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HP Intercontinental Operations News

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ABOVE. Clemente Hernandez explains HP equipment in booth at recent medical meeting in Mexico City. RIGHT. South Africa's Andrew Penney shows off the 3000 Series II to customers during a press meeting.



SELLING

THE FINE ART OF SELLING

Jim Watson
Sydney

"When you're selling, you always know if you're winning."

Ask Jim Watson, Analytical field engineer in Sydney, to discuss selling and his reply is direct and highly quotable.

"Few other professions provide such an instant feedback of performance as selling; you always know if you're winning.

"You have to love selling. If it doesn't excite you, then you're in the wrong profession. The only thing more contagious than enthusiasm is the lack of it—and in selling that

stands out like a flashing red light.

"I don't like to get too personal with customers. I believe a friendly professional approach is much longer lasting.

"I would rather have a customer say, 'Oh, there's HP's analytical man' than 'There's that nice guy, Jim Watson—who does he work for, again?' I don't mind if they forget my name as long as they know the HP phone number.

"The only style you have to have in selling is your own; the rest is how you adapt techniques to suit that style. If I had to describe my own way of selling, I guess I'd say 'gently persuasive.' I do hate to lose, though."

Jim has been selling for eight years, the last two years for Hewlett-Packard. He has sole sales responsibility for Analytical products for New South Wales and the Australian Crown Territories.

Clemente Hernandez
Mexico City

"I try to be aggressive but tactful."

Clemente A. Hernandez, who has been selling Medical products for HP Mexico for three years, enjoys his contact with medical customers. Included among his accounts are large government organizations such as
(Continued on page 2)

A MESSAGE FROM THE DIRECTOR:

Here's to the Intercon Field Engineer

FY76 is behind us now. It was a tough year and one which I think taught all of us a little humility. The Intercon Sales Region team is not used to being under quota. The cause, of course, is the economic problems which are being experienced around the world and our difficulty in bringing out new products to maintain momentum in several of our key disciplines. The real question is "How did the Intercon team measure up the face of these difficulties?" The answer in one word: Great!

I am particularly proud of the performance which our field sales team, our district managers and field engineers turned in during the year. They are the people who really make it all happen throughout the Sales Region.

They carry out our primary mission—to sell Hewlett-Packard products and to ensure that our customers receive the best possible pre- and post-sale support. To the customer they are HP and to us their success or failure in the field means the difference between our company's success or failure.

Recently, many of us here at headquarters have reflected on this point. We have become increasingly concerned that, as Bill Terry, vice president of the Instrument Group, put it, "keeping score is getting to be more important than selling." We cannot allow this to happen and at Intercon we will not let it happen. We must make sure that our field engineers receive the recognition they deserve, that they receive superior training, outstanding leadership and are supported in a truly professional manner.

We have, therefore, established as one of our principal sales region objectives for FY77 the development and implementation of a program devoted to Intercon's field engineer. A management task force has been assembled and challenged to answer the question "How can we improve the status of our field engineers, support them better and therefore make them more effective?"

We will be looking at the basics we believe contribute to excellence in field sales. More specifically, we'll focus on the selection process, training programs, office organizations

and support functions, and sales planning and supervision.

Our objective is to ensure that we have aggressive and effective programs at every level throughout Intercon in order to provide better recognition for our region's number one resource—the field engineer—and to guarantee the best possible support in terms of supervision along with administrative and service backup.

In January, we will have our annual Intercon Management Meeting here in Palo Alto. Country managers throughout the region will be participating. The major part of this program will relate to the objective I've just described. We are counting on our country managers to lead, at country level, programs aimed at achieving this objective. This must be a total effort throughout the region and one in which every single member of the Intercon team is involved.

As we look forward to FY77, I wish I could tell you it was going to be easy. It will not be. We still have many countries with economic problems. There is a strong possibility of an increase in the price of oil from the OPEC countries and I am sure there will be many other uncertainties.

We learned a lot during FY76 and have matured as a team. I believe that, if we all work together, FY77 can be a good year for Intercon. Let's make it happen!

Finally, I would like to close by extending holiday greetings to you and your families and a Happy New Year. Thanks for a great job in FY76 and here's to a top performance in FY77.

Alan



(Continued from page 1)

Social Security and the Medical Division of the Petroleum Company (PEMEX).

"I ask questions about the specialty of the customers I deal with," Clemente says. "I try to be aggressive but tactful in offering solutions to their problems and showing new equipment."

Typically, he will make a personal call on a new hospital account and give a demonstration to the administrator, directors, and other management.

"It is important to understand the needs, interests and level of technical understanding of the customer and adjust accordingly," Clemente says.

Clive Ainsworth
Johannesburg

"A meeting with a familiar customer is like a paperchase providing clues to sales opportunities."

Clive Ainsworth, Instrument field engineer for HP South Africa, is a good listener.

"Having established a relaxed working relationship with a customer, a normal meeting is somewhat like a paperchase," he says. "By listening carefully, I pick up clues to problems and hence likely sales opportunities."

Clive, who has a strong electronics design background, enjoys matching a customer's problems to HP solutions and converting these into instrument orders.

"Our relationship depends primarily on building up the customer's confidence in me, HP and our ability and desire to use our resources to support him," Clive says.

While Clive tries to give the same service to any level of customer, large or small, extra services such as bringing in a demonstration model are sometimes essential. He may rearrange call schedules to ensure that equipment lists reach the top management of a customer company in time for budget decisions.

Clive Ainsworth (center) gets a sales award and congratulations from George Cobbe (right) and Alan Bickell.

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.



ABOVE. Guillermo Vargas (at left) and Augusto Cabana at HP-IB seminar in Palo Alto. RIGHT. Guillermo and Munir Dabaghi (center) make a sales call on Mexico City customer.



Masao Terazawa YHP - Tokyo

"I try to be a good consultant to a customer."

In his 11 years in the sales field for YHP, Tokyo Area Instrument Sales Manager Masao Terazawa has found particular satisfaction in drawing upon his technical background to serve as a specialist in measurement for his customers.

"I enjoy working with customers to get the results they are seeking from our instruments," Masao says. "They appreciate help with their problems and rely increasingly on our products."

Each of his customers knows that Masao has been assigned by YHP to serve that particular account. "I try to be a good consultant to my customers," Masao says.

Guillermo Vargas Mexico City

"You could sell the best product in the world, but you need to know it and let the customer feel the same."

Guillermo Vargas, who has been an Instrument field engineer in Mexico City for three years, enjoys both the contact with people and the

technical up-dating necessary to keep selling. He thinks it is a combination difficult to find in other jobs.

Both personality and technical knowledge are important for a field engineer in building customer confidence, in Guillermo's view. "You could sell the best product in the world," he says, "but you need to know it and let the customer feel the same."

Nor does Guillermo take for granted an established account. "The people with whom you deal in one customer organization will generally be different from those in another account. Each needs a different method of treatment."

Augusto Cabana Caracas

"A field engineer decides by himself what to do tomorrow."

"A field engineer is his own sales manager," Augusto Cabana of HP Venezuela says. "He does his planning and follow-up, and decides by himself what to do tomorrow."

This freedom to act is one of the most enjoyable aspects of selling, Augusto believes. He has been in HP sales for four years.

Now that he is Instrument Sales Manager, Augusto has some general advice to field engineers on managing their time:

"Don't get involved in administrative functions such as OP and shipping. Let the staff and secretary do that.

"Don't make visits too long.

"And stick to the plan as much as possible."

Augusto says that establishing a good relationship with a customer is a matter of being "honest, nice and very secure. If a customer trusts you, he will let you know him; if he doesn't trust you, he won't."

Munir Dabaghi Mexico City

"The most important element in a customer-salesman relationship is mutual respect."

Field engineer Munir Dabaghi has been selling HP instruments for two years, with the National University of Mexico and the Mexican Petroleum Company as his main customers.

"Customers differ from one another in many ways, and this is one of the challenging aspects of selling," he says.

To know a customer, Munir tries to get involved and interested in his applications, problems and future development plans. "I want to be able to recommend the product which best suits a customer's needs," he says.

"It has been a satisfying experience to me personally to see the end result of a sale—to verify that a customer is using an instrument effectively to meet his requirements."

For his key accounts, Munir organizes seminars that not only cover new products but provide information on use and application for HP products already owned by the customer.

Sales of HP products turn all the wheels of the worldwide company.

Here Intercon field engineers and managers share their personal approaches to selling.

Toshio Konno
YHP - Yokohama

"I like my customer to feel that he can request anything from me."

As a former basketball player, Toshio Konno feels that there is a carryover into sales of the teamwork and competitive spirit of sports.

Toshio, who has been a field engineer with YHP for four years, sells industrial calculator systems to major electronic customers in the heavily industrialized Kawasaki area of Yokohama.

He has a strong technical background and enjoys obtaining new information, such as interesting applications, from his customers. He believes that a good salesman is also a good listener.

Ceferino Rodriguez
Rio de Janeiro

"I let the customer talk twice as much as I do."

"As a former customer, I was impressed in the past with the help I would get from some good salesman," says Ceferino Rodriguez, Instrument Group district manager for HP Brazil.

Now that he himself is selling to the telecommunications market, Ceferino tries to make similar contributions to help a customer do his job better. He regularly passes along information he thinks might be

useful, for instance.

To understand the person with whom he's dealing, both as a human being and one in the market for equipment, Ceferino is an attentive listener. "I want to propose the HP product that best suits the application the customer has in mind," he says.

He sees selling as serving—while always maintaining a relationship between equals.

"It is important to create the customer's interest and confidence in the products we represent and in the support we can give," he says. "I feel our task is to work together. I respect his time and would like to receive the same treatment."

Manuel Mendez
Mexico City

"An emphasis on honesty . . ."

Manuel Mendez, who has been a Computer Systems field engineer in the Mexico City office for the past year, spent two previous years in systems analysis assignments for HP. He emphasizes his technical background in dealing with customers since "my practical strength lies in knowing my product."

Because Manuel understands thoroughly the capability of the HP products he sells, he is not afraid to invite comparison.

"Sometimes when I'm preparing to make a sale, I read everything I can find about the competition so the customer can make an informed comparison. I prefer that he choose

the best product for his particular need."

Winning the trust of customers through an emphasis on honesty has proved a successful sales approach for Manuel, whose territory includes the four states surrounding Mexico City. Many of his new accounts come as the result of customer reference.

John Antonello
Melbourne

"A relationship with a customer should be friendly, enthusiastic, and professional."

Selling HP instruments in Melbourne, Australia, allows John Antonello to visit laboratories with widely diversified interests.

"Although selling is hard work, the variety of customers and their different problems provides a high level of stimulation which lightens my work load," he says. He enjoys getting involved in the technicalities of problems he encounters.

John tries to get to know the customer as a person, then as a business contact. He believes that relationships between a field engineer and his customer should be friendly, enthusiastic and professional.

"The customers at my key accounts are always pleased to see me and I am pleased to see those customers, yet business is conducted without either party making major concessions."

The sales setting will vary



LEFT. Manuel Mendez (center) in quiet discussion of computer application with two Cuernavaca, Mexico, customers. RIGHT. Porto Alegre Calculator FE Jorge Scheidegger (at right in light suit) does plotter demo for Brazilian dignitaries attending industrial exposition. Immediately in front of plotter are Federal Minister of Commerce and Industry Severo Gomes, and Secretary of State Noel Lobo Guimaraes (next to Jorge).

Hiram Perez
San Juan

"The key point in selling should be solving the customer's problem."

Although field engineer Hiram Perez has worn an HP badge for only a year, he has a thorough understanding of the medical market in Puerto Rico and HP's own Medical products line. He sold for Hewlett-Packard's distributor on the island for seven years before the company went direct in November 1975.

"I enjoy interacting with the people I meet during day-to-day sales activities and find it stimulating to be among members of the medical profession," Hiram says.

He considers it essential to be accepted as someone who will solve a problem rather than a salesman whose only interest is in selling a product.

To develop new accounts, Hiram attends meetings of medical and hospital associations and keeps on good terms with all the hospital consultants. He visits hospitals using competitors' equipment as well as those with HP equipment or none at all.

Gordon Smith
Sydney

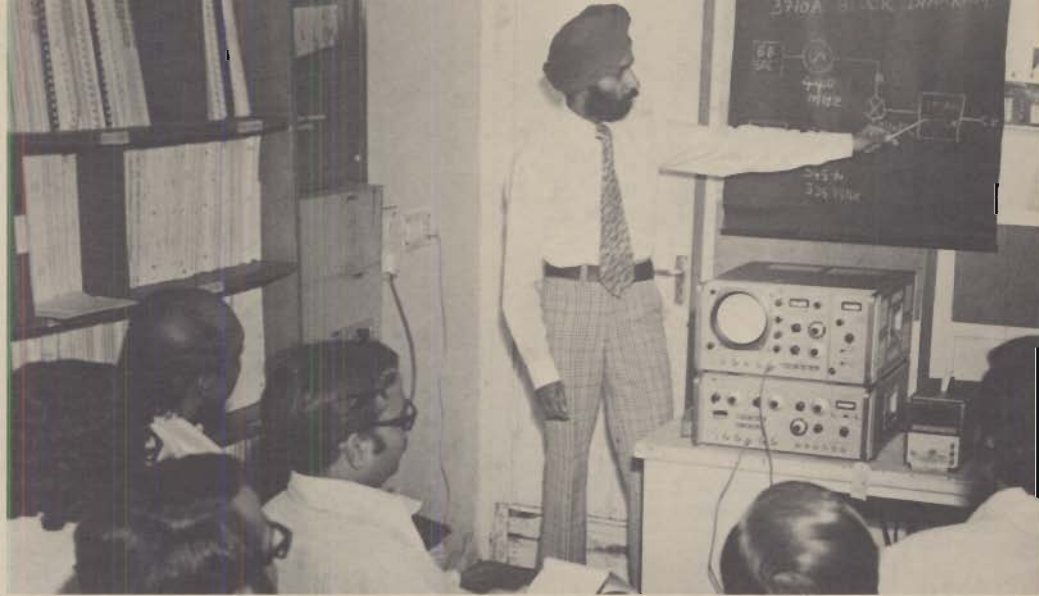
"I work at understanding a contact's requirements . . ."

The way that Instruments F.E. Gordon Smith sees it, an HP field engineer is probably as informed as anyone as to just what's happening in the electronics industry within his area.

"I enjoy the contact with a wide variety of people and their problems," Gordon says. "I try to ferret out the organizational and personal pressures that are exerted on my contact and help him to balance the pressures."

Gordon describes his selling style as quiet and understated. No grandstander, he works at understanding his customer's requirements and serving as a dependable source of instruments, information and ideas.

"I try to discuss current affairs, sports and other matters until I get a feel for a contact's beliefs and tastes. Then I decide what opinions or interests we have in common and develop the professional relationship along those lines."



Dayal Singh Duggal gives Microwave Link Analyzer seminar in New Delhi.

Terry Wilde
Melbourne

"Establishing rapport from the initial discussion . . ."

"Getting to know a client is a matter of personal style and difficult to describe," Calculator field engineer Terry Wilde of HP Australia says.

"I think my selling style revolves around establishing rapport with the client from the initial discussion. (Of course, good products don't do any harm either.) While I don't give key accounts extra services as such, the greater volume of communication enhances the relationship."

Terry covers the state of Victoria as his sales territory. Before becoming a field engineer two years ago, he had experience in service and staff engineer assignments for HP.

"I think my strengths in selling are qualifying and closing," he says. "The quicker the requirement for a customer can be established the sooner the deal can be signed."

Dayal Singh Duggal
Blue Star Limited -
New Delhi

"Giving a complete solution to the customer's measurement needs . . ."

As he sells the complete range of HP instruments and components throughout the seven North Indian States, Dayal Singh Duggal appreciates the chance to meet people from different sections of India. Some of his up-country customers can be reached only by 12 to 18 hours of train travel.

Dayal considers technical competence and the ability to put across ideas convincingly as the most important elements in selling.

"The ability to give a complete solution to the customer's measurement needs—either on the spot or through excellent local and/or HP support—is critical," he says.

In addition to helping his customers select the best HP equipment for their purpose, Dayal gives them additional services. He writes technical specs for incorporation in tender documents, and helps follow up on certain commercial requirements as the license application.

For a key account, he will give additional backup such as helping with the initial inspection of new instruments on receipt, and holding a demonstration with training sessions on operation and maintenance.



"Selling is the technique of making a customer accept your recommendation."

F.-T. Lu, who has been selling for HP Taiwan for four years and is now Instrument and Components sales manager, enjoys the satisfaction which comes from selling against strong competitors and beating them. The ability to establish confidence in the customer's mind is critical, he believes, especially in the components market. He describes his own style of selling as a cross between the personal and consultative approaches.

"I always try to find out each
(Continued on page 6)

(Continued from page 5)

customer's personality and use an appropriate approach," he says. "If a customer feels easy about talking to you, then you can find out what the real problem is and provide a solution.

"Don't waste the customer's time when you finish your talking!"

F.-T., who likes to keep busy handling various customers at the same time, makes a special point of being punctual for appointments and always meeting any commitment to a customer. He will try to get to know a new customer by taking in HP literature or a quotation personally rather than mailing it.

"I want every customer to feel that I am giving his problem top priority."

Moti Carmel

Electronics & Engineering
Division of Motorola
Israel Ltd.

*"Treat the customer well so
he can trust you."*

In the compact country of Israel, a field engineer is assigned to certain customers rather than to a geographical sales territory. Field engineer Moti Carmel, for example, has two dozen accounts for HP's distributor in Israel (including Tadiran, the largest single customer for HP instruments).

Often new business comes from well-established accounts that open new divisions. Moti therefore builds upon his friendly customer contacts to meet people who have other areas of responsibility within the same plant, and includes them in seminars and demonstrations of HP instruments.

Establishing a good relationship with a customer underlies all



Analytical field engineers Jim Watson (left) of Sydney and Miguel Mora of Mexico City participating in seminar in U.S.



That million-dollar smile of Denis du Buisson (right) equals the amount of his calculator sales in South Africa during FY76. He's accepting the Salesman of the Year award from Lore Holtzhausen, FY75 winner.

Moti's efforts. "It's important to treat the customer well so he can trust you," he says.

Moti draws upon his technical background in electronics to work with customers on applications using HP equipment.

"I find the engineers with whom I deal are very well-educated and have an open mind for new ideas," he says. "If you come to them with a good idea, they don't dismiss the suggestion but check it out."

Denis du Buisson

Johannesburg

*"I enjoy making people realize
that they can solve their own
computation problems."*

As he sells industrial calculators for HP South Africa in the major centers of Johannesburg and Pretoria and nearby industrial towns, Denis du Buisson tries to maintain a very high level of product and application knowledge.

He also empathizes with his customers.

"I try to put myself in the customer's shoes and see things his way. I then try to make him realize that I'm his ally in the business of problem solving—this usually leads to a friendly and relaxed relationship.

"I enjoy making people realize that they can solve their own computation problems. I think I can normally explain concepts very simply and not keep the prospect in the dark."

It is an approach which Denis has used successfully in his seven years as a field engineer for HP.

Computer Systems field engineers

YHP - Tokyo

*"Make every effort to know—but
if you don't know, admit it."*

When Matsuji Tezuka, Computer Systems sales manager for Japan, and members of his sales force considered the role of the field engineer recently, they agreed that seeing a customer's problem solved was one of the great pleasures in selling.

In order to give the best possible advice, YHP Computer Systems field engineers throw their energy into learning as much as possible about products and their applications.

"The object is to sell the optimum system to solve the customer's problem," Matsuji reports.

Understanding the different characteristics of customers is important, of course.

And most important of all is maintaining a good relationship with customers through being honest.

"When you don't know the policy or the product, frankly admit it. Never talk at random!"

Ainslie Aspery

Perth

*"Genuine interest in the
customer's application creates
a mutual feeling of respect."*

With a home base in the Perth office, Ainslie Aspery sells calculators throughout Australia's largest state.

During the five years that he has been with HP, Ainslie has enjoyed the people side of selling, right from the initial involvement and customer application to the final installation and after-sales calls.

"I enjoy interaction with a customer, helping him achieve his final solution," Ainslie says. His style of selling is friendly and open, and he believes in being as honest as possible to win a customer's trust.

"I get to know my customers basically through conversation—talking and listening. I feel if you take a genuine interest in a customer's application, this in turn creates the mutual feeling of respect which is so important."

To serve key account customers in the relative isolation of Western Australia, Ainslie tries to be as flexible as possible. He finds this can bypass much of the frustration caused by slower response and delivery times.

The link between sales and service . . .



SALES AND SERVICE PERSONNEL from HP Brazil were both involved in giving a week-long customer seminar at Vitoria this fall. The event covered HP instruments, with special emphasis on equipment for the telecommunications field such as the MLA and spectrum analyzer. It was held in the head office of TELEST, a major HP customer, and drew 25 attendees. Shown here with the group is field engineer Fernando Guimaraes of the Rio office.



. . . and how the sales force views it:

"A good job from customer service is a valuable help for getting future business." CEFERINO RODRIGUEZ

"The FE and Service Engineer can't survive without each other" JIM WATSON

"To an HP field engineer the service area is one of his most powerful resources. I act as customer service liaison by checking with the service center at least twice a week to find out how my customer's equipment is progressing. I make sure customers with new equipment understand how to use it."

CLIVE AINSWORTH

"A field engineer cannot survive without a good supportive customer service organization. I work very closely with our service people; without them it is almost impossible to close a medical sales deal." HIRAM PEREZ

"The service engineer and I are handling the same sale, just different ends of it. I try to give our customer a realistic picture of the service and turnaround times he can expect from us and don't make promises which customer service can't keep." GORDON SMITH

A silhouette of Guillermo Pineda in service department of HP Mexico.



BACKING UP INTERCON SALES WITH SERVICE

One policy that has remained the same since Bill Hewlett and Dave Packard first went into business is "don't sell what you can't service."

Overseeing the "service" part of that maxim for Intercon is the job of Customer Support Manager Bill Harper and his group. It is their responsibility to see that the right parts get to the right places at the right time in the right way to make customers happy—and to ensure that service makes enough money to finance its own growth and make profit as well.

The growth of Intercon service has kept pace with the growth of orders for HP products throughout the region. Some 30 per cent of all the people working in Intercon field offices are involved in service, including technicians, service engineers and service administrators.

The nature of that service has become more diverse through the years. Originally, HP sold instruments which were relatively easy to send for "bench repair" to a service center with specialized equipment for calibration (fine tuning) or trouble-shooting (diagnosis of the problem). Usually a new component would solve the problem.

Shipment of the first HP computers in 1967 signalled a new era in HP service. Service engineers began making "on site" calls to replace a faulty board in order to get a system

up and running promptly. (The defective board was then returned to the factory for repair and resale.) Contracts for regular preventive maintenance—such as inspecting and adjusting line printers, similar to regular service of office typewriters—became a source of income. HP continued to make bench repairs for other product lines.

Visit a typical field sales office and the investment in service equipment is immediately obvious. Each technician is literally surrounded by HP test equipment used in bench repairs: voltmeters, oscillators, counters, oscilloscopes. Stored nearby is the parts inventory, including service kits with replacement boards for various computers and calculators.

Keeping customers happy while operating at a profit is an absorbing matter for the service side of a domestic sales region. When that region stretches over three-quarters of the world, there are some built-in monkey wrenches in the logistics necessary to back up sales with service.

"International customers are just as anxious as domestic customers to get a quick turnaround on their service," Bill Harper explains. "They understand that the sales office is distant from the factory, but they think the right parts should be on hand locally to solve their particular problem.

"Or take the concept of 'exchanging' boards in a computer. In some countries it is almost impossible to export the board for repair in the U.S. and eventual resale due to high customs valuations placed on it. One solution would be to repair boards in the country itself; Brazil, for instance, is going in that direction.

"At the present time, most service personnel are brought to the United States for training. This takes both time and money, of course, and some language problems are inevitable since the instruction is in English. We're exploring the idea of service training sessions in the field."

A new automated system for inventory control which is scheduled for operation throughout the region by the end of 1977 will help track parts inventory.

Due to the special complexity of providing service in an international environment, Intercon parallels HPSA in having one manager with overall responsibility for all disciplines. Serving on Customer Support Manager Bill Harper's staff at Palo Alto headquarters are Al Linder, service manager for distributors; Dave Rahmer, service admin. manager; Judy Walker, kits and parts coordinator; Maria Crawford, service training coordinator and departmental secretary, and Cheryl Mendoza, secretary.



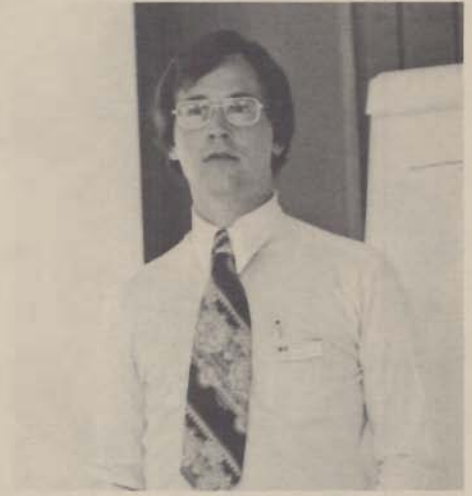
Ken Uyeminami
YHP

"Constant communication between sales and service and a genuine understanding of each others' objectives, strategies and roles are the key to mutual success."



John Springall
Australasian Area

"In Australia, many customers are remote from a sales office and the most regular contact is with HP service personnel. The service engineer provides an important link between customers and the sales organization."



Roger Hewitt
Brazil

"Sales and service groups must work closely together to provide satisfaction for our customers. For sales this means applications support, training and add-on sales; for service, operating system support, preventive and corrective maintenance and consumable sales."



Peter Shaw
South Africa

"Since the majority of instrumentation and equipment is imported into the country, service support is a key factor when decisions are being made to purchase new equipment."



Noel Wu
Taiwan

"We always try to achieve a teamwork spirit by having a weekly group meeting of sales and service people."



Bernard Bruand
Singapore

"We have the problem of making a profit and providing customer satisfaction within the framework of a heavily competitive situation in local labor rates."

(AT THE LEFT, GONZALO FIGUEROA OF MEXICO.)



Some country service managers talk about the challenge of keeping customers happy while making a profit



MEXICO CITY. A chance to relax and get acquainted with HP managers: (from left) Agustin Bravo, Ralph Lee, Ernesto Arana.



A handshake for smiling Fausto Gomez in Mexico City.



BRAZIL. ABOVE. At Campinas plant, Joe Conrad receives his 15-year service award from Ralph while Odmar Almeida watches. BELOW. Ralph congratulates Larry Tomlinson in Sao Paulo on his 10-year award while Getulio Fernandes (to Larry's right), Renato Pauperio and Marcus Barbosa wait their turn.



A look at

By Ralph Lee

The first impression that I had during this trip to Latin America was the large growth in the business since my last trip and the second impression was the number of hard working, very competent people at all levels that made this growth possible.

This was my first visit to Mexico City, but it was easy to see how their success has caused them to literally grow out of their office space. They have continued to rent more space in their present building until now they have three floors and are bursting at the seams. The Mexican economy may be slowing some, but this is welcomed by our people as they hope to use this respite from a hectic growth rate to conduct more training and orientation programs for the employees; to help get everyone up-to-date on new procedures and policies, and develop some new procedures so they can take the next big leap forward.

The Caracas office has many



For Mexico Country Manager Antonio Castro, Ralph had a five-year award.



VENEZUELA. Sales secretary Hilda Gottreich shows off her five-year award to Ralph Lee, Alan Bickell and Country Manager Horacio Manifesto.

Executive Vice President Ralph Lee shook hands with a lot of old and new friends during a recent review

HP growth in Latin America

familiar faces, and is in the same building as my previous visit in 1973 only another floor has been added. It's a well organized, finely tuned group that has a lot of experience and operates in a very professional manner.

The Brazilian sales operation in Sao Paulo is in the same overcrowded facility they were in three years ago, but not for long. They are looking forward to moving into their new facility in Alphaville in the next month or so. This move will have a significant effect on their operation. Many departments will be together for the first time. The new building is three stories tall; the first two floors are going to be finished and the third floor will be left unfinished for future expansion. The outside of the building is finished in white marble—a very attractive building in a new industrial park of sculptured land and wide divided streets. Alphaville is in the suburbs of Sao Paulo, away from the crowds, traffic and smog. This new facility allows the employees space for some recreation such as ping-pong

and volleyball, and also a cafeteria. Bus service will be provided for those employees that live downtown.

Our operation in Campinas was just an idea three years ago, and we were negotiating for a piece of land for a permanent facility. Since then HP Brazil has acquired that land; a temporary building has been rented and outfitted into a small HP factory. As you drive up it looks like a cement block quonset hut, but what a surprise when you step inside. It has been converted into a really pleasant HP environment.

Guenter Warmbold and his experienced management team—Stan Whitten, Joe Conrad, Earle Ellis, Harry McLean, Odmar Almeida—have done a remarkable job in the leased quarters.

They are building a Brazilian manufacturing organization. The first products are pocket calculators and medical products. The quality is very good and the assembly times are comparable to other operations in the U.S. or Singapore.

Just recently the factory was designated by the Brazilian govern-

ment as a "local calculator manufacturer," so they have arrived.

Each of the facilities that we visited had prepared a review of their operation. The reviews consisted of a formal presentation and informal discussions. The formal programs were very well planned by the speakers to include a short description of their country's characteristics, its economy, HP business opportunities and finally their performance during the last year.

Alan Bickell and I reviewed the Corporation and Group performance and had the opportunity to present service awards for 5, 10, 15 and 20 years. It was during the informal discussions that we really became acquainted with the people. One gets a very good feeling that the people are "HP" in all of these countries.

It was a good trip; Pepe Grapa organized it well and I'm looking forward to following the progress of our friends down south and visiting them again in the near future.

Sales Set-up in Malaysia

HP's two recently appointed distributors in Malaysia report to HP Singapore—Sales. Here Sales Manager Herb Rost describes the geography and economic conditions which led to this unusual reporting relationship:

Our two new distributors are Teknik Mutu for West Malaysia and Protel Engineering for East Malaysia and Brunei.

Teknik Mutu is situated in Kuala Lumpur, the capital city some 245 miles from Singapore—45 minutes by air and the lift of a telephone away for resolving service, technical and minor sales problems.

The local law requires at least 51 percent participation by indigenous Malays (Bumiputras) before approval can be granted for establishment of a new company. Our old business partner, MECOMB Malaysia, was willing to set up a new company with that prerequisite.

Teknik Mutu has dedicated sales representatives for the various HP disciplines. HP's visibility to the local staff and customers is increased by having one of our own field engineers, John Chang, based in Teknik Mutu's office for Instrument sales.

East Malaysia, separated by 200 miles of water from West Malaysia, is now beginning to develop as a market. (It has a population of one million compared with ten million in West Malaysia.)

Protel, our new distributor, is located in the business center of Kuching, which is about one and one-half hours from Singapore by air. Telephone service between the two cities is good.

Malaysia has great natural resources which are revenue-producing: tin, copper, rubber, oil and good agricultural lands. The government is interested in developing the country, and Malaysia is now in its third five-year plan. With our new distributor set-up, Hewlett-Packard is now in a good position to penetrate this market in a productive manner.

Bob Creager in HP's Moscow office.

ICON legal counsel

Doing HP business in Moscow

Bob Creager, who just returned from two years in Moscow as U.S.S.R. country manager, has been named legal counsel on the Intercon headquarters staff.

Bob takes over his new post from Alan Markon, who has resigned from Hewlett-Packard to enter private legal practice in France.

Stepping into an existing job will be something of a change for Bob, whose last two assignments for HP have involved breaking new ground for the company. Prior to setting up the Moscow office in 1974, he opened the European legal department for HPSA in Geneva in 1972.

A native Californian, Bob received his B.A. in business administration at Pacific Union College and then was graduated from Hastings College of Law in San Francisco. He joined HP's Corporate Legal Department in 1971.

As European legal counsel, Bob was involved in early negotiations with the U.S.S.R. on behalf of HP. Setting up a sales office in Moscow called upon both his understanding of East-West trade and his ingenuity.

"Hewlett-Packard was one of the first ten U.S. companies accredited in 1973 to open offices in the Soviet Union, and the only one in the electronics field," Bob says. "You don't just fly in with a suitcase of order forms and start doing business. You must obtain from the Soviets a location for an office, construct it, and find people to staff it. Since the Soviet government is involved in every detail, this takes time to arrange. Each foreign employee residing in the U.S.S.R. must also be individually accredited."

In October 1974, HP began operations in a single hotel room with

a three-person staff, including a service manager and a Russian secretary. Meanwhile, efforts to get into a more adequate office continued.

"The Russian government gave HP permission to renovate a six-room apartment in a pre-Revolutionary building. We knocked down walls, tore out floors and plumbing and started from scratch. By the time we finished importing office equipment and opened in January 1976, the place looked about like any other HP office." When Bob returned to the United States this fall, the Moscow office had 14 employees, including seven Russians.

Sharing a Med show with Neely Region

What do you do when customers and sales prospects from two regions are holding a meeting in a single place?

ICON and Neely sales forces got together in Honolulu recently to staff a booth at the Sixth Asian-Pacific Congress of Cardiology. The event was held for the first time in Hawaii to help develop a cardiological exchange between physicians in the U.S. and Asia.

According to Ted Ogrey, who represented ICON, about one-third of the 1,033 internists and cardiologists who attended this year were from the United States—most of them coming from Neely's western states. Helping at the HP booth were Fred Hammit, Neely District Medical Manager, and Bill Rhodes, Medical sales engineer for Hawaii, both from the North Hollywood office; and Dennis Terazawa, service and office manager at Neely's Honolulu office.

HP showed the new 78331A among other equipment.



NEWS AROUND ICON

Industrial calculator senior sales

ICON's annual senior sales seminar for industrial calculator field personnel in August marked the first U.S. visit for all attendees.

The agenda included visits to HP facilities in the San Francisco Bay Area, time with the ICON Palo Alto group, an intensive technical seminar on products and applications in Loveland, and a refresher course on sales techniques.

Tom Kelley, Fort Collins Division manager, and Fred Bode, Loveland CPD Division marketing manager, took part in the Loveland session. Terry Mancilla, Latin American distributor manager, also participated.

Attendees and their home offices were Kikuzo Abe, Tokyo; Healey Blessing, Brisbane; Stan Karpowicz, Melbourne; Toshiro Konno, Yokohama; Fred Lovett, Johannesburg; Murilo Renovoto, Rio; and Shigeo Yoshioka, Osaka.

World Congress of OB/GYN

Five hundred inquiries from 50 countries resulted from a Hewlett-Packard Medical exhibit at the Eighth World Congress of Obstetrics and Gynecology in Mexico City, October 17 to 22.

More than 4,000 physicians attended the Congress, held in the western hemisphere for the first time.

Dean Morton, Vice President, Medical Group, and his wife attended the major event.

Hewlett-Packard displayed the new Model 8030 cardiocotograph and other perinatal monitoring equipment.

Cooperating in staffing the HP booth were Ernesto Cid, Clemente Hernandez and Fausto Gomez from HP Mexico; Fred Prip and Ed McDonald from Waltham Division; Karl Grund and Jim Peterson from Boeblingen Division; and Tom Breitbart and Sy Corenson from Intercon Palo Alto.

Computer Systems Sales Managers

ICON attendees at the Computer Systems Group's Worldwide Sales Managers Meeting, November 8 through 15, stayed on for their own meeting immediately afterward during the following week.

The schedule planned by RMM Malcolm Kerr of ICON included product reviews for four divisions (Data Systems, Boise, General Systems and Data Terminals), a meeting with ICON management, and special training in systems engineering and conceptual selling.

Among those who attended both the Group and ICON meetings were Tony Cookes, Adrian Farrell, Bruce Graham, and Colin Howard (Australia); Oscar Barbosa (Brazil); Yoshiaki Mukuni, Aki Itoh, and Norio Sashida, YHP (Japan); In Soo Jun, Samsung Electronics (Korea); Edgar Sate, Online (Philippines); Lore Holtzhausen (South Africa), and Gustavo Fernandez (Venezuela). Representing Mexico were Agustin Bravo, who attended the Group meeting, and Gabino Perez, Manuel Mendez and Mateo Marquez at the ICON session.



Pictured in Loveland talking about industrial calculators: (from left) K. Abe, S. Karpowicz, T. Konno, H. Blessing, M. Renovoto, T. Mancilla, F. Lovett, T. Kelley, F. Bode, S. Yoshioka.



At HP exhibit in OB/GYN Congress show, Fausto Gomez (left) and Ernesto Cid supervise visitors from neighboring booth draw winners of door prizes.



Ed Hayes, marketing manager for Data Terminals, addresses Computer Systems sales management meeting at ICON.

Key changes in Australasian Area

Changes in the Australasian Area management team have been announced by John Warmington, area manager.

Discipline sales

Gray Morgan becomes Instrument Group sales manager, returning to a discipline in which he has a strong background as a district manager. Gray has been serving as Australian sales manager since November 1973, a position in which he will not be replaced under the new management structure.

Tony Cookes has been named Computer Systems Group sales manager; he was formerly Instrument/Component sales manager.

"By making these changes, we're ensuring that we'll be in a position to work more closely with each product group," John Warmington said. "We're also giving additional management strength to the highly competitive area of computer systems sales, which is an increasingly important part of our business."

New Zealand

John also announced recently with much regret the resignation for personal reasons of Derek Barlow as the New Zealand Country Manager.

"Over the last ten years Derek has contributed a good deal to HP in the Australasian area—first, as the Australian Sales Manager and then, more recently, as the New Zealand Country Manager.

"As of November 1, we will again look upon New Zealand as an Eastern District of the Australasian area. Wayne Squires has been appointed the Office Responsible District Manager and will report directly to Gray Morgan as the Australasian Instrument/Component Discipline Sales Manager and to me on policies in general matters affecting the New Zealand operation."

Everyone at ICON Headquarters joins the employees in the Australasian area in wishing Derek well for the future.

Under the new organization, John Springall will continue in his capacity as the Australasian Service Manager.

David Knight has, however, been appointed as the Service Manager for New Zealand and will report to John Springall.

Geoff Windsor will continue as the Area Personnel Manager for both Australia and New Zealand and will work closely with Mike Mallalieu in New Zealand regarding personnel matters.

Other changes in direction include Ian Parker whose title will change from New Zealand Calculator Sales Manager to Calculator Eastern District Manager with a direct reporting relationship to Bill Thomas in Australia who will again have total responsibility for the Calculator Group within the area. Mike Mallalieu will continue as the New Zealand Administrative Manager but will report to Roger Bailey in Australia on most matters concerning overall administrative effort in New Zealand.

John concludes by saying that the above organization changes will afford an opportunity to provide New Zealand with more direct and frequent sales and general support directly from Australia.

Shifts in top Region Finance, Admin posts

Changes in region management at Intercon will find Dick Wilson, Commercial Services Manager, and Sam Solt, EDP & Systems Manager, leaving to accept other responsibilities within HP, according to an announcement by Region Finance and Admin Manager Lloyd Taylor.

Dick has accepted the responsibility of Controller for the new Computer Service Division, reporting to General Manager Tom Lauhon. Sam will leave Intercon to return to his native Colorado as Facility Information Systems Manager for the new Fort Collins Division.

"Everyone thanks Sam and Dick for their contributions and wishes them the best of future success in their new assignments," Lloyd said.

Niles Howard will replace Dick as Region Commercial Services Manager. Niles was previously the Southern Sales Region Marketing Services Manager and more recently has been acting in a similar capacity with the HP Internal Audit staff. In announcing his appointment, Lloyd commented that "Niles has a wealth of knowledge and experience in the Commercial and Order Processing areas for

his new assignment at ICON."

Gary Haight has been promoted to fill Sam's vacancy as Region EDP & Systems Manager. Gary has been with ICON for several years and brings to his new assignment considerable knowledge as well as proven managerial ability.

Mike Houlihan has been promoted to the position of ICON Management Reporting Manager replacing Gary. Mike has been with ICON two years in Gary's department and contributed significantly to the installation of automated accounting systems in the various field sales organizations.

Other changes include Andrea Knoll's assuming all of the responsibility for the management of automated accounting systems (previously shared by Mike and Andrea); and Steve Pavlovich's appointment as Region Credit Manager in addition to his other responsibilities. He will continue to report to Steve Lumm, ICON Financial Services Manager. Lastly, the ICON Headquarters Accounts Receivable and Credit Department, supervised by Barbara Phaneuf, will now report to Niles Howard.

Samsung Electronics to Sell in Korea

Samsung Electronics Co. Ltd of Seoul, Korea, is ICON's newest distributor, according to an announcement by Far East Area Manager Lee Ting.

On November 1 Samsung took over marketing the entire range of HP products from the former distributor, American Trading Co. (Korea) Ltd.

"Our association with AMTRACO was a long and friendly one," Lee said. "It was unfortunate that we had to part company in pursuit of our respective objectives. We thank them for their past assistance and wish them continued success in their future endeavors."

Samsung Electronics, which has headquarters in the heart of Seoul, is one of the largest and most prominent companies in Korea involved in manufacturing as well as trading. Director Jae Un Chung heads the department responsible for the promotion and support of HP products.

"These are significant changes at ICON," Lloyd said, "and we are fortunate in having experienced people within our own organization capable of assuming new tasks so we can move ahead in the future."



Len Besson (right) receives 25-year service award from Alan Bickell.



(From left) Bill Harper, Dolores Bogue, Jean Smith, George Cobbe reach that 15-year mark.



Guenter Warmbold



Chuck La Porte

December is service award month throughout Intercon

Service awards were presented in a number of Intercon countries during December.

In the U.S., Len Besson was one of the San Francisco Bay Area employees with 25 years or more of service honored at a luncheon hosted by Bill Hewlett and Dave Packard on December 14.

Guenter Warmbold was given a 20-year award at Campinas, Brazil, by Executive Vice President Ralph Lee.

Receiving 15-year awards were: **Brazil**—Joe Conrad; **Canada**—Madelaine Studd, Dave Salter, Chuck Williams; **U.S.**—Doris Benson, Dolores Bogue, George Cobbe, Bill Harper, Jean

Smith. Chuck La Porte, representing HP as co-manager of sales at YHP, received his award in Japan. (YHP has its own service award program for employees of the joint venture company.)

Awards for 10 years of service went to: **Australia**—Peter Burford, Walter Buturlin, Ronald Davis, Daniel Kovacs, Michael Muller; **Brazil**—Marcus Barbosa, Earle Ellis, Setsuo Kida, Maria Teixeira, Larry Tomlinson; **Canada**—Helen Clunas, Harold Dawson, Francois Gontard, Kenneth Hannon, Judy Montpetit, Viv Mundy, John Stewart; **U.S.**—Irma Cortes, Don Rowe, Dick Wilson, and John Brown at YHP.

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Dave Salter



Chuck Williams



Vivian Newcomb at ICON Travel Desk with Ray Gudgeon from Amphenol-Tyree, Australian Components distributor.

Our travel specialist at ICON headquarters

One area of support which ICON has always provided in Palo Alto, but with some difficulty, has been travel arrangements. Our role in the past was one of coordination between the visitor or traveler and the Corporate Travel Department located in HP building 5U.

The special demands and complexities of international travel arrangements plus the growth of business with parallel travel has encouraged us to look for a better way to provide this important service.

In true HP fashion, a problem was converted into an opportunity—the result being the physical transfer in location of a very professional travel specialist, Vivian Newcomb, to ICON Headquarters in Building 16. Vivian joined us on a half-time basis in mid-October and is now with us full time. Her desk is located in the area adjacent to Visitor Relations on the second floor, now brightened with a display of travel posters and brochures.

In this very short time, Vivian has already made a fine impression and contributed a great deal to our active travel and visitor activities. She is the direct contact with her home office, the Corporate Travel Department, where tickets are still issued.

Gone are the days when we must do everything ourselves such as plan trips, obtain visas and passports and sometimes guess about which flights, airports and hotels to select. Also, on return from a trip, we can now find a friendly ear for what went right and wrong so that the next person out can benefit from our experiences.

With her full time devoted to international and domestic travel for ICON staff and visitors, Vivian will provide valuable advice and reduce travel costs by employing the lowest rates available to business travelers.

We want to extend an open invitation to all ICON visitors and Headquarters travelers to stop by and visit with our travel professional, Vivian, in order to obtain travel assistance or just to meet this warm and smiling addition to our operation.

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BICENTENNIAL . . .

Although the candles have now been blown out on the Bicentennial birthday cake of the United States, we'd like to thank all our friends throughout Intercon who sent cordial greetings to Palo Alto.

A set of commemorative stamps bearing the flags of the U.S. and the Republic of China was mailed by Lok Lin on behalf of HP Taiwan to friends throughout Hewlett-Packard "in appreciation of your good support." The two stamps carry the lettering "U.S.A. Bicentennial" in both English and Chinese.

BRAZILIAN OFFICE . . .

The handsome invitation to the inauguration of HP Brazil's new Porto Alegre branch office on November 4 featured the work of artist Maria Julia Young on the cover.

An exhibition of sculptor Young's carvings and panels was featured at the event.

Co-hosts were Luiz Barata, general manager of the sales organization in Brazil, and Guenter Warmbold, general manager of the manufacturing plant in Campinas.

. . . AND BABIES

From Country Manager Luiz Barata of HP Brazil comes news that Larry Tomlinson, administrative manager in Sao Paulo, and his wife Gail are parents of a baby boy born on October 4. (Weight at birth: 3,200 grams.)

"Is this the first HP expatriate baby born in Latin America?" Luiz asks. "We thought he should be named Jose or Antonio but Larry insisted on calling him Chad Ian Tomlinson."



On the subject of babies, HP Puerto Rico's staff has a present for new father Rafael Soto.