.

$316 MILLION—That's what GE has been investing to make the Erie plant a world-class competitor in the locomotive, transit, off-highway-vehicle, drilling, and marine markets. Just a few months ago, the People's Republic of China picked GE over the other foreign and USA competitors with an order for 220 diesel locomotives.

$290 MILLION—The electric motor businesses, headquartered in Fort Wayne with operations in many locations, will be spending that much over the next few years for production equipment, facility upgrading, and product redesign—all aimed at maintaining GE's long-term leadership in the electric motor business.

Those are only a few of the multitude of continuing investments that are keeping our businesses competitive. The 1983 profit pennies retained for reinvestment in the business help make it possible for those investments to continue so that GE businesses can fare still better in the years ahead.

CACHA

cont'd. from p. 1

Loughry, ACH task force manager.

The five-year contract, estimated to be worth $40 million, includes designing, developing, and implementing the software, and establishing and manning two sites in California—San Francisco and Los Angeles.

Under the contract, the system will be in place and operational March 11, 1985. The system implementation includes software development, site preparation of CACHA service centers, hardware installation, and conversion.

"Our system will support the entire operation of the ACH, including the transmission of ACH payments from originator to receiver, the settlement of those payments, and activity and management reporting," explained Bob. "We will be writing the application software from scratch, and that will require the efforts of more than 20 people."

CACHA, a non-profit trade association, is an automated clearing house association facilitating the electronic exchange of payments among its 780 member financial institutions in California, Nevada, Arizona, and Hawaii. It was the first clearing house to automate and is now the largest, in terms of volume, in the nation.

"All automated clearing houses are facing substantial hikes in the fees they pay the Federal Reserve to provide ACH services," said Joe. To encourage the growth of ACH, the Federal Reserve has historically subsidized the rates it charges to the local ACH association. However, under the Monetary Control Act of 1980, the Federal Reserve is required to not only recover its costs, but also charge a premium, called a private sector adjustment fee.

Spurred by rising user fees, CACHA began seeking a private vendor. Peter Yeatrakas, CACHA director, explained, "We were looking to develop a completely electronic ACH delivery. The Federal Reserve utilizes a check courier system which begins physical delivery of electronic entries on magnetic tape 12 hours after processing."

He added, "We were looking for a wider range of line speeds and protocols than the Federal Reserve allows, and we expect to get them at a better price from GE Information Services."

"Our fully costed prices," said Bob, "are less than those charged by the Federal Reserve."

CACHA President Paul Finch noted that the Federal Reserve's price per transaction works out to about 5¢ compared to about 3¢ for GE Information Services.

"This project ought to become a model for how the field and headquarters can work together and win," said Joe. "It all began last April when GE Information Services started to develop a strategy for serving the financial industry. In that same month, the banking sales force in California brought the CACHA opportunity to our attention."

GE Information Services formed a Task Force to evaluate the processing services opportunities created by the rising fees from the Federal Reserve. Joe was named to head the ACH Task Force, and Steve Gibson was assigned as marketing manager. Their detailed study showed significant opportunities in a rapidly growing market.

On June 13, the Task Force was told to pursue ACH business opportunities, particularly CACHA. A cross-functional group was formed to respond to the proposal.

At the end of three weeks, the proposal writing team,

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headed by Joel Niemeyer, had completed its first draft, and the business team had prepared their approach to pursuing this business opportunity.

On July 15, the final proposal was delivered to CACHA—a full month ahead of schedule. "Once the proposal was delivered, we began our sales effort in earnest to convince CACHA and its members that we should be selected as their automated clearing house operator," said Joe.

GE Information Services was in competition with several other firms, including Bank of America, Electronic Data Systems, and National Cash Register. In mid-October, the field was narrowed to Bank of America and GE Information Services, with Bank of America their first choice.

CACHA decided to begin parallel contract negotiations with both companies. Simultaneously with the contract negotiations, a major lobbying effort began. Joe said, "We ended up working very closely with some California banks who actively campaigned for us.

"On January 30, Walt Williams, Ray Marshall, Jim McNerney, and I presented our proposal to CACHA's board. At that point, we were still the number two selection," he continued. "As a result, we undertook a tremendous lobbying effort in parallel with a couple of California banks during February."

"The sales effort was successful," said Bob, who is relocating to San Francisco. "On February 22, the CACHA board selected us!"

"We're now busy implementing the contract," Bob went on. "The software development team has begun; site planners are looking for locations in San Francisco and Los Angeles; and our plans are underway."

Joe added, "As CACHA is the first automated clearing house to sign with a private vendor, the others are all watching to see how we do. But we're not waiting, we have already been talking to all the others."

The winning team (left to right): back row: Mike Hall, John Wallis, Ralph Taylor, James Chokas, Charles Stevens. Front row: Patrick Gwinn, Bill Morrow, George McKitterick, Kurt Trent. Not pictured: Craig Saline, Jim Hines, and Joe Pursel.

TRAINING TAPE A WINNER

"3270 On-Net Training Tape" won't capture any awards in Hollywood, and it won't play at your neighborhood theater. But, it's a hit at GE Information Services and it's playing at Network Service Centers around the globe!

Developed and directed by Craig Saline, former manager, Employee Relations, Communications Operations Department and Information Processing Department, the three-hour video tape was created to train field personnel in 3270 On-Net at a low cost. A training manual was also created to accompany the tape.

For their participation in the training tape project, 12 GE Information Services employees were honored at a recent luncheon where they were awarded shares of GE stock and statuettes—our version of an "Oscar"—commemorating their participation in the training project.

FIRST QUARTER GE RESULTS: EARNINGS UP 14 PERCENT

Earnings of General Electric Company were $485 million in the first quarter of 1984, Chairman Jack Welch reported last week. This was an increase of 14 percent from $425 million for the first quarter of 1983. Earnings per share were $1.07 compared with 93¢ for the 1983 period.

Sales in the first quarter of 1984 were $6.58 billion, up 8 percent from $6.1 billion for the 1983 quarter.

Commenting on the results, Mr. Welch said: "Most significant in the first quarter was the continued strengthening in orders from commercial and industrial markets. Sales improvements in the first quarter continued to be led by solid increases in consumer-driven markets, particularly engineered plastics, major appliances, video products, and housewares and audio products.

"Increased volume and GE's ongoing productivity improvements contributed to a higher operating margin which, as a percentage of sales, was up to 9.2 percent from last year's 8.9 percent.

"Strong earnings increases occurred in consumer core businesses led by major appliances and lighting; high technology operations, particularly aerospace, medical systems, and plastics; and services businesses, especially nuclear and financing operations. General Electric Credit Corporation reported 34 percent higher earnings, reflecting a gain from sale of its second-mortgage portfolio. Partly offsetting these excellent results were reserves set aside for future business restructurings ($46 million before taxes), lower earnings from longer cycle businesses such as locomotives and turbines, and continued generally weak offshore operations.

"With respect to the economic outlook, near-term prospects are favorable. We are now in the second year of a very strong domestic recovery. Capital spending by U.S. business is clearly on the upswing and will complement the strength in consumer durables, housing and defense. Looking to late 1984 and 1985, we are concerned about the increasing U.S. interest rates, which reflect or anticipate continued high budget deficits, and the high relative value of the U.S. dollar with its dampening effect on U.S. export orders."

DAMMERMAN APPOINTED GE VP-FINANCE

Dennis D. Dammerman has been selected by the General Electric Board of Directors as Vice President for Finance. The new chief financial officer, 38, was chosen from the executive ranks of General Electric Credit Corporation (GECC), where, since 1981, he headed Real Estate Financial Services.

He replaces Thomas O. Thorsen who resigned to become Executive Vice President and Chief Financial Officer of the Traveler's Corporation.

Dammerman joined the GE financial management program in 1967 after graduation from Dubuque University. In 1970, he moved to the corporate audit staff. Other positions he has held include manager, Corporate Financial Analysis, GECC; and, from 1979-1980, he was Vice President and Comptroller of GECC.

GE SALE OF UTAH INTERNATIONAL COMPLETED

General Electric Company and the Broken Hill Proprietary Company Limited (BHP) of Australia jointly announced April 2 that they have completed the transaction whereby BHP has purchased GE's natural resources subsidiaries, Utah International, Inc. and Utah-Marcona Corp.

The value of the transaction remains at the previously announced $2.4 billion, which includes GE's 15.5 percent interest in the New Queensland Coal Consortium. This interest is valued at $387.5 million.

Certain Utah properties were from the beginning excluded from the BHP transaction and are remaining a part of GE. These include Ladd Petroleum Corp. and certain other Utah financial interests in the U.S. BHP has acquired all of Utah's other extensive resources and assets located throughout the world.

Commenting on the closing of the transaction, GE Chairman Jack Welch said, "The sale of Utah reflects our strategy to focus on our key businesses where we believe GE's unique technological, financial, and managerial strengths can add the most value."

BHP's managing director, Brian Loton, confirmed his company's strategy for earnings growth being based on geographic and product-diverse resource development. "Utah brings managerial skills and resources complementary to our own," he said.

TOP-LEVEL APPOINTMENTS MADE AT GECC

General Electric announced a series of executive appointments at the General Electric Credit Corporation (GECC) which take effect immediately.

Robert C. Wright has been named President and Chief Executive Officer of GECC, succeeding John W. Stanger who will retire at the end of the year.

Wright, 40, was previously the Vice President and General Manager of GE's Housewares and Audio Division. His position as Vice President of Housewares and Audio marked his return to GE from Cox Cable Communications, Inc., where he served as President.

Stanger will serve as Vice Chairman of GECC's Board of Directors and Chairman of the Credit Committee of the GECC Board until his retirement.

Gary C. Wendt has been named Executive Vice President, GECC Financing Operations. He succeeds Norman P. Blake who resigned to become Chairman of Heller International Corporation, Chicago, Ill.

His entire career has been with GECC. Wendt, 42, was Vice President, Real Estate Financing, from 1976-1978; Vice President, Leasing and Industrial Loan Financing, 1978-1981; and most recently, Vice President, Commercial and Industrial Financing Division.

PERSONAL SHARE
cont'd. from p. 1

tance Plan, if you are eligible.

• The number of weeks of income protection you have, should you become disabled, plus information on your enrollment status in the optional Long Term Disability Plan and the Personal Accident Insurance Plan.

• Your group life insurance coverage under the GE Insurance Plan, and benefits under the optional Additional Life Insurance Plan and Dependent Life Insurance Plan.

• The retirement income projection shows estimated monthly income, calculated on your GE Pension Plan and Social Security benefits, both for a normal retirement at the age of 65 and for optional early retirement options.

• The cash value of your Savings and Security Program portfolio, calculated as of December 31, 1983.

• The cash value and number of shares credited to your account in the Employee Stock Ownership Plan is calculated to include the April 1983 2-for-1 stock split.

"This document is useful in helping you with your financial planning," said Doreen Hilts, benefits and payroll accounting manager, Finance. "Keep it at home with your other financial papers for quick reference."

If you have questions on your Personal Share Statement, please call Doreen Hilts (8*273-5150).

FEBRUARY S&SP PRICES

Here is the report on the prices for GE Stock, Mutual Fund, and Holding Period Interest Fund used under the Savings and Security Program to credit participants' accounts.

The Long Term Interest Fund price for the last day of the month is also shown, as well as year-to-date annual income rates for both the HP and LT Funds.

			Holding Period Fund					Long Term Fund	
				YTD Annual Income Rate (a)					
Month	Stock Price	Mutual Fund Price	Price	1981	1982	1983	1984	Price	YTD Annual Reinvestment Income Rate
January	$ 56.482	$32.991	$10.00	13.2%	16.5%	13.7%	13.0%	$10.42	11.8%
February	$ 53.206	$30.989	$10.00	13.2%	16.6%	13.7%	13.2%	$10.30	12.0%(b)

(a) The "announced" HP Fund Rate was 13.00 percent for 1981, 16.25 percent for 1982, 13.25 percent for 1983, and 12.75 percent for 1984.

(b) At February 29, 1984 the net current yield of the long term investment portion of the fund was 12.20 percent.

TEAM UP, GE

YOU CAN STILL CONTRIBUTE TO OLYMPICS

The Winter Olympic Games are history, but the Summer Games are not—nor is the General Electric Foundation's Olympic gift-matching program. You can still take advantage of this program to support America's athletes and have your contributions, up to $15, matched by the Foundation.

You can help to support our Olympic teams and in return for your contribution of $5 to $10 you receive an Olympic patch or pin. For a $15 contribution, you receive an Olympic tote bag.

Join in supporting "TEAM UP, GE" by filling out the application form sent to you earlier this year. The application explains how your donation will be credited for matching Foundation funds. Send the application and your donation to the Olympic Committee in Colorado: the address is on the envelope supplied with the application.

"TEAM UP, GE" and support our Olympic teams. If you need an application, contact Janet Oates, management development specialist, Employee Relations, on 8* 273-4875.

MILESTONES

Congratulations to the following employees who celebrate service anniversaries in April.

Edward Mitchell	**35**
Clarence Countermine *(Schenectady)*	**30**
Nick Stamatiades *(Brook Park)*	**25**
Richard Gray	**25**
Bernard Angelo *(Schenectady)*	**20**
Carolyn Jones	**15**
James Spencer	**15**
Rod Lemberg	**15**
Ed Wetzel	**15**
Gary Mantello *(Schenectady)*	**15**
Denis Senko	**15**
Frederick Marx *(Schenectady)*	**10**
Pearlie McCoy *(Schenectady)*	**10**
John Summerville	**10**
James Malecki	**10**
James McArdle *(Schenectady)*	**10**
Don Weber	**10**
Robert Curtiss *(Schenectady)*	**10**
Lori Allen	**5**
Elbert Davis	**5**
Harrison Freeman *(Brook Park)*	**5**
Marilyn Maitland	**5**
Donald Rhea	**5**

MOVING ON

Donna Matthews—has been promoted to manager, Employee Relations, Communications Operations Department and Information Processing Department, Employee Relations Operation, reporting to the manager, Technology Operation, Employee Relations. Donna was previously Employee Relations representative for Energy Enterprises.

Larry DeMonaco—has become manager, Employee Relations, Marketing and Sales Operation, Employee Relations Operation, reporting to Jack Mulford, vice president and manager, Employee Relations Operation. Larry, who was previously manager Employee Relations, Technology Operation, will be responsible for all the employee relations activities for the Marketing and Sales Operation.

Craig Saline—has become manager, Employee Relations Programs and Manufacturing Division, Medical Systems Group, Milwaukee, Wisconsin.

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Editor: G.C. Barnes

INFORMATION SERVICES

General Electric Information Services Company

FOR GE INFORMATION SERVICES COMPANY EMPLOYEES ONLY

UPDATE

News and Information for GE Information Services Employees

Special Edition May 1984

ADVERTISING, ATTITUDES, FINANCIALS, TRs, THE FUTURE: WALT WILLIAMS, STAFF ANSWER EMPLOYEES' QUESTIONS

The following is an edited version of the question and answer sessions at the All Employee Meeting in Rockville on April 17. The questions from employees were answered by: Walt Williams, President **(WWW)**; *Mike Emmi, senior vice president, Marketing and Sales Operation;* **(MJE)**; *Ray Marshall, senior vice president, Technology Operation* **(RWM)**; *Jack Mulford, vice president and manager, Employee Relations Operation* **(JRM)**; *Bob Healing, vice president, general counsel, and secretary, Legal Operation* **(RRH)**; *Ed Stewart, vice president, Finance Operation* **(EDS)**; *and Joe Squarzini, vice president and general manager, Communications Operations Department* **(JS)**.

Q: *What has happened to the terminal repair support group? Our system has been down since Thursday. As of this morning no one has shown up yet.*

JS: I actually was not aware that you had a problem, but I am now, and will look into it.

Q: *Why doesn't Documentation have enough budget to document products that are already out the door, much less what we're going to do with all these new Engineering people?*

MJE: Right now, it's not an issue because Marketing and Bob Simmons and Mike Porvaznik have said, "We agree with each other that these are the right priorities of documentation." So there may be a blind spot there.

WWW: Mike Emmi, Bob Simmons, and Mike Porvaznik will take a cut at that. Let's find out if we've got things that are done that can't be documented because that's kind of like baking bread and not selling it 'til it's stale. Let's get a note that says what we did on it.

Q: *I noticed that after listening to Ron Fellows' talk that we seem to be getting more involved in the home computing market. What are we going to do in the way of*

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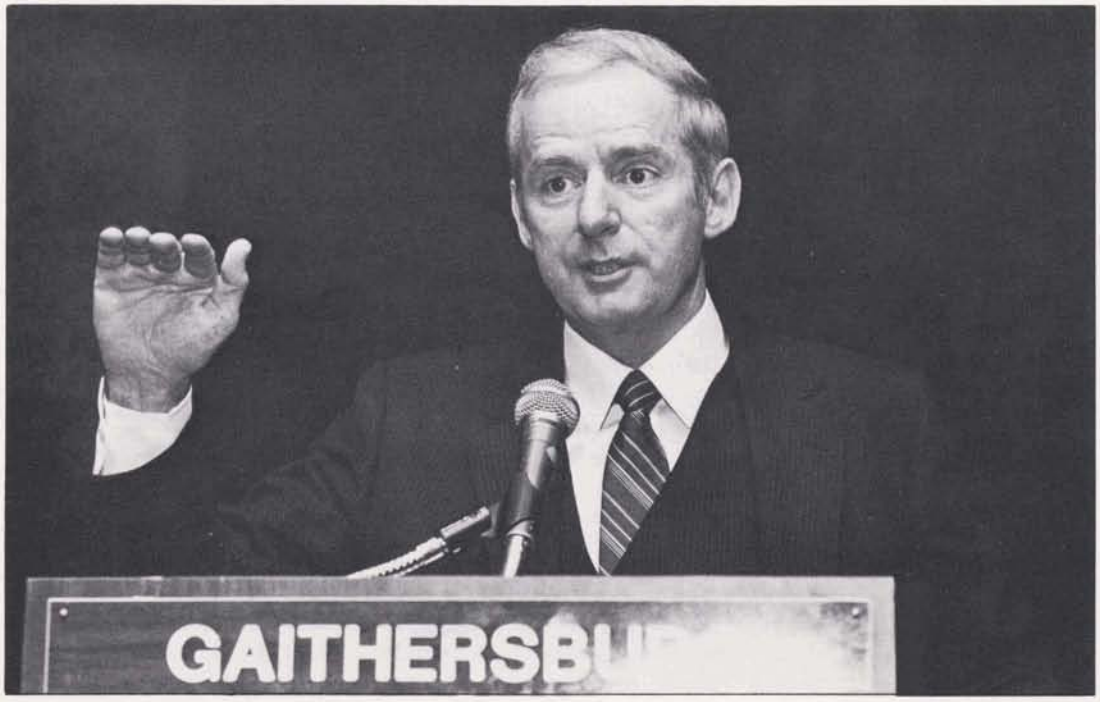


Walt Williams at the All Employee Meeting.

General Electric Information Services Company

services like Compuserve and The Source, and also, in the package industry, are we going to get involved in things like LOTUS 1-2-3?

WWW: We really looked hard at the home market, as a marketplace. We joined forces with General Electric Company in the consumer area particularly. We've had two clients approach us—CBS and a major bank. It's going to be big—it's going to be interesting, it's going to be substantial. You've probably read about the combination of Sears, IBM, and CBS in a video task force to develop the home market. The public press on those boys say they're each going to put up one hundred million and wait ten years. With that kind of a marketplace, close-follow strategy probably makes a lot of sense.

Q: *What about the Employee Practices Survey?*

JRM: The results of the Employee Practices Survey are shaping up; 51 percent did respond. We wish we had 100 percent, but 50 percent is representative, and we appreciate your help and cooperation.

Some things that we found:

The higher the organizational level, the better the understanding of the business strategy, and more enthusiasm on the part of people about the business. As we start at the top and move down through the organization, we see that trend developing.

Second: There are some improvements showing up over the '82 survey, but not as many as we would like.

Third: Communications are still a problem, particularly in our field operation.

Fourth: Positive feedback on pay and benefits.

Next: We still have some confusion on the strategy and direction of the business.

Last: Relations with immediate managers are strong.

What's next? We are going to provide each section manager the specific results of his organization component. He will then meet with the employees in his organization and go through a feedback session so that everyone knows how that organization responded.

. . . we will establish the four or five key programs that we believe are needed to respond to the overall trends.

The section manager with feedback from the employees to the initial communication will develop action plans that respond to the needs within each organization. At the same time, we will establish the four or five key programs that we believe are needed to respond to the overall trends.

Q: *What is the status of new facilities?*

WWW: We are opening up Metro North and moving about 300 people there. We are still looking at a longer-term facilities plan. I hope that within another six or eight weeks I'll be able to tell you more.

Q: *We hear rumors about General Electric being interested in our health. Do we have any health facilities plans?*

WWW: Yes. In the Metro North facility, there is a fitness center. We have been able to arrange for all employees in the Rockville area to use that facility. As soon as we get squared away, we will get a bulletin out and tell you how to do it, where to do it, etc.

We have also agreed with the Rockville Swim Center to start a corporate membership. We will have limited times each day, off peak times, when you can use the swimming and exercise facilities. That will start May 1. Assuming you can reach agreement with your manager, we will be encouraging you to swim or exercise during work hours.

Q: *Do you have plans for child care facilities?*

WWW: We have no short-range plans. I have asked for an employee survey as we are starting to

plan for a new facility and we need to determine the interest and use level for a child care facility. My real feeling is that it's the kind of thing a company like GEISCO absolutely should try to find a way to facilitate.

Q: *Are there any plans for health facility access to field personnel?*

WWW: I sent out a challenge letter that says, "Hey, sign up for something. We'll have some prizes at the end of the year." I'm trying to trigger some excitement.

JRM: We are looking at ways to extend that opportunity to our larger-scale off-site locations. One of the problems is we have so many people scattered throughout the United States and international operations that it is tough to get a program that everyone can participate in equally.

WWW: For people not in Rockville, we are thinking about coming out with something that will be a very specific encouragement to get people to exercise and to start working on their own personal programs, like our paying part of a membership in a health facility for field employees. We are going to sponsor a program for those who would like to quit smoking. We are going to pay the bulk of the cost, probably a 75/25 share, so that the individual is going to feel participation in the activity. If we can get people signed up to get off smoking, and we can pay a few dollars to do that, we are absolutely going to do that!

Q: *We are six months from the October reorganization. And I would like to know how you feel we've done with that reorganization. Have we accomplished what we set out to do by it?*

WWW: The macro-reorganization that split the business, services and package software, we have done. Marketing and sales were combined, we have accomplished that.

We said we wanted to have functional expertise and not fragmentation. We have functionally aligned the business. That is done.

We said we had to push decision-making responsibility out to the field. The area managers were given profit and loss responsibility and can now maneuver within their resource confines to run the business and make decisions as they see fit.

We said we had to streamline and accelerate the hot opportunity area so that the field organization, when they have identified opportunities, would have a sounding board and an assist base back in headquarters. We have some very significant success building a field-headquarters relationship.

We said that we have to have a huge investment in technology, and we added $50 million to the technology base to support the technology thrust.

We have some very significant success building a field-headquarters relationship.

And we said we had to have a business where the marketing and sales and technology programs were totally integrated, so that whatever was being worked on in Marketing was being worked on in Technology, and was being utilized by the Sales organization. We now have an operating plan that literally takes every program in the business and cross-hatches among Technology, Marketing and Sales.

To that extent, the organization plan, the organization structure, and the organization implementation are working, are moving forward.

To the extent that we think we have completed the cycle, I think we are probably at 60/40. We know in the field organizations, as we radiate away from the Rockville hub,

the changes are not as far along as we like. We are aware of that.

MJE: In the field, this reorganization brought about massive changes. One area is in compensation. We set up a compensation plan that totally supports the new strategy of the business, and it is a big change. People who have been working on one set of activities face a change in direction and a change in compensation.

We changed completely the measurement systems in the field. We have gone from a revenue-based measurement to a P&L measurement and to an expense-to-revenue measurement. Think about the implications of making a deal with a client: "If I give him this, what does it do to my P&L?" People are just beginning to learn those implications. In fact, the financial statements are only out for the second month in a row. So there are only two months into beginning to understand the implications of a decision process on a P&L.

We are moving toward solving lots of the international problems that exist

We are moving toward solving lots of the international problems that exist: like contracting, pricing, and so forth.

We are working hard on the positioning of the product lines for both MARK III® and MARK 3000™ Services. We'll have some really exciting information on how MARK III is going to evolve. I think we have the basis for a whole new product line in the first half of next year that is nicely evolutionary, and I think it will have dramatic impact on the marketplace.

WWW: When we went through the cycle last year as a team, we considered the possibility that we were just rewashing an old idea and packaging it in a new fashion. We sought experts outside of GEISCO. We challenged them to look at the statistics of the industry to determine whether we had done the analysis and the segmentation of the business right; measuring the GEISCO strength against the industry to see if we were going after the right areas; and then tested the organization structure against the O&M people in Fairfield and some outside people to determine if that structure was consistent with what we said the direction of the business should be.

We have not gotten one piece of input that has seriously challenged either the strategic direction that we are following or the structure that we have put in place. Nothing is perfect. Everything will get adjusted and everything will go through changes. But directionally, we should take comfort that we know what we are about.

Q: *Has there been any consideration given to producing two phone books, one for the field and one for headquarters?*

JRM: That's a very good idea. We haven't really given any thought to having two phone books. Maybe we ought to just do that. Let's do that. The next edition will be in two parts.

Q: *Is AT&T going to buy us?*

WWW: We are not for sale, as far as I know. If we were for sale, and we're sold it would probably be fantastic for all of us. But we are not. We are right at the heart of the General Electric Company's thrust in the services business.

Q: *I've heard you say that employees are a resource in our business. And I wonder if there are any plans to move towards more flexible methods and hours of employment, such as job-sharing, flex-time, or part-time work?*

WWW: No. But I do think particularly in our industry, there are definite possibilities. It seems like the nature of the work that we do lends itself to flex-time, that's really part of the reason behind the idea of a fitness center. Work it out with your boss. Take an hour off and go over and swim. Make it up in the morning, figure out how you are going to do that.

Q: *Why do we have that huge parking garage 60 percent full, 40 percent empty, because everybody has a place? Why don't we have first come, first served and utilize the whole thing?*

WWW: And we've done it. It is probably about 80-20 people who think that that is a great idea, but some people are not too happy with it. They think that reserved parking was better so the proof is that you cannot solve everybody's problems all the time and satisfy everybody. But we are going to stick with it and see how it rolls.

Q: *What happened to the advertising we were going to have this year?*

WWW: If there is one area that is troublesome to us it is the inability to have funded advertising. We think that advertising is a gaping hole right now relative to the story that we have to tell in this industry and the reaction that the world has with respect to us when we do tell that story.

From left: Walt Williams, Ray Marshall, Mike Emmi, Jack Mulford, Ed Stewart, and Bob Healing.

MJE: There have been QUIK-COMM™ ads that have been run. We have advertised order service in various distribution magazines. So we do have a modest advertising program underway, about a million dollars. We think we need to spend 5 million or above to crack it. So we are only about 20 percent of the level we would like to be at. On the other hand, we have been doing some innovative things to ease the burden on our salesmen to get in the door. For example, last week in New York City we ran a QUIK-COMM blitz. Over 4,000 letters went out to customers and prospects from Walt and Russ Powell asking for an appointment for us to come in and tell our story. About 400 sales calls were made in one week's time throughout that area. I think we've got 14 orders signed last week and 170 or so demos scheduled this week. We are rolling it out to Chicago next and L.A. right after that.

In the fall the General Electric Company will be bringing out an advertising program aimed at corporate decision makers. About 99 percent of the GE advertising budget has gone to the consumer and it is now beginning to recognize that it's got a series of businesses that don't depend on the consumer but the corporate decision makers, people like GECC and GEISCO to name just a couple. So GE will be spending about 5 million dollars. We are going to be mentioned in every single one of their ads and the capability to tag into their program our own ads is in place. Additionally, they are going to be putting up an Answer Center which will invite corporate

America to call in and gain more information about how the General Electric Company can bring resources to solve their business problems. Our own client services organization is tying in to the Answer Center.

Q: *In looking at some of the new marketing ventures and some of the teamwork that has been put together, I was wondering whether there had been any thought about finding ways to get some of the more embedded hardworking ICs involved in some of the efforts with some of these new clients or major opportunities who haven't been involved before?*

MJE: We need all of you working on our customer situations and we think we are getting good involvement across the organization.

We need all of you working on our customer situations

WWW: The obvious followup is when you have a big project and you just say where are two or three hot bodies we'd like to expose even if they are just added bodies doing the cycle.

Q: *The clearing house idea has application beyond the financial services arena. Are we looking at anything else of that kind outside of the banking industry but using the same concepts?*

MJE: We think there is going to be a need to build a clearinghouse function for claims processing. Right now the industry is rather fragmented. The Blue Cross-Blue Shield organizations are trying to build such a clearinghouse unsuccessfully. There is an organization funded by the other insurance companies that aren't Blue Cross-Blue Shield called the NEIC. They think that's their role. Both of them have approached GEISCO and said, "You might be a logical fit to become a clearinghouse." So we are in hot pursuit of trying to become a claims processing clearinghouse between providers of health care and insurers of health care.

WWW: Eventually, the clearing of credit cards is going to be tied into an automated system from the retailer into the banking institution to debit and credit your account. And the people who've got the leading edge in the clearinghouse business are also going to have the front end opportunities when it gets into retail, and you can imagine if you could pick up two cents for every retail credit slip that is made out. How would you like a piece of that action?

Q: *McAuto just bought out Tymshare's network. One thing that we do very well is operate a network. We have twenty years doing it and we do it very well. Have we thought about leveraging our delivery of new technology to the marketplace by buying things like Satellite Business Systems which has invested hundreds of millions of dollars into engineering but has been unsuccessful in delivering its technology to the market place?*

RWM: Don't hold your breath on that one. It is a little bit outside the Engineering budget. I think the point you are making—can't we grow by acquisition—is, perhaps has to be, an element. Let me talk about the logical steps we have to go through very quickly. One of the criticisms that I think I make of myself and perhaps our way of looking at our technology in the past has been too short-term. I would say over the period of the last few years it has been one of reacting to market conditions and trying to come up with the products that would best match into the marketplace, and I for one believe that technology can in many

areas lead the direction in which we have to go. I feel very strongly that technology has to be ahead of where we might want to be in the marketplace. We have just completed our five year technology plan, we reviewed that with CR&D yesterday and tomorrow Bob and his people are going to be reviewing it with Dan McLaughlin at the corporate level. Out of this we should be painting a direction for our technology. I think there are segments of that technology plan that we might want to break away and say the right way to go would be by acquisition or sub-contract or joint venture.

WWW: There is a Corporate Telecommunications Council and a Corporate Telecommunications Task Force that have been looking at the whole telecommunications industry and asking the questions where is the industry going and where should GE play in telecommunications in total. And a lot of the things that you are mentioning whether we should own satellites, whether we should be microwave, fiber optic suppliers, or whatever are being tested at the corporate level.

Q: *Why was there no comment area on the survey for people who would like to add things? How have we benefitted from past surveys?*

WWW: There should be a space on there for a write in comment. I am surprised that there wasn't one. I think that is a legitimate complaint. I can only tell you from my experience in other businesses and then Jack Mulford is going to talk about GEISCO. These attitude surveys, as far as I am concerned, are the pulse of what is going on with the people who are making the business breathe. If the organization is sitting out there and saying, "I hate this place, the lights are dull and I can't come in comfortably in the parking lots because there is no security" etc., etc., etc. and we don't listen to that and make those corrections, it is crazy. So to me the input on those are real. We are going to say, "Here is what you told us. And here is what we are going to do about them." Then you are going to see what you told us and what we did about it. You are going to be able to use a report card on us because it is not hidden. It is not going to be anything subtle as, "I wonder what we said," and "Did they really do anything?" and then we camoflauge it with smoke. It is going to be real so you will see the action. That's why I wished everybody had turned it in. I'd like to know what a hundred percent of the people feel so if it is different we can put the emphasis in energies against that.

An organization that is unhappy tends to remain unhappy even for a period of time when things start getting better.

New trends: It is tough to turn an attitude survey around dramatically. An organization that is happy tends to remain happy even when things get bad. An organization that is unhappy tends to remain unhappy even for a period of time when things start getting better. You can read trends and you can read specifics off those and that is what you want to address. Improve the trends upward. Cut off the trends down and attack some specifics that are pointed out. And Jack has that specific challenge to do exactly that off the survey.

JRM: The '82 survey was, in fact, a very negative survey. In '83 some of you may have participated in what we called employee sensing sessions. The reason we did that was the bad re-

The sessions were interesting and enjoyable.

sult on the '82 survey, and we got some specific concerns that fell out as patterns as a result of these sensing sessions. We have published a status report: Here is what we said we are going to do; here is the status, and we have even said we haven't done what we said we were going to do on a couple of things. We slipped on the schedule, but we are still working on them and we will get that closed.

Q: *Why do you need to know the person's race or age on the EPS?*

JRM: This is a corporate survey used across the total company. One of the things we are interested in is tracking how various employee populations feel about working conditions, how they are treated, the practices that affect them. So it is aimed at that kind of segmentation and ability to get in and analyze where specific conditions might exist. That is all.

Q: *Mr. Mulford was saying that this is for attacking on a corporate level. But we know that there is feedback to our sections. My only question is, are those questions which are really designed for a corporate tracking level, do the information from those questions, are those responses sent back to the section level, and I am not talking about a witch hunt here, but as the other gentleman said, if you only have one black female over forty-five in your section you are going to know, it is just a natural thing that you would glance and you look at it?*

JRM: Yes, that data will come in the most usable form possible to allow us to get the action planning, the concerns. I can only tell you that our people will be a part of the process and we'll hope to provide the balance there. It is not the design to go to an individual tracking. This is very much a solutions approach, and that is why we are going down to the section tier and letting it run there.

Q: *On the section level, would that sort of identifying data play a particular role, as to age, race, etc.?*

WWW: Jack are they cross-correlated? I don't think it says a forty-five year old black female said this.

JRM: No, you cannot track it. You can track the overall demographics, but not to individuals and how they respond.

Q: *I would like to know how you track your commitment to the affirmative action programs. I would also like to know what role does your staff play in that?*

JRM: We have recruiting goals, in terms of bringing in new hires in line with the current populations.

Secondly, we have had EEO trends going in the wrong direction. We have an overall commitment to change that trend direction. But when we look at this business compared to General Electric or compared to the industry, we have more representation of both women and minorities than you find across the General Electric Company or in the industry in general.

Q: *What is the function of employee relations?*

JRM: We have basically two roles. One, we have the responsibility to address business needs in human resource areas such as recruiting, employee communications, compensation, and employee problem solving. That is the one side of the equation where we are a team member in satisfying business needs. The second role is employee stewardship. We represent the interest and concerns of employees and work to bring balance between employee needs and needs of the business. That is the dual role that we play.

Q: *What does corporate think of us after this first quarter?*

WWW: Each month we report to Sector on the business as it relates to the prior month and how we see the balance of the year.

I think the second quarter for GE in total will be good. The second quarter for the Services Sector, Bossidy's area, looks like it is shaping up pretty well with a little bit of pressure. As I indicated, we made the first quarter net income, with nervousness on revenue. We are going to make the second quarter net income but we are nervous on revenue. They understand the nature of the transition—the new business/old business phenomenon and its timing. Fairfield is genuinely excited about what we have got going on. They hoped that the revenue would turn a little faster than we anticipated. They are hoping we are not going to have to tighten our belt too much in 1984. We are telling them exactly what we are dealing with and we are getting tremendous support. I couldn't ask for anything better out of Fairfield.

. . .we are getting tremendous support. I couldn't ask for anything better out of Fairfield.

Q: *Are we going to see some improvement in our cost accounting system here at GEISCO?*

EDS: One of the moves we made a part of the reorganization was to pull together separate organizations that were working on cost accounting under Dan Miller in a division operation. We are working to upgrade all parts of the production cost accounting system. By pushing work out into the field, we get better support in the field early on projects in terms of costing the resources that we need to pull these projects together and to have a reliable cost estimate when we put out proposals. John Clouse is working hard on putting together a more simplified measurement and reporting struc-

ture so that we can do those things mechanically with less brute force than we now have to do.

Q: *Why can't we have volume discounts?*

RRH: In appropriate circumstances we can certainly offer volume discounts, and we do in fact. We instituted one about six months ago on a small micro package, FCS-EPS. We did that to meet a competitive offering in the field. That provides an absolute defense to any allegation that it might be unlawful. The second one is the basic VAN pricing schedule. You will find that there are volume discounts built into that which also track existing discounts. That, too, is an entirely permissible circumstance in which to offer volume discounting. There are many other circumstances in which volume discounting can be offered with some degree of legal risk. That risk has to be analyzed on a case-by-case situation, and the Legal Operation is entirely receptive to considering offering volume discounts. They are not something that can be done regardless of the circumstances without some risk, but they are features of pricing strategies that can be definitely implemented with the proper assessment of the risks.

In appropriate circumstances we can certainly offer volume discounts, and we do in fact.

WWW: This business has to identify what it wants to do, as far as marketing the product, pricing the product, then we want to come forward with that proposal and see if it is knocked off along the way by something that is absolutely not allowable to do. We don't want somebody who doesn't understand the law to decide not to pursue something because they think it is illegal.

Q: *What are the company's policies that lead to the shuffling of the secretarial staff last November, and what is the rationale for having it work that way?*

JRM: As we were going through the organization changes in October, we were unsure just what the exact staffing requirements would be for secretaries so we elected not to do anything until we had that all set. Once we understood what the structure was and the staffing, we then proceeded to reassign secretaries rather than displace secretaries to get them lined up within a new organization structure. Our attempt was not to go through a surplus action and a lay off/displacement process, but to try to work it out by an individual case basis tied with the organization that did in fact get settled in.

Q: *What are CMMD's for? Are they necessary?*

JRM: A week and a half ago Larry Bossidy was at Rockville. What we did for about six and a half hours was go through a process of looking at our organization and the people within this business. That was aimed at making sure we have the right organization and staffing in place to meet the strategies that we have. The same theories apply as you go right down into section and subsection organization tiers. The purpose behind the CMMD process is aimed at a career focus so each person once a year gets a chance to assess where they are and what they think their career should be. They get a chance to document this on the CMMD, and in turn their managers should be talking to them about how he sees

the career goals of that individual and how he sees the performance at this stage.

Q: *PC supplies are not currently considered as office supplies that are supplied by the company through the normal purchasing channels. Is that going to continue?*

RWM: Let's see if we can work out something more efficient than the way we do it now.

Q: *In what way are the managers rated on the quality of the work they produce?*

RWM: In the past we have been trying to do so much about quality after the fact. The right thing to do was to take the quality assurance organization and move it from the operational side up into the Engineering side. The reason was to get quality built into the products that we design and release. We are around sixty percent of the way to implementing the right program to introduce service quality into the design area. A part of that has to be the measurement of the responsible designers and their managers as to the quality of the product they turn out.

Q: *Are we going to eliminate smoking altogether?*

WWW: Everybody has free choice relative to smoking or non-smoking. I think we have got to encourage people not to smoke for their own benefit and our benefit. As time progresses, we hope we can find ways to make smoking less intrusive to the non-smokers.

Q: *I think it would be helpful for the new manager to get feedback from the people who work for that person as to how they are doing.*

JRM: We do have what we call new manager assimilations—a process that is aimed at bringing some insights to the new manager: what people feel and what they expect from him. There are some managers who ask their employees how they are doing.

Q: *Can we have assimilations where the manager and a group get together in an anonymous environment to give the manager the input he needs?*

JRM: We should look at doing assimilations for existing managers—a perfectly legitimate process.

Q: *What is going to happen to the TRs?*

MJE: It has become increasingly clear that the field must become more technical in its capability to deliver to the client and understand the client requirements from both the business prospective and the technology. It is also increasingly clear to us that we want to operate one of the world's premier professional services organizations with a high level of consulting expertise that can come in and back up our account managers over time. If that is the trend, then our technical representative role might be changing, and we might want to give them a couple of career paths. One is towards sales where we think we are going to have a stronger more technical sales organization, and the other towards professional services where we are going to increasingly need that kind of talent. We probably got carried away and said, "Yes, and then we could probably do without the TR role." We put that into our operating plan and said we are going to evolve this over the next twelve months. We took it out to the field, and we got a resounding boo. We have increasingly understood where we were wrong on that. We are always going to need that front-end technical resource easily available to the salesman. We don't want any TRs to leave. They do have a career path in that job function.

If there are TRs who would like to consider a career path as a professional salesperson, it could be a most rewarding career path. We have even made that easier, now with a 90/10 plan and a way for TRs to move to account representatives, and we would also open up the paths towards professional services. This will be coming out officially through the review process and an update to the operating plan.

Q: *When we hire a person from the outside into GEISCO, we always pay them whatever it takes to get them into the position. When we promote someone from within the organization to a position, we treat it entirely differently. We call it effect on payroll. If the person has a significant gap in a salary to make-up, the manager is put into the position of either stealing, or borrowing at best, the salary from the other people in their group in order to average out the stated average increase on raises for that year, or else has to pay the person under position rate. Are we aware of the message that sends to people in our organization who have growth potential?*

JRM: Generally speaking, when someone is promoted, we should be paying at least the position rate of that new job. If the EOP makes a manager say, "I cannot do that because I have to borrow from someone else to do so," then we have got to find a way to go ahead and pay people for the value of the job that we are putting them into. We do have the EOP measurement and have to manage that, but we should also be paying good people appropriately when we promote them.

Q: *What's your (Walt Williams) business/philosophy style?*

I have a very straightforward approach to life . . . running a business is relatively straightforward.

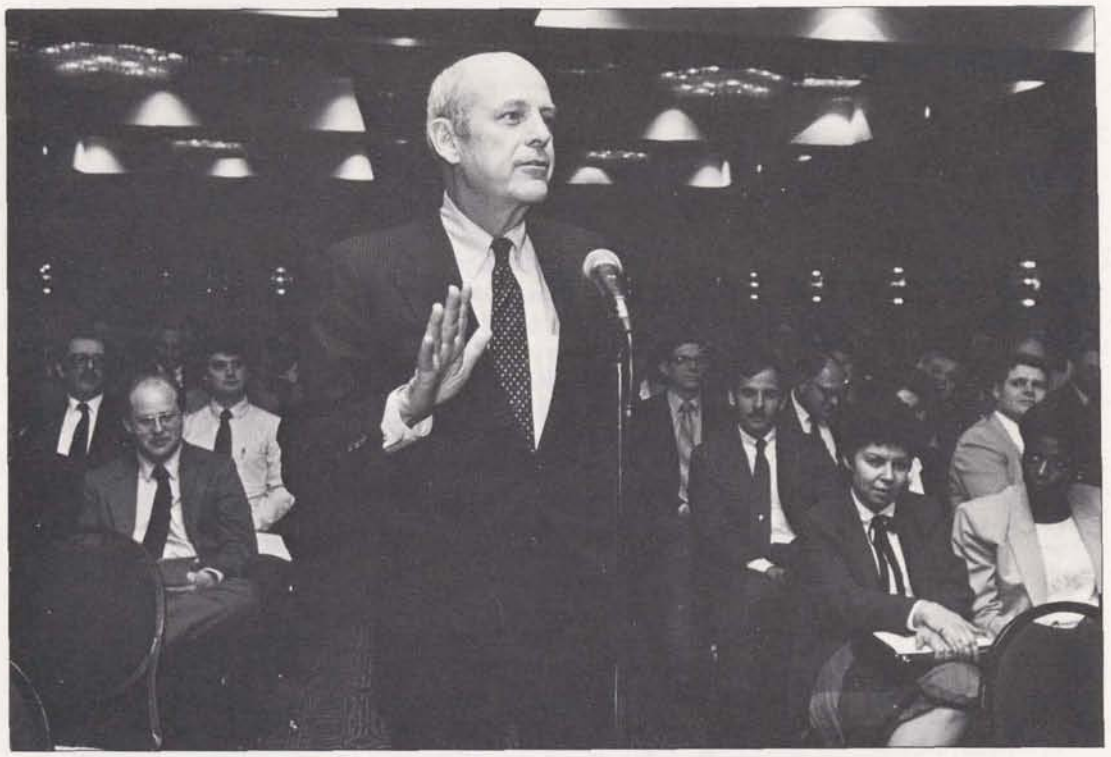
WWW: I have a very straightforward approach to life, and I think running a business is relatively straightforward. It is not simple. It is complicated, because you are dealing with people. It requires certain disciplines. The disciplines say, "Understand the circumstances you are dealing in relative to the industry; understand the circumstances you are dealing with relative to yourself; figure out how those two things match."

The only frustration I have is getting my enthusiasm out fast enough to the total organization so that can be as excited about the business as I am. Go back to the words I used a year ago: reality, excellence, and ownership. You deal with the reality of the world so you are not kidding yourselves. You deal only with the reality and you wrestle with the reality. Whatever you do you decide to do on an excellence basis so you can be proud of whatever you do. Then, you have to have an organization that is willing to take ownership for the business and say this is mine. I want this to succeed because I am proud of it, because it is my life, it is where I am spending eighty percent of my time. You take the combination of those three things and go after the business. This organization is mustered against tough tasks and it is just positioning to be an extremely exciting business again for General Electric Company. How do I work with my staff? I think I would tell you that I work with my staff in probably as open a fashion as you can imagine. I know one thing. All of them are brighter than I in their area of expertise,

and if they weren't, they are the wrong guy. What I bring to the party is a business balance and the way the organization works together, now, which is sensational. We unify on a decision (if there is a split vote, I am the tie breaker) and we get on with it. And the organization is working pretty well. I think we've got a pretty open relationship right now.

As far as the accomplishments, I am absolutely thrilled with last year. I think the $33 million was an incredible accomplishment for this business, and by the way so does Larry Bossidy and so does Jack Welch. I think those numbers were outstanding but those are only a set of numbers. Sure we want them, and we are trying to put them together. But what this business has done in the last twelve months as far as grabbing itself and clarifying how it is going to function is really exciting. What we need to do is live through the transition period. I think that whole combination of reorientation, reidentification of what the business has to be, and then getting it mustered behind an organization thrust is maybe the most fun year of my life.

Q: *It's been a while since we've had the TIPO integration. Has it worked out for GEISCO like we hoped it would? And what about GE, how have they seen that?*



Many questions were raised.

RWM: We have recently gone through all the numbers and they showed that in just about every category we are on or ahead of the financial measurements that we had set in place. It has been a big financial gain for GE, which was the main objective. It fits within the financial gain for GEISCO as well. The second part of that is, what could the synergism do relative to GEISCO in the marketplace from a technological standpoint. One of the most significant accomplishments this year, I think is the completion of the installation of the SBS ground stations throughout the United States. We will have nine of them installed within another quarter. That means that both the General Electric voice network and GEISCO's data network are in the first stage of conversion. That backbone will be one of the main ingredients of carrying all the data traffic and voice traffic for our now combined voice/data work that GEISCO is doing.

I think all of the objectives we set out have been met. It looks like it's going to be an ace for us in the future.

Q: *How is the recent agreement with WANG going to affect our relationship with TI?*

WWW: The agree-

ment with WANG is a marketing agreement where the two companies have come together and said by the very nature of what they do and we do, there have to be opportunities for us to jointly market our services. We see that as a very compatible arrangement between us and WANG, where we can have similar arrangements with Apple, TI, and IBM, which do not form any mutually exclusive arrangements. They just align people with capabilities with other people. This is a tremendous opportunity for us when we look at our electronic mail—it now becomes the front edge electronic mail conversation with anybody who's got WANG equipment.

When we initially thought of it, the real issue that was raised is: what does that do to our relationship with IBM? What it does is it makes them ask to talk to us on the same subject. We are going to see some very good action coming off of that kind of marketing arrangements.

Q: *Are there other types of marketing arrangements we are working on that you can tell us about, either in the same area or in the networking area, such as local area networks?*

WWW: We are working with Rolm, a PBX manufacturer and supplier, trying to formulate some kind of an interface arrangement with them. We are going to begin conversations with Apple.

Apple is a very interesting new situation that is just developing

MJE: In general, we see alliances as a major environmental occurrence throughout the industry. IBM is, of course, pursuing alliances with third-party software people as well as hardware people like PBX suppliers. That's just a condition of our industry.

Apple is a very interesting new situation that is just developing out on the West Coast. Apple has a problem. As they continually grow and become more successful, their client services costs are skyrocketing. What they would like to do is bring up on our network for after hours usage, an Apple Bulletin Board. Apple users around the country and eventually around the world will have access to the Bulletin Board. They can log problems that they are having and they will get answers from other Apple users. Apple will keep a scorecard; you get points if you answer questions for another Apple user. Those points will total up, and you can eventually get yourself a Lisa or a MacIntosh.

The Apple credit card, which is produced by GECC, can take orders for Apple equipment and we can take orders for Apple service and bill it to the GECC Apple Credit Card.

This is an exciting opportunity that will be decided in June, with the first revenue month in September. If we are lucky enough to win the business, it will be $250,000 in its first month of application. It's an enormous opportunity.

Q: *In office space, which is better, the movable or the fixed partitions for work efficiency?*

WWW: In all honesty, there have been different schools of thought that have waved back and forth for years. As we look at a new facility, we will do an evaluation to determine how we should structure a new facility in the most optimum sense.

Q: *As a new employee, I received an introduction to MARK 3000. I don't know what other introductions we have. Is there an introduc-*

tion to GEISCO as a new employee? Also, how do we see MARK 3000? Do we have any idea about a new Super Center that includes a MARK 3000 system?

WWW: First, the introduction to GEISCO. I think we should have a presentation so a new employee can learn what GEISCO is. We have a slide presentation put together.

Now, MARK 3000. There is tremendous enthusiasm for the MARK 3000 capability. The plan is to continue to invest to keep us up to speed with whatever IBM is doing. MARK 3000 right now is not making money. We look at the breakeven point of $75 million worth of revenue on a full-cost basis. We are operating this year at $40 million, so we are subsidizing MARK 3000. We're going to do that and we are going to get the volume up. And we are going to make that a key part of our life.

Q: *Now the Super Center Question: It really was in two parts. The first part, do we have any current plans to move the current IBM-based main frames from Rockville to any other place?*

WWW: No.

The second part is: Can you imagine any scenarios that would cause you to reconsider that decision. I can think of one major scenario, which is the fact that we've got a lot of unused real estate in Ohio. We are constantly looking for a special type of an activity that could cause us to put work there, such as disaster recovery, or backup systems, or some new business area.

MJE: I want to add that CACHA is a MARK 3000 opportunity, and it's going to have a West Coast center.

The SEC is also a MARK 3000 opportunity which will involve an on-site MARK 3000 in the government. The third area is Mexico. We are evaluating a center in Mexico as a way to increase our business and give us some protection from their governmental regulations.

RWM: Now that we have opened the door to CACHA, let me tell the whole story. We are already one month into a major execution of a major project that spotlights on how well we perform.

Bob Powell, under Gary Mueller, has set up a project organization which cuts across all organizational boundaries, so that we can move expeditiously. It includes the establishment of two service centers on the West Coast. It is an outstanding project which is going to touch many of you. So if you hear the word CACHA, please bend your shoulder to the wheel, because we really need to get this job done in the short 12 months that we have.

There are numerous other similar items we could collect, and there are 32 other clearinghouse associations which I know are looking at us.

Q: *Why don't we advertise more?*

WWW: It is a huge problem, one that we have not addressed well, as far as advertising what GEISCO is.

Why don't we advertise more?

MJE: We would like to be spending at a rate of about $5 million a year on an

The subjects covered all areas of the business.

advertising program. We are not. We are spending at a rate of about $1 million. That's about 20 percent of what we would like to be doing in terms of getting our message across from an advertising point of view.

On the other hand, there are things we can and should be doing to spread the message. For example, last week in the eastern area, we ran a sales blitz on QUIK-COMM. Well, it's a lot more than a sales blitz on QUIK-COMM. Four thousand letters went out to chief executives and financial officers of the largest corporations headquartered in New York City; 400 sales calls were made to talk about what our capabilities are in QUIK-COMM. Often, we would go into very general areas and discover new opportunities. We have received 14 orders so far. We have 170 demonstrations scheduled this week. We are going to roll that blitz into Chicago, where another three or four thousand letters will be sent out. Then it's going into L.A.—another three or four thousand letters. You start adding that up; that's 12,000 contacts.

In May we are going to try to roll out a program aimed at data processing management. We are going to five cities across the United States. If we can pull in anywhere between 60 to 100 people per city, we are looking to contact somewhere around 500 people who are all data processing managers, giving them an understanding of our capabilities.

Q: *In my year and nine months here, I haven't witnessed any type of management policy that is in place which requires the managers to evaluate the employees quarter by quarter. Is there such a policy?*

WWW: There is not a specific policy, but there is encouragement to do more than what is being done. I'm not sure, but maybe we need to bend toward a policy-type standard.

In organizations people should feel very comfortable that the person that they work for has an interest in them as an individual and an interest in them relative to how well they are performing in the job. Similarly, a manager should have the feeling that those who work for him have an interest in him as a manager and are willing to have two-way communication.

An ideal situation would be at the beginning of a time period, employee and manager could sit down and agree on the goals for the next year, divided up by quarterly target dates. The employee and manager would get together quarterly to say, "Here is how you are doing against your goals." At

the same time, the employee would be giving feedback to the manager of "This is what I think of you as far as being my boss."

Granted that feedback is tougher or more delicate to manage in most situations. We wrestle with the reality of that in describing an idealistic thing.

If you have been with GEISCO a year and nine months, and the extent of the interface relative to performance has been one annual review, I think the system has goofed. A new person in a system should have heavy front-end conversations, some very close end reviews of what was asked to be accomplished versus how they are doing, some good two-way feedback between the manager and employee relative to how they are getting along with each other. This would involve at least two or three meetings in that first year, minimum.

Q: *How are we doing with the EASY★CLAIM™ project?*

MJE: EASY★CLAIM System is a marketing idea which has the merit of packaging a PC with a packaged software capability that will pull through the Foreground and the Network. What it does in a doctor's office is patient record-keeping and accounting. And it will pass the insurance claim from the doctor to the insurance company, in this case, Blue Cross /Blue Shield.

We thought the right distribution would be the Blue Cross and Blue Shield organization, so why not sign a distribution agreement with them. We found that we were really altruistic in our thinking, and that it takes a lot of work to convince a doctor that he needs this automation, and that the Blues were really not as well equipped as we had all hoped to do this.

We are not sure the Blues are the right channel. We do have 40 solid orders, and about $600,000 worth of revenue from the project through the first three months of the year. We are beginning to get some claims flowing through the system.

As we went through a segmentation of the business last year, one thing just slapped us in the face: We are doing well in health care and we are not trying very hard. We are getting about $30 million a year out of it and it has grown about 30 or 35 percent.

We have concluded that, yes, GEISCO has a major role to play. It is another clearinghouse, this one for claims. Claims between doctors and hospitals to insurance companies. We are positioning ourselves with the insurance companies, with EASY★CLAIM with the doctors, and an organization in New York which is being funded by insurance companies called the NEIC.

We have concluded that, yes, GEISCO has a major role to play in health care.

NEIC is currently on Boeing. They are now in very serious discussion with us about a competitive conversion. I think the day is not far off when we will be doing claims processing, not in an EDS sense, but in a clearinghouse sense—similar to a CACHA; this is a very big piece of potential business for GEISCO.

Q: *When Jack Welch gave a speech last October, he talked about filters as obstacles to communication within businesses like GE. Now that you (Walt Williams) have been with us for a year, did you find those filters within this company? And if you did, what are you doing about it on a day-to-day basis, other than meetings like these?*

WWW: I agree with Jack Welch that filters are an obstacle to day-to-day communication. We are having some interesting times relative to communication because we have gone through a tough year. And at the same time we were trying to roll out all the communications relating to that and wondering why, when we made a decision on Wednesday in Rockville, that the field in Moline did not have the answer on Thursday.

Well, the reality of it is that as you communicate—as you deal with the cycle of people telling people, telling people, telling people—that the message is never told in the same fashion. It takes on the biases of the individual that is communicating the message. And the biases are either filtering-in or filtering-out with respect to the message. There are some people who are lousy communicators, and as a result just choose not to pass messages along.

There are problems relative to communication and they have existed forever.

There are problems relative to communication and they have existed forever. The more diverse your organization is spread geographically, the tougher it is to deal with that. We have been saying that you can not be a good manager if you are not a good communicator. It is impossible to be one without the other. Communication is an integral part of the whole management structure, and if you are a manager you owe it to yourself and you owe it to the organization above and below to practice the techniques of communication and to work with your managers above and your management system below you to figure out how to maneuver and to pass messages back and forth. That is a long, hard, grinding process.

We are trying to get a sense of comfort within the business—comfort within ourselves. When I came in, this organization was very stiff. It is still stiff. It was very stiff from the standpoint of being protective with respect to what you shared with each other; how open you felt about communicating with each other; what degree of confidence you had with being open.

It was an organization that was pretty much going off into relatively small cubicles and not having a lot of good inter-relationships and intercommunication. One of the things we are trying to do, is to learn how to be comfortable with each other. You've got to learn to trust each other. You've got to be comfortable having a conversation without worrying about 27 implications with respect to what you are saying. You've got to be willing to express your opinion or ask a question, take some shots if the thing is not quite in line with respect to your own homework—and just talk and work and loosen up with each other.

When that starts to happen, you will sense a different effectiveness of communication. Things that are being said here find their way to the top faster, because people are willing to pass along, "Have you heard what they are talking about?" in the field, instead of closeting the information. People get more excited about calling a staff meeting.

Are we making some progress? I think we are starting to get more comfortable with each other; I think our organization is loosening up a little bit.

Q: *Do you have any thoughts about the objectives and implications of McAuto's acquisition of Tymshare?*

WWW: When Tymshare was originally up for sale, we did an evaluation to determine if we wanted to

buy it. An initial look said, "What a nice match." They have a network; they'd probably have network technology that will allow us to leapfrog some of our technology programs; and the time sharing base that they have which is IBM, will be a nice addition to our IBM network and we'll get some synergies there. All we'll have to do when we combine the two organizations is take $50 million of cost out and that combination will make it a great purchase.

That was when the price was pressing $400 million. When the bid went in on Tymshare by McAuto it was at $376 million.

As that bid was going in, we were through our evaluation and starting to realize that Tymshare's network technology was not as advanced as we thought. They were struggling with problems of lack of reinvestment and were going into some deep holes as far as profitability, and they were looking for a saviour to solve some of their business problems—mostly aimed at lack of investment.

When McAuto re-bid, they bought when the Tymshare profitability in the fourth quarter of '83 had fallen to a negative $8 million. At the $325 million purchase price, our estimate is that they still have to take $50 million of operating cost out to make that even a marginally successful purchase, from an economic standpoint.

Now if you say, economics may be only one reason for them to buy. They also are picking up an IBM volume of business and are now in the network business. Suddenly, overnight they had become more of a GEISCO than they were previously. And that's a good move for them. But they've got themselves a fairly significant management challenge to not let that turn out to be a big profit drain for them over the next two or three years.

Q: *I would imagine that in many cases we must be almost apologetic for having MARK III Service, a technology that is ours alone. I wonder what it is about MARK III Service that lets us grow our customers to where ChemBank now is exceeding one of our file systems, which is an enormously big application?*

MJE: That I think may be the gut question facing GEISCO. And I think we have a story beginning to emerge that is one of the best pieces of work I've seen done in this organization for a long time.

In the marketplace today, MARK III Service is synonymous with time sharing and unfortunately, time sharing is not an "in" thing. We all know that MARK III Service goes well beyond time sharing. Chemical Bank is an enormously large application that is nothing like a time sharing application. It is an online transactional processor that has 9,000 treasurers in the United States who dial into it every day. It is also a shared application operating in a shared applications environment.

In the marketplace today, MARK III Service is synonymous with time sharing and unfortunately, time sharing is not an "in" thing.

This is high-tech data processing of the first order of magnitude. Unfortunately, when the marketplace hears MARK III Service, it thinks RCS or time sharing. We've got to do something about that.

There is a sweeping trend to microcomputers. They are everywhere—probably not being well used everywhere. There has to be a way to tie together the microcomputer as another terminal and our MARK III Service capability in the shared applications. It could be the rebirth or the next generation of what we are.

We've got to get the message across about what's been going on in the last six months in both Engineering and Marketing: one of the fastest, most adroit repositionings known to mankind has been going on. We are close to having the next generation of MARK—of MARK whatever we are going to call it!

We have been saying for some time that the repositioning would be the information manager of the eighties. It includes everything that MARK III Service has, but it has more.

We're hooking processors and communication lines together. ChemBank does it every day in the week. They interface to all kinds of other processors. We have more technology there than we give ourselves credit for. When we go out and do reality tests, we are just astounding the marketplace with our own capabilities that—and the enhancements are coming. So it's not just what we currently have, but the planned enhancements that just really position us very well.

The next piece of major work in front of us is the marketing work.

The next piece of major work in front of us is the marketing work. How to package this in a meaningful, understandable way for our field sales organization and our clients. If we get that pulled off, you can look for a major product announcement from us in the fourth quarter or first quarter.

Coincidentally, it happens to tie together with work that Ray Marshall has been doing in selecting the next generation processor. You've heard that we are going forward with a $100 million appropriation request for these processors. What an opportune time to think about repackaging our pricing, our technology, new operating systems, and repositioning ourselves in the market as the communications company in the eighties with vast capabilities.

Let's not sell ourselves short. We are just awesome right now, but we are not positioned right in the market. We need this repositioning work to take place. And I think we are not very far away from that. I am awfully impressed with the work and the people that move it as quickly as they have so far.

Q: *Can you share some of your thoughts regarding the decisions that have been made about MIMS® Systems?*

WWW: When we wrestled with what we should work on, as far as the direction of GEISCO in the next few years, we had to stack the different activities, what kind of manpower and resources they were taking, and how well they fit what we were defining as the packaged software strategy or the services business strategy. MIMS manufacturing, not MIMS the language, was an area that fell out as being suspect.

It was suspect because MIMS manufacturing has a high propensity to be single-site in nature and it is highly customized in every application. After you've done this major customization, you find that the person you're working with has now bet his business on you. The person says, "Now that I've got your system, you've got to enhance it, you've got to maintain it, because I signed up with you and this is a system unique to you and you've got to stay with me."

You have got a highly customized package software business that has a lot of residual ties to it that require maintenance and people tied to it. Bad fit.

We faced the fact that it doesn't fit. Now, how do we deal with the clients that are already signed up? We're working on that one. The other piece is what to do with MIMS 4th generation lan-

guage that we own. What do we want to do with that now that we're no longer involved in MIMS manufacturing. We're working that one.

Q: *Please talk about the new MARK III Service. Are you talking about a new product, a new operating system, or what?*

MJE: I use the term broadly from a client perspective, when I talk about an operating system. When you begin to think about the connector capability that we are packaging, the Gemini capability that's being packaged up, and how they will interface in the shared applications arena, I think we should begin to tell ourselves that it's a different operating environment. We have an operating system that is robust enough to handle it. Some of it is marketing repositioning work, because I think that is fundamental to what we have to do to get on with MARK III Service growth.

If we walk around in the marketplace talking about an eloquent time-sharing system, I'm afraid we have problems.

Q: *Can we get copies of the annual report?*

WWW: You can get them from the mailroom in Rockville.

Nearly every employee in Rockville attended a session.

Q: *I've heard about Jack Welch talking about three circles as it relates to the General Electric Company. Can you tell us more about the three circles?*

WWW: Jack Welch has a vision—a vision for the General Electric Company. And he sees the vision in the form of three circles. He says the company's future is going to involve a circle of high-tech businesses, a circle of services business, and a circle of core businesses—core being traditional businesses that have made the General Electric Company what it is today.

He sees major investments being made by the General Electric Company in all three of these circles. They're at the foundation of how he sees the General Electric Company forming in the future. He says when you take these circles and you pack in the pieces that fit, there is a group that doesn't fit. And they are kind of tucked down in the corner.

Jack says if you exclude them from the General Electric numbers, the revised set of numbers position GE as having a 19 percent average annual growth rate company and a 9 percent return on sales company. Now, those for a business the size of GE are dramatic.

The nice part from our standpoint is every time he talks about the services circle he says, "and at the heart of the circle is GECC and GE-ISCO." The two foundations of the services, future of the General Electric Company.

Q: *One commitment of Jack's seems to be factory automation. Is that still a strong commitment and how is he doing relative to how he wants it to be going?*

WWW: I have never heard Jack when he is giving a speech where he has not reinforced his commitment to the factory automation concept. And revitalizing the industrial United States through this concept.

Now there appear—I am not very close to it, but—there appear to be a lot of huge growing pains. It is such a monumental undertaking you can imagine it would be growing pains associated with it. When you talk about a business whose life it is to automate factories, you are talking about a concept that is very macro in nature.

Q: *How is the integration of LTI and Professional Services going?*

MJE: Last March, we envisioned a full integration of our Professional Services capability, so we went the first step: to integrate SDC and LTI, and we formed a company called the GE Professional Services Company. The real step was to integrate two cultures.

In October, we started the next step which was the full integration and bring it into GE, give them the GE benefits, and so forth.

At the same time, we made them report in to an area of mangement structure—so that the field would have control of its capabilities in order for it to make its P and L. One of the additional changes, as we move P and L responsibility out into the field organizations; and one of the tools you need in a big custom business that the services business tends to be—is control of your Professional Services resource, the level of resource, and the amount of cost and revenue that you'll generate from it.

That's the theory behind it. We also said to ourselves that we're taking on an additional $5 million burden, and the $5 million burden is in the benefits and the LTI people picked up, the GE benefits that they didn't enjoy before.

We had to find ways to offset that $5 million, which would otherwise find its way right to direct margin. So we said to ourselves, "Let's go after a higher grade of consulting, where we think we can get a higher price for our pure play capabilities." At the same time, let's see if we can't move more and more people in an integrated way, into our core business area, so we can take advantage, particularly in the LTI situation, of a tremendous amount of IBM talent and experience."

We put a game plan together, and we said by the end of this year, we would like about 115 or so of the former folks working on jobs and assignments that we would call our "core business." We would still be in the pure play business; but at the higher end, so we can gain our margins. We looked for a much slower growth rate, because we're going through all kinds of transition. We're taking essentially two different cultures and putting them together and trying to form a third, different culture.

We're taking essentially two different cultures [LTI and GEISCO] and putting them together and trying to form a third . . . .

How's it going? The margin game is lagging behind where we wanted it to be at the end of the first quarter. We have not fully repositioned ourselves yet as a high value and consulting organization yet, so we are not

getting the margins that we would hope to—but we think we can catch up pretty quickly on that. Each of the areas has plans in place to catch up—and we think by mid-year, we'll be back on track from a margin point of view.

The issue of moving up is hard. It's hard to understand how you move up into the consulting arena, and it's hard to get all of the LTI people to understand this drift. It is moving a little slower than I would like to see it move—but quite understandably so. It's just a different ballgame, and we just don't understand all of the hurdles that probably are still in front of us.

Q: *I guess my personal observation, on a very limited basis it that it's going more toward the body shopping. I was interested to hear that it's supposed to be going the other way.*

MJE: The growth is coming out of the body shop side; that's the easier part to get the growth out of. That is what's causing part of the margin problem—that we aren't moving up scale as fast as we wanted to move.

There are 1500 people involved here. We wanted 115 of them to move towards the core business, and a bunch of them to move up scale—about 300.

So, it's still going to look like a big body shop this year because of the numbers. Yet, we think we've done an outstanding job if we can get 115 of them involved in our core business projects, and if we can get a couple hundred of them moved up scale.

Q: *Does the sixth floor at Rockville consider themselves an elitist group? Are they really involved in the business, do they understand the business, are they willing to roll up their sleeves and get involved?*

WWW: Let me tell you what the 'sixth floor' in Rockville is right now. It's an organization that is dealing now with the subjects that you would want it to be dealing with as far as making decisions that give direction.

It's an organization that is mustering to be part of high level sales calls, as soon as we find out those kinds of sales calls are needed. It's an organization that feels like they are part of the team, ready to work with and direct, and close business activities.

It's a group of people that have got an interesting affinity towards winning in this business, and brings some interesting insights to their role.

The team you're seeing up here is not a team that is looking down, peering over an organization and saying, "I wonder if they're going to succeed or fail," and then taking the results of that.

It is a group of people that have got a mentality that is heavily skewed toward winning, and being heavily involved in the business, to make the business win.

Q: *Mr. Welch likes to have businesses be number one or number two in their industry—how do we size up GE Information Services as far as being number one or number two?*

WWW: We're in an industry that defies calculating market share; you can almost define the market you're in any way you want to, so you can make the guy before you look like a turkey, and you make yourself look like a hero. And you can just play with the numbers.

Market share is a tough one. But there are things that we know that we can be number one at. And we're going to be number one as far as quality, reliability, client interface, and client sophistication. Our services business numbers will probably be able to go up against any set of industry share measurements showing that we're

number one or number two in the information services industry.

Q: *Being a member of quality assurance, I have a fairly close up view every day of the degree to which our new customers are picking up on our VAN offering.*

I see numbers like Mazda Motors accessing a VAN for 1600 sessions a day, CDNS, 700 sessions a day, Ford Credit, 70 sessions a day; even Purdue University, which is waking up kind of late—running something like 45 sessions a day. And all over users of the VAN technology, about 180 sessions a day for about 2600 new sessions per day, coming through our Network we didn't used to have.

And the question I wanted to ask is—how does the company staff view that? Is that inadequate picking up on a new product, is it way below expectations, or is it a fairly robust picking up?

MJE: The VAN has just been announced last week, so these are field test customers. Mazda is really staggering to all of us, as we think about the implications of how quickly they're ramping up. I think it's pretty good news. The goals are to hit 4 million this year, and 14 million next year, and on up, with an almost doubling of the number for quite a long time.

If anything, our goals might be too modest in terms of revenue. You're in the business, so you understand how hard it is to find specialists who understand telecommunications, and we're recruiting our socks off out in the field to get the specialists in place to help our main line sales force be able to explain and sell the thing to clients.

But I think the ramp is overall, if anything, a little conservative and a little bit behind schedule; but not a lot —nothing to worry yet about. Telecommunications is a main part of our future.

Q: *A large portion of the people from LTI were recruited from England, Europe, and South Africa. Is this recruiting drive going to be put to an end?*

MJE: I'm not sure yet; it's up for our quarterly review process—do we want to continue our UK recruiting program or not? I don't know the answer to that, but we will know by the end of the day, on Wednesday, whether that's going to continue or not.

For your information, the reason we do the UK recruiting is that LTI had an agreement with most of their major customers that they wouldn't recruit out of their customer's base. With LTI trying to grow as fast as it can, in New York City—it soon runs out of places to recruit.

So they put a recruiting office in London so that they could bring people in and put them productively to work here in America in that operation.

We are in a little bit different position now that we've fully integrated—I don't know whether we need that operation or not, in total; I don't know what percentage we should look to for a UK recruiting program, I don't know yet whether we should be thinking about a triangle trade where we recruit in the UK, bring them to America, run them as a professional service, get them trained up—and move them back into Tony Craig's operation in Europe as trained GEISCO/IBM experts.

But we'll have decisions made by Wednesday or Thursday of this week.

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Editor: G.C. Barnes

INFORMATION SERVICES

General Electric Information Services Company, U.S.A.

FOR GE INFORMATION SERVICES COMPANY EMPLOYEES ONLY

UPDATE

News and Information for GE Information Services Employees

May 18, 1984

SPECIAL SECTION ENCLOSED:
Qs AND As FROM ALL EMPLOYEE MEETING.

HEALTH-FITNESS PROGRAM TO BENEFIT ALL

"Fitness and fun are not necessarily mutually exclusive terms," says Theresa Yee, manager of health care programs, human resources programs and practices, Employee Relations Operations.

"Nor does healthy living have to be dull," she added. "My job is to help educate people on some of the facets of health care, including the benefits of keeping fit. Not only do fit bodies improve the quality of our lives, they also keep down health care costs."

To provide information and support to employees and their families, Theresa began developing a Health and

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PRESS CONFERENCE HELD: ADVERTISING CAMPAIGN BEGINS

PRESS CONFERENCE

On April 10, GE Information Services held a press conference to announce MARK* NET™ Service, a marketing agreement with Wang, and enhancements to office communications capabilities. Fifty-three representatives from the general business press, the data processing press, in-

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ADVERTISING CAMPAIGN

"We have aimed our advertising at the MIS and communications managers of the Fortune 1300," said Russ Ryan, manager, marketing communications, Sales and Marketing Services, in explaining the thrust of GE Information Services adver-

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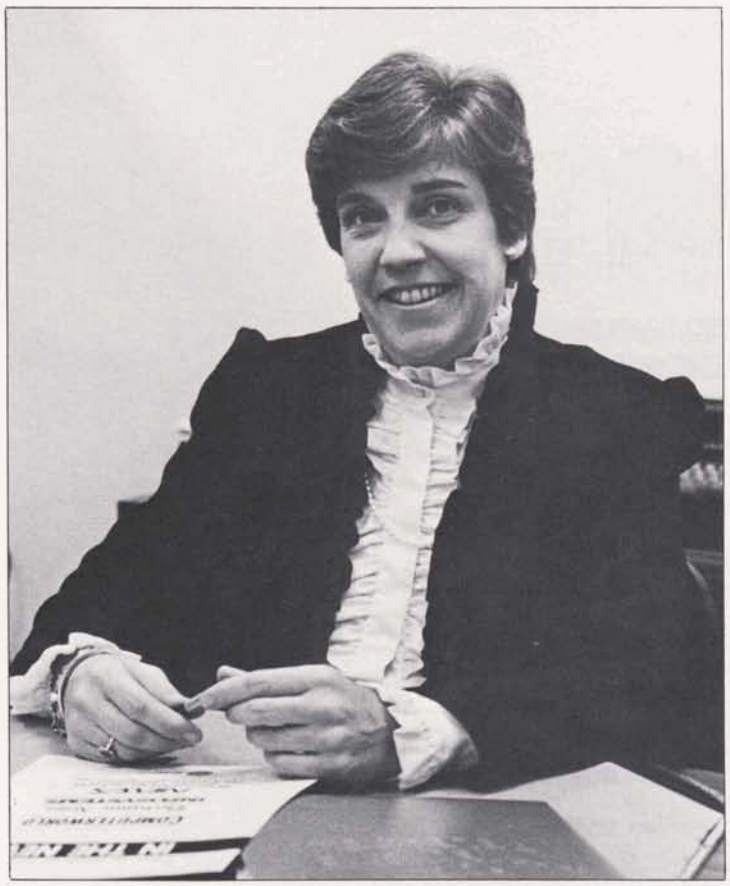
Ruann Pengov briefs the press.

General Electric Information Services Company



Nancy Jamison: "The press conference generated lots of interest. GE publications including The Monogram *and* GE International Magazine *attended."*

PRESS CONFERENCE

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dustry press, and data processing industry analysts attended the three hour session at the Tavern on the Green in New York. In addition to formal briefings, the session allowed the press to interview key GE Information Services participants on a one-to-one basis and to see a live demonstration of the new PC front end to the QUIK-COMM™ System.

Ruann Pengov, general manager, Office Communications Operation, and Bob McAlley, general manager, Value-Added Network Operation, announced, respectively, the availability of expanded office communications offerings and MARK★NET Service. Ruann also announced a joint

cont'd. on next page

PREPARATION KEY TO SUCCESSFUL PRESS EVENT

"It takes a lot of preparation with the product specialists and the people in press relations to deliver the quality presentations that are expected from GE. As a matter of fact, we started working on the press conference the first week in March," said Nancy Jamison, press relations project coordinator, marketing communications.

Headquarters communications is responsible for the direction and planning of all press announcements and events for the company. It works with the product and delivery systems sections to plan and implement their press relations programs for the year. This was one such event.

The April 10 press conference was the result of many weeks of intensive effort. It generated numerous articles with varying perspectives. "Each reporter is presented with the same material," Nancy explained, "consisting of a complete press kit, formal statements by Walt Williams, Ruann Pengov, and Bob McCalley, and the opportunity to see the PC demo. But each writer interprets what they have seen and heard differently."

The press event gave the reporters and analysts the opportunity to interview a number of key participants from GE Information Services. "The initial reaction from the press was strong—with articles appearing the next day in *The Wall Street Journal* and *The New York Daily News*. This was an ideal opportunity to meet people like Ruann, Bob, Jim [McNerney], Ray [Marshall], and others on a one-to-one basis.

Nancy pointed out that, even though the press conference is over, there are a lot of follow-up interviews with publications that were not able to attend and with industry analysts.

"To keep up the interest we generated with the press conference, we need client applications—success stories—about the QUIK-COMM™ and MARK★NET™ Service, as well as other success stories," Nancy said. "These client applications enhance product announcements from the editorial view—and of course they give us another chance with the news media."

If you have a success story, send it to Nancy (QC address NEWS, or 8*273-4387).

agreement with Wang Laboratories, Inc., that will allow users of the Wang Professional Computer to have local dial-up access to the QUIK-COMM System.

Bob unveiled the unbundling of the Network to offer a value-added network, MARK ★NET Service. He explained that MARK★NET Asynchronous Services allows widely dispersed terminals to converse with their hosts enabling them to communicate interactively or transfer files. In addition, all host computers with standard asynchronous modems or X.25 interfaces are accommodated by the service. Bob also announced synchronous protocols connecting IBM 3270 terminal clusters with IBM compatible hots and that IBM 3270 bisynchronous service is in field test for commercial release later this year.

Ruann noted that the first step of the agreement with Wang Laboratories, Inc., will provide end-to-end document distribution on Wang Professional Computers to both GE's worldwide teleprocessing network and the QUIK-COMM System.

The PC demo drew interest.

"The mutual value of the joint relationship is based upon Wang's strength and leadership as a provider of intrasite office automation systems and GE's strength and leadership as an intersite networking and office communications supplier," she explained.

The announcements generated coverage in *The Wall Street Journal, The Journal of Commerce*, and *The New York Daily News*, in addition to *Computerworld, MIS Week, PC Week*, and other data processing industry publications.

LEADER TO FOLLOW

"We want everyone to realize that, even though we have not been able to advertise as much as we would like, we have been keeping our clients up to date on what GE Information Services is doing," said John Dudas, manager, marketing communications. "So we are distributing a copy of our most recent edition of the quarterly publication to everyone in Rockville."

John noted that the newly published edition of *Leader* is being sent out in mid-May. If the distribution misses you, copies will be available in the Mailroom.

ADVERTISING CAMPAIGN

cont'd. from p. 1

tising campaign which began April 30. "This recognizes the fact that the MIS communications managers are more and more a critical buying influence for many of the newer capabilities we have to offer."

The campaign initially consists of three two-page advertisements (see this page) appearing in *Computer Decisions, Computerworld, Data Communications, Datamation*, with other data processing and personal computer publications to follow later. "We will also be advertising in *The Economist* to get our message to the senior management of international corporations," Russ continued.

The three ads are: "More byte for the buck," which provides an overview of GE Information Services Company; "What we have here is a failure to communicate," which describes the QUIK-COMM™ System; and "We fly more places than anyone," about MARK★NET™ Service.

"With the current emphasis on communications and the press conference in April, the QUIK-COMM and MARK★NET ads are very appropriate. We are planning to follow them with ads on personal computers and MARK 3000™ Service," Russ said. "They are similar in style to the corporate advertising which will follow this fall.

"One unusual aspect of the ads is that this is the first time, as far as I know, that readers can respond to an ad via electronic mail, in this case QUIK-COMM System. The ad tells the readers how to log onto the system and send us an electronic mail response card. Of course, the reader can also mail it in or call an 800 number, but when we tested the ads in the Northeast, half the responses came in via electronic mail and the other half via coupon and phone call.

"Recognition is a critical issue, since very few—even among data processing people—know that GE is one of the largest supplier of information services in the world. And that is our primary objective. To establish measureable criteria, Corporate Marketing Operation is doing a benchmark survey of MIS executives to see how they perceive us as opposed to AT &T and IBM. They will be retesting in the late fall and early winter to see how effective the campaign has been."

HEALTH FITNESS

cont'd. from p. 1

Fitness Program on March 12.

The program is designed to be either fun or rewarding—but most importantly—relatively painless.

Activities underway include President Walt Williams' Fitness Challenge (see update below), aerobics classes, and a recently completed arrangement for employees to use the Rockville Municipal Swim Center and the fitness center at Metro North.

Here's what's going to be happening in the near future.

- A booklet entitled "Choose to Take Good Care of Yourself," to be distributed to all employees, including information such as how to select a doctor or a hospital, and your rights as a patient. Scheduled for late spring.
- A Health Fair for employees and their families at the International Training Center, in June. There will be free medical checks for such things as hearing and vision problems, blood pressure and others. There will be optional tests offered for a nominal fee. Additional information on the Health Fair will be distributed to employees later this month.
- A course to help smokers kick their habit, with the company paying $150 and the employee or spouse paying $50. The $50 will be refunded if the employee or spouse has not returned to smoking after six months.
- Other programs such as weight control, alcohol and drug abuse, which focus on general health and well-being.

"Employees may ask why the company is spending money to help make us informed health care consumers," Theresa said.

"There are two reasons. First, people who feel better work more efficiently and more productively—that benefits everyone. And second, as everyone has noticed, health care costs have been skyrocketing. They are now beginning to have a negative impact on corporate profits throughout the U.S. That's a problem that also affects all of us," she said.

Employees who have ideas for other health-related programs and activities should contact Theresa at 8*273-4428.

Theresa Yee

FITNESS CHALLENGE GETS TAKERS

Some 127 employees have accepted President Walt Williams' Fitness Challenge, to do the following:

- Lose weight
- Lose inches
- Gain weight
- Quit smoking
- Reduce to one-half pack a day
- Improve eating and drinking habits
- Begin exercise program

If you are not yet in the program and feel you can reach your stated goal by November, you are invited to accept the fitness challenge by sending Theresa Yee a QUICK-COMM™ message on TYOB.

CBT EASES TRAINING CRUNCH

Training is now as easy as "CBT:" Computer-based training. GE Information Services offers computer-based training using the IBM Interactive Instructional System (IIS). Current courses range from ASCII 3270 simulation to VSAM. An introductory course to CBT for those who haven't used it before is even available.

Dave Ferguson, senior specialist, CBT, says the program is very flexible.

- CBT shrinks swollen travel expenses—the classroom is as near as a MARK 3000™ terminal.
- CBT reduces the tension of scheduling. No more waiting for the next session. Once you are registered for a CBT class, you can start right away.
- CBT relieves stress in your daily routine. You fit your training sessions where you want them: Early in your workday; at lunch; after work; even weekends.

Dave explained that to register for the course you want, contact the International Training Center to enroll. (Call 8*273-3770, or use QK Address TRAI.)

To obtain a copy of the CBT handbook, sign on to MARK 3000 and enter: EX 'SYS8.COURSE.CLIST(IIS HAND)'.

Once you are registered in a course, you need three things:

1. A MARK 3000 user number. If you do not have a number and want one for the purpose of taking a CBT course, contact Dave Ferguson or call Bill DeLeo. 8* 273-5387 or QK DLEA.
2. An IIS student num-

cont'd. on next page

IIS COURSES AVAILABLE AT GE INFORMATION SERVICES COMPANY

Course Code	Title	Length (in hours)
BASICP	Programming in VS BASIC	4
CID	COBOL Interactive Debug	5 - 7
CLEVEL	CICS/VS Command Programming	15 - 20
CMS2	Fundamentals of CMS	15 - 20
DCF	Document Composition Facility	4 - 6
DLIAP2	DL/I Advanced Programming	6 - 9
DLIBP2	DL/I Basic Programming	7 - 10
DMS1	DMS/CICS/VS Basic Apps. Prog.	7 - 10
FOCUSE	Using FOCUS	12 - 16
IISINT	Intro to IIS	1
INFACE	How to use TRANSFER LIST	2
MVSPD1	MVS Prob. Deter (2 parts)	10 - 30
OFFNET	MARK 3000 Dedicated Access	1
OPS	MVS Operators: JES2 Devices	8 - 10
OSJCL	Basic Job Control Language	8 - 10
OVIEW	Overview of MARK 3000	1
PLIPRG	PL/I Programming	24
SM3270	ASCII 3270 Simulation	1 - 2
SPF	ISPF for New Users	4
TSO1	Introduction to TSO	12 - 15
TSO2	Using TSO Effectively	8 - 12
VSAM2	VSAM & Access Method Services	8
VSF	Programming with VS FORTRAN	7 - 9

ber. Call the IIS administrator on 8*273-3770 (QK TRAI).

3. The code for the course you wish to take. (Check the 'Course Code' column in the list of courses accompanying this story.)

"Once you have these three items," said Dave, "the rest is easy. There are five quick steps:

Step 1: Log on to MARK 3000.

Step 2: Enter: EX 'SYS8. IIS.CLIST'. (You will see the IIS title screen.)

Step 3: Press enter. (You will see a list of all the courses. The system will prompt you to enter your student number.)

Step 4: Enter your student number. (The system will prompt for the course code.)

Step 5: Enter the course code.

"You can sign off an IIS course at any time the course prompts you for a reply. Instead of answering the question on the screen, enter SIGN OFF," Dave added.

This action will get you out of IIS, he explained, but you will need to make another entry to sign off MARK 3000. "If you sign off an IIS course and later sign on again, you will return to the point at which you signed off.

Thumbs up: *Ed Stewart, vice president - Finance Operations (second from left), presented five management awards to members of Finance's Information Systems. The cash awards were given for outstanding performances on a variety of projects. Receiving awards were: (from left) Beth Rogers, (Ed), Carroll Roach, Clare King, Jim Cudjoe and Ed Dunham.*

CRITES TO HEAD STRATEGIC PLANNING AND OPERATIONS INTEGRATION

Effective April 24, Alan W. Crites was appointed vice president and manager, Strategic Planning and Operations Integration, announced Walt Williams. In addition to the two major roles of strategic planning and operations integrations, Al will be responsible for the business development analysis functions for GE Information Services.

Al joined General Electric in 1974 on the Financial Management Program. He has held increasingly responsible positions in divisions throughout the company. He was most recently manager, financial services operation.

In a related move, Walt Williams announced that W. James McNerney has been appointed acting manager, Business Development Operations. Previously assigned to Strategic Planning and Business Development Operation, this function is now being escalated to focus increased attention on enhanced communications, retail financial services, and other new business opportunities.

DEX NILSSON HONORED AS ASSOCIATE FELLOW STC

Dex Nilsson, manager, documentation, marketing communications, has been elected an Associate Fellow by the Society for Technical Communications. In the past 15 years, the Society has awarded this honor only 50 times.

Dex, who is currently chairman of the Washington, D.C. chapter's Technical Publications Contest, has been active in the Society at chapter and national levels for over 25 years.

In recognizing Dex's contributions in the field of technical publications, the Society's President Ernest Mazzatenta noted, "I have always been aware of the energy and devotion you have put into your various STC activities—but, until I saw your record, I was not aware of the great diversity of accomplishments, both within the Society and on your various jobs. You have much to be proud of—and so do we!"

The award was recently presented at the Society's International Technical Communications Conference in Seattle.

Dex's career spans over 30 years of technical communications, writing and management which parallels the growth of rockets and missiles and the computer industry. He joined GE in 1962 at the Marshall Space Flight Center's Computation Laboratory. In 1966 and 1967, he moved with GE as manager, documentation, to its computer department in Phoenix, then to Bethesda and Rockville.

MOVING ON

John E. Flemming III—has become manager, materials and facilities operation, Information Processing Department, reporting to Gary Mueller, vice president and general manager. John comes to GE Information Services from the Burroughs Corporation where he held various management assignments in contract administration for several divisions of the company.

Jack W. Fowlkes—has become manager, MARK III® quality, quality assurance, Engineering Department. Jack was most recently manager, operating systems software, GCOS systems in Schenectady.

Jeanne Freeman—has become manager, training and development, human resources programs and practices. She is responsible for analyzing management training requirements and needs, designing and developing training systems using outside consultants and internal programs and assessing organizational effectiveness. Jeanne joined GE Information Services from Mobil Oil Corporation in Virginia.

Charles W. Quatt—has become manager, EEO programs, human resources programs and practices, Employee Relations Operation. Charlie is responsible for administering affirmative action programs throughout the company and for minority relations. Charlie joins GE Information Services from Mobil Oil Company, Denver, where he was human resources supervisor.

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Editor: G.C. Barnes

INFORMATION SERVICES

General Electric Information Services Company, U.S.A.

FOR GE INFORMATION SERVICES COMPANY EMPLOYEES ONLY

UPDATE

News and Information for GE Information Services Employees

June 29, 1984

BLITZ Major metro push boosts QUIK-COMM™ sales, builds prospect list

The Big Apple was the staging area for a blitz. In the Windy City they started a derby. And from the City of the Angels, GE Information Services marketing employees ran their own Olympics.

The three week-long events that spread through 17 cities this spring were QUIK-COMM™ sales efforts, involving both field and headquarters employees.

The Plan—amass a strike force of Account and Marketing Representatives, allied with high-level headquarters personnel, to call on potential clients in a concerted effort over a period of a week in major metropolitan areas. Call it a QUIK-COMM Blitz. Make it exciting and make it fun.

The genesis of the idea is credited to New York Region Sales Manager Bob Fohl. His 1984 Operating Plan included the blitz concept aimed at adding to the company's QUIK-COMM client and prospect list, as well as recharging the professional sales force in the New York region.

The idea was well received and a decision was made to broaden the effort to include the entire Eastern area to be followed by the two other geographical marketing areas.

Technology Operation Senior Vice President Ray Marshall, left, with Senior Marketing Representative John Daub, on their way to NBC at Rockefeller Center in New York.

High-level letters

But before going west there were thresholds to be crossed in Albany, Boston, Hartford, Lyndhurst (NJ), New York City, Philadelphia, Stamford and Syracuse. To ease entry into the offices of some 3,800 corporate executives, they received letters from either President Walt Williams, or Russ Powell, Eastern Area Vice President. The letters stated that either Williams or Powell, or someone at the senior staff level, would be with the Marketing Representative when they came to call at the requested appointment time.

One of many important doors that opened was that of a major television network, the result of a Walt Williams letter to NBC chief Grant Tinker. A subsequent meeting, and follow-up meetings, has resulted in a QUIK-COMM contract with NBC for a communication link with their affiliates, the first two on the system being Anchorage and Honolulu.

Field, HQ team

The marketing and sales team, consisting of 49 Account and Marketing Representatives and their 44 partners from headquarters,

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General Electric Information Services Company

PIO goal: keeping programs on course

"The Project Integration Office (PIO) will be a small team of technical specialists whose function is to provide the necessary visibility to keep major programs on course," said Ray Marshall, Senior Vice President, Technology Operations, when he announced the creation of PIO. He added that the office will have the responsibility for quick identification and prompt resolution of problem areas.

With the elimination of the Program Office and the increased investment in Technology, PIO has an important role to play, explained Steve Mudrick, manager of PIO. The new office's primary function is to assure that the major Technology Operations' programs are successfully completed in an expeditious manner. In other words: "Assure project execution."

"Our emphasis is on new projects rather than current ones. When a project is proposed, our office will look at what has to be done within Technology to get it actually underway: The real who, what, where and when of a project. We look at what has to take place and provide the leadership—we're not the project's managers."

To carry out its charter, the PIO's main functions are:

- To develop inter-departmental project plans (especially for newly approved projects)
- To provide project visibility to senior management in Technology
- To identify and resolve potential problems
- To work with Major Opportunity Sales in closing and facilitating the execution of "client specials"
- To assure synchronization of project expectations vs. deliverables
- To measure Technology's commitment performance

Characterized as "light and agile," the PIO staff is required to understand both the technology and the business of their assigned areas. According to Steve, PIO will concentrate on projects that cross Technology's departmental boundaries and have a high company payback. "We are not here to duplicate the activities of existing organizations nor to interfere with the communications process. Our role will evolve over time."

A special function of PIO is the sponsorship of the Custom Project Review Board. Chaired by Ray Marshall, the board includes Bob Hench, Joe Squarzini, Gary Mueller, Carolyn Littles, Phil Otero and Steve.

"The Board's purpose is to review client proposals that could have a significant impact on Technology Operations. The Review Board complements the ATQ process and serves in an advisory

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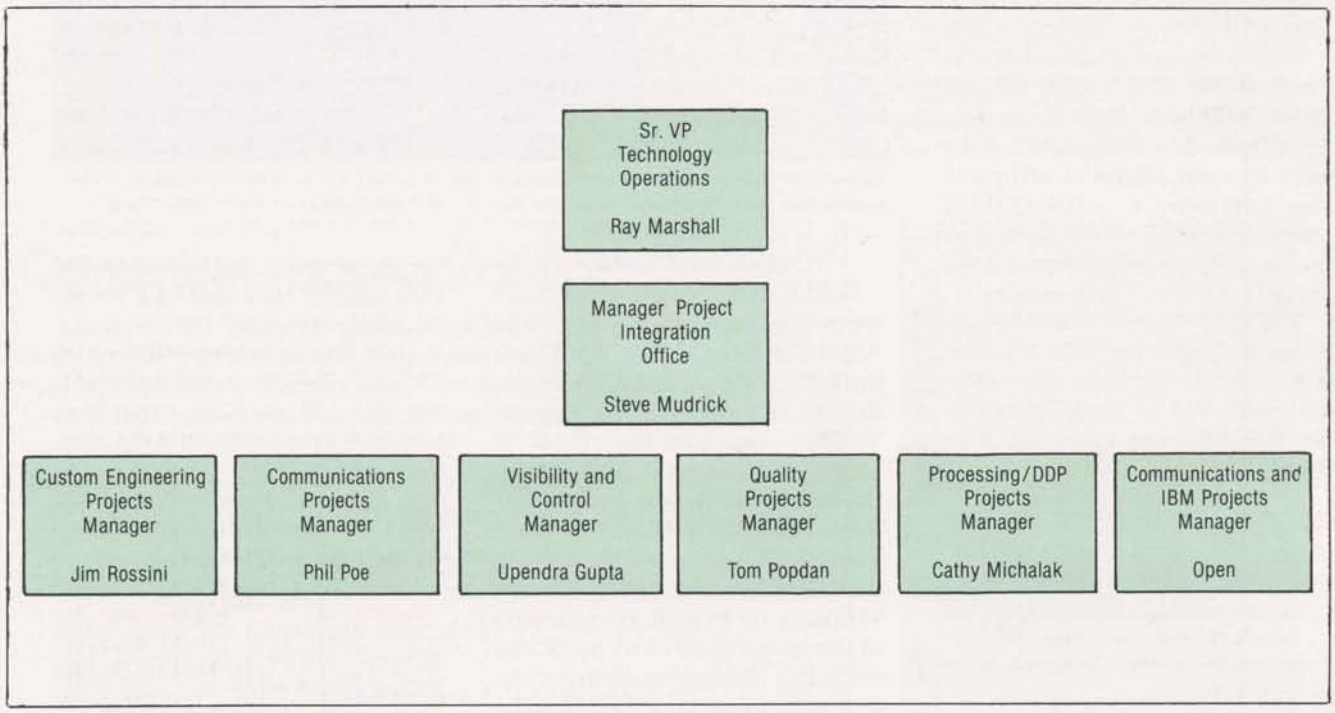

The Project Integration Office team includes the following managers (left to right): Phillip Poe, communication projects; Cathy Michalak, processing and DDP projects; Jim Rossini, custom engineering integration; Steve Mudrick, PIO manager; Tom Popdan, quality projects integration; and Upendra Gupta, project control.

capacity. Technical issues are discussed and decisions on the feasibility of implementation are made. Since it is important for Technology to quickly respond to the needs of the business, PIO can call a meeting of the Board within 24 hours, if necessary."

How can the PIO help? According to Jim Rossini, manager of Custom Engineering, PIO, "If there's a delay and a project is falling behind schedule, we can give the problem visibility so that resources and priorities change to help the project meet its deadlines.

"One of the roles is to make sure that each department within Technology is heard, and that any project which crosses functions has total involvement from those who should be participating. This reduces the opportunities for missed communications.

"Our intent is to improve communications across all departments within Technology Operations."

For projects already underway, PIO's role is "one of expediter or resolver-of-impasses. For new projects," added Jim, "we need to play a planning role from the start to minimize the number of problems that could crop up."

To illustrate how the PIO works with Major Opportunities, Jim described the GE Information Services proposal to the Securities and Exchange Commission (SEC) for an electronic file system which would allow corporations to file reports and statements directly into the SEC system for review and analysis. Though the firm of Arthur Anderson won the business, PIO's involvement in the project typifies how the organization will operate.

"The proposal, which has four major sections, was written in a very short period of time. PIO coordinated all of Technology's participation, providing technical expertise and consultation. We even wrote several portions of the proposal," said Jim.

"The SEC proposal would have been difficult to do without PIO's assistance. It would have required a lot of time and would probably have led down a few blind alleys. With our help, the procedures were simplified and expedited because we could quickly get to the right people and resources."

Added Steve: "We're here to help all of Technology Operations do their jobs better. We're an integrating force focusing on programs that are key to the business."

In Los Angeles, Sales Administrator Diana Kellstrom with symbols of the QUIK-COMM Olympics.

Left to right: Derby Coordinator John Kornfeind, Central Area Sales & Services Vice President Peter Barris, and Marketing Representatives Dan Wacher and Katy Vogelheim prepare to attack the Chicago market.

Gary Mueller, Vice Presid partment and Teri Wells, play the right attitude as t department store Carson,

BLITZ

cont'd from p. 1

was coordinated by Bryan Inderrieden, Market Development Manager for the Eastern Area. During the Blitz week of April 9, they nailed down 381 contacts with commitments for 169 return visits to demonstrate the QUIK-COMM system, and 14 contracts.

"We'll come close to $1 million in revenues in 1984 as a result of this effort," Bryan said. "You can't say enough about the cooperation between field and headquarters: Fred Wood and his training staff. Ruann Pengov. Everybody delivered what they said they would."

Although Bob Fohl was in the hospital the week of the Blitz and couldn't work, it was rewarding for him nonetheless.

"The most satisfying part of the exercise to me was to see the life come back into the sales force," he said. "It was like a shot of adrenalin. A really healthy exercise that opened up a lot of corporate doors. And not just QUIK-COMM contracts. Those plus a lot of other products were sold."

Midwest, West Coast with a twist

The Western Area Marketing & Sales organization went with the theme "Go for the Gold . . . QUIK-COMM Olympics," while the Central Area chose "Finish First . . . QUIK-COMM Derby."

"The second day of our QUIK-COMM training session coincided with the Kentucky Derby," said coordinator John Kornfeind, Marketing Planning and Support Manager, Central Area. "So we thought the theme appropriate," he said.

John said one reason for the success of the Central Area effort during the week of May 7 was the opportunity to learn from the sales drive in and around New York.

"Bryan gave us some good pointers," John said. "He did such a good job that we beat 'em out in number of calls made per team."

Marketing Representatives and headquarters staff personnel went down the home stretch in Chicago, Milwaukee, St. Louis, Minneapolis and St. Paul.

On the West Coast, they flexed their muscles in Los Angeles, San

Blitz boxscore

OVERALL

	Eastern	Central	Western
Appointments Scheduled	364	256	276
Appointments Made Including "Cold" Calls	381	303	302
Demonstrations Scheduled	169	144	128
Contracts Signed	14	5	6
Marketing Reps. Involved	49	22	28

INDIVIDUAL ACHIEVERS

	Eastern	Central	Western
Appointments Made	John Thompson - 12	Rich Panfil - 28 2nd-Kathy Wall - 27	Lou Venegas - 27
Demonstrations Scheduled	Larry Sochrin - 13	Rich Panfil - 22	Dennis Kause - 13
Contracts Signed	John Shea - 5	John Hennessey - 3	Kevin McDonald - 3

Information Processing De-
rketing Representative, dis-
re about to enter the Chicago
ie, Scott and Co.

New York Region Manager Bob Fohl was in the spirit of things from his hospital bed.

Janet White, District Manager, Manufacturing, confirms appointments with clients in Los Angeles.

Francisco, San Diego, Palo Alto, and Newport Beach, during the week of June 4. Bank of America in San Francisco was one of several potentially big clients contacted during a supercharged sales attack.

Important contacts

"Better than 90 percent of our sales teams met the challenge to make at least 13 appointments," said Dennis Chan, Technical Support Manager. "We took advantage of the high level of support from headquarters to make some important contacts."

Dennis said they unearthed a million-dollar tele-mail opportunity at TRW, met with the vice chairman of Security Pacific Bank, the corporate senior vice president of Hughes Aircraft, and J. Robert Fuller, Jr. of the Fuller Corporation. And, he said, they pitched whatever services might be applicable, not just QUIK-COMM.

The bottom line

"We started out with some reluctance from the field and ended up with enthusiastic acceptance," John Kornfeind said.

That enthusiasm played an important part in almost 1,000 sales calls across the country, the short-term effect of which was 25 contracts signed, and the prospect of millions of dollars in additional revenue generated.

The company's potential client base has grown for currently available services as well as those over the horizon. And as important as anything built by the Blitz is a renewed sense of purpose and teamwork.

The Blitz has ended with a bang.

QUIK-COMM quotes

Iris Jystad, Los Angeles, made the most "cold" calls in the Western Area that resulted in demonstrations (3). About making cold calls, she said, "When you get in, and they say the timing is good and there are two possible applications, what could be more satisfying than that! The week was fantastic. We need to be reminded every now and then that we are sales people out here."

Larry Sochrin, Boston, scheduled the most demonstrations of the QUIK-COMM System (13) in the Eastern Area—"We need to keep the momentum going. It was a great source of new contacts, both for QUIK-COMM and all sorts of other applications."

John Thompson, Lyndhurst, NJ, saw more potential clients (12) than anyone else in the Eastern Area—"The management team really participated in the sales call. They were able to add a new perspective to the call because of their areas of expertise."

Kathy Wall, St. Louis, was a close second in the number of calls made (27) in the Central Area—"It seemed like the entire company was working together toward a common goal. We had the opportunity to meet top managers in the company. I think we learned a lot about what everybody else does."

John Shea, Stamford, won the award for most contracts signed (5) during the week in the Eastern Area—"I've been around about five years and I think this is one of the more exciting things I've seen headquarters do for the field."

John Hennessey, Milwaukee, won the award for the most contracts signed (3) in the Central Area—"If we expect to be successful, we have to position ourselves as a networking company. This was a good way to get the word out that we offer a number of services in communication."

Tech reps play key role in meeting client needs

There was a time in the not-so-distant past at GE Information Services that the smart money was betting that TRs, Technical Representatives, would evolve into something else.

Technical Representatives, it is now clear, are a vital part of the loop that begins with a Marketing Representative setting up an appointment with a potential client, and closes with a satisfied committed customer.

The TR plays a critical role in satisfying the client, for it is he or she, says Eastern Communications District Manager Larry Henschel, who satisfactorily puts into place what the sales person has sold.

"Large system sales do not become success stories until satisfactorily implemented as a client's business solution," Larry said. "The Technical Representative must coordinate the technical efforts of many resources and most times exhibit unique solutions and creativity."

A case story: MEANS

Take, for example, the case of South Central Bell.

The client had been using an inhouse software system called MEANS (Model Economic Analysis of Network Services). MEANS was being used, in part, to provide cost accounting data to state and federal regulatory agencies to clarify and substantiate rate structures for long distance telephone calls.

Mary Dunham

GE Information Services got the nod to modify the system to make it compatible with GCOS and Mark III®.

Expands to 15 companies

Those involved in the project had no idea that in less than one year they would be supporting fifteen other Bell Operating Companies who were also sold on GE Information Services' solution to analyzing massive amounts of data in time to meet a Federal Communications Commission deadline, the result of the AT&T divestiture.

TRs Mary Dunham, Senior Technical Representative in Birmingham, and Susan Williams, Application Support Manager from Atlanta, began working with Mike Guedel, a South Central Bell employee who originally wrote a large part of MEANS.

There were substantial hurdles for these and other employees to jump.

First, Susan created a system that eliminated the need to train three shifts of AT&T employees to handle the 400 data tapes that would be delivered within a two-week period to the supercenter in Brook Park, Ohio.

Then the TRs used on-line documentation to provide the client with information on how to use MEANS. Because the system was on-line, it was easy to make instructional changes, which were occurring rapidly. Typed, the document was about three inches thick.

Finally, before the client companies began sending in their data, training was provided for the Technical Representatives who supported the 16 operating companies. A 'round-the-clock support network was set up where local TRs would call either Mary Dunham, Susan Williams, or Eileen Reidinger in Morristown, NJ, if they needed help with any client questions or problems.

Hard work, cooperation

"Because of a lot of hard work, innovative solutions to nationwide logistical problems, and the special cooperation of Jan Eidson, Leo Schneider, John Summerville, Greg Adams and Bill Love of Customer Support Operations; Dominick Pedduzzi and his colleagues in operations, and Eileen Reidinger, the MEANS project was finished before the October deadline," says Larry Henschel.

"However, without the extra hours and total dedication of the local TRs, especially Mary Dunham and Susan Williams, this $4 million dollar project would never had been successful."

What it takes to be a TR

"To be a good TR," says Susan Williams, "it takes someone with the ability to look at a problem, identify a solution, and then coordinate the resources required to implement that solution."

Secondly, she says, you have to relate well to all kinds of people with all types of personalities.

If she were recruiting someone for a TR job, she'd look for a math

cont'd on next page

Susan Williams

background, coupled with business experience in project management or with a large data processing system. It would also have to be someone who likes change.

"I like the variety," she says. "I'm not tied to one account for three years. One of the other aspects of the job I like is the emphasis the company places on training. Not every company encourages you to learn, to better your skills on company time like GEISCO does."

Mary Dunham adds that good presentation skills are important for a TR since indirect selling is a part of a job.

She says there's yet another dimension to the job that perhaps sums up what being a good TR is: "Our job is not as much knowing everything," she says, "as it is knowing where to find it."

Payroll switches to DSO in September

In September, all GE Information Services employees will begin receiving their paychecks from Distribution Support Operation in Schenectady.

DSO is taking on the payroll and benefits function for GE Information Services as part of a corporate-wide consolidation and long-range cost reduction measure. DSO currently processes bi-weekly paychecks for some 21,000 GE employees and is one of five GE payroll processing centers.

"Thirteen jobs in the Rockville Payroll and Benefits Operation will be eliminated as a result of the changeover to DSO," said Ed Stewart, Vice President, Finance. "The affected employees have been notified and are being given full information and counsel with respect to the GE Job and Income Security Plan," he said.

Employees who find other positions before the changeover is complete will be replaced with temporary employees to assure an orderly transition.

Under the DSO system, employees will continue to be paid every other Friday.

While paydays will not change, there will be a number of changes in forms and administration, necessary to convert to the DSO system.

All employees will fill out time cards every two weeks, rather than once a week under the current system.

If there is a question about a paycheck, or any other problem associated with being paid, employees may contact their payroll administrator at DSO. The payroll administrators names, Dial Comm numbers, and QUIK-COMM addresses will be provided to employees in August with a package of other information about the new system. No longer will employees contact Rockville, unless the question is about a paycheck processed on the old system.

DSO is not set up to send money by Western Union money order, so they have agreed to use an express mail service to expedite delivery of special payroll advances, or other unusal needs.

Because current employees will be paid by two different operations in 1984, in January of next year they will be mailed two W-2 forms—at the same time—for reporting 1984 income. DSO and GE Information Services use different tax identification numbers in reporting income tax to state and local tax jurisdictions and confusion could arise if only one W-2 were issued. Those tax offices would then question employees—not DSO or GE Information Services—so the decision was made to avoid the confusion by issuing the two W-2s. Other details:

- The new form will include neither year-to-date state and local tax withholdings, nor year-to-date deferred pay, as does the current form.
- Medical and dental insurance claims will continue to be submitted by the employee directly to the designated office for payment. Employees who have questions about these claims may direct them to the provider. For general questions about benefits, employees may contact their payroll administrator at DSO.
- Pay now being directly deposited for employees in bank accounts by Electronic Funds transfer (EFT) will continue to be deposited after the switch to DSO, unless an employee requests otherwise.

Major achievement: *The 1983-84 Junior Achievement advisors pause at the year-end JA banquet held at the International Training Center to reflect on the major achievements of the members of the four mini-companies sponsored by GE Information Services Company during the recently-completed school year.*

The advisors are (left to right) Dennis Yee, Joe Martin, Bob Bashart, Carson Ho, Jim Burns, Jim Bracken, Susan Nute, Steve Korn, Larry Larkin, and Keith Usher. Other advisors unable to attend the banquet included Don Beilfuss, Kate Hill and Mike Phan. Paul Tilley, product and application pricing manager, participated in a new phase of the Junior Achievement program called Project Business by teaching a high school course in economics and free enterprise.

Jim Burns, Mark III operating systems development manager, served as executive coordinator of GEISCO's JA activities for the past year. Among the many awards won by individual achievers and companies was the award for best Maryland Area company presented to CMH II enterprises. Dennis Yee, Mark III foreground support manager, will succeed Burns as executive director for the coming year. Employees interested in learning more about JA or volunteering to serve as advisors should contact either Yee or Burns.

S&SP prices

Here is the report on the prices for GE Stock, Mutual Fund, and Holding Period Interest Fund used under the Savings and Security Program to credit participants' accounts.

The Long Term Interest Fund price for the last day of the month is also shown, as well as year-to-date annual income rates for both the HP and LT Funds.

			Holding Period Fund					Long Term Fund	
				YTD Annual Income Rate (a)					
Month	Stock Price	Mutual Fund Price	Price	1981	1982	1983	1984	Price	YTD Annual Reinvestment Income Rate
January	$ 56.482	$32.991	$10.00	13.2%	16.5%	13.7%	13.0%	$10.42	11.8%
February	$ 53.206	$30.989	$10.00	13.2%	16.6%	13.7%	13.2%	$10.30	12.0%
March	$ 52.188	$30.915	$10.00	13.2%	16.5%	13.6%	13.2%	$10.14	11.7%
April	$ 53.825	$30.831	$10.00	13.1%	16.5%	13.6%	13.3%	$10.02	11.7%
May	$ 53.875	$30.845	$10.00	13.1%	16.5%	13.6%	13.3%	$ 9.76	11.6% (b)

(a) The "announced" HP Fund Rate was 13.00 percent for 1981, 16.25 percent for 1982, 13.25 percent for 1983, and 12.75 percent for 1984.

(b) At May 31, 1984 the net current yield of the long term investment portion of the fund was 12.40 percent.

Computer-based training

Last month's *Update* article on computer-based training using the IBM Interactive Instructional System omitted a phone number and contained an incorrect QK address. If you're interested in one of the 23 IIS courses currently being offered, here's how to register or get more information.

IF YOU WANT TO . . .	THEN CONTACT	DIALCOMM	QK
Register for a course	Administrator	273-3770	TRAI
Get a MARK 3000 user ID to take IIS courses	Dave Ferguson or	273-5400	CBNS
Ask questions about IIS	Bill DeLeo	273-5387	DLEO

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