

VIEW



A publication for
the associates of
**AT&T Global Business
Communications Systems**
Vol. 2, No. 6, 1993

Year in Review

1993 was GBCS' first full year as a business unit. Here's a rundown of some of the many interesting events of the past 12 months.

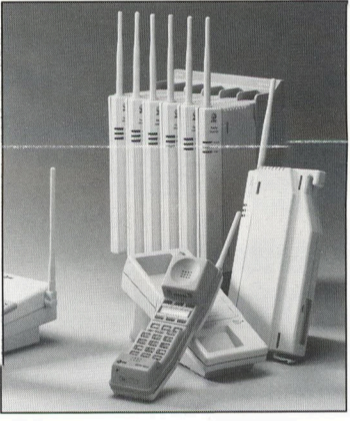
Stead/Russo: rapid transition

In a surprise move in mid-March, AT&T senior management announced that GBCS President Jerre Stead was being promoted and would lead NCR, replacing retiring NCR head Gil Williamson. GBCS Vice President Pat Russo was immediately named to succeed Stead.

Since becoming president, Russo has met with over 5,300 associates through the Chat with Pat program (formerly Juice with Jerre).

Look ma, no wires!

AT&T's biggest announcement this fall was the TransTalk 9000 Digital Wireless System, which operates with the Definity, Merlin and Partner Systems. Announced at the same time was the first multi-line digital cordless phone for business. The wireless business phone offers a range of 500 feet (in all directions) from a base unit. "We're cutting the cords that tie people to their desks," said Bill Tyndal, vice president of PBX and key systems for GBCS.



AT&T's TransTalk 9000 Digital Wireless System and multi-line digital cordless phone

Conversant's quantum jump

Conversant System's new FlexWord Software, released in October, offers users vocabularies of up to 2,000 words and phrases based on phonemes — the 40 or so elementary sounds from which most words in the English language are constructed. The new software release (only in English) is a quantum improvement over Conversant's basic 13-word vocabulary soft-

1993 FINANCIALS: HIGHER REVENUES AND PROFIT

As Pat Russo reported on the fourth quarter all-associate broadcast, GBCS will finish 1993 with higher revenues and in the black. It is estimated that the business unit will realize \$3.6 billion in revenue by Dec. 31. The year's financial results will be announced in January.

Although the 1993 performance wasn't as strong as expected, GBCS appears headed for a strong finish to a year that got off to a slow start, in part because of the sluggish economy. GBCS ran in the red until reaching and nosing above the break-even point in October.

Year-over-year, GBCS' revenue is expected to be nearly \$200 million better than its \$3.4 billion in 1992. GBCS ended up losing money last year, despite having profitable third and fourth quarters.

ware — which only offers "yes," "no," "oh" and the numbers zero through nine.

Increased vocabularies let callers say things like "checking," "savings" or "mortgage" to use information services such as verifying their bank balance.

Picasso Phone helps doctor in eye operation

An eye surgeon at the Center for Retina Vitreous Surgery in Memphis, Tenn., hailed the Picasso Still-Image Phone that enabled him to save the sight in an 11-year-old girl's eye. Colleagues at Duke University counseled him as they "looked over his shoulder" as he performed intricate surgery.

Picasso, introduced in May by GBCS, transmits vivid, full-color, still pictures over regular telephone lines. Dr. Maurice Landers, and his associates watching from Duke, said they were "shocked" by the high quality of the Picasso still images. Landers said it was reassuring to have colleagues viewing his progress in the operation to repair Diana Benoit's torn retina. "It's good to have someone watching, saying 'I would do that also,'" he said.

Diana's father, Robert, was equally enthusiastic about the role played by the Picasso in his daughter's operation.

[Picasso won a prestigious award; see back page]

Associates respond to Midwest flooding

Besides their work to help our customers, GBCS associates were among those from across AT&T who donated time, money or both to help those driven from their homes in the flood-ravaged Midwest over the summer.

One of the best customer-related flood stories came out of Chesterfield, Mo., where the Spirit of St. Louis Airport is located. An emergency call from the Sabreliner Corp. came the evening of July 29 to GBCS Service Manager John Kyle. He responded by sending a team to move the jet engine company's two System 75s and Audix System to a new location before a

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AWARD-WINNING GBCS ENGINEER GOES GLOBAL

To say this past October was eventful for Cecilia Perez-Benitoa is truly an understatement. First, the systems engineer in GBCS' international organization received the "Most Promising Engineer" award given annually by *Hispanic Engineer* magazine. Then, a week later, she moved from New Jersey to Mexico City. She will spend a year there working with AT&T BCSystems Mexico (formerly Grupo ITSA), which was purchased by GBCS in 1992.

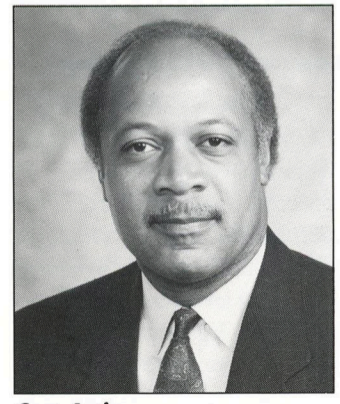


Cecilia Perez-Benitoa in Mexico City

Perez-Benitoa received the award for her work on the Merlin Legend System to expand its capabilities. Although the move to Mexico City had been planned for some time, the award — given to a young engineer with no more than five years of working experience — was the proverbial icing on the cake. "I am very honored," she says.

The Miami native spoke with *GV* last month while she was still getting settled into her new job and surroundings. "I wanted to experience our globalization

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ARTIS AND JOHNSON TAPPED FOR NEW CORPORATE POSTS

Curt Artis, Quality and Customer Satisfaction vice president and member of the GBCS Quality Council, was promoted to vice president — Human Resources, effective Dec. 1. Artis now reports directly to Hal

Burlingame, senior vice president of Human Resources for AT&T.

In his new corporate role, Artis will be responsible for the full range of policies and programs that govern staffing, associate education and development, and redeployment. He will also provide leadership on diversity issues and initiatives.

Artis will still be affiliated with GBCS. He will serve as Human Resources Vice President for Multimedia Products and Services, the group to which GBCS now belongs.

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Taking stock & looking ahead

Reader Survey Insert



Mississippi levee gave way. Within hours, the levee broke, and the ensuing flood put the airport and the Sabreliner facility under 12 feet of water.

In praising GBCS technicians, Sabreliner said, "We've always known we were using the best when it came to AT&T equipment. In the Flood of '93, we found that we were working with the best people you could ever want on your team."

White House buys a new phone system

The Clinton Administration announced in July that it was buying a Definity System from GBCS as part of a plan to modernize the White House telecommunications system.

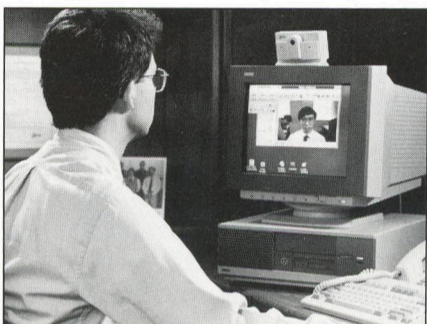
The Definity System was chosen because it can provide service to the approximately 5,000 stations throughout the White House, the old Executive Office building, the new Executive Office building and other facilities in the White House complex.

Rock star becomes a satisfied customer

A Merlin Legend System was installed over the summer at the Miami home of Gloria Estefan and her business manager husband, Emilio. The Estefan compound on Star Island is both home and business offices, so 30 phones are required for transferring of calls throughout the two-acre complex, said GBCS Account Executive Nanette Monty. The Estefans, she added, "are extremely pro-AT&T."

Desktop video introduced

The AT&T TeleMedia Personal Video System — which lets PC users see each other in small insets on their screens while interactively using Windows software — was introduced in March. Development of the system was a joint effort between GBCS, NCR and Microelectronics.

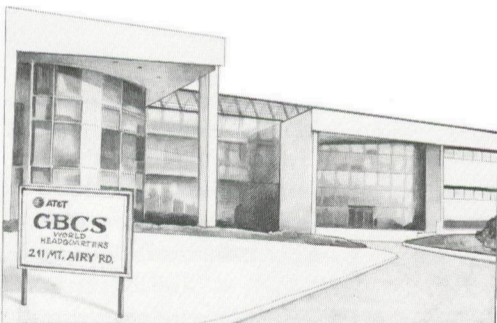


GBCS associates interact via the AT&T TeleMedia Personal Video System.

A busy year on the international front

GBCS acquired majority interests in six international companies in 1993 — the largest being Barphone, a telecommunications equipment manufacturer in France. Other purchases were Internet (Hungary), Meson (Poland), Telenet (Czech Republic), Shaye Communications (England) and Virmar (Mexico).

Based on 1994 projections, the investments should generate more than \$100 million in revenues for AT&T, according to Bob Eason and Bruce Sanderson, co-leaders of the GBCS mergers and acquisitions efforts.



GBCS establishes a new HQ

GBCS associates began moving into the business unit's new world headquarters in Basking Ridge, N.J., over the summer, but it officially became HQ when Pat Russo and the Quality Council took up residence there on Oct. 18. The finishing touches on the facility are expected to be completed by year's end.

ARTIS AND JOHNSON TAPPED... *continued from page 1*



Mike Johnson

Quality Council member Mike Johnson, chief information officer and vice president for GBCS, has accepted the position of chief financial officer and vice president in the Chief Information Officer organization. Effective Jan. 1, 1994, Johnson will be supported by Ron Ponder, senior vice president and chief information officer. Within the Chief Financial Officer organization, Johnson will be supported by Roger

Davis, vice president and controller.

Mike's responsibilities will include the optimization of AT&T's information assets across the corporation, as well as the financial management of the CIO organization.

BIG RUSSIAN SALES CAP OFF THE YEAR

Two of Russia's largest industrial complexes recently signed multi-year contracts, worth about \$5 million each, to upgrade their communications systems.

The initial phase calls for installation of Definity Systems, voice mail, teleconferencing bridges, fiber optic connections and intensive training. Desktop video equipment will be added eventually.

The customers — Angarsk Petrochemical in southern Siberia and Nipvolipetsky Steel, 300 miles south of Moscow — have been operating with 60-year-old electro-mechanical switches. "Because a business

could have several phone systems, none of which would work with the other, Russian managers needed a phone for each system on their desks," said Greg Hancock, regional manager for GBCS in Russia.

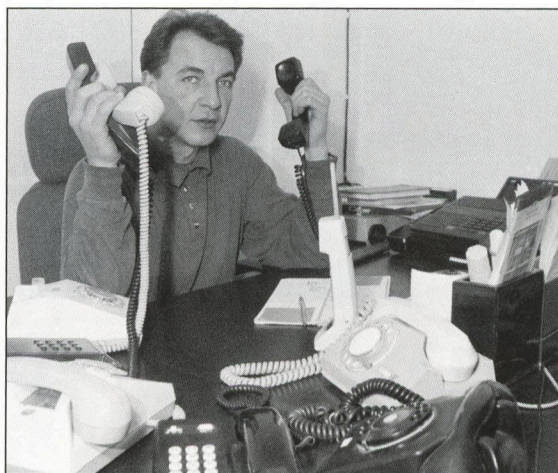
The sales capped off a year in which GBCS made gains in

many regions of the world. In October, a GBCS team sold a \$1 million Definity System to the Info Bank in the Netherlands for one of the largest European sales of the year.

Over the summer, the largest significant Definity System sales were made in China's two key

markets, education and government. The buyers were Shantau University in Guangdong Province and the Ministry of Aeronautics.

In June, 10 Definity Systems, totaling more than \$1.5 million, were sold in the Czech Republic.



A typical Russian manager's desk top

NOT A TYPICAL OVERSEAS PURCHASE

The purchase of Internet in Hungary in September had a different wrinkle than the other GBCS acquisitions in 1993. The reason: Internet's president, Tibor Szekeres, is a former AT&T associate.

"Tibor is an ideal person for AT&T to do business with overseas," said Bob Eason, who oversaw the Internet purchase for GBCS. "He is a native of the country, he knows the culture, he's lived in the States, he

worked as an engineer at Bell Labs for six years, he obviously knows AT&T, and he's an entrepreneur who knows how to make money. We couldn't find a better combination in an overseas partner."

Szekeres and a partner started the company two years ago. Since then, it has had total revenues of more than \$15 million. It sells, installs and services Definity, Merlin and Partner Systems.

Although Western technology has helped improve Hungary's telecommunications infrastructure, Szekeres says that it still takes a long time to get

phone service. "Upon returning to my homeland in 1990 after a 20-year absence," he explained, "I was amazed to find that my family still didn't have a home phone. I said, 'But you applied for one in 1968!' They said, 'That's right...and now we're almost first on the list!'"

After escaping from Communist rule in 1969, Szekeres came to New York and attended Columbia University, where he earned bachelor's and master's degrees in electrical engineering. He accepted a job at Bell Labs in 1976, and left in 1982 to go on his own.

AT&T PRODUCT GROUPS SPLIT INTERNATIONAL TERRITORY INTO REGIONS

GBCS' international efforts will now be under the umbrella of Kavner's Multimedia Group.

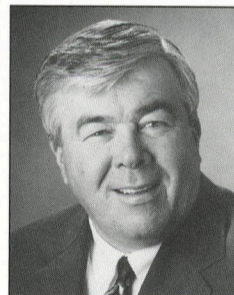
To ensure that AT&T meets the needs of its expanding base of international customers, AT&T Chairman Bob Allen, the Executive Committee and the Global Operations Team are expanding global regionalization on a corporate scale.

Effective Jan. 1, each of AT&T's geographic regions outside of the U.S. — Europe/Middle East/Africa, Asia/Pacific, China and the Americas — will be headed by regional presidents who will oversee AT&T activities in those areas of the world.

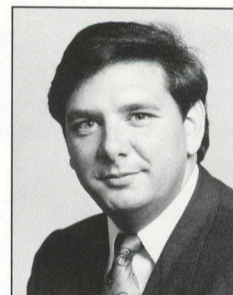
[As of *GV* press time, Walter Sousa, president of the Asia/Pacific region, and Bill Warwick, president of the China region, were the only regional presidents named.]

According to the new global plan, each regional president will support teams including regional vice presidents from each of AT&T's four product groups — Multimedia Products and Services Group, Communications Services, NCR and Network Systems.

GBCS is part of the Multimedia Group supported by Bob Kavner, executive vice president and chief executive officer.



Bob Egan



Edison Peres

New roles for GBCS, Egan and Peres

"GBCS will continue to sell products globally, but as a supplier to the Multimedia Group," said Bob Egan, GBCS International vice president. Egan will become Multimedia Group vice president for the European region. He will be based in Brussels.

Egan will support Gary Hickox, formerly International Markets vice president for Consumer Products, now named regional director for Eastern Europe. Hickox will be based in Prague, in the Czech Republic.

Edison Peres, general manager, GBCS Small Business Division, will be promoted to Multimedia Group vice president for the Americas region, which is composed of Mexico, Central and South America. He will also provide support to the Multimedia Group in Canada.

Peres will be based in Coral Gables, Fla.

Egan and Peres say global regionalization will provide greater economies of scale (sharing of facilities, etc.), and it will allow AT&T to expand globally on a more united

corporate front.

"We will present ourselves to the world as one AT&T," Egan said. "This is an evolutionary step."

More details coming

On a business unit level, GBCS will maintain a small, stand-alone international organization to support the channel efforts of the Multimedia Group, but details, including the reporting structure and staffing levels, are still being determined, Egan said.

On a corporate level, until the remaining regional presidents are named, Egan and Peres will be supported by Vic Pelson, executive vice president and chairman of the AT&T Global Operations Team. Individual business unit presidents, including Pat Russo, will continue to play a strong role in global operations advising the regional teams.

GV Update On...

Sales and Service Division

A key objective in the continuing turnaround of GBCS is to improve on our estimated 1993 1.5 percent return-on-sales ratio. That means for every dollar of revenue we take in this year, we make 1.5 cents of profit. Jim Walker, vice president of the 18,000-associate Sales and Service Division, says returning 6 to 8 percent on sales is what GBCS' best-in-class competitors have achieved, and what we need to achieve. Our short-term goal is to be near 6 percent by the end of 1994.

Currently, says Walker, nearly one-third of all small business franchises and large business branches are at or close to that level. These locations, he says, are role models for the rest of the division. "It's a matter of learning from them and becoming best-in-class in all our locations," Walker explains.

Besides achieving at least a 6 percent return on sales, Walker says best-in-class locations share the following characteristics:

- Associates truly feel part of the business. Their coaches hold them accountable and allow them to make decisions.
- There is a strong focus on customer satisfaction. Each work group (within a location) is measured and rewarded on "Percent Excellent" satisfaction measurements, as opposed to internal measurements.
- There is constant communication. Results and process improvements are always discussed.
- Teaming and trust are apparent. There are no walls between sales and service teams.
- Each associate knows what is expected of him or her in terms of work performance and living the values.
- Coaches are involved. They are constantly out in the field and on the floor observing their people. They use process management, making constant improvement in all areas of their franchise or branch.
- The quality process is used. Customer-supplier requirements are defined and redefined, and all work groups impacted by a change are part of the decision-making process.

Billing

Traditionally an area where customers have been critical of GBCS, the billing process has made significant strides in 1993. In particular, one innovation holds promise for GBCS customers — SmartInvoice. Susan Shook of the Billing Process Improvement Team explains: "SmartInvoice originated as a customer-initiated idea at the Definity Systems Users Group. It is an electronic transfer of in-

Coach's Corner

Hi team...

Since this is my last "Coach's Corner" for the year, I want to use it both to thank all of you sincerely for your hard work in 1993 and to set the stage for what we must do together in 1994.

As we all know, this has been a challenging year. Despite a tough economy, we still managed to grow our revenues year over year, and you've all helped write 1993 into the GBCS history book as our first year of profitability.

We project 1993 revenues of \$3.6 billion, up \$200 million from \$3.4 billion last year... a significant accomplishment. And, with the expected strong December finish and continued cost and expense control, we should at least reach the threshold for our Progress Sharing Plan (PSP) and make back our PSP investments. We may even exceed the threshold level and see payouts in excess of our investment.

In addition to growing our revenues and moving into profitability, we've grown customer satisfaction to slightly above our target of 80 percent willingness to repurchase through the third quarter. And though we won't have associate satisfaction results from the fall Associate Satisfaction Index survey until next year, we just received preliminary results from the September Stanek Survey, which was sent to about 3,850 associates.

These results suggest that notwithstanding the difficult and sometimes painful decisions we are making to ensure GBCS is a competitive and healthy business going forward, associates feel the jobs they are doing are worthwhile and important and that there is a growing focus on meeting customers' needs.

We should all be proud of the progress we've made this year, especially in light of the challenges we have faced. Our goals for 1994 across the value equation will require the same levels of energy and commitment and strong focus on profitable revenue generation and cost and expense control that we saw in 1993. In fact, this year we worked to go beyond surviving; in 1994 we need to crank up the meter another notch so we can realize our full potential in delighting customers by demonstrating unequaled leadership in the marketplace.

During the Nov. 11 all-associate broadcast, I said that we are on a journey, one that could be characterized as both a cultural transformation and a financial turnaround. I also said that our plan to meet our 1994 commitment was a well-balanced one — one firmly based on the four parts of the value equation. For the rest of this "Coach's Corner," I want to share with you how I see our 1994 plan playing out.

Associate satisfaction

There are many ways to create associate value. We have developed, and will continue to work hard across, all of the key areas: communications, rewards and recognition, Performance Excellence Partnership, development and training and diversity. Our energy must be spent on executing well the many programs we have developed. PEP is an example. We must become experts at using the tools PEP provides.

voices to customers who buy maintenance on their switch or who lease AT&T equipment." Electronic billing has shown that it can reduce average days outstanding (ADO) on invoices from more than 30 days to 20-25.

Shook added that reducing ADO saves GBCS a significant amount of money. For every day the company has customer bills outstanding, it has to borrow money (at the current interest rate) to help keep our business running, rather than use the money we have collected.

Besides SmartInvoice, Shook gave a rundown of how process improvements her team made have translated into positive



Pat Russo during the November 11 GBCS all-associate broadcast.

Another important element in creating and maintaining individual satisfaction is feeling accountable for one's job — feeling trusted to make necessary decisions and accepting responsibility for them.

We will. All our coaches must continue to push decision-making as far into their organizations — as close to the customer — as possible. Not only will this tap our enormous wellspring of associate creativity and energy, it also will make us much more nimble and responsive to our customers' needs.

Another key I see to both the success of our business unit and the satisfaction of all associates is for GBCS to become a "learning organization," one in which all associates, regardless of level or position, constantly seek to improve performance from all our experiences — those that work and those that don't.

And finally, I want to emphasize how important it is for us to embrace diversity as an important value as well as a business imperative. We must engage the talent and energy of all our associates and encourage and value the differences we each bring to solving business problems.

Customer satisfaction

Today 80 percent of our customers surveyed say they're willing to repurchase equipment from AT&T. While this is very good

progress, 20 out of 100 of our customers aren't likely to come back to us...they may go to our competitors. Those are defections we cannot afford.

As we move forward, we must continue to increase our focus on exceeding our customers' needs by understanding what they expect and delivering it. Remember, we said we'd realize our vision of becoming the "Partner of Choice" when 100 percent of our customers were satisfied. We have the best offers (products, services and solutions) and the best people in the industry. We can be the clear leader in customer satisfaction.

Profitable growth and shareholder value

GBCS will make a profit this year for the first time, which is excellent progress. As we have discussed, we still have a way to go to provide a fair return for our shareholders — also an important element of our value equation. In 1994, our plan calls for continuing to grow our revenues profitably and tightly managing cost and expense, so we can make the next step — functional improvement in our bottom line results and improved return on sales from about 1.5 percent to near 5.5 percent.

Detailed planning is now completing across the business unit. And, as you know, we have a number of efforts under way throughout GBCS, based on competitive benchmarking studies, to move us toward "best in class."

As I mentioned, we expect revenue growth domestically and internationally to help grow our profits. In addition, we expect strong growth in the markets emerging from such important technologies as wireless, voice processing, visual applications and Call Center solutions.

GBCS is a dynamic business unit powered by excellent associates. We can and will lead this industry as it goes through considerable change and true multimedia communications becomes a reality. Again, I want to thank each and every one of you for your commitment and contributions to all the terrific progress we have made.

Now, let's keep moving forward.

Pat Russo

ROLM AND NORTHERN ARE BESTED BY DEFINITY SYSTEMS

When J.C. Penney's Park Central office in Dallas, Texas, decided it was time for a new call center system, it began shopping around. The large retailer apparently

wasn't sure if its Rolm 9000 System was the best platform to upgrade. GBCS AE

Harry Hamilton said his team responded quickly to the customer's desire for a demonstration on how AT&T's Definity

G3 System with call management would interface with its existing software. The demonstration was a success, and the customer replaced its Rolm System with a \$1.5 million Definity package.

AT&T's superior systems management was also the difference with Hunt-Wesson in Los Angeles. GBCS AE Leslie Martin says that the competition with Northern Telecom came down to a demonstration, which resulted in the sale of a \$900,000 Definity System package.

DOMESTIC SALES

results:

- Overall satisfaction (percentage of good/excellent responses by customers) up... — Large system customers, 76 percent (up from 63) — Small system customers, 83 percent (up from 82)
- Cycle time reduced by three to five days on average
- Associate authority on billing adjustments increased by three times the bill amount. As a result, management approvals required on billing adjustments decreased by 65 percent
- Administrative costs reduced overall by \$1.7 million.

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Customer Satisfaction

As the graph at the right shows, more than 80 percent of GBCS customers responding to the question, "Would you be very willing to repurchase AT&T equipment?" replied "yes" in the third quarter survey. GBCS has surpassed its competitors in this area for the past year and is best-in-class.

Another area in which GBCS is considered best-in-class in 1993 is "Percent Excellent — Sales," where customers rate account executives for responsiveness and product knowledge.

GBCS has narrowed the gap with best-in-class competition in the "Percent Excellent — Installation" category, which rates us for timely product cutovers.

Strategy Forum II

This sequel to the successful half-day 1992 seminars, designed to update associates on domestic and international objectives, is being even more well-received than the original according to feedback comments.

Prime reasons: regional executives (as opposed to outside presenters) are running the sessions and keeping them smaller and more intimate this time around. Both were suggestions made during Strategy Forum I.

"It's great to see someone of Dick Maybury's level (national vice president — Midwest) sharing his comments personally with us in the field," said Dan Carley, a service technician in Michigan. Vicki Parker, a Michigan market manager, added, "The group size was much better than the group last year, which was 10 times the size."

CUSTOMER SATISFACTION RESULTS

Willingness to Repurchase (in percent)



Sales (percent excellent)



Installation (percent excellent)



Maybury feels good about the sessions, too. "I've done 15 or so (through November) and plan to do at least 35 or 40," he said. "I'm finding they are excellent opportunities for associates to voice concerns, and they have allowed me to clear up many misconceptions."

Jay Reidenbach, national vice president — Southeast, said he's handling a lot of tough questions in his sessions. "People want to know how we square rightsizing with associate value — and I explain to them about the long-term needs of strengthening the business. If it means shutting the projector off and missing some slides because they want to talk, then we do it."

The new Strategy Forum, which began in October, will run through February. Contact your coach to sign up.

product improvements, or cost reductions, according to Ted Dima, program administrator.

Among the ideas that have been implemented and are providing GBCS efficiencies and cost savings are:

- making splitter cables for System 85 and Definity Systems optional;
- improving processes for bulk cable purchasing, bulk shipping and hiring in the occupational ranks;
- increasing the authorization level for associates who make bill adjustments and refunds;
- selling off unneeded buildings;
- providing training videos that reduce the need for technician visits to customers who have purchased call accounting products.

Bureaucracy Busters

1993 was a busy year for the program designed to get associate ideas on how to run the business better. Of the more than 500 Bureaucracy Buster ideas that were submitted, 126 have resulted in process and

AWARD-WINNING GBCS ENGINEER *continued from pg. 1*

firsthand," she says. "And now I'm doing it."

Perez-Benitoa has been with AT&T since 1988, the year she received her B.S. in electrical engineering from the University of Miami in Florida. She also has an M.S. in electrical engineering from Georgia Tech.

Praise from coach

Dan Zally, her coach in Middletown, N.J., says she was well qualified for the foreign assignment (through the Inter-Entity Assignment Program) because of her expertise with the Merlin Legend and its international capabilities, and the fact that she is bilingual.

"Also Cecilia is just the kind of person you want to represent AT&T with customers. She is well-qualified, effective at what she does and has incredible energy," Zally says.

Officially, Perez-Benitoa is a product manager for Legend and Partner Systems. In actuality, she's taken on the broader responsibility of building the

working relationship between the Mexico City office and AT&T offices in the U.S.

"My overall goal is to set up a more established communications link to allow information to flow smoothly," she explains, noting that right now people on both sides of the border are learning how the others work.

One of Benitoa's responsibilities is explaining systems operation to account executives and support people selling products to customers and supplying products to AT&T distributors around Mexico.

"Language hasn't been a problem in the least. I grew up in Miami and learned Spanish from my parents, who are Cuban," she explains. "Spanish is Spanish regardless of where you go. You just have to get familiar with local slang and nuances. I've picked it up quickly."

After the assignment is up? "I'd like to come back to New Jersey and teach others how to work more closely with our international people," she says.

Global View is changing for 1994 to a format that's easier and faster to read.



Look for our first issue in early February. It will include stories on sales leads, safety and health and satisfying customers.

GBCS LAUDED FOR ITS PICASSO PHONE AND NETWORKING CAPABILITIES

AT&T's Picasso Still-Image Phone, which transmits full-color images to standard television monitors over regular telephone lines, has won a 1993 "Best of What's New" award from *Popular Science* magazine. The magazine's editors say the award "honors products that will make our lives more productive, enjoyable and comfortable..."

Meanwhile, readers of *Network World* magazine have selected AT&T and GBCS as the leading partner in three networking categories: PBX systems, voice processing and video conferencing.



GBCS' Linda Dumas displays the *Popular Science* "Best of What's New" award on a monitor connected to a Picasso Phone.

GBCS "SPEAK"

Formerly	Now
national account	national partner
volume discounts	long-term partnerships
selling switches	selling applications & solutions
interacting with telecom manager	positioning at all levels of customer's company
AT&T as "vendor"	"partner of choice"

— Thanks to GBCS' "Southeast" publication

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Got a question about the business unit or its policies that has you and your coach stumped? Call the AnswerLine 800 number and leave your question in the Audix Voice Messaging System mailbox. A coordinator will call with an answer within three business days. Of course, if your question's for Pat Russo, you can write her via *Ask the President*, Room 3C150, Basking Ridge, NJ 07920.

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