


GENERAL  ELECTRIC
Monogram
JANUARY-FEBRUARY 1977



Moment of merger

PLUS: the case for 'a new GE';
GE's Singapore story; 50 tons of diamonds



At the American Shakespeare Theatre . . .

THE COMPANY

Utah: all's well that ends well

It took exactly a year. The plans for the merger of Utah International with General Electric were announced on December 15, 1975. And on December 15, 1976 the share owners of both companies voted their approval.

Facing GE share owners at the American Shakespeare Theatre in Stratford, Connecticut, GE's Chairman Reg Jones said he couldn't resist expressing the past year in the Bard's own words.

January-February 1977

GENERAL ELECTRIC
Monogram

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On the cover: historic moment on December 20 when papers were signed consummating the GE-Utah merger. Seated: Utah Chairman Edmund W. Littlefield (left) and GE Chairman Reginald H. Jones. Standing (l to r): James T. Curry, Utah Financial VP and Treasurer; Alexander M. Wilson, Utah President; Jack S. Parker, GE Vice Chairman; and Alva O. Way, GE VP-Finance. Jones, Parker and Way will serve on Utah's Board of Directors.

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The Monogram's purpose is to keep its readers informed on General Electric activities so that they may more effectively represent the Company in its relationships with the public. It is published bi-monthly by Corporate Public Relations Operation—Douglas S. Moore, Vice President. Editorial supervision is by David W. Burke, Manager, Corporate Communications, and J. Hervie Hauffer, Manager, Corporate Editorial Programs. Request permission to reprint articles from the Monogram Editor, Fairfield, Connecticut 06431. Copyright 1977, General Electric Company.



... the GE-Utah merger drama unfolds as share owners vote their overwhelming approval.

In that long year, he said, the big question was "To be or not to be?" Bringing the merger to fruition "began as *A Winter's Tale* and, as the months dragged on, it became *A Midsummer Night's Dream*. And for a while this summer when the government raised so many questions, some thought it was *Love's Labours Lost*." But, he concluded, "*All's Well That Ends Well*, and as a result of your favorable vote . . . we will soon have a new General Electric Company—one that holds great promise for all General Electric share owners."

With share owners of both companies voting their overwhelming approval, a year of corporate frustration came to an end. Officers of both Utah and GE could see powerful benefits and advantages coming out of the merger, but legal constraints imposed by proxy solicitation procedures held communications to a minimum. Now, with the proxies in, interpretation of the merger could at last go into high gear.

The Chairmen of the two companies lost no time. At Stratford, GE's Chairman outlined the reasons behind the merger, ending with this clincher:

"Finally, the bottom line. Utah has a proved record as an outstanding growth company. It

increased its earnings 14-fold in the period from 1966 to 1976, with most of the improvement coming just in the past five years. Because of its policy of selling the output of its mines on long-term contracts, predominantly in U.S. dollars with good protection against future cost increases, Utah has a stability of earnings that you won't find in most other mining companies. On the basis of Utah's fiscal year 1976 results



Well met at Stratford: share owner receives his ribbon from GE hostess Carolyn Harlow.

(continued next page)



Act II of the GE-Utah scenario plays in New York before financial analysts. Answering questions after the meeting: Utah's Ed Littlefield, left, and General Electric's Chairman Jones, right.

already announced, it is clear that Utah will improve General Electric's earnings per share from the very first day of the merger."

A continent away, Utah Chairman Edmund W. Littlefield reviewed for Utah share owners the development of Utah into "the best mining organization and the best mining company in the world." Citing the benefits to both parties to the bargain, he summed up: "It is the biggest merger ever undertaken and I am confident that history will prove it to have been the best."

That same afternoon, Reg Jones traveled to New York to meet with the press and reiterated his belief that the merger "will hold great promise for the share owners of both companies."

Even as the press conference was ending, Ed Littlefield and other Utah officers were en route to New York. There on the next day, with top GE officers, they conducted for financial analysts an in-depth analysis of the results of the merger.

The report by Chairman Littlefield covered, in essence, a series of events that, while providing Utah with great growth opportunities, steadily narrowed the company's earning power to Australian coking coal—"a single commodity produced in a single country." This concentration meant too great a risk for the share owners of Utah. However, he said, "the risks that were of concern to Utah International standing alone were not the least unreasonable to take when the assets of General Electric and Utah were combined."

General Electric's rationale for the merger was summed up in five succinct points by Chairman Jones:

- "It brings us into a major new area of opportunity, natural resources.
- "It decisively advances our program of diversification into materials and services businesses.
- "It strengthens and broadens our strategic international thrust.
- "It provides, through its mineral reserves, a long-term hedge against inflation.
- "It will improve our earnings per share."



In San Francisco just four days later, the denouement came when a Littlefield-Jones handclasp signaled the merger's consummation and made Utah and General Electric one. **AV**

'A new General Electric'

Highlights of the 1977 Management Conference include new 'Sector' reorganization announcement plus a review of the results of five years of change

At the biggest GE management conference ever held, augmented by the presence of 15 new associates from Utah International, 416 of GE's top managers and professionals met in Belleair, Florida, the opening week of 1977 and, for three days, concentrated on the theme of "A New Company in a New Environment."

GE's Chairman Reg Jones got the consideration of "a new Company" off to a fast start by announcing organizational changes designed to help "position General Electric for further growth."

As a result of much study, he said, "we're going to reorganize the Company during 1977 from our present nine Groups into perhaps six operating components—Utah will be the seventh. We'll call these larger operating components 'Sectors' rather than Groups, because in some cases the Sector Executive will have one or more Groups reporting to him. We'll retain Group/Division/Department nomenclature under the Sectors approach. Sectors will be on *top* of Groups, rather than replacing Groups, in several instances."

He explained further: "Sectors will be structured around business areas where there is a maximum natural synergy—whether this synergy is product-based, technology-based, customer-based or a combination of these. All Sectors will be multi-SBU and will be headquartered in Fairfield."

First of the sectors will be established on February 1, Chairman Jones said, and the others toward the end of the year—a timing that will "give us real-time prototype experience while we study and redesign the management system associated with the Sectors approach."

As the first step in this reorganization, Stanley C. Gault was named Vice President and Sector Executive of the Consumer Products and Services Sector, with responsibility for all of General Electric's consumer businesses.

At the same time Jones commented that "we want to take a hard look at our overall manage-

ment system—Strategic Planning, Resource Allocation, Executive Boards, Sessions and Meetings, Delegations of Authority and the like." To this end he announced that Robert R. Frederick will become VP—Corporate Strategic Planning, also on February 1. "Bob will have the difficult challenge," Jones said, "of running our in-place system in 1977 while concurrently evolving the new system."

In another move, "we're reestablishing a Corporate Technology Staff containing Corporate R&D and Technical Resources Staff." Senior VP in charge of the Corporate Technology Staff will be Dr. Charles E. Reed.

A final change announced by the Chairman was that Richard O. Donegan will replace Gault as VP and Group Executive of the Major Appliance Business Group.

Why 'a new GE'?: With plans underway for a reorganization to fit the GE of the future, the GE Chairman turned to an analysis of why it is appropriate to think of "a new General Electric."

Comparing GE today with the Company of five years ago, he noted, points up the fact that "our sources of earnings today are quite different from what they were in the past because we have been allocating major resources to the growth opportunities, many of them outside our traditional manufacturing lines."

As an example, he cited the 30% yearly growth rate over the past five years in earnings from GE's materials businesses—plastics, specialty materials, carbonyl and silicone products.

"In the same five years," he said, "the earnings from our service businesses—the repair and maintenance businesses, GE Credit, Information Services, and the Broadcasting and Cablevision affiliates—have been growing at a rate of 16% a year."

The result is that "whereas the materials and services businesses were providing only 19% of our earnings in 1971, in 1976 they brought in

(continued next page)

A NEW GENERAL ELECTRIC (continued)

27%. And with the addition of Utah, materials and services businesses will provide about 40% of our earnings compared with 60% from the manufacture of equipment.”

New international scope: Over the past five years the Company has grown increasingly international, the Chairman pointed out. “Back in 1971, international sales provided 16% of our earnings; in 1976 they brought in about 25%. This is on the annual report basis; the figure is higher than that when you include international income that is, for accounting reasons, credited to domestic components.”

Adding in Utah, whose earnings are about 83% from foreign sources, “international sales now account for about 40% of General Electric’s earnings”—even on the conservative annual report basis.

Thus, he commented, “the composition of General Electric has been changing quite remarkably in the past five years, as a result of our strategic planning system.” He summed up: “A new General Electric has been evolving in accordance with our strategic plan” that is:

- “less dependent on traditional product lines;
- “more widely diversified into fast-growing



SCENES AT BELLEAIR: Biggest GE Management Conference heard Chairman Jones announce new

Sector Executive reorganization and projection of 'a new General Electric,' plus 17 other reports.



Marion Kellogg, VP—Corporate Consulting Services, reviewed past year’s progress in General Electric’s use of microprocessors.



Applauded: Utah Chairman Ed Littlefield’s story of growth, by which a \$1,000 investment in 1956 could have been built into \$69,800 net worth in 1976.

services and materials, and into new equipment businesses;

- “more international in scope;
- “less vulnerable to inflation and cycles;
- “with greater containment and diversification of its risks;
- “more efficient and productive;
- “better able to finance future growth;
- “and with the most sophisticated management in its long history.”

It’s a new General Electric, he said, “but its financial objective remains unchanged: high and sustained earnings growth.”

Reg Jones concluded by giving managers another objective: “We are stewards for those who invest their savings in General Electric,” he said, “but we are also stewards for those who invest their careers and their lives in the success of this Company. Let’s remember that this enterprise, for all its assets of money and materials, can only move forward on human feet. Our task, as managers, is to set forth the vision, create the climate for achievement, and let our people know what needs to be done. If we will do this, they will respond as General Electric people have always responded: with performance beyond our expectations.”




Getting to know you: Utah’s President Alexander “Bud” Wilson compares notes with Charles “Tip” Thomas, VP of General Electric’s Installation and Service Engineering Business Division.





Exchange of managerial expertise was a prime activity during coffee breaks and recreation periods. Left: morning kaffee klatsch. Above: VP Ed Woll and John Blanton of Aircraft Engine Business Group chat with R&D VP Art Bueche.

Advertising: establishing GE's identity

Myths are hard to bring down to reality. Take the many myths about the origin of the emblem we call the GE monogram. Although careful searches of the past indicate these stories are entirely without substantiation, they continue to be circulated. Here's one of the most widely quoted versions.

So the story goes, a New York man named A. L. Rich was visited years ago in Zanesville, Ohio, by a G. E. Gebest who had been a circus bandmaster. Admiring Mr. Rich's handwriting, Mr. Gebest one day brought Mr. Rich a new violin bag and asked him to put his initials, G.E.G., on the bag so they could be worked in silk. With a piece of chalk, Mr. Rich wrote  on the bag. Years later,

Mr. Rich suggested similar initials be placed on the guards of GE fan motors, and he painted the letters  on a fan motor photograph to show how it would look. GE officials reportedly liked the idea and Mr. Rich later wrote the initials—then swept a ring around them and further embellished them with four dingbats. 

True story? Take careful heed. Not *one* scintilla of evidence exists to substantiate this story. GE's monogram is first mentioned in the GE Sales Committee minutes of July 1,

1899, and GE patent attorneys could find no trace of the monogram prior to that. Or of Mr. Rich. And isn't it ironic that the name "Gebest" is so close to "GE is best"?

At the recent GE Customer Communications Council meeting in Atlanta (Dec. 8-10), David W. Burke, Manager-Corporate Communications, observed that the GE monogram established GE's company identity earlier than that of most companies, and he went on to explain how the monogram's usage evolved and was finally defined by corporate advertising policy.

Burke noted that around 1900 GE had two ad men, F. H. Gale (later GE's first advertising manager) and E. H. Mullen. They advertised GE's entire line of industrial-consumer products—everything from Curtis steam turbines and mercury arc lights to light bulbs and flatirons.


As GE entered so many different markets, Gale became concerned about the Company's possible loss of its central identity. So about 1905 he created a standard ad format with "General Electric Company" across the top and identification information across the bottom. Hundreds of ads appeared in this format.

Ironically, either Gale changed his mind or the "crea-

tives" of the day later rebelled. The standard format all but disappeared within a few years.

But the appetite for a common identity lived on. Soon the GE monogram—first used in an ad in 1899—gained prominence as an identity symbol. And in 1910 the Company's signature first appeared somewhat as we know it today—a black-field monogram with white letters, centered between "General" and "Electric." Alas—only a few such ads appeared in 1910, and none for the next 15 years.

Modern institutional/corporate advertising began in 1916 when ads appeared explaining the Company's purpose and what the monogram meant. These efforts culminated in 1923 when the BBDO advertising agency's Bruce Barton brought the identity concept to maturity with his classic ad, "The Initials of a Friend" (right).

With Barton's help, the GE monogram ultimately became the rallying point for Company identity. After "floating" in and out of GE ads from 1899 to 1925 (as well as "floating" all over the ad layout), the monogram received regular use from 1925 onward as part of an official signature. Registered in 1934, GE's present signature is one of General Electric's principal corporate trademarks, and has been used in combination with various ad slogans. 



1. An early 1900s ad shows the GE monogram in the middle of the page, used with a trade name.

2. During the 1910s the monogram often became a decorative element—even entwined with a nude.

3. GE's first slogan, in 1911, was designed around the monogram to give the words Company meaning.

4. With his famous 1923 ad, BBDO's Bruce Barton formalized the idea of the monogram as GE's unifying symbol.

5. Not until 1925 did the monogram receive regular use as part of the Company signature.



3



The initials of a friend

You will find these letters on many tools by which electricity works. They are on great generators used in electric light and power companies, and on lamps that light millions of homes.

They are on big motors that pull railway trains, and on tiny motors that make hard housework easy.

By such tools electricity dispels the dark and lifts heavy burdens from human shoulders. Hence the letters G.E. are more than a trademark. They are an emblem of service—the initials of a friend.

GENERAL ELECTRIC

4

General Electric presents the first All-steel Refrigerator

A new small-family model at the very low price of
\$215

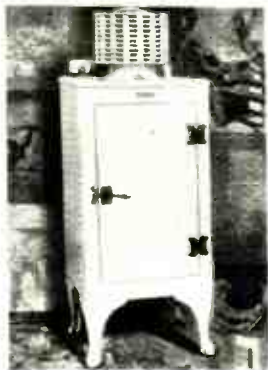
ANOTHER chapter has been added to the achievements of the engineers and scientists of the General Electric Research Laboratories. The same group of men who perfected the simplified hermetically sealed mechanism of the General Electric Refrigerator, have now designed and built the first all-steel refrigerator cabinet.

NEW DESIGN—MADE IN A NEW WAY... General Electric has made a

large investment in new machinery. Giant presses had to be designed and built to cut the steel, bend it into shape and weld together the folded forms. But it has achieved its purpose. Its aim was, by mass production, to build the best refrigerator ever produced and



All steel with aluminum-lined interior. Heavy hinges, bolted into the steel. Blast-fused door edges, reflecting light, provide a greater illumination and more other features.



offer it to the small families of America at a price easily within their reach—\$215 at the factory.

\$215—WITH CONVENIENTLY SPACED PAYMENTS... The new all-steel General Electric makes safe refrigeration possible for every home. Only a small down deposit is required—the balance on time.

FIRST PUBLIC SHOWING MARCH 22... On display by dealers everywhere on and after Friday, March 22nd. Be sure to be among the first to see it. Write for a descriptive booklet to See-Ed Electric Refrigeration Department of General Electric Company, Hanna Building, Cleveland, Ohio.

**GENERAL  ELECTRIC
ALL-STEEL REFRIGERATOR**

5

A time of honors

For General Electric and GE people this has been an unusually rich period of recognition.



W. E. Tucker (left) and GE's Reg Jones



Lt. Gov. Killian (left) and VP Van Voorhis

Dr. Jenkins (left) and Majesky



The end of 1976 saw a veritable "torrent" of awards and recognitions bestowed on various General Electric components and people. Below are some newsworthy examples.

- GE Chairman Reginald H. Jones has been named 1976 Captain Robert Dollar Memorial Award recipient for his "distinguished contribution to the advancement of American foreign trade." Presentation of the gold plaque was made by W. E. Tucker, Caltex Petroleum Corp. president, in New York at the World Trade Dinner of the sixty-third National Foreign Trade Convention. Jones' remarks at the dinner are included on pages 30 and 31.
- New England's outstanding business leader each year receives The New England Council for Economic Development's "Corporate Citizen of the Year" award, and for the first time in the award's 12-year history it has been presented not to an individual but to a company—General Electric. Receiving the 1976 bronze plaque from Connecticut Lt. Governor Robert K. Killian is Steven C. Van Voorhis, GE VP-Northeastern Regional Relations.
- GE innovations in package design and development from the 1920s to the present have earned the Company the 1976 Packaging Leadership Award, presented by the Society of Packaging and Handling Engineers (SPHE). GE's Dr. Kenneth W. Jenkins, Corporate Consulting Services, accepted the award from SPHE President Dixon Majesky during ceremonies in Chicago marking National Packaging Week.
- The GE *Investor Magazine* has been selected as winner of the Mead Award of Excellence for its Summer 1976 issue. Mead Paper Company, bestower of the award, selects its recipient in a national graphic arts competition, with entries obtained from all users of its paper products. The competition is now in its 28th year.
- The Financial Analysts Federation has informed GE that it will once again receive an "Award for Excellence in Corporate Reporting." The 1976 award, which praises the Company's overall communications to security analysts, will be presented Feb. 4 at the Company head-

quarters in Fairfield.

- The inventor of GE's LEXAN[®] polycarbonate resin. Dr. Daniel W. Fox, Manager-Central Research Center of the Plastics Engineering Department, has at age 53 become the youngest person ever inducted into the Plastics Hall of Fame. Fox received the honor at a special awards dinner Dec. 7 in Chicago during the week of the National Plastics Exposition.

- San Jose's A. Philip Bray, General Manager-Boiling Water Reactor Projects Department, has received one of five 1976 Ernest Orlando Lawrence Memorial Awards, for his outstanding contributions in the atomic energy field. Bray was the only industry person given the award, presented Jan. 14 at a special ERDA awards ceremony in Washington, D.C.

- Dr. Robert N. Hall, a GE R&D Center physicist, has been honored with the IEEE's 1976 Jack A. Morton Award "for outstanding achievement in solid-state physics and chemistry and for the invention and development of semiconductor devices." The award was presented recently in Washington, D.C. at the International Electron Devices meeting.

- Dr. Miles C. Leverett, a retired GE nuclear engineer, has been selected by the American Institute of Chemical Engineers to receive the 1976 Robert E. Wilson Award in Nuclear Chemical Engineering for applying chemical engineering principles to the advancement of the nuclear industry. The award was presented recently in Chicago.

- Henry G. Williams, a commercial market planning specialist in the Lamp Marketing Department, was recently elevated to the grade of Fellow at the Illuminating Engineering Society's national convention in Cleveland. Williams was honored for making valuable contributions to lighting knowledge.

- Donald S. Brereton, Manager-Market Development for GE's Industrial Power Systems Engineering Operation, has been elected an IEEE director for the society's multifaceted Division II, presently composed of some 42,000 members. He will serve from now through 1978.

- Pennsylvania's GE Allentown Area Council may have established a new "first" recently when it invited both a father and daughter to become members. Karen G. Domonkos, GE Credit Corporation, and her father, Elmer A. (Duke) Domonkos, Major Appliance Product Service Department, became members at the same meeting. The senior Domonkos had been attending Council meetings as a guest for about three years.



Dr. Daniel W. Fox



A. Philip Bray



Dr. Robert N. Hall



Dr. Miles C. Leverett



Donald S. Brereton



Monographs



Peanut politics. When the President and First Lady attended the Inaugural Ball Jan. 20 in Washington, one of the guests greeting them was GE's

Joseph A. (Joe) Bald, left, a tool and diemaker in Somersworth's Meter & Instrument Business Department.

How did Joe get invited to

the Inaugural Ball? "During the New Hampshire primary last year, my son met Mr. Carter in Manchester, told him that I grew a few peanuts myself, and hinted I needed some good advice from a successful peanut farmer."

So the future President paid the first of two visits to the Bald residence, rolled up his sleeves, reached down for a root full of peanuts, and told Joe to boil them in hot salted water to make them edible. A few days later Mrs. Carter sought out Mrs. Bald at a shopping center while campaigning, and the Carters' daughter-in-law also visited the Balds as she toured the state.

Joe, his wife, son and daughter-in-law were later invited to the Washington festivities.

Galvanizing the gridiron. Despite their club's lackluster 3-11 football season this past fall, N.Y. Giants fans at least have enjoyed watching their team's efforts under the brilliance of 580 GE Powr-Spot® luminaires, each sporting a GE 1500-watt Multi-Vapor® lamp.

In fact, the 76,800-seat E. Rutherford, N.J. stadium—the Giants' home—uses GE luminaires and lamps throughout. Besides field lights, GE pedestrian ramp luminaires and emergency flood lights also have been installed.

The field's lighting system not only allows high-quality color TV transmissions, but can be adjusted to varying weather



conditions—for example, to provide less intense light during rain and fog.

Time Capsule. One hundred years from now, when Schenectady's American Tricentennial celebrants examine their heritage, aiding them will be a "time capsule" specially designed and manufactured by GE's Research and Development Center and made of Schenectadium, a metal alloy developed by R&D metallurgists.

On opening the capsule, celebrants will find such things as a Schenectady phone book, *Schenectady Gazette*, Schenectady *GE News*, and samples of such R&D developments as Man-Made® diamond, Lexgard® bullet-resistant composite, GECOR® magnet, and sintered silicon carbide.



Seagulls Redux. Remember your American history? Then you may recall that Salt Lake City's settlers in 1848 experienced a locust attack on their crops. Losses became so great that the city's existence was threatened—until a large flock of seagulls appeared and fed on the locusts until the threat was gone.

Last June, Utah Power and Light's Huntington Station

accidentally destroyed a GE turbine-generator in a switching mishap, and GE's Large Steam Turbine-Generator Operations received an order to replace the unit as soon as possible, hopefully within a year.

When machining operations began this fall at Charleston's Hood Manufacturing Section, employee Dan E. Parry started painting seagulls on each item—for the symbolism.

GE Movie Mogul. During vacations from his GE job, Syracuse's John Cuninghame has kept himself busy filming documentaries, and will shortly have a leg up on his competition. Contract administrator for the Surface-based Electronics Programs Department, John is outfitting his new 66-foot ketch for underwater reconnaissance.

To locate fish and shipwrecks, John will deploy a GE CTV 500 TV camera (modified for low light conditions) as a

"spotter," to be enclosed in a GE explosion-proof housing and monitored with a GE 14-inch portable B&W TV set (also modified).

A globetrotting vacationer, John already has filmed a three-week sailboat cruise on Lake Huron; a nature documentary in Iceland; a moose hunt in Newfoundland (right); and native lifestyles in the Marquesas Islands. After retiring he plans to use his boat for photo charter expeditions.



'California dreamin'. Once upon a time, a merry band of Ohioans flew a magic carpet to San Francisco where they rode cablecars,

shopped in an old chocolate factory, climbed the city's hills, listened to street minstrels, and sampled sourdough bread

and abalone.

Storybook fantasy? Not so. In December 240 Evendale Aircraft Engine Group employees boarded a chartered United Airlines DC-10 flight from Cincinnati to San Francisco, where they toured United's Maintenance Operations Center, as well as the Golden Gate Bridge, Ghirardelli Square, Fisherman's Wharf and Chinatown.

The 17-hour whirlwind trip climaxed Evendale's 1976 employee program and was considered "doubly" appropriate. Why? The chartered aircraft was powered by GE CF6 engines which the GEers themselves had built.

'The New Naturals'

GE and Hotpoint appliances now come in six new colors. Did you know GE pioneered the diversity of color in kitchens?

With the introduction by General Electric this January of a whole new artist's palette of appliance colors, it's useful to look back at how color first came into the kitchen and laundry.

In the beginning, the kitchen stove was black. It had to be—to hide the soot, smoke and grime it produced. Early electric ranges also were black, to assure consumers that the new product was not *too* different from the old one. In 1924 came the industry's first all-white, fully enameled electric range. Within a few years, almost all ranges—as well as other kitchen appliances—were white. White was *the* appliance standard for the next 30 years.

Enter General Electric. In October 1954, GE introduced its color-dazzling 1955 appliance line offered in such vibrant hues as Petal Pink, Canary Yellow, Woodtone Brown, Cadet Blue and Turquoise Green (and, of course, White). GE's new Mix-and-Match colors were available on the Company's full line of major kitchen appliances and cabinets.

The appliance industry was never the same.

Last month, GE and Hotpoint introduced their latest selection of appliance colors—six high-lustre finishes called The New Naturals[®],

which bring outdoor colors inside and permit greater home-decorating freedom. Included are fresh new unshaded versions of the established yellow, green and brown appliance colors—Harvest Wheat, Fresh Avocado and Coffee—plus a new white, Snow; a new black, Onyx; and an entirely new color, Almond.

"We've brought the kitchen a long way from the sterile, work-oriented room it was a generation ago," observes Richard O. Donegan, GE VP and Group Executive, Major Appliance Business Group. "It's a living area—a room to be decorated according to today's casual lifestyles."

Continues Donegan: "GE keeps a finger on the pulse of consumer color trends. Before introducing The New Naturals, we took six research surveys—providing a statistically accurate sample of more than 1,500 consumers—which convinced us that a more natural look in appliances would be 'in'."

GE's New Naturals are compatible colors which go nicely with their older shaded counterparts. They let consumers change surrounding decor without creating color clashes—or add new appliances that blend well with existing ones. ■



GE's 1939 all-white kitchen represented the typical kitchen appliance look from 1924 through 1954.



1:00 p.m.—N500PC, one of PepsiCo's GE-powered Falcon FanJets, touches down at Strother Field, Kansas.



1:15 p.m.—PepsiCo's pilots are greeted by GE customer service manager, Richard Ostrom, center.



One of some 500 bizjet visitors per year to the GE Aviation Service Operation at Strother, N500PC waits for replacement CF700 engines at the GE facility's ramp.



8:00 p.m.—N500PC's engines are lifted off the aircraft to begin their trip through GE's overhaul facility.



11:30 p.m.—In GE overhaul shop, N500PC's engines join others being reworked into "zero time" engines.



11:00 a.m.—Last step: refit the cowlings on plane's replacement engines. N500PC is ready for test run.



1:30 p.m.—N500PC leaves for the trip back to its Westchester County, New York, airport base.

Strother: 'Pit stop' for GE-powered bizjets

What do a top entertainer, PepsiCo International, a golf pro and Mid East royalty have in common? Well, for one thing, they are all good customers of an unusual General Electric service facility located almost in the geographical center of the U.S. The facility is a place where owners of GE-powered twin-engine business jets—there are some 750 in the U.S. alone—can fly in for fast high-quality engine service.


This unique business—the GE Aviation Service Operation at Strother Field, Kansas—sees

daily arrivals of sleek Lear Jets, Falcon FanJets, and other bizjets—almost 500 a year—belonging to corporations, sports stars, and even royalty.

Naturally, the key to building and maintaining a business like this is responsiveness to the customers' needs, says the manager of Aviation Service for Strother, W. B. "Bob" Spear. "Each engine overhaul has to be performed to the same exacting standards each time to assure unvarying performance and reliability."

Since time is money to most bizjet owners,

"turn time" on equipment is also a key factor for the customer. A double engine change must often be accomplished in 24 hours or less and the circumstances are often less than ideal, especially when the work is performed off-site in response to an urgent call for service.

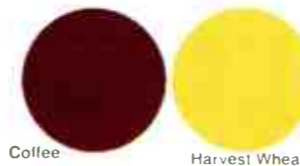
On these pages: Strother's experienced engine craftsmen work around the clock in three shifts to remove "high-time" engines, start them through the engine shop, and install leased replacements in a dazzling show of efficiency. 



From dirty graphite to gem-quality diamonds—GE's Man-Made[®] industrial diamond is one of the closest things to alchemy man has ever achieved.



OPTIONAL COLORS



Coffee

Harvest Wheat

Snow



Fresh Avocado



The New Naturals—GE's latest palette of appliance colors—include Harvest Wheat, Fresh Avocado and Coffee, plus a new white, Snow; a new black, Onyx (above); and an entirely new color, Almond (below). The New Naturals blend well with their older shaded counterparts, thus providing greater home-decorating freedom.



Almond

50 tons of diamonds

That's how much SMBD has produced in its 20-year progress toward becoming GE's 'most worldwide business'

Pop quiz. Name the GE department with the greatest percentage of offshore sales (over 70%), that requires all overseas sales personnel to be at least bilingual, and that prints all customer communications in six languages.

Hint? This department is the leading world producer of manufactured diamond and since 1957 has sold approximately 50 tons of diamond to various industrial OEMs (original equipment manufacturers) worldwide.

Answer? It's GE's Specialty Materials Business Department, Worthington, Ohio, sole U.S. manufacturer of Man-Made[®] industrial diamond and other ultrahard (superabrasive) products for cutting, grinding, sawing, machining, drilling and wire drawing.

"We're truly an international business," states E. L. (Lou) Kapernaros, SMBD general manager. "We've got 19 sales offices—16 abroad in 15 countries—and have opened five overseas offices within the past year. We're the world's leading supplier of industrial diamond and superabrasive products."

GE's diamond leadership is an example of GE's being the first to develop a new technology and then holding that lead through the years.

Since the dawn of chemistry, man has dreamed of making diamond. In 1954, after four years of intensive work at GE's Research Laboratory in Schenectady, the breakthrough came. The first tiny samples—produced by pressures of up to one million pounds per square inch and three thousand degrees centigrade—were genuine diamond by every test and measure. In February 1955, GE broke the news worldwide that industrial diamond manufacture was possible.

GE's first Man-Made industrial diamond easily outperformed natural diamond—because of the shape, surface and toughness of the individual crystal. SMBD's diamond business today comprises approximately 90% of its total business, and includes four families of diamond abrasives and 14 different diamond abrasive products. Every 18 months since 1957, GE has

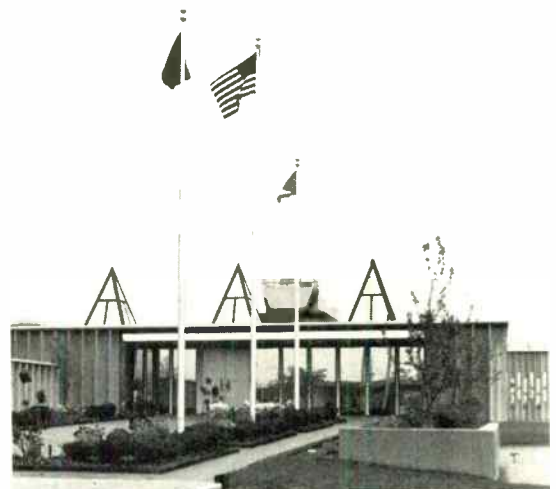
introduced a new diamond product.

Uses for industrial diamond are found in the manufacture of corrective eyeglasses and automobile windshields, dental cavity drilling, oil and gas drilling, highway construction and re-grinding of tungsten carbide tools. The largest volume of diamond is used in stone cutting—for building construction and for memorials and monuments.

Notes general manager Kapernaros: "Our diamond sales last year surpassed our record 1974 sales year, and we've recently introduced the strongest diamond manufactured yet, a metal-bond type diamond used for saw blades and drill bits."

Besides Man-Made diamond, SMBD also markets two other types of superabrasives—Borazon[™] (CBN (cubic boron nitride) and Compacts (polycrystalline diamond). They were introduced in 1969 and 1973, respectively, and represent a "tailoring" of crystals for particular applications and bonding systems.

Borazon CBN is a "tailored" answer to grinding ferrous materials (as opposed to dia-



SMBD's attractive Worthington, Ohio, plant is now the world's leading supplier of industrial diamond and superabrasive products.

(continued next page)



To keep SMBD sales personnel constantly up-to-date, a worldwide video communications system was installed in 1976 covering all 19 sales locations.

mond's use with nonferrous materials), and is used for grinding steel, in reshaping cutting tools, and for jig and form grinding. Borazon CBN has demonstrated marked performance advantages over such conventional abrasives as aluminum oxide, silicon carbide and even diamond in certain cases.

The Compacts business includes three families of superabrasive products—marketed under Stratapax[®], Compax[™] and BZN[™] trademarks respectively. Stratapax blanks, introduced just two months ago, represent an entirely new drilling technology and may revolutionize the oil and gas drilling industries. Stratapax blanks promise longer bit life, and initial tests indicate the bits can drill five times faster than present drill bits in certain strata.

As for Compax blanks and BZN Compacts, their “life expectancies” versus other alternatives have been nothing short of astonishing. Compax blanks are excellent for machining nonferrous metals, tungsten carbide, and such nonmetallic materials as plastic, rubber, fiberglass, ceramics, carbon and graphite. BZN Compacts have advantageous uses as cutting tools for ferrous materials and superalloys, when used at exceedingly high cutting-speed and material-removal rates.

Because of burgeoning business opportunities, SMBD in 1968 was established as a separate department within the Chemical and Metallurgical Division and moved to the Worthington plant.

“Since SMBD’s product represents 30-to-50 percent of our customer’s selling price,” com-

ments general manager Kapernaros, “his sales success depends largely on GE’s product integrity. Our material must be beyond reproach.” Thousands of lab and field application tests are continually run, and within the past year SMBD has opened two new application labs in West Germany and Japan.


Remarks Kapernaros: “Unlike some GE businesses, it’s necessary for our market development engineers to have direct contact with customers worldwide. They go everywhere—to Persian Gulf and North Sea oil rigs, to taconite mines in Michigan’s upper peninsula, to stone quarries in Italy, and to grinding wheel manufacturers in Brazil.”

It adds up, in his view, to “a fast-track business. Every field office ships all OEM orders within 24 hours, and the Worthington plant, in turn, ships all field-office orders within 24 hours also.” SMBD products are priced worldwide in U.S. dollars, and all invoicing is done in local currency at the exchange rate of the date of shipment.

SMBD’s clientele is comparatively small—only 800 OEMs worldwide—and the department deals directly with customer executives and owners. On days when an overseas visitor is expected at the Worthington plant, his national flag is flown on one of three flagpoles located at the plant entrance. SMBD’s 1976 visitors totaled 385 people from 16 countries, averaging two days per visit for an average of three people each working day of the year!

Communication is an essential ingredient in SMBD’s success. Overseas sales offices hire only persons who speak English in addition to their native tongue. When non-English-speaking customers visit Worthington, interpreters are provided, and meetings are held in a conference room specially equipped for multilingual-multimedia presentations.

Last September the department brought to Worthington 15 customer service specialists from 13 countries for a product-service seminar. Periodic SMBD international business “summits” also are held worldwide to insure proper communication.

Kapernaros stresses that his department plans to remain No. 1 in the world industrial diamond and superabrasive market and will provide the needed ingredients for future market growth. He concludes: “Specialty Materials’ greatest challenge lies in converting other industries to our new technologies. Thanks to our employees’ professionalism, we expect to meet that challenge in many new industries worldwide.” 

HALL OF HISTORY



Their dream a Hall of History for GE historical documents and memorabilia, Schenectady Elfun Society members examine a bound volume of the early Schenectady *GE News*. Hall of History Committee members include, left to right, Adelaide B. Oppenheim, Bernard Gorowitz, William T. Johnsen, George M. Robertson and Rudy A. Dehn.

PEOPLE

GE's history buffs

If America's Bicentennial put all of us in an historical frame of mind, the approach of General Electric's Centennial, in 1978, continues the mood for GE people. GE next year celebrates the 100th anniversary of the Edison Electric Light Co., the firm Thomas A. Edison founded the year before he invented the incandescent lamp.

Numerous "history buffs"—both inside and outside GE—have been working diligently to commemorate GE's illustrious past. Here's a sampling of their activities.

Hall of History. In 1974, at the appeal of Dr. Arthur M. Bueche, VP-Research and Development, Schenectady's Algonquin Chapter of the Elfun Society began studying ways to gather and display GE's valuable historical artifacts and photos. A Hall of History Committee was

later set up, and retired A&SPO official George M. Robertson was subsequently appointed Hall of History executive director.

The Committee's goal? To establish a Hall of History in Schenectady—a permanent home for collecting, safeguarding and using GE's exciting heritage. Remarks Robertson: "We want to tell GE's dramatic electrical industry story—describe GE's pioneers, their achievements, and the Company's worldwide contributions."

As examples, Robertson notes Kodak's International Museum of Photography (Rochester, N.Y.); General Motors' Sloan Museum (Flint, Mich.) and Corning's Hall of Science and Industry at its Corning Glass Center (Corning, N.Y.).

Already, the Hall of History Committee has made notable progress. A "photographic rescue" in 1975 preserved nearly one million historical photos (1876-1965) in danger of destruction. A

(continued next page)

HISTORY BUFFS (continued)

Schenectady Museum archivist, Jeffrey L. Daly, was contracted to catalogue these historical photos (*Monogram*, January/February 1976). Schenectady's Union College last year began collecting the papers of prominent U.S. scientists and engineers (including many GE pioneers), using a \$10,000 GE Foundation grant. And five trained volunteers are now recording the oral histories of more than 225 retired GE employees.

The Committee has undertaken other projects as well. All GE department general managers have been asked to appoint "department historians" to audit their local artifacts. Photo exhibits have been staged at GE Corporate Headquarters and the Schenectady Museum. And under the aegis of R&D Center historian Dr. George Wise, a Rensselaer Polytechnic Institute



Now at work cataloguing thousands of GE historical documents and photos is the R&D Center's resident historian, Dr. George Wise.

graduate student will shortly begin cataloguing GE-related technical history.

"To date, our most publicized project has been *The Edison Era* book, covering the Edison years from 1876 to 1892," states Robertson. Published in 1975, the 56-page softcover book (*Monogram*, July/August 1976) contains almost 100 vintage photos and drawings, and the 5000-copy first edition is nearly exhausted. All proceeds have gone toward the Hall of History and toward production of three more volumes—the second one to cover the Steinmetz era from 1893 to 1922.

Persons desiring more information about the Hall of History project may contact Robertson, c/o Hall of History, Room 3A15, GE R&D Center, K-1, Schenectady, N.Y. 12345.



An avid history hobbyist, Ft. Wayne's Robert Gable has collected many old GE fans, induction motors, meters and light fixtures, and has recorded much of Ft. Wayne GE's early history on film.

Numerous other GE "history buff" projects exist. For example:

- Schenectady's Herman R. Hill, GE VP and General Manager-Turbine Operations, asked A&SPO last year to produce *A Legacy of Leadership*, a 47-page booklet on GE turbine history. Designed for both employees and customers, the handsome volume traces GE turbine history back to 1896 when Charles G. Curtis approached GE with a new method for driving dynamos—a steam turbine.
- Speaking of turbine-generators, Schenectady's Large Steam Turbine-Generator Department also has a history project underway, headed by Robert L. Jackson, John L. Mangan and Robert L. Winchester. Their goal is collecting and cataloguing turbine-generator memorabilia, compiling a turbine-generator history, and recording historical engineering problems to help today's engineers with future design work.
- Evendale's William R. Travers, Aircraft Engine Business Group, has been busy the past year interviewing more than 100 persons who have contributed to GE's aircraft engine business. His purpose? To produce a people-oriented "encyclopedia" of GE's first 35 years in aircraft engines (1941-1976). The GE "Aircraft Engine Story" will begin in September 1941 when GE began to manufacture jet engines.
- Ft. Wayne's Robert Gable, Specialty Transformer Products Section, is combining his interests in history and photography to record Ft.

Wayne GE's beginning on film. GE's Ft. Wayne history traces back to 1881 when the Ft. Wayne Jenney Electric Light Co. was founded to market Jenney arc lights. Thomson-Houston Electric Co., a GE forebear, later acquired controlling interest in the company.

- Schenectady's Neil B. Reynolds, now retired, is the acknowledged historian of GE communications. A former GE advertising manager, he established GE's Corporate Information Resources in 1965 and eventually indexed and organized some 50 bound volumes of detailed historical material from 1898 onward. Reynolds also inventoried all Schenectady historical files, and has compiled histories on such topics as Steinmetz and GE's advertising history.

- Dr. Herman A. Liebhafsky, now a professor emeritus at Texas A&M University, worked as a chemist at the R&D Center from 1934 to 1967. He is finishing a book, *Silicones Under the Monogram*, an insider's report of the development of GE's silicones business. Liebhafsky also has published *William David Coolidge: A Centenarian and His Work*, 1974 (96 pgs.), which traces Dr. Coolidge's life and work at GE's Re-

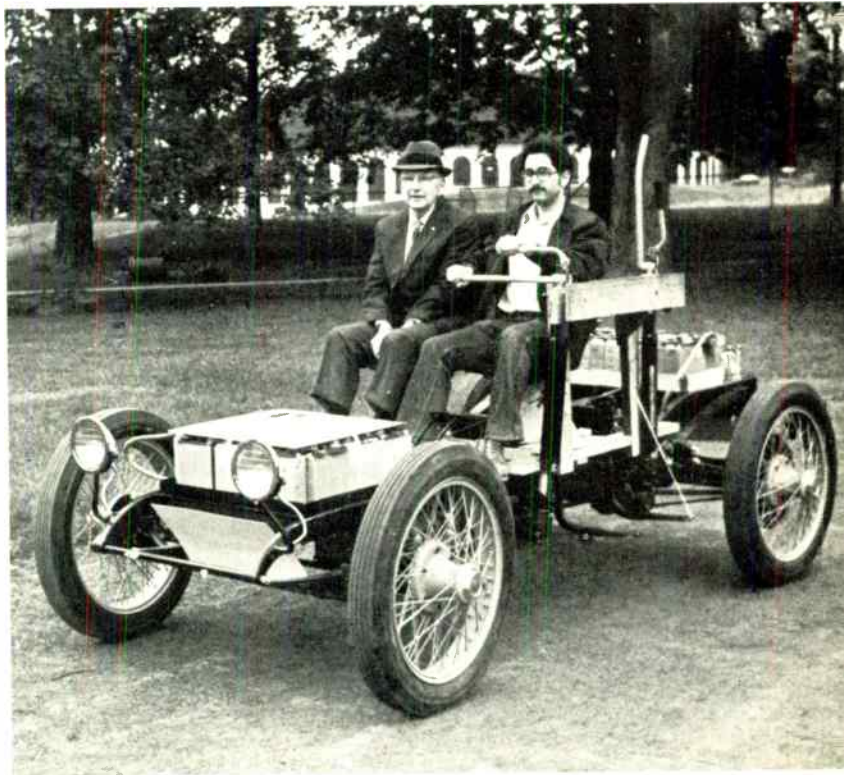
search Laboratory.

- Josephine Young Case, the daughter of the late Owen D. Young, GE Chairman of the Board (1922-39 and 1942-44), and her husband, Everett Needham Case, a former Colgate University president and GE alumnus, are preparing to publish a biography of Young. In order to write their book on this prominent American business leader, the Cases worked their way through the thousand boxes of Young's papers preserved in his native Van Hornesville, N.Y.

- A non-GEer, James F. McDerment, an engineer at the University of Arizona's Health Sciences Center, is extremely knowledgeable about GE's very early history. A 19th century industrial hobbyist, McDerment lived in Ireland for a time, researched the Dublin United Tramways Co., and acquired numerous original blueprints and drawings of its equipment—much of it furnished by GE prior to 1900. McDerment plans to build working scale models of many United Tramways items including the Ringsend tramway generating station, a “showpiece” of such early GE equipment as dynamos, rotary converters and return-current boosters. **■**

STEINMETZ' ELECTRIC CAR.
A 1914 Detroit Electric automobile, once owned by GE scientist Charles P. Steinmetz, is now being restored in a six-year project in Schenectady by some 30 Union College students and 14 area GEers. Emil J. Remscheid, Steinmetz' laboratory assistant (left), takes a spin in the refurbished chassis beside student project coordinator David M. Beckhardt. Remscheid recalls actually driving the car 50 years ago.

Steinmetz reportedly bought the car after Thomas Edison promised to furnish him with batteries. It was slower than gas- and steam-powered cars of the time (20 mph maximum)—an important factor in Steinmetz' decision to buy it since he was fearful of children playing in the streets. Remscheid said Steinmetz used the car for traveling to the GE plant and to his camp on the Mohawk River. The car was found in a Glenville, N.Y. field in 1964 and was sold to Union College in 1971.





Singapore's 'Merlion,' left, guards the confluence of the Singapore River and harbor.

The ultra-modern Shangri-La Hotel, right, is itself a mini-crossroads for multiplying numbers of GE world travelers here each week.

The skyscraper-punctuated Singapore skyline, seen from GE Asia Company offices, below, resembles any booming business capital more than it does the adjacent equatorial jungles of the Malayan Peninsula.



SINGAPORE

GE's business crossroads of the East

To the *Monogram* visitor who has spent more than 24 grueling hours in the air and flown through 12 time zones, the scene in front of the Cathay Building in downtown Singapore looks far more like the stateside headquarters he just left than the exotic outpost of oriental civilization he imagined.

Six GE managers, in shirt sleeves and ties, emerge from the lobby of this modern office building and hail a taxi, still discussing the best approach to a multi-million-dollar sales opportunity. Their lunch destination: a revolving restaurant 40 stories above the city.

Nor do the General Electric offices inside the Cathay Building contain slowly rotating overhead fans. Instead, they house the bustling organization called General Electric (USA) Asia Company, a part of GE's Far East Business Division and host for the largest collection of GE affiliate people west of San Francisco.

These first impressions form a fitting prelude to a visit that is full of surprises. In fact, the dominant impression left by a few crammed days among GE's representatives there is that one's existing ideas about General Electric in Singapore are too limited, too simplistic. To do justice to the whole, one has to step back and take a larger view, embracing a great deal more complexity and diversity. Consider the traffic in and out of the Cathay Building on a given day:

- Those six GE managers on their way to lunch had one common focus: how to win a big order involving the export of GE equipment from the U.S. Singapore is the center for international sales reps working on such potential orders as the follow-up for more Erie-built locomotives to be supplied to Indonesia's national transportation authority and new steel-making equipment for a Malaysian mill.

- Joseph Gibbons, Installation and Service Engineering's gas turbine specialist, was also on his way out the door in response to an urgent



Evidence of Singapore's importance to GE business in Asia: A half-way-around-the-world journey by the Executive Board of the International and Canadian Group last September to inspect the businesses.



International and Canadian Group Board members were briefed on Asian marketing opportunities for many of GE's Singapore-made products. This stop: Contractor Equipment Business Division facilities.

(continued next page)



GE VARIETY IN SINGAPORE:
GE Asia Company Finance Manager Jerry Stricker reviews figures



... Power Delivery Sales Manager Bill Fumei works on an Indonesian order for power equipment



... I&SE representative Manfred Breme consults with headquarters on order delivery times

telegram from Jakarta, Indonesia. The Indonesian national utility had sustained salt-water damage to some GE-built gas turbine control panels, and his advice was needed. "I'm not in this office much," he told us. "Recently I spent almost four weeks in a remote town in Korea, helping them replace a gas turbine main rotor we airfreighted from Houston." Gibbons' three I&SE colleagues, specializing in electrical apparatus and marine turbine and gear maintenance, were already traveling somewhere in Asia.

- Due in shortly to GE Asia's office: a GE lawyer from New York to represent the Company's interests in a growing source of Asian income for GE—licensing ventures. This meeting, which will also use Singaporean legal talent, focuses on an agreement to generate income by licensing GE technology in Asia.

- We found John J. Ferrera, manager, Gas and Steam Turbine Sales for Southeast Asia, in an office prominently decorated with a map of the 14 Asian countries whose national utilities are his prime customers. After acquainting his visitor with the major opportunity for GE combined-cycle STAG plants in New Zealand, Ferrera had to leave the Cathay Building to serve on a seminar panel organized by the Institute of Marine Engineers in a Singapore hotel.

- Passing his colleague on his way into the office: Manager of Power Delivery Sales William T. Fumei, who recently made Singapore his base of operations after serving the area for 11 years from New York. "This is the key Southeast Asia location from which to operate," he told the *Monogram*. "The proximity to our fastest growing markets, from Lucalox® street lighting in Singapore itself to transformers in Bangkok, has made us much more efficient."

- Dr. John W. Wetzel is another visitor to the Cathay Building this day—from across town

where he manages the most sophisticated materials testing laboratory west of Japan. Now being considered as a possible business enterprise in itself, GE's Singapore Materials Applications Center was founded in 1973 to help GE businesses use more Asian-purchased materials. "We're helping integrate GE's Singapore-based businesses into the Asian economy," Dr. Wetzel told the *Monogram*.

The Cathay Building is also GE's base camp for scouting out new service shop locations. For instance, James W. Lance, Singapore-based manager of Far East Operations and Business Development for Apparatus Service Business Division, reported that he had recently returned from a coordinating trip on behalf of a GE shop opening in the Philippines. Lance is aiming high—14 shops in the Far East by 1979.

Nor is the Cathay Building the only locus of concentrated GE activity in this city. Through city streets, full of late-model "right-hand drive" cars, and out to Jurong Industrial Park—a model for other Asian nations—stands Watt and Akkermans Ltd., a joint venture with the Straits Steamship Company. This shop is the showcase Singapore link in GE's chain of apparatus service shops. At W&A, a shop visitor can watch giant journal bearings worn down after thousands of hours of use being built up by metal craftsmen in a way that appears miraculous.

Singapore's pivotal location makes it a good place to manufacture as well as sell and repair goods. Five GE components now run Singapore manufacturing operations—Electronic Components Business Division, Appliance Components Business Division, Housewares and Audio Business Division, Contractor Equipment Business Division and Television Business Department. A *Monogram* visit to several of these low, mod-



... Dr. John Wetzel observes a test in his well-equipped Materials Applications Center



... Precision metalwork at Watt and Akkermans service shop helps repair a giant electric motor and



... Bob Smith, manager of GE's appliance components facility, meets with his managers.

ern, outlying plants revealed some of the same world business outlook as among GE Asia sales managers in the Cathay Building.

"We operate like a traditional GE product section which happens to be in Singapore," says Robert B. Smith, Operations Manager of General Electric Appliance Components Pte., Ltd., (GEAC). GEAC makes thermostats, relays, switches and small long-life motors used in major appliances such as frost-free refrigerators and microwave ovens but also useful in many other applications. "We ship thousands of these products to non-GE customers all over Asia," he says. "Some motors we ship right down the street for use as slide projector drive motors and electric typewriter motors in brands you would instantly recognize. We wouldn't have those opportunities if we weren't located in Asia."

So much goes on in the name of General Electric in Singapore that a spokesman is needed. Filling that role is another function of GE Asia Company.

Finance Manager for GE Asia Jerry P. Stricker explains the philosophy behind the GE united front in Singapore. "When you have as many different operations as we do here - at least 15—there has to be a single point of contact between GE and our host country. We can gain a consensus from the GE operations here on the best unified government-relations course and demonstrate GE's good intentions as a citizen."

GE Asia Company is headed by newly appointed President and General Manager Robert S. Friedman.

After hearing from leaders of more than a dozen separate GE businesses in Singapore, all of them enthusiastic about GE's potential growth in Asia from this base, the visitor's curi-

osity naturally extends to the island nation itself. Why Singapore? What makes this tiny country with no natural resources and an area no bigger than Chicago's the ideal place for a GE business hub? Back in New York, former GE Asia President and General Manager Israel Mentcher, now manager of Far East Sales Operation for International Sales Division, brought his years of Singapore experience to the question. "Singapore has an excellent seaport, a central geographical location in that part of Asia and a stable, honest and efficient government under Prime Minister Lee Kuan Yew, which is friendly to business," he says. "But I believe it boils down to the people. A melting pot of roughly 75% Chinese, 15% Malays, and 10% Indians since British colonial days, they are the kind of business people who are always looking for new opportunities."

Continues Mentcher: "With that kind of natural resource—industrious people anxious to build a national identity—and a government so honest that it is difficult to take a civil servant out to lunch, Singapore has really become the economic miracle of Asia."

Friedman sums up with this evaluation: "We feel good about our GE role there, especially at a time when multinational companies are under attack as exploiters of third-world nations. We think it's demonstrably quite the opposite. Singapore, which has gone hunting for multinational investors, now has the highest per capita income in its part of the world. We feel the more we use Singapore as GE's crossroads of the east, the more both the region and the Company benefit. The Company benefits because it's obvious that Singapore is a lot more important to GE than simply a manufacturing location. It's a source of business for many GE domestic operations." ▲

Organization Changes

CORPORATE

Charles E. Reed, Senior VP—newly established Corporate Technology Staff.

Robert R. Frederick, VP—Corporate Strategic Planning.

Terence E. McClary, elected a VP—newly established Corporate Financial Administration.

J. Russell Mudge, VP—Corporate Operating Services.

Vincent P. Gregg, Manager—Material Resource and Traffic Operation.

CONSUMER PRODUCTS AND SERVICES SECTOR

Stanley C. Gault, VP and Sector Executive—newly established Consumer Products and Services Sector.

Richard O. Donegan, VP and Group Executive—Major Appliance Business Group.

COMPONENTS AND MATERIALS GROUP

Norman P. Blake, Manager—Plastics Strategic Planning Operation.

James W. Ritcey, General Manager—Semiconductor Products Department.

INTERNATIONAL AND CANADIAN GROUP

Alton S. Cartwright, elected President and Chief Executive Officer, Canadian General Electric Company Limited.

Paolo Fresco, General Manager—newly established Africa/Middle East Business Division.

Robert S. Friedman, General Manager—GE (USA) Asia Company.

POWER GENERATION BUSINESS GROUP

Randall J. Alkema, General Manager—Nuclear Fuel Department.

PERSPECTIVES

Business

Corporate Finance brings together 21 GE women to exchange views on seeking 'a career and not just a job'.

A woman working for GE is offered a promotion—an excellent opportunity, but it requires relocation. Her husband would have to find another job. Does she accept?

A manager's job is available and two candidates of similar backgrounds are being considered. One is a woman with school-age children. Will this influence the decision?

A promising young woman on a training program announces marriage plans. Is her manager justified in assuming that her career goals will now become secondary?

A college senior with excellent academic credentials is vague on her long-range career goals. Should the GE recruiter offer her a position?

The answers are not simple and, of course, depend on many individual factors. But as more and more women enter the work force with an interest in a career and not just a job, situations like these will keep cropping up.

In order to take a closer look at factors influencing women in today's work force, GE's Corporate Financial Manpower Operation recently conducted a three-day planning seminar at GE's Management Development Institute in Crotonville, NY. Organized specifically for women pursuing finance careers in GE, the



During a program break, Alva O. Way, GE VP-Finance, discussed various ways of helping women develop managerial skills.

Careers for Women

by Marija Vaivads



Business women's consultant Sharon Kirkman conducted a problem-solving session.

seminar brought together 21 women of diverse backgrounds to raise questions, voice opinions, air ideas and suggest possible solutions to common career problems.

Karla L. Bassler, Specialist—Financial Training, coordinated the seminar. “The women who attended represented a cross section of women professionals in the Company’s finance operations. They were single and married, of various ages, from different parts of the country, and represented all Groups within GE.”

The session opened with Marion S. Kellogg, GE VP—Corporate Consulting Services, answering questions during a free-flowing “give and take” session. “Her participation was particularly valuable,” Bassler noted, “because women rarely come into contact with women in high-level management. There are still very few women in this type of job.”

Alva O. Way, GE VP—Finance, and Thomas O. Thorsen, GE VP and Comptroller, were on hand at separate sessions to discuss actions that management could take to help women plan and achieve their career goals. An operating manager’s outlook on women’s career opportunities

was presented by William T. Luedke of the Industrial and Power Delivery Group.

The core of the seminar was a day-long workshop with Sharon Kirkman of Kirkman/Boyle Associates, a consulting firm that works with business women as well as the businesses they are in. “The biggest obstacle we have to overcome,” Kirkman told the seminar, “are the men and women themselves and what they’re thinking. We women have been conditioned our entire lives that we’re not supposed to be in business. But we are here. And we want to be here, which creates great conflicts.”

Robert J. Canning, Manager, Corporate Financial Manpower Operation, concluded: “We’ve always grown our own finance people in this Company. Our FMP program is now more than 30 percent women. We are planning more workshops, as well as additions to the Financial Management Program, to address issues raised at this seminar. Women represent a tremendous pool of talent; we intend to make the most of it.”

Marija Vaivads, a writer with Advertising and Sales Promotion Operations, was a guest at the seminar.

The Tale of the Workaday Knight



When GE Chairman Reginald H. Jones accepted the 1976 Captain Robert Dollar award from the National Foreign Trade Council (see page 10) he was asked to give a brief response as a prelude to the main address of the evening. Yet the theme of the evening—the attacks being waged against multinational companies—was in his view too serious to let pass with only a few polite words. His solution: to express his thoughts in the form of a fable “about the olden days when knights went forth to do battle with the dragons of the world.”

The knight I have in mind was not as bold as Lancelot, nor as pure as Galahad, nor as innocent as Don Quixote. He was just a Workaday Knight, doing his job and trying to keep body and soul together while he tackled the dragons of the day.

Still, he had a few visions and ambitions for himself. Having knocked off the dragons of poverty and hunger and drudgery at home with some success, he wandered across the sea and began helping out the local citizenry in much the same way.

At first, he was welcomed with open arms, and he rather gloried in his modest successes. Many grateful people saw him as the White Knight, the fellow who would rout the dragons in no-time-flat, and bring peace and prosperity to the world. What happy days! His path was strewn with flowers, his purse was filled with gold, and to tell the truth everyone—himself included—began to expect a little too much of him.

And as always happens—because it’s human nature to put up with just so much success in other people—the Workaday Knight began to run into resistance.

It wasn’t just that he began meeting a lot of

competitors—other knights who went into the business of slaying dragons, and claimed to do it better, or quicker, or cheaper, or whatever.

The real surprise, and the real hurt, came when he found that the people he was trying to



help began to resent him and take unfair advantage of him. He wasn’t slaying the dragons of poverty and hunger fast enough. He was a disrupter of things-as-they-are. He was getting too cozy with the local chiefs, or not cozy enough. He was becoming a threat to the sovereignty of the nation, even though he was subject to the

same laws as anybody else and never claimed otherwise.

So they began to slap on restrictions—no fair fighting the dragons too hard; he's got to use locally made armor. And so on.

Worse yet, he began to get it back home, too. Complaints from everybody: Why didn't he spend more time at home, where there were still dragons to slay? There must be something wrong with a fellow who consorts with foreigners. So they began putting restrictions on him at home



too—little strings and tricks that made it pretty hard for him to keep going in his overseas adventures.

Our Workaday Knight tried to explain that it's important to slay the dragons of poverty and hunger wherever they are, and people can't think only of themselves and their own country.

But no matter. Nobody listened.

Then it started. Nobody knows quite how, but these movements are irrational anyway. Whispers started, then books were written, and then the newspapers and the television took up the cry.

"The Knight must fall!" they shouted. Everywhere, at home and abroad, they shouted "The Knight must fall!"

Most people weren't clear about what it meant, or why the Knight must fall. But it had a certain ring to it, a plausibility. Everybody knew that the Knight must fall. So the cry grew louder and louder, both at home and abroad, and governments—always responsive to the will of the people, particularly when it is so well expressed—got the message.

And so—with perhaps a twinge of conscience and a little regret, because he really was the best workaday slayer of dragons that had ever appeared on the scene—the governments moved in on him, singly and in concert, and in the end he

had no choice. He stopped venturing overseas, took up knitting, and settled into a comfortable, narrow, and obedient life as a servant and pensioner of the government. And sometimes, as he observes the persistence of poverty and hunger and drudgery around the world, he dreams of what might have been.

Now, I need not dwell long on the moral of this tale. The multinational companies may not be perfect institutions, but they are surely a natural and useful development—a straightforward, non-political way of carrying on trade in products and ideas among the nations of the world. They have already helped to stimulate economic growth in many countries, and in the process they have provided jobs and income for their home countries too.

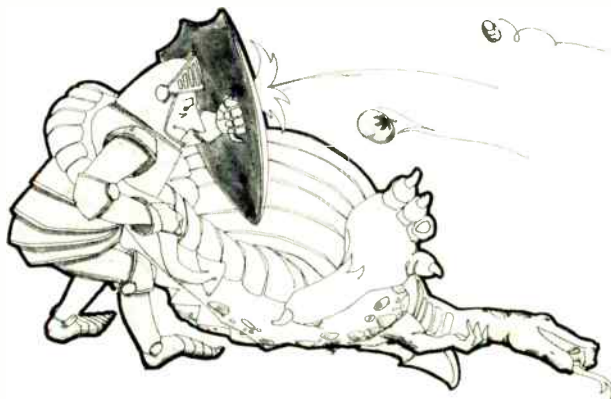
But the tides of nationalism and protectionism are on the rise in recent years. And so these companies, which essentially view the world as one interdependent whole, are under attack both at home and abroad. As Walter Wriston said recently, "It has become a two-front war."

Abroad, they are unfairly accused of exploiting the local population, and many governments—not all, but many—are sitting up late at night thinking of ways to exploit or restrict the foreign corporations in their midst.

At home, the multinationals are virtually under siege by labor, government and much of academia, who are mistakenly convinced that the multinational firms are exporting jobs and capital, when quite the opposite is true.

I do not have time to present the arguments and the evidence here, but I do urge that we call off the two-front war against the multinationals. If the forces of nationalism, protectionism and xenophobia are allowed to triumph, the whole world, including the United States, will suffer for it.

Remember the Tale of the Workaday Knight.





TOWARD QUIETER JETS

The Peebles, Ohio outdoor proving ground belonging to Aircraft Engine Business Group is one of the best places to get a look at the shape of aircraft engine technology in the future. This engine is General Electric's Quiet Clean Short Haul Experimental

Engine—QCSEE for short—built under a NASA Lewis Research Center contract. The huge fan in front actually contributes to the relative quietness of the engine, which is being developed for future short haul/short takeoff and landing aircraft.