

intercom

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HP Intercontinental Operations News

August-October, 1975

The News is Good from New Zealand

Superlatives come easily in describing Hewlett-Packard's order to supply the New Zealand Government, State Services Commission, with a total of 41 Management/230 computer systems and 192 HP-2640A CRT display terminals.

The order, worth approximately U.S. \$3 million, is the largest single order ever received by the Data Systems Division, the largest order for HP New Zealand, and the largest order for Intercon.

The story behind the record-breaking order is one of smooth teamwork between field sales personnel, factory people and ICON management.

The New Zealand government was in the market for two multipoint networks to link up major governmental departments separately to a Burroughs B4700 computer. Since the Labor Government is committed to getting a Social Security system un-

derway next year, efficient means must be provided for handling the paperwork involved. Inland Revenue is equally in need of a way to handle data processing peaks during the two months of the year when tax returns are received, and to speed up the turn-around of returns.

New Zealand's geography makes mail service difficult, even though the country is only 1000 miles long from top to bottom. North and South Islands are connected by ferries, and mountainous interior terrain creates more transportation problems. A communications hookup by computer was the answer.

The Government vested all of its purchasing authority in the Computer Services Division of the New Zealand State Services Commission. A tender for bids was issued by CSD last October and 24 suppliers responded by the close of the tender in mid-November.

Since HP New Zealand did not have a computer systems field engineer, Colin Howard was recruited from HP Australia to work with New Zealand Country Manager Derek Barlow on preparing a presentation. Colin was the choice of Bruce Graham, computer systems sales manager in Australia, because he had a close working relationship with the Australian federal government in Canberra.

Colin happened to be scheduled for a computer training course in early November at the Data Systems factory in Cupertino. In his spare time he discussed with plant engineers some specific technology applied to the twin problems in New Zealand. He flew back to New Zealand a week before the tender closed and incorporated the new information into a previously prepared proposal draft.

Continued on page 6

Lake Hayes, South Island, New Zealand





Taking a close look at the YHP 2507 digital voltmeter in Hachioji plant: (from left) John Young, Marco Negrete, Manufacturing Manager Masakaju Imahori, Dave Packard, Bill Doolittle, Bill Terry.



Shozo Yokogawa, Yokogawa Electric Works president and chairman of YHP board, with Dave Packard at YHP.



Dave and Lucile Packard pause on Penang plant tour with Teng Ong Keok, company manager of HP Malaysia, and Tian Nie Khian (back to camera). In background are Teng's wife Ngik, Bill Doolittle.

HP MANAGEMENT PAYS A CALL



Ken Sasaoka, new president of YHP, welcomes Dave Packard to Tokyo.

In the Hewlett-Packard lexicon, a "facilities review" is a visit by the company's top corporate and product group management to divisions in the field. It is an opportunity for management to sit down and see how each particular division operates.

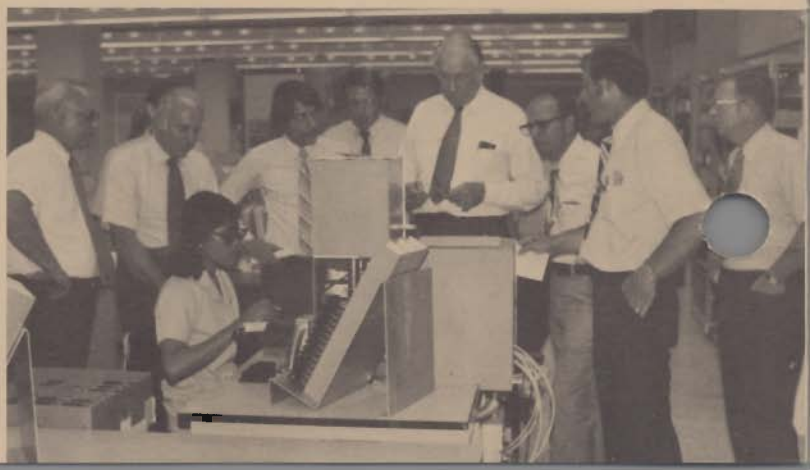
This spring Dave Packard, chairman of the Board of Directors, led the first facilities review of Southeast Asia and Japan. Accompanying him for part or all of the trip were John Young, executive vice president; Bill Doolittle, vice president, International; Bill Terry, vice president and general manager, Instrument Group; George Newman, general manager, Calculators Group; Dave Weindorf, general manager, Components Group; Ray King, manager, Advanced Products Division, and Alan Bickell, director, Intercontinental Operations. Ben Holmes, marketing manager, Computer Systems Group, and Marco Negrete, engineering manager, Instrument Group, joined the others in Japan.

Their schedule began May 26 with a tour of YHP's Hachioji plant. That evening Dave Packard and Shozo Yokogawa, YEW president, hosted a dinner for the YEW and YHP directors and YHP functional managers and their wives. During the next three days the group packed in a visit to the sales headquarters at Shinjuku, lunch with the YHP marketing team, subgroup discussions on computer system sales and instrument R & D strategy, and a debriefing session.

In Singapore on Monday the visiting HP managers toured the Singapore HP plant facilities, where they received an overview of Southeast Asian activities; other sessions covered HPA and APD operations. An hour's flight took the group to Penang on Tuesday for a plant tour and afternoon meetings.

Dick Chang (second from left), HPA manufacturing manager at Singapore's Redhill plant, goes through process chart of 5625 LEDs with (from left) John Young, Dave Packard, Bill Doolittle, Supervisor Peter Chang. In rear, Tom Lauhon.

At Lower Delta plant in Singapore: (from left) George Newman, Bill Doolittle, Supervisor Soim Singh, John Young, Dave Packard, Dave Weindorf, Ray King, Tom Lauhon watch operator Zainab Hamzah cut and load keys for handheld calculator.



HP Computer Museum
www.hpmuseum.net

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JAPAN AND SOUTHEAST ASIA REVISITED

by Bill Doolittle

Bill Doolittle, Vice President of International Operations, has been a regular visitor to Asia on Hewlett-Packard's international business since 1962. We asked him to sketch for INTERCOM the developments he has seen during the years.

In the early sixties we realized that we needed a better understanding of the market in Japan. We asked Stanford Research Institute to study the long-term sales potential there for electronic instruments and to evaluate potential partners for a joint venture, should HP decide to more actively participate in that market. SRI confirmed that the Japanese market was indeed going to experience rapid growth and that Yokogawa Electric Works (YEW) could be considered a leading contender for a joint venture.

On my first trip to Japan in the fall of 1962, I took a personal look at the market and met the people at YEW. The Yokogawa Electric Works was a company twice as old as HP; it had already celebrated its fiftieth anniversary. The bulk of the firm's business was in building electrical indicating meters, although it had done some manufacturing of measuring instruments. At that time YEW was about half the size of HP.

As a result of that first visit to Japan, I became convinced that the Japanese market was one of great interest for us and that a cooperative effort with YEW looked promising for both parties. Our joint venture company Yokogawa Hewlett-Packard was thus established in 1963.

After operations were underway, our Japanese partners and we agreed that it would be helpful to have resident HP directors in Japan to improve communications with Hewlett-Packard here. George Newman, who was with us on our recent YHP facility review, and Karl Schwarz (now general manager of the Grenoble Division) were among the first HP managers to join the YHP team.

Japanese employees of YHP have also come to the United States to work and study with HP for a period of time, including plant workers as well as engineers and management. As a result, we've been able to build the good points of both Japanese and American systems into the joint venture company. YHP today is not a mirror image of HP nor is it a traditional Japanese company. It is really a joint venture in the best sense of the word.

Looking back, I think the key to success was our good fortune in having Shozo Yokogawa, one of the top executives of YEW, serve as president of YHP for the first ten years. He has been a great supporter of incorporating American techniques into the joint venture company.

With our Japanese activity well underway, HP named a team of manufacturing and marketing managers to evaluate locating a new manufacturing site in Southeast Asia. As a result, we set up our factory in Singapore in 1970. On this recent visit I had the pleasure of presenting five-year service pins to a number of employees. Our factory in Singapore is



Linda Ng, Redhill Plant's manufacturing specs controller, receives five-year service award from Bill Doolittle.

now the company's largest outside the U.S. in terms of employment. While we were in Singapore we gave Tom Lauhon, who heads Southeast Asian operations, final approval to proceed with constructing a permanent factory facility there. The plans call for a four-story building with 180,000 square feet of space. It will have escalators, something of a novelty.

Because there has been a tremendous influx of companies like ours into Singapore, we foresaw that there might be a shortage of labor there and looked around for another location to establish a second factory in the region. After some initial study we selected the island of Penang off the coast of Malaysia, which is only an hour's flight from Singapore. That factory was started in 1972; we concluded this facilities review with a visit to Penang.

Following the formal divisional review I had a chance for the first time in three years to visit our Taiwan office. I was impressed with the growth and development that was apparent in the country itself, our markets there, and our own people. In the four years that HP Taiwan has been in operation it has had one of the fastest growth rates of any subsidiary we've established recently.

Dave Packard hadn't been in Japan and Southeast Asia since our Board of Directors made a tour there in 1973. (A board meeting was held in Tokyo to mark the tenth anniversary of YHP that year.) He was most impressed with the progress he saw and certainly I second his opinion; the continuing growth in maturity of our managers throughout the area was evident to all of us.



Bill Doolittle (center) in Taiwan office with HP employees (from left) Alice Chen, General Manager Lok Lin, S. S. Huang, and Ellen Tchu.

How to Work Better as a Team?

Management from throughout ICON met in Palo Alto recently for the annual sales region general management meeting. This year's meeting focused primarily on how we could do a better job of meeting HP's overall corporate objectives, now and in the future. Topics covered ranged from detailed discussions of individual product group strategy to lively brainstorming sessions covering our future organization strategy and the complex problems of improving our day to day operating methods. Rather than relate to you our discussions in detail, I thought it would be more appropriate to outline some of the key conclusions related to the meeting's central theme: "How can we do a better job of working as a team to more effectively contribute toward the attainment of HP's corporate objectives?" *"Let's work smarter not harder!"*

Clearly, one of our major tasks throughout ICON is the job of matching state of the art products with equally excellent people and operating policies and procedures. What we are talking about here is the importance of selecting and developing our people and the methods which we use to get the job done.

Let's talk about people first.

Six specific FY76 goals emerged from our discussions on this subject.

Accelerate supervisor and management development programs at all levels; clearly crucial to our ability to successfully meet growth challenge ahead.

- Continue emphasis on "equal opportunity" for employment and advancement on worldwide basis.
- Further promote total company and small group meetings to "get the word out." Frequently, the organization structure may be too slow in passing on information which is important to everyone on the team, such as how are we doing or where are we going. Frankly, we feel there is room for improvement here.
- Place more emphasis on promotions and their publicity; promote from within whenever possible; give credit where credit is due.
- Stress the importance of each and every member of the team, by providing increased opportunities for individual initiative within a framework of unifying policies and common objectives, a more formalized exposure for new employees to HP's fundamental

beliefs, policies and goals, and for "open communications at all levels."

- Further promote professional personnel administration programs in the areas of recruiting, wage and salary administration and training.

Personally, I like to use the word TEAM to describe our organization. Working as a team enables us to use all our resources most effectively to solve today's problems and to capitalize on future opportunities. The goals outlined above should further improve our ability to challenge the market with a truly excellent organization.

Now what about our systems and procedures?

We started a number of important programs in FY75 which we will continue into FY76.

- Our most crucial ongoing task is to improve professionalism in all of our administrative activities. Each of our organizations has experienced considerable growth in the past and, frankly, we do not see any letup in sight. This has overtaxed the support activities in each country. We have a major job ahead to update existing systems, further automate and, in general, to improve productivity.
- Certainly, we do not intend to relax in the areas of cost control and asset management. Further delegation to country management teams is planned in FY76 and greater emphasis will be placed on intermediate range planning and targeting, to provide short- and long-term goals against which we can measure our performance.
- Finally, it seems to me that we all could probably pay a little more attention to the analysis of problems. You always hear people talking about "the big problem," and it turns out that "the big problem" is never solvable. What has to be done is break it down into small, understandable parts which then can be and are solved.

"Markets of opportunity"

One of our major challenges is to carefully select and develop markets of new opportunity, as ICON encompasses some 77 percent of the world's land area. The real job that lies ahead is to continue the development and penetration of existing markets while

carefully identifying new ones. We all felt that we could be a lot more creative in the way we approach our existing markets, as well as those of the future. We will pay a lot more attention to market planning and sales supervision in FY76.

"The Customer is always right!"

In any sales region meeting, an appropriate amount of time must be spent discussing our customers. In the final analysis, they are the people that decide whether we have done our job, both in terms of products and support.

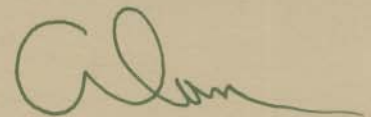
Two points which emerged:

- First of all, it is pretty clear that, although we have some very distinct product groups within the company, one of our fundamental strengths is HP's one company external image. We will work to enhance this strength.
- Second, we must continually work toward improving our interface with the customer. In many instances we have detected an insensitivity to customer problems and a tendency to design systems to meet HP's needs without visible consideration of customer requirements. One of the things that was suggested during the meeting was that we conduct random reviews of our customer interface in each of the countries we do business in, to see just what it is like to try to do business with HP. Hopefully, we will learn from this first-hand experience how to do a better job of serving our customers.

"We are not an 'entity' unto ourselves"

Finally, we talked about citizenship. What we were really concerned with here is HP's posture in every community where we operate. Our goal is to continue to emphasize our responsibility and integrity as members of the local community, to our customers and the public at large. FY76 will see us place greater emphasis on participation in the community as a contributor toward its financial, social and intellectual goals.

We had a lot of fun at the meeting, talked about a lot of things and, frankly, learned a lot from each other. FY76 will clearly present all of us with many new challenges and opportunities—but let's not forget FY75 and the importance of today's job.





Luis Brennan (right) with Luiz Barata of HP Brazil.

LUIS BRENNAN
HP ARGENTINA

There is no substitute for these face-to-face meetings. They enable us, the country managers, to learn the underlying spirit of corporate policies and communicate this faithfully to our people.



Jean-Francois Thions (left), Horacio Manifesto, and Clay Smith of HP Puerto Rico are offered Latin American snack by Maria Colin.

JEAN-FRANCOIS THIONS
HP MEXICO

This past year we worked very hard at increasing the visibility of Mexico's potential for Hewlett-Packard. We have already seen reflections of this and will be working hard in FY76 to develop our resources to meet these opportunities.



LOK LIN
HP TAIWAN

Management by objective is a technique not generally practiced by most companies in Taiwan. Despite local unfamiliarity with MBO, the people at HP Taiwan responded to the challenges and opportunities of FY75 by studying Corporate objectives and setting their own.

Lok Lin (center) joins Palo Alto's Jerry Byma and Dick Warmington.



TIENIE STEYN
HP SOUTH AFRICA

We at HP South Africa are quite conscious of our citizenship obligations to the community, and are actively working with several agencies in the area of educational support and development for all South Africans. We are pleased to be able to contribute in this manner.

Tienie Steyn (left) and Bob Daniels, Cupertino Data Systems product manager, discuss new 7905-A disc memory in exhibit.



HERB ROST
HP SINGAPORE

The expansion of HP Singapore to full product sales responsibility represents another significant step forward for Hewlett-Packard's future growth. As a new, fully participating member of ICON, we are looking forward to working together with all the people of the many HP groups in our efforts to achieve rapid maturity.

Herb Rost (right) and Horacio Manifesto of Venezuela.



JOHN WARMINGTON
HP AUSTRALIA

Although it is not always apparent to HP people in the U.S., our facility and organization in Melbourne has the dual role of serving as headquarters for the Australasian Region as well as Australia as a country. Serving in both capacities would be immeasurably more difficult if we did not have an opportunity to update our knowledge about activities and trends with HP in the U.S. through meetings such as the one we have just concluded.

John Warmington (right) with Jean-Francois Thions and Jay Mellies at APD wine-tasting. In rear, Luis Brennan.



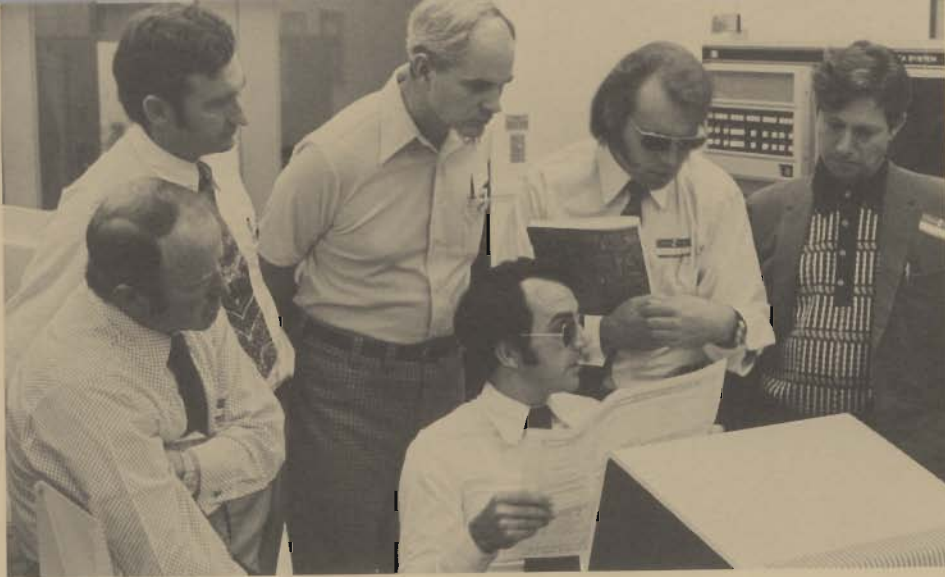
DEREK BARLOW
HP NEW ZEALAND

The success we achieved with our \$3 million computer sale to the Government of New Zealand is a perfect example of the total cooperation that exists in HP between factory, ICON and the field. Truly, this teamwork is one of the things which distinguishes Hewlett-Packard.

Workshop session: (from left) Don Shko, Lok Lin, Lee Ting, Derek Barlow, Lloyd Taylor.



TALKING TOGETHER helps to define common objectives



HP's Colin Howard (seated, center) receives close attention from New Zealand Government's buying team during visit to Data Systems Division in Cupertino. (Left to right) Ivan Shipp of CSD, Discipline Manager Malcolm Kerr, Gary Thorburn of Data Systems, Don Smith and Mike Beer of CSD.

New Zealand (Continued from page 1)

On December 12, HP was among six suppliers invited by CSD to make a presentation. Word was received two days before Christmas that the government evaluation team would like to visit the Cupertino plant as the first stop on a U.S. swing. The visit was set for January 6 and 7. ICON discipline marketing manager Malcolm Kerr helped organize the itinerary for the three-man team and ICON factory sales contact Rich Phillips prepared an introductory folder on HP.

The evaluation team was able to see the HP 2640 CRT terminals in production at Cupertino and watch a demonstration of actual data-capture operation. (The HP 2640 had been announced in Australia and New Zealand in late December.) The government visitors were introduced to

Cupertino employees from the field level to senior management, including Paul Ely, general manager for the Computer Systems Group. Gary Thorburn of the lab put together hardware and wrote software for one key demonstration.

On March 24 after the team's return to New Zealand, Derek Barlow sent a message, "The news is good." Hewlett-Packard had won the order. The actual contract was drawn up on April 8 when eight HP people—John Warmington, Roger Bailey, John Springall, Mike Mallalieu, Derek, Bruce, Colin and Malcolm—sat around a table with Don Smith of CSD and worked out the wording together. As an indication of their mutual good faith, the contract contains no penalty clauses despite a tight schedule calling for delivery by April, 1976.

The agreement was formally locked in when HP Vice President Bill Doolittle actually signed the end user agreement on May 15.

The contract calls for HP to train government people in using the equipment, and two computer systems have already been sent to New Zealand for training purposes. (A contingent of New Zealand government employees has already completed training in Cupertino and AMD.) HP will also provide a year's maintenance service, and three computer systems will be held in reserve for backup use as needed. The remaining 36 systems will be installed throughout New Zealand.

Since the huge order consists entirely of standard HP equipment, it is remarkably easy to fill. No bits and pieces from other manufacturers have to be worked in. As Colin Howard smiles, "The engineers keep asking me with surprise where the funnies are."

Good People to Know at Each Division

If you're in the field and need quick sales support from the factory, whom do you ask for help?

Here's the current list of ICON's technical products support contacts at the various divisions. Rich Phillips at Cupertino Data describes his job as "a mini-salesman in the factory"; the exact title varies among different divisions. These are the people who will explain new products, see that technical questions get answered, make presentations to visiting customers and help in any other way possible to close orders.

Perhaps most important of all is the role they play as communications terminals for the voluminous inquiries and problems sent in from the widespread ICON field offices.

IPG:

Colorado Springs, Jeff Duerr. Delcon, Ray Baribeau. HPA/Opto-Elec. and Solid State Display, Hiroshi Shishido, HPA/Diodes and Transistors, Ralph Okada. Loveland, Carlos Oyazun. New Jersey, Benny Garcia. San Diego, Pete Hillebrecht. Santa Clara, Terry Mancilla and Larry Johnson. Santa Rosa, Blake Peterson. Stanford Park, Dave Widman. South Queensferry, Stan Jones. GmbH, Gerhart Hermann, Pulse Generation; Theo Baumann, Scopes, YHP, Minoru Ebihara.

Calculators:

Loveland CPD, Tom Heller. Loveland CED, Bill McCullough. APD, Dave Lyons.

Medical:

MED (Waltham), Morris White, Visitors (Group); Jaime Cadena, Pulmonary Function; Ross Trimby, Consumables; Marc Lipsitt, Intensive Care Unit; Maryann Schreiber, Intensive Care Unit (Japan); John Geisel, Fred Prip, Perinatal, Andover, Brian Matthews, Cardiovascular; Phil Hadley, Cardiology. McMinnville, Paul Bennett, X-Ray Instrumentation.

Analytical:

Avondale, Ken Southard. SID Palo Alto, Dave Zaring. GmbH, Ab Mulders. Grotzingen, Helge Schrenker.

Computer Systems:

AMD Sunnyvale, Theo Fensch. Cupertino Data Systems, Barry Klaas, Rich Phillips, Dave Hancock. SACL Fourier and Lasers, Don Swanson. Boise, John Whitesell.

INTERCOM

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In the Spotlight

Meet Mary Andrews

Some of the people who have witnessed ICON grow from a small operation tucked away in a corner of Building 8 on Page Mill Road in Palo Alto to a worldwide network of 4400 men and women are still around and thriving.

Sixteen years ago Mary Andrews was hired by HP to invoice overseas orders for two weeks. HP's Export Sales Department was three years old at the time and had 10 employees. All shipping was done by one woman.

Mary liked the job and the people and she stayed on. Today she is one of two order administration managers of ICON. Her office space in the two-story Palo Alto headquarters is surrounded by rows of desks where order processors provide the linkup between the field and factory deliveries. The organization chart of Commercial Services under Manager Dick Wilson lists nearly 100 people.

Mary, who has a lively sense of humor, remembers that the Export people were known to other HP employees as "the strange ones in the corner." Since the small group did all entering and shipping of foreign orders at that time, it was a great spot for people who liked problem solving. Morale was high; a good month with \$30,000 in orders was an occasion to go out and celebrate. Bill Doolittle (then Export manager) was in Europe setting up an office in Geneva and it looked like things were about to take off in international sales.

Mary found herself in the right place at the right time. Perhaps it was the four years she had spent in the U.S. Navy which made her good at untying procedural knots.

"No one really knew how to do the job," she says now. "You had to get up and find out *how* to do it because no one else knew about the regulations of foreign governments, or the intricacies of loans and financing."

Mary believes that HP's philosophy of problem solving at the lowest level encouraged Export people to find the answer to a problem first, and then get permission to solve it. "Dodge and weave" is the way Mary describes the need to be flexible during those early days.

In the spring of 1964 HP pulled out the Latin American operation and set it up separately as HP Inter Americas, a Western Hemisphere Trade Corporation. (The rest of the present Intercontinental territory was called A.A.A. for Asia, Africa, Australia and Canada.) This means creating a mini-division with its own accounting, receivables, order processing, statistics and marketing. Mary worked with all phases of HPIA.

Two years later she had a chance to become part of another new development. Mary became secretary to the head of International Order Processing as the HEART system was getting started. She remembers sitting through meetings taking notes on systems language, wondering about such terms as terminals and digits. She finally enrolled in a class in basic computer programming. As she began handling projects of her own, her title changed to administrative specialist.

Intercontinental Operations was formed in 1969. A year later Mary moved into the newly created post of training coordinator, a natural since she had handled every country herself and knew systems, accounting and statistics. She began jotting down some of the best procedures and finally wrote an International Order Processing Manual. "I should have bronzed it," she laughs.

One group was now responsible for order entry while another did shipping and invoicing. In 1971 Mary became head of the latter group, making her ICON's first woman supervisor. When Order Administration Manager Walt Ross moved to the expanding Personnel Department in 1973, Mary

replaced him and assumed managerial responsibility for targeting and budgeting.

Now the department came full circle: OP functions that had been compartmented were brought back together and one person handled an order from beginning to end. The unwieldy area was broken up. Mary continued to handle the Mid-East and Africa, along with other responsibilities; Jean Smith was named supervisor for Latin America and Ingrid Powell supervisor for the Far East.

Mary believes the OP department presents an image of the company to customers. "We *are* Hewlett-Packard to a lot of the people we deal with," Mary says.

Recently her department surprised Mary with a presentation of "This Is Your Life, Mary Andrews." Mary marveled at the genuine photos which the researchers had turned up, along with some ingeniously forged letters about her days as a schoolgirl in Lynn, Mass., where she grew up as one of the middle children in a family of nine. (She sometimes vacations at the old homestead of her mother's family on Nova Scotia's Bay of Fundee, where the days are filled with fishing or clamming, walks along the shore and blueberry picking.)

As a final gift, the OP gang dug up Mary's first HP photo as a new employee in 1959 and gave her an enlargement. Mary Andrews has moved a long way from those early days; more has changed than the mode of dress.

"The first time I was called upon to make a presentation on inventory before a group my knees quaked," she recalls. "But it got easier and easier." Today it is not unusual for Mary to consult with one factory group in the morning and have other meetings at two plants in the afternoon. Like ICON, Mary's career with HP has been a history of growth.

Mary: 1975 and 1959



A Focus on HP Orientation

To spread the story of HP evenly to new hires anywhere in the world, Corporate Training and Management Development has just produced a new Employee Orientation Program package which includes video tapes and a detailed leader's guide for conducting meetings.

Each division or sales region will supplement the presentation with its own individualized material. A slide show explaining the Intercon operation has been prepared by Steve Green of Personnel. It covers operating objectives and characteristics of the area and includes photos of key managers and factories.

ICON people were among the employees who played a behind-the-scenes role in getting the program together.

Producer Linda Standley turned to Steve to help with translation needs, since the video tapes will be prepared in several languages. First drafts of one tape were prepared by Anita Stohl in Spanish, Lily Shah in German

and Beatrix Beck in French. (Portuguese translation will be done entirely in Brazil.) By this fall the sound tracks will be finished in five languages and the entire orientation package distributed worldwide.

One of three video tapes being sent to all facilities, "The Essential Resource," highlights the international nature of HP as seen through the daily activities of four employees: an American engineer, a Japanese production worker, a South American field engineer and a German technician.

Since no budget was available for on-location television shooting, Linda and her colleagues Jim Meyer and Ralph Conrad did some improvising. For the segment on Japan, Ron Soyama of YHP arranged that slides be taken of Hachioji factory worker Mitsue Maki. The shots of Mitsue walking home after work were used in the video tape; Kathy Inouye of Stanford Park was asked to be her look-alike in a live sequence shot in Palo Alto

showing the main character on her factory job. (The voice-over was done by Hiroko Wilson of HPA, who was born in Japan.)

For the other "Intercon" employee, Bob Capriles, HPA training manager, was cast as a Buenos Aires field engineer meeting a customer for lunch. Ron Javier, a native of Guatemala who now works in manufacturing specifications for HPA, played the customer and did the voice-over. The outdoor restaurant scene was shot at El Goucho restaurant in Saratoga.

The other two videocassettes for general distribution are "A Belief in Contribution," which tells the history of HP through old photos, and "All the People," about HP philosophy.

AHEAD OF THE GAME

Hewlett-Packard Australia has had its own "New Staff Induction Programme" since 1973. MARCOM manager Jim Creed spent spare moments for a year developing a detailed leader's manual with resource material for an orientation program. Four sessions covered an introduction to HP and HP Australia; the relation of the employee's own work group to the entire operation; Corporate Objectives and their effect on the employee's work and stay with the company; and employee benefits. The program has served as a model for several other HP facilities.

Puerto Rico

New Banner on the Balcony

When Clay Smith arrived in Palo Alto for the ICON Managers Meeting in June, he was pleased to see the flag of Puerto Rico included among the bright banners flying from the ICON headquarters balcony.

For both Clay and Puerto Rico the flag symbolized a special welcome: on June 15 Clay was appointed Country General Manager for HP Puerto Rico, the next subsidiary to join HP's Latin American family.

Clay has been district manager for HP's Richmond, Virginia, office since 1966. He joined HP in 1963 after working 13 years for Western Electric as an electrical engineer in Burlington, N.C. He is a graduate of the Georgia Institute of Technology and a registered professional engineer (Editor's note: a helofa engineer, as the song goes) in two states.

Betty Smith flew with Clay to visit San Juan before accompanying him to California and both are looking forward to the move. Betty, who has been teaching English and journalism in secondary school, will be the chief correspondent with their grown son and daughter remaining in Virginia and promises INTERCOM an occasional news note.

Since HP Puerto Rico must be up and running by November 1, when the



Clay Smith and flag

present distributor organization's HP operation ends, Clay took the opportunity to familiarize himself with a number of ICON departments while here for the management sessions.

Clay sees the challenge to put together personnel, facilities and operating schedule for HP Puerto Rico as "a tremendous opportunity to grow." He has started by absorbing a lot of information about that island in a hurry—including, of course, identifying the flag.

HP South Africa Buys Office Site

Property for a future marketing headquarters 30 miles north of Johannesburg has just been purchased by HP South Africa.

According to Tienie Steyn, managing director, the 12 $\frac{3}{4}$ -acre site was purchased in order to provide for construction of a future marketing office. It is located strategically in an area known as Halfway House, midway along the freeway linking Pretoria, the administrative capital, and Johannesburg, the largest city in South Africa (more than two million people).

The present headquarters and Johannesburg sales and service facility of the South African subsidiary are in a leased building in Wendywood, approximately six miles south of the new site.



PICNIC TIME

We won't try to identify all these carefree people pictured at the ICON picnic near Palo Alto on June 21, but among them you will spot happy children in a wide range of sizes, prodigious watermelon eaters, people who enjoy throwing sponges at management, and some relaxed country managers.



ICON Quarterly Calendar: August through October

Instruments/Components Quota Setting Meetings
Palo Alto, U.S.A.
July 28 - August 15

Calculator Application Engineers
Palo Alto and Loveland, U.S.A.
August 13-29

Computer Equipment Show
Taipei
August 18-22

Singapore Maylasian Congress of Medicine
Singapore
August 21-24

FEA Medical Sales Seminar
Singapore
August 26-30

Operations Council Meeting
Palo Alto, U.S.A.
August 28 and 29

Calculator Senior Sales Seminar
Palo Alto, Cupertino, Loveland, U.S.A.
September 2-12

Far East Area Calculator Sales Seminar
Singapore
October 12-22

A.S.E.A.N. Congress of Cardiology
Bali, Indonesia
October 16-18





YHP's Yoshio Koezuka (left) and Hiroshi Gomi practice programming during IPG seminar.



Calculator sales activity in Singapore is outlined by Loh Ah Sze.



The camera caught Benito Lasry of HP Venezuela demonstrating a 9830 calculator system during the first Venezuelan Symposium on Systems Engineering in Caracas in April.

IPG Senior Sales Seminar

The 1975 ICON Instrument Senior Sales Seminar for experienced field engineers and managers was held April 14 to May 2, with sessions in Palo Alto, Santa Clara, Santa Rosa and San Diego, California, and Loveland and Colorado Springs, Colorado.

Attendees and their countries: Australia, Bruce Ibbotson, Ron Hodgson, Ken Jackson; Brazil, Ary Santos; India, Shiv Kumar, Jagi Shahani; Israel, Rahamim Levy; Japan, Toshio Hattori, Yasuyuki Katsuno, Yoshio Koezuka, Hiroshi Gomi; Mexico, Antonio Castro, Guillermo Vargas; Republic of South Africa, Colin Forbes; Taiwan, Bruce Lan; Venezuela, Augusto Cabana.

Added pre-study material was provided this year as background for discussion on mutual problems, markets and product strategies. A special seminar workshop was held on the Interface Bus (HP-IB).

Calculator Sales Managers

The annual meeting of ICON Calculator Sales Managers in April was enlarged to include European, U.S. and Canadian regional sales managers for the first time.

Presentations on marketing and R & D at the APD factory in Cupertino were followed by a discussion of sales activities in Carmel, California. The format was reversed when the meetings moved to Colorado, with a sales meeting first in Vail followed by sessions at CPD in Loveland.

Attending from ICON's far-flung locations: Daniel Mazar-Barnett, Brazil; Ruben Barbosa, Mexico; Pedro Rabinovich, Venezuela; Yasuo Karakisawa, Japan; Bill Thomas, Australia; Ian Parker, New Zealand; Phil Fourie, South Africa; Loh Ah Sze, Singapore. Larry Gillard came from Canada. Dick Warmington, Terry Gildea, Jerry Byma and Randy Foster were present from Palo Alto.

HP 3000s Sell in Latin America



Three years ago Jose Eduardo Faria joined HP Brazil as a student demonstrator of calculators.

Now a DS field engineer, he is selling 3000 systems by the pair!

Persico Pizzamiglio, a growing producer of welded steel and stainless steel tubing, has given

Jose an order for two 3000s for use in production control administration and information management. The firm employs 1000 people.

The sale was closed after management of the tube mill saw a demonstration of the 3000 at Promon, an earlier customer. And Lina Pizzamiglio Persico added, "If the 3000 is as good as the HP pocket calculator, I'm sure we made the best choice."

Sweet news as we go to press: the first HP 3000 has been sold in Mexico by the HP Monterrey office. Manager Gabino Perez reports that the customer, Galletera Mexicana, S.A. (Gamesa) is the largest manufacturer of cookies in Latin America. Immediate use will be in the administrative area, with process control applications planned for the future.

Medical Open House

It took a lot of hands to put on the medical open house staged at the Hachioji factory this spring by the YHP Medical team from Tokyo.

Practically all medical field engineers, staff engineers, service technicians and secretaries combined their efforts to demonstrate medical equipment to 500 factory employees.

The equipment was then shipped to Kyoto for the All-Japan Medical Doctors Assembly.



Tsuneo Maeda demonstrates ECG respiration monitor for Hachioji employees.

Australian Archer

During lunch break in Melbourne, IPG Service Engineer David Anear can often be seen, bow in hand, pumping arrows into a round target with monotonous accuracy.

In July David took a longer break from the bench to represent Australia in the World Archery Titles in Switzerland (just after INTERCOM's deadline for this issue). He qualified by successes in 14 elimination State Titles, followed by a cumulative qualifying score of 1200 in National Titles competition.



David Anear on target.

First "I Care" Award

When Managing Director Tienie Steyn started a monthly "I Care" award this spring for HP South Africa employees who show outstanding concern for customers, the first award went in March to Fanie Kekana.

Fanie, a truck driver in the Wendywood office, voluntarily interrupted a trip to his home town of Rustenburg on personal business to make a delivery of merchandise.

April award winner was Willie Kruger, shipment and clearing manager, who pressed his wife into service with the family car to make an emergency delivery of an instrument.



Fanie Kekana (left) receives "I Care" award from Tienie Steyn.

Calculator Sales Course

HP distributors in Latin America who market the industrial and consumer calculators met in Guatemala City during the week of June 9 to receive the latest product and market information and to participate in HP's "Professional Selling" course.

Using videotapes and other materials developed by Corporate Training, the distributors participated each afternoon in sales workshops, role playing and informal discussions of sales-related problems. Mornings were dedicated to HP staff presentations on consumer and industrial calculator products, markets and applications and on the consumer calculator dealer program.

Attendees included: Allen Spinner, Electronico Balboa, Panama; Willy Haftel, Stanbuk & Mark, Bolivia; Fred Wakeham, Jr., Compania Electro Medica, Peru; Leopoldo Valle, Roberto Teran G., Nicaragua; Jose Miron, Luis Antonio Valenzuela, Saul Estrada and Eunio Aguilar, IPESA, Guatemala; and Julio Henkle, IPESA, El Salvador.



Willy Haftel, Julio Henkle, Luis Antonio Valenzuela and Saul Estrada in distributors' sales course.

ON THE MOVE



Dennis



Larry

August means moving time for two newly appointed administrative managers.

Larry Tomlinson will become administrative manager for HP Brazil's sales operation in the Sao Paulo office. Larry has had varied management experience since transferring to Intercon five years ago, including serving as order processing manager and commercial services manager; his most recent assignment has been manager for management information services. He joined HP in New Jersey in 1966 to set up a standard cost accounting system. He holds a BS in accounting from Rutgers University and an MBA from the University of Santa Clara.

Dennis Raney is joining Intercon from the Stanford Park Division to become administrative manager for HP Southeast Asia in Singapore. A graduate of the South Dakota School of Mines and Technology with an M.B.A. from the University of Chicago, Dennis had manufacturing assignments at Stanford Park before becoming finance manager there last year. He joined HP in 1970.

Edited . . . by the Editor

Recently Dave Kirby, HP Corporate Director of Public Relations, issued a folder entitled "HP Employee Publication Guidelines" prepared by members of his department. In his covering memo, Dave indicated that HP organizations at various levels have found a need to develop and publish internal publications (generally in a newsletter format) to serve their special needs. Quoting from the cover of the guideline:

Since each publication reflects the unique personality of its particular division or sales region, the guidelines are quite general in nature. However, we feel they are directly applicable to all publications, and request that they be clearly understood and observed by all those involved in publications work.

We on the INTERCOM staff find our outlook and objectives, which were delineated in an earlier issue, quite compatible with the companywide guidelines. We are reprinting the HP publication objectives here so that all of us can better understand why we publish INTERCOM in its present form:

Publications should have a clearly defined role in the organization's internal communication process. Among their principal objectives should be the following:

- a. To enhance the understanding by HP people of their individual jobs. Further, to enhance their understanding of the objectives, policies and overall performance of their particular division or sales region.
- b. To alert employees to opportunities for individual growth and development, and to encourage them to take advantage of such opportunities.
- c. To recognize notable achievements by individuals and groups—not only within the company but within the community as well.
- d. To engender a sense of teamwork in meeting the organization's goals, and a sense of pride in its accomplishments.
- e. To encourage employees, through their individual and cooperative efforts, to help fulfill HP's corporate objectives and the objectives of their particular division or sales region.

We encourage you to submit your articles or resource material and photos whenever you come across a timely story or event. From time to time we will contact some of you direct to cover an event we know is taking place at your location. In both types of situations you may find helpful a review of these publication objectives.

In order not to "steal the thunder" of other publication activity going on out there in "ICON Country," here is a list of professional newsletters published in several countries:

- YHP BRIDGE—Japan
- MAJULAH—HP Singapore
- DEPTH—HP Australia and New Zealand
- IMAGE—HP Malaysia (Penang)
- BLUE STAR AND YOU—India (Distributor)
- HP NEWS—Israel (Distributor)

In the near future we'll tell you more about these fine ICON sister publications. Are there any others we might not be aware of?

In the meantime, we wish our editorial colleagues and our readership at large an enjoyable summer season—or rather, winter season for those of you below the equator.

BACKING UP . . .

. . . to picture Palo Alto's order processors who follow through on sales made in Latin America (featured in our last issue).



Row 1. Supervisor Jean Smith. Row 2. Lynn Kennedy (Group Lead), Sharon Varco, Dodie Weaver, Linda Spencer, Shirley Langeder. Row 3. Brenda Redd, Paula Scharback (Group Lead), Betty Hartman, Barbara Tyson, Alice Rodriguez. Row 4. Sue Dodge, Sue Cole, Judy Armstrong, Avis McCroskey.