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SPECTRUM

FOR THE EMPLOYEES OF GE INFORMATION SERVICES COMPANY

THE NEW DISTRIBUTOR COMMUNITY



page 5

GLOBAL SUPPORT PROGRAM

pages 6-7

STRENGTHENING OUR TECHNICAL COMMUNITY

page 18

EAST·FAX

CONTENTS

The New Distributor Community	1
Global Support Program	5
Technical Development	6
Implementation Services	7
Organization Update: Canada	7
Leadership & Communication Workshop	10
Resource Center	11
Grand Prix Sales Contest	12
America's Cup Update	13
Good News	14
Special Publication Scheduled	15
Industry Briefs	15
Calling All Macs	16
Impacts of Tax Reform; HP Fund Update	17
FastFax	18
Conferences and Trade Shows	19
New and Revised Documentation	20
S&SP Prices	21
Milestones	21
Bottom Line	21
Contributors	21

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INFORMATION
SERVICES

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

cover story

THE NEW DISTRIBUTOR COMMUNITY

The new Distributor Operations group represents a tremendous new opportunity to understand quickly and pursue some untapped business potential in markets where our distributors have a strong presence.

—Eric Vaes, Manager, Distributor Support, Scandinavia and the Middle East

It is of foremost importance for the company to foster a multicultural, multilingual link with distributors.

—Eusebio Ferri-Pont, Manager, Distributor Support, Iberia and Latin America

We have many distributors who are new to our business—each a major client that has the potential to boost network-based services revenues by a substantial amount each month. Their questions are often very basic and of major concern to them. We must answer such questions concisely and promptly. Above all, we must be patient and not use colloquial terms, as translation into Chinese or Japanese can produce quite startling results.

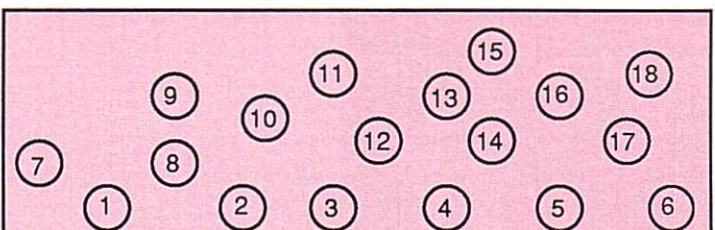
—Chris Lippold, Manager, Distributor Support, Asia and the Pacific

For the past several years, GE Information Services has actively sought additional or alternate channels of distribution of network-based services, "unbundling" sales support functions in appropriate markets and making agreements with new distributors. Since 1983, we've signed up six new distributors (see accompanying story). As this strategy matures, the need intensifies to effectively support our distributors and band them together into a cohesive network.

The recently established Distributor Operations program, under the direction of Danny Schultz, will create a community of well-informed distributors who communicate regularly with GE and with each other, effectively extending the company's international reach and revenue potential.

The goal here is to combine internal and external resources into a single, fluid community that orchestrates its capabilities to satisfy the sometimes complex needs of international clients. The bottom-line goal is to double distributor revenue by 1990.

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Cover photo: Distributors and staff attending the kick-off meeting in Europe included: (1) Ken Ichiriki (ISI-D); (2) Jean Wong (Formis); (3) Danny Schultz; (4) Ken Ishihara (ISI-D); (5) Eusebio Ferri-Pont; (6) Kim Pasha (GISA); (7) F. Abdulla (SAMGE); (8) Fred Li (Vanguard); (9) Chris Lippold; (10) David Lewis; (11) Mike Chapman; (12) H.B. Shim (DMI); (13) Larry Geller (C&C International); (14) Chris Toone; (15) Wayne Morrison; (16) Seppo Auvinen (Nokia); (17) Niels Borglum (EAC DATA); and (18) Eric Vaes.

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Why a Network of Distributors?

The new program employs an alternate-distributor approach that shifts primary sales, installation, and support responsibilities to one or more distributors operating in a country with good revenue potential (a strategy familiar to IBM watchers).

"Basically, we're seeking more exposure in 'foreign' marketplaces with little direct sales support costs," Chris Toone explains.

Mike Chapman continues, "There are two underlying drivers for this strategy. One is economic—we can improve our efficiency, routinize business operations, and facilitate the identification of potential clients in new markets. All of this improves our productivity and lowers direct distribution costs, thus improving our financials (return on investment, return on sales, and earnings-to-return ratio).

"The other is coverage. GE Information Services and a local distributor both bring value to the team. We represent an established international teleprocessing network and associated applications, as well as an existing client base. The local distributor offers a geographic advantage, an existing local presence familiar to potential clients and familiar with the local culture, language, and business practices. Additionally, a local company can be an advantage under certain country-specific legal conditions."

The New Distributor Support Program

In a broad sense, as David Lewis notes, "It is absolutely essential to create a strong distribution network for our services in the Far East and throughout the world so that we are positioned to take advantage of the opportunities for international network-based systems in the trade, EDI, banking, and financial

THE TEAM

The Distributor Operations team includes:

- Danny Schultz, Vice President, Northern Operations and International Distributors
- Michael Chapman, Vice President, Asia and the Pacific
- Chris Toone, Manager, Northern Operations and Distributors
- David Lewis, Manager, North Asia
- Eric Vaes, Manager, Distributor Support, Scandinavia and the Middle East
- Eusebio Ferri-Pont, Manager, Distributor Support, Iberia and Latin America
- Chris Lippold, Manager, Distributor Support, Asia and the Pacific
- Kenichi Ishihara, Manager, Business Development and Distributor Support (dedicated to ISI-D)
- Larry Geller, Manager, Business Development and Distributor Support (dedicated to C&C International and NEC)

arenas. We are selecting distributors whose principals are well known and respected in their respective marketplaces or countries and can bring a lot of added value to our operations."

The program focuses on creating and supporting a community of well-informed, well-prepared, and well-trained distributors. Success depends on a high-quality, responsive GE support team that:

- Acts as a communications hub, supplying or identifying sources of needed information and helping assess the implications of new data or trends.

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The distributors and company staff who attended the kick-off meeting in Europe were briefed on company products and strategies. Above, Dave Shepherd (far right) explains Business Systems Products activities to (from left) Phil Porter, Wayne Morrison, Mark Evans, Jean Wong, and David Lewis.



GE and distributor staff take a brief photo break from a meeting in Copenhagen in October 1986. From left: sitting, Seppo Auvinen (NOKIA), Chris Toone, Niels Borglum (EAC DATA), and Bo Rehn (Sweden and Norway); standing, N. Roberts (Int'l Trade Services Marketing), R. Wozencroft (Holland), P. Frueland (Denmark), Flemming Jorgensen (EAC DATA), L. Yrjana (NOKIA), S. Hartzell (Sweden), and K-E Graens (Norway).

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- Makes sure that all distributors are well informed about new marketing strategies, client success stories, marketing information, and the like. As Chris Toone notes, "Our business is very complex and has been changing over the last few years. We must help the distributors to understand our new business objectives and to adapt fully to our new marketing strategies."
- Works with distributors to encourage cooperation and coordination among distributors. A good example, noted in the August 1986 INTERNATIONAL UPDATE, is the advice on Malaysian markets, including its own affiliates, that EAC DATA was able to supply to Formis.
- Helps distributors to assimilate the specifications and potential utility of new and existing products and services and to develop a commitment to such products and services.
- Enhances both GE and distributor revenue by supplying marketing and sales support, client leads, account planning assistance, major opportunities support, and administrative support and guidance.
 - Takes a flexible, jack-of-all-trades approach, altering the support equation as necessary to adapt to distributors' needs, which vary with the age and maturity of the distributor as well as with specific deals or opportunities.
 - Encourages cooperation and resolution of any conflicts.

Support Program Tools

To implement a program that responds to the above objectives, the Distributor Operations team works closely with other international groups to formulate and implement a multifaceted package of support tools that can be used to build distributor morale, involvement, and effectiveness. Current program features include periodic meetings, such as:

- The first worldwide meeting, a "kick-off" held after the 1987 Management Meeting in Europe, which brought together all the distributors' and affiliates' country managers, who explained their projected local markets in 1987. The meeting also opened the floor to suggestions on better ways to support the distributors. Distributors who attended the meeting reportedly were extremely supportive and enthusiastic about the new program.
 - Meetings (comparable to the kick-off session) that will be held periodically throughout this year to offer a forum for distributors to meet, discuss common concerns, challenge each other, and contribute field-driven recommendations.
 - The semi-annual meeting of Distributor Country Managers.
 - The semi-annual meeting of country and sales managers, Nordic-country affiliates/distributors.
 - The local public relations seminars that some distributors plan to hold and we will jointly fund.

The distributor support program also is developing a number of personnel programs that help improve professional qualifications and encourage top performance, for example:

- Incentive schemes; for instance, training trips to Washington, D.C., or Epcot Center; weekends in country inns (Ryokan) in Japan or Cheju Island in Korea; and group nights on the town to celebrate superior sales performance, product promotion, or other major successes.
 - Personnel development programs, including cooperative programs and internships that send distributor personnel to work with GE employees in other locations for up to three months; such assignments expand distributor knowledge and experience base.
 - Joint management—only in Japan—where GE and Dentsu directors jointly run ISI-D distributor activities; and personnel availability, where a GE employee goes on site for weeks or months to help bring a distributor up to speed.

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ISI-D support staff welcome in the New Year in traditional Japanese dress.

MEET THE DISTRIBUTORS...

A variety of companies distribute our services internationally. In a strict sense, affiliates function as distributors in countries such as the U.K., France, Germany, Italy, Austria, Switzerland, The Netherlands, Norway, Sweden, and Belgium.

In addition, information services divisions of other GE subsidiaries also act as distributors in countries such as Canada, Australia, Hong Kong, Singapore, and Saudi Arabia.

But the more common usage refers to independent companies that buy our services and resell them to their customers. Additionally, such distributors often provide or arrange local support for users in their territories. We have a number of such distributors and are negotiating comparable agreements in countries where such arrangements make sense.

Since 1983, we have added six new distributors—GISA in Spain, Formis in Malaysia, DMI in Korea, Vanguard in Taiwan, EAC DATA in Denmark, and NEC in Japan—and one joint venture marketing services company in Japan, C&C International (see the October 1986 issue of SPECTRUM). These new distributors joined our existing team of ISI-Dentsu in Japan, Oy Nokia in Finland, and Tiempo Compar-tido in Mexico.

Distributors in Europe and in Asia and the Pacific (ASPAC) are profiled briefly below.

ASPAC

Japan. Japan has our most developed distributor operation, where we rely on ISI-D and NEC. The Japanese market represents a good opportunity for our services, as Japanese companies resort to manufacturing abroad and accelerate productivity programs, as the Japanese government stimulates domestic consumption and deregulates local financial markets, and as Japan Inc. enters every major trading and financial market in the world.

ISI-D is both a distributor and a GE Information Services joint venture company with Dentsu, the largest advertising agency in Japan and in the world (based on billing). Dentsu is not a member of a major Japanese trading group—which makes it a neu-

tral supplier in the Japanese market. ISI-D started distributor operations in November 1971; its expertise lies in banking and financial systems. ISI-D claims most of the Japanese "Fortune 100" companies as clients and is the second largest end-user revenue-producer (the U.S. is first).

NEC became a distributor in 1985. To facilitate this relationship, GE Information Services and NEC formed a joint venture marketing organization, C&C International (see October 1986 SPECTRUM). NEC is one of the largest high-tech electronics companies in the world, with a huge domestic supercenter and network. NEC is positioning itself to be a major player in the EDI trade market.

South Korea. The South Korean market is increasingly attractive, as South Korea seeks to replace Japan as a producer of low-cost manufactured goods and escalates its exports to the developed countries of autos, textiles, finished goods, electronics, and consumer goods.

Our South Korean distributor, Data Management International (DMI), began operations in June 1986. DMI is well positioned in the Korean marketplace and is not affiliated with any major conglomerate (Chabel). Target markets include trade, shipping, and information exchange.

Taiwan. The Taiwan market is based on that country's position as a low-cost supplier of textiles, finished goods, toys, high-tech products, and electronics. Moreover, Taiwan is the home of the world's two largest container shipping companies, Evergreen (see "Good News" column in October 1986 SPECTRUM) and Yang Ming.

The Taiwan distributor, Vanguard, started distributor operations in April of last year, focusing on the shipping and export trade, information exchange, and EDI markets in Taiwan.

Malaysia. Malaysia, traditionally a commodities market, is becoming more attractive as a supplier of finished goods, textiles, and manufactured goods. The Malaysian distributor, Formis Computer Services, began distributor operations last May.

EUROPE

Denmark. The Danish distributor, EAC DATA, is a wholly owned subsidiary of the East Asiatic Com-

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At the request of Distributor Operations, Bob Redman (Manager, International Training) produced an all-encompassing training package for distributors, including formal classroom training, supporting documentation and reference material, joint sales calls, and participation in business reviews.

Class training includes modules on delivery vehicles and products, applications/services, sales skills, administration, and technical/SDC activities.

Distributors also have access to marketing and sales support, either directly from the support team or from our 2,000 professionals worldwide. GE will participate, on a jointly funded basis, in local trade shows and industry seminars that address those markets with the best potential. Major opportunities will be facilitated by sales support and client center visits in both the U.S. and Europe.

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pany (EAC), one of the largest companies in Scandinavia, with interests in shipping, timber, printing equipment, consumer products, raw materials, and informatics.

EAC DATA is one of Denmark's largest software houses with operations in data services, facilities management, and network services. The company—which recently went through a strategic market reassessment comparable to ours—now focuses marketing efforts on the Danish market and other EAC subsidiaries, working toward total business solutions with PC front ends and local area networks and forming alliances with other large international vendors. EAC DATA has done business with us since 1968, when it bought analytical and engineering time-sharing applications.

Finland. The Finnish distributor, Nokia International Business Systems (NIBS), reports to parent company Nokia Information Systems (NIS), which manufactures microcomputers, cash terminals, industrial automation systems, and software (largest in Finland) and operates a computer services bureau.

NIS is an industry group of Nokia Corporation, which has interests in markets such as electronics; cable and machinery; rubber and floor coverings; and paper, chemicals, and power.

NIBS' primary markets are market segmentation by SBA; international finance (reporting, treasury management); international trade (EDI, client systems); international order services; international office communication (the QUIK-COMM™ System and BusinessTalk™); manufacturing and transportation; and a special account in reinsurance.

Mexico. Tiempo Compartido SA, a distributor since 1974, operates a network services business noted for technical capabilities and innovation. The company is repositioning itself within the information services industry, responding to market forces.

Spain. The distributor in Spain since early 1986, GISA (General de Informatica SA), is owned by Banco de Bilbao, one of the leading banks in Spain, with offices in Europe, America, and the Middle East.

GISA markets include software products and services and computer technology training, consulting, and information network-based services (focusing on banking and automotive industries). GISA's Madrid and Barcelona offices support MARK III services.

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The Future

"We plan to expand and improve our distributor network, making it an integral part of our business strategy and operations," says Danny Schultz. "And we're going to do a better job of satisfying our clients as a result."

Moreover, we're gearing up to introduce the same strategy in the U.S., so you're going to hear a lot more about distributors for the foreseeable future. ▲

WHEN THERE'S NO DISTRIBUTOR ... USE THE GLOBAL SUPPORT PROGRAM

Until recently, GE Information Services had no systematic way of supporting international clients that access our services from countries without distributors. These countries—particularly in Latin America, the Middle East, and Africa—are increasingly important to multinational clients that demand applications with global reach in the race to improve competitiveness and locate new sources of supply or new markets. Moreover, many "non-distributor" countries have installed Public Data Networks over the past several years, so clients now can connect to the international record carriers and thus access GE services.

Recognizing that multinational clients are accustomed to a very high level of local support in countries where we have distributors, it was clear that we had a demand and an opportunity for a higher level of support in non-distributor countries. Responding to that need and the potential to expand revenues and improve competitive position, the company established a Global Support Program (GSP) in Denis Gagnon's Planning and Business Development group.

Under the direction of DJ Crane (Manager, Distribution Development), the GSP is chartered as a central point of contact for information, expertise, and support for field sales and distributors with clients that operate in non-distributor countries. By building and sharing this experience base, support in such countries can be more responsive and productive—and the sometimes unique requirements of sales involving one or more non-distributor countries won't have to be relearned for each new opportunity.

During the latter part of 1986, GSP began offering:

- Enhanced remote support, which relies on designated Client Services personnel familiar with access procedures, PC software requirements, and troubleshooting procedures unique to these PDN access sites.
- Start-up project management and on-site support, including installation project planning, on-site installation and training on GE Information Services and PC software routines accessible from the location, troubleshooting, and problem resolution. A combination of GSP staff and regional or local support personnel in selected countries are responsible for supplying such support.

These services have been made fully available to sales and distributor operations in the past month, but

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From left, DJ Crane, Ahmad Habibi, and Willie Niezen, the core GSP staff, in their Rockville offices.

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the GSP was making important contributions to key international sales before full commercial introduction—for example, providing on-site and enhanced remote support for three major new clients: Bertelsmann (Germany), Bristol Meyers (U.S.), and Continental Grain (U.S.).

In the process, the GSP developed close working relationships with PTTs in many non-distributor countries. Such PTTs usually welcome help connecting their many users who want to access our services.

GSP's Global Support Services (GSS) should enhance sales productivity, satisfy more clients, and increase international competitiveness and revenues. GSS Clients can expect updated information on countries without distributors, including access procedures (based on dialogues with PTTs), company contacts, and consulting on topics such as: PDN application procedures, rates, and equipment; and more rapid problem identification and resolution.

"Our new Global Support Services strengthen our commitment to serve the key international requirements of our clients and create a true competitive edge," says Denis Gagnon.

DJ Crane reports that "Ahmad Habibi and Willie Niezen, who are responsible for the creation and management of GSS, possess some of the best skills and experience available in our company when it comes to providing this type of support. They are directing the efforts of a team that is committed to high-quality, responsive service and support."

The GSP team includes: Ahmad Habibi (Manager); Willie Niezen (Project Manager); Jackie Patton, Mark Kennedy, and Katie Shea (Client Services, Rockville); Hank Perahia (Client Services, Amsterdam); Paul Tilley (Distributor Pricing and Contracts); Dave Sherman (Legal); and a group of qualified third parties to provide local support in selected countries.

The GSP has been publicized within the company through an information package, an on-line file, and on-site visits to Sales offices by GSP staff. For additional information on GSS, list QK11 file GSS.INFO or access the new QK11 file REFBOOK, enter the RUN command, and type S,GSS at the second prompt to search for all GSS-related items. ▲

35-YEAR GE VETERAN TAKES ON TECHNICAL DEVELOPMENT CHALLENGE

Gary Mueller (Vice President, Technical Development), in his 20th year at GE Information Services and his 35th year at GE, is taking on a new and unique assignment.

"I now have the opportunity to exert more influence on our short-term and long-range application software productivity and direction than I did when I was managing the Applications Engineering Department," says Gary Mueller.

His small Technical Development organization is dedicated to:

- Developing and updating—in conjunction with Advanced Engineering—a five-year software technology development plan to provide a roadmap for SDC staff and application developers
- Serving as a source of technology information for marketing
- Finding a home for issues that shouldn't fall through reorganizational cracks—for example, software control, ownership of commercial application libraries, and the technical library
- Maintaining and updating software standards and procedures and serving as the repository for international standards
- Undertaking special tasks related to acquisition and joint venture projects, such as assessment studies and analyses of relevant technology or financial impacts.

Five-Year Application Software Development Plan

The software development plan anticipates necessary base capabilities so they'll be proven and available when required. The plan will include predictions and recommendations for software purchases or development projects based on estimated market, technical, and product-need trends. The plan will be very specific about first-year activities and will be updated quarterly to adjust targeted developments as appropriate.

"We'll be introducing the complementary dimension of client needs—as determined by SDC and existing clients—into the purely technical application engineering arena," says Gary Mueller. "Some of the areas on which we'll focus include artificial

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STRENGTHENING OUR TECHNICAL COMMUNITY

The two articles at left and right are the first in a SPECTRUM series describing recent changes in business strategy and organization. The changes described in these articles are part of an overall emphasis on strengthening our technical community, enhancing support for SDC, and capitalizing on and further bolstering our unique competitive advantages in building and implementing client solutions. ▲

ORGANIZATION CHANGES: UPDATE CANADA

For those who want to update the organization charts in the November/December supplement, the Northern Operations and Distributors chart on page 6 should show T. Williams as country manager of Canada and should add boxes under Canada for:

- EDI Sales, J. Brooks
- Banking Sales, S. Mukerji
- Montreal Sales, R. Tessier. ▲

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intelligence, data base technology, and fourth-generation languages, basically enhancing productivity, quality, and data system security.

"We won't be involved with mainframe or operating system software, nor with communication software. We will, of course, work closely with those groups."

Technology Interface

The Technical Development group will organize and participate in frequent marketing-specific technology seminars and training sessions that will maintain a two-way flow of up-to-date technical information with U.S. and overseas groups, with special emphasis on the worldwide SDC organization.

"I've run overseas organizations before," Gary Mueller explains. "And if no one officially takes responsibility for keeping everyone updated, the job may not get done, because the pressure of business forces everyone to just go do their own thing."

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NOW THE FIELD CAN TAP ENHANCED TECHNICAL SUPPORT TEAM TO HELP WIN AND IMPLEMENT DEALS

Ruann Pengov (Implementation Services) and her team are supporting the company's new focus by:

- Reconstructing the importance of system design expertise (raising its value, creating career paths)
- Leading SDC programs, integrating them into Engineering and Marketing; a prime goal: encourage sharing of field-developed tools, applications, products among field groups (transportability program)
- Driving end-user training and documentation services (including client training) to facilitate end-user implementation and thus enhance revenues
- Providing Sales and SDC training to make sure field people are highly trained, ready to serve clients
- Creating new technical centers (see detail below), where people with special expertise (e.g., in very complex systems and applications) can work together to help: SDC design and implement client projects; serve as a greenhouse for new technologies, encourage transferring them to the field; and develop high-caliber technical talent to support field operations.

"The new technical centers are small, client-opportunity-driven teams with a get-it-done attitude and a hands-on, roll-up-the-sleeves mentality," Ruann Pengov says. "They will work closely with SDC, Sales Development [formerly Major Opportunities], and back-up technical resources in Engineering and Marketing."

Application Integration Technical Centers (West and East)

The SDC Technical Centers West and East—headed by Marty Reese and Art Lee, respectively—address very similar pre-sale and post-sale concerns, focusing on application integration. The Center with the best available resources works with SDC on any given project; if both have equal capabilities, the Center that is geographically closer to the source of the request will take on the project.

The Centers plan to address: MARK III® System Foreground, micro integration, network communications connectivity, EDI translation, and POS.

Both Centers respond primarily to SDC requests to focus on specific technologies or tasks, e.g., by:

- Investigating new technologies

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Near-Term Issues

Effective software control requires good project management and strong standards to ensure that the right programs, related routines, and system functions are compiled, tested, documented, and titled before commercial distribution. The immediate task is to avoid the small-scale chaos of multiple calls to the Supercenters to orchestrate the steady stream of new program releases.

The application library project monitors the six application libraries, which contain over 600 programs requiring varying levels of support. Old unused programs will be purged and the rest reassigned.

"The reassignments can be tricky," Gary Mueller notes. "We're talking about mathematical and sort routines and key products like TABOL that have lost their sponsorship. There are many cross-dependencies among the application software products released during the last 20 years."



Gary Mueller and Barbara Gotis

without maintaining their own duplicate titles. Barbara Gotis is developing an inventory listing that will be distributed to interested employees.

Software Standards

"Internal software standards have become increasingly important as micro-based software proliferates," Gary Mueller notes. "There is a need for clearer rules governing software development."

His group will serve as a repository for international software development standards, which *must* be adhered to in many market areas. "This should simplify the legwork that individual developers have to do," Gary Mueller reports. "Now they have one place to go to find out what they have to conform to and how to do it." ▲

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- Working with engineering to evaluate technologies and develop standardization recommendations
- Supplying "second opinions" on major implementations
- Helping sales people with design reviews or conceptual approaches
- Supplying technical expertise that is not demanded with sufficient frequency to warrant developing a knowledge base in the field.

"Historically, some organizations have served these kinds of functions—for example, Roy Henderson's communications people and Roger Dyer's group," Ruann Pengov notes. "The Centers follow in their footsteps, enhancing an approach that is a tremendous help to field staff addressing client needs."

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SPEAKING OF TECHNICAL CENTERS...

The idea of focused, client-responsive technical centers is not unique. Several groups may come to mind—e.g., the veteran Telephone Industry Center (Atlanta) and the newer Client Software Development Center (Amstelveen, The Netherlands) and International Development Center (Kingston, U.K.). These centers—profiled briefly below for comparison—will cooperate with the new U.S. Technical Centers:

- The Telephone Industry Center in Atlanta supports the Telco group (marketing exclusively to the telephone industry). Since 1979, this Center, headed by Chuck Seibold (Region Manager), has supplied primary support for the MARK System, a complex integrated system that manages full flow assignment of telephone orders from customers or the representative point of contact through service order completion.
- The Client Software Development Center was recently set up to support large MARK III applications and help replicate them in other countries. This Center also encourages technology transfer between the local SDC and the Supercenter. Alberto Ciano (SDC Branch Manager, Turin) is looking for staff expertise in MARK III, PC, and large-system applications.
- The International Development Center, established in conjunction with GEM (see June 1986 SPEC-TRUM cover story), is a permanent development facility that provides large IBM application solutions for MARK 3000 clients outside the U.S. This Center uses 12 project management and technical staff in combination with local hardware and software contractors from an extensive roster, with an eye toward optimizing the Center's own programmer productivity and development costs. Bob Prezioso (Manager) reports that it's targeted more toward project ownership than support/consulting services and it's already planning to gear up in 1987 for other GEM-sized projects.

INSIDE THE TECHNICAL CENTERS

The three technical centers are currently getting up to speed. Staff already on board are described below.

The **SDC Technical Center West** (San Francisco) is "available and ready to go," says Marty Reese, whose team includes:

- Paul Rohrdanz (Manager, Micro Applications), a 10-year GE veteran who has worked on a number of micro computer integration and application integration projects (e.g., BusinessTalk, Softran, FTU)
- Rich Goddu (Senior Consulting Specialist), whose 17 years at GE include work on MARK*NET™, EDI, and networking.

The **SDC Technical Center East**, (New Jersey), is still staffing up; Art Lee's group now includes:

- Bob Brooks (Senior Technical Consulting Specialist, Rockville), 9-year GE employee who worked for clients such as KMART and Truck Stops of America and on projects such as MARK*NET enhancements, POS network, and network transmission software development (he's currently on a special Technical Center SWAT team—in Kevin Boyne's System Interconnect Design and Installation group—responsible to the Technical Center organization for supporting clients' unusual communication needs)
- Del Mitchell (Senior Technical Consulting Specialist, Rockville), a 16-year employee who has extensive SDC and applications engineering experience on major assignments (e.g., GESCO) and can work on designing/implementing large, complex systems
- Mellie Shirmer (Technical Consulting Specialist, Nashville), who joined GE in 1983 and worked on Network Database Manger (gaining unique understanding of Foreground operating system, HISAM

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"Our success depends primarily on how well we support SDC," says Art Lee. "Basically, we supply SDC, our customer. If we don't do an outstanding job, they'll go elsewhere."

"Our role is to leverage people's experience and knowledge," Marty Reese says. "We support client opportunities and help actively develop client systems when necessary. Basically, we'll get involved in as many opportunities as possible, working behind the scenes to help get things done. We won't be replacing SDC talent or management—we'll be helping when local expertise isn't available or is spread too thin."

IBM Technical Center

John Summerville (Manager, IBM SDC Technical Center) and his team have the same mission and goals as their sister Centers, but they concentrate and focus on IBM solutions and connectivity (not just MARK 3000 solutions) and on all intra-site links to

internals, Foreground assembly coding) and on MARK 3000 EDI High Performance Prototype Switch.

"I'm looking for people who have hands-on implementation experience," Art Lee says. "My group has to be excited about working on meaty technical challenges, learning more and more and then applying that accumulated knowledge in the future."

The **IBM Technical Center** in Rockville has six people with an aggregate 90-years-plus in the data processing industry and substantial IBM-market concentration. John Summerville's group includes:

- Harold Tranter (Senior Consulting Specialist, Rockville), whose 21 years of data processing experience include an extensive base of IBM communication experience, including large-scale network designs, implementations, and management
- Benham Malcom (Consulting Specialist, Rockville), formerly responsible for significant parts of MARK 3000 Engineering's "blue" network, contributing network-solution expertise to the GESCO SNA network, the ISI D*Net connection, the NIP replacement project, and the European SNA network
- Bill Daniluk (Senior Consulting Specialist, Rockville), with an extensive background in IBM data bases and transaction processors as well as MARK 3000 experience across the entire product line
- Pat Toffling (Consulting Specialist, Rockville), with 19 years in IBM applications, including data base managers and transaction processors (his abilities complement Bill Daniluk's, forming a broad knowledge base on large-scale IBM application systems design, implementation, and management)
- Gary Cannon (Consulting Specialist), based in New Jersey, who has 26 years of data processing, field, and SDC experience and recently addressed several existing intra-site-links opportunities.

GE office communication systems. John Summerville explains, "We help Sales identify major opportunities and respond to SDC requests to help pull in good opportunities. Many of these involve IBM links to VAN or MARK III applications. We're targeted to address many problems the field encounters. If we can't answer a question, we'll find an answer."

The Center is now working on several projects:

- Continental Grain: an in-house message processing system is being tied to MARK III QUIK*COMM
- Boise Cascade: with MARK 3000 Engineering, a CICS-to-CICS link was developed to feed an in-house EDI system; transactions will source from MARK III EDI*EXPRESS™ and MARK 3000 asynch users
- Mack Truck: a store-and-forward system is being developed for in-house parts, warranty claims, and new truck order systems; potentially large volumes required unique SNI/SNA bulk data transfers from MARK 3000. ▲

LEADERSHIP AND COMMUNICATION WORKSHOPS BREAK NEW GROUND IN EUROPE

The Europe sales organization led by Giuliano Venturi (Vice President, Europe) has found a major new weapon to facilitate the development of an organizational identity and culture: the Leadership and Communication Workshop, which is designed to enhance the management communication process.

Last year, GE Information Services in Europe conducted six Leadership and Communication Workshops that reached over 70 managers and key staff personnel, and five more workshops are scheduled for Europe in 1987. Plans also are in the works to conduct the Workshop in the U.S.

The Workshops represent a central feature of Europe's recently developed Communication Program, which is designed to:

- Highlight management accountability for effective communication
- Emphasize management ownership of all projects undertaken
- Provide practice situations so that managers can learn to obtain greater value from two-way dialogues at all management levels
- Enable managers to understand and communicate the need for change, thus facilitating successful changes in business strategies.

Theo Borsboom (Client Services, The Netherlands) attended the Workshop and reports, "I view the program as a means to help me realize that it's the responsibility of managers at all levels to help direct the business, to take initiatives. If one is prepared to accept that responsibility, then changes—including those taken by others—will be more easily accepted, communicated, and controlled."

Workshop Fosters Contacts, Communication

The Leadership and Communication Workshops last for 2 1/2 days and are held off-site to encourage participants to interact outside of formal sessions. This approach helps build personal contacts that, following the Workshop, will foster cross-country communications and sharing of expertise and experiences.

To date, Workshop sessions have been conducted by Angus Reynolds (Employee Relations) and Giuliano Venturi. Specific sessions address topics such as

resistance and commitment to change; strategic change management; and analysis of organizational strengths and weaknesses (including practice analysis sessions by large and small groups).

Hidden Problems Often Resolved

The impact of a workshop designed to mold organizational culture is always difficult to measure, but several conclusions seem warranted.

- The majority of participants, who represented different countries and functions, open up, contributing ideas and criticisms and identifying previously hidden problems that often are resolved as a result
- The Workshop encourages both introspection and an open and frank communication process that carries over into business operations, facilitating ongoing dialogues, a better understanding of the process of change, and a firmer sense of ownership.

Tichy's Work Underpins Workshop

The Workshop's roots reach back several years and stem from an ongoing commitment to a two-way dialogue between every layer of management so that all managers are well informed and share the company's goals and visions. This need for communication is closely linked to project ownership.

In the fall of 1985, Angus Reynolds began to develop a communications program, drawing very closely on principles, themes, and value criteria developed in several change management workshops (conducted for the old ISSO management team in 1984-1985) by Dr. Noel Tichy, then at the University of Michigan, now Manager, Management Education, Crotonville.

These change management workshops—run in Innsbruck, Austria, and subsequently in France—responded to the often substantial organizational changes precipitated by the rapid growth of the information technology industry. Dr. Noel Tichy's workshops built on his principles of transformational leadership, corporate vision, and strategic change management. The workshops also identified sources of corporate and individual resistance to change and analyzed the dynamic interplay of such anti-change attitudes.

The subsequent Workshops led by Giuliano Venturi and Angus Reynolds used Dr. Noel Tichy's teachings as a foundation but evolved the process by altering the Workshops to a direct communication confrontation between the Vice President and his managers. The aim is organizational and individual change *through* communication. ▲

PERSONNEL REDUCTIONS SUPPORTED BY SPECIAL PROGRAMS

GE Information Services established a Resource Center that supports all U.S. employees affected by the recent personnel reductions. The Resource Center is designed to help people make more rapid transitions to future employment options. The Resource Center provides job-search tools, helps link employees to job openings, and offers ongoing support, such as interview training, resume seminars, and one-on-one consultations.

Barbara Nutt, who has responsibility for the operation of the Resource Center, reports, "The people we've seen are very action-oriented and eager to use the range of services available to them. Within the first couple of weeks following the personnel reductions, the Center generated dozens of leads—we are here to help employees identify a broader range of options, find placements faster, and do so with less stress."

The Resource Center began operations in early December, conducting half-day workshops in Rockville, Nashville, and San Francisco on writing resumes and letters and on building job-search networks locally and nationally. These workshops reached a total of 62 people. In January, the Center ran 2-day and 3-day training sessions in Rockville and in the field that incorporated and expanded upon the segments introduced in December.

The Problem: How do you work toward the position, salary, and reporting level that you want?

One Case Study: Attended resume and research workshops at Resource Center. Established network of contacts within Department of Defense (DoD) and other potential employers. Applied for project manager job at DoD; initial interview positive but not conclusive on qualifications for that level position. Attended two-day training session. Analyzed first interview with teacher and class; assessed alternative approaches to next interview. Used one-on-one consultations to prepare for second interview, focusing on negotiating and closure techniques. Outcome: accepted the job desired at the salary requested.



From left, Tom Morris (Consultant), Barbara Nutt, Debbe Kirk (Administrator), and Allen Wright (Payne-Lendman) schedule the resume, research, interview, and benefit workshops that—along with one-on-one consultations—constitute the heart of Resource Center activities.

The Resource Center will support employees both in Rockville (where most of the layoffs occurred) and in field offices (through on-site workshops and long-distance one-on-one interactions, for example, via QUIK-COMM and Dial Comm).

Resource Center capabilities include:

- Benefit seminars and follow-up sessions
- Job-search workshops that address topics such as producing resumes, interviewing, and negotiating
 - Research workshops on information gathering and network building to support job searches
 - Practice interviews and critiques, using video-cameras and VCRs
 - Office facilities, a resource library, and complete resume production capabilities (including 3 PCs, a Macintosh, printers, and a laser printer)
 - Monthly updates that keep people current by recapping available programs, facts job searchers need to know, benefit forms needed, deadlines, and the like
 - A link to other GE components, internal job marketplace contacts, professional recruiters, and other companies; in January, the Resource Center hosted interviewer days for five computer services companies and six search firms. ▲

INTERNATIONAL GRAND PRIX SALES CONTEST CONCLUDES

The Contest

In a nip-and-tuck race decided by only a few percentage points, Achille Lajolo of Italy beat out Alan Rousselot of Australia to win the second phase of the international Grand Prix Sales Competition.

Thirteen other sales professionals also qualified for phase two by exceeding 80 percent of their full-year assigned quotas, demonstrating the sales force's shared commitment to excellence. All the qualifiers received a bonus for their achievements.



Achille Lajolo



Alan Rousselot

The winner, Achille Lajolo, heads up the special group that manages affairs with the Fiat Group and owes his victory predominantly to successful deals in the automotive industry and to "the good work of all the people in the Turin SDC and Sales branches," he reports. He receives a two-week trip to Brazil and an exclusive, limited-edition, gold-plated model of a Grand Prix Formula One race car (see below). Alan Rousselot receives a special award of two round-trip air tickets from Australia to Europe.

A silver-oxidized Formula One model goes to the 13 qualifiers for both phase one and phase two: Alan Rousselot, John Simon, David W. Heffer, Phil Heavener, Simon Lee, Dennis Ng, Suman Mukerji, Freddy Nurski, Patrick Jobelot, Ludovic Cohen-Zardi, Gianni Rocca, Silvio Cangiano, and Mike Evans. Finishers in phase one only or phase two only—Nicolas Pry, Francesco di Giovanni, Erich Seynulla, and Genevieve Fabre-Abbas—receive a bronze-finished version of the Formula One model.

For more information on the Grand Prix Sales Competition and the winners, contact Mike Culyer (QC address: CULP), who has a brochure available.

The Car

All Grand Prix contest qualifiers receive a model of a Formula One race car, an international symbol of excellence that reflects the significance and status of the sales performances of the winners. The exclusive, limited-edition model was commissioned by GE Information Services, and each trophy is hand-engraved with the GE logo and the winner's name.

The series of model Formula One cars was designed by Ray Bradbury, a Master Jeweller and Designer from Dante Designs Ltd. Working from the logo for the Grand Prix Sales Competition, Ray Bradbury modeled 22 separate components from pewter, copper, and bronze. Fine details were crafted in epoxy to create the model-car molds, which were used to cast all the individual pieces before the intricate process of assembly. ▲



Ray Bradbury assembles the commemorative Grand Prix race car models.

STARS & STRIPES, GLENN VELTMAN SAIL TO VICTORY

Stars & Stripes

After a series of yachting trials that lasted nearly four months and spanned over 220 one-on-one match races, **Stars & Stripes** defeated the Australian defender, **Kookaburra III**, to win the America's Cup Challenge '87, 4-0. (For details on the Cup and our support of **Stars & Stripes**, see the October and November/ December 1986 issues of SPECTRUM.)

Capitalizing on a series of incremental changes designed to accelerate the yacht's speed and on very strategic sailing by an experienced crew, **Stars & Stripes** earned the right to sail against the Australian defender by beating the favored challenger, **New Zealand**, 4-1 in the Luis Vuitton Challenger Races.

Prior to the challenger finals, **Stars & Stripes** made several small changes designed to enhance the 12-meter's performance—most notably adding plastic hull coating, developed by 3M for space vehicles and grooved like an LP record to reduce drag.

STARS & STRIPES WINS WITH GE

Advanced technology in the America's Cup competition was not limited to boat design or to beaming races by satellite half-way around the world.

For Dennis Conner and his **Stars & Stripes** group, the 12- to 15-hour time difference between Fremantle and the U.S. was one of the more nettlesome complications of competing 12,000 miles from home.

To break that time barrier, Conner's support crew used Stars and Stripes Net, a system provided by GE Information Services of Rockville, Maryland, to develop refinements in New York and San Diego and relay them back to its camp in Australia quickly.

"We don't experience the difficulties normally encountered by people in Australia needing to contact somebody in the U.S.," said Margaret McGowan, a support crew member in Fremantle. "We know we can have all the information in print, on the right desk, and ready for action at the right time.

"This gives our San Diego or New York designer or strategist or organizer quite a few hours to work on a request or a problem and have the information back to our desks before we start work the next day," she said. "Nobody loses any sleep, and there is no wasted time on either side." —The Associated Press



Stars & Stripes Corporate Crew Logo

The Australian defender, **Kookaburra III**, blanked **Australia IV** in their best-of-nine series, winning 5-0. Although the Kookaburra syndicate could have chosen any of its yachts as the defender—and a re-keeled **Kookaburra II** was considered—in the end, the syndicate selected **Kookaburra III**, whose performance could not be matched by **Kookaburra II**.

In a break with the "challengers-stick-together" tradition, the **New Zealand** crew sailed practice races against **Kookaburra III**. Not to be outdone by down-under camaraderie, **Stars and Stripes** skipper Dennis Conner sent observers in a rubber chase boat to check out **Kookaburra III**'s performance against **New Zealand**.

Glenn Veltman Heads Down Under

Glenn Veltman (Eastern Sales Area, Commercial Region) and a guest left late in January on an all-expenses-paid trip to Fremantle, Australia, to view the America's Cup finals from the deck of an observation yacht and to join in Sail America events.

Glenn Veltman is the recently announced winner of the "Quest for America's Best" U.S. sales contest. In recognition of his accomplishment—selling 353 copies of PC Mailbox Version 3.0 between October 15 and December 31—he won the trip for two to the America's Cup Challenge '87.

During the contest, record numbers of copies of PC Mailbox Version 3.0 software were sold. Other contest finishers (in order of qualifying sales) were Dennis Steffe, John Daub, Dave Kadar, Tim Lee, Phil Bayroff, Lou Ciccone, Ray Tennison, Bob Reeve, Charles Zeale, and Steve Harwin. All finishers will receive a golf shirt with the America's Cup Challenge logo to commemorate their participation in the "Quest for America's Best" contest. ▲

GOOD NEWS

Benetton

Benetton recently signed an extension to its contract with GE Information Services, calling for the connection of Italian sales agents to the MARK III-based electronic data entry ordering system that we set up over the past two years. Benetton views the connection of its Italian sales agents—60 regional agents who regularly visit the over 1,000 prestigious shops in Italy that carry Benetton casual-wear clothing—as an important strategic element of its business.

Founded in 1965 by three brothers and their sister, Benetton is headquartered in the restored seventeenth-century Villa Minelli. In 1978, Benetton opened up its markets, initiating a major export program to countries throughout Europe and to the U.S., Canada, Japan, and Hong Kong, among others.

By 1982, the company was the world's leader in knitwear, operating nine factories and relying on over 200 small subcontractors. By 1984, Benetton recognized its need for an improved information system that would accommodate the heavy international trade that at that point accounted for over 55 percent of the company's revenues.

Benetton insisted on a data entry ordering system that would offer a number of security levels, transmission control, physical data security, ease of connection of many access points using a variety of hardware connections, and network availability around the clock.

The MARK III-based solution meets the Benetton requirements and affords the company a more precise and timely summary of its orders, changes in quantities or models selected, and colors requested by each shop. The service uses local agent software developed by GE Information Services, receives file transmissions from agents 2-3 times each week, and relays order data to Benetton twice each day.

The team working on the Benetton contract includes Peppino Bonu (Padua Branch) and Franco Dell'Oca (SDC, Milan Branch).

Mitchellmatix

Recently Mitchellmatix signed a contract with GE Information Services for a custom IBM-based business application using MARK 3000 VM Service and asynchronous network capabilities to support an on-line collision estimating service. Mitchellmatix markets the service to large auto insurance companies, which benefit in both cost containment and cost management in an industry experiencing an adverse trend in rising costs.

Under this system, an insurance estimator surveying damage uses a hand-held terminal and UPC-1 scanner to describe the damage to a specific year and make of car, generating (through host application processing of the data) estimated labor and parts costs for that specific car.

Mitchellmatix selected GE Information Services for several reasons, including:

- The technology advantage conveyed by our extensive edge in network reach, which enabled Mitchellmatix to serve its nationwide market with wide variances in geographic densities
- The service delivery advantage of our extensive network reach, which will enable Mitchellmatix to better support its nationwide market
- The international access and support for planned expansion of the service into global markets
- The value-added support of the GE Client Services group
- The technological edge demonstrated by MARK 3000 Engineering under Gary Senese's group. Tony Ryzdewski took the lead in converting this client from another vendor. Vikki Schanz (U.S. Western Sales Area, Los Angeles) notes, "The expertise of VM Engineering in developing a communications protocol for the interface between the hand-held terminals and MARK 3000 was a key to winning the business."

The GE Information Services team also includes John Towles of Client Services, who provided key technical support; the Major Opportunities group (now Sales Development), including Mike Nash, Ken Midtbo, and Janice Orcutt; and the MARK 3000 VM Engineering group.

Quentin Gallivan, the Account Manager, notes, "The key ingredient in closing this significant contract was the complete understanding of the client's business concerns and the leveraging of appropriate internal resources. The unlikely pre-sales role of MARK 3000 Engineering was critical when it became apparent that the client needed complete faith in our technical solution in order to risk his business by moving to another service provider."

(Continued on next page)

Paccar

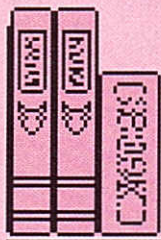
Paccar, a truck manufacturer that produces class 8 Kenworth and Peterbilt trucks and generates almost two billion dollars in revenue each year, recently signed a contract for MARK*NET asynchronous service to link over 300 dealers with two applications (dealer order entry and warranty claims) and to connect their eight plants so that industrial engineers can access a time and motion application.

Paccar chose GE Information Services because it needs a single, long-term, network provider to supply high-quality service that is cost-efficient, affords better control and management over existing vendors, and produces needed management and statistical reports. We offer Paccar an integrated, strategic teleprocessing service that satisfies that company's dealer and internal networking needs.

Key players on the Paccar contract included Tim Lee and Mike McDowell (U.S. Western Sales Area, San Francisco); and a breadth of technical support from employees such as Sid Waxman, Garret Goo, Virginia Hale, Joe DiGrazio, and Kevin Boyne.

Mike McDowell summarized the importance of the Paccar contract by noting, "I believe that this is an outstanding example of what GE can do—selling all our capabilities. Furthermore, we have been blessed by the Paccar corporate EDI committee and have two other opportunities in the works." ▲

SPECIAL PUBLICATION SCHEDULED



All GE Information Services employees will receive a special publication describing the 1987 Management Meeting held in Europe the week of January 19. Watch for this meeting summary, which should bring employees as up to date as possible on the structure and direction of the company. ▲

INDUSTRY BRIEFS

Citicorp and **Comdata Network, Inc.** recently teamed up to provide a money transfer service—Citicorp Express Money Service. Comdata has expertise in the trucking and casino-gambling segment of the money transfer business and will provide the telemarketing aspects of the system, using the 1,000 data entry and telemarketing employees who process non-electronic funds transfer for Comdata's product. The two companies are seeking some of Western Union's projected \$182 million in revenue in that area. Norfolk is the test market for the service.

VISA USA said that it will take over management of the Interlink point-of-sale network in California, the largest and most ambitious electronic direct-debit system in the country. Interlink previously relied on VISA's data center in California for data processing and communications support. The network has signed 3,000 retail locations and handles about 2,000,000 electronic debits a month. The agreement affords VISA a foundation on which to build a national point-of-sale debit card switching service.

Lotus Development Corp. and **MCI** recently jointly announced a PC communications package, Express, a \$100 package that allows Lotus 1-2-3 users to send spreadsheets using MCI Mail. Users of Lotus 1-2-3 can access Express through a pop-up window. The package contains an automatic log-on facility and error-checking capabilities. Express was developed by Bob Frankston, co-developer of VisiCalc, the first electronic spreadsheet. Frankston is now chief scientist for Lotus.

BT's Dialcom began a service tailored to the needs of the public relations and advertising industries and also introduced a PC software package for its existing Congressional Correspondence System. The PR system, Communicate, lets users track companies in the news with automatic key-word searches on 27 different news wires. Communicate also connects with all 17 Dialcom E-mail licensees, allowing users to send messages to other countries. The 12-year-old Congressional System has been improved to accommodate PCs with a custom front-end interface. The new front end tracks the source and subject of mail received from constituents off-line instead of on-line.

(Continued on next page)

Transpac, the French PTT, announced a new message handling system, Atlas 400. The system is based on the X.400 message handling standard and supports the following features: Teletex; X.25; Teletype; Telex; Videotex; and Group 3 Facsimile. The system is expected to enter pilot test phase by the end of this year.

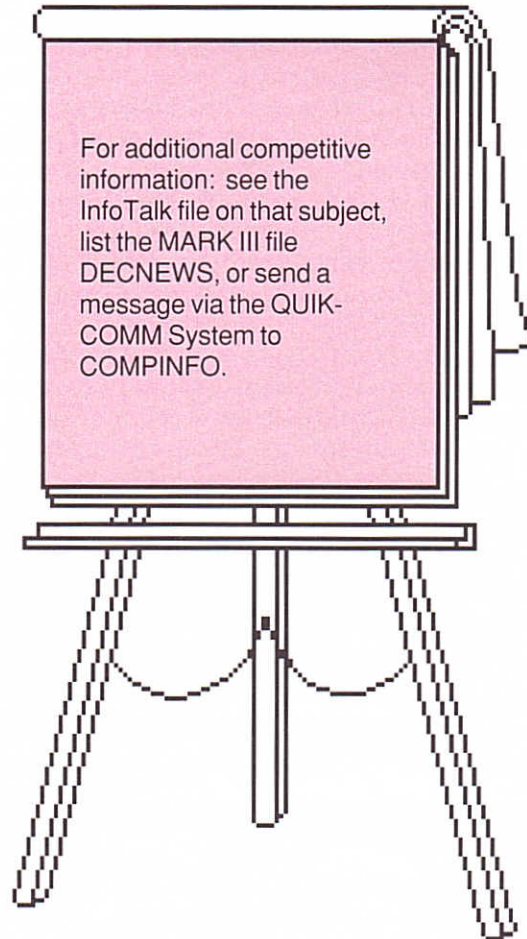
Competition for the so-called "middle market" is increasing. **Chemical Bank** recently introduced a low-cost software system that will automatically gather account balances, initiate transactions, and keep track of check activity (Microlink). The system competes with a product introduced earlier this year by Manufacturer's Hanover and will be marketed through Chemical's Banklink. Companies with revenues from \$2-10 million are potential clients; within this range, there are approximately 300,000 firms.

At the recent Electronic Mail Association Conference in Washington, D.C., **Western Union** and **CompuServe, Inc.** announced their intentions to enter the EDI marketplace. A representative from **Telenet** also reaffirmed previous information that it, too, is developing an EDI product. **Computer Sciences Corp.** also has announced its intention to enter the EDI market next year.

Telenet (U.S. Sprint component) has signed a \$35 million multi-year contract to build a private data network for the U.S. Secret Service. Telenet will be constructing and helping to maintain the new network. The network will be a blend of terrestrial offerings and multiple protocols. In addition to its network, Telenet has sold 70 private networks and about 100 hybrid networks. According to the Secret Service, it will take more than a year to complete construction of the network.

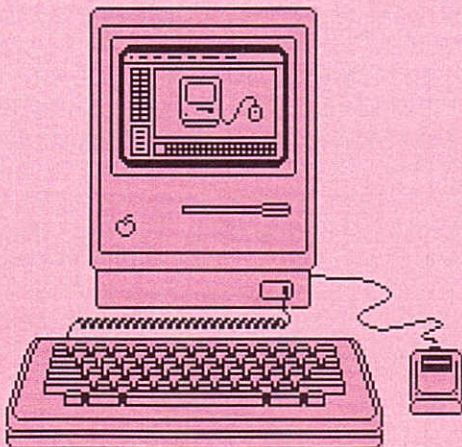
U.S. Sprint has a contract to serve as primary carrier in Honeywell's private network. It will

provide T-1 1.54-Mbbs digital facilities to interconnect the 11 tandem switches in Honeywell's network. The Honeywell deal is only one of many corporate accounts that U.S. Sprint recently captured. The company has committed almost \$2 billion to the construction of a 23,000-mile fiber-optic network, and 20,000 miles are slated to be installed by the end of 1987. ▲



CALLING ALL MACS...

A number of GE Information Services employees have switched recently from Wangs or IBM PCs to Apple Macintosh computers. If you are one of the employees who have adopted a Mac or supplemented existing systems with a Mac, please take a moment to let SPECTRUM know why you changed and for which tasks you use your Mac (send a message via the QUIK-COMM System to SALLIE). A future article will analyze the proliferation of Macs within the company. ▲



IMPACTS OF TAX REFORM ON ESOP, IRA; HP FUND UPDATE

ESOP

The Tax Reform Act of 1986 repealed the payroll-based tax credits used to purchase General Electric stock for employees under the GE Employee Stock Ownership Plan (ESOP).

As a result, the last company contributions will be made to the ESOP accounts of eligible employees in February 1987. Under the GE ESOP, participants are credited with shares of GE stock equal to one-half of 1 percent of the prior year's eligible compensation. These shares are placed in individual employee accounts. In addition, GE's quarterly stock dividends, currently 63 cents a share, are reinvested in additional shares of GE stock and also held in the individual's ESOP account.

GE's ESOP, established in 1979, is similar to employee stock ownership plans sponsored by many other employers. Such ESOPs are based on special tax credits that must be used to purchase the employer's stock.

Under the provisions of GE's ESOP, the company's contributions end if the federal government repeals the tax credit used to fund the plan, as the Tax Reform Act did for compensation paid on or after January 1, 1987. Stock previously credited to an employee's ESOP account will still be credited; the plan provides that ESOP shares are paid out upon retirement or when an employee leaves GE for another reason.

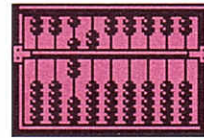
IRAs

For some GE employees, 1986 will be the final tax year they'll be able to obtain the maximum \$2,000 tax deduction by contributing to an Individual Retirement Account (IRA). Tax-deductible contributions for this amount can be made to '86 IRAs up to April 15, 1987.

New tax laws specify that, beginning with the '87 income-tax return to be filed in 1988, if either an employee or spouse is eligible for a "qualified retirement plan" where they work—such as GE's Pension Plan and Savings & Security Program—neither can deduct an IRA contribution if their earnings exceed certain income levels.

HP Interest Rate at 8.5 Percent

An expected annual interest rate of 8.5% for 1987 savings under the Savings & Security Program's Holding Period Interest Fund (HP Fund) was announced December 5. Employee savings and GE matching payments invested in the HP Fund during 1987—whether placed in regular savings or the



Deferred Pay Account—will receive the new expected 8.5% annual interest rate. This rate applies for the entire holding period for 1987 HP Fund investments. In addition, the

interest earnings credited in 1987 for HP Fund savings of any previous years will be reinvested at the 1987 rate of 8.5%. The holding period for 1987 S&SP savings ends December 31, 1990.

Tom Burns (Employee Benefits, GE) explained that HP Fund savings invested in years before 1987 will continue to earn interest at the rate applicable to those years. The accompanying chart shows how the expected annual interest rates for prior investment years compared to the actual year-to-date earned rates through October 1986:

Investment Year	Expected Rate	Y-T-D '86 Earned Rate
1983	13.25%	13.60%
1984	12.75%	13.20%
1985	12.50%	12.90%
1986	9.50%	10.70%

The S&S Program provides that if the actual rate of interest varies from the announced rate for a particular year, HP Fund investments for that year will receive the actual rate earned.

"It is not necessary to file a request to keep your savings going into the HP Fund if you are already investing in the fund," Tom Burns explains. "Your investments will continue going into the HP Fund automatically at the new 8.5% rate unless you complete and file an S&SP change of investment form." To change investments, or to enroll in S&SP, it's necessary to obtain, complete, and send a request form to the proper office.

S&SP enrollment and change of investment forms are available from the mail room in Rockville (QC address: OSS-SKI). ▲

The catalog is EQ67, and you can get him a new U# through the Mailbox program. He's referring to some tabular data that are easier and quicker to retrieve in EQ67 because of some canned programs made available there.

Incidentally, when you get the U#, you should have it validated for the QUIK-COMM System (requesting the NUM right), because the data base supplier in Tulsa, Oklahoma, and the QMOD office in New York can provide assistance via QK, saving your client the long distance phone calls for assistance. When you have picked up the new U#, send a QK to QMOD and request that documentation be sent to the new user.

NETWORK ACCESS

**Joe Zermeno
Houston**

What's the maximum speed of access in Puerto Rico?

The MRC and the communications circuits/data sets are being upgraded there. The new 14.4 circuit will let us provide many more users as 1200, 2400, and 4800 baud. If a client needed 9600 baud access, that can be arranged, too, with the proper installation of data sets and a line from the client's site to the site of the MRC in Puerto Rico. If you're planning a 9.6 connection, be sure to allow PLENTY of time for line installation. The upgrading

activities in Puerto Rico were supposed to be done in August of 1986, but late November 1986 is the latest estimate available to FastFax.

**Al Weiss
New York**

Is there any way to tell which catalogs have Telex personal addresses for the QUIK-COMM System?

Yes, accessing a DY28 file named TELXQUIK will give you the listing of Telex personal addresses.

**Vern Smith
Detroit**

Is there a brochure or spec sheet available that gives information about the DealerTalk™ System from the IBM PC?

Yes, it's available via OLOS. The order number is 1389.00.



REMEMBER...

This is the final edition of FastFax scheduled to be published in SPECTRUM. As you all know, Mr. FastFax, Jim Doyle, elected to retire last year and move to Arizona (see the article accompanying FastFax in the November/December issue of SPECTRUM). ▲

CONFERENCES AND TRADE SHOWS

TDCC National Data Systems Forum and Exhibit

Last December, GE Information Services participated for the fourth consecutive year in the National Data Systems Forum and Exhibit in Washington, D.C. Sponsored by the Transportation Data Coordinating Committee (TDCC), the forum attracted over 1,000 industry representatives.

The GE Information Services booth featured a continually running Storyboard demonstration created by Joe Webster and was visited by many current and prospective clients, who made

94 requests for additional product literature.

GE Information Services professionals also conducted workshops, which were well attended. In fact, Steve Korn's "Third Party Networks" workshop was SRO (standing room only), with the attending crowd spilling into the hallway.

The press breakfast, organized by Steve Haraczak, attracted roughly a dozen reporters, and featured a presentation on EDI by Dave Foster (Vice President, Intercompany and Logistics Businesses). In addition, GE hosted a wine and cheese party and dinners for clients and prospective clients, which attracted many hungry prospects.

Company personnel who manned the booth and bore responsibility for other TDCC events include: Joyce Alexander, Susan Atherton, Al Boynton, David Bruce, Rochelle Cohen, Ken DeJarnette, Bob Esposito, Bob Green, Judith Greig, Bob Hadel, Mike Henesey, Andi Hoover, Paula Houck, Bob House, Steve Korn, Don Montgomery, Charles Skerya, Fritzi Stralie, John Thompson, Leanne Tosten, Cathy Wall, Lincoln Yarbrough, and Tom Zelaney.

Data Training Conference and Exposition

Last December, Bill DeLeo and Lee Erickson of Training conducted a

workshop session on "Four-Media-in-One Package" at the 7th annual Data Training Conference and Exposition in Washington, D.C.

The session addressed the problem of developing multimedia training packages that include computer-based training, job aids, live presentations, and user documentation. The session employed group discussions and examples from GE to illustrate effective multimedia training package development.

Participant reaction was very positive—so much so, in fact, that they've been invited to present the same workshop at the Baltimore-Washington Information Systems Educators monthly meeting in May. ▲

ADMINISTRATION

Don Graves
Hartford

How can we tell which Q catalog authors are still with us and which have cancelled?

There is a QK11 file, NSSBOOK, that lists all Q catalogs past and present, with an indication of which authors have cancelled. The file will be maintained by NSS Administration (QK=AUTH). Account Representatives around the world should check this file before offering software to clients.

Joe Scarcella
Cleveland

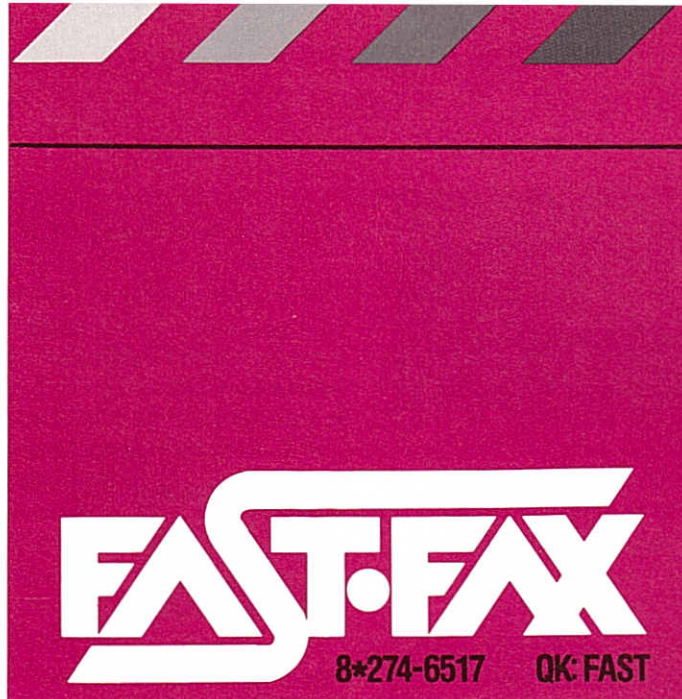
I have a prospect who is a part of a larger company that is already a client with us. Does the prospect have to go through the credit check and sign-up process?

The rule is that if the prospect is a DIVISION of an existing company (even if the name is not the same), it only needs a letter to request service, and you can sign the company up in the existing catalog or in its own new catalog. If the prospect is a SUBSIDIARY of the existing client, it WILL need to go through the credit check and sign-up process.

Quentin Gallivan
Los Angeles

What form does the client have to sign to add additional CAP ports?

None. Get the client's concurrence in writing, and then have your administrator go into the Mailbox program. The command to increase the number of ports from 2 to 4—SET, CAP, 4, 150,*—where 4 is the new total and 150 is the user number. Use SET, CAP, 0, 150,*



to eliminate the CAP lines. Remember that when CAP ports are cancelled, they're charged right up to the end of the month—no prorating on cancellation.

Tim Lee
San Francisco

Is there a site license available for TSI?

It's not a standard. You'll have to use the ATQ process.

Vin Zichichi
Fairfield

Where can I get data about our data bases for inclusion in a proposal?

The list of our data bases is in DBINFO***, available from any valid foreground user number.

Jim Billger
Houston

Is it true that there is now a charge for DSXMIT?

There is a plan to begin charging for this software package, but it's not in effect yet.

Randy Gobleck
Arlington, VA

Is there any way to tell which user in a catalog owns a particular file?

Yes. Use /EURO:LIBRY WHO FILENAME or /UTIL*** OWN FILENAME.

Barry Aston
UK

How many MARK III Service offerings are available in the US but not available outside the US?

There are three items in this category: GENie™ for the home computer market; Dow-Jones, the stock market quote system; and Eaasy Sabre, the American Airlines reservation system.

DATA BASES

Howard Forer
New Jersey

A client said he had read something about a "Dangerous Goods Data Base." Do we have such a thing?

Yes. Canadian General Electric has crated it for worldwide application and use. It contains all the packaging, shipping, and documentation requirements for shipping any dangerous commodity to any destination by any mode of transport (road, rail, cargo air, passenger air, and ocean). It contains information about US legislation CRF-49, International air and marine requirements (ICAO/IATA and IMO/IMDG), and the

new Canadian legislation (TGDA) for the 4,000 commodities that are covered under international law.

The software is not in a Q catalog, but you can get information about access through CGE by sending a QK to ARTFITZ. It's too early to be able to provide cost estimates of what your client may want to retrieve. The QK11 file DANGOODS contains some explanatory material and a copy of a sample program RUN.

Janice Timmons
Toronto

*I don't see the Currency Exchange Data Base listed in DBINFO***. Does it mean that it's no longer available?*

No, CRNC*** is alive and well and available on all FG systems. If a distributor wants to provide access to the data base for a client, a QK to PARK is required requesting access for that catalog or specific U#. In the U.S., sales offices must get a disclaimer signed (OLOS 5103.26) and send it to Al Parker, Contract Administration, 401 N. Washington Street, Rockville, MD 20850.

Vernon Smith
Detroit

Is there someone in charge of our data base marketing efforts?

Yes, his name is Phil Snyder. His QK is PHSJ. Phil just recently updated DBINFO***—a complete listing of the data bases of our service. This file is available to ANY valid MARK III user.

Asgeir Eliassen
Norway

A client using the Oil & Gas Journal Data Base on catalog OC06 says he could get more options in another catalog. How can we get him that access, and what's the catalog?

The catalog is EQ67, and you can get him a new U# through the Mailbox program. He's referring to some tabular data that are easier and quicker to retrieve in EQ67 because of some canned programs made available there.

Incidentally, when you get the U#, you should have it validated for the QUIK-COMM System (requesting the NUM right), because the data base supplier in Tulsa, Oklahoma, and the QMOD office in New York can provide assistance via QK, saving your client the long distance phone calls for assistance. When you have picked up the new U#, send a QK to QMOD and request that documentation be sent to the new user.

NETWORK ACCESS

Joe Zermeno
Houston

What's the maximum speed of access in Puerto Rico?

The MRC and the communications circuits/data sets are being upgraded there. The new 14.4 circuit will let us provide many more users as 1200, 2400, and 4800 baud. If a client needed 9600 baud access, that can be arranged, too, with the proper installation of data sets and a line from the client's site to the site of the MRC in Puerto Rico. If you're planning a 9.6 connection, be sure to allow PLENTY of time for line installation. The upgrading

activities in Puerto Rico were supposed to be done in August of 1986, but late November 1986 is the latest estimate available to FastFax.

Al Weiss
New York

Is there any way to tell which catalogs have Telex personal addresses for the QUIK-COMM System?

Yes, accessing a DY28 file named TELXQUIK will give you the listing of Telex personal addresses.

Vern Smith
Detroit

Is there a brochure or spec sheet available that gives information about the DealerTalk™ System from the IBM PC?

Yes, it's available via OLOS. The order number is 1389.00.



REMEMBER...

This is the final edition of FastFax scheduled to be published in SPECTRUM. As you all know, Mr. FastFax, Jim Doyle, elected to retire last year and move to Arizona (see the article accompanying FastFax in the November/December issue of SPECTRUM). ▲

CONFERENCES AND TRADE SHOWS

TDCC National Data Systems Forum and Exhibit

Last December, GE Information Services participated for the fourth consecutive year in the National Data Systems Forum and Exhibit in Washington, D.C. Sponsored by the Transportation Data Coordinating Committee (TDCC), the forum attracted over 1,000 industry representatives.

The GE Information Services booth featured a continually running Storyboard demonstration created by Joe Webster and was visited by many current and prospective clients, who made

94 requests for additional product literature.

GE Information Services professionals also conducted workshops, which were well attended. In fact, Steve Korn's "Third Party Networks" workshop was SRO (standing room only), with the attending crowd spilling into the hallway.

The press breakfast, organized by Steve Haraczak, attracted roughly a dozen reporters, and featured a presentation on EDI by Dave Foster (Vice President, Intercompany and Logistics Businesses). In addition, GE hosted a wine and cheese party and dinners for clients and prospective clients, which attracted many hungry prospects.

Company personnel who manned the booth and bore responsibility for other TDCC events include: Joyce Alexander, Susan Atherton, Al Boynton, David Bruce, Rochelle Cohen, Ken DeJarnette, Bob Esposito, Bob Green, Judith Greig, Bob Hadeler, Mike Henesey, Andi Hoover, Paula Houck, Bob House, Steve Korn, Don Montgomery, Charles Skerya, Fritz Stralie, John Thompson, Leanne Tosten, Cathy Wall, Lincoln Yarbrough, and Tom Zelaney.

Data Training Conference and Exposition

Last December, Bill DeLeo and Lee Erickson of Training conducted a

workshop session on "Four-Media-in-One Package" at the 7th annual Data Training Conference and Exposition in Washington, D.C.

The session addressed the problem of developing multimedia training packages that include computer-based training, job aids, live presentations, and user documentation. The session employed group discussions and examples from GE to illustrate effective multimedia training package development.

Participant reaction was very positive—so much so, in fact, that they've been invited to present the same workshop at the Baltimore-Washington Information Systems Educators monthly meeting in May. ▲

S&SP

The following table summarizes the prices for GE stock, Mutual Fund, and Holding Period Interest Fund that are used in the Savings and Security Program to credit participants' accounts. The Long Term Interest Fund price for the last day of the month also is shown, as well as year-to-date annual income rates for both the HP and LT Funds. ▲

Month	Stock Price	Mutual Fund Price	Price	YTD Annual Income Rate (a)				Price	YTD Annual Reinvestment Income Rate
				1983	1984	1985	1986		
January	\$69.818	\$35.929	\$10.00	13.7%	13.2%	12.8%	9.6%	\$11.57	10.1%
February	\$75.013	\$38.019	\$10.00	13.7%	13.2%	12.8%	9.7%	\$11.96	10.4%
March	\$76.769	\$40.169	\$10.00	13.7%	13.2%	12.9%	10.5%	\$12.46	10.3%
April	\$77.403	\$40.995	\$10.00	13.7%	13.2%	12.9%	10.5%	\$12.53	10.2%
May	\$77.744	\$41.184	\$10.00	13.7%	13.2%	12.9%	10.6%	\$12.23	10.2%
June	\$80.923	\$42.452	\$10.00	13.7%	13.2%	12.9%	10.6%	\$12.36	10.1%
July	\$75.915	\$41.625	\$10.00	13.7%	13.2%	12.9%	10.6%	\$12.34	10.0%
August	\$75.583	\$42.362	\$10.00	13.7%	13.2%	12.9%	10.7%	\$12.60	10.0%
September	\$74.107	\$41.552	\$10.00	13.7%	13.2%	12.9%	10.7%	\$12.35	9.9%
October	\$74.943	\$41.498	\$10.00	13.6%	13.2%	12.9%	10.7%	\$12.47	9.8%
November	\$78.664	\$42.819	\$10.00	13.6%	13.2%	12.9%	10.7%	\$12.58	9.8%
December	\$86.648	\$36.627	\$10.00	13.6%	13.2%	12.9%	10.7%	\$12.42	9.9%

(a) The "announced" HP Fund Rate was 13.25% for 1983, 12.75% for 1984, 12.50% for 1985, and 9.50% for 1986.

MILESTONES

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

25 years

Arlington

Edward Isaacs

Dallas

Marvin E. Bergen

10 years

New York

William Gavin

Rochester

Donald Verplank

Rockville

Charles Bodine

Mary Ellen King

5 years

Houston

Alice Dickerson

New York

Steven Harwin

Rockville

James Violette

San Francisco

David Villongo

Tampa

Peter Volkman ▲

BOTTOM LINE

GE Information Services met its total-year net income commitment to Corporate of \$12.7 million after absorbing restructuring costs in the fourth quarter. However, total-year net income was 13

percent below the Operating Plan (established in January 1986) on 4 percent lower sales.

Fourth-quarter sales totaled \$94 million, 9 percent below 1985 and 8 percent lower than Operating Plan, with a decline in volume partially offset by favorable exchange rates. The net loss in the quarter of \$1.3 million was \$6.8 million lower than 1985 earnings and \$5.0 million below Operating Plan net

income, driven primarily by the revenue shortfall and restructuring costs.

- U.S. sales were 19 percent below Plan; new business growth was slower than expected and not sufficient to offset erosion in RCS base business.

- International revenue was 14 percent higher than Plan, as favorable exchange rates more than offset the decline in terminal and license sales. ▲

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Thanks to the many employees who contributed their time and expertise to this issue of SPECTRUM. Key contributors included:

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NEW AND REVISED DOCUMENTATION

The following new and revised publications are available from the On Line Ordering System (OLOS), which also will provide price information. Forms and promotional pieces are free; most technical documents do carry prices. Check prices before ordering.

910.30G (Revised, 8646)

GSA Teleprocessing Services
Schedule Contract
Authorized Pricelist
Fiscal Year 1987

910.44 (New, 11/86)

Speaking of Quality Brochure

1389.01 (New, 11/86)

BusinessTalk 4.0
PC User Documentation

1389.01-1 (New, 8646)

BusinessTalk 4.0
PC User Guide

1389.02 (New, 11/86)

BusinessTalk 4.0
Mac User Documentation

1389.02-1 (New, 8640)

BusinessTalk 4.0
Mac User Guide

1389.03-1 (New, 8643)

BusinessTalk 4.0
Administrator's Guide

1389.05 (New, 8640)

BusinessTalk 4.0
Implementation Guide

2051.82 (New, 8649)

MARK 3000 SNA Network
Interconnection Product Profile

3501.40 (New, 8649)

2780/3780 Emulators User's Guide

3503.03 (New, 8701)

Gordian Systems Access Key
Product Profile

3503.05 (New, 8701)

Gordian Systems Access Key
Administration and Installation Guide

5070.10-1B (Revised, 12/86)

EDI*PC™ Reference Manual

5070.10-4A (Revised, 8642)

EDI*PC Getting Started

5070.10-5A (Revised, 8642)

EDI*PC Practice

5070.10-6A (Revised, 8651)

EDI*PC Daily Activities

5070.10-7A (Revised, 8651)

EDI*PC Book of Codes for
dpANS X12-1984 Documents

5070.10-8A (Revised, 8642)

EDI*PC Quick Reference Guide

5070.10-11 (New, 8643)

EDI*PC ANSI Codes for 1986

5070.10-12 (New, 8650)

EDI*PC Document Entry Guide
for ANS

5070.31B (Revised, 8650)

EDI*PC ANSI Codes for 1984

X12-1986 Documents

5070.44 (New, 8650)

EDI*T System Software
License Agreement

5070.44-1 (New, 8650)

Schedule A of EDI*T System
Software License Agreement

5070.45 (New, 8642)

EDI*EXPRESS Administrative
System Training Manual/Job Aids

5070.48 (New, 8647)

EDI*EXPRESS High-Speed Service
Quick Reference Guide

5070.49 (New, 8647)

EDI*EXPRESS High-Speed Service
Quick Reference Guide for
DSXMIT-OS Users

5070.50 (New, 8647)

EDI*EXPRESS High-Speed Service
Quick Reference Guide for
DSXMIT-DOS Users

5075.10 (New, 8649)

Bancor Exchange System Supplement
to Agreement for Teleprocessing
Services

5075.10-1 (New, 8649)

Attachment A to Bancor Exchange
System Supplement

5075.10-2 (New, 8649)

Attachment B to Bancor Exchange
System Supplement Automated
Debit Authorization

MARK III On-Line Documentation Files

All in the three-star library, the MARK III on-line documentation files contain recently issued technical documentation for clients. Here's a complete list:

D.INDEX

MARK III On-Line
Documentation Index

D.ADMTP

ADM TP Validations

D.HSS

High-Speed Service
Supplementary Information

D.SECURE

Security Enhancements

D.XFER

XFER*** Validations

D.DBRS

Data Base Recovery System

D.3780EM

2780/3780 Emulators

D.GKADM

Gordian Key Administration
and Installation guide

D.GKUSER

Gordian Key User's Guide

Transaction Pricing Capability Reference Guide

The new Transaction Pricing Capability Reference Guide resides on DY28. It is internal only and thus not in the three-star library, yet available for use. Its files are D.TPC1 and D.TPC2. ▲

parting shot

MARKMAKERS X: CASTLE IN THE SAND



MarkMakers X will be held from March 23-27 at Sam Lord's Castle on the Caribbean island of Barbados. The hotel is built around the former pirates' hideaway and boasts a setting ideal for this year's MarkMakers.

The final selection of 1986 MarkMakers is well underway, and winners will be notified in early February. The top performers in 1986 definitely should enjoy their well-earned trip. ▲