



TODAY

MARCH 1988

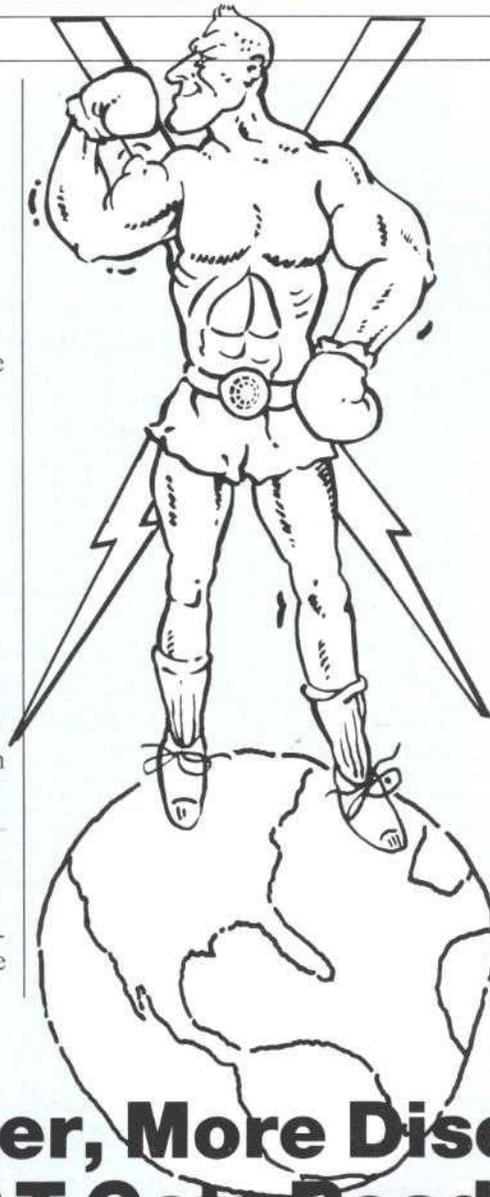
VOL 3 NO. 3

Last July when management announced a major restructuring, COMSAT Corporation was not unlike an aging prizefighter, one who had put on more pounds than he could carry gracefully. Money-losing businesses had placed a drain on the company, restricting agility. New businesses, in need of nurture, had required resources that might have strengthened core operations.

But as the curtain rises on COMSAT's second quarter-century, the company stands lean. Management speaks of new discipline, a sharpened focus. By virtually all accounts, the COMSAT of today, though reduced in size, is fundamentally stronger than the COMSAT of a year ago.

Remaining is an organization with three components, each providing a range of services to specific markets:

- World Systems Division, providing satellite capacity to international communications carriers and the maritime community;



- COMSAT Systems Division, providing communications and information network design and management to governments and corporations; and
- COMSAT Video Enterprises, providing satellite-delivered video entertainment services to the lodging industry.

Altogether, COMSAT employees today number 1,421. World Systems accounts for 246, the Systems Division employs 267 and COMSAT Video Enterprises counts 101 on the payroll. COMSAT Labs, the research and development arm of the corporation, has 333 employees, while the corporate staff totals 279. Employees of COMSAT Earth Stations, Inc., and COMSAT Technology Products make up the balance.

With the restructuring largely in place, what might employees look forward to in the months and years ahead?

Susan Mayer, COMSAT vice presi-

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A Leaner, More Disciplined COMSAT Gets Ready For Its Second Quarter-Century

dent of corporate development, foresees stability and good growth in the near-term. "We're stronger today than we've been in a long time," Mayer said in an interview recently. "We have a good road map for where we're going over the next couple of years."

The turmoil of events at COMSAT in recent years yielded some good lessons, Mayer said. "We're a lot more disciplined about what we're going to do and what we're not going to do," she said. "We've learned we shouldn't do things we're not good at, that are far afield from our core. We've gotten a lot better at thinking strategically."

Those lessons will underlie the long-term planning which line and staff management begin in earnest this month.

"One of our biggest challenges today is to figure out how to continue growing at our current rates in the

"Over the next few months, we'll have a handle on whether we have a big enough pot of opportunities to choose from for longer-term growth."

post-1990 timeframe," Mayer said. "We currently don't have a strong enough foundation to sustain our current growth rates."

When senior operating and staff managers gather for their quarterly off-site meeting in late March, they'll report on how they see their businesses growing in the longer-term—1990-1995, she said. "The first year of the longer-term view will become the third year of the annual planning process."

"We've asked people to think beyond the obvious solutions, to think innovatively," she said. They've been urged to consider new markets for their services, to think about different ways to transform their businesses, based on what they're good at today," Mayer added.

Looking ahead creatively is an



Mayer

"One of our biggest challenges is to figure out how to continue at our current rates in the post-1990 timeframe."

exercise that should not engage only the top levels of management, Mayer said. "We've encouraged managers to seek ideas throughout the ranks." Chairman Irving Goldstein underscored Mayer's point about employee involvement at his most recent quarterly management meeting. He said he expected everyone to work harder

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COMSAT Not Alone In Restructuring

We are not alone. Companies across the U.S.—and particularly in the telecommunications industry—are going through restructurings similar to COMSAT's. Increasingly intense competition—at home and from abroad—are forcing companies to streamline, to focus, and to seek what author Robert H. Waterman calls "renewal."

Waterman, co-author of *In Search of Excellence*, has studied many companies across the U.S. to determine characteristics of those that appear to be "renewing." He has detailed these in this new book, *The Renewal Factor: How The Best Get and Keep The Competitive Edge*.

Waterman identifies these characteristics:

- An attitude that assumes opportunity will keep knocking but will knock softly and unexpectedly. Planning is necessary, but it pays to remain open to surprise.
- Managers set direction and define boundaries, but leave it to employees to get results. Employee initiative is encouraged.
- Information is freely disseminated among employees—as a context for decision-making.
- Budgetary controls are viewed as

welcome checks and balances, providing the boundaries within which employees can operate creatively.

- Company leaders are open and curious, looking for ideas from anyone anywhere—employees, customers, competitors, neighbors. They value teamwork and trust. They're skilled at office politics, knowing that few things get done in an organization without a strong base of support.
- Organizational change is encouraged, against an underlying base of stability. People change positions often, moving between line and staff functions.
- Managers pay close attention to what their employees are doing. They have high expectations for their people.
- The organization has a cause—quality, productivity, being the best or whatever fits. The cause is communicated to employees in a way that challenges them and indicates what is at stake for the company.

"Organizations exist for only one purpose," Waterman says. "To help people reach ends together that they could not achieve individually. Dreams, not desperation, move organizations to the highest levels of performance."

Restructuring Expenses Lead To Net Loss

COMSAT Corporation's second-quarter 1987 restructuring led to a net loss for the fiscal year of \$47.3 million. Without factoring in such non-recurring items as the FCC ordered rate refund, the company's restructuring costs and a favorable tax resolution, net income from the company's ongoing operations for the year totaled \$44.6 million, or \$2.43 per share. In 1986, the company reported net income of nearly \$59 million.

Revenues for 1987 totaled \$333.7 million—an increase of nearly \$29 million over those reported in 1986.

Chairman Irving Goldstein called 1987 a "year of consolidation and redirection for COMSAT that enabled us to lay the foundation for future profitability. Our core business, indeed all our businesses, are performing to our expectations," he said.

Operations which COMSAT discontinued in 1987 contributed to a loss of \$65.1 million, or \$3.55 per share. Most of the loss related to the sale of the company's manufacturing businesses and the disposition of two direct broadcast satellites. Earnings from the international earth station business help to lessen the impact of those losses. In 1986, COMSAT's discontinued operations, primarily the earth stations, produced income of \$15.5 million, or \$.85 per share.

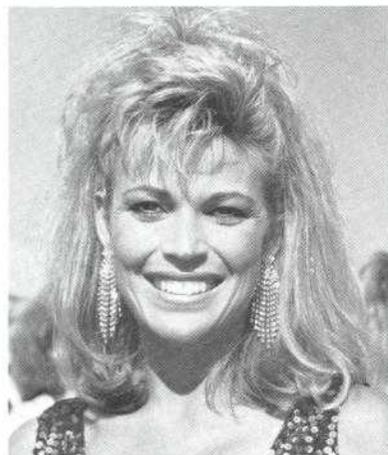
Revenue growth for the year was attributed to COMSAT Video Enterprises,

Maritime Services and the company's government and commercial systems businesses. Intelsat Satellite Services revenues decreased slightly as rate reductions offered through the unit's new extended service contracts went into effect.

Fourth quarter results showed COMSAT with consolidated net income of \$4.1 million, or \$.22 per share. For the same period in 1986, earnings were \$21.1 million, or \$1.15 per share.

The quarterly results were affected by several non-recurring expenses: a charge of \$16.2 million after-tax to comply with the FCC's refund order, \$4.4 million after-tax primarily for moving COMSAT Video Enterprises from Memphis, Tenn., to Clarksburg, and income of \$2.7 million after-tax for the favorable resolution of an income tax issue. Without these non-recurring items, income from continuing operations after-tax would have been \$6.5 million, or \$.36 per share, compared to \$13.9 million, or \$.76 per share for the fourth quarter of 1986. The 1986 results included a gain on property sale of \$6.4 million or \$.35 per share and income from the favorable resolution of certain state tax matters \$.4 million or \$.02 per share.

Revenues for the 1987 quarter were \$82.2 million, up from \$78.5 million for the same quarter in the prior year.



Vanna White Chimes In For CVE Live Event

Wheel of Fortune star Vanna White will ring the battle bell at Wrestlemania IV, the third live special event to be broadcast by COMSAT Video Enterprises to its affiliate hotels. The four-hour wrestling event is set for March 27. Cost to hotel guests for the special is \$19.95.

Among those vying for the World Wrestling Federation title will be Andre the Giant and Hulk Hogan. The match will be carried live from Trump Plaza Hotel and Casino in Atlantic City.

Short Takes

The U.S. government has given its general support to a proposal to allow INMARSAT to provide land mobile satellite services . . . **PanAmSat** is scheduled to launch services. To date, Peru and the U.S. are the only countries that have authorized PanAmSat to provide international service, the company already is looking to provide Ku-band satellite service between the U.S. and Europe—and the FCC has conditionally approved the request. To gain final authority, PanAmSat must first get authorization from one European country, as well as from INTELSAT. INTELSAT will determine if the PanAmSat service would cause significant economic harm to its own services . . . **Martin Marietta** snared the largest U.S. commercial launch contract yet when it agreed to launch 15 communications satellites for GE's AstroSpace Division. McDonnell Douglas and General Dynamics are the two other principal competitors in the U.S. commercial launch business . . .

International coverage of the **Winter Olympics** from Calgary used 17 channels of INTELSAT satellite capacity—more than twice the number used to broadcast the 1984 Winter Olympics from Sarajevo, Yugoslavia. Six satellites—four in the Atlantic, two in the Pacific—were used . . . **Dr. Pier Bargellini**, retired Senior Scientist at COMSAT Laboratories, has been awarded the Columbus Medal, a prestigious honor bestowed annually by the mayor of Genoa, Italy . . . **Hughes Communications** has announced plans to buy the Westar satellite system from Western Union . . . **Ambassador Diana Lady Dougan**, whose State Department position placed her in the center of international communications policy-making for the past five years, has submitted her resignation, effective March 15 . . . **Ivor Knight**, COMSAT Director, International Systems Standards, has been elected chairman of the Telecommunications Committee T-1 for a two-year term. Committee T-1, sponsored by the Exchange Carriers Standards Association, was formed after the AT&T divestiture and includes all major North American telecommunications manufacturers and carriers . . .

Systems Division Organizes For Growth

Aiming toward growing "substantially in revenue, earnings and products and services," the COMSAT Systems Division (CSD) reorganized in February. But as he announced the details of the new organization, CSD President Joel Alper stressed a continuing need for flexibility.

"Organizations are dynamic: they respond to the strategic need of the corporation," he said. "People must respond to the need for flexibility" as business changes.

The restructuring, Alper said, is aimed at meeting four near-term objectives: establishing clear lines of authority, further reducing overhead expenses, winning new business and performing to the satisfaction of current customers.

CSD's target markets are the U.S. Government and the international telecommunications arena, Alper said in his written announcement. In going after government business, CSD will seek out market niches where its strengths in communications network management give it an advantage. Internationally, CSD will build on COMSAT's reputation in satellite technology and network implementation.

The new organization includes four major groups: COMSAT General Corporation, Engineering and Development, Marketing and Business Development and a Program Management Office. In addition, a Ventures office, headed by Vice President Stephen Day, will pursue entirely new business opportunities. The four groups include:

- **COMSAT General:** With Larry Westerlund as vice president and general manager, COMSAT General will sell and manage its satellite capacity, including that on the COMSTARs and the SBS-1. It will also support the company's SAFECOM joint venture with Timeplex, which is using the COMSTAR D-2 and D-4 satellites.
- **Engineering and Development:** Replacing COMSAT Technical Services, Engineering and Development brings together most of the division's engineering and systems development expertise as well as its satellite communications and construction



"Organizations are dynamic: they must respond to the strategic need of the corporation."

—Joel Alper



"The NBC system and ComGen's eight satellites provide a solid base from which to grow the division."

—Larry Westerlund



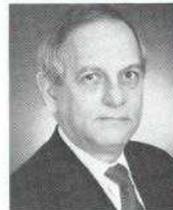
"The leverage provided by our existing business base and future opportunities has increased the probability of our financial success."

—Richard Dineley



"We are postured to bring in significant new business for COMSAT in the coming months and years."

—David Cade



"My challenge is to make a profit on each and every program that we manage."

—Charles Zito



"Everyone said the flat antenna couldn't be produced economically, and we proved it can be done. Now we're going to leverage other COMSAT technologies."

—Stephen Day

monitoring activities. Alper is acting head.

- **Marketing and Business Development:** A new organization, Marketing and Business Development, under the management of Vice President David Cade, will go after new business. Activities include marketing, business development, proposal preparation, strategic planning, business communications and market research.
- **Program Management Office:** Established to consolidate major program management activities, the Program Management Office is headed by Charles Zito, Vice President. The unit's task is to manage programs for profitability, with improvements in planning, management and reporting

systems on all projects necessary to achieving that goal.

Staff positions supporting the new organization include finance and human resources. Richard Dineley will continue to have responsibility for finance, accounting, administration, contracts and procurement.

Alper said that, for the new division to be successful, the entire organization needs to understand and commit to its goals and objectives.

"I commit to you my best effort to communicate to you, directly and through management, the goals and objectives of this division, as they are refined, accomplished, modified or redirected over time," he said. "I'm sure I can count on your enthusiastic support in pursuing those goals—your support is the key to success." 

450 Attend COMSAT 25th Anniversary Gala

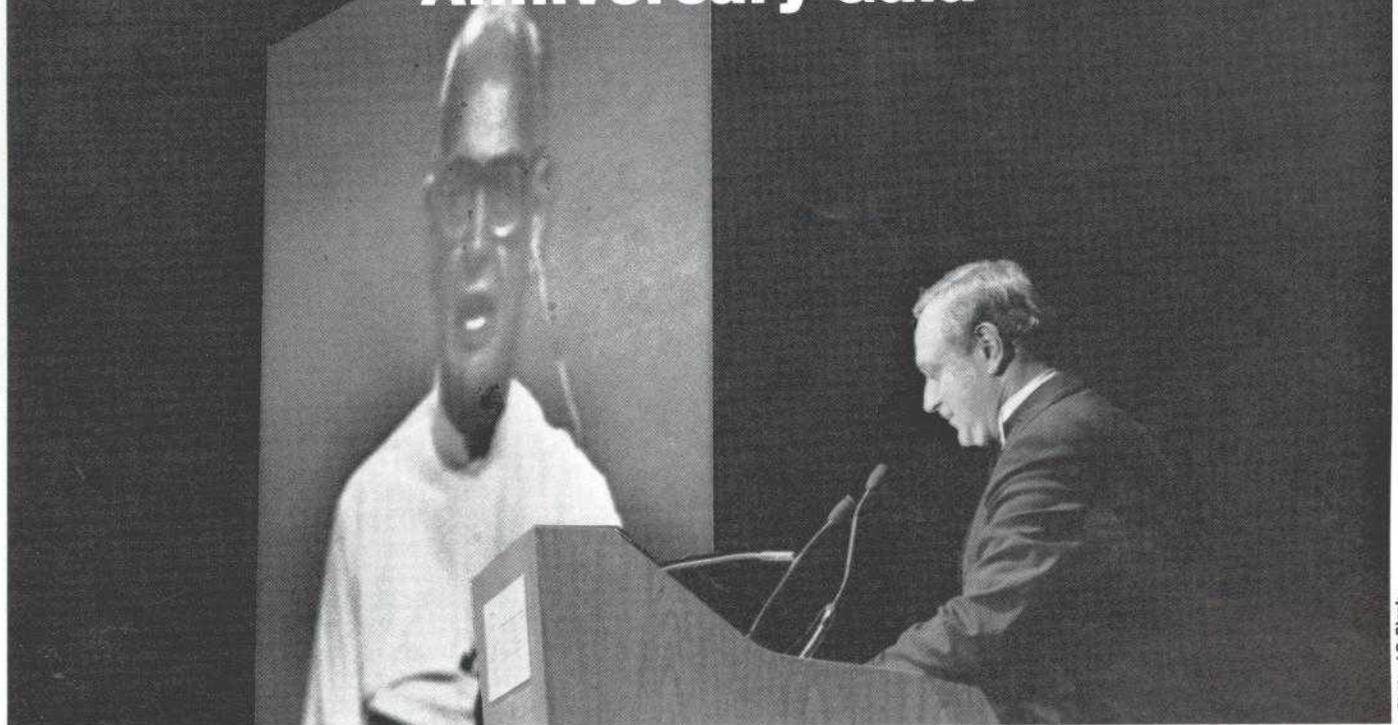


Photo: J.R. Black

Chairman Irving Goldstein talks with Arthur Clarke, live via satellite.

Some 450 business people, scientists, engineers, diplomats and government leaders from around the world came together Feb. 18 in Washington, D.C. to commemorate the 25th anniversary of the Communications Satellite Act.

Among those attending the formal dinner, co-hosted by the Department of State, were policymakers who helped enact the Communications Satellite Act in 1962 and scientists who pioneered development of the global satellite system. Host for the State Department was Deputy Secretary John Whitehead, representing Secretary of State George Shultz, who was unable to attend.

President Reagan sent a videotaped message commending COMSAT for its 25 years of accomplishment. "You have done what diplomats and statesmen and politicians are always saying they're going to do—you've brought the world closer together," Reagan said.

Attending the event "via satellite" was the "father of satellite communications," Arthur C. Clarke, author of

"That's going to change the whole structure of human society"

Arthur Clarke

science fact and fiction now living in Sri Lanka. Clarke, in a live give-and-take with COMSAT Chairman Irving Goldstein, predicted that people throughout the world will be able to carry personal telephones to maintain constant contact and that, by the year 2000, every phone call in the world will be a local call. "That's going to change the whole structure of human society," Clarke said.

It was Clarke's theory, published in 1945, that three satellites in geostationary orbit could serve the entire earth which provided the basis for the

worldwide system COMSAT ultimately developed.

Goldstein lightheartedly told Clarke that his prognostication about the future "localization" of telephone calls was understandable from someone "who makes all his phone calls from an island nation in the Indian Ocean."

On a more serious note, Goldstein said that satellites "have brought mankind together during our generation. During the next generation, they will untether us. No longer will we have to be attached to a wire to talk with people in far corners of the earth," he said.

"The satellite technology exists for people soon to be able to carry their own personal telephones to the most remote corners of the earth, enabling them to maintain instantaneous contact with home or office.

"The changes that are coming in satellite communications capability will have an even greater impact on our lives than the introduction of satellites has had," Goldstein told the audience.

Personnel Changes Announced



Hoff



Taylor



Leber



Mario

COMSAT announced several personnel changes in early March. William C. Taylor, 61, was named vice president and general manager of COMSAT's Intelsat Satellite Services business, a unit of World Systems Division. Taylor had been president of COMSAT International Communications, Inc., a business recently sold to Contel Corporation by COMSAT. Also within World Systems Division it was announced that Ellen D. Hoff, 41, was named Vice President, International Services, reporting to Mr. Taylor.

In other personnel news, COMSAT named Ronald J. Mario, 44, vice

president and general manager of COMSAT's Maritime Services business. Mario had been vice president, corporate services; he will be replaced by Christopher J. Leber, 35, who was named general manager, corporate services.

The corporation also announced that George J. Tellmann, 59, will retire on March 31, after nearly 20 years in key management positions in businesses related to both the INTEL-SAT and INMARSAT organizations. Most recently he was vice president and general manager of Maritime Services.

One caller wants to know why it sometimes takes a long time for internal operators to answer extension 6000. "Sometimes it takes 20 rings or more, and it's important for me to find out the phone numbers of the people who moved here from Clarksburg," the caller complained. Chris Leber, general manager of Corporate Services, responds: "First priority is given to outside calls. In lieu of calling the operator, we suggest employees refer to the revised telephone directory issued in January which lists the WSD employees. Calling the operator to obtain internal numbers rather than using the telephone directory increases the likelihood that customers will not be handled as promptly as they should be."

A Clarksburg caller was concerned about the relocation of some divisions at the Laboratories "into areas that are known to have asbestos in the ceiling," the caller said. Leber responds: "The relocation may require



some modifications to the facilities. These modifications will comply with all applicable federal, state and local laws. COMSAT is committed to protecting the health and safety of all employees and will take no action which will compromise this commitment."

Another Clarksburg caller asked why COMSAT's 25th anniversary gala last month did not include employees. COMSAT Director of Public Relations Bob Hunter responds: "The decision was made to focus on the historical personages whom history

Tariff For Digital Service Gets OK

A new tariff that is key to COMSAT's strategy to compete successfully with undersea fiber optic cables went into effect following the FCC's approval on Feb. 18. The tariff was proposed in the long-term agreement COMSAT signed with AT&T last October.

Submitted by World Systems' Intelsat Satellite Services unit, the tariff allows COMSAT to offer customers substantially discounted, long-term bearer arrangements that use digital circuit multiplication techniques. Such techniques enable customers to get as many as four voice-grade circuits from one digital bearer circuit.

Under the new tariff, the monthly price for a bearer circuit (under a 10-year commitment) will be \$855 to Western Europe, \$890 to Latin American, Pacific and Caribbean points, and \$910 to Africa, other European countries and the Middle East. Using digital technology, the average monthly price per voice grade circuit to Western Europe will be approximately \$215.

records played the key roles in getting COMSAT started and later to celebrate in an equally significant way with those who have been or are more currently involved in the company. Plans for an employee event are currently under way. While details are not yet firm, as soon as they are everyone will be notified."

Another Clarksburg caller was miffed because some Plaza employees were given time off for donating blood while Clarksburg employees were not. A Human Resources spokesman responds: "The blood drives at Clarksburg and the Plaza facilities were the result of separate and distinct organizing efforts conducted by the medical units at each facility. Clarksburg conducted its drive in early December, and employee participation was very good. The Plaza drive was not conducted until December 29, and initial response during this holiday period was very low. To increase participation, administrative leave was granted as an incentive."

A leaner, more disciplined COMSAT
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at bringing the ideas of employees at all levels to the top.

"We'll combine this 'bottoms-up' view of the future with Mr. Goldstein's vision of where he wants to take the company," she said. "Over the next few months we'll have a good handle on whether we have a big enough pot of opportunities to choose from for longer-term growth," Mayer said.

Then, over the next half-year, as the annual budgeting process approaches, the Corporate Development staff, working with line and staff management, will define and assess the emerging vision. Details of long-term direction will begin to be communicated.

"In a sense, it's a luxury for a corporation to be able to say, 'The next two or three years are going to be good and we can focus on the longer-term,'" Mayer said. "This is the first time in five or six years that COMSAT has had this luxury."

The principal benefit of the strategic planning exercise is not developing a detailed blueprint for the future, Mayer explained. Rather it is creating an environment where line and staff think strategically—constantly asking questions such as, "What value are we creating for the customer, what are we doing better than others, how are we better able to satisfy customer needs."

"The strategic planning process is designed to develop the corporation's understanding of how its markets behave, where the company's strengths

are and how it is positioned competitively. Then, when opportunities arise, we will be able to act quickly and definitely," Mayer said.

"We really can't plan the future. But we need to be prepared for things that are going to happen."

COMSAT is not alone in modifying its course for an uncertain future. Stories of companies focusing on core businesses, reducing staff and cutting costs appear almost daily.

Mayer thinks that COMSAT is progressing well, compared to similar businesses—independent telephone and Bell Operating companies—facing similar challenges. Like COMSAT, those companies have large, profitable regulated but low-growth operations, and need to broaden their business base to continue to grow and attract investors.

"Today the Intelsat Satellite Services (ISS) business contributes about half our revenues. Our strategy calls for revenues in the non-core business to grow at roughly 20 percent per year," Mayer said. "By 1990, we expect these businesses will contribute approximately 60-65 percent of COMSAT's revenues. That's a significant change in our business mix."

Another strength working in COMSAT's favor is its employees, said Mayer, who has been with the company for about two years. She described the COMSAT workforce as "a very motivated group of people. Despite all the turmoil, people still seem to want to dig in their heels, work hard and figure out how to keep the company successful down the road," she said.

162 Volunteer For Early Retirement

Among the 166 COMSAT employees eligible for the Special Voluntary Retirement Opportunity, 162 have chosen to take it, according to Suzanne Tobin, compensation and retirement plan manager, Human Resources.

The retirement option was offered in late November to employees 55 or older who were on active payroll as of last Sept. 18 and who, by the end of this month, have at least five years of credited service with COMSAT.

"It was a good deal for me," said Joan Miller, a 22-year COMSAT employee. "I still will need to make a living. With this incentive, I think I may be able to get my catering business going." Miller, with other members of her family, has been doing limited catering on weekends and at night. She said she will use one part of the retirement payout for living expenses—and will roll over money from the company's retirement plan into an Individual Retirement Account (IRA). The medical and dental coverage she will continue to receive under the program also will give her added security, Miller said.

Oliver Ford, who works at COMSAT taking care of offices, called the opportunity "a good package. It will help me over the hump to start my own little business," Ford said. "With the little bit Uncle Sam leaves me, I want to start my own building maintenance services business."

Tuition Reimbursement Now Taxable Income

Starting in 1988, the money COMSAT reimburses you for tuition expense will be taxable as employee income. COMSAT will withhold federal taxes at a 20 percent rate, as required by law. Social Security and state taxes also will be withheld to the extent required.

The new law applies to tuition reimbursements made in 1988 for courses taken in 1987. However, to ease the transition to the new tax requirement, COMSAT will "gross up" any tuition repayments for courses taken in 1987 and made in

1988. In "grossing up," the company will contribute to your income tax withholding account with the government an amount roughly equal to your additional tax liability resulting from the tuition reimbursement.

Grossing up will apply only to this year's reimbursements for 1987 coursework. It will not apply to courses taken and reimbursed in 1988.

If you itemize deductions on your tax return, you may be able to deduct job-related educational expenses if the courses are necessary to maintain or improve skills required for your

current job. These expenses are included among "miscellaneous itemized deductions," which are deductible only to the extent that "miscellaneous" deductions total more than 2 percent of your adjusted gross income.

A bill is pending in Congress that would reinstate the old law regarding tuition reimbursements. If this bill passes, COMSAT will change its practice accordingly.

Employees with approved tuition reimbursement requests should send them to the payroll department for processing.

News Briefs

Lock Cars To Discourage Vandalism

Several recent incidents of auto break-ins and vandalism in the public parking garage used by COMSAT should serve as a reminder to employees who park there to lock their cars and keep valuables hidden.

The COMSAT Security Office urges employees to report any suspicious person or activity in the garage area by calling x6605.

Golf League Flexible

COMSAT's golf league is set to get under way, and the format of the league allows for maximum flexibility.

Each week, foursomes will compete in match play/stroke competition. Matches can be played any day during the week, on any Montgomery County public course. Handicaps and standings will be posted weekly, and prizes will be awarded.

To enter, complete a roster and submit it to the COMSAT Fitness Center no later than Friday, April 8. For more information, call Peter Grzybinski, x5135 or Bill Burch, x4035.

Maritime Services To Provide Link For Safety Broadcasts

COMSAT Maritime Services intends to use its Southbury, Conn., and Santa Paula, Calif., earth stations as U.S. links for a new INMARSAT maritime safety broadcast system, scheduled to be available late next year to U.S. agencies charged with warning ships of storms and other hazards late next year.

Called SafetyNet Broadcast Service, the new system will provide maritime safety information and distress alerts to ships and offshore platforms through INMARSAT satellites.

In late January, the Radio Communications Subcommittee of the United Nation's International Maritime Organization (IMO) adopted SafetyNet as a primary system for delivering maritime safety information and dis-

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WANTED

Summer housing for Wolftrap Foundation college interns. Low-cost rentals costing no more than \$125 per month or house sitting arrangements are sought for 8- to 12-week periods, June through mid-August. Intern hosts will be invited to the Washington premiere of Prokofiev's "Love for Three Oranges," to be performed by the Wolf Trap Opera Company Aug. 18 and 20. Please contact: Ann Graham, The Wolf Trap Foundation, (703) 255-1939.

trass alerts to ships on the high seas. The IMO over the next decade will introduce a new Global Maritime Distress and Safety System. According to COMSAT, SafetyNet will be a major component of the new system.

SafetyNet will use INMARSAT's new data-only Standard C ship terminals—which recently were proven successful in sea trials.

CVE Offers Training Videos To Hotels

Continuing its efforts to add value to the services offered affiliate hotels, COMSAT Video Enterprises (CVE) is

making two new training videos available via its satellite delivery system. One of the videos, produced by CVE, goes through a step-by-step procedure on how to minimize and manage disputed pay-per-view movie charges. If the instructions are followed, both the hotels and CVE stand to benefit from better revenue collection.

The second video focuses on teaching hotel dining room personnel proper serving procedures and techniques. This two-part training program was produced by the American Hotel and Motel Association. It is being offered via the CVE network as a service to hotel management.