



SPECTRUM

For Employees of GE Information Services Around the World

October 1988

In Hong Kong, a strange
Westernized Asian "Hot Pot,"
GE IS has built a thriving
business.





About the cover

In Hong Kong, a country of material obsession counterbalanced by strong superstition, GE Information Services has established itself in the banking business and is now targeting trade and transportation. Success in this market has come about by more than what the people of Hong Kong call good Fung Shui—the natural flow of life.

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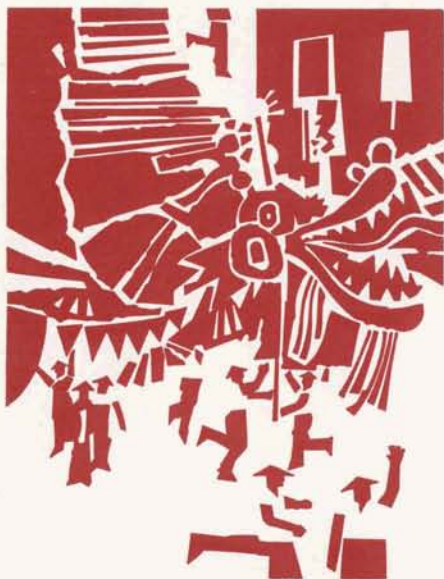
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The Business In Hong Kong

A Case Of Good Luck From Hard Work

By Wayne Morrison
Manager, Central Asia

“What’s it like to live and work in Hong Kong?” my friends ask whenever I travel. Most people are aware of the place—even if some are unsure of its exact location. My answer is that it is crowded, hectic and noisy—but things get done! No matter how difficult, there is always some way of achieving the result—even if at first the solution is not perfect.

To gain a better insight into this strange Westernized Asian “Hot Pot,” especially from the GE Information Services business perspective, one needs to understand some of Hong Kong’s curiosities. The majority of the six million Chinese inhabitants believe in Buddhism. But a secondary worship is money. Hong Kong is probably the most overt mercantile entrepot of Asia. Its history has forced the population to survive on





trade and the wits of its merchants. The British government's policy of positive non intervention in the economy translates into a company and personal taxation level lower than almost any other country, with a maximum marginal rate of 17 percent. This means that enterprising entrepreneurs can realize high profits from successful businesses.

A Country of Contradictions

Hong Kong is a country of contradictions. One anomaly, for example, is the thin physique of the indigenous population. Yet everywhere you go, there is continual eating. A common phrase of welcome is not "How are you?" but "Have you eaten yet?" A meal is an important social event.

Any visitor upon arrival is immediately taken aback by the show of fabulous wealth. Rolls Royces, Ferraris, Porsches, Mercedes Benzes, and sumptuous hotels dramatically contrast with the nearby almost abject poverty of squatter huts and boat people. Wealth is also displayed through gold jewelry and the now popular fashion of personal telephones. But this material obsession is counterbalanced by strong superstitions, such as Fung Shui. Fung Shui basically means wind and water or the natural flow of life. The commercial viability of a project can depend on adherence to the rituals of Fung Shui.

For example, a very expensive Regent Hotel development in Kowloon was hampered by the requirement of the Mythical Dragon to drink on this site from the harbour. The building would impede the Dragon's line of sight and thus bring about bad feelings. As mentioned earlier, Hong Kong survives on the wits of its sharp, cunning people. The developers solved the hotel's dilemma by simply using great expanses of glass to allow the Dragon easy viewing—and at the same time enable the guests to view the magnificent Hong Kong

Harbour. The Regent is now one of the most successful local hotels. Good Fung Shui, as we say!

GE Information Services Enjoys Good Fung Shui

GE Information Services (HK) has been blessed with good Fung Shui as well. But there is more behind its recent years of excellent growth and profitability than pure mystery. Its team of 19 dedicated and extremely hardworking staff have made the Hong Kong operation a minor marvel.

The business commenced as an access point for the network back in 1978, making our presence in Hong Kong 10 years old today. By 1981, the operation was registered in Hong Kong as a company, which enabled local contracts to be signed. For the first few years revenue growth was in the 30 percent range and then dropped back to growth rates in the low to mid 20 percent range until 1986, a year of poor growth. Profits were not really positive until late 1984 and the business was based upon international accounts. Late in 1986 business began to pick up with the signing of Evergreen, a major shipping line, and some SDC work for American Express. In 1987, the organization was restructured and focused very much on local sales activity. And while import business remained very important, it was separated from direct sales and the newly formed SDC group.

Focused Sales Organization

The direct sales organization focuses on two markets: Banking and Financial Services and Trade and Transportation. By introducing the right expertise into Banking through John Sanders, this element has grown over 40 percent during 1988 and now contributes more than 54 percent of total revenue. Local sales to Standard Chartered Bank in their Electronic Banking Services (Cash Management, Workstation) have kept this account firmly within the

GE Information Services client list. Other business sections with which we are working closely are Securities Reporting/Custodian Services to large clients and Letter of Credit initiation from China clients. We have recently been requested to quote for a consultancy study to assist the bank with their five year development of corporate banking systems.

The activity in Banking and Financial Services is reaching fever pitch. The market looks just right for some very exciting big plays, such as the Capital Markets Clearing System, where we have jointly bid with Standard Chartered Bank, as well as consultation to major securities companies and the Stock Exchange.

Trade and Transportation has been disappointing apart from the applications in Evergreen, which are growing well worldwide. MARK III processes the sailing and cargo information for all Evergreen offices and agents. We hope to be developing more systems later in the year using EDI principles.

Although Hong Kong is the second major container port, we have not yet sufficiently penetrated the



Cecilia Lovie (left) and Sandy Cheung (right) are part of a small Client Services team that supports GE Information Services' 300 clients in Hong Kong.



At top, among the key players in the Hong Kong operation are (left to right) Ben Wong, the powerhouse behind the SDC operation in Hong Kong, Wayne Morrison, manager, Central Asia, who has driven business growth over the past two years, and Bert Meerman, who recently relocated to Hong Kong to lead the effort to penetrate the trade and transportation market.

Above, Ben Wong and his dedicated band of technicians develop innovative solutions to clients' problems. Custom systems development increased revenue by 255 percent in 1987 and is expected to grow by another 50 percent in 1988.

major players. This has primarily been due to insufficient on-site expertise. With the arrival of Bert Meerman, who relocated from the Netherlands to improve this situation, we are already seeing some good possibilities. There is good reason to believe that this market is ready for our services, as evidenced by a major project, called Tradelink, which aims to process all Hong Kong's trade documentation through EDI.

Strong Client Services Effort

Two years ago, we set up a Client Development Group comprising a Client Services Desk, telephone Hotline (for customer assistance), training and on-site support for imported clients, and a direct Business Systems sales person. The group, headed by Taryn Alderton, has grown at about 35 percent per annum, from local Quik Comm applications and import business.

This group surveys all our clients to monitor levels of satisfaction. While the management of 300 clients is hard work for our three customer support people, we believe that it is critical to the success of our business that every customer is visited at least once in three months.

Skilled SDC Team In Place

SDC is probably the major highlight of the past two years. Before 1987, SDC was basically a technical support group. I believed that this was not sufficient for our growth expectations from the focus on local sales. We therefore built up a small group of brilliant technicians.

Sze Wai Leung, the manager, has overall control of consultants and systems staff, and Ben Wong is the powerhouse behind the innovative solutions this little band of young professionals create. Ben has generated over \$100K of SDC revenue simply by sitting with clients such as American Express and engendering enthusiasm to pay for the development of new systems. Where else



but in Hong Kong would you have the SDC people sleeping in the office over the weekend to ensure that the project would be completed on time!

Since our deployment of an SDC group, Personal Services revenue from custom system development has grown 255 percent in 1987 and we expect at least a 50 percent increase for 1988.

Successes in 1988 have been further implementations at Standard Chartered Bank and American Express as well as new applications for regional distribution systems required by various clients. We are working on some major opportunities that could generate in excess of \$1 to \$2 million annual processing revenues, but of course there is much competition from all the other major companies such as IBM, DEC, MCI, AT&T, Logica, and the local PTT (cable & wireless).

Other Measures Of Success

Apart from the financial results, it is gratifying to measure the success of the Hong Kong operation in other ways, such as staff turnover. For the past two years, we have had the lowest voluntary movement in personnel since the Hong Kong operation began, despite the ever rising outflow of good young technical and professional people, caused by the uncertainties surrounding 1997, when Hong Kong becomes part of the People's Republic of China. Another important gauge is feedback from the marketplace. We are currently experiencing requests for our staff to present papers at seminars and to be interviewed in local business magazines—opportunities that previously were very rare for the Hong Kong operation.

In addition, our most recent client survey revealed that 50 percent of clients would continue their use of GE Information Services at the current level, 45 percent would increase usage, and only 5 percent

would decrease. Not one of those 30 percent who returned the questionnaires said that they would leave our service next year.

The attitude in the market is changing as well. When I first came to Hong Kong, I spent some time with Hong Kong Bank (the biggest organization in Hong Kong—known as a 'Hong') and asked why they never used our service. The answer was no surprise in one respect but bewildering in another. Their representative said that Hong Kong Bank has the resources to do everything GE Information Services can offer. Further, the bank didn't see GE Information Services (HK) as a long term organization.

A recent discussion with the same bank revealed that GE Information Services (HK) is now viewed as a competitor to them in the Capital Markets Clearing System area and in the supply of Electronic Banking Systems. It looks as if we have arrived, at least in their eyes. We still have not been able to convince the bank to use our services, but another strategy (#401) is in place!

The Formula For Success

What is our mission for GE Information Services (HK)? That is simple: transfer all international data into and out of Hong Kong on GE Information Services' network.

Our philosophy is clear also. It is our business, and the only way to succeed is through a close cooperating team within which everyone knows what is happening. The key is to focus on the markets that count (Banking and Financial Services and Trade and Transportation), support our clients to the level of their expectation, obtain the best relevant resources for market credibility and delivery, and communicate to everyone in GE Information Services and the marketplace our intention to succeed.

We believe that we have come quite a way in the past two years, thanks to superlative team efforts.



Wayne Morrison, manager, Central Asia.

The company has doubled its revenue (now \$7 million) and is one of the most profitable enterprises. Local sales revenue has risen from 15 percent to over 40 percent of the total, and export revenues are now 10 percent of domestic NBS. These figures dispel any accusations that Hong Kong is merely an importing country. We are in control of our own destiny and our personnel expertise is probably approaching leadership in the marketplace. The stability of the organization is such that we have the confidence and credibility to tackle big, long term projects. We believe that these accomplishments will enable the thrust we have initiated to continue unabated.

Wayne Morrison, manager, Central Asia, provided SPECTRUM with this account of the business climate in Hong Kong and the remarkable success GE Information Services is having in this lucrative market.



Looking Ahead

SPECTRUM Talks With President Jim McNerney About The State Of The Business

As you return to the company after being away for two years, how would you assess the state of the business?

I think that solid progress has been made during the past two years. The focus that the management team has put on the business and the way everybody has worked to turn the business around has been fun to watch as a guy who struggled through the tough times. There is something special about a team who fights through the problem years. There is a tempering that goes on and a self-confidence that gets built that is a critical platform to build on.

We're headed in the right direction. My challenge here is going to be different from the one I found at Mobile Communications, where revenue was heading south. There, the challenge was to turn the revenue top line around. Here at GE Information Services, the challenge will be to position the business for sustainable growth.

What will be the drivers of that growth?

The number one driver will be industry focus of our sales, marketing, and application level resources. You will see unswerving commitment to industry specialization from yours truly. We need to know better than the client what his information needs are.

Second, the players who succeed in today's market will be global players who also recognize differences around the "Triad," i.e., U.S., Europe, and the Pacific Rim. Tony and his team brought an international outlook to the business, and I am going to aggressively support that ongoing effort. And as we move toward 1992 and the deregulation of Europe, being a global player will pose a whole new set of challenges. The temptation may be to move too quickly. I want to make sure that we move in the right way.

Third, to be successful in our business, we have to be on the leading edge of applied technology. Since 1981, GE IS has spent a lot of time fighting fires and not as much time as we would have liked in taking the long view. We now have

the time and the operating momentum to determine what our technical platform should be and the investment that will be required to build that platform. A Technology Task Force that comprises some of the best minds in the business is working on that.

None of these changes are going to happen overnight. It is going to take three years to fully implement them and I'm committed to being here as part of the team that will make things happen.

Do you anticipate significant investment in technology?

Yes, we have to bring the technical base of our business into the new distributed global environment. Once we determine the best way to do that, we will have to find the resources to make it happen. In the 1989 budget, we have allocated almost \$2 million for new technology development. As the Technology Task Force makes a stronger business and technical case for expanded investment, I'll respond.

What is corporate's view of our business?

First of all, Jack Welch has assured me that, contrary to reports in the *Wall Street Journal*, he is not trying to sell the business. In fact, he said that if the Booz Allen study is even half right, GE Information Services has tremendous opportunity. Gene Murphy is a real believer in the business. He understands the value we bring to clients beyond commodity communications and computing. Working on the Booz Allen study reinforced this positive view with Gene and others in senior GE management.

Of course, we all know that nothing is written in stone—especially in a business like ours. But I am confident that, as a team, we can realize the tremendous opportunity that Jack, Gene, and I believe is out there.

Most people have heard about the study conducted by Booz Allen, but few know what specific recommendations came out of the study or how these recommendations are influencing the direction of the business. Would you comment on this?

The key points in the Booz Allen study are these. We need to refocus in a more aggressive way on the core business—specifically, through customized NBS applications for industry focused markets. And we need to adjust our pricing to capture more of the value for the system design, consulting, and software that we provide for those customized applications. The rationale for capturing the value up front is that this is where the real value lies for the client. The flip side is that the longer the application is in house, the less value we provide the client. This translates into pricing more aggressively at the tail end of an application.

Another recommendation of the study is to make greater use of alternate channels, particularly in the areas of EDI and VAN, where the profit margin is low. We're taking a hard look at this one. It is not a question at all of whether we stay in the EDI and VAN businesses, but of how to compete more profitably.

As we crystalize the significant findings of the study and build them into our 1989 plan, I will communicate their impact on our business strategy.

For the past two years, we've been operating on an Expense to Revenue system. Do you plan to continue in this direction?

I see E/R as an excellent management discipline, and I plan to keep the high level discipline in place. However, it can't be applied automatically in every case. As a cost containment tool, it is excellent. If revenue goes down, expense must be brought down. However, when revenue goes up, expense need not necessarily go up in areas where our strategy is to get economic leverage.

How do you view the financial picture as we near the fourth quarter of 1988.

I find the business to be in a strong financial position. The numbers for 1988 look solidly deliverable. Despite the loss of the HCA and Fiat business, the year has been one of solid growth. Projections for 1989 are appropriately conservative. We are not going to over-promise. While we may feel heady and self-confident right now, I want to make sure we are positioned well for the long term. You are going to see some very careful financial management over the short term—not to the point of choking off investment but rather to protect the investment. That will be my initial operating style. However, when the

industry focus and new technology platform become more solid, you'll see me invest more aggressively.

Are there things that you learned at Mobile that can be applied to this business?

Yes, it's that nothing works like results. When I went to Mobile Communications, growth in the business had clearly stalled. My approach to turning that around was to build a strong team that believed in the business and figure out what needed to be done to turn the top line around. My approach was to make solid progress, not to over promise what we could deliver, always slightly beat the revenue and net income promises, and manage assets well. After eighteen months, people began to say that this isn't such a bad business after all. We took a lot of risks in some areas, but the team at Mobile is proving they can make things happen. I think GE Information Services has built the same kind of credibility and I want to make sure that credibility is sustained.

I also found that making the Communications and Services group and corporate part of the team helped significantly. Openness and candor up the line got us more than average support at Mobile. They want to be part of the team, too.

So, the opportunity is there, but it is going to take a lot of hard work on all our parts to make it happen. This is a company that pulled together as a team in the bad times. I know we can pull together in the good.

Gearing Up For 1992

IS&SA Managers Meet In Spain
To Lay Strategy For Europe 1992

Marbella is one of those places in the south of Spain where the sky, the sea, and the sand all have the right colors. The only difficulty is getting there. But according to those participating in the International Sales & Services Affiliates meeting held there in September, it is worth the effort.

The theme for the two day meeting—attended by the international management team, key marketing people, and presenters from all parts of the world—was how to define industry focus for 1992, the projected date for deregulation of Europe to create a single common market and the increasing globalization of business that will follow.

Daniel Schultz, vice president, International Sales & Services Affiliates, told the group that business performance in IS&SA for 1988 has been good (+12% V in revenue and 20% in margin—both at \$ parity) and that preliminary targets for 1989 are ambitious but attainable. The challenge facing the international team, he said, is to look beyond the short-term success to position the company in a changing communications environment.

Laying The Framework

As a framework for strategy sessions to follow, Giuliano Venturi, vice president, Industry and Systems Marketing, addressed the group (an example of marketing

supporting the field). Giuliano presented the restructuring of the sales and marketing groups under way in the U.S. as a step toward redirecting the business toward custom applications in focused markets. Together, Daniel and Giuliano discussed the findings of the Booz Allen study, commissioned in the U.S. to evaluate the company's business strategy, and the reports prepared by two teams from the GE Global Business Management Course held at the GE Management Development Institute in Crotonville, New York. The teams, composed of people from across GE businesses, visited Europe in July to conduct case studies on GE Information Services and the



Relaxing after a long day of strategic planning are (clockwise from bottom left) Eurfyl ap Gwilym, Trevor Williams, Danny Schultz, Mike Culyer, and Bo Rehn. Carlo Sironi is seen in the background.

Danny Schultz (right) shares a light moment with Giuliano Venturi (left) and Carlo Sironi (center).



probable impact of Europe 1992.

Both the Booz Allen study and the BMC reports reinforced the need for GE Information Services to identify specific markets in which it has clear competitive advantage and to realign its sales and marketing organizations to compete more effectively in these markets. The BMC reports emphasized the need for a unified presence in Europe to be well positioned for 1992. The time to reorganize, the reports concluded, is now.

To give managers a better perspective of the task that lies ahead, Daniel Schultz explained the need for change in the organization to address the changing market and stressed the importance of taking a professional and systematic approach to change. He also presented some thoughts on group management techniques that could be useful in positioning the company for a unified Europe.

Guest speaker Professor Piers Goetschin of the Swiss Management Development Institute, IMEDE, gave his view of 1992. Professor Goetschin is well qualified to speak on the subject, having worked for Jean Monnet, one of the founders of the European Economic Community (EEC). In a presentation entitled "The Benefits of a Single Market," he outlined for the group the proposals of the Cecchini Report, enlivened by his own views of the implications for the service and manufacturing industries.

Getting Down To Business

On the second day of the meeting, the managers got down to the business at hand: to develop a "Guidance Statement" for senior management, recommending how best to do what many companies have failed to do well so far—create an industry focus in Europe.

Working in small task forces, the group examined key market areas: trade and transportation, led by Charles Fodor; banking & financial



Key managers assembled for the IS&SA meeting in Spain. Pictured here are (left to right) back row: Charles Fodor, Chris Toone, Silvio Cangiano, Russell Murray, Malcolm Sweeney, and Mike Culyer; middle row: Walter Thess, Katherine Butler, Chris Sanna, Norbert Quinkert, Ian Bullen, Jane Hutchence, and Eurfyl ap Gwilym; front row: Geoff Wiggan, Trevor Williams, Carlo Sironi, Giuliano Venturi, Danny Schultz, and Bo Rehm.

services, led by Russell Murray; general business sales and other industries, led by Chris Toone; and the country manager's role in an industry focused organization, led by Norbert Quinkert and Carlo Sironi.

On The Lighter Side

After two long days of hard work, entertainment in the evening was in a somewhat lighter vein, provided by flamenco dancers in traditional costume, as one would expect in that part of Spain. Both vice presidents present proved themselves to have some amazing hidden talents—and a certain nimbleness of foot!

Looking Ahead

At the close of the meeting, Daniel Schultz summarized the task ahead. "1988 will be—I was about to

say 'has been'—an excellent year for International and for the business as a whole. We increased our year-end estimate only last week. We now need to implement the required changes within International efficiently—that is, quickly and smoothly.

"The task in front of us is complex, and employees' and management's expectations are high. I belong to those who think that in cases like this nothing long lasting can be achieved by a kind of 'deus ex machina,' standing at the pinnacle of the organization. Good management, effective management, particularly in a period of change, means that we act so that each employee can recognize himself in the vision we share and that he is dedicated to the same objectives to ensure that the end result is that "the whole is bigger than the sum of the parts."

Going For The Gold

International sales contest focuses on selling added value and SDC content



“In any business, ‘Getting Orders In’ is the prime objective that everyone, whether working directly in sales or in any of the supporting functions, must pursue,” says Danny Schultz. “Without orders there is no business; without business there is no job!”

“We certainly all want to remember this,” says Danny. “Consequently, tracking both the order rate and its growth is quite a fundamental management task. As the French say ‘to manage is to forecast.’ In effect, the order rate growth precludes the revenue growth rate. It is thus a key indicator in anticipation of corrective actions, if and when necessary.”

To support the company’s effort to refocus sales efforts on identifying and pursuing opportunities to sell applications with strong SDC content, International Sales has launched a sales contest which is running through the second half of 1988. At the end of the contest, the three people who produce the greatest MPR orders with high SDC content will win an all expenses paid trip for two to exotic vacation sites.

The aim of the 1988 International Sales Contest is threefold:

- Get the maximum number of orders in.
- Get the right order in line with GE Information Services’ strategy, i.e. with maximum value added.
- Draw the attention of the whole organization and, more specifically, the sales managers to the close monitoring of the order rate.

Rules of the Game

All sales people on quota are eligible to participate in the contest. Branch sales managers who have direct responsibility for orders or clients are also eligible, but no double credit is allowed.

A simple formula has been devised to measure the value of a sale. For new sales, the MPR must be greater than \$10K and the SDC content greater than \$25K. For add-on business with existing clients, the sale must be greater than \$10K and the SDC content greater than \$50K. The International Sales office ranks all entries submitted using a formula of MPR multiplied by 10 plus SDC equals value of the order.

Because emphasis is on value-added and SDC content, MNS business is excluded from the contest. For the same reason, EDI business value is calculated at MPR multiplied by five rather than 10.

"EDI is an important part of our business," says Danny Schultz, "and we don't mean to underestimate it. But we must think in terms of broader applications in which EDI may be part of a total solution."

Early Leaders Emerge

When the scores were tallied in early September, France was a strong contender with three sales people among the top six: Sylvie Leclot, for a funds transfer system for Societe Generale, Danielle Laudereau-Girard for a shares depository system for Worms Bank, and Muriel Dunoyer for a shares depository system for IndoSuez Bank. Others making a strong showing in the



early months of the contest were Daniel MacLeod, Australia, for an electronic clearing system for WestPac Banking Corporation, Mauro Canova, Italy, for a factory and treasury system for Serfactoring, and Norbert Jastroch, Germany, for development of a press agencies connection for VWD.

But the contest has another quarter to go and these leaders can look for competition from such pipeline opportunities as a worldwide Money Transfer System for Euroclear in Belgium and a Global Limits System for the Arab Banking Corporation (ABC) in Saudi Arabia. Other activity to keep an eye on is the work going on in Switzerland with the Touring Club, in Ireland with the Irish Money Market, and in the U.K. with the TI Group.

Upon his return from a holiday touring Greece, Norbert Jastroch had this to say about the contest.

"To win a race (like the Sales Contest) against excellent competitors (like GE IS sales people) you always need to have an excellent start. Fortunately, I had one. Then you must have a strong breath in the middle phase. The fortnight in Greece, catching the original Olympic spirit at the ancient sites of the Olympia, may help with this. And last but not least, a great finish is essential. I will go for it. Like at the

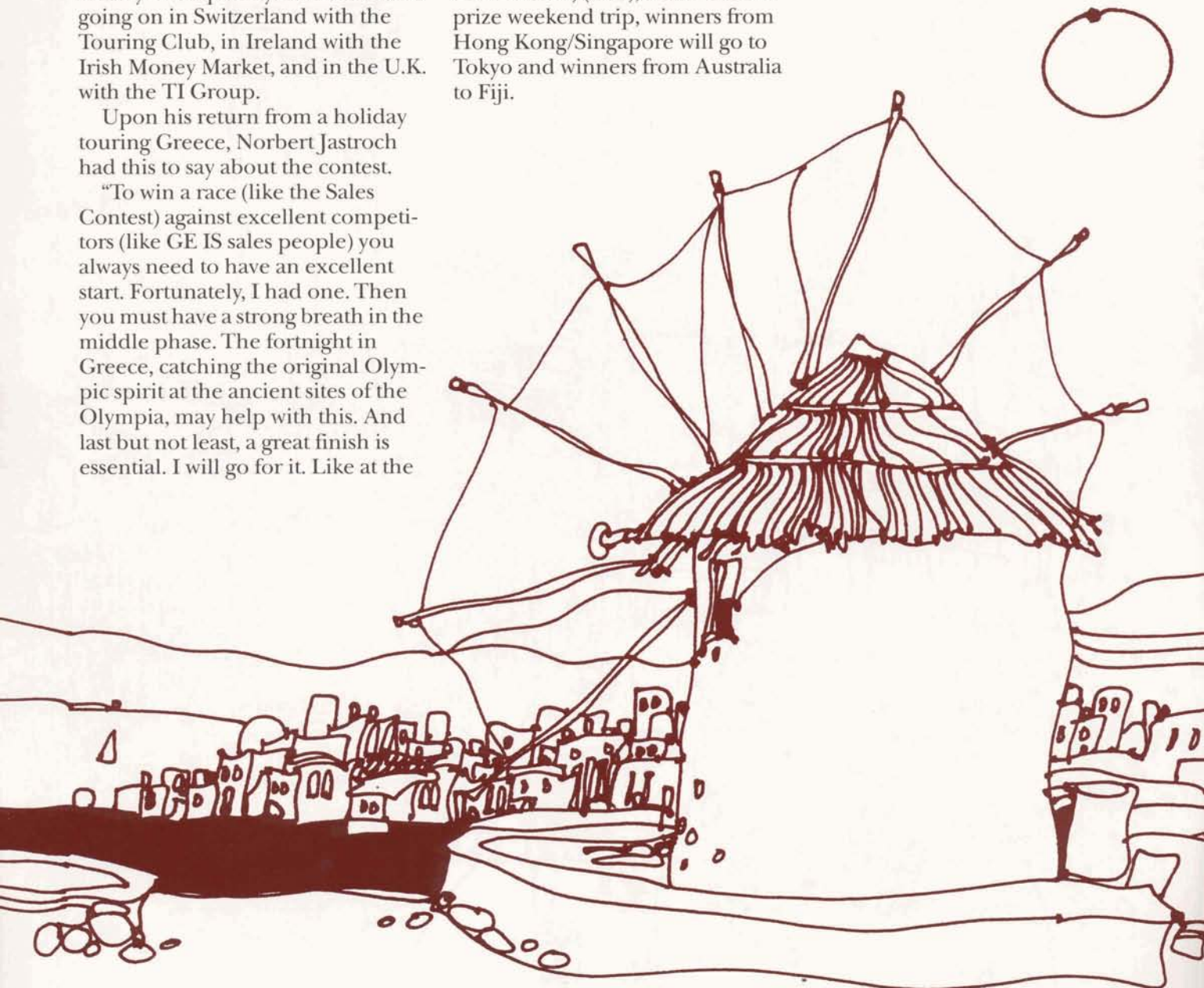
Olympics, being among the winners at the end of the contest means victory and honour, but just to be there and take part in the Game, for me, is the real motivation."

When the final tallies are in and the winners announced, trip destinations will be determined by locale of the winner. Winners from Canada will enjoy a trip to Hawaii (1st), Cote D'Azur (Nice) (2nd), or Bermuda (3rd.) Winners from Europe will spend their holiday in the Caribbean (1st), Florida (2nd), or Palma de Mallorca (3rd). Winners from Asia/Pacific will travel to Hawaii (1st), Europe (Paris/Rome/Cote D'Azur) (2nd), or for the 3rd prize weekend trip, winners from Hong Kong/Singapore will go to Tokyo and winners from Australia to Fiji.

"I encourage each of you in Sales participating in the contest to fight hard to win the prizes," says Danny Schultz. "They are worth it—not only because of what they will represent to the winners, but perhaps even more important for what they mean to the rest of the organization."

"From now until the end of this year, as well as for 1989, we should remind ourselves of the famous Chinese saying: There is no Order like a new Order.

Go for it!"



Building Leadership

GE's Information Systems Management Program develops talented young leaders

Information management, a little known profession thirty years ago, is today a mainstay of corporate life. GE uses computer technologies throughout its businesses. From PCs and professional workstations to complex defense systems that occupy the resources of multimillion dollar supercomputers, information technology is reaching every function of the business.

To attract the best and brightest young computer professionals to the company, GE established the Information Systems Management Program (ISMP) in 1980. Aimed primarily at recent college graduates, the two-year ISMP program rotates participants through three or four work assignments within a GE component. Participants also attend graduate level courses covering both technical and managerial topics.

GE Information Services is a strong proponent of ISMP. In fact, GE IS has one of the most active ISMP programs in the company. Of the current 112 ISMP participants working in 30 GE components, nine are employed by GE IS.

According to Tom Crawford, who has responsibility for the program, ISMP is strong at GE IS for two reasons. "Back in 1980, GE saw a need to add a dimension to Information Systems management that it felt was missing—that dimension was business leadership skills," says Tom. "ISMP was one response to that need. The program is particularly important at GE IS because we are in the information services industry. The program provides the company with another source of top-notch talent."

Pam Druhan, who manages the ISMP program, believes that the program is meeting its objectives.

"The ISMP program provides state-of-the-art training in technology, decision making, and management," says Pam. "The people selected for the ISMP program, with their 'can do' attitude, get a lot out of their assignments, and they give a lot back to the business."

Originally, ISMP rotations were primarily in the internal Information Systems area. Today they extend much more broadly throughout the company. The rotations of five ISMPs who graduated in August demonstrate the breadth of assignments, from internal information systems to field assignments both within and outside the U.S.

ISMP Program Offers Challenge and Reward

On her final assignment, Sheila Devlin was part of a team working on development of an International Order Entry System. Sheila worked

on the validations, data conversion, and implementation of the system. Toward the end of her assignment, she was sent to Hong Kong, Japan, and Australia to train end users. "The responsibilities given me on this assignment provided a great opportunity to grow personally and professionally," says Sheila.

In a less technical assignment, Tim Dowd was given the task of analyzing worldwide revenue reporting and recommending ways to improve the process. Tim interviewed more than 50 key people across the business to identify revenue reporting needs worldwide and developed alternative solutions to present to top management.

Lori Wagner spent her final rotation working in Steve Bain's SDC group in Atlanta. Lori served as a technical representative for clients such as the Coca-Cola Company, for whom she provided financial reports that enabled the company to project its worldwide use of our network resources. This assignment showed Lori a different side of the business. "Being in the field allowed me to deal with customer needs directly," says Lori. "I was able to see the end result our efforts are leading to."

Program Combines Theory With Practical Application

ISMP participants are encouraged to apply new technologies they learn about in their courses in their work assignments. Ivy Ho did just that. In one of her rotations, she had the opportunity to apply function-point analysis, a tool for estimating computer resources and personnel needed to develop and maintain information systems. Under the direction of Gerri Stoner in the IS Support Center, Ivy deployed this technology on a number of projects, including the Accounts Receivable and Network Inventory Control systems. "In my rotation, I had two very different jobs—one very technical and the other analysis oriented," says Ivy.

"The two balanced one another and allowed me to learn an assortment of skills instead of focusing on just one."

ISMPs are often assigned to work on enhancements to GE IS products to increase their market strength. Mary Connolly worked on the functional specification and high-level design phases of a new version of the QUIK-COMM/DISSO connector in Will Gilly's Intersite Links Development group. Her work on this assignment led to a permanent assignment following graduation,

not an uncommon occurrence for an ISMP graduate. Lori Wagner took a position with her second rotational assignment group, Billing Operations, and Ivy Ho is staying in the IS Support Center as a data base specialist.

Tim Dowd, on the other hand, interviewed around the company and found a position with Dick Melzer's group in Planning and Business Development. Sheila Devlin has joined a new group, Applications and Systems Requirements, being formed by Pam Druhan in Systems Marketing.





New ISLC Program Cultivates Leadership

Last year GE began a spin-off program to ISMP. Called Information Systems Leadership Curriculum (ISLC), this program was created for current GE employees who don't need the technical training of the first year of the ISMP program but would benefit from the management training courses of the second year. "This program is for young professionals, typically with fewer than five years with the company, who show leadership potential," says Pam Druhan. ISLC participants take the second year slate of courses in the ISMP curriculum, while remaining in their current positions. GE Information Services has two employees enrolled in this program: Liz Schanz, MARK 3000 Client Support, and Debra Siegel, Sales and Marketing Information Systems.



What's Ahead For ISMP

Recent ISMP graduates feel that their broad exposure to the business has been helpful in defining their career objectives. Managers of the program believe that it is good for the business as well.

"GE Information Services competes in a very dynamic marketplace," says Tom Crawford. "It is important that we develop future leaders who are flexible and are able to adapt to and initiate change in all sections of the business as the market dictates. I see more expansion occurring as we start probing around the business for needs and opportunities. And I expect to see more placements outside of Information Systems areas. Acceptance into the program implies that ISMPs have the capabilities to move to any function in the business. This recent group of graduates have proven this to be so."

Opposite page. At top, Pam Druhan, manager, ISMP program, discusses an assignment with Ivy To. At bottom, Tim Dowd (left), who spent six months in the U.K. helping implement the Worldwide Billing System, discusses implementation plans with David Westwood, project leader, International Finance Systems, and Barry Aston, manager, Finance & Billing Systems.

This page. At top, Sheila Devlin makes a presentation on the Worldwide Order Entry system to some colleagues and managers. Above, Lori Wagner and Mary Connolly exchange notes on their work in Accounts Receivable.

IVECO Ford Truck Limited

IVECO Ford Truck Limited was formed in 1986 as a joint sales and marketing venture between the Italian IVECO and Ford U.K.'s truck division. Its headquarters are in Watford, and its manufacturing operations are at Langley near Slough.

IFT quickly captured the number one position in the £1.3bn U.K. truck market with a 25% share (compared with 23% for Leyland).

As a new company with international links, IFT had an immediate need to bring key business systems onstream under their own control. They were also committed to an IBM-based solution.

One of the early tasks for senior management of the new company was to lay down an IT strategy and establish a systems department. To begin with, many of their most urgent applications were run at Ford's computer centre at Warley, but IFT was keen to bring them onto new systems capable of handling the specialized and complex requirements of truck manufacture and cost control. They started with the core accounting functions of General Ledger and Purchase Ledger.

IFT's requirements were evaluated by Deloitte, Haskins and Sells, their management consultancy. Following a competitive tendering procedure, GE Information Services was contracted under a short term facilities management deal to provide IFT with an IBM environment similar to that to be installed in their own computer centre. This would give them complete control over sensitive commercial information. The eventual move in-house would involve minimal changes to operational procedures.

John Butler, then U.K. Business Consultancy Manager, therefore proposed a facilities management deal whereby IFT would use our MARK 3000™ service for 12 months and then transfer in-house, with GE Information Services managing the migration and recruiting FM operations staff.

Deloitte Haskins and Sells had also been asked to recommend a software package for the accountancy functions. They proposed Quality Software Products' *On-Line Accounting Software (OLAS)*.

The implementation process involved all three companies and included:

- Transporting OLAS to the MARK 3000 environment and providing a user interface to match the needs of IFT accounting staff
- Making certain changes to OLAS to facilitate its use in conjunction with IBM's MVS/CICS and system software
- Converting the data files from Ford's MSA accounting package and loading them into OLAS
- Establishing communications links between IFT's locations in Watford and Langley and our Network Service Centre in Acton.

The overall project involved a Professional Services Contract for an implementation team, including staff from both our International Development Centre (IDC) and GE Information Services Limited. Tony Lunn of our U.K. Business Consultancy Group acted as project coordinator.

During the autumn of 1987, the implementation project gathered speed, involving all three parties.

The first step was to install the communications links which use Memorex controllers over British telecom Kilostream links into the Acton centre.

Once the OLAS software had been loaded into the MARK 3000 system, IDC's John Samuel was able to begin to customize the OLAS applications into the MARK 3000 MVS environment. As with many tasks involving complex Job Control Language, this turned out to be more easily said than done! However, by the beginning of January this

year, and on target for the very ambitious system changeover deadlines set by the client, the General Ledger system went live.

As soon as General Ledger went live, IFT began work on their non-production purchasing systems for suppliers and employees' expenses. These went live on schedule by March 31, 1988.

An interesting problem arose during this second phase of the project. IFT required to enter payment details in a form suitable for direct delivery to the UK Bank Automated Clearing System (BACS). This is normally done by preparing magnetic tape files in BACS format as a by-product of the Accounts Payable system and submitting them by mail or courier to the BACS computer centre in North London.

However, because the MARK 3000 computer centre is in the US, the delay inherent in trans-Atlantic couriers is contrary to the objectives of a central clearing system!

Steve Harding from our Professional Services Group therefore implemented a procedure for the BACS records to be pulled down to a PC in our Kingston offices, where they are written to diskettes for onwards courier transmission to the BACS centre.

During the spring of 1988, IFT built their own IBM 4381-based computer centre and recruited an operations team.

In July, the main applications were migrated from MARK 3000 Service to the in-house machine and the remote computing element ceased at the end of August.

IVECO Ford Truck provided an interesting and unusual project, the objectives of which were primarily to provide a short term, low risk solution to an urgent problem.

Tony Lunn, Business Consultant, U.K.

NEW & REVISED DOCUMENTATION

The following documents were published in August and September. This list is accurate as of September 25. Copies of these publications can be secured using the On-Line Ordering System (OLOS).

Pub. No.	Rev. Let.	Publication Title	New/Rev.	Data Pub'd.	Pub. No.	Rev. Let.	Publication Title	New/Rev.	Data Pub'd.
304.07	C	GE Black Sales Portfolio	Rev	8/88	902.59	-	The Journal of Commerce Reprint: EDI Central Seems to Have Been Worth the Wait	New	7/88
304.08	C	1" D-Ring GE Black Binder	Rev	8835					
304.10	C	3" D-Ring GE Black Binder	Rev	8835					
304.15	C	2" Slanted D-Ring GE Black Binder	Rev	8835	910.50-1	-	Passport to the World Sales Kit Update	New	8/88
900.95	-	Success Story #22: National Data Corporation Cash Management Services	New	834	910.54	-	Passport to the World Folder	New	8/88
901.04	-	Client Reference: Pharmaceutical Business	New	8827	910.53	-	AIM Brochure—"There is a more intelligent way to access... worldwide information..."	N32	7/88
902.58	-	InformationWEEK Reprint: Fire and Ice—The Aftermath of Disaster	New	6/88	3910.26	D	DSXMIT2-OS (MVS & MVS/XA) User's Guide	Rev	8830
					5070.43	A	Supplement for EDI*EXPRESS System	Rev	8832
							QUIK-COMM System Service Agreement		
					5075.05-1	A	SureNET Returns Brochure	New	9/88

FASTFAX

Q Can you tell me who to contact for technical information regarding DESIGN*EXPRESS?

Asgeir Eliassen
Oslo, Norway

A The product manager is John Schmarr (QUIK-COMM: SCHMARR). He has material that should be helpful in selling this product.

Any time you have questions concerning a product contact or manager, you can ask Fast*Fax. I keep updated lists of those people.

Q Can you tell me how to access BIDATA and the United Nations Industry databases?

Ahmad Habibi
Cairo, Egypt

A BIDATA is no longer available on our services. However, Haver Analytics, who took over support of this database 4 years ago, has replaced it

with 3 databases available in QMOD: UNNA, UNPOP and UNIND. UNIND is the United Nations Industry database. You can find more information on these offerings in InfoTalk. The path is Employee Information/Fast*Fax/Databases/QMOD databases—Haver Analytics.

I'm always looking for good database information. Please respond if you have a contribution. It can only help your selling.

Q The QUIK-COMM price schedule has 3 charges for use of Directory Assistance. Can you tell me what the charges are for?

Sue Monohan
Boston, MA

A The "Use Command" is charged at 25 ABUs any time the "USE" command is invoked at "Command?" in QUIK-COMM.

For the "User Directory" charge of 100 ABUs/Address/Month, an end user (i.e. an Address) in QUIK-COMM can create a "personal user directory" (refer to section 17 in your Guide to Office

Communications). This is a list of substitute QUIK-COMM addresses or "nicknames" that an address can create for its private use. When the user logs onto QUIK-COMM and uses the ENTER command, the "personal user directory" is invoked. The user will see the message: "NOTE: Your user-directory is now ON." Addresses in this directory can be used when addressing a QUIK-COMM message.

The last Directory Assistance charge is for "User Listings." This feature allows a QUIK-COMM administrator to create a "personal online directory" under QUIKADMN*** control (refer to section 10 in your Guide to Office Communications For Administrators). The administrator will be charged 10 ABUs/Entry/Month. These entries are accessible to all end users by the USE command. This feature is valuable in Cross Community. The administrator can place in the directory an entry that has descriptive information about a Cross Community address. Unlike the "User Directory," the entries in this "personal online directory" cannot be used in addressing a QUIK-COMM message. They are for information only.

Q Does an EDI*EXPRESS client receive a unique address for his user number/catalog?

Myriam Brand
Kingston, UK

A Addresses in the EDI*EXPRESS system are unique. No two addresses are alike.

Q Can you give me some general information on the Executive Briefing Center in Rockville?

Colin Spinks
Sydney, Australia

A On the QK11 catalog is a file named EBCVISIT that will give you a list of questions to answer before booking a client into the EBC. You can also access information on both EBCs (Rockville and Amstelveen) in the Employee Information bulletin board on InfoTalk.

Q A client wants to schedule a job to execute every day on Mark III. How can he do that?

Ben Wong
Hong Kong

A There are several ways to schedule jobs to run on Mark III. The first and foremost is JOBS***. This system has been around for a long time and has passed the test of time. Some large clients use and swear by it. For more information on JOBS*** you can reference OLOS number 3501.18. However, for a small system, you might consider setting up command files (CMF) or alternate filenames (AFN) under independent runs (IND). These methods are also time tested and you

can also use CALL SYSTEM in F77, instead of a CMF.

The advantage of JOBS*** is that it can schedule numerous jobs to run on specific days at specific times, maintain status of those jobs, run jobs in order and upon conditions of a prior job's completion code. This makes for some overhead but is a perfect fit for medium to large systems.

Q What are the invoice minimums for all of our distributors?

Wouter Burger
Amsterdam, the Netherlands

A The REFBOOK program on QK11 has the price schedules of all our distributors who submitted them online to Pricing & Contracts.

Since the item number for invoice minimums varies from country to country, I have written a small program to extract the available data. I have sent that information to Wouter via QUIK-COMM and can do the same for anyone interested.

Q Who is the GE Information Services administrator for the QC70 catalog?

Karen Wilcox
London, UK

A That catalog belongs to GE National Accounts (QUIK-COMM: GEHELP). The administrators are Dee Dee DeSatnick and Michele Kerr.

I maintain a list of our clients, their catalogs, and the cost center owner of the catalog. If you have any questions about catalogs, I should be able to respond FAST.

Q Do we have a distributor in Portugal?

Richard Panfil
Chicago, IL

A Yes, effective September 1, 1988. The company name is Softinforgal, LDA in Lisbon. The contacts are Mr. Americo Frazao (QUIK-COMM: INFORGAL) and Laura Gomez (QUIK-COMM: GOMEZ). And yes, Laura is the former GE IS employee from Los Angeles.

Q Is there a way for a client to determine his catalog's file system?

Warren Lamb
Sydney, Australia

A There is a utility on Mark III that will do that. Have the client run the program FS*** at system level.

Fast*Fax Tips & Notes

Several inquiries have been received by Fast*Fax concerning transliteration tables. If you need those tables, you can access them in the Command System Manual, OLOS number 3501.01R. You can also run TRANSLIT***. Either source will provide the proper tables.

*Don't think you are alone when you ask questions of Fast*Fax. A simple question concerning databases may have several acceptable answers. During the past 11 months, since Fast*Fax undertook the Databases bulletin board, I have received over 900 inquiries on databases. Some questions don't occur that frequently, but there is a high probability that Fast*Fax has fielded your inquiry before. So, let me know if you have a question or two. I'll have the answer FAST.*

INDUSTRY BRIEFS

A European consortium of expertise in electronic data interchange (EDI) has been formed with a view to speeding up the implementation of the concept in the international trading arena. The Geneva-based group, known as EDIMAX, will pool the various skills necessary for a working EDI environment. It will cover planning, implementation, and training. Seven companies are involved, including Felixstowe-based Maritime, Cargo Processing plc, which controls the FCP 80 port community system; EDI Metzgen; and Invicta Management Services Ltd, headed by Richard Butcher, also from a shipping background.

Knight-Ridder, Inc. has acquired Dialog Information Services, Inc. from Lockheed Corporation for \$353 million. Dialog, an electronic information retrieval company, maintains one of the world's largest computer-based knowledge banks, with more than 320 data bases. It serves 92,000 subscribers in 86 countries.

For the year ending 1987, Dialog had revenues of \$98.1 million and income of \$9.2 million. Dialog has its own international communications network, called DialNet, which began with connections to Japan and Great Britain in the early 1980s and expanded to major U.S. cities in 1984.

Sun Microsystems and Texas Instruments announced a major licensing pact that analysts say takes Sun a step closer to its goal of setting chip and systems standards for the computer industry.

Under the agreement, Texas Instruments will immediately begin work on manufacturing Sun's SPARC chip, a microprocessor based on a new, streamlining technology known as reduced instruction set computing (RISC). Texas Instruments also will use the SPARC chip in future computer systems and will work with Sun to develop a next-generation SPARC microprocessor, it said.

The agreement has been hailed as a step toward popularizing RISC, a technology that promises to create a generation of faster, more flexible computers by reducing the number of instructions they must carry out to complete a task.

THORN EMI announced the acquisition of Financial Trading Systems Inc., a privately held New York-based software development company specializing in securities trading support systems for the Wall Street and banking communities.

The acquisition of FTS is part of a strategic move by THORN EMI to create a global network of companies operating out of the world's major financial centers.

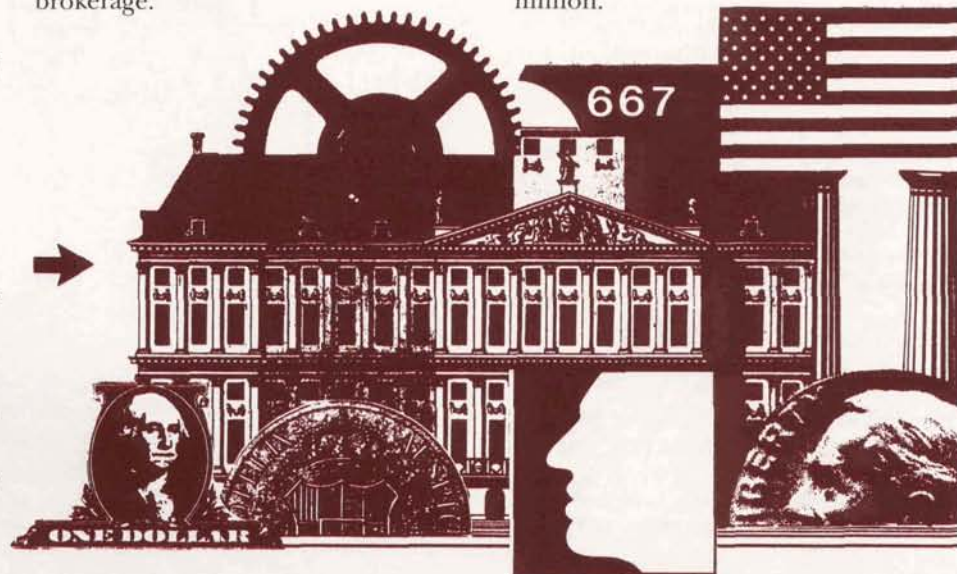
The acquisition will achieve:

- a substantial U.S. financial systems operation, based on Wall Street and active in trading systems and related institutional activities;
- an extensive new portfolio of products for Software Sciences that can be marketed worldwide through offices in the United Kingdom, Japan, Scandinavia, Central Europe, and Australia;
- a range of software products that will provide an unrivaled capability in banking and brokerage;
- an expanded and enhanced base of technical and application skills, resulting from the integration of a staff with first-rate knowledge of banking and brokerage.

Apple Computer Inc. has hired away IBM's Donald P. Casey and named him vice president in charge of its recently formed Networking & Communication division. The division was formed in January when Apple said 1988 would be its year of networking and communications. Since then the firm has introduced a group of data communications products and acquired two companies: Orion Network Systems Inc. and Network Innovations.

Unisys Corp. announced an agreement to acquire Convergent Inc. for \$7 a share, or \$350 million, as the computer giant attempts to increase its presence in the growing networked computer systems market. As a combined company, Unisys and Convergent are expected to have a distributed systems business with annual revenues of more than \$2 billion.

Sun Microsystems Inc. posted an 83 percent hike in year-end net to \$66.4 million, or \$1.79 a share, after the company recorded a better than twofold jump in fourth-quarter profit to \$25.3 million, or 66 cents a share. Revenues for its sixth full fiscal year, ended June 30, were \$1.052 billion, almost double the \$537.5 million grossed in fiscal 1987. Quarterly volume increased by a similar margin to \$365.1 million from \$185.9 million.



MILESTONES

Congratulations to the following GE Information Services employees who celebrated service anniversaries in August, September and October, 1988.

YEARS

40

Martin S. Drabek
Brook Park, OH

Ronald J. Meyer
Rockville, MD

James M. Rossini
Rockville, MD

Clete Spehr
San Francisco, CA

John H. Voss
Brook Park, OH

Seymour L. Witcoff
Rockville, MD

Peggy Bruhns
Teaneck, NJ

Linda M. Burton
Rockville, MD

Douglas K. Calhoun
Los Angeles, CA

Luciana Cappelletti
Amstelveen,
Netherlands

Virginia Chou
Singapore

Rochelle P. Cohen
Rockville, MD

James K. Cudjoe
Rockville, MD

Peter J. Culican
Rockville, MD

H. Drijssen
Amstelveen,
Netherlands

G. Kevin Falwell
Rockville, MD

Juergen Federmann
Munich, Germany

Philip Fitzpatrick
Atlanta, GA

Chris E. Hansen
Brook Park, OH

Paul L. Hodgdon
Atlanta, GA

Priscilla Jackson
Rockville, MD

Denise R. Johnson
Rockville, MD

Tina C. Jones
Rockville, MD

Michele M. Kerr
Rockville, MD

Pauline Kwan
Rockville, MD

Elaine H. Lee
Rockville, MD

Charles H. Leighton
Brook Park, OH

David L. Leland
Chicago, IL

R. Scott Mayberry
Nashville, TN

Haskell H. Mayo
Teaneck, NJ

Carol A. Moriarty
Rockville, MD

Martha P. Mostovych
Rockville, MD

Gary W. Muetzel
Brook Park, OH

Steve C. Nelson
Rockville, MD

Richard Okrasinski
New York, NY

Robert S. Paskvan
Brook Park, OH

Nadine M.
Rosenbaum
New York, NY

Joseph V. Scarcella
Cleveland, OH

Manfred Scholle
Huerth, Germany

Sue B. Shehane
Rockville, MD

Vivian P. Stiggers
Rockville, MD

Mark Taylor
London, England

Alex K. To
Lynhurst, NJ

Lowell T. Von Egger
Rockville, MD

YEARS

30

Jack W. Fowlkes
Rockville, MD

Addison McGarrity
Atlanta, GA

YEARS

25

Norman D. Otis
Rockville, MD

Robert Rittenberry
Nashville, TN

Roderick Earl Smith
Rockville, MD

YEARS

20

Kenneth J. Barnes
Rockville, MD

Loek Beijer
Amsterdam,
Netherlands

Robert W. Caton
Rochester, NY

Frank G. Cornell
Rockville, MD

Winifred R. DuVall
Rockville, MD

Harry Haraseyko
Rockville, MD

YEARS

15

Claude Arlen
Lyon, France

Lyndon E. Cornell
Schenectady, NY

A. Lowell Maitland
Chicago, IL

Ronald Manzi
Brook Park, OH

James S. O'Sullivan
Boston, MA

Mannie Roberts, Jr.
Rockville, MD

Enrico Rossi
Milan, Italy

Bill Ryder
Rockville, MD

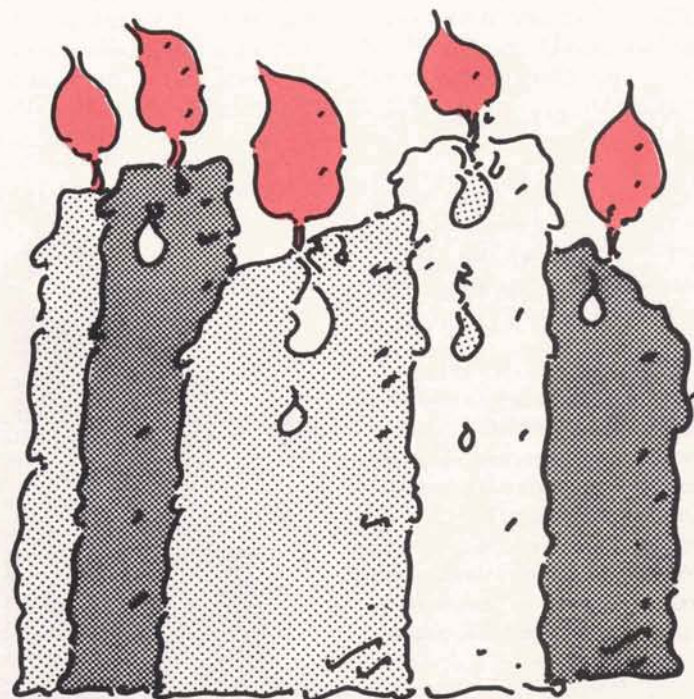
Ronald A. Straight
New York, NY

YEARS

10

Thomas A. Barczyk
Brook Park, OH

Gary L. Bennett
Rockville, MD



YEARS

5

Colette Aburto Paris, France	Peter K. Clardy Rockville, MD	Fred J. Hoffert Rockville, MD	Ken Lisec London, England	Ann T. Salmon Chicago, IL	John W. Stone, Jr. Rockville, MD
Charles B. Adams Rockville, MD	Irene J. Mazeika-Downs Rockville, MD	Patrick Jacquemot Paris, France	Paul W. Newell Morristown, NJ	Mellie C. Schirmer Brentwood, TN	Stanley Styrzula Naperville, IL
Bruce A. Blank Rockville, MD	W. Hofmeister-Dunkel London, England	Charlene B. Kearse Rockville, MD	Jennifer L. Osmond Chicago, IL	Herman Schreuder Amsterdam, Netherlands	Janet M. Tatanish Rockville, MD
Adrienne E. Bracks San Francisco, CA	Mauro Ferrari Genoa, Italy	Janet A. Lance Rockville, MD	Gloria Y. Outlaw Nashville, TN	Melissa F. Seabrook Rockville, MD	Filbert F. Ward Rockville, MD
Mike Bull London, England	Emilia Fumagalli Milan, Italy	M. Claude Masse Larroque Paris, France	J. Michel Piraux Paris, France	Anita Sguigna London, England	Gregory C. Wilmsen Rockville, MD
Domenico Cianci Milan, Italy	Eric A. Goberman Lynhurst, NJ	Jannick Leclere Paris, France	Linda S. Profant Rockville, MD	Eric O. Sorenson Rockville, MD	Cheryl Wright Sydney, Australia
	Brian T. Hebener San Francisco	Sze Wai Leung Hong Kong	Calvin L. Reid Rockville, MD	Reynold P. Stimart Rockville, MD	
			Giovanni Rocca Turin, Italy		

A Tribute

Jack Griffin, general manager, UK and Ireland, died suddenly on August 31, 1988, having suffered a fatal heart attack.

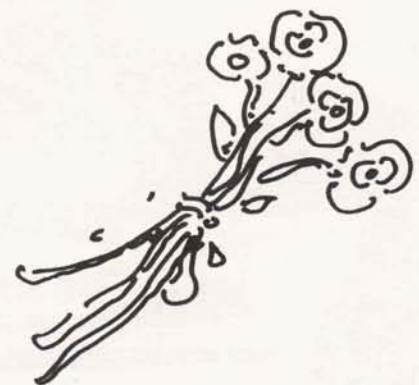
Jack had been with GE for 40 years and with GE Information Services since 1966. In his 22 years with the business, Jack held a wide variety of senior management positions in Sales, Marketing, Training, and Employee Relations. An outstanding performer in all of these roles, Jack was the only person in our company to have earned his way to every MarkMaker event. He received a diamond ring at the 1987 MarkMakers in recognition of this outstanding lifetime achievement.

Jack was an inspiration to the U.S. organization and was truly respected for his energy, enthusiasm, and leadership. He was a role model for a great number of people who knew him.

Jack transferred to the U.K. as managing director in October 1987 from his position of manager, U.S. Western Area. He brought 21 years of experience in GE Information Services to the U.K. organization and was instrumental in its current success. Jack was greatly appreciated by the UK employees for his honesty, openness, and approachability, in addition to his willingness to resolve issues quickly and fairly. He helped improve morale and

became an excellent coach and mentor to those who worked closely with him.

His death came as a great shock to all and he will be long remembered for his tremendous enthusiasm and dedication.





GE Information Services

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

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