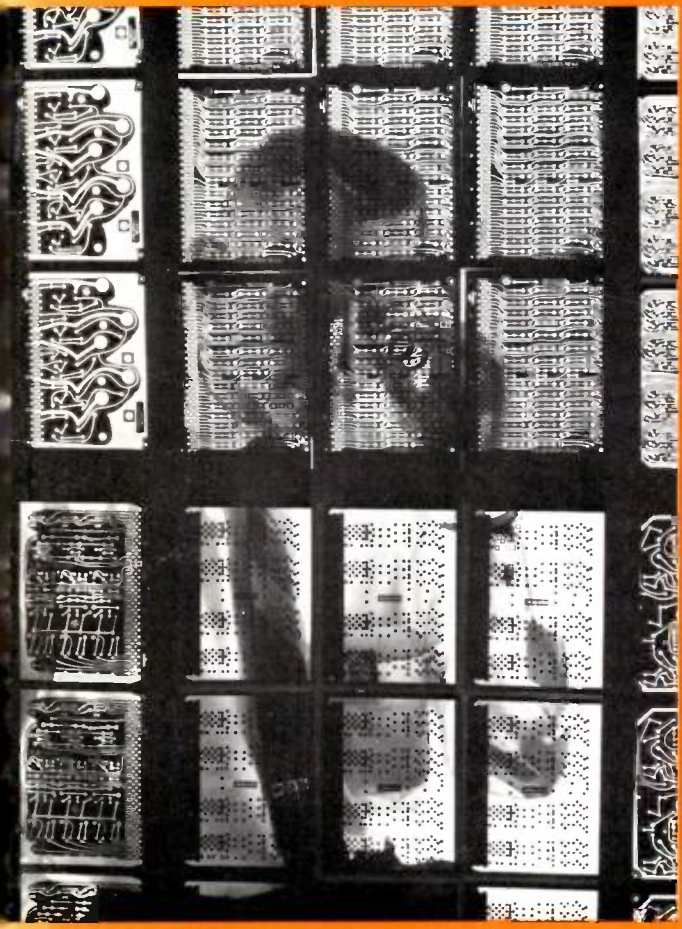
THE MONOGRAM

MARCH 1967



OUR COMPUTER BUSINESS . . . WHAT'S AHEAD? . . . p. 5

CONSUMER SERVICE

SALES MEETINGS

OUR TV SPECIAL

INSIDE: Operating Results . . . Bake-Off
Antique Irons . . . Employee Contests

LETTERS

What's in a Word?

EDITOR: Please define "marketability" as shown in the title of the flow chart used as a background for Mr. Bogard's photo.

GORDON G. ELRICK
Housewares Division
Cleveland, Ohio

The term "marketability" as used in this chart refers to General Electric's projected share of business available in a particular planned community based on the total available. This incorporates land costs, housing needs, projected population growth, as well as incomes of residents.—Ed.

Bigger Bodies

EDITOR: In your article on slot cars in the February 1967 issue of the *MONOGRAM*, you mention that LEXAN® plastic can withstand a 60 mph crash. Suggestion: Why not use it for passenger car bodies? It could significantly reduce injuries and save many dollars in dented fender repairs.

LEONARD D. PARNELL
Missile and Space Division
Valley Forge, Pennsylvania

Manufacturing Comment

EDITOR: Your excellent January article on College Recruiting carried favorable comments from practically every function on the value of the "Publication List for Universities" in attracting young technical graduates. I was disappointed, however, that you did not mention Manufacturing's needs in discussing this most worthwhile program. Too often Manufacturing's requirements for competent technical people are overlooked, in spite of the fact that we need some 15 or 20% of the Company's total technical manpower input.

J. J. CAUFIELD
Large Steam Turbine-Generator Dept.
Schenectady, New York

No Rolls, Please

EDITOR: Selection of the phrase "the Rolls Royce of Radio" to describe the new World Monitor-10, as reported in your February 1967 issue under "Products," strikes a sensi-

(continued on inside back cover)

The object of *The Monogram* is to keep its readers informed on General Electric activities so they may contribute more effectively to General Electric progress on the job and better represent the Company in its relations with the public.

IN THIS ISSUE

EDITORS
Devere E. Logan
Lester W. Miller

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GENERAL ELECTRIC

VOL. 16, NO. 3

THE GENERAL ELECTRIC
MONOGRAM

MARCH, 1967

OPERATING RESULTS

Pressure on Earnings

A record $7.2 billion in world-wide sales made 1966 a boom year for General Electric Company, however, net sales of $339 million were off the record pace and made 1966 second in terms of profitable years.

President Fred J. Borch said the Company added nearly a billion dollars in sales last year and the orders backlog was at an all-time high by year's end.

"Our unprecedented sales growth—approaching $2 billion in the last two years—created many of the pressures which affected earnings," said Mr. Borch. "The Company entered 1965 with growth capacity in its production facilities. However, the effort to serve so many new customers, so quickly, brought plant utilization in 1966 above the most efficient levels, increasing costs for overtime, hiring, and training. Capacity was further strained in 1966 when customers stepped up their orders in anticipation of a possible strike."

The Company reported earnings of $338,861,281 or $3.75 a common share, on sales of $7,177,255,730. Sales were up 16 percent from 1965's $6,213,594,781. Earnings, compared to $355,122,182 in 1965, declined five percent and were equivalent to 4.7 percent of sales.

There was a record 350,000 Company employees worldwide in 1966. Total pay and benefits worldwide increased to $2.9 billion. Employment in the U. S. was up 13 percent with an average of 290,825.

Earnings Analysis: Mr. Borch pointed out that a record $485 million was spent for plant and equipment during the year "In order to expand capacity to meet backlogs and assure the future health of the Company's businesses. Start-up costs were accordingly heavy."

These pressures caused the Company's earnings growth to lag sales growth, observed Mr. Borch. In addition, some of the Company's developing businesses—particularly computers and nuclear power—contributed to the decline in earnings in 1966.

Fourth quarter earnings were severely affected by several labor-related factors, including increased employment costs resulting from new three year contracts negotiated nationally, effects of the 12-week strike in Schenectady, and fall-off of appliance sales (resulting in part from dealer anticipation of a widespread strike).

Each of the Company's major product areas showed significant sales increases over 1965 levels. Aerospace and defense products increased 22 percent, industrial components and materials sales rose 19 percent, heavy capital goods were ten percent higher, and consumer products volume jumped 12 percent over 1965.

"For 1967," said Mr. Borch, "our major objective will be to consolidate the sales gains of the past two years. We are challenging management throughout the

Company to translate a greater part of sales growth into improved earnings, by controlling losses, reducing costs and inventories and adjusting production schedules."

The Look Ahead

Three Company Division General Managers discussed the road ahead with their employees last month. They are Walter D. Dance, Vice President, Major Appliance and Hotpoint Division; Hubert W. Gouldthorpe, Vice President, Power Transmission Division; and, Donald D. Scarff, Vice President, Lamp Division.

Here are extracts from their remarks—

MR. DANCE

"We've had tremendous sales during the past year but we have also had chaotic factory production conditions running from overtime and second and third shifts to shutdowns and layoffs . . . We plan to improve productivity and our costs. We'll have to control our inventories and try harder than ever to have the right models of appliances ready and available to buyers when and where they want them. The future as we see it is very bright, but like anything which is really good we will really have to work to get our share of the available."

MR. GOULDTHORPE

"The lesson to be learned . . . is that in many—if not most—instances, we've grown too fast to grow efficiently . . . It serves no useful purpose to ship a mountain of equipment out the back door if we cannot at the same time generate the capital we and the Company need to buy the new equipment and facilities necessary to grow the business and provide good, steady jobs . . . If we are successful in efficiently meeting the challenging output problems now, all employees will be contributing to the future healthy growth of the Company and the Division."

MR. SCARFF

"Not every product line has shown the same rate of growth . . . high inventories . . . the same degree of customer demand . . . Our aim is to get the Division in the best shape possible for 1967 and beyond . . . We are trying to make sure we are in a position to meet shifts in customer demand in the face of a highly competitive situation . . . it appears that some inventory adjusting will be necessary, production schedules will be revised in some product lines, expenses will be more carefully controlled and there will be some displacement of people."

AT DEADLINE

Electric Truck Control: The Research and Development Center has designed and constructed a control system that will do for a fuel-cell powered electric truck what the automatic transmission did for today's automobiles. The solid-state control system has only a floor-mounted brake, an off-on switch and a forward-reverse switch mounted on the dashboard. The first application of the new system is in an electrically-propelled truck that was demonstrated by the U.S. Army Mobility Equipment Command.

New Computer Operation: A Small Computer Marketing operation has been established in the New York City area for U.S. marketing of the GE-115 computer, tape handlers and printers manufactured by Olivetti-General Electric in Italy, card reader-punch equipments manufactured by Bull-General Electric in France, and peripheral equipment manufactured by the Company's domestic computer operations. The new operation will be headed by Charles D. Ettinger.

Colorado Lights: Pueblo, Colorado, the first city west of the Mississippi to install mercury street lighting way back in 1937, has taken the initiative again. They have installed 41 new M-400A POWR/DOOR* luminaires with Lucalox* lamps down an 11-block stretch of one of their major thoroughfares. David B. Hyer, Jr., executive vice president of the Western Power and Gas Co., Inc., called the installation "one of the finest streetlighting systems in the country," and the largest of its kind.

Electronic Enforcement: The Syracuse Police Department and the Company's Electronics Laboratory have joined forces in a pioneering effort to see what science and technology can do to help solve law enforcement problems in their City. Advanced study is under way to develop electronic techniques for protecting isolated property, advanced burglar alarms, television recording and display devices to assist patrol units, and a more effective communication system. The GE-Syracuse Police project was announced early this month in Chicago during a national symposium on law enforcement science and technology.

**Trademark of the General Electric Company.*

POWER GENERATION

More Room for Turbines

Business has been brisk for the manufacturers supplying large steam turbines to America's utilities; sales have doubled from 20.5 million kilowatts in 1964 to last year's 42.5 million kilowatts. Such activity was bound to be reflected in the manufacturing facilities of the Company's Large Steam Turbine-Generator Department in Schenectady.

Department General Manager Clement E. Sutton told a meeting of electric utility executives last month that the Department was indeed planning immediate and long-range expansion of its manufacturing facilities. Included is a multi-million-dollar program for expansion, modernization and re-tooling of its Schenectady facilities over the next five years.

Mr. Sutton also announced that the Department plans a new, multi-million dollar facility to be completed within four or five years at a site to be determined elsewhere in the United States.

Good Business: "Our orders on hand now and the projections we have for the next decade indicate a tremendous growth in demand for our products," said Mr. Sutton.

"U. S. electric power companies forecast that the capacity of their power systems must triple in the next 20 years to meet demand, and power growth in developing nations is expected to outstrip even those demands," he noted.

"We have been studying our expansion changes for well over a year, because we knew the demand for our products would soon exceed the capacity of our Schenectady facilities," he said. "We believe that these arrangements will enable us to continue to make the finest product of its kind in the world and, at the same time, better enable us to meet our customer requirements."

THE COMPANY

The Proxy Vote

For General Electric employees who are also Company share owners, there's some important mail on its way this month.

Over 100 tons of annual reports, proxy cards, proxy statements and notices of the General Electric Company's 1967 Annual Meeting of Share Owners on April 26th have been sorted, stuffed, stamped, and delivered to the U. S. Post Office for mailing to 550,000 share owners.

While most General Electric share owners won't attend the Annual Meeting in Dallas, the Proxy Statement and Card allows them to look over the matters being voted upon, and record their vote via Proxy Card.

Kenneth F. Yarbrough, manager of Investor Relations Service, points out that last year many share owners didn't return their proxies because they apparently were either unfamiliar with the proxy procedure or because they felt their vote was unimportant.

For employees who have stock credited to their account in the Savings and Securities Trust, their votes are cast by the Trustees, and a Voting Instructions to Trustees card and return envelope are provided for this purpose.

Shares of stock already delivered to Savings and Security participants can't be voted by the Trustees. To vote this stock, the registered owner as shown on the stock certificate should sign the Proxy Card and return it to the Inspectors of Election.

TELEVISION

TV for "Damn Yankees"

Broadway's great big musical hit "Damn Yankees," which pleased New York audiences for over two years, is soon to reopen as a television special sponsored by General Electric.

The performance is scheduled for Saturday evening, April 8th on NBC-TV from 9:00-11:00 pm EST.

General Electric employees who are front row center can enjoy a color telecast starring Phil Silvers (at left in photo with GE's Roy O. Stratton, corporate advertising), Lee Remick, Fran Allison and Jim Backus. The musical, described by critic Walter Kerr as "musical comedy at its bounciest," is the fable of a baseball fan who dickers with the devil for the privilege of helping the Washington Senators win the pennant from the Yankees.

In the Wings: According to David W. Burke, manager of Public Relations Programs operation, sponsorship of the special telecast will be shared by corporate advertising and five product components: Large Lamp and Photo Lamp Departments, Major Appliance and Hotpoint Division, Consumer Electronics and Housewares Divisions.

The "Damn Yankees" score includes music and lyrics by Richard Adler and Jerry Ross, and a pair of favorite songs: "Whatever Lola Wants," and "Heart." The play is based on Douglass Wallop's novel "The Year the Yankees Lost the Pennant," with book by Mr. Wallop and distinguished author-director-producer George Abbott.

Actor Jim Backus will have a dual role in the television special. In addition to playing the manager of the Washington Senators in "Damn Yankees," Mr. Backus also stars in GE light bulb commercials as the voice of near-sighted J. Quincy Magoo.

SILVERS AND STRATTON

Producing musical comedy at its bounciest.

COMPUTERS

"We're in the Business"

If anyone had any doubts about General Electric's intended stake in the computer business, top Company management recently dispelled them.

At the annual press conference in December, President Borch said, "This is one of the real growth areas around the world and I can assure you that General Electric expects to be a very important participant."

Speaking at a series of Information Systems Marketing operation meetings in Washington, D.C., Los Angeles, and Chicago last month, Vice President J. Stanford Smith said, "We are very much in the information systems business. General Electric believes it to be a great, growing, and

potentially profitable business. We could not hope to maintain our leadership in the electrical and electronic industries without an important place in data processing."

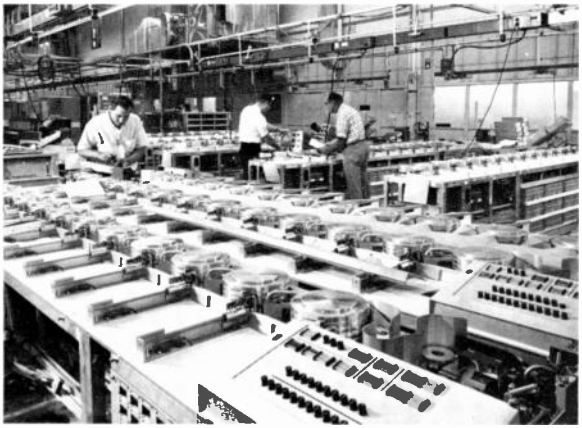
At a Division management planning conference in France last month, Mr. Smith re-emphasized the relationship of Bull-General Electric and Olivetti-General Electric in the total Company view.

"As was made clear at the time of our initial investments in these companies," Mr. Smith stated, "General Electric realized that, by joining its resources with the well-recognized capabilities of Machines Bull and Olivetti, all three participants in this international computer group would be able to compete more effectively in world markets and achieve a more significant role in the industry than any of us could achieve alone. Bull-General Electric and Olivetti-General Electric represent the cornerstone of the world computer group which we are building together."

Vern S. Cooper, manager of the Information Systems Marketing operation, commenting in the February issue of *Control Engineering*, said that it is true that the Company is having some problems with the 600 series of computers, but that such problems are not uncommon to the industry, and in particular to those manufacturing such highly sophisticated and complex units of third generation computer equipment. "The only difference," Mr. Cooper said, "is that we at General Electric have been completely candid about our problems to potential customers. Unfortunately, some accounts of these problems have been exaggerated going through the rumor mill."

Phoenix officials say, "The GE-600 is becoming more productive and increasingly satisfactory to customers. Attesting to its health is the $4.2 million GE-635 computer system recently accepted in Los Angeles by the Hughes Aircraft Corporation's Aerospace Group.

Growth Pains: Any problems the Division is having seem to stem from growing pains common to developing businesses. Mr. Borch told the press that one of the problems is "an awfully fast rate of growth ... to the point where we are straining our resources to the limit. While on one side of the coin this is a very pleasurable situation, it does, on the other hand, present some problems."



TAPE HANDLERS undergoing inspection and test at Phoenix's Computer Equipment Department. Two of six basic tape-handling mechanisms are manufactured here: a single capstan drive for 7,500 to 80,000 characters per second and a multiple-capstan drive for up to 160,000 characters per second. The units operate with both the GE-400 and 600 computers.

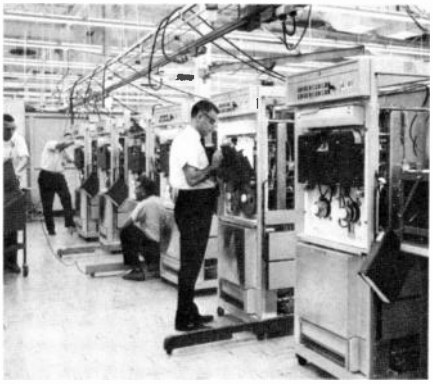
Future Growth: Mr. Smith said the Company's future growth in the computer business must be built on a sound basis of present operations with constant assessment of plans to achieve its business objectives. "Consolidations and adjustments are necessary from time to time to make our operation more competitive. General Electric will invest almost unlimited funds in its information systems business if we clearly establish a basis for return on investment," stated Mr. Smith.

Mr. Smith said the business would concentrate on the Company's strengths, particularly in the banking and manufacturing areas. He said that these strengths would be backed up by the world-wide product and technical capability evidenced by Bull-General Electric and Olivetti-General Electric. "We must be honest with our customers and ourselves... don't sell what we don't have."

Confidence: Mr. Smith said he accepted his new responsibilities as Division general manager with a "sense of excitement and enthusiasm. I have done so with great confidence about General Electric's full and permanent place in the computer industry."

BANK DOCUMENT HANDLERS

"We must concentrate on our strengths."



Time Sharing to Syracuse

In a closely related move the GE-645 advanced real-time, time-sharing computer development program has been assigned to the Special Information Products Department in Syracuse. Until this shift, the project was centered in the Computer Equipment Department in Phoenix.

The transfer of the GE-645 project to the Syracuse Department is seen as a natural expansion of their product and technological base, (see *The Monogram*, Dec. '66) and will permit the Computer Equipment Department to concentrate its resources more fully on its commercial computer engineering and production operations.

Headed by General Manager John Burlingame, the Special Information Products Department has been heavily engaged in the development of advanced special purpose computer systems for real-time applications for several years. The Department played a significant role in the development of the original GE-600 series in close support of the Information Systems Division.

The Department is supplying a GE-M605 computer time sharing system, currently under test at the Syracuse operation, to the Missile and Space Division's Valley Forge Space Technology Center for June 1 operation. The GE-M605 was recently certified and placed on the U.S. Army's qualified equipment list.

Says John Burlingame, "In its investment in the 645 program, General Electric is taking direct aim on one of the best growth potential markets in the computer industry, with one of the most advanced systems. We feel this is a prime example of the role of SIPD in the development of today's special purpose systems which can bloom into tomorrow's major business opportunities."

SCHENECTADY'S SACRONAUTS
Suited up for rising sales curves?

SALES MEETINGS

The Show Biz Sell

Jumping into their space suits, a group of "Sacronauts" from Schenectady's Small AC Motor and Generator Department prepared to blast off for regional sales meetings last month using a "Time Tunnel" theme.

At Owensboro, Ky., the Tube Department presented a group of skits during a two-and-a-half hour sales presentation in which newspaper "reporters" and comic strip characters sandwiched business points with entertaining dialogue.

Both meetings, like the Power Distribution Division's more elaborate and professionally-produced "Big Exciting World of Distribution" (The Monogram, Feb. '66), are the latest in a number of General Electric meetings in which entertainment is a key to attracting and holding audience interest.

"The whole selling game has become so intense, with so many people vying for the salesman's time, that product departments naturally are looking for ways to attract and maintain his attention," says Robert H. Adams, marketing manager for the Small AC Motor and Generator (SAC) Department.

Mr. Adams' presentation was actually part of a series of five regional sales planning conferences held throughout the country to explain to regional and district sales engineers SAC's plans for 1967.

"We decided to use the 'Time Tunnel' approach," commented Mr. Adams, "in order to tell the audience that we had been traveling in the future and had seen the opportunities and what would be needed to capitalize on them and could assure that SAC was ready." (Sacronauts in the photograph are, from left: John Bradbury, manager of distributor sales development; Mr. Adams; Dan Holm, manager of northeast regional sales; Ralph E. Donnelly, general manager of the Department; kneeling is Ken Denham, manager of southeastern regional sales).

OWENSBORO'S "DEAR BLABBY"
Stay alert—you'll miss the funny ones!

Tube's Tickler: At Owensboro, the Tube Department's performance was part of a week-long distributor sales management meeting of the Electronic Component Sales operation. Department marketing manager Randolph M. Duncan played the role of a newspaper managing editor reviewing stories submitted by various "reporters" who included sales points in their skits. (Shown in the photo is sales specialist R. E. "Dear Blabby" Llewellyn, the female lead, answering letters about the semiconductor business with caustic comments).

"We feel we owe it to our audience to make their daily 18-hour stints at week-long sales meetings as interesting as possible," says Mr. Duncan. "We feel we have an obligation to inspire them to the best of our ability."

It takes about ten times longer to produce a novelty presentation according to Mr. Duncan's estimate, but his out-of-pocket expenses were actually less than for a similar-length slide presentation.

The Commercial: Keeping the sales message moving through the amusing format is primarily a matter of good writing observes Mr. Duncan — shaping the story from acts and humor.

Is he worried about the sales message getting lost in the frivolity? "Less gets lost in a novelty show than goes by the boards because of inattention by an audience watching a straight presentation," he says. "They pay attention, simply because they don't want to miss out on any choice comments."

But Mr. Adams cautions that often departments get carried away, and the gimmick becomes more important than the message. "The GE salesman is a busy man, and while he can appreciate a clever approach he still wants the facts to come across loud and clear."

In most instances, it seems, the message gets through, and in an interesting way. Mr. Duncan reminds us that humor emphasizes the points so much more strongly, that "There's hardly any comparison. So much so that we gladly spend the tremendous amount of time required."

And, as the bromide goes: "That's show business."

INSULATOR

Top O'the Line

Innovation is a word to tickle the palate of the electric utility equipment manufacturer. And, William M. Nave, general manager of the Insulator Department is mighty tickled.

The Department last month introduced their new GEPOL* distribution insulators to the electric utility press and customers. Said to be the biggest and first innovation in the typically evolutionary insulator industry in nearly 70 years, the

*Trademark of General Electric Co.

PILOT GEPOL SHOP

Increase production three times.

polymer units offer customers all of the adjectives: lighter, stronger, easier, etc.

Research and development in polymer insulators began in 1954. The new line has been subjected to extensive laboratory and field test programs since. Mr. Nave says the new GEPOL units offer both the electric utility and the Department many advantages over traditional porcelain types. For customers, they weigh less than one third of their porcelain counterparts, and can reduce the number required by half.

"We can produce three times as many polymer insulators per square foot than porcelain. Polymer has a better quality control factor, so there is less manufacturing loss and waste. For the customer and the Department we can significantly reduce inventory," says Mr. Nave.

The Future: Mr. Nave does not expect polymer insulators to capture the entire $90 million insulator market although by 1970 he feels that they will constitute the bulk of the Department's production. "The projected growth of the polymer insulator in distribution applications will go a long way to free up porcelain capacity for other insulator applications."

The Department has supplied polymer insulators to the Power Circuit Breaker Department for use on 500-Kv Air Blast Circuit Breakers. In this application, the design and manufacture of a polymer unit for a 500-Kv breaker takes about two weeks as opposed to 14 to 16 weeks for a comparably rated porcelain unit.

"Big Happy Baby"

PortaColor, now a little more than one year old, has proved so popular that the Department is introducing two more color-on-the-move models. One has a suggested retail price under $200.

NEW PORTACOLOR
"Yes sir—That's My Baby"

"Much of the credit for the original portable's success," says Wesley A. Estabrook, Personal Television's general manager, "must go to the panel of women who told us to make it no heavier than a 'big happy baby.' "

The 24-pound PortaColor and her two new sisters each weigh about the same as an 18-month old infant. "This is the kind of weight women can handle easily," Estabrook notes, "and as a result, they have no hesitation about carrying the portable color from room to room."

One of the new personal portables is an attractive table unit with a 60-square-inch picture and a suggested retail price of $199.95. The other, a new PortaColor in ivory, is priced at $229.95 suggested retail.

MAJOR APPLIANCE

Bake-Off's 18th Birthday

Some 100 finalists in the Pillsbury-General Electric "Busy Lady" Bake-Off in Los Angeles bustled about their Americana® ranges as the hour for judging approached.

From cozy kitchens in 34 states, entrants had arrived last month with their fa-

vorite recipes and high hopes of sharing the $100.000 in prizes. The Bake-Off kitchen sparkled with General Electric ranges equipped with Sensi-Temp® controls, calibrated clocks and timers as well as handy GE mixers.

Miss Agnes P. Garvey, manager of home economics for the Range Department, and a group of "girls in green" were also on hand to explain the workings of the official range and lend moral support to the contestants.

The air was charged (aromatically) with excitement as the would-be champs concentrated on their recipes.

Mrs. Lelia James, an entrant every year since 1948, chose a 30-year old recipe for "Roll-in-Sugar Cookies" that she'd gotten from her mother; A "Caballero Casserole" was being whipped up by a Hawthorne, Calif. housewife using tamales, corn and pizza sauce; A 15-year-old high school freshman from Maryland dazzled the audience with his "Top Me Twice Cake:" pineapple-flavored batter with topping of brown sugar and butter cream sauce.

The Winner: But the grand prize of $25,000 and a General Electric range went to Mrs. Maxine Bullock of Topeka, Kansas for her five-ingredient "Muffin Mix Buffet Bread." Her one bowl yeast bread using corn muffin mix and a can of vegetable soup was invented, she said, "One night when I forgot to take bread out of the freezer for dinner." In the process, she also found a way to get her youngsters to eat vegetables.

Congratulations came from guests including Minnesota Senator Walter F. Mondale and Dr. John W. McKee, TEMPO biophysicist who participated in an unusual Bake-Off space seminar.

Dr. McKee told bake-off buffs at the seminar that nutrition and food technology "must be classed among the most important subjects of our age." For the space age to avoid becoming the age of famine, he said, "we must move deliberately toward the development of more compact food, better distribution and better production techniques in many regions of the world."

The General Electric biophysicist also noted that one of the important spin-offs from American efforts in space might be the management technique used in the space program of setting objectives in time, "which allows us to define problems more clearly, evaluate our progress, provide a central theme for those having diverse points of view, and be an inspiration to those who are dedicated to a better tomorrow."

BUSY BAKERS: This was the scene during the 18th annual GE-Pillsbury Bake-Off in Los Angeles as 100 contestants swung into action at their Americana ranges. The bake-off supplies included General Electric appliances plus 215 pounds of sugar, 95 pounds of butter, 110 packages of active dry yeast, 400 mixing bowls, 500 measuring cups, and more. The total electric bill for the 100 ranges was a mere $7.00.

The Product: Satisfaction

The shrill sound of a ringing telephone at a General Electric consumer products service point usually means one thing: there's an unhappy customer on the other end.

For the thousands of Company employees who must answer such calls, the job of turning these unhappy customers—with their out-of-service major appliances, TV sets, or housewares—into satisfied customers is a very real challenge.

Lester E. Pankonin, manager of the Distribution Finance and Service Operation at Appliance Park says, "We know how important good service can be in influencing a customer to continue buying our products as well as influencing friends and neighbors to do so."

America's consumer products population explosion also brings a larger service demand. Last year, for example, shipments by manufacturers hit 69.3 million electric housewares, 37.8 million consumer electronic units, and 16.7 million major appliances.

W. H. "Dutch" Meyer, who is manager of product service for the Major Television Department, defines his business as "The maintenance of customer satisfaction with a product during its normal lifetime."

Tools of the Trade: To handle the growing service volume, General Electric maintains various service centers or works via authorized agents. Modern tools of the trade are used, such as computer inventory control and two-way radios.

Housewares' Product Service operation, which has grown from some 500,000 customer transactions in 1956 to last year's 1.4 million, has established a nation-wide chain of 53 factory owned and operated Servicenters plus 160 franchised Service Stations. These 213 points are strategically located to serve over 75 percent of the nation's population with repair of the full line of Housewares Division appliances.

Servicenters have established flat repair rates which have accelerated repair pricing and eliminated delays needed for estimates. "This lets the customer know in advance exactly what the cost of service will be and it assures an honest repair will be performed without additional charges being tacked on after the fact," points out William L. Parkinson, manager of Housewares Product Service.

If the cost of service is uneconomical, out-of-warranty exchange programs are available which offer special pricing allowances. The Radio Receiver Department has a similar "over-the-counter" program (*the Monogram*, Nov. '66).

Fast Fleet: The Major Appliance and Hotpoint Division must, of necessity, take

IRONING OUT PROBLEMS

Inside a Housewares Servicenter.

its service to the customer. It maintains a fleet of radio-dispatched service trucks which cover the major metropolitan areas where the Division operates factory service. Each truck is well-stocked with a scientifically-planned inventory of parts so that most repairs can be done in one call. Almost all calls are handled within 24 hours after receiving a telephoned request and each is scheduled within a four-hour period that is convenient for the customer.

Supplying the right part at the right time for the Company's own factory-operated centers plus the thousands of other authorized dealers led to construction of a massive, ultra-modern distribution center in New Concord, Ohio.

The center is linked to service facilities by telephone and with computers and electronic handling systems in order to dispatch major appliances, television, and stereo parts within minutes. Some 50,000 different parts are stocked, including gaskets for refrigerators 25 years old!

Video Inputs: The size of the Company's nationwide television service organization (some 2,000 authorized stations and 60 centers) presents a herculean task for Syracuse in keeping representatives updated on the continually changing circuitry of new sets.

Mr. Meyer's organization, for example, is responsible for providing field service operations with the basic technical support they need, including information on how the product is supposed to operate, and what to do if it doesn't. It also supplies service manuals and technical training plus replacement parts.

Repair Bills: One customer attitude experienced by most Company servicemen, regardless of their specialty, involves service charges.

"The average customer anticipates no maintenance on appliances, so the household budget contains not one cent for such expenses," points out Robert R. Strachen, manager-product service for major appliances, TV and stereo. "Consequently any service charge tends to represent an unwelcome expenditure and occasionally comes in for criticism."

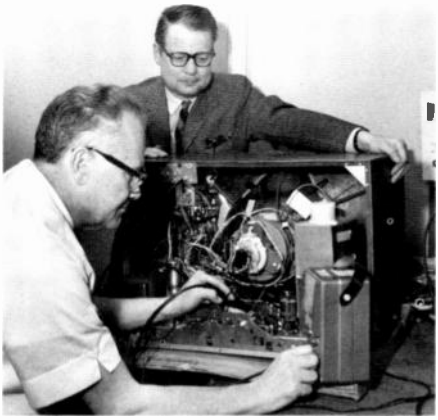
SERVICE DISPATCHED BY RADIO
Keeping the wheels of progress rolling.

Louisville's answer to this situation is the service contract. "Service contracts tend to point up the probability of some maintenance costs and provide insurance against unusual maintenance expenses," says Mr. Strachen. Last year, one out of six non-warranty calls was made under contract.

Fewer Calls: Though there are more appliances today than ever before, there are signs that the number of service calls is declining.

Major Appliance and Hotpoint records show that service calls on automatic washers have declined 81 percent since 1955 and 84 percent on dryers.

As appliances grow more sophisticated however, they are sometimes more difficult to service. In a business also facing a



SYRACUSE SERVICEMEN
"Dutch" Meyer, rear, and G. E. Horton.

manpower shortage, the future has clouds on the horizon.

"Appliances are more complicated," agrees service technician Norman Nelson (see cover). "It's the diagnosing that's important; it takes more brainwork. Once you have the trouble diagnosed, the fixing isn't harder."

Feedback: Giving product service people a role in the design, manufacture and shipping of appliances may be one way to "engineer service problems out." In fact, at Syracuse, Mr. Meyer's organization is doing just that.

A computer feedback system provides data on how things are going in the field. By analyzing service reports and data from distribution, the computer system enables Mr. Meyer's group to spot problems almost as soon as they develop, and report them to the factory. A watch is kept on performance of new models. Spotting irregularities early can save thousands of dollars in manufacturing as well as service costs.

Satisfaction: Over the years the price of electrical products has been coming down, but the cost of servicing them has been going up, says Eugene A. Anthony, consultant-product service. "This pressure has meant a growing need for higher efficiencies in service."

Since it's the customer who judges the quality of a Company's service, any evaluation of efficiency would have to be customer-oriented, according to Mr. Anthony. So, a study was undertaken in 1961 that resulted in a "Satisfaction Accounting System" that provides a monthly computer analysis of the Company's service performance.

Some six points developed from the study, with emphasis on a Company's ability to make service appointments (and keep them), and the time it takes to get the job done. A scale developed that profiled a customer's range of "Dynamic Satisfaction" with service on a sliding scale ending with "Active Dissatisfaction."

Changes: Prior to the index, it took a week to ten days to get service, says Mr. Anthony, while today, no less than three out of every ten customers has service before the sun sets. Today, servicemen carry 90 percent of the parts they need to repair appliances; before the index, the figure was only 50 percent.

An important change in service philosophy is that pre-index, no definite service appointments were made. Now, a third of the calls are made by appointment within one day, and 85 percent have service within three days.

While a chattering computer spitting out cold service statistics would seem to contradict a warm, customer-oriented approach, Mr. Anthony says that the data helps prove: "It is easier and more rewarding when a company is courteous and sensitive to customer needs and expectations and pampers customers whenever possible."

The Common Interest

"The public is becoming rightfully concerned over labor-management disputes apparently growing out of the reckless pursuit of self-interest, at the expense of the common interest in a healthy economy."

Vice President Virgil B. Day told the annual personnel conference of the American Management Association in New York last month that this pervasive trend has given the public "all to much reason for irritation and sometimes indignation, and even a loss of confidence in the collective bargaining process."

If not corrected, warned Mr. Day, this drift of events could lead to the substitution by the public's representatives in Government of some mechanism to replace collective bargaining and the right to strike.

Suggestions: A basic way to limit the impact of strikes on the public, pointed out Mr. Day, would be measures to de-escalate the scope of bargaining impasses.

"The key to our legislative problem may be to find ways to limit the scale of bargaining confrontations, so that the public can continue to get the service it needs, while simultaneously not interfering with a proper balance of management and union strategies for dealing with each other within the framework of free collective bargaining."

He also suggested that an additional objective should be to provide employees with safeguards to enable them to register their views on vital decisions such as whether or not to strike.

The Third Party: Mr. Day took a dim view of third party intervention as a means of reaching responsible settlements.

"Experience leaves little doubt that when an imposed settlement is available down at the end of the road, the party which thinks it might gain from such intervention will make sure that the dispute gets dragged down that road."

Mr. Day said that his observations referred to imposed settlements, and not to the entirely different and useful role of the Mediation Service. He said that under imposed settlements, "the third party that makes the decisions doesn't have to live with the results.

"The only workable answers to labor-management disputes then are ones which the parties work out themselves, one way or another."

The Content: The public has as much reason to be concerned about the economics of the agreements reached as it is about the "admittedly more dramatic controversies through which we pass in try-

VICE PRESIDENT VIRGIL DAY

Thoughts on self-interest vs. common interest.

ing to reach them," said Mr. Day. "The inconvenience of interrupted service during an unresolved dispute is at least a temporary injury to the public, but the injury from an unsound level of settlements may be felt for a generation," he added.

"In the last analysis, no private power or political authority can alter certain basic economic interrelationships of wages, productivity and prices; average wage increases over the long run need to keep in step with national productivity increases if we are to avoid cost inflation, in which a rising cost of living will rob workers of much of what they think they have gained."

Summed up Mr. Day: "Collective bargaining is often judged and found wanting today on its inability to produce prompt and peaceful settlements. But, while we bend our best efforts toward improving the process of reaching settlements, let us remember that history will judge collective bargaining on the responsibility and relevance of those settlements, far more than on how they were reached."

SOME BRIDGEPORT ANTIQUES

Warm history off the ironing board.

HOUSEWARES

Irons in the Fire

When Bridgeport lost its valuable collection of antique irons in the disastrous National Housewares Show fire, it issued an appeal to the public for replacements.

Hundreds of people overwhelmed the Housewares Division with offers to part with their personal electric irons, circa 1900 to 1934. In return for those vintage models accepted by the Company, consumers were given their choice of a new 1967 model of their choosing.

Some of the vintage irons are shown in the photograph assembled for inspection by Bridgeport's iron man Gordon Jelliffe, wearing an appropriately gleeful demeanor for the occasion.

The enthusiastic public response has meant replacement of nearly all of the destroyed units according to Anthony F. Forni, advertising and sales promotion manager.

"We are still seeking irons in good condition made by Pacific Electric Heating Company in Ontario, Calif., in 1904 and type A2 irons made in 1905 at General Electric's Lynn and Pittsfield plants," he said. Also still missing: Models F14 and F20 Hotpoint irons made in 1908 and 1910.

Wrote one contributor: "I received my General Electric iron as a wedding gift. It is approximately 30 years old and it is the best iron I've ever used, and that is why I keep it."

Confounding the Skeptics

Progress in aviation continues to confound the skeptics who said "it couldn't be done," according to Gerhard Neumann, vice president and general manager of the Flight Propulsion Division.

Addressing the Greater Cincinnati Chamber of Commerce last month, Mr. Neumann pointed out that today aviation and space is the "fastest-growing segment in American industry" ranking within a tenth of a point of the auto industry as a major segment of the national economy.

Mr. Neumann lauded Flight Propulsion Division employees for the work that has made the J79, TF39 and GE4 engines possible. He said that their "enthusiasm, capability and dedication" is unmatched.

With a 40-year association with heavier-than-air craft, the General Electric Vice President could draw upon some first-person perspectives.

In 1939, he recalled, it took eight days to go from London to Hong Kong and "We used to sit around the breakfast table each morning and debate how far we would fly that day."

It was about that same time he noted that a prominent aviation magazine published an essay by an engineer who said planes would probably never fly 500 miles an hour. "But," said Mr. Neumann, "events were to prove this skeptic wrong."

(The U.S. Supersonic Transport will zip along at 1800 miles per hour, and an even-faster hypersonic transport is reportedly being discussed in the industry.)

Could be Done: In the middle of a complete commitment to supply military aircraft engines for Vietnam, said Mr. Neumann, "Evendale took on the biggest competition ever" to create the engines for the SST. "Financial experts said it couldn't be done."

The Russians are going to have the very first supersonic transport flying next January he added, although this will be a test flight and not a passenger run. The French-British version is due to fly next February.

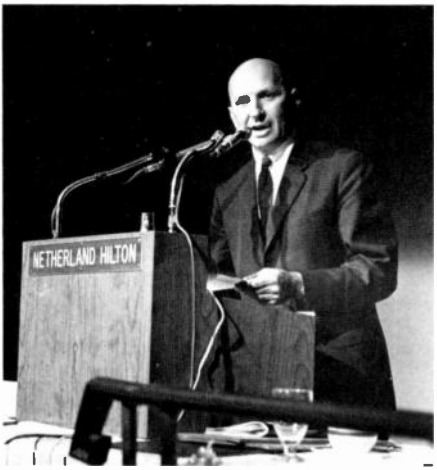
There are 69 deposits by airlines for the French-British Concorde, but the United States' SST has an impressive 115 deposits according to Mr. Neumann, even though it is due some three years later.

General Electric is guaranteeing its GE4 engines (that will power the U. S. SST) for ten years of service. Commented Mr. Neumann: "Our Company has made it clear that we are responsible corporate citizens and we only commit what we think really can be done."

The flight Propulsion Division is currently making more than 60 percent of the large jet engines for the military, and, added Mr. Neumann, "We intend to do the same in the commercial business."

MR. NEUMANN IN CINCINNATI

Insights into doing what couldn't be done.



For Employees Only

There's news of a "cool contest" circulating from the Central Air Conditioning Department, and it's exclusively for General Electric Company employees.

Appliance Park has devised a "Total Comfort Jackpot" to be held nationwide from April 1st to 30th, and there's no April fooling around with the prizes. Top winner will collect a brand new General Electric central air conditioner, central heating unit, electrostatic air cleaner and humidifier.

In addition to the grand prize, Louisville is offering five central air conditioners, 15 electrostatic air cleaners and 30 humidifiers.

As they say in the ads: there's no slogan to write, no jingles to jot down, no coupons to clip. All an employee has to do is visit a participating General Electric central air conditioning and heating dealer (listed in the Yellow Pages under Air Conditioning) and register on an official entry blank. Nothing to buy, no obligation.

The entry blanks will be forwarded to Appliance Park, and a drawing will be held to determine the winners. First 51 names picked win the prizes. Everything is free except for installation costs.

According to marketing manager M. H. Cole, winners will be announced in May.

LOUISVILLE'S INVITATION

Secretary Judy Hawkin's personal promotion.

Frostword Puzzle, Anyone?

What's an eight letter word for the General Electric component inventing the "Frostword Puzzle?"

Hotpoint.

A ten-week nationwide consumer contest is currently in full swing to promote sales of Hotpoint's big-capacity, high-end Royal 600 and Royal 900 series of no-frost refrigerator-freezers. The promotion involves a "Frostword Puzzle" and over $25,000 in prizes.

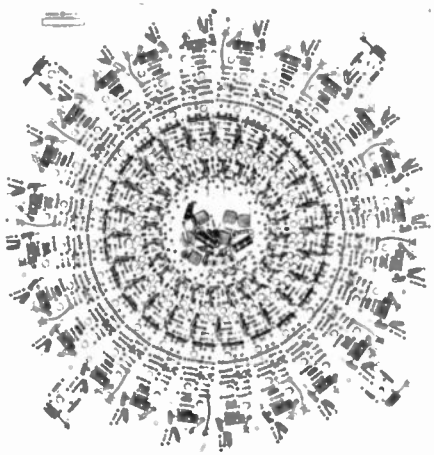
The puzzle is contained in a mailed four-page color tabloid, which also lists the prizes: nine grand prizes of $1,000, Hotpoint refrigerator-freezers, mink stoles, wrist watches, typewriters and more.

The "Frostword" is a simplified crossword puzzle of 13 words (based on Hotpoint refrigerator features) to be completed by consumers. Hints are included in the tabloid and at participating dealer stores where completed entries are deposited.

The contest is open to General Electric employees with the exception of those of the Major Appliance and Hotpoint Division and its distributors.

ON CAMERA

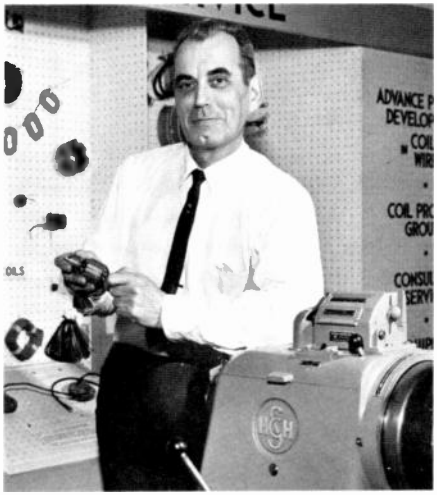
BOZO'S WINNER: Using the GE Show 'N Tell as jackpot prize, Bozo and friend Mr. Plaid drummed up high interest and hopes among young viewers of the General Electric Broadcasting Co.'s WSIX-TV in Nashville, Tenn.



CIRCULAR CIRCUIT: The pleasing pattern above was nominated by a Dayton, Ohio journalist as his favorite work of art for 1966 and also adorned the cover of *Aviation Week* magazine. The Electronics Laboratory in Syracuse says it's a circular circuit to convert information between computers and data input sources.

LAMP TO LASER: Lovely lady of the laser Marilyn Lynch (below) of the Avionic Controls Department looks over contrasting examples of General Electric progress, then and now, during National Electrical Week.

PROTECTED PUP: The puppy standing on the chest of Lt. Jeffrey McKay of Scarsdale, N.Y. was discovered in Viet Nam by the 173rd Airborne Brigade during clearing operations in a Viet Cong tunnel complex north of Saigon. Lt. McKay is the son of Edward S. McKay, manager of Marketing and Public Relations administration service.



FIFTY-YEAR-MAN LENTA
Inspired by the determination of Steinmetz.

PEOPLE

50-year Club: Alex Lenta, engineer with Manufacturing Services in Schenectady, (see photo) retires this month after 50 years with the General Electric Company and joins a rather exclusive (32 retirees) group of half-century clubbers. Mr. Lenta joined the Company at the age of 14 as a blueprint file clerk, and recalls watching Charles P. Steinmetz from a lunch-hour perch in the rafters of bldg. 7. He was inspired by the famous Company engineer, and recalls: "He cut quite a figure bent on his knees over a desk with a cigar in his mouth, but the look of concentration and determination on his face while he pored over papers is something I'll never forget." Mr. Lenta plans to travel after retirement, and says that "While it's nice to know you can live as usual on pension benefits and social security, my advice to younger people is to set aside a savings anyway for those extra things like a trip around the world."

Awarding Experience: For 25 years, H. J. "Duke" Wheeler, sales engineer in the Los Angeles office of the Electric Utility Sales Division, has faithfully attended the meetings of his customer, the Department of Water and Power, City of Los Angeles. The Department recently gave Mr. Wheeler an award which noted that his regularity and appearance in various offices has led most new employees and regular personnel "to believe him to be a Department engineer on the payroll." The award also resolved that Mr. Wheeler be congratulated for his 25 years "with" the Department. It included appropriate regrets for the all-too-frequent occasions when the Department couldn't be "with" Mr. Wheeler.

Syracuse Suggesters: Two employees of the Major Television Department recently stepped up and collected two of the largest suggestion awards ever made by the Company's Syracuse components. For August Petrocci, a machine repairman, the award was $4.000; Lyle Terrill, machine attendant, collected $3.650. In addition to their cash awards—presented by Vice President Robert C. Wilson and Department General Manager Richard E. Christie—the men were given PortaColor TV sets for their efforts.

Honors: Dr. Warren DeSorbo, a physical chemist at the Research and Development Center, has been elected a Fellow of the American Physical Society . . . William L. Knaus has received the FPD engineering honor—The Perry T. Egbert Award—at the Company's Evendale plant. The award was for "personal initiative, perseverance and demonstration of engineering professionalism."

AROUND THE COMPANY

Honors: The Federal Bar Association has presented its 1966 National Space Award to the Company for "outstanding contributions to the nation's space programs." Accepting the award for the Company was Mark Morton, general manager of the Re-entry Systems Department in Philadelphia. The Housewares Division was awarded the Freedom Foundation's George Washington Honor Medal for its unusual and patriotic projects which included the distribution of a collection of reproductions of famous paintings depicting great events in U.S. history.

Reactor Retired: One of the true work horses of the nuclear power business has been retired. Just three years, two months, and one week after achieving its first nuclear reaction, the Nuclear Energy Division's EVESR facility was shut down. The reactor was built by a group of seven New York State utility firms and General Electric to demonstrate the feasibility of nuclear superheated steam for electric power generation.

GE-635 to Toshiba: A GE-635 computer system, valued at nearly $3 million has been shipped to the Tokyo Shibaura Electric Co. (Toshiba) in Japan. According to the Computer Equipment Department, it will be the most powerful data processing system in the Far East. It is the first of GE's large-scale 600 series to be shipped to Japan.

21st Century: A five-man CBS-TV production crew arrived at the Research and Development Center last month to document the Center's perm-selective membrane. The star of the show, besides narrator Walter Cronkite, was the white rabbit inside the "gilled" enclosure. Project engineer Angelo Dounoucos explained the Center's activities in membrane technology. This 21st Century program, focused on oceanography, will be aired "in the near future."

College Bowl: Columbia University's College Bowl Team, the first to appear on the 1953 NBC Radio network program, recently became the 22nd school in the program's nine year television history to win five consecutive games and retire undefeated. They are in third place in all-time scorers. Vice President J. Stanford Smith, at ceremonies honoring the four-man Columbia team, presented a $3,000 check from the Company to Dr. Grayson Kirk, president of Columbia University. This amount brings to $9,000 award money from the Company.

Turn-about being fair play, the Company received a gold Good Citizen Medal from the National Society of the Sons of the American Revolution for its "continuous contribution to education through the General Electric College Bowl."

HONORS FOR COLUMBIA TEAM: Company Vice Presidents Smith and Spencer with Dr. Kirk (center) and the winning Columbia University team.

SKULL SESSION WITH YORICK
The head bone connected to the . . .

TALKING POINTS

Yoicks, it's Yorick!

George S. Schmidt of the Research and Development Center (at left in photo) conscripted a most interesting subject for his work on a mechanical device for the Marquette University School of Dentistry.

A. P. Yorick (center) obligingly cooperated in developing a device used to measure the six degrees of freedom (during talking and chewing) between the upper and lower jaw. The device will be used by Marquette in research on motions of the jaw when swallowing—an important consideration in fitting dentures. Mr. Schmidt's unit is connected to an analog computer to process the motion data.

At right in photo is Walter E. Gray, manager of the Center's Mechanical Equipment Branch.

Mary Lansing, editor of the R&D Center *Post*, noted that Mr. Yorick was heard to remark: "Alas, poor set of uppers, I knew it well."

Words of Genius

Some rather witty lines emerged from among the 9,000 sayings received in the Company's GEnius button contest for high school students. Here's a sampling: I must be a GEnius! Both Einstein and I flunked math; Quiet! GEnius playing with mental blocks; My teacher is a GEnius (that was a paid political announcement); Everyone contains a spark of GEnius. Some are simply poor conductors; I'm a blooming GEnius. Don't pick the flowers.

Cute Computers

Movie goers who see the film "Deadlier Than The Male" starring actress Elke Sommer may also notice a supporting role played by a GE-115 computer. The story involves an all-female international crime organization headquartered in an ancient castle on the Mediterranean containing an operating control room well-equipped with computer. The film's producer, The Rank Organization, was provided with the GE-115 by Olivetti-General Electric, which points out that this is the first time the GE-115 plays such an "unconventional role and performs an application which is seldom illustrated in commercial literature."

Solheim's Inferno

Mr. Robert P. Solheim of St. Louis, Mo. thanks General Electric for reaffirming

his faith in today's technology. It seems that a fire turned most of his apartment to ashes recently with the notable exception of his General Electric television set.

"As you can see," wrote Mr. Solheim, "the cabinet looks like something out of Salvador Dali (see photo) yet today it works just as well as it did prior to the inferno."

Home Booth

A rather unusual anniversary is being celebrated this month by Mrs. Mary Houchens, wife of Evendale engineer Walter B. Houchens.

One year ago, Mrs. Houchens installed a telephone booth in her kitchen so she could speak in privacy and still watch her seven children (see photo).

The phone booth has received nationwide attention during the past year, with stories popping up in newspapers and magazines from coast to coast.

"Every mother needs a phone booth," observes Mrs. Houchens. "We have had a lot of fun out of it. The whole world likes a laugh".

THE HOUCHENS PHONE BOOTH
Got any spare dimes, dear?

SOLHEIM'S SET
From an inferno, a touch of Dali.

Noted Nationally

The Bee-Right quality control program of Schenectady's Large Generator and Motor Department has been considered by other companies for use in their plants and is now also recognized in the March issue of *Reader's Digest.*

In its press section, the magazine reprints an article from the Chillicothe, Mo. Constitution-Tribune describing the unique program of rewarding high-quality performance with sponsorship of an adopted child through Foster Parents Plans (*The Monogram*, July '66).

Sums up the paper: "This is real motivation."

PRODUCTS

Seafaring Sound: A new solid state marine radio and direction finder is being introduced by the Consumer Electronics Division. The Corsair, model P1950, features three-band reception; longwave navigation beacons and weather forecasts; ship-to-shore marine band; and standard AM broadcast.

The compact, lightweight unit carries a suggested retail price of $125.

Video Taping: A new, professional video tape recorder for the educational and business training markets is announced by the Closed Circuit Television Business Section. The new model 2-30 features slow motion, stop action, two audio channels for sound dubbing, and operates in vertical or horizontal position. The recorder carries a suggested list price of $3.495, and is recommended as a teaching aid, for sales training, time and motion studies, or manual arts instruction. The unit weighs 88 pounds and measures 26 by 18 inches.

NEW VIDEO TAPE
And slow-motion, too!

Come in Please: Radio Receiver Department is offering a special on Walkie-Talkies through employee stores. Model Y7010 CB transceivers, regularly $75, carry a special employee price of $44.95 a pair.

The high-quality, solid-state, battery-operated units provide two-way voice communication for a range of about three miles. No FCC license is required, and the special price includes batteries, case, and earphone. At home, the Walkie-Talkies become a portable home intercom.

ORGANIZATION

Consumer Electronics

Reid L. Shaw has been appointed Vice President and General Manager of the General Electric Cablevision Corp. Mr. Shaw continues as Vice President and General Manager of General Electric Broadcasting Company, Inc.

Defense Electronics

An Avionic Controls Department is established, and the personnel, facilities, and functions of the Avionics Controls Business Section are transferred to the Department. William J. Kuehl is appointed General Manager.

The name of the Light Military Electronics Department is changed to the Aerospace Electronics Department and

John D. Selby is appointed General Manager.

The name of the Missile and Armament Department is changed to the Armament Department.

Electric Utility Sales

William M. Sheffeld is appointed Division Counsel.

Electronic Components

The personnel, facilities and functions of the Direct Energy Conversion Operation are transferred to the Electronic Components Division.

Engineering Services

John F. McAllister is appointed Manager of the Product Safety and Reliability Service.

The personnel, facilities and functions of Industry Standards Service of the Business Studies Service are transferred to Engineering Services.

Industrial Drives Systems

The name of the Industrial Drives System Sales and Engineering Operation is changed to Drives Systems Operation.

Industrial and Information Group

Richard L. Shetler is appointed Consultant to the Vice President and Group Executive, Industrial and Information Group.

Legal Services

William W. Jenkins is appointed Consultant to the General Counsel.

Power Transmission

Vincent A. Johnson is appointed Division Counsel.

LETTERS

(Continued from inside front cover)

tive chord in those of us involved with the promotion of General Electric's Flight Propulsion Division products. To us, the name Rolls Royce signifies a constant and formidable competitor in the aircraft gas turbine market.

Suggest Radio Receiver Department select another reference standard to convey the "Audio Aristocrat" image of their attractive new model P2900 World Monitor-10 product line.

T. W. Casey
Flight Propulsion Division
Lynn, Massachusetts

More GE4

Editor: The SST Project at Evendale is not the only operation that can brag about a GE4 product. Their turbojet engine labeled as GE4 is quite costly and is designed to power the U.S. supersonic airliner being built by the Boeing Company.

Another GE4 is a universal entertainment power trainsistor designed for use in an AF power amplifier. This unit is offered for sale by ECSO, Distributor Sales, and sold thru independent electronic parts distributors, and carries a suggested list price of $7.40.

A. M. Effron
ECSO, Distributor Sales
Cincinnati, Ohio

General Electric College Bowl

(NBC, Sundays, 5:30 p.m., EST)

Participants: April 2—Wells College (Aurora, New York); April 9—Louisiana State University (New Orleans, Louisiana); April 16—Morris Harvey College (Charleston, West Virginia); April 23—University of Colorado (Boulder, Colorado); April 30—Ursinus College (Collegeville, Pennsylvania).

EDITORIAL

Following It Out the Door

A TREMENDOUS amount of energy is expended by General Electric Company employees who are rushing headlong toward that all-important goal of "getting 'em out the back door."

Sometimes it seems that after the job is done or the sale is made we should be entitled to a sigh of relief and to forget about the product. After all, we did our job, and now it's someone else's worry.

Or is it?

The customer who eventually buys those products from among an enticing field of competitive brands is really casting a vote of confidence in General Electric.

It's up to us to insure that his confidence isn't misplaced. His satisfaction with our product must be maintained if he is to return to purchase our products again. The quality of our products and service is critical to this task.

"The need to build quality and reliability into our products is greater than ever before," points out Steven C. Van Voorhis, commercial vice president for customer relations. "So too, however, is the need to provide outstanding service after the sale."

Mr. Van Voorhis says that we're still tightening our service here, broadening it there, and trying to improve it everywhere, but that the ultimate objective is to give the customer outstanding service where *he* wants it, when *he* wants it. (See story, page 12.)

Poor service can lose customers, of course, but good service can build Company boosters and repeat sales.

A Palisades Park, New Jersey housewife recently wrote a letter to General Electric following a visit from a Company serviceman: "It is a pleasure in this day and age," she said, "to receive the kind of efficient and courteous service your company has given me. Your employee made dealing with you a pleasure, and I can tell you this, my next refrigerator, *as well as other appliances*, will be General Electric."

That's eloquence on an apron string!