



réalités

Volume I, No. 2

July 1989

Phase-1 of reinvestment plan completed

As someone who worked at GE Information Services in the early '80s and lived through the pain of those difficult years, Jim McNerney recognizes that reinvesting in a business isn't always possible.

"We were just trying to keep our head above water back then," McNerney said recently. "But thanks to the hard work of a lot of good people, we've turned this business around, and the Company has recognized that. Gene Murphy and the CEO are giving us a real chance to grow the business by using a portion of our income to competitively position GEIS for the future."

The GEIS Staff has identified three key



areas for the business to reinvest a total of \$6 million in: a next-generation technology platform, new product offerings, and industry marketing.

What gives this story an interesting twist is, responsibility for helping to determine the allocation of millions of dollars in investment monies for U.S. industry marketing has been given to GEIS Industry Focus Groups.

During the first half of 1989, industry focus managers in the U.S. were charged with exploring their

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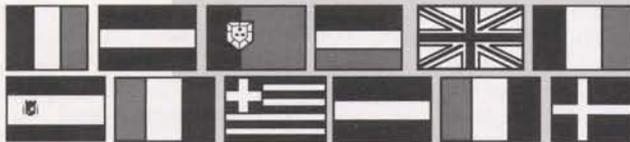
European telecoms' deregulation causes GEIS to rethink its position

For the better part of two decades, GE Information Services has thrived on the complexities of Europe. As one of the few single-source businesses capable of making applications possible on a European and global basis, GEIS has been able to establish itself as the worldwide leader in network business solutions. However, the world is changing. And Europe is undergoing radical change.

Giuliano Venturi, vice president of GEIS European Sales and Services, says in addition to the structural changes taking place in Europe, the deregulation of European telecommunications will, in all likelihood, diminish GEIS' competitive edge on that continent.

"The value we bring to a European client goes well beyond providing the processing and network resources that allow an application to take place," said Venturi. "The

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Europe
1992

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GEIS/STET alliance announced at press conference

Editor's note: The following are highlights of Jim McNerney's remarks at a recent press conference held in Milan to discuss the joint venture between GEIS and STET.

- STET acquired a 40 percent interest in GE Information Services S.p.A., GEIS' subsidiary in Italy, for 28.9 billion lire, or about 21 million dollars.

- GEIS Italy has served the needs of Italian companies doing business on an international scale for more than 20 years. Principal industries benefiting from GEIS Italy are: banking and financial services, trade and transportation, insurance, automotive, chemical/pharmaceutical, retail and distribution.

- Benetton, Fininvest and COMET were identified as Italian businesses presently benefiting from the services of GEIS Italy. One of the examples given focused on a reduction in Benetton's order entry time which, thanks to GEIS Italy, has

gone from 10 days to just a few hours. It was also noted that since using GEIS Italy's services, Benetton's cash flow has improved by 30 percent and its inventories have dropped considerably.

- The combination of GEIS' world-class technology and STET's extensive knowledge of the Italian marketplace will enable the joint venture company to compete more effectively in the increasingly competitive Value Added Network Services market in Italy, and stimulate growth of that market.

- The scope of GEIS Italy's services will be expanded to a broader market. GEIS Italy will continue to play a leadership role in value added services, and at the same time, expand its role in providing basic services and products, particularly in EDI. As EDI becomes part of the business strategy of many European companies, it's expected that GEIS Italy will

expand its leadership position in EDI in Italy.

- The demand for VAN services is expected to grow rapidly throughout Europe as companies position themselves for a single European market in 1992. To better serve the Italian market, the agreement with STET calls for the establishment of a new data processing center in Italy. The center is projected to start-up within a couple of years.

- For STET, the alliance deepens its access to worldwide technological expertise and experience in providing VAN services.

- The Italian business community also benefits from this alliance since the joint venture can help to spur development of a technological infrastructure that will make Italian businesses more competitive. It is believed these advantages will reach beyond country borders for Italian businesses. 

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Financial Results

Strong earnings despite a strong dollar

GE Information Services recorded strong earnings performance in May even though revenue was unfavorably impacted by the continued strengthening of the U.S. dollar.

Sales were 2 percent below Operating Plan as unfavorable exchange and slightly lower European volume were largely offset by strong gains in North American revenue. GEIS experienced a 3 percent increase in sales above the May 1988 total

as North American volume growth exceeded the unfavorable impact of exchange.

Net income for May was 1 percent above Plan, and 17 percent higher than the prior year. Increased volume and productivity gains more than offset higher inflation levels versus last year.

Funds generation for the month was well ahead of Plan, driven mainly by improved receivable collections, but was below the 1988 level as timing of tax and other disbursements more than offset higher collections.

Quality Results

Marketing scores a perfect 5.0 in May

Led by Marketing's perfect 5.0, GEIS' services quality score averaged out to a total grade of 4.94 for the month of May — well ahead of the 4.85 target.

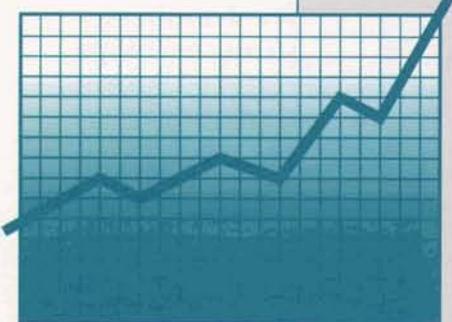
Mark III registered another strong month, achieving a client satisfaction score of 4.97 while maintaining 100 percent availability.

Mark 3000's client satisfaction score of 4.75 showed improvement over its first-quarter

mark of 4.62, but is still below the 4.85 target. However, Mark 3000 availability registered an impressive 99.96 for the month.

Communications posted a pair of solid numbers in May, scoring 4.92 for its services quality and 99.92 for availability.

It should be noted that the three power outages experienced in Rockville within the last month had no impact on availability.



THE NUMBERS

CONNECT continues its international expansion

In an effort to further expand its international channels, CONNECT, Inc. has signed an agreement with Softsel Computer Products.

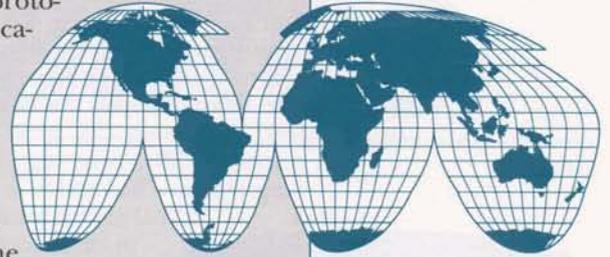
According to published reports, Softsel will be a major distributor of MacNET and PC/MacNET, CONNECT's communication software which allows users to access CONNECT's Professional Information Service.

Softsel Co-chairman Robert Leff said his company was pleased to be a distributor of CONNECT software because, "CONNECT has created a product which introduces a new generation of communication solutions..."

CONNECT's network is targeted at business

and professional users and possesses a transparent connecting protocol and high speed capabilities.

Softsel is one of the world's largest worldwide computer products distributors, serving almost 20,000 resellers across the globe. The agreement with CONNECT will add to the 3,500 products (both hardware and software) Softsel supplies from over 275 vendors.



INDUSTRY BRIEFS

DEREGULATION

Continued from Page 1

real value we bring to European clients is making the application possible. That, by itself, won't be such a neat trick for very much longer.

"As connectivity becomes a relatively easy process across the 12-nation European community, Europe will become very similar to the U.S., and our present competitive advantage will weaken. Unless we strengthen our industry expertise, and pull together as one team, we could see a significant change in our European competitive position very soon."

Venturi points out that deregulation is already permitting the use of Customer Premises Equipment and private networks.

"The quality level associated with the interconnection of national PDNs has been notoriously poor," he said. "But two factors should improve that situation.

"First of all, by the end of this year, all PDNs will be implementing international interconnection standards. This will make such interconnections more reliable. Secondly, three or four European backbone networks will be put in place soon with vendors providing one-source billing and support. Even the computer service firms are becoming pan-European.

"If we remain satisfied with the way we do business in Europe today, there's no question in my mind our competitive edge will erode over time."

So what's the answer? How can GEIS make the quantum leap necessary to improve its competitive stance in Europe?

"Technical superiority and distribution channel excellence are necessary," said Venturi, "but alone, they will not enable us to retain our number one position. Developing our expertise scale in the focus industries is the most critical item on our agenda.

"It's important that we produce a next generation of client orientation in Europe by adopt-

ing a broader, pan-European view. We can achieve this by listening better and giving customers more of what they want.

"Deregulation and the competitive changes that result from it will require us to reevaluate how we price our European offerings. Adopting an external perspective is necessary if we are to make the application possible in a way that's financially attractive to both parties."

Venturi says GEIS' proposals and pricing must be based on solid knowledge of industry and customer requirements, and foresees increasing use of transaction pricing and fixed-price arrangements to convey the value of GEIS services in market terms.

"Simplicity is key," he said. "Over the life of a project, a client's perception of the value of our services usually diminishes. Therefore, it is incumbent upon us to retain our revenue stream by increasing the value of our offerings. In other words, as the base account erodes, we must provide new benefits that clients recognize and want.

"All of this requires us to develop a much better customer orientation by staying close to the users. If we do this, our customers will recognize our expertise level and be willing to

"We can't remain satisfied with the way we do business in Europe today."

pay for the development and consultation required to serve them better. In this way, we can meet client expectations as well as our own.

"Obtaining compensation for our industry expertise could very well be the difference between winning and losing in the evolving European competitive environment." 

McNerney to employees: "We've still got work to do"

Europe 1992. It's the classic double-edged sword.

"The thought of operating in an open European market is very appealing to a competitive business like ours," said Jim McNerney in a recent round table meeting with employees. "But there is also

a real threat we need to be concerned about. Open environments attract more competition—tougher competition. So while the game will be more accessible, it will also be tougher to win.

"No one should be comfortable with our position in Europe, no matter how strong it may appear at this point in time. We have some real work to do to strengthen our position there." (See related story on Page 1).

In the weeks following this

meeting, GE Information Services announced a joint venture agreement with STET in Italy. This alliance better positions GEIS to address the rapidly growing Italian marketplace and strengthens GEIS' overall presence in Europe. (For more information about the joint venture, see Page 2.)

Industry focus

Commenting on the importance of industry focus, the president challenged employees to "adopt new perspectives" and change their "fundamental character" in daily business dealings.

"Earlier this year, John Sidgmore, Giuliano Venturi and I visited our U.S. sales force locations and walked away favorably impressed," said McNerney. "But we were also impressed by how far we still need to go.

"In markets like banking, trade-and-transportation, automotive and the others, we have a lot of work to do before we can provide additional value to those areas. In banking, for example, we have to start thinking like bankers, acting like bankers... Only then will we be able to deliver the expertise our clients are expecting from us on an increasing basis."

McNerney said GEIS' industry focus challenge is similar to 1992 in that it presents another opportunity/threat scenario. "Changing the way we do business is an exciting challenge," he said. "But if we don't, we're dead. And I mean that."

The president mentioned that he and selected members of his staff will take a similar tour of Europe sometime soon to assess the situation there. 



ROUND TABLE

REINVESTMENT

Continued from Page 1

respective markets and determining how GEIS can most effectively play in those markets. To do this, they established close working relationships with key personnel in both Systems Marketing and Product Development.

"The Industry Focus Groups addressed problems, sized up their markets and projected what it would take to achieve penetration," said McNerney. "Both the Staff and I were extremely pleased with the input we received. In fact, almost every request for funding was approved at the level requested."

With Phase-1 now finished, the industry focus groups are building their plans as part of Phase-2, which is scheduled for completion in the third quarter of this year. The actual implementation, which is Phase-3, will begin soon thereafter.

"These groups are helping us to define our U.S. industry marketing strategy," said McNerney. "Historically, management has developed plans for the business. We're mov-

ing away from that approach because we understand the benefits of receiving input from those closest to the action."

The same is true in the area of technology. In May, GEIS' Technology Task Force presented its preliminary report outlining what the next-generation technology platform would look like and the resources required to build it.

To support this reinvestment in technology, 15 new people will be added to the Technology group this year. These people will be strictly dedicated to further defining and building the new platform.

On the product development front, work is being done to provide the tools and capabilities required to develop new product applications. This area will be driven largely by the work done on the technology platform.

GEIS management will communicate more information about the investment plan as it progresses. 





réalités

McNerney recaps first half performance

Editor's note: This issue of *réalités* will report the highlights of the mid-year senior managers meeting held at the International Training Center in Rockville.

GE Information Services' 85 key business leaders recently received an encouraging mid-year status report.

President Jim McNerney, one day removed from a meeting with GE Chairman Jack Welch and other members of the Corporate Executive Office, told those in attendance that GEIS continues to have the full support of its parent company.

"Yesterday's meeting went very well," he said, "and the message I'm returning with is, 'the business is doing a good job, but we'd like to see GEIS grow at a faster rate.'"

Turning to the financial picture, McNerney

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Jim McNerney

August 1989

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Coordinated reinvestment efforts undertaken by GEIS

GE Information Services has recently taken steps to ensure that its reinvestments in new technology, products and programs enhance its overall industry marketing thrust.

In a July 11 meeting for senior managers, John Sidgmore, Giuliano Venturi, Paul Zoukis and Roger Dyer explained GEIS' reinvestment philosophies for those areas that will drive the business in the 1990s.

Industry reinvestment

"In **Telco**, we have one major play," said Sidgmore, vice president of North American Sales and Services, "and that's to parlay the expertise and advantage we've built at GTE by reselling the MARK system outside of GTE. The trick is finding a way to do it."

High Technology offers its own set of challenges, according to Sidgmore. "In the longer term, there's an opportunity to build an industry-wide system based on BusinessTalk," he said, "but we're still evaluating that play, and it's clear that substantial changes would have to be made if we decide to pursue it."

In **Automotive**, GEIS is not yet where it would like to be.

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The Numbers:
Steve Waechter
reports on first
half results

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Work-Out!:
"GEIS-Style"

Page 2

Next Issue:
Look for more
information
about Work-Out!
at GEIS

North American revenue helps offset exchange issue

On balance, the first half of 1989 featured a good financial performance by GE Information Services.

According to Steve Waechter, vice president of Finance, GEIS revenue is 2 percent ahead of Operating Plan and 6 percent ahead of last year's mid-year total. What makes this news even better is, GEIS has been hurt by the strong dollar this year, reducing the reported revenue from its international operations.

"The North American Sales and Services team has done a great job this year," said Waechter. "They're 8 percent ahead of a revenue target that we felt was pretty ambitious even at the outset, and 12 percent ahead of 1988's six-month total.

"John (Sidgmore) and his people have helped to ease a bit of the pain we're feeling from lower international revenue."

Asia-Pacific revenue is another bright spot, showing a 25 percent improvement over last year's six-month mark. For the year, ASPAC is 4 percent over plan at this time.

Net income, which has been helped immensely by the funds received as part of the

recent STET alliance, is well ahead of plan.

However, it should be noted that the STET income will simply be added to GEIS' 1989 net income target. "So essentially," said Waechter, "the company views the STET income as a separate, one-time hit, and still expects us to deliver the 1989 income originally targeted."

An area of real pride for GEIS this year is total cost productivity (i.e., sales per employee). "We're 15.2 percent better than last year, and that's a significant improvement," said Waechter. "We can't get complacent, though. We've still got a lot of work to do before we get to where we need to be."

The only area of concern, other than exchange, is plant and equipment (P&E) expenditures. GEIS has already committed 91 percent of its P&E dollars for 1989, "and we're only half-way through the year," said Waechter. "If it's at all possible, I would caution all of you to hold off until 1990 before purchasing equipment, unless in delaying it negatively impacts service quality or top-line growth. I'd also encourage you to make use of our purchasing people — let's use their expertise and not try to go it alone when making a purchase." 



THE NUMBERS

Global team designing GEIS Work-Out approach

It has been said that, "A rose, is a rose, is a rose."

The same cannot be said for "Work-Out," GE's new companywide program aimed at reducing bureaucracy and

...almost all GEIS employees will be given the chance to participate...

eliminating unnecessary work for employees. While the same fundamental elements of Work-Out will be implemented across the company, each GE business is being given the opportunity to design its own Work-Out approach.

At GE Information Services, a nine-person design team has been working for the past month to develop a plan that should allow groups of employees to make recommendations that will improve the business.

Co-chaired by vice presidents Steve Waechter and Jack Mulford, the design team represents a cross-section of the business, including representatives from both Asia-Pacific and Europe. Contributing members include Donna Valtri, Bill Brill, Rafael Boza, Mike McDowell, Ade Graham, Geoff Wiggins and John Barber.

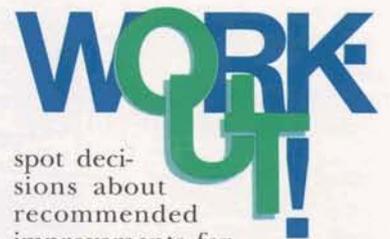
Assisting the GEIS design team is Eileen Morgan, a private consultant assigned to work with several GE businesses during the Work-Out process.

Work-Out will be a decade-long practice, and it is anticipated that during that time-frame, almost all GEIS employees will be given the chance to participate.

The first GEIS Work-Out session will be held September 25-27 at the International Training Center in Rockville. Fifty to sixty GEIS employees — including non-headquarters personnel from all over the

world — will take part in the three-day session.

To help provide insight and direction for those employees, GE Vice Chairman Larry Bosidy and Communications and Services Vice President Gene Murphy will attend portions of the first session. In addition, GEIS President Jim McNerney will be available all three days for advice and to make on-the-



spot decisions about recommended improvements for the business.

Several Work-Out sessions will be held each year during the '90s.

Look for more information about Work-Out and the plan developed by the GEIS design team in September's *réalités*. 

PERFORMANCE

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said that although the numbers looked good, the unfavorable exchange rate means GEIS must continue its push to improve top-line productivity in the second half.

"Our financial performance is something we can all be proud of," he said, "but the real story of this business is change. Not only have we embraced it — we've made it come alive; made it work for us. That's what I'm most proud of."

Industry strategy

With its industry focus approach now taking hold, GEIS' targeted markets are worth approximately \$3 billion. McNerney would like to expand that.

"The bad news is, we use to think our market was worth \$6.5 billion," he said. "The good news is, our share positions in the markets we play are pretty good. But in my opinion, to speak in relevant terms, you have to understand our business at both the ap-

said. "I want them to take charge of the situation."

GEIS' industry strategy, like its technical strategy, is based

"Our financial performance is something we can all be proud of, but the real story of this business is change. Not only have we embraced it -- we've made it come alive; made it work for us. That's what I'm most proud of."

- Jim McNerney

on a central concept: adding significant value to the network-based services area. "The industry itself will drag us into professional services and application software kinds of businesses," said McNerney. "That will help expand the markets we serve."

Competition in the '90s

McNerney said all competitors must be taken seriously, and singled out IBM as one to watch.

"I'm not uncovering some great secret here — obviously IBM is going to be a major competitor," he said. "When it strengthens its organization, IBM will be a dominant player in network-based services and related services. Their I.S. group is sputtering a little bit in the U.S. right now, but they're still making a pretty good showing in Europe."

Reuters, ADP, McDonnell Douglas, AT&T and the RBOCs are some of the other players likely to present tough competition for GEIS.

However...

"There's no one with a dominant power that can prevent us from executing," McNerney said. "If we can add value at the software level, we can remain in front of those guys interested in hardware and pipes."

Looking for the right deals

GEIS' recent joint venture with STET in Italy was a win-win deal for both parties. The obvious question is, why not enter more alliances if the STET deal worked out so well?

"It all depends on the deal," said McNerney. "You've got to remember, the PTTs are consumer marketing companies and we're a high value-added services provider. Those two cultures don't always come together unless the right deal is struck. We have that with STET."

GEIS would like to expand in the Asia-Pacific area and in other parts of Europe, but McNerney refuses to rush into anything at this point. "All you have to do is remember our past history to know why these things must be studied very carefully," he said. "However, we will find some good deals and execute them — and I can assure you we'll have GE's support in doing so."

"The company is very inter-

"The Company is very interested in strengthening itself internationally, and we're about as far along in doing that as any GE business."

plication and industry level.

"We're now down to the application level in terms of what we want to focus on — and that's something I consider very important because you have to reach that level before you can have an industry strategy."

Never one to claim patience as a virtue, McNerney is anxiously awaiting new proposals from his industry people. "I'm still waiting for action," he

ested in strengthening itself internationally, and we're about as far along in doing that as any GE business." 

REINVESTMENT

Continued from Page 1

The automotive market, which on the surface appears to be rather straightforward, is actually more complex than first thought.

"We've found it exceedingly difficult to carve out a niche

"Compared to our competition, we're building a nuclear weapon."

- Paul Zoukis

market for ourselves in the automotive dealer system arena," said Sidgmore. "In addition, we've been unsuccessful in bringing in an industry manager, or industry marketing manager. That's hurt us as well."

The news is better in **Retail**, where GEIS is further ahead.

"We have the unquestioned lead in the EDI market for Retail," said Sidgmore. "We have to parlay our lead in two ways. First, we must continue to penetrate the market, and second, we have to build adjacent applications that build value into the fundamental EDI business. I'd like to see Retail become the model for what we do with some other industries over time."

The **Petroleum** industry is similar to Retail in many ways, said Sidgmore. While GEIS has a strong hold on the EDI market, it must parlay its position into other applications and build a larger portfolio.

The last industry segment covered by Sidgmore was **Banking and Financial Services**. "Sort of a good news, bad news story," he said. "It's our flagship market, but its growing slower than our other markets and

we've had delays in bringing new products to the market.

"We haven't found the quantum leap in B&FS yet, and at the moment, we have more dollars than good ideas to spend them on. But I feel comfortable we'll find a way to make it work in this area."

Venturi followed Sidgmore with a quick review of **Trade and Transportation**. He said the two major problems to be worked out are 1) re-allocating existing European resources to the proper places, and 2) negotiating with the right people. The European Sales and Services VP said initial steps have already been taken to improve the situation.

Marketing reinvestment

In leading into an overview of the **BusinessTalk and EDI** reinvestment program, Paul Zoukis, vice president of Marketing, said the increasing use of local area networks by clients, as well as the progress of certain competitors in LAN technology, made it necessary for GE to move faster than anticipated in delivering new products to the market. "Fortunately, we had the talent and money to deliver," he said.

Zoukis made it clear that BusinessTalk will not just be rolled out and left alone. "BT is part of a continuum of how we're going to deliver products over time," he said. "Compared to our competition, we're building a *nuclear weapon*. We're building systems that can integrate clients' information requirements."

Before closing, Zoukis made some important points with regard to local area networks.

"We have to define our ability to serve the market at the level the market defines it," he

said. "The challenge for our Marketing people is to find out what connectivity we need at the local level, and to develop a plan for us to take advantage of the opportunities that exist."

New technology investment

Roger Dyer, recently appointed manager of **Distributed Products**, closed the reinvestment discussion with a review of what strides have been taken to build GEIS' new technology platform.

"We've made some initial decisions as a result of the task force Joe Marchese was running," said Dyer. "At this point, we're leaning toward buying something and having people use it, versus creating something ourselves. We will

"Working as a team, we can get (our new technology platform) out there on time and on target..."

- Roger Dyer

have industry target applications, and we're considering the possibility of joint development work with other companies."

Dyer promised to work closely with Zoukis to ensure all efforts are coordinated and able to achieve maximum synergy for the business and clients.

"I think working as a team we can get this thing out there on time and on target — and have it deliver what we want," said Dyer. 



USA

GE Information Services



réalités

GEIS announces its new organization

Upon her arrival on October 2, new GE Information Services president Hellene S. Runtagh will take the reins of a new organization that has been designed to further leverage GEIS' industry expertise and achieve deeper global market penetration.

In succeeding W. James McNerney, Runtagh inherits a business that has experienced numerous changes in both leadership and business direction during the latter part of this decade, yet has continued to improve its financial performance.

One of the two newly appointed Staff members who will work with Runtagh to further enhance GEIS' performance is Haskell Mayo, vice president of North America Sales & Services. An 11-year GEIS veteran, Mayo is no stranger to North America Sales & Services, leading several of the department's key functions during the past four years.

Dennis "D.J." Crane, newly appointed vice president of Asia-Pacific Sales & Services, is about to enter his tenth year at GEIS. Crane has garnered considerable experience in business development during the 1980s, and in his new role, will be asked to grow GEIS' interests in Asia-Pacific — a market that is critical to the long term success of the business.

Continuing industry focus

Recognizing the importance of growth in the Banking and Financial Services industry, GEIS has created the name GE Financial Information Services (GEFIS) under which key personnel will operate.

Sue Cole and Geoff Griffiths have been appointed GEFIS vice presidents (these titles are necessary to conduct business within the banking community) of North America Sales & Services, and Europe Sales & Services, respectively. Along with Dave Shepherd, GEFIS Marketing manager, they will concentrate solely on improving GEIS' market position and image in banking and financial services.

New organization charts featuring GEIS Staff



RUNTAGH IS NAMED NEW GEIS PRESIDENT

Hellene S. Runtagh comes to GE Information Services after serving as president of Decimus, a GE Capital unit involved in financing computers.

Since 1980, she has served in key management positions at both GE Nuclear Energy and Calma, a former GE computer-aided design subsidiary.

While at Calma, she held senior vice president positions in two different capacities, including International Operations.

Runtagh, 41, joined GE in 1970 after graduating from Penn State University.

members and their direct reports can be found on pages 2-7.

More information on the new organization can be found in Employee Bulletin No. 37, which was issued September 19 (all Employee Bulletins are stored for a one-year period in the Employee Communication folder in InfoTalk). 

October 1989

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GE Information Services
Hellene S. Runtagh

North America Sales & Services
Haskell Mayo

Europe Sales & Services
Giuliano Venturi

Asia/Pacific Sales & Services
D.J. Crane

Marketing
Paul Zoukis

Engineering & Advanced Development
Lew Priven

Technical Operations
Joe Squarzini

Business Development
Jim Rulmyr

Human Resources & Communications
Jack Mulford

Finance
Steve Waechter

Legal
Bruce Hunter

Senior Consultant
Joe Marchese

Note: Mark Alexander assigned responsibility for Asian Transition through October 1989.

**North America
Sales & Services**
Haskell Mayo

**GEFIS
NA Sales &
Services**
Sue Cole

**Western Area
Industry Group**
Katie Vogelheim

**Automotive & Heavy
Equipment Industry**
Jim Conners

**Eastern Area
Industry Group**
Lin Register

National Accounts
Paul Inserra

Telco
George Alber

**Implementation
Services**
Jim Macioce

**Sales Development
& Productivity**
Mike McDowell

**Europe
Sales & Services**
Giuliano Venturi

**GEFIS
Europe
Sales & Services**
Geoff Griffiths

Southern Area
Carlo Sironi

Central Area
Norbert Quinkert

Western Area
Charles Fodor

**Northern Area/
WW Trade &
Transportation**
Chris Toone

**European Sales
& Technical Support**
Geoff Wiggin

**Network Svcs
International**
Terry Reed

**Sales
Planning**
Mike Culyer

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

ASPAC Programs
John Barber

Japan
Takashi Tachikawa

Singapore
Mark Evans

Hong Kong
Alex To

**ASPAC Sales
Development &
Technical Spt**
Bob Dowd

Korea/Taiwan
Open

Australia
Open

Marketing
Paul Zoukis

**GEFIS
Marketing**
Dave Shepherd

Marketing Services
Peter Mannetti

Client Services
Matt Mulligan

**Product
Development**
Don Montgomery

GEne
Bill Louden

EDI
Bob Simmons

**Business
Communication
Systems**
Chris Pittman

Core Systems
Donna Valtri

**Pricing & Business
Systems**
Dick Meltzer

**International
Services**
Horst Teschke

**Engineering & Advanced
Development**
Lew Priven

**Distributed
Business Products**
Roger Dyer

**MARK III
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Mary Howard

**Telecommunication
Engineering**
Jim Keough

**Network
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Chris Brook

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Jim Rossini

**Technology
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Don Deutsch

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**Network
Operations**
Dick Lewis

**Ohio Center
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Zigi Quastler

MARK 3000
Roy Henderson

**European
Operations**
Kevin Boyne

**Network Product
Assurance**
Bill Brill

**Processing
Planning &
Deployment**
Mel Szot

**Client Custom
Engineering**
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**Business
Development**
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**Business
Planning**
Karen Pitelka

**US Business
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Open

**Europe
Business
Development**
Eurfyl apGwilym

**Asia/Pacific
Business
Development**
George Podvinec

**Telecomms
Affairs**
Warner Sinback

**Human Resources &
Communications**
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**HR-Europe
Sales & Svcs**
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**HR-ASPAC
Sales & Svcs**
Tony Scrivens

HR-Technology
Diana Lawrence

HR-Marketing
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Services**
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**HR-Staff
Components**
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**HR Programs &
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Sam Kauffman

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Steve Waechter

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Analysis**
Tom Hill

**Operations
Analysis**
Dan Miller

**Europe
Sales & Svcs**
Malcolm Sweeney

**ASPAC
Sales & Services**
Gavin Stewart

**Information
Systems**
Pam Druhan

Client Acctg
Jack Hanson

Legal
Bruce Hunter

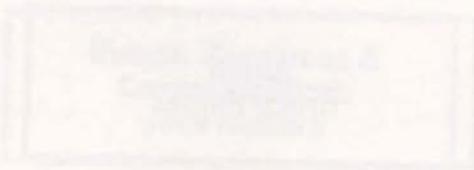
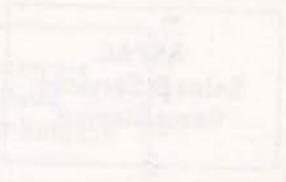
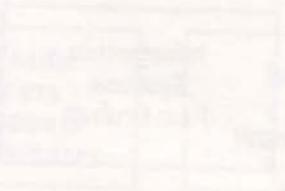
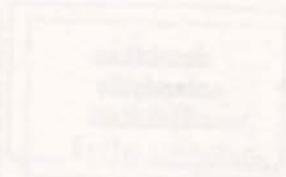
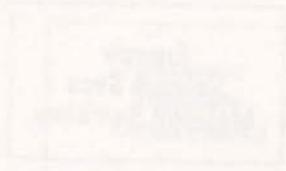
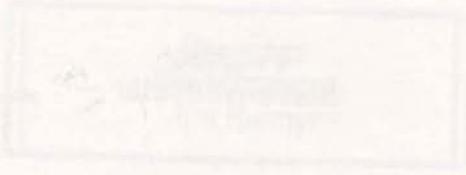
**Asso Gen Counsel-
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Dave Sherman

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**Counsel-
International**
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**Counsel-Marketing
& GECON**
Jean Knoor

**Counsel-Europe
(75% GEIS)**
Giovanni Iorda



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