# LOCKHEED MARTIN

## Moderators: Richard Olson and John Westergren

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INTERVIEW WITH JIM RAPINAC

Operator:  Conference ID MRO2912 for Richard Olson.

Richard Olson:  Please discuss your lifetime beginning with your childhood, your education, and your career at our company going back Remington Rand Univac, Univac and Sperry.

(Rapp):  Sure. Well, I was originally from Hibbing, Minnesota, that is where I was born and grew up until I was about ten years old. And then my parents moved to California, Hollywood. I went to Notre Dame high school in Sherman Oaks, California and my folks worked in the studios out there. My dad was a scenic artist with Walt Disney. And my mother worked for Monogram.

After I graduated from high school I returned to Hibbing and enrolled in Hibbing Junior College where I played basketball. And then, after two years, I got a scholarship to the University of San Francisco. And I played basketball there.

I was drafted in the Army, took basic and advanced training at Fort Ord, CA. and was stationed in London, England and then in Mannheim, Germany, where I played basketball and managed Officers Clubs. After I was discharged from the Army I was invited to try out for the basketball team at the University of Denver and after 4 months I decided that I didn't have a future as a professional basketball player. So I focused on an education and I worked full time and attended DU full time. In 1960 I received a BA Degree in Journalism. While attending DU I worked at Gates Rubber Company. I was in charge of the wrapped hose department where we made radiator and heater hoses for cars and trucks.

I began to read about computers and electronics and decided that was the wave of the future. So in 1961 quit my job at Gates. My wife and I were married in 1958. And we just celebrated our 49th wedding anniversary. My wife Judy and I moved back to Minnesota in

the summer of 1961 and through a friend of mine in Hibbing, I got a job with RRU, Remington Rand Univac.

I was hired as a production planner on a program that was called ADD – Advanced Digital Device. Later it became known as the 1824 a missile computer. And the problem was that I was a production planner but we didn't have any production!

The ADD project was cancelled in 1962. I was then assigned as the production liaison to engineering for the design and manufacture of a computer called CP667 (Mobile Op Con). And then later I became involved with a project in Navy Avionics that became the forerunner of ANEW and the P3C Program. And that's when I joined the Marketing Department in 1963.

So there we are about 1963, right? So where should I go from here?

Richard Olson:     What made you decide to leave the production side of it and go to the sales and marketing side of it.

(Rapp):     Well, I just thought the future was in Marketing and Sales. If you join a company, the place that you can quickly learn about that company is in manufacturing. But there was no career future for me in manufacturing.

And I just liked the style of Marketing and the Sales. And I liked to travel and I spent a lot of time at the Naval Air Development Center in Johnsville (Warminster) Pennsylvania, where they did all the design and development work for Naval Avionics.

During this time, Vern Leas, DSD Navy Marketing Director, hired a retired Navy Captain named Marwood Clement Jr. Clem brought us a new term. It was called Avionics, aviation electronics. Before that we were basically a Shipboard Navy House as you are well aware and an air traffic control system contractor.

Univac began to pursue Navy Avionics Programs the first of which was A-NEW, an acronym for "a new program", an upgrade of Navy P-3B ASW aircraft with digital avionics into the P-3C. The Univac 1824 computer which was a part of ADD, the first program I worked on at RRU, was loaned to NADC, Johnsville, for initial program development and test.

Westergren:     On the Avionics side of it. You're working again mostly mission systems, the back-end of the aircraft for both the P3. Or at that time, was it a P3? Or what is it still starting to install the PQ?

(Rapp): No, it was for new P-3 Aircraft.  The upgrade of the aircraft which was originally the P3A Lockheed aircraft and a later a B version, had analog systems and about 300 new aircraft were upgraded with Digital Avionics for the C version. Lockheed California Company, CALAC, was the principal contractor in Burbank, CA. All of the new hardware and software was supplied by the Navy to CALAC as GFE, Government Furnished Equipment. So the hardware and software contracts we had were directly with the Navy.  We also had a contract as Associate Contractor that covered costs for liaison with Lockheed who was not the prime contractor but at that time was called the principal contractor. This type of procurement is no longer used today.

Richard Olson: I was involved just a little bet in the early days.  How did you interface with Eldon Stevens and Dan Brophy?  What were their jobs?

(Rapp): They were in Johnsville.  Stevens was the site manager and Brophy was the on-site software manager on temporary assignment.

I was assigned as the NADC marketing lead and I would go out there for a week at time. I would leave on Monday and return on a Friday. While I was out there, I joined a basketball league and a bowling league. So I was like a part of the local scene.

I knew everybody, the technical people, civilian managers, military managers and contracts personnel.   We all had complete access badges that were good throughout the base. And we were able to work various project offices to get involved in a wide range of other new Navy Avionics programs.

Westergren: So basically, you are commuting to the Johnsville, Warminster area.

(Rapp): Oh. Yes.  It was a long trip because you had to fly from Minneapolis to Chicago, change airplanes to Philadelphia, rent a car and drive up the Schuylkill Expressway. We always stayed at the George Washington Lodge on the corner of Highway 611 and the Pennsylvania Turnpike. It was a short drive from there to the base in Johnsville.  NADC is now closed and all activities have been moved to Patuxent River, MD.

(Rapp): Marwood Clement assigned me to cover NADC.  Clement was the head of marketing for Naval Avionics.  I quickly met many government people at Johnsville including 2 engineers in charge of an airborne early warning development lab. It was mid March of

1963, near the end of the government fiscal year and the engineers called me and said they had fiscal year money to spend.

They asked me what they could buy for $100,000.00. So I checked my price book and said, "You can buy a 1240 four handler magnetic tape unit." And they said, "Great, we'll order it today". I flew back to Minneapolis and told Clement about the new order. Clem said that the NADC engineers were toying with me and asked, "Well, you do understand that in order to buy a magnetic tape unit you need a computer. I'm afraid that these guys are fooling you."

So I called the engineers at NADC and asked, "What's going on here? You bought a 1240 magnetic tape unit but you don't have a computer." "Well, no," the engineer said, "We have the 1240 magnetic tape unit on order and we'll use that to justify buying a computer." I relayed the information on to Clement and he said, "These guys understand that you're a junior marketer and they are playing a joke on you. You don't understand how the Navy procurement system works."

Well, early in the new government fiscal year NADC ordered a 1230 computer, a 1232 I/O Console, a 1004 card reader, and a 1394 motor generator set. They also bought a new version of the CS-1 compiler, called Cycle Simon that was developed by Clyde Allen and his software group. Early versions of Cycle Simon didn't work very well and we marketing guys referred to it as Simple Simon.

After the computer order was booked I went back to Clement and said, "You know what, marketing is really an easy job. What's so tough about selling this stuff? It's a piece of cake!"

Westergren:   What so tough about selling this stuff?

(Rapp):   It was easy at first. The larger programs were tougher. Anyway, that was my first big sale as a new marketer in 1963.

I mention this sale because in the 60's marketing did not have any sales training. You joined marketing and they gave you a list of prospects or customers, a product handbook, a price list and an airline ticket. Training was done in an ad hoc manner by mentors and we had some great mentors including Forrest Crowe, Forrest Lowe, Vern Leas, Roger Wise, Dewaine Osman and many others. When you had a tough product technical question you

relied on John Marsicano or Vic Benda, who had the answers or knew where to find the answers.

Richard Olson: Well, you just have to find their weak spot. And once you got a customer with money and desire, that's important. How about the next part of the career after the initial 1240 magnetic tape unit sale to the Avionics piece of the P3? How about the S-3A?

(Rapp): VS-X, later designated as S-3A, was a very complex program and different in sales strategy and sales tactics from the P-3C. DoD had adopted a total package procurement policy and the Navy used this procurement method which included a concept definition phase with 2 contractors and a down select to a single prime contractor. In order to win a share of the program you had to select and team with a competing prime contractor. For me and others VS-X was a new learning experience and much different that our success on P-3C.

Our first choice was to team with McDonnell Aircraft in St. Louis because they had built many carrier based aircraft. Our strategy was to get an exclusive teaming agreement for the computers and system software. Things began to change when McDonnell acquired Douglas and formed McDonnell-Douglas with major operations in St. Louis and Long Beach, CA.

The other prime contractors were Lockheed, Burbank; Convair, San Diego; and Grumman Aircraft, Bethpage, NY. Grumman dropped out of the VS-X competition to focus on winning the F-14 Tomcat, a much larger program.

The McDonnell-Douglas merger was not going well so we begin to re-examine our strategy. We were within weeks of finalizing a teaming agreement with McDonnell-Douglas. During this time, I worked for Dewaine Osman who reported to Forrest Lowe. Forrest Crowe was the Vice President and General Manager during this time. Dan Brophy was the VS-X technical support manager at that time.

Our second choice was to team with Lockheed-Burbank. We had developed excellent relationships with Lockheed management on the P-3C program. They had one major weakness. Lockheed had never built a carrier based aircraft. We learned that they had secretly teamed with LTV, Dallas, who would build the aircraft keel with tail hook and the empennage. Lockheed has solved a major weakness and we now believed that they were a viable prime, especially with our airborne ASW expertise gained from the P-3C program.

Osman, Lowe and I met with the Lockheed VS-X program director, George Bernard, at the Smoke House in Burbank. We shook hands on a teaming agreement, subject to obtaining approval from our management.

Forrest Crowe met with us on a Saturday morning. He questioned our dramatic change in teaming strategy. We thoroughly explained our teaming rationale. Crowe was a wise marketing man and he believed us. The rest is history.

After a one year concept definition phase, Lockheed was award the VS-X production contract for 193 aircraft. Univac DSD would build over 193 1832 computers priced at over $1 million each and also develop and test all systems software and operational programs. The 1968 S-3A win was the largest contract won by DSD at that time and revenues are still being generated to this day for upgrades. After the win on VS-X, colleagues at Lockheed Aircraft began calling me Rapinac from Univac or Sole Source Rapinac.

As a humorous aside, when we would brief Univac management, defined then as anyone one level above you, someone would ask what an empennage was. Our answer: "A big piece of tail!"

Richard Olson: But what – didn't we lose the VS-X AVSAC first?

Rapp: Yes, it was a tactical loss, a trap play into the line, as we used to say. The ANEW program office at Johnsville wanted to be the VS-X avionics integrator since their involvement in P3-C had transitioned to Patuxent River, MD. They held a competition and for a computer that they planned to be use on VS-X. It was known as AVSAC or Advanced Avionics Computer. The computer specs were based on the IBM 4Pi 32 bit computer. DSD had never built a 32 bit computer at that time. We had a falling out with Johnsville when we teamed with Lockheed because Johnsville did not want to work with Lockheed. Politically we had to bid AVSAC even knowing we would lose. IBM won a tactical victory and delivered 3 computers which were never fully tested and ended up in the storage bin of history.

After the success of the S-3A program, the role of Johnsville in airborne ASW development was diminished and eventually transferred to Patuxent River, MD. Today, NADC is shopping mall.

Richard Olson: At that time a different Lockheed, even though we're all one big happy family now.

(Rapp): Yeah. The Lockheed-Univac DSD-LTV S-3A program was the most successful program in DoD history. It was always on schedule and below cost! And the S-3 system was and is very effective and still in operational use today.

Richard Olson: Lockheed was the aircraft and then the aircraft integration of the computer, right?

(Rapp): They did the aircraft design, total systems design and systems integration. We did the computer and all of the software and supported systems integration tasks at the Lockheed Rye Canyon facility. We also established the Valencia facility which housed over 100 software engineers throughout the S-3A production program.

Richard Olson: Okay.

(Rapp): Yes we did win and fortunately Lockheed DSD had a lot of strong supporters at NAVAIR in Washington DC. And we prevailed over NADC. So everything worked out well for us and for Lockheed. I think VS-X was a key milestone in my career. And whatever I achieved in my 26 year career was with the support of many, many people at UNIVAC.

Richard Olson: Earlier I was aware that we lost out (Stevens) and (Dan Brophy). And there's guy named Dave Morris. Do you remember him?

(Rapp): Oh yeah, very well.

Richard Olson: (Dave Morris), we went to the Debrief.

(Rapp): Yup.

Richard Olson: Dave Morris wouldn't fly.

(Rapp): I know that because he would always hop the train. He said that he survived an airline crash and had a fear of flying.

Richard Olson: He rode the train and he got to the Debrief when it was half over. And two hours later Dave climbed back on the train and for the ride home.

(Rapp): Yup.

Richard Olson: But anyway the reason they took me up along was I was working for (Clyde Allen) those days. And they took me along because they said software was the reason that we lost and they wanted to make sure that the right person got the message.

(Rapp): No. No, that was not the reason we lost. The real reason was explained above in previous comments. We realized that we had a problem with Johnsville over the design of the computer that went into the P-3C, the 1830A or CP901. And we had many arguments with them over the design. NADC wanted a hard wired computer and we wanted a design with

pluggable chassis. If there was a failure, the chassis could be quickly replaced and returned for repair.

NAVAIR, Washington, DC, supported our design which is still used on the CP901.

And after that technical dispute we did not have a close relationship with the engineers at Johnsville. They were trying to get rid of us. No question about it. So, we lost a battle and won the war!

Richard Olson: Uh hmm.

Richard Olson: Well, that makes me feel better. That's a long time ago, you know.

(Rapp): But in hindsight it was a good loss. S-3A production in the hand is worth ten AVSACS in the bush.

Richard Olson: How about the next phase when you started to gain more and more responsibilities within the marketing organization?

(Rapp): In 1969 I was promoted to Group Manager, Avionics Marketing. Fred Hargesheimer was a part of my team and I had the privilege of working with and knowing Fred, a war hero and icon. And then in 1970, Dewaine Osman, VP of Marketing, asked me to move out to Salt Lake City as Marketing Director. After I got to Salt Lake City and learned more about the organization I thought I made the worst career move of my life. Salt Lake City manufactured Sergeant and Shrike missiles, helmet sites, Gun mounts and other products that I didn't understand. I was a computer guy at that time.

We slowly wound down the missile business and looked at new markets. SLC supplied a Microwave Command Guidance System, MCGS, to the Air Force for control of drones. The total estimated market for MCGS was about 10 systems, not very large. We had to get some new products. I learned that some engineers in the back room lab were designing a Data Link, a Wide Band Data Link. The Air Force was looking for a new advanced wide band data link for its' fleet of drones and U2's.

Salt Lake City Operations had an unusual organization. The functional organizations reported back to St. Paul. For example, I reported to Dewaine Osman and others, such as program management and contracts, reported to their counterparts in St. Paul. We had a site manager but he had no line authority. It was very difficult to get consensus on new products, R&D funding, capital improvements and general strategic direction.

I decided to discuss these problems directly with Dick Gehring, who was then DSD V.P & General Manager. I proposed a new organization making SLC a profit center under a general manager.

Gehring discussed my proposal with his staff and, much to my surprise, he appointed me General Manager, Special Programs, SLC, in early 1972.

Gehring decided to have me report to Ernie Hams, then VP of Program Management. Special Programs soon became a leading supplier of wide band data links and advanced ground and airborne control systems for the emerging remotely piloted vehicle markets, now called UAVs. Special Programs had annual revenues of about $45 million in 1972.

Special Programs, now called L-3 Communications Systems West, is the largest supplier of military Data Links in the world. It is a very large and successful division.

Richard Olson: How did we end up with Salt Lake City? When did we either acquire or merge that was part of the Sperry deal or is that part previously with Remington Rand – UNIVAC or just how do we end up with Salt Lake City?

(Rapp): Well, what happened is Sperry Gyroscope in New York won the Sergeant Missile program in the early 1950's during the Eisenhower presidency. DoD had a policy to move new defense programs to the western United States due to the Russian ICBM missile threat. Sperry had to move the Sergeant Program into a new facility and they had a choice of Boise, Idaho; Phoenix, AZ; or Salt Lake City, UT. Sperry selected Salt Lake City because the state gave them prime land near the airport. Many of the missile engineers from Great Neck, Long Island moved to Salt Lake in about 1953 or 1954. The Sperry Flight Systems Division was moved from New York to Phoenix during the same time for the same reason. Univac DSD St. Paul Manufacturing was at full capacity. Salt Lake City had a large manufacturing plant that was under utilized. Transferring Sperry Salt Lake City to DSD was a good solution. Many Navy peripheral products were moved to Salt Lake City along with some key manufacturing people.

Other DSD managers, including marketing and program management were sent to Salt Lake to complete the transition. There was a clash of the New York Sperry culture and the St. Paul Univac culture which was regrettable.

When I moved to Salt Lake City as Marketing Director I decided to accept the Sperry culture and found that the Sperry people were trying to do the right things. So, I went out

of my way to get to know them. I soon learned that the Sperry people were long time and very loyal employees and very competent in their respective fields. For me it was a great learning experience which benefited me in later years.

A major turning point was when the Sperry wives bridge club invited my wife, Judy, to join their weekly meetings. This gesture signaled acceptance of Judy and me by the SLC Sperry people, many of whom remain friends to this day.

Richard Olson:     Okay. I just never have heard this. So, thank you.     Well, how long were you out there? What, three years in Salt Lake?

(Rapp):     Four years. I was out there for four years and then I moved back to Saint Paul in July of 1974. Ernie Hams, the DSD VP and General Manager, appointed me as General Manager of Univac Technical Services, UTS. Dan Brophy was the first UTS General Manager but he was transferred to Salt Lake City as MCAUTO Program Director in the Communications and Terminals Division.

In July of 1974 we had about 400 professional people in UTS.

Richard Olson:     You went up to 2000 employees?

(Rapp):     Yes, eventually. What happened is a lot of DSD people did not want UTS to succeed because we were encroaching on the charters of various DSD software organizations and DSD software field sites.

Some DSD people referred to us as "UTS" which I viewed as a derogatory term. And so I decided to fix that and obtained Ernie Hams approval to change the name to Technical Services Division, and TSD was born!

Richard Olson:     Did that originally evolved into what Pat Casey and John Cieslicki were doing in the 1970's and 1980"s?

(Rapp):     I was the TSD general manager from 1974 to 1978.  I hired Pat Casey to be the Director of Operations and Cieslicki worked for Casey. Monte Widdoss was the Marketing Director and Dick Colby was the Controller. We had 4 regions and about 12 sites.

Man:         Okay.

(Rapp):     In 1978 I was named as the VP of Marketing by Dick Seaberg, and I was replaced by Pat Casey as the GM of TSD. TSD had over 1200 employees at that time. TSD was transferred to Sperry Commercial, Bluebell, in late 1984 after Sperry Defense Products Group was formed under Dick Seaberg, Group President. Dick was, unfortunately and unfairly, fired

by Gerry Probst, Sperry CEO, in December, 1984 and replaced by Ed Decker, former VP & General Manager of Sperry Gyroscope.

Man:            Okay.

(Rapp):        I was VP of Marketing from 1978 until 1984, then VP of Command and Control Systems, 1984-1986, and finally VP of Systems Operations until I resigned in April of 1987. At the time of my resignation I was responsible for World Wide Systems Operations, Avionics Systems, Field Engineering, and Canadian Operations.

Richard Olson:      So you were heading the marketing organization when we were winning all the big things like the AN/UYK43, the AN/UYK44, the Canadian Patrol Frigate (the largest program ever won by Sperry Rand ($1.4Billion), with $125 Million Software).

(Rapp):        Yes - UYK43, UYK44, Canadian Patrol Frigate, and several other key wins.

(Rapp):        CPF, the Greek Submarine Fire Control System, the second source contract for the AYK-14 airborne computer and the USMC Tactical Modular Display. The USAF MATE program was also won in 1983.

In Fiscal year 84 which spanned the period of April 1983 to the end of March, 1984, we identified a list of the top ten new business programs and we won all ten of them!

Richard Olson:    So an amazing feat.

(Rapp):        Yeah. It was. You know, it was the best year in my marketing career, the best year in the history of DSD and the best year for the entire marketing organization. And it was made possible by the hard work of many people in all DSD functional organizations.

During that time the division was growing at a rate of over 20% a year. So we had a very high growth rate and we lost very, very few programs.

Richard Olson:      Was it the people, the hard work, the customer intimacy, other factors? What do you think caused that to happen?

(Rapp):        Well, I think the key to our success was focus. I decided that if I and my staff agreed to bid a program, we would bid to win. And we didn't spare any expense or assignment of necessary resources.

The other major factor was that we had people who were aggressive, confident, technically sound and highly experienced in what they were doing. They were on the leading edge of technology whatever it was at that time. And we had professionals in pricing, program management and contracts who supported marketing goals and objectives.

For each major program we established a dedicated capture team before the term capture team was used. And their job was, you know, to figure out how to best pursue a new business program and what they had to do to win it. And my primary job was to provide the capture team with the necessary resources, management support and the funding that would ensure a very high probability of win. So it was a team effort.

And the other key element was our formal bid-no bid process.

And if you the assigned marketing person and his team was not able to go through all of the items on the bid-no bid checklist we would no bid. The Marketing staff comprised the bid board and I was the chairman.

And we had the luxury of no bidding during those years because there were more, large defense programs than you could afford to go after. You didn't have the money, the time, or the resources to bid all the new programs. The Reagan years was a time of a major defense build up and defense markets were a happy hunting ground until the Berlin Wall fell in 1989.

(Rapp): The Reagan years was an era of high growth and profits for most defense contractors including Sperry.

Westergren: A lot of stuff that we are doing today is based on what was done back then. We're doing today. For example, OLE and Westergren are working on something new for the Halifax CPF Upgrades. (The Halifax Canadian Patrol Frigate Upgrade Contract (a $6 Billion Upgrade just announced by the Canadian Government)).

(Rapp): Yup. It's amazing. I mean, you know when I was in St. Paul last December I ran into a person whom I won't name and he told that we made a big mistake in our pricing strategy to win the AN/UYK-43 and the AN/UYK-44 production programs.

And I told him that yes, we had losses during the first years but there was only one thing worse than winning the 43 and the 44. And he said, "What was that?" "Losing the 43 and the 44", I replied!

Richard Olson: Absolutely.

(Rapp): Because if you look at these programs in hindsight, I'm sure they became very profitable programs. And if you look at the profits and the number of years that we were involved with the S-3A and the P-3C, it's unbelievable. We're talking 30 years or more.

Richard Olson:     We just signed the contract with the Portuguese to upgrade their aircraft, their P3 aircraft. And we're working on another deal with the Taiwanese to do theirs.

(Rapp):     Yup.

Westergren:     And we just finished the last, I think (72 US aircraft) and doing their probably a second through a third upgrade. And so, it's still a huge part of our business up here. It's still 20%, 30% of our business here in Eagan.

(Rapp):     Uh hmm.

Westergren:     And as far as the AN/UYK-43, I was the program manager on that in the early 90's. And you were right, we were making money and it was keeping a lot of lights on and keeping a lot of people employed. Sure, the first couple of years were a problem but that's a lot better working those problems than watching IBM try to do it or somebody else try to do it.

(Rapp):     That's right.

Westergren:     And that's what would have happened if we hadn't won it. So, it's better to win something and make it profitable than lose it and watch somebody else do it.

(Rapp):     Oh that's, you know, that year, you know, we won the UYK-44 in 1983.

And then we won the 43, I think about half a year later. And what our real problem was with those programs is would there be a problem with the Navy from a political viewpoint if they awarded, after all the turmoil in Congress and the freezing of the designs of the UYK-20 and the UYK-7, for UNIVAC too win both of competitive computer procurements and continue its dominance as the only supplier of Naval Tactical Computers.

So our major focus from a marketing viewpoint was to be attuned to solving  pricing and technical problems and minimize Congressional and DoD political problems.

So what kind of support did you get out of the Washington office?

(Rapp):     The Washington office was very important in that most of our customer base at that time was in the DC area and are marketing people there were meeting current and new customers every day. Their job was basically to monitor new procurements and to set up meetings for people from Saint Paul, the engineers, the contracts people, program managers and senior management. They also interfaced with prime contractors that had DC offices and that we were doing business with.

So they were in effect they a special liaison group, okay? And DSD Washington office marketer skills varied by their skills and experience. For example, Joe Coughlin, now deceased, held hands with Don Ream and Eric Swenson. That was his primary job and a very important one. Ream and Swenson were very important Navy customers.

Ralph Hughes on the other hand had a Navy background and he understood weapons systems so he could make technical briefings. The Washington office marketing skills were broad and varied. .

We needed a strong presence in Washington to be successful. We also had a mall Congressional Liaison group, Gwen Harrington, Bob Kerner and Bill LaLiberte, that tracked defense bills and annual defense appropriation bills of interest. During my time as Marketing VP the Washington office was headed by Curt Rangen and later by Ralph Hughes.

We had a lot of other marketers in the DC office that, for various reasons, didn't work out. If they didn't perform you had to weed them out. And over time we did a lot of weeding out. We used an expression with problem personnel, change people or change people.

It's hard to be a person in a one man regional marketing office and most of our field offices except for Los Angeles were one man offices.

And what I would say, you know, about a regional marketer, whether he was in the Dayton office or the Boston office, is when I woke up in the morning and I was shaving I could think about the guy in Boston or Dayton or Dallas and know that they were working and doing good things..

Richard Olson: You had a lot to do with different marketing people and all of different kinds of positions. Who would you say excluding yourself would be the top three that you ever saw working here?

(Rapp): In marketing?

Richard Olson: Yeah.

(Rapp): The top three I would say from a wide range of people at the executive level would be Vern Leas, Dewaine Osman, and Dick Seaberg. The top people on my staff at various times were John Spearing, Monte Widdoss, Dan Brophy, Ralph Hughes, and Chuck Hammond. I believe that Dick Snell was the greatest head of Market planning and administration in the history of DSD.

At the sales manager level we had many excellent people including Clint Haggerty, Bill Rock, Carl Boecher, Mike Bukovich, Larry Debelak, and many others that are too numerous to mention. We had a great marketing team in Eagan, Washington, DC and the regional marketing offices.

We had some super guys that were accountable and put their jobs on the line and you knew that everyday they were doing something good. And they all made major contributions to our many successes. I also hired the first female marketer in DSD history and she was assigned to the LA office. I am very proud of that accomplishment.

Richard Olson: John Spearing, when did he leave?

(Rapp): John Spearing left in 1983.

Richard Olson: So, did he leave before those wins occurred?

(Rapp): No, Spearing left right after that. He was on special assignment as marketing executive for the AN/UYK-43 production competition.

(Rapp): That was a very unfortunate situation. I won't go into any detail. John and I were good friends. He was a superb marketing guy. And unfortunately, he and Dan Brophy had some problems with Dick Seaberg that might have possibly impacted their long range career futures. Both Brophy and Spearing left at about the same time and it was for me a very big loss, both personally and professionally. They moved on to successful careers at other companies.

Richard Olson: Gene McCarthy, I consider to be a good marketing guy.

(Rapp): Oh yeah. As I said, it's hard to name all the very good people without sitting here and thinking about it for a long time. Yeah, I would include Gene McCarthy as one of the better marketers.

Richard Olson: Gene was the Canadian CP140 marketing guy.

(Rapp): Yes, along with Tom Knops.

Man: And what's the last one he did, the Australian?

(Rapp): Tom Allen covered Australia during my time. Tom Knops was also very effective marketing guy. I could go on and on and still leave someone out.

Richard Olson: With the Canadian patrol (frigate), even though they're near neighbors still international - what did you think about the international business and how we handle it? You know, that was our first - one of our first major international wins.

(Rapp): We had a lot of good wins. We did very, very well in Germany. With the Frigate 122 and 123 programs and the S143 Schnell Boats, fast patrol boats...

Richard Olson: Otherwise, (Manfred Weise) I think you still remember him. He was there. He just came on board about probably when you were leaving.

(Rapp): No. I rehired Manfred Weise in about 1983.

Man: Okay. Well, he's retiring later on this year.

(Rapp): He and I still send e-mails back and forth.

(Rapp): I think in about 1982 or 1983 the guy that ran the Military Systems Division, MSD, Bad Godesberg, Germany, was Al Bettis.

(Rapp): A retired Navy captain who, incidentally, was the first manager of the NTDS program office in Washington.

Richard Olson: (Bettis), yeah.

(Rapp): And he worked for Chuck Hammond who worked for me.

(Rapp): And Weise had left MSD and went to work for a company in Wiesbaden a few years before. And I asked Chuck Hammond, "It's time that we Germanized MSD. Why do we have an American there and pay him all these allowances and blah, blah, blah?"
And so Hammond and I met Manfred and his wife Erika in Wiesbaden and convinced Weise that he should rejoin the company and we rehired him as the MSD Geschaftsfuhrer, or in English business leader. And we transferred Bettis back to Washington. After that MSD was staffed with only Germans.
I'm still a very good friend of Manfred and Erika and have been for years. He's a super guy.

Richard Olson: Yeah, he is. He has done very well and not only maintained and continued that business over there. I think he has a lot of respect within, you know, the customer community over there.

(Rapp): Uh-huh. Chuck Hammond and I were very good friends and I still think of him, you know, often. He died too young as you may know.

Richard Olson: Well Rapp, we usually ask people if they want to make some concluding comments about your career and what you're feelings were about it. Anything you want to say:

(Rapp):        As I think back over my career at DSD, I had a very exciting run there for 26 years. I met a lot of great people in Salt Lake City, Saint Paul, Great Neck, Clearwater, Winnipeg, and all over the world including Japan, Australia, Germany, Greece, England, Egypt and Norway. I've worked for a lot of great managers and we were very fortunate to have leaders like Forest Crowe who replaced Gerry Probst. Crowe was the DSD VP & General Manager when we won major programs like Minuteman, S-3A and ARTS-3. And Dick Gehring who replaced Crowe and insured that the new major programs were profitable. Ernie Hams who reorganized DSD into 4 divisions, the International Division, Navy Division, Army/Air Force, and Civilian Agencies Division plus TSD, to achieve higher and faster profitable growth. Dick Seaberg, who replaced Hams in 1977, was the longest serving DSD General Manager, 1977 to late 1984. It was during his tenure that we won so many major new business programs. And DSD was very profitable.

And so I had the honor and privilege of working for and with all these people in various capacities and they helped me and supported me during my career at DSD.

After the Burroughs merger that resulted in Unisys, I knew that Sperry was dead and gone and I didn't want to work with people like Paul Stern, Fred Jenny and Al Zettlemoyer. So I resigned in April of 1987.

Richard Olson:      It was a different place after that.

(Rapp):        Yeah. You know, the Sperry spirit was gone and these new guys were from an IBM culture and if you look back at the beginning of 1987 or end of '86, DSD, including St. Paul, Clearwater, Pueblo, Winnipeg had over 6500 employees and were still growing. In 1988 the defense industry joke was that Unisys was buying IBM, one employee at a time!

And after the merger and the arrival of a new management team, revenues and employment steadily declined. What is the employment level now? You're probably, what, below 2,000?

Richard Olson:          Actually here in town it's probably even less than that. There are probably about 1,200 right now. The whole Tactical Systems Division is probably about 2,000 people Eagan and in San Diego and Clearwater.

(Rapp):        Oh! So, what happened for whatever reasons, I attribute directly to the actions and decisions of Fred Jenny and Al Zettlemoyer and their IBM counterparts like Sturm, Flagg and Jones. What is tragic is that about 4,000 people who had great jobs lost their jobs or

were forced into early retirement. I was fortunate because I had a golden parachute so I was able to leave and be financially secure. And still it was very hard to leave after all those years because of the people and not because of the new company.

(Rapp): So I was wished everybody there future success. I always enjoyed seeing them and still do. I have no regrets except for the people that were affected and I had, as you know, a good career and the pleasure and privilege of working with a lot of fantastic professional people.

Richard Olson: As we have been doing these interviews both video and oral, we find a lot of people that have a lot of good words to say about you. So the feeling was mutual.

(Rapp): Thank you.

Richard Olson: Larry Debelak said that Rapinac was the best boss. Larry said, "It was very clear, if you didn't pursue something that was a high probability of a win, you'll be out of marketing in two years.

(Rapp): Well, I always enjoyed working with Larry because he was always spooling up something. And I mean that as a compliment.

We've got to spool this up. Remember that? He was a very key part of ABCCC along with John Nygaard.

Richard Olson: You'll be happy to know that Larry hasn't changed one bit. He is still just as cantankerous and ornery as he was when he was probably 20, 30 years younger.

(Rapp): Well, you know, when I was back there in December, I was in the lobby with Ole and I ran into Roger Stern and he hasn't changed very much either.


Richard Olson: Are you going to be able to make it back here in early December this year (2007) for the Old Timer's Luncheon at the Fr. Snelling Officers Club?

(Rapp): Yeah, probably. I still see Dave and Mim Kolling. They come out here every year. Also, the Weises and Allens and a couple of other former colleagues and friends have visited us. And we have the annual Univac West gathering in March at Wally Emerson's.

I'm still doing some work with a CCD camera company in Germany and a vision systems distributor in San Diego. I work a couple of hours a day to keep active and abreast of current technologies. I also do some consulting, mainly in Europe.

Richard Olson:    But are you reading the last VIP Newsletters that we that we threw out there?

(Rapp):    Oh yeah.

(Rapp):    Okay.  I hope I gave you what you were after? No? Yes?

Richard Olson:    Absolutely. Yeah, it was fun.


(Rapp):    I have enjoyed this very much. I hope the feeling is the same. It's always nice to talk with old friends and reminisce. . And I hope everything goes well in the future for all the LM people in Eagan. It is very satisfying for me to see that the remnants of the Sperry Univac Defense Systems Division are now a part of Lockheed Martin, who was one of our biggest customers.


Richard Olson:    Okay. Well, thank you. We appreciate your time this afternoon.

(Rapp):    Anytime.

Operator:    We're sorry. Your conference is ending now. Please hang up.


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