



INSIDE OBSERVATIONS

WHAT WE'RE DOING...WHERE WE'RE GOING

In the late 60's, the need for concentrated coverage of the government customers became apparent due to several very large omnibus procurements being issued by the Navy and the Air Force. Specifically, Tek had lost several large procurements against HP and Dumont for the AN/USM-281 at the Navy. The Air Force was making large procurements for 15 MHz and 50 MHz portable scopes, and lab type 50 MHz scopes. The size of these procurements and the complexity of the government marketplace caused the Tektronix sales management to recognize the need for specialized account coverage. Duane Bowans was asked to take on the chore of government overseer. This evolved into the Government Marketing organization that exists today.

My first goal as Government/Aerospace Marketing and Contract Manager is to continue on at the same rate that we've been growing. I want to see us expand our sales without too much expansion of our staff and to be more efficient in the process. Another goal is to get Tektronix to the point where government business is not such a traumatic thing to the other organizations of Tek. Being a commercial company, government business sometimes is a difficult thing to do. It's our job to help ease the process and see that it is less traumatic for the company.

The purpose of a newsletter is to share with the other Tektronix groups outside of our own organization in Beaverton and the Field some of the many programs and responsibilities Government Marketing is responsible for in the company. Many people in Tektronix do not have a good understanding of what our organization does.

In upcoming publications, we will acquaint you with the people of Government/Aerospace Marketing and Contracts and their responsibilities.

The organization is responsible for certain direct sales of Tektronix products to the U.S. Government and assists in the coordination of sales to major government contractors. Government Marketing consists of a management and sales support staff in Beaverton of 21 people and a field sales force of 15.

Successful government sales programs require specialized skills and expertise. Market research conducted by Government identifies sales opportunities, and enables tracking the funding of the development status of government programs. Government sales programs are normally very long term (several years) due to the nature of the government



Ken England
Govt/Aerospace Marketing & Contract Manager

purchasing process. Careful, detailed planning is required in order to develop strategy and coordinate the response process to bids and proposals on major government solicitations. Logistical and technical support must also be provided in order to plan effective sales programs.

MASTER'S CRITERIA

A new Master's Criteria was developed for the Government Marketing Central Procurement people during a recent meeting held the week of March 4, 1985 in Annapolis, Maryland.

Measurement of Master Criteria — The measurement will be made by the Master's Selection Committee. Master's Selection Committee for Government Marketing shall consist of the Government Marketing Manager and the Government Account Managers. At present that would be Ken England, Bob Orwiler and Marlyn Huceby.

Target Measurement — When the person being measured has booked the dollar volume business equal to the dollar volume of his target, he has met his target. Although we keep the opportunity to make exceptions to 100% of target. In most every case missing the target, misses the Master's Criteria.

General Recognition — When in the judgement of the Master's Selection Committee, one has during his business day developed the proper Tektronix and customer relationships, then there is a general recognition of excellence. This is what we are looking for and what we should search for as selection committee members.

Superior Annual Performance Review — Rather than a general recognition of superior performance, this is a specific recognition on measured results by the individual's manager.

Forecasting Accuracy — The selection committee will compare product quantities forecasted to see that the product quantity forecast for the product quantities booked.

Prospecting — The committee will look for results that target for market expansion. This can be accomplished through the evaluation of plans to develop new product opportunities, evaluation of meeting mile posts during development of new product opportunities, as well as those folks who develop new requirements and those of us who invade the competitor's stronghold. Each opportunity prospected has a plan associated with it. Each plan has mile posts and the meaning of those mile posts is an evaluation of the overall contribution.

Bob Orwiler
Government Account Manager
Crystal City

POTENTIAL SALES & PROFITS IN COST-BASED CONTRACTING

A few areas within the company have recently become involved in pursuing cost-based contracts. With our superior technology and available capacity, it appears reasonable that we have an excellent opportunity to increase revenues and profits in a segment of the business where we have not participated in the past.

A Cost Base Contract is one which provides payment to the contractor of its allowable costs incurred in the performance of a contract. There are many variations of cost reimbursement contracts. The most common are of Cost Plus Fixed Fee and the Cost Plus Award Fee.

A consulting firm was retained to evaluate Tek's opportunities in cost-based business. Also Tek's capabilities and commitment in pursuing the opportunities.

Based on the consultant's analysis and recommendation, we will identify some cost-based contracting expertise that will be part of C.S. & U.S.F.S. This expert resource will provide guidance and counsel to the groups/divisions as they pursue this new business. We are actively recruiting to fill this position.

Stan Kouba
Vice President
Corporate Service & U.S. Field Support

ATE STEERING COMMITTEE

Due to the phenomenal growth in the ATE (Automated Test Equipment) market, a need to respond to ATE System Proposals with a coordinated input for data and technical requirements has been created. An ATE Steering Committee or Management Council will be formed to discuss and resolve issues which might otherwise create the impression of a fragmented approach to the ATE Market. The committee will consist of Division Managers, Group Marketing Managers, and SPU Managers. The business objective of the ATE Steering Committee will be to help create an additional market share in the ATE marketplace.

Bob Stierwalt
Marlyn Huceby
Joe Howard

GOVERNMENT MARKETING ANNUAL MEETING

Plans are underway for this year's International Government Marketing Meeting to be held June 24th - 28th. Attendees will include Division Marketing managers (or their representatives) from all four corporate groups, U.S. Government Account Managers and Specialists for both T&M and IDG, and International Program Coordinators with military customers.

The meeting this year will provide everyone with a review of our FY500 sales, both domestically and internationally, and our forecast of future business opportunities. A key objective of this meeting is to allow for U.S. and international sales personnel with major government/military accounts, to exchange information with the business units regarding new product plans and potential government program business opportunities. It is intended that both field and Beaverton personnel will leave this meeting with an increased understanding of potential business opportunities in the government market.

This year's agenda will include business supports by the U.S. and international field personnel. There will also be a discussion of the expanded Government Marketing program data base and its role in the international program coordination process, presentation by some of the SPUs, and reports by the business units on current sales plans, new products, and competition. In addition, a training session on Artificial Intelligence and Engineering Computer Systems, tailored for the Government Account Managers and Specialists, will be held on Saturday, prior to the meeting.

Attendance at this year's meeting will include representation from the Product Divisions, Government Marketing, and International Programs Coordinators.

Carl Royer
Account Specialist
Huntsville

Does the logo on this newsletter look familiar? In 1977, the title, Inside Observations, was used on a newsletter edited by Duane Bowans for a report aimed at management by Government Marketing. The first issue was dated February 11, 1977.

AWARD FOR EXCELLENCE

THE HUNT IS ON! It's that time of the year again. Our 4th Annual Award for Excellence time will soon be upon us and we need to get those nominations in now.

We must perpetuate that trust, confidence, and pride by continuing to recognize those individuals in Tektronix who have contributed significantly to the success of a venture or program. To recap the requirements, the person selected must have demonstrated a positive and productive support to a federal government program or sales effort. The person selected must be a Tektronix employee not in Government Marketing, and need not be in any particular marketing or sales role or even be located in the United States. For further recognition of the individual, the perpetual award plaque, with the individual's name added, will be presented to his or her manager.

The past winners were:

1984 — Charles Hilger,
COMM Sales Engineer

1983 — Bob Adams, ISG
Technical Support Specialist

1982 — Ralph Cameron
Tek Canada

In order to make the presentation at our Annual Government Marketing Meeting, the nominations need to be sent to Herb Richardson no later than the first week of May, 1985.

Herb Richardson
Sales Support Manager

TEK LOGISTICS DATA BOOK/ CALIBRATION AIDS

The 1985 edition is now available. You may order 99-W-5859 if you have a requirement.

For those of you that may be familiar with this publication, here is a little background: It is intended primarily for military and military prime customers. It contains information such as Tektronix Type to National Stock Number, Military Nomenclatures, Test and Calibration Systems ("F Systems"), Provisioned Instruments, Discontinued Types to Recommended Replacements and Calibration Fixtures. It is an annual publication published by Government Marketing in Beaverton.

John Martin
Logistics Specialist

STATUS OF ATE PROGRAMS

FROM BOB STIERWALT

Modular Automatic Test Equipment (MATE) — We are getting more and more contractors wanting MATE product information. They want to know if our products do or don't comply with MATE requirements, specifically Controller Intermediate Interface Language (CIIL) and Test Module Adaptor (TMA). There has been a big push for internal CIIL coming from contractors.

Consolidated Service Support (CSS) — RFP should be out by our April meeting. Three of the four contractors are going for Computer Based Instrumentation (CBI) type systems. The fourth contractor wants licensing agreement with TM 5000 and 7612. Status of this last licensing agreement is unknown according to the ISI Division.

Intermediate Field Test Equipment (IFTE) — It has been dropped. There are some indications that the Army may go with a separate contract on ATE to one or more bidders. Sacramento Army Depot is putting forth a recommendation for ATE which may end up being a CBI type of recommendation.

FROM MARLYN HUCKEYBY

TMA Development for the MATE Program — We now have solid commitments from ISI, FDI, Logic Analyzers, and Lab Scopes to support MATE CIIL requirements by external TMA's on 7D20's and 7612D's, and embedded CIIL on 494P, DAS 9200, and new generation 11000 Series. Portables will entertain 2430 MATE requirements, if they appear. All divisions will be involved in the future.

GATE Program Update — The Air Force Generatic Automatic Test Equipment RFP was due April 2, 1985. This program has potential for approximately 100 each spectrum analyzers, logic analyzers, waveform digitizers, arbitrary waveform generators, real-time scopes, and display terminals. An unsolicited proposal was prepared by Bob Miner and distributed to each Account Specialist responsible for contractors bidding on GATE. This is our first attempt at approaching a contractor's RFP requirements in this way, and we hope that it will present a more coordinated approach for Tektronix.

ETHICS AND THE U.S. GOVERNMENT

Tektronix Corporate Sales Policy and Business Practices Manual states the following in it's introduction:

"Business conduct that matches the highest ethical standards is fundamental to our success as a company."

The Government is a trust belonging to all U.S. citizens. The citizen's trustees are the government employees and the trustees. Every citizen has a fundamental right to total confidence in both the government and it's trustees.

Government Marketing employees in their day-to-day dealings with the government and government employees take on responsibilities for ethical conduct far greater than those demanded in the commercial world. In our relations with the Government, the principles of honesty, integrity, fair-dealing, and public confidence are required.

There has been much press coverage recently about government contractors who have breached that trust. Since we are considered the "point" group in the company's dealings with the government, it is paramount that Government Marketing employees maintain even higher standards of conduct when conducting business with the government.

Remember, when dealing with the government or it's employees:

- Conduct business in a manner above reproach.
- Avoid **any** conflict of interest (or even the appearance of conflict of interest).

- Do not offer or give gratuities of **any** kind.
- Do not submit false or fraudulent statements, clauses or representations.
- Conduct business on an arms-length relationship.
- Observe courtesy, consideration, and promptness.
- Do not provide any reason that would lead a government employee to feel there is a need to report "questionable" activities.

All of us will encounter situations not precisely covered by some law, regulation, or other dictum. In these cases, judgement must prevail. Common courtesies and amenities are not gratuities if not offered with a view of obtaining favorable treatment. However, the recipient may not know the intent of the giver, so you're far better off not to offer favors of any value. Providing bonafide advertising material of no or of insignificant value (pens, etc.) given to government customers is usually not a problem if available and given to all customers. If you're not sure if the recipient can accept advertising material (even if it is of no or little value) ask. Don't embarrass them or yourself by attempting to push something on someone, or by leaving something surreptitiously.

Be prudent. Lean in the direction of discretion.

Don Tucker
Contract & Sales Support Manager

REPORTING OF TRAVEL EXPENSES

The correct reporting of travel expenses on your expense reports is very important. The major problem is between Company Travel (9101) and Company Conference Travel (9105).

What may appear to many to be Company Business Travel (9101), may not always be so. Example: If a Government Account Specialist travels from the east coast to Beaverton to meet with several Business Units on matters relating to his territory, account, or programs, then the travel is chargeable to Company Conference Travel (9105) and his related expenses (motel, etc.) should also be entered in Company Conference Travel (9105). Also, if the trip was to attend a meeting of Tek, such as the trip to Key West in June, then all expenses should be listed in Company Conference Travel (9105).

Suppose the individual stopped in route to Beaverton to visit a customer. He would then have to make a determination as to the main purpose of the trip. Was he going to Beaverton and stopped to see the customer because it was convenient, or did he go to see the customer and just went on to Beaverton because it worked in well with his primary purpose. If the latter is the case, all travel should be charged to Company Business Travel (9101) along with related expenses while in the customer's territory. However, expenses while in Beaverton should be charged to Company Conference Travel (9105).

Please keep in mind that all travel costs, including hotel, rental cars, meals, etc., are applicable to the examples above.

Herb Richardson
Sales Support Manager

4041 DAS 4105 DEMO

Tom Pope, Government Marketing's Application Engineer in Washington D.C., reports he is presently developing the ability to capture DAS Waveforms with the 4041 and display them (in color) on the 4105. This capability will allow complicated microprocessor waveforms to be displayed in greater detail for analysis. In addition, the 4105 can transfer the waveforms to the 4695 Color Copier to provide color hard copies of DAS timing diagrams.

Tom Pope
Applications Engineer
Washington D.C.

TO ALL IN THE GOVERNMENT GROUP

Contract No. DAAB07-84-C-H013 for 8,000 2235L's (AN/USM-488). Since I am responsible for entering orders against this contract, I have a huge file at my desk. I have each CLIN broken down by reference number along with a cover page indicating DD250 numbers, data and amount shipped by line and CLIN, amount back ordered by line and CLIN, etc.,. If anyone needs any information regarding this contract, please give me a call. I also have all correspondence pertaining to this contract, as well as contracts at Fort Monmouth. I will be happy to assist you anyway I can.

Marjie Lobacz
Government CSR
Woodbridge

ON THE LIGHTER SIDE

Have you ever been to a bid opening? I've been to a few, and I'll tell you — it can be quite a nerve-wracking experience. Even if you've been filling out IFB's for years and are very sure you know what you're doing, just sit around the table with the other contractors and procurement people from the government. All of a sudden you start thinking to yourself, "Did I fill in all the blocks? Did I remember to have Neil sign it? Oh no, I think I put down the wrong price!" Of course, none of this has happened, but it's funny what nerves can do to you. Maybe after a few more bid openings, like a couple hundred, I'll feel more self-assured.

Marjie Lobacz
Government CSR
Woodbridge

DID YOU KNOW —

- In 1947 the first Tektronix scope was sold. It was purchased by the University of Oregon Medical School.
- On 9/11/63, announcement of public offering of Tek stock, price was \$19.75.
- Walt McAbel, Corporate Contract Manager, as a Senior Sales Engineer in 1970, was filling the role of Navy Account Manager before the Government Marketing organization was formed.
- Jim Hawkins, U.S. Field Support Manager, was Tek's first Military Account Manager.
- That a former President of Tektronix started with the company as a janitor. His name was Bob Fitzgerald.
- World champion okra lover is Marlyn Huckeby. She has been know to eat okra cold or raw.
- Question? Who in Government Marketing loves raw oysters — Bob Orwiler, Juan Moore, Mike Turner, Joe Howard, or Bob Stierwalt?
- Newt Coyle loves to color coordinate his robe and mules.

OLD CROWS

The Association of Old Crows, an Electronic Warfare Association, is having a regional symposium and product show in San Antonio the week of April 21st through the 25th. This event is being held in conjunction with the Fiesta Week Celebration taking place in San Antonio.

Old Crows are made up of individuals from industry and government who are involved with or participating in the activities of the electronic security community. As a strong backer of Old Crows, Tektronix will be participating in this event by having a product booth in the show. We will be showing the 494P and the new 2465DVS Oscilloscope. Mike Turner, San Antonio (Kelly Field Office), will be coordinating the booth for Tek. This is not a formal Tektronix show and it is not on the annual planning calendar.

Mike Turner
San Antonio

GOVERNMENT MARKETING DATA BASE

We are currently involved in the process of developing an international program data base on the IBM XT PC in Huntsville as part of the system conversion of Government Marketing data base to the IBM. Each military program file will summarize current program activity, contractors, agencies involved, and sales and forecast information. It will be continuously updated from newsletters and publications (Aerospace Daily, National DMS Intelligence, Defense Intelligence Bulletin, etc.), U.S. Sales Engineers and Account Specialists inputs, and feedback from our designated International Military Coordinators who will receive periodic updates of these program reports for use in their country. It is intended that these program reports will succinctly summarize program activities for our international contacts and effectively identify required follow-up actions.

To date, three of the five page program file has been developed on the Lotus Symphony by Wylie Stansell and our part-time consultant, with the sales history and forecast sections of the data base still to be developed. Our reliance on our consultant, who apparently failed to meet the March 1st deadline for completing the data base conversions, needs to eventually be eliminated. To achieve this, Wylie Stansell will schedule to complete training in Lotus Symphony, as soon as possible. As each page of the program file has been developed, program information has been entered in for both domestic and international military programs, so that the data entry has been occurring in parallel with file development. Current expectations are to complete the data base conversion by mid April.

Carl Royer
Wylie Stansell

TEK ANNIVERSARY DATES

35 Years

Bud Jones — 10/1/51

30 Years

Earl Wantland — 3/24/55

27 Years

Don Tucker — 7/58

25 Years

Stan Kouba — 2/29/60

Walt McAbel — 4/1/60

Duane Bowans — 9/6/60

20 Years

Bob Orwiler — 9/13/65

YOUR IDEAS, SUGGESTIONS, AND COMMENTS ARE NEEDED. PLEASE WRITE THEM DOWN BELOW AND RETURN THE CARD TO 54-064.

NAME:
DEL STA OR FO:

COMMUNICATING TO TEKTRONIX ABOUT THE FEDERAL MARKET

This newsletter (or whatever you want to call it) is an experiment.

We believe you'll agree that it's becoming more and more difficult to communicate to our customers (the Divisions). It's even somewhat difficult within our own function. This is the reason for the publication you're reading, to seek a method to break this barrier. With divisionalization, we need even more to maintain a corporate focus on government market needs (which demand consistency and conformity). We must communicate uniformly . . . so each reader gets the same message. Today our communications often get buried.

Subjects of consideration for print in a publication such as this could include Government Account and Division folk success stories, information about new government programs which cross division lines, or government business subjects which just need more exposure. We could also cover impending regulations or laws to let folks know how they may affect marketing strategies and procedures. We could also print short articles on government subjects to train or better inform the SE (and all of us) to sell in the government market, and probably much more.

Look this publication over:

- (1) Do you believe this concept has merit?
- (2) Do you believe Newt Coyle color-coordinates his mules and robe?
- (3) Can you suggest anything that would enhance or make communications efforts about the government better?
- (4) If we agree that the concept has merit, will you contribute?

Drop me a line with your thoughts and suggestions.

If we agree that we should go forward, we need a publication title that will grab the reader . . . get them interested, right up front. So, please consider a name, or design, or both for the masthead. To the person with the best idea goes a worthwhile prize (my Chrysler Cordoba with real brushed velvet seats?). We'll need an Editor too? Volunteers?

P.S. I'd like to thank Linda Pfeffer for her efforts on this issue. She put in a lot of work!

Don Tucker
Contract and Sales Support Manager

Government/Aerospace Marketing & Contracts
54-064

GOVERNMENT AND INDUSTRY — PARTNERS IN TESTING

On March 19-21, 1985, I attended a U.S. Army Test and Evaluation Symposium hosted by, and held at the Aberdeen Proving Ground, Maryland. The theme of the symposium was "Government and Industry — Partners in Testing."

Although the implication was that there would be a great deal of Government representation at the conference, it was very much of an Army Material Command show. The Navy, Air Force, and Marines were generally conspicuous by their absence.

Industry representatives were also a mixed bag. Most of the 270 attendees were from major tank, automotive, or artillery disciplines. There were only a handful of representatives from the electronics industry and no representation from the government electronics side of the house.

My main purpose in attending the conference was to present a presentation called Thermal Cycling for Stress Testing. I used the recently developed Portables temperature cycle procedures, the test chambers, and some of the data coming out of those tests in my presentation.

Copies of a technical paper written by Bob Miner on the subject were very well received. If you would like a copy of his paper, drop Bob a line at 54/064.

On the second day, all attendees were taken out to the "Main Front" for a live-fire demonstration, static displays and walk through of Automatic Data Processing Activity, Fire Control "Bubble", and the Munson Test Facility. Here we saw vehicle and firing demonstrations for everything from new troop-assault weapons up to and including the 155 mm self-propelled howitzer. Other demonstrations included the new M1 main battle tank and the DIVADS (Sgt. York).

The three days were very enjoyable, and being around the heavy machinery and gun smoke brought back fond memories of the "good ole days."

Herb Richardson
Sales Support Manager