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Introducing . . . our new home

By Alan Bickell
Intercontinental Director

As this issue of *Intercom* goes to press, our Intercontinental Headquarters staff is busy settling into its new quarters. I am particularly pleased with the way construction of the building progressed and the efficiency with which we were able to move from our old location. Enormous credit goes to Nancyjo Riekse, Stan Whitten and ALL of the others who worked so hard to make the move the success that it is.

Our Intercontinental Headquarters facility is much more than a beautiful building. Its physical location, size and design allow us to consolidate all of our headquarters activities in one location. It was a real pleasure to welcome back the Physical Distribution Center and the Consol Order Processing group to our new facility. Their presence is going to increase significantly the efficiency of our Commercial Service activities.

Another major advantage of the new facility is that it provides for the physical integration of order processing and sales activities, resulting in greatly improved communications, better team spirit, and a lot less frustration. We have also been able to physically integrate our global

communications center and EDP operations. This should yield better and more efficient service.

Probably the nicest thing about the building is the fact that we have a reasonable amount of space for everyone and can now offer training and conference rooms, a significantly enhanced lunch room, and appropriate recreational activities. Anyone who recently visited the old headquarters building at Hillview realized that our activities there were incredibly crowded. That was the price we were willing to pay in order to have a really first class facility capable of efficiently housing our activities for the next ten years. It was really worth the wait.

HP believes in providing excellent facilities to house its worldwide operations. We can all take pride in knowing that the company cares enough about its employees and its image in the community to invest in facilities which are physically attractive, environmentally complementary, and comfortably laid out for the benefit of our employees and the many visitors we host each day.

It's one thing to design and construct a really first class facility. It's another

thing to keep it that way. The job of preventive maintenance and the general day-to-day upkeep of any facility really falls on the shoulders of its occupants. At most facilities I visit it's pretty clear that everyone is taking a great deal of pride in the quality of their work environment. Employees seem to feel it is *their* responsibility to maintain a neat and orderly appearance throughout the building.

Unfortunately, there are some facilities where this doesn't happen and where the attitude appears to be that keeping the building neat and clean is "someone else's job". The result is predictable and the impact on the visitor and our own performance is negative. Let's all resolve to pay a little extra attention to this area. Let's recognize how fortunate we really are to have the very fine operating facilities we have throughout Intercontinental, and realize that we *all* must work together to maintain them.

Now let's take a tour of our new headquarters facility.

Alan

Consultant Nancyjo Riekse, who designed the new building's interior, talks with Corporate Construction Project Coordinator John Hernandez (left) and Intercon Director Alan Bickell.



Cover
The new headquarters building, which opened in May, is located in somewhat bucolic surroundings in the foothills of Palo Alto.

Space, utility characterize new headquarters



Space . . . beautiful space.

That's your most vivid impression as you walk through Intercontinental's new headquarters building. After working in the cramped quarters at the old location, it is exhilarating to realize you can now comfortably open your desk drawer again, and will no longer have to go outside the building to find rooms for conferences or meetings.

The new building has 80,000 square feet of floor space—compared to 30,000 feet at the old facility. That works out to 230 square feet per person, compared to 125 feet per person in the former office (excluding distribution center space). Open office modules are now 10 x 9 feet, compared to the cramped 8 x 8 ones employees worked in before.

The additional space allows for a much more professional overall operation. Personnel now has enclosed areas to interview applicants and conduct personal conferences. Six conference rooms—one large, three medium and two small—assure that people won't have to stand in line anymore to reserve the one tiny conference room that previously was available. The Order Processing Department—formerly a jumble of closely-packed people and equipment—is neatly and efficiently divided into geographic areas which are distinguished by color and grouping design. Order Processing is also in close proximity to product marketing groups—an ideal situation which was precluded by lack of space in the old building.

Other new "amenities" include a sick room with couch, a training room, a video room, a large storage area, and an insulated telephone room for overseas calls. A 3500 square foot lunchroom will serve employee needs for some time to come, and a patio seating 100 located off the cafeteria provides an excellent setting for employee barbecues and other activities.

Although it is a leased facility, the new headquarters is definitely an "HP-style building" with the typical open atmosphere. Physical distribution activities are located on the first floor, along with the computer room and EDP area, lunchroom, mailroom and conference area.

The second floor houses sales, commercial services and administrative activities.

The building is not only practical, but beautiful as well. A color scheme of beige, gold, green and rust is carried out throughout. Graphics and splashes of

Before the move: Intercon managers literally "spill out" of an office during a meeting. Space—particularly for meetings and conferences—was a problem in the old location.



The new building offers what seems like miles of space.



A walk through the new facility for Intercon's distribution activities.



color add interest in various areas—a rust and blue geometric design in the cafeteria, a sunny yellow wall in the mail room, bright gold walls in the training room. And the distribution operation will never again be mistaken for “a warehouse.” Located in a bright area ringed by windows, the area boasts multi-colored floor-to-ceiling posts and a cheerful graphic mural on one wall.

Excellent recreational facilities are available. Employees will work together to build a par course, and space and equipment have been provided for volleyball, basketball, horseshoes and ping pong. Covered bike stalls encourage bike commuters, and showers are available in downstairs bathrooms.

Environmentalists would be enthusiastic about the new facility. It is specially designed and insulated to conserve energy. The structure itself blends architecturally with the rolling foothills behind it, and its six-acre site will be left as natural as possible with a growth of trees and ground cover.

The leased building was constructed for Hewlett-Packard by San Tomas Investment Company of Menlo Park. Consultant Nancyjo Riekse, director of Interface Associates of Los Gatos, created the building's layout and interior design and decoration.



HP top management took a preliminary tour of the new building before the move in. Left to right: Alan Bickell, HP President John Young, Anthony Meier of San Tomas Investment Co. (which owns and developed the building) and Executive Vice President Ralph Lee.



Robin Zimmerman, Computer Systems department secretary, packs for the move.



The move was accomplished quickly and efficiently.



Computer operator Ben Musolf admires the graphic design in the cafeteria.



Counting plants to make sure they all survived the move.

Partners in progress

HP and Samsung are working together to bring high technology to Korea

(Editor's Note: The facts of South Korea's "economic miracle" are well-known. In just 15 years it has moved from being an economic basketcase to one of the fastest growing economies in the world. Its GNP increases 10 percent per year, and total exports are rising 40 percent per year. By 1990 it will be one of the world's 10 largest economies. Sharing in the fruits of this rapid development is Samsung Electronics, HP's Korean distributor and one of that country's leading electronics manufacturer and exporter. Jae Un Chung, executive director of Samsung Electronics, visited Intercontinental headquarters recently, and he talked with Intercom about his company and its relationship with HP).

In Korea, the name Samsung is synonymous with quality much the same way Hewlett-Packard is in America. The blending of the two companies in a distributor relationship makes an unbeatable team, says Jae Un Chung, executive director of Samsung Electronics.

"Despite the fact our relationship is less than three years old, we have already accomplished a great deal together," he noted. "Samsung has worked hard to promote HP products in Korea, and we have been very successful. We have exceeded the HP quota negotiated with us, and sales are expected to quadruple over the next year."

Samsung handles all HP product lines and overall sales are booming. As a rapidly developing country, Korea is "hungry" for high technology products, and so HP products find a large potential market.

Take computers, for example, says Chung.

"Korea is in the process of automating paper-handling tasks, manufacturing facilities and so forth," he notes. "It needs computerization to cope with the gigantic economic growth we are experiencing. Last year Samsung sold HP computers and computer systems to Korean government organizations, universities and private industry."

Samsung not only sells HP products, it occasionally makes a contribution to tailor them to the local market. Samsung engineers recently created a Korean character CRT terminal using HP 2649A terminals. They also have modified the HP3000 subsystem software to fit the Korean commercial market. Currently, they are working with the Boise Division to develop a Korean character printer

Intercon Computer Systems Marketing Manager Bill Shellooe and Marketing Support Engineer Han Park (l-r) confer with I.S. Jun, Samsung's Computer Systems department manager.



with the HP 2631G terminal printer.

Like HP, Samsung insists that the products they manufacture and sell be top quality and make a contribution. Last year Samsung won the top award in a nation-wide quality control contest sponsored by the South Korean government.

"We emphasize quality and utility," says Chung. "Any product we develop must be the best. That's our reputation and image. We don't make a product not suitable for government and our people."

Established in 1969, Samsung Electronics is one of the leading electronics manufacturers and exporters in Korea. The firm mainly produces consumer electronic products and electrical home appliances. It has 12,000 employees and an impressive 50 percent per year growth rate. It is a part of the Samsung conglomerate, Korea's oldest and largest consolidated trading operation, which accounts for 3.8 percent of Korea's gross national product and 5.5 percent of the country's exports.

As one of Korea's leading companies, Samsung Electronics has the opportunity to hire the most outstanding people in the country.

"We can afford to be selective, and we are," Chung says. "It is very difficult to join Samsung, and we make sure we hire only the best people."

The company emphasizes fair treatment for employees.

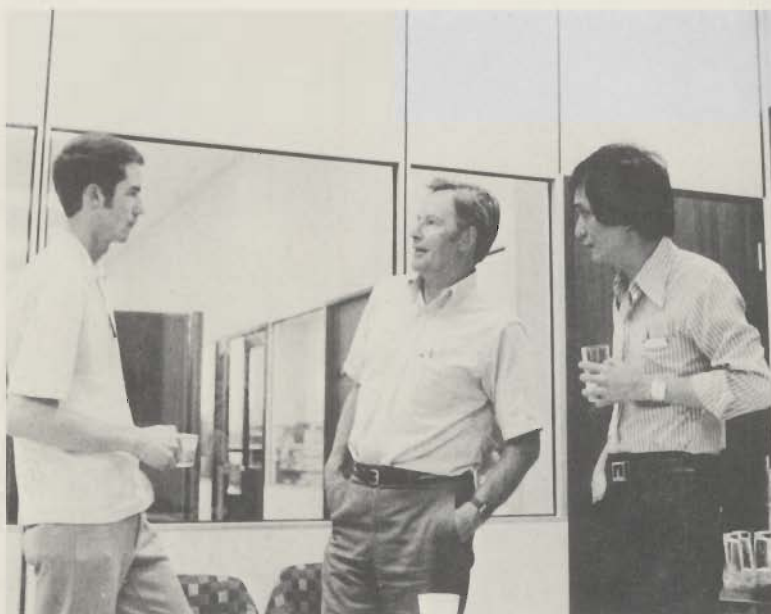
"We provide dormitories for employees who choose to live in them, group insurance, a retirement plan, scholarships, and we pay two-thirds of lunch costs in the company cafeteria."



Jae Un Chung, Samsung's executive director.

Samsung also sponsors an employee physical fitness program and provides a fully-equipped gymnasium for their use. Employees are given a full day off to compete in the annual company "Olympics" competition.

Teamwork and team spirit are very much in evidence throughout Samsung—and throughout Korean industry in general. Because of close ties and mutual support between business and government, the prevailing feeling is that doing one's best for the company is also contributing to the country's development. As one Samsung service engineer, in Palo Alto for training, noted recently, "We all work as hard and as efficiently as we can. By building Samsung, we are building Korea."



Management by traveling around. HP Vice President for Personnel John Doyle recently visited HP offices in Taiwan, Malaysia, Australia and New Zealand to review personnel operations and study wage-benefit plans. In the photo on the left, John (center) chats with Intercon Senior Personnel Administrator Tom Pierson and Singapore Personnel Manager K.G. Tan. In Australia (above), John enjoyed a barbecue with HP Australia personnel.

coming events

MAY 1979

International Desktop Computer Sales Managers Meeting

Palo Alto, San Diego, Loveland
May 14 - 25

No Travel for Ops Council members

May 14 - June 15

Components Senior Sales Seminar

Palo Alto
May 14

ICON HQ New Building Move

Building 27
May 14

Japan/SEA Review

May 21 - 29

New Office Open House

Taipei, Taiwan
May 24

JUNE 1979

ICON Picnic

Blackberry Farm, Cupertino
June 2

ICON General Management Meeting

Palo Alto
June 4 - 15

Jemina Show

Osaka, Japan
June 5 - 8

ICON Top Management Review

June 11

ICON BBQ and Beer Bust

Bldg. 27
June 11

DCD Service Training Seminar

Singapore
June 11 - 22

JULY 1979

Order Processing Meeting

Palo Alto
July 9 - 20

FEA Medical/Analytical Service Seminar

Singapore
July 9 - 27

Telecomunicaciones

U.S. Trade Center
Mexico City
July 10 - 13

Special Intercom service supplement



Service: A quiet transformation

Methods and image are changing as service becomes a "product"

When you talk about "service", some people still conjure up a mental image of a technician with a screwdriver bending over a broken instrument in the service department.

While that image may have been valid a few years ago, it certainly is not a completely representative one today. Currently 76 percent of Intercon's service business and 79 percent of HP's requires on-site service—which means a service person (called a *customer engineer* in this case) goes directly to the customer to perform repairs or preventive maintenance.

This switch, which has brought other momentous changes in its wake, was precipitated by HP's entry into the computer systems business, and by the increasing technological complexity of other product lines. Indeed, thanks to the technology boom, service is becoming one of HP's most important "products", and accounts for a growing proportion of overall company business.

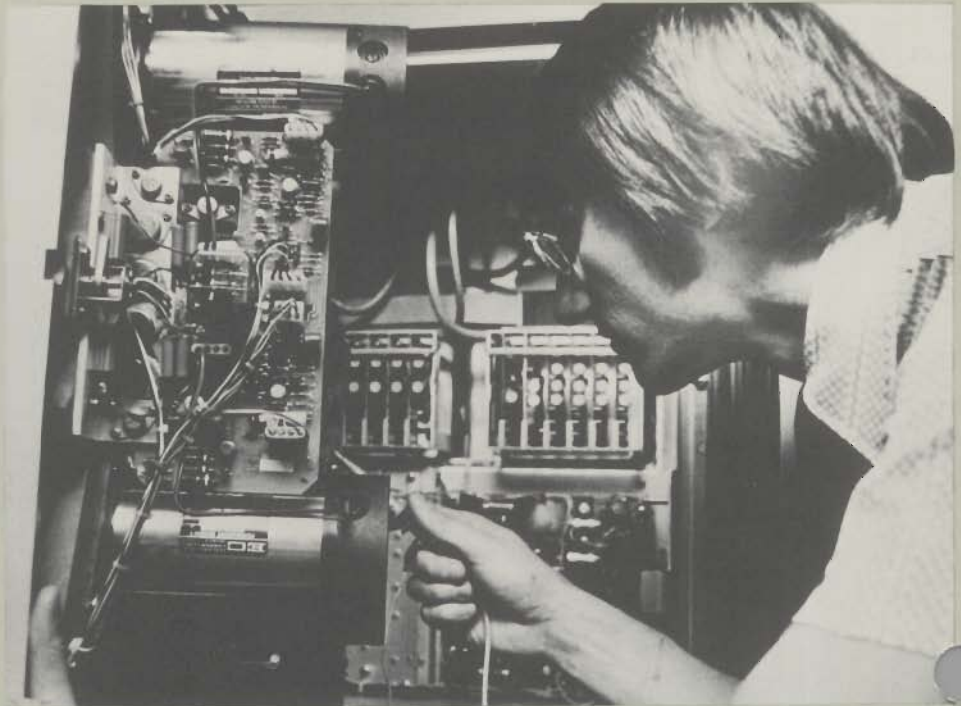
In certain HP sectors, the growth is particularly impressive. In the Computer Systems group, for example, the service side is growing even faster than hardware, prompting Group Marketing Manager Doug Chance to remark in a recent *Business Week* interview that "Service is a product like hardware is a product."

Intercon Service Support Manager Tom Drews echoes this view. "It is becoming very apparent to HP, especially as we get into computers and the systems business in general, that in order to compete with other companies, much will depend on our ability to support the customer," he states.

Says ICON Marketing Manager George Cobbe, "We have moved into an area where service is almost as important as the hardware. It used to be that whoever had the neatest piece of gear had the inside track on making the sale. Today the post sale service and support provided is a key element in selling."

HP Marketing Operations Manager Carl Cottrell predicts that by the end of the present IRP, more than 50 percent of HP's business will be in the systems area.

"The key to success in this area is being able to support the product throughout its life in a total manner," he notes. "From the day an end user signs the order, we have an obligation to install, train and provide maintenance and prompt repair at the customer's site. Support may include updating software,



Nearly 80 percent of service calls are now onsite.

or changing our routine to accommodate the customer as he makes alterations in the configuration of his system. Your ability to do that successfully will determine whether the customer will buy from you again."

It's not just in the areas of computers and systems that service is coming into its own. Across the board, technology is becoming more complex and customers for all product groups are looking for reliable and economic service when they buy.

"A lot of our medical equipment involves life support systems, and our customers want to know that support is fast because human life is involved in its being so," observes Analytical/Medical Service Manager Al Linder.

"Instrument customers often used to be able to fix their own equipment—oscilloscopes for example—because the equipment was quite simple," notes Instrument Service Manager Peter Shaw. "Now that we've added microprocessors, however, customers can no longer do 'home repairs' and they want to know before they buy that quick and inexpensive repairs are available should there be a problem. Even the person who buys our least expensive personal calculator is interested in service. He's spending

his own personal money and he wants that thing to work. He might even be more demanding than the organization which buys half a million dollars in more complex equipment."

One of the most dramatic changes precipitated by the "service revolution" is the role of the service technician and customer engineer. They are dealing with customers more and more, and there is an increasing need for them to cultivate good interpersonal skills.

"In some respects, the customer engineer's role is even more challenging than that of the field engineer," says Al Linder.

"He or she has to go face an unhappy customer on the customer's own turf. Not only must the tech know how to fix the equipment, but must also know how to deal skillfully with the customer and the situation. Even those techs doing primarily bench repairs have to deal with the people who are upset about their increasingly expensive equipment needing repairs."

While on-site service is growing at a rate of 25-40 percent per year, bench service is also expanding at 15-20 percent. The bench service repair facility is becoming more of a "laboratory", and a number of changes are taking place in

Introducing . . . supertech!



Diplomat - technician - counselor. The service engineer must be versatile in a rapidly changing environment

"The bench service repair facilities are still one of our most powerful sales tools . . ."

bench operations, according to Peter Shaw.

"The bench service repair facilities are still one of our most powerful sales tools, and our sales engineers often use them to demonstrate our support services to customers," Peter notes.

"We are getting into automatic diagnosis and testing programs which automatically check the instrument for possible defects and guarantee reliability of the repair," he continues. "We're also seeing such innovations as standard repair prices for instruments which, by averaging out repair costs over a number of instruments, actually can mean less expensive repairs."

Service contracts are another new facet for both on-site and bench repairs. The contracts guarantee that HP will maintain or repair a product over a certain period of time for a given price.

"From the customer point of view, service contracts are not only a good insurance policy," says Peter, "they also determine what the customer's annual repair costs will be and the customer can budget for them. From HP's point of view, we know what our repair responsibilities are and can prepare and budget for these."

One of the trickiest aspects of the service business is the fact that requirements and strategies are not homogeneous across all disciplines.

"Basically, we're in very different businesses," says Tom Drews. "Some disciplines require on-site repair; others are bench operations. Turn-around time expectations are very different across disciplines. For example, Instruments has over 1000 different products, and turn-around time for repairs is about two weeks. That kind of turn around for Medical is unacceptable, where some products need a four hour response."

These kinds of differences mean differences in training requirements, inventory levels, asset base, staffing and hiring requirements.

"There is no question about it. Service is incredibly complex, and it is growing more so as it becomes a bigger and more important part of HP's business," Tom notes. "We're facing a tremendous challenge, but I feel we're meeting it head on."

The emergency call came in early on a Friday morning. The Cosme Angerich Hospital in Buenos Aires needed a quick repair on an HP external pacemaker. Complication: the pacemaker's owner was on the operating table.

Customer Engineer Ruben Rotulo, who fortunately was making a routine maintenance call at the hospital, grabbed his repair kit and rushed to the operating room. He scrubbed up, put on a hospital gown and then entered the operating area to make the repair.

"I was trembling," he states. "I made the repair as quickly as possible, and didn't even look at the patient. I was glad when it was over."

On-site service calls are not always so exciting, but they are almost always interesting. According to questionnaire

replies received from customer engineers and service technicians around the Intercon region, it's a continual challenge to go in and make a repair right under the customer's nose, especially if the customer happens to be unhappy about the breakdown.

"You've got to maintain a professional presence and act confident at all times," says Chris Etheridge, customer engineer from HP Australia-Canberra.

Increased exposure to customers presents service people with a "golden opportunity," says HP Marketing Operations Manager Carl Cottrell.

"The tech or C.E. can make himself and the company look very good, or else very bad," says Carl. "The image that most customers have of Hewlett-Packard is created by a few people—the field



Jim Nagy, Instruments service customer engineer for HP Canada-Montreal, believes a tech's personal qualities are even more important than professional credentials. "A tech needs the willingness to tackle an 'impossible' repair situation, and the ability to get along with one's workmates."



For the past two years, YHP Medical C.E. Toshi Kobayashi has provided support to an HP 5600 catheterization system for the National Institute of Cardiology Hospital in Osaka. The hospital is one of the largest and most sophisticated of its kind in Japan.



Ed Zachwieja, Analytical service engineer for HP Canada-Montreal, spent two solid weeks, 24 hours a day, at the Olympic site in Montreal to make sure the HP gas chromatographs, auto samplers and other analytical equipment were in top shape during the games.

engineer, sales office contact, customer engineer and systems engineer. When the customer needs help, the HP person on the scene will be welcomed as the solution to the problem. Therein lies the opportunity. An attitude of helpfulness and confidence, plus the skill to bring the quickest possible solution will demonstrate to the customer that we really care about his/her well being. The customer will feel real satisfaction from owning HP products and will come back for more."

The unhappy customer must be handled particularly gently and diplomatically.

"Irate customers first require reassurance. It's almost a cliché, but first you fix the customer, then fix the machine," says customer engineer Gary Boher of HP Australia-Sydney.

Reg Best of HP Canada, a customer engineer working out of the London, Ontario office, adds that an irate customer "must be made to feel that even though his equipment is down, everything humanly possible is being done and that every resource is being utilized. He must feel that he is the only person who counts. And let him know exactly what you are doing all the time."

Similar methods are used by on-bench techs who must deal with customers.

S.N. Chang, of HP Taiwan, says he always listens to a customer's complaint carefully.

"I show my sympathy, and offer a few words of gentle apology for what has



Ariosto Jowse Martine's motto is: "Think positively. If it can be made, it can be repaired!" He's a service specialist for HP Brazil's Computer Systems Group.



Lee Ching Hong, HP Singapore Desktop and Computer customer engineering group leader, holds a B.S. in engineering and M.S. in electrical engineering from Kyoto University in Japan.



Paul Brackenridge, HP Australia Instrument tech, says a major challenge of his job is "repairing instruments that are new on me. I haven't had any experience with. A long-term challenge is keeping up with the ever-changing technology."



Some of the most rewarding facets of Carlos De La Vega Carino's job include "meeting new people, solving problems, and knowing I have helped customers."



"Techs must be able to define the problem and have good problem solving abilities," says Joslin Walker, Instrument tech at HP Canada-Quebec.

happened. Then I repair their instrument as soon as I can."

"With phone requests, I record the caller's name and complaint, then let him continue without interruption," says Joslin Walker of HP Canada-Quebec. "I respond with a statement of empathy, repeat his complaint using his name and offer reassurance. I follow this up by taking action and completing the repair as quickly as possible."

Not only must Intercon's 329 techs and customer engineers be skilled diplomats, they must also maintain the highest technical skills to deliver what they promise. They need a good technical background, and they must make sure they keep pace with technological changes.

Questionnaires received by *Intercon* indicate that Intercon techs and customer engineers have very solid technical backgrounds and a variety of experience. An increasing number have university degrees in such fields as electronics engineering and physics.

Lee Chin Hong, HP Singapore Desktop Computer and Computer Systems customer engineering group lead, typifies the new breed of service person. Lee graduated from Kyoto University in Japan with a bachelor of engineering degree and later a masters degree in

electrical engineering. He joined HP in May, 1975, as a field engineer, and has also been a system engineer, customer engineer and systems specialist.

"As the complexity of our products increases, we really need people like Lee who have impeccable credentials to repair and maintain them," notes Intercon Service Support Manager Tom Drews. "We also need people who are versatile and who will keep up with technology."

If the formal qualifications are stiff, the informal qualifications are equally important.

Patience—perseverance—a logical mind—good analytical skills . . . all these were qualities mentioned by techs and C.E.'s as being vital for a good service person to possess.

"The tech must also have a bit of flair," noted Instrument tech Keith Woodcock, HP South Africa. "He has to be able to see a problem from different viewpoints, and also to be excited by the challenge of successfully fixing something."



Ruben Rotolo, Our Man at Cosme Angerich Hospital, is shown here with HP Argentina Service Manager Mario Smith as they inspect an HP2635.



Working in service can be great for the weight-conscious, reports Jose Luis Aguirre Ramirez, HP Mexico Calculator senior service specialist group leader. He lost about five pounds the week he worked practically day and night to change defective keyboards on 150 new Series E Calculators so they could be ready on schedule for customers.



Because of import restrictions, HP Brazil service techs sometimes have difficulty obtaining parts, says Computer product specialist Oge Amaury Dos Santos, of HP Brazil. "We modify our kits to repair boards at the component level when we have an emergency. This kind of repair is a real challenge."



Takashi Togashi takes time out from his work at YHP. He joined YHP in 1973 as an Instrument service tech and is now group leader for the microwave products repair group.

Adds Phil Cerutti, of HP Australia, "He must have the ability to work under pressure, and to be able to control his emotions when dealing with difficult customers. He has to be a real diplomat and hand holder at times."

In addition, techs must have the stamina to plow through a lot of paperwork. Most responses to the Intercom questionnaire indicated that a certain portion of the tech or C.E.'s day is spent filling out forms and reports, and responding to memos and other correspondence.

A number of respondees also indicated they often put in long days, particularly during special or emergency situations.

"Actually, no one here knocks off on time", noted Phil George, Instrument tech from HP Australia. "As a tech, if you're just on the verge of finding the problem and 5 o'clock comes around, you can't just leave. You'll have to start over tomorrow if you do. Besides, there's the challenge of fixing it and the satisfaction you get when you do."



Customer engineers above all must have "a sense of urgency", says Vidalencio Mauricio Da Silva, Computer Systems service specialist.



Shih Ngo Chang, of HP Taiwan, is a specialist in getting people out of tight spots. At a recent 8505A Network Analyzer customer seminar, the CRT began displaying odd waveforms. They called in S.N., who isolated the problem and fixed it in ten minutes—to the awe of two dozen customers attending the seminar.



Ting-sun Fan, HP Taiwan computer systems customer engineer, has some good advice for other service techs: "Never give up before your resources run out, and even if this should happen, be wise enough to seek help from others."



A typical day for Rod Hale, Desktop Computer customer engineer for HP Australia-Perth, includes problem-solving on the phone with customers who are many miles away.



Alfonso Nolasco Dordelly is HP Mexico's star Analytical customer engineer. Alfonso (alias "Have Repair Kit Will Travel") has solved difficult technical problems in Nicaragua, Peru and Jamaica, and will soon be the mainstay for Analytical support in Central America and the Caribbean region.

Training: keeping pace with service growth

As technological advances multiply, the technician or customer engineer must make sure he keeps pace in his product area. For service people in the Intercon region who are far from the divisions, that presents a special challenge.

They, of course, have access to study manuals and videotapes on new techniques and technology. In addition, many are brought to the United States for training in the divisions. However, until recently, much U.S.-based training has been sort of a "catch-as-catch-can" proposition, says Instruments Service Manager Peter Shaw.

"Instrument techs, for example, had access to division training, but it was uncoordinated and sometimes difficult for overseas people to schedule. Sometimes there was a three week to three month time gap between division training programs, and the techs would miss certain segments or else have to go home and then come back."

Peter and others felt Instrument techs needed a more comprehensive training

program, and this year such a program became a reality. In February and March, techs from Intercon subsidiaries and distributorships around the region spent three weeks in Palo Alto in classroom instruction, and then four to five weeks out in the divisions receiving intensive product training.

The program was extremely successful, says Peter, and augers well for similar efforts by other disciplines.

"Everyone involved—particularly in the divisions—made a magnificent effort to identify needs of ICON people and modify their instructional program accordingly," states Peter. "We feel the techs really benefited from this coordinated training packages."

Another example of a major coordinated training program for service people is the Computer Service Division's 11-week course for staff/customer engineers.

Intercon and U.S.-based staff and customer engineers attend the course in the Division's training school in Cupertino. A second training school in Grenoble, France, handles European F.E.'s and C.E.'s.

The course (which includes the Corporate Neophyte training class) is followed by four to twelve weeks of on-the-job training back in the C.E.'s home office. They also receive training on specific systems of their choice.

Centralized training also takes place out in the field. Recently a seminar on liquid chromatograph service was offered in Singapore for Analytical customer engineers from Indonesia, Taiwan, Malaysia and Singapore.

An Analytical/Medical service seminar will be held in Singapore in July, and an Analytical service seminar in Brazil in August.

"We plan to bring other quality seminars to areas that are convenient for many to travel to," says Analytical/Medical Service Manager Al Linder.

"We are also trying to coordinate service training with new product introduction," he adds. "This makes for better start up situations where potential customers are watching our support effort before they make their purchase."



Instructors from various divisions gave lectures and provided hands-on experience during the recent instrument service seminar.

Managing service: A special challenge

Providing the type of service that keeps customers happy while still operating at a profit is a real challenge in a region that stretches over three-quarters of the world. International customers may understand that the sales office is distant from the factory, but they still think the right parts and expertise should be on hand locally to solve their particular problem.

"Intercon service has unique characteristics in terms of geography and market size," notes Instruments Service Manager Peter Shaw. "We have to be careful about the way we manage service, and it has to be managed on a local basis, which means there has to be a lot of coordination and communication."

Last year Intercon's service organization was verticalized in an effort to increase efficiency and profitability. Whereas previously the sales and service organizations had been separate entities, now headquarters service managers are attached to their respective disciplines and report directly to the discipline region marketing managers. They also, of course, have a functional reporting relationship to their respective group service managers. Headquarters service managers provide the service strategy and direction on a functional basis to the country service managers responsible for the various disciplines whether verticalized or not.

Verticalization — which has worked extremely well in the U.S. and Europe — is already bringing benefits in the Intercon region, according to Tom Drews.

"Verticalization has helped to cement our sales and service programs," he notes. "The new program fosters team-

work, whereas the old system tended to create barriers. Each product group now has the ability to develop a compatible sales and service strategy."

"From an HP marketing standpoint," Tom adds, "we also want to maintain a 'one-company' image. We want to be able to demonstrate to our customers that we have good coordination and communication between sales and service. We also want to work across disciplines to maintain our one-company image."

An important element in maintaining the "one company image" is the Corporate Service Council which provides policy guidelines and coordination for all the company's service activities. Chaired by HP Marketing Operations Manager Carl Cottrell, Council membership includes product group service managers and key people from Corporate and International areas.

According to Carl, the strategy and responsibility for product repairs lies with the groups. They are supported by service policies — reporting systems, parts distribution, field service administration — provided by Corporate for the benefit of all.

"The Service Council is the one place we can come together as a body to formulate company policies and to work toward common strategies. Any conflicts between groups can be resolved, and this two-way communication loop works to insure customer satisfaction."

Intercon also has a regional service council, chaired by Service Support Manager Tom Drews, and most of the sales subsidiaries have country service councils.

System, system, who's got a system?

Most subs still have manual reporting systems, but that's changing rapidly

There's more to computerizing Intercon's service sector than meets the eye. If you don't believe it, just ask Service EDP Manager Harley Leete who recently completed a survey of the subsidiaries to determine how various service systems could be tailored to suit their needs.

"It gets pretty tricky designing systems that will serve the subs' local requirements and HP's as well," he notes. "Differences in language, currency, government regulations, etc. all play a role in making it very complex."

He explains that any system must satisfy HP's basic information needs (customer information, order statistics, management reporting, etc.) as well as being able to churn out invoices in local currency to satisfy local government requirements and regulations.

"For example," says Harley, "if you take an existing corporate system and install it in Brazil, you must tailor it to turn out *nota fiscals* (government sanctioned invoices), and the information must be in Portuguese and Cruzeiro currency for the government and the customer. However, it has to come back here in English and U.S. dollars. It gets complicated."

Right now Intercon's service systems are in a more primitive state than anywhere else in the company says Harley. While four subs have a functioning FICS system (Field Inventory Control), all subs except Australia, have *manual* service order processing procedures which means that repair orders are filled out by hand, parts and labor priced manually, taxes calculated manually, invoices hand-typed, work sheet summaries manually prepared, and so forth.

"Compare this procedure to the potential of a computerized system whereby the repair order is typed into a terminal, stored in the computer, printed on the repair order form and continuously monitored to track order progress," says Harley. "Once the repair is complete, the order will automatically be input to the Service Information System (SIS) where it will automatically be priced, taxed, invoiced, and reported. Then all of this information is translated automatically into HP reporting policies and it flows

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Discipline service managers make up the ICON Service Council. Left to right are Instrument Service manager Peter Shaw, Analytical/Medical Service Manager Al Linder, Service Support Manager Tom Drews, Calculators Service Manager Don Andrushko, and Computer Systems Service Manager Natalie Churchill.



Service Systems EDP staff confer on a project. Left to right are Michelle Skivara, Harley Leete, Gary Cunha, and Lee Tengco.

into the general ledger.

"Obviously," he states, "the impact will be enormous when the service systems are installed throughout the region."

Currently, SIS (Service Information System) is functioning in Australia, although it is being almost completely revamped. When completed, it will serve as the model system for the other subsidiaries.

The resulting systems will perform the following functions:

- open repair order status
- service order processing (order entry, editing and invoicing)
- service management reporting (operations summary reports, turn-around time reports, efficiency-performance reports)
- service accounting (translating service orders into accounting entries)

"Eventually, we'll have a uniform system running throughout the region," says Harley. "And that will be a happy day for all concerned."

The parts business: dynamic and expensive

Having the right repair parts on hand, or getting them quickly when needed, can be a problem for service departments located far from the divisions.

As Intercon Service Accounting Administrator Frank Robertson explains, there is a "natural conflict" between stocking everything a service department might need, and stocking nothing in order to save money.

"It becomes a real trade off situation," he notes. "If you can't get parts quickly when you need them, you must maintain a high inventory level and it is expensive. On the other hand, if you can get fast turn-around on parts, then you can maintain low inventory levels."

Cost of parts is of special concern in countries where import restrictions and duties drive the prices up. In Brazil, for example, cost of getting parts into the country is twice what the part is worth due to duties and cumbersome paperwork requirements.

"That's like double jeopardy," says Frank. "It's costly to maintain a high

SOOSY WHO?

Ever worry that SOOSY is going to FICS your SIS?

Never fear. It's just another set of HP acronyms—this time for computerized service systems. Below is an explanation to help you sort them all out:

SOOSY — (Service Open Order System) A real-time, on-line system that gives the status of repairs (Real-time, incidentally, means that the information is immediately accessible).

SIS — (Service Information System) An entire system that includes order processing, invoicing, management reporting and accounting.

FICS — (Field Inventory Control System) A real-time, interactive system which performs inventory control automatic ordering for replacement parts and "consumables" as well as all service inventory parts.



Most ordered parts come from the Corporate Parts Center in Mountain View. Nine out of 10 orders are filled by CPC and on the way within a few hours.



Frank Robertson, Service accounting administration manager, reviews a parts order with Administrative Assistant Judy Walker.

inventory level, and it also takes a long time to get parts into the country. It's a real dilemma."

Determining exactly what is needed in stock is also tricky. The best predictor, says Frank, is a history of what commonly goes wrong with specific equipment.

"But that's almost impossible to know with new products," he says, "and by the time stock needs are established, the products change."

The optimum situation in most countries would be to have low inventory and quick order lead time, he adds.

"Right now most ordered parts come from the Corporate Parts Center in Mountain View or else the Computer Service Division. When the subsidiary order processing departments call them, they usually ship the part needed directly. Nine out of 10 parts orders are filled by CPC and on the way within a few hours, in the case of hotline requests. Routine requests are shipped weekly or bi-weekly."

Only when a country requires extensive import documentation or commercial paperwork—as in the case of Brazil—does a part pass through the Headquarters warehouse. Indeed, currently an Intercon Parts Turnaround Task Force is working to cut down Headquarters involvement in parts ordering and shipment to speed up the turn-around process.

"The Task Force has provided a forum to get headquarters and field representation, as well as ICON's parts suppliers together to work out the best and fastest possible system," says Frank.

Another major project is underway to improve the composition of field parts inventory while cutting down its magnitude.

"This second project is connected with the emphasis this year on good asset management," says Frank. "We can minimize inventory by stocking only the things we need, and put the money into other areas."

Hotline Service

For customers who need parts or other equipment immediately, Headquarters offers a special hotline service with 24-hour turn-around time.

Support Service Manager Mary Andrews explains that hotline orders come in via phone or telex.

"We then phone them into the factory and the factory ships the same day to us and we ship the equipment out. We expedite at this end, and the factory at their end."

The hotline service is handled through each of the Order Processing geographical departments who take care of their own assigned customers and equipment.

The O.P. connection

Service requires considerable administrative support, and a number of headquarter's Order Processing people are involved in providing that back-up.



Mary Andrews is Support Services Manager and directs the activities of the five people in her area who work with various facets of service.



Marilyn Herbst handles processing or repairs. If a customer's equipment can't be repaired locally in the field, it has to be sent back to the States. Marilyn arranges for it to get to the right place for repair, and then gets it back safely to the customer and takes care of the billing.

Supporting service



Carol McDowell processes exchanges and field returns. She arranges for broken boards to be replaced, and takes care of credit and billing. She also handles returns when customers cancel shipment or have received the wrong equipment.



Marilyn Woods is in charge of printed matter. All data sheets, catalogues, software updates, manuals, etc. for overseas use flow through her.



Connie McIntyre works with Intercon marketing groups to ship demonstration equipment out to the field. She publishes a monthly report so the marketing people can keep tabs on what they have where.

John Daly, HP Australia Service admin manager, represents the "new breed" of service support managers who bring a strong managerial background to their job.

He joined HP two years ago bringing eight years experience with Fairchild Camera as an administration manager, as well as controller for Europe and Mexico. In his current position, he is responsible for management of repair order processing and contracts administration, service admin systems coordination, kits and inventory coordination, and also acts as convener for the HP Australia Service Council.

John says several elements go into top quality service support.

"You must earn the respect of your support staff and your customers, and protect and maintain a professional image of the service admin group throughout the entity and Intercon.

"In addition," he continues, "you should be available at all times to help with any problems whilst maintaining project/task priorities. Also, recognize the importance of people quality within the CEO group. Minimize administrative surprise—find out what is on the horizon and communicate locally."



John Daly

Coordinating service

As Service administrative coordinator for HP Venezuela, Helen Arthur performs a myriad of duties. Like her counterparts around the region, she handles service contracts, repair order invoicing, parts, and external computer service for parts. She also coordinates all open repair orders, and keeps track on a monthly basis of orders billed by technicians and product type.

In order to do a good job of supporting service, says Helen, "You have to



Helen Arthur

know the real meaning of the word 'service.' You have to put yourself in the client's place to understand the problem and to treat the client with patience and courtesy."

Helen is a business administration graduate of the Jose Antonio Sucre University Institute, and is currently attending courses in systems at Simon Rodriguez University.

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The sales-service relationship: From the horse's mouth

One outgrowth of the service "revolution" is the increased dependence of sales on service. It was important in the past that sales and service work together, but now it is vital.

Here's what the principals have to say about the new sales-service connection.

Sales on Service

"The relationship between sales and service is similar to that between attacking forces and supporting forces. Before a sales person can close an order or be considered a possible supplier, there should be no service problem unsolved. Sales cannot sell anything without good service support."—**Jett Chen, Medical field engineer, HP Taiwan.**

"Sales and service in my mind are in-

separable. I believe that we are providing our customers with cost effective tools to help solve their technical problems, not just a series of products."—**Dave Gibbs, Instrument senior sales representative, HP Canada.**

"Our level of service is often used as a sales aid."—**Denis Du Boisson, Calculator district sales manager, HP South Africa.**

"Future sales of HP equipment can very well be influenced by the remarks of satisfied customers who have enjoyed good technical service."—**Rafael Gonzalez, Medical field engineer, HP Venezuela.**

"Sales and service are very related. One cannot exist without the other."—**Jack Kollataj, Computer Systems sales representative, HP South Africa.**

"Many customers say, 'One of the reasons why we continue to buy HP products from you is because of the high reliability and the quality of maintenance provided by your C.E.' That kind of comment convinces me that I can't afford, as a sales representative, to have HP lessen its quality of service."—**John Wadsworth, senior field engineer, Computer Systems Group and office responsible manager for Auckland Office, HP New Zealand.**

"Sales and Service are so related that the customer should never have to determine the difference. We must never forget that the customer does not consider the sales finished when he orders—he considers it started when the product is delivered."—**Jim Watson, Analytical field engineer, HP Australia.**

"Good service is one the most powerful tools for sales. I always keep service in mind when I am trying to sell equipment, and should I forget it, the customer usually takes it upon himself to remind me because it is always one of his main concerns."—**Antonio Ramirez, Instruments field engineer, HP Argentina.**

Service on Sales

"Sales is useless without service and vice versa. Here we get together monthly and communicate on how we can help one another to do a continually better job."—**Ed Zachwieja, Analytical tech, HP Canada-Montreal.**

"Service people work best with sales people who understand and appreciate

'what's in the box.'"—**Phil George, Instruments tech, HP Australia.**

"I have always considered good service the best selling tool the field engineer has. In the field, the customer engineer should consider himself an extension of the sales force. It should always be a team effort."—**Bill Scott, Medical district service manager, HP Canada.**

"A salesman's job is white shirt and permanent smile, whereas the C.E. must remember that he may have to work beneath false floors. This can make a new salesman feel superior and the new C.E. inferior. The older generation of C.E. and salespeople have learned that each complements the other. Poor service can cripple sales and a lack of sales makes the C.E. expendible, therefore, the new member must be trained early that we are a team."—**Reg Best, senior customer engineer, HP Canada.**

"The master-slave relationship that existed five years ago has definitely been buried."—**Jim Nagy, Instruments customer engineer, HP Canada.**

"Good service equals customers' satisfaction. Customers' satisfaction equals good sales. The shared efforts to reach this objective is another challenge for sales and service people."—**Ruben Roto, customer engineer, HP Argentina.**

"Sales and service depend on each other. Cooperation and help in satisfying customer requests are the basis for the relationship between these two areas."—**C.S. Lin, Medical service engineer, HP Taiwan.**

"Sales handles pre-sale problems; service handles post-sale problems. Only if the two work as a team can they create a happy customer."—**T.S. Fan, Computer Systems customer engineer, HP Taiwan.**

"Sales and service are complementary. A service department cannot grow if sales are bad. Similarly, a sales department cannot expect steady growth if the service department is not providing satisfactory support."—**Lee Chin Hong, Desktop and Computer Customer Engineering group lead, HP Singapore.**

"The F.E., the S.E., and the C.E. are the people who sell not only the product, but also the HP philosophy and post sales support. It is important that there be perfect understanding among these three people to achieve complete and continuous customer satisfaction."—**Vidalencio Mauricio da Silva, Computer customer engineer, HP Brazil.**

News briefs

PACE Contribution

Hewlett-Packard has pledged an initial contribution of \$15,000 and a \$16,250 five-year endowment for Project Pace (Planned Advancement of Community Education) which aims at establishing the first commercial high school and community center in Soweto, South Africa. Organized by the American Chamber of Commerce in South Africa, the complex will open in 1980 and offer total educational opportunities through improvement of commercial, cultural and sporting facilities. Most importantly, the project will fill a pressing educational need for black South Africans. Currently, of 1034 black secondary schools, only 185 offer mathematics as a subject, 42 offer accounting, 36 business economics and only three commercial arithmetic. As a result, there is a severe shortage of qualified black students for business careers.

Trade Shows

HP Taiwan hosted nearly 1400 people at the three-day Advanced Technology Show at the U.S. Trade Center in Taipei. Ted Ogrey, Bob Reed and Ken Koo went out to help with the show and to hold seminars for customers.

HP Mexico's Instruments group participated in Petrotechnia 1979, an exhibition held at the U.S. Trade Center in Mexico City. The exhibit focused on equipment for the petroleum industry, and various HP measuring equipment for the telecommunications area was exhibited.



Taiwan trade show.

The HP Singapore Desktop Computer team held its first exhibition in Kuala Lumpur in conjunction with the First Convention of Engineering Institutions of South East Asian Nations (CEISEAN). The HP 9845 and 9835 were the two main systems shown. The 9845 was used to register convention participants, which resulted in considerable local publicity, according to Ek Jansen of the HP Singapore Sales Department.

Nearly 1,000 people visited the Communications Trade Exhibit in Sao Paulo where HP Brazil sponsored an Instruments display. The final day of the exhibit, HP held a full-day seminar on Logic State Analyzers for nearly 100 selected customers. Carlos Alberto and Decio Medeiros, HP Brazil field engineers, and Norm Hall, from Colorado Springs, directed the seminar.

Moved . . .

HP Brazil's Rio office has moved to more convenient facilities in downtown Rio. The new office, located in a house, is more accessible for employees and customers and offers more parking.

A special anniversary

HP Australia employees recently "turned the tables" on Area Manager John Warmington. After he presented the 1978 service awards, the staff surprised him with a cake recognizing his 40 years of service with HP. John went to work for the George Sample Com-



John Warmington, assisted by Robin Schmidt, cuts his 40-year cake.

pany in 1938. Sample Electronics later became HP's Australian distributor and was acquired by HP in 1967. John was responsible for the first HP sale in Australia—a model 410A vacuum tube voltmeter in 1949.

Breaking records

The Campinas Recharger Line recently assembled 560 units of the HP 82119A Recharger (previous record—300 units/day), and the Calculator Line assembled 400 units of HP-33E Calculators (previous record: 220 units/day). The record-breaking performances were celebrated with a party in the plant cafeteria.

Harmony Taiwan-Style

The entire staff of HP Taiwan withdrew to the mountains outside Taipei for their annual employee workshop. The two days included lively discussion on such topics as improving customer service and enhancing intra-office relationships. Employees with better voices pitched in for sing-alongs between sessions, where they tried for harmony of a different kind.

Most happy fella

Women in the YHP sales office recently selected Sales Co-manager Chuck Laporte as the office's "most popular guy." When he accepted the honor, he thanked all those who voted for him, but added the caveat that his wife "will not permit any parties or dancing dates." Sigh

Picnics, picnics, picnics

HP Brazil (sales) held its annual picnic in January at the Clube dos 500. Highlights of the event were an all-female football game, swim meet and dance competition. A Mr. and Ms. HP election was held, and winners included Antonio Pianucci and Onicio Vilas Boas from Sao Paulo, and Carlos Ribeiro and Marli Provenzana from Rio.

HP Argentina held its annual picnic just before Christmas, and there was food and fun galore. Susana Perez Garcia writes that, "While grownups competed in sports activities, children were entertained by kindergarten teachers. Mothers had the chance to chat, relax or enjoy a sunbath." The picnic also featured presentation of five and ten year service awards.

Distributor news

Olympia (Chile) Ltda. has been given the exclusive distributorship of HP Desktop Computers, in addition to Consumer Calculators. Calcagni and Cia. Ltda., also in Chile, will now handle HP Analytical products, as well as Instruments. They will also sell and service HP medical products on a non-exclusive basis.

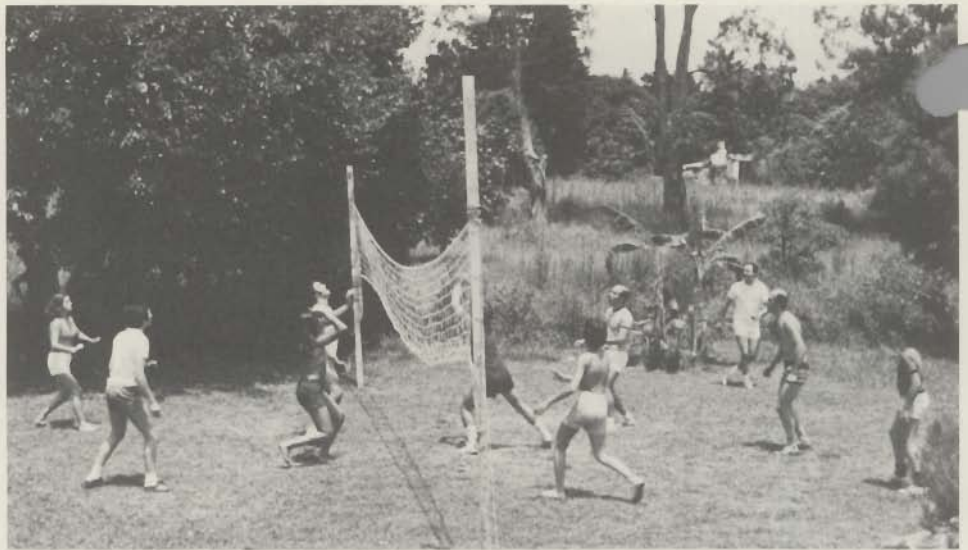
More space for Taiwan

HP Taiwan moved to new, larger quarters the first week in May, and HP Executive Vice President Dean Morton was in Taiwan May 24 for dedication ceremonies for the office. The 20,000 square foot facility occupies the entire fifth floor of the newly-built 12-story Bank Tower Building in the commercial district of Taipei. It consolidates sales activities formerly conducted in three smaller offices. The new office includes expanded product demonstration and repair areas, an instrument calibration area for equipment end-users, and facilities for customer training.

New address:
Hewlett-Packard Far East Ltd.
Taiwan Branch
Bank Tower, 5th Floor
205 Tun Hua North Road
Taipei, Taiwan
Tel: (02) 751-0404 (15 lines)
Cable: HEWPACK TAIPEI

Playing games

Some 79 employees from HP Singapore and HP Malaysia met in Singapore in March to compete in the First Annual HP Southeast Asia Games. The com-



Volleyball in Argentina.

Through a fence lightly in Brazil.



petition consisted of a series of five sports—badminton, netball, soccer, table tennis and *sepak takraw* (team sport like volleyball where players use their legs, knees and heads to hit a rattan ball). HP Malaysia workers were the victors, and next year's games will be held in Penang. Players raised travel and accommodations expenses through various fund-raising projects ranging from tee-shirt sales to a walkathon.

China visitor

Li Quian, Foreign Minister of Trade for the People's Republic of China, recently headed a delegation of 15 people visiting HP Singapore. The group toured the facility and received a briefing from Far East Area Managing Director Dick Love.

New YHP desktop team

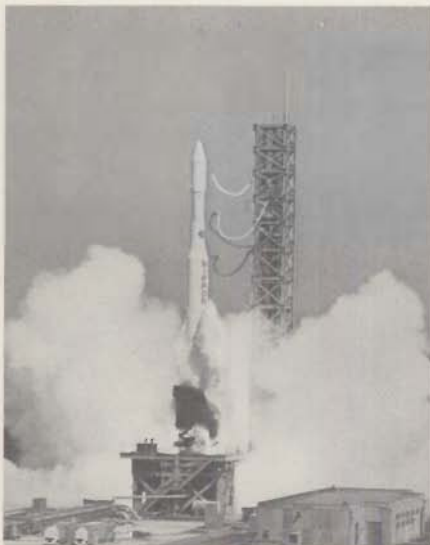
Creation of a new Yokogawa-Hewlett-Packard organization combining marketing and manufacturing responsibilities for Desktop Computers has been an-

nounced by YHP President Ken Sasaoka. The move reflects the growing importance of this business in Japan. Heading the new Desktop Computer Operation as manager will be Yasuo Karakizawa, who has served as Desktop Computer regional sales manager for the past four years. The new operation parallels a Computer Systems Operation established by YHP in 1977. In addition, the joint venture firm has an Instrument Division (which includes an R&D function along with marketing and manufacturing) and a separate sales division. Kazuo Tanaka, district sales manager for Desktop Computers, will replace Karakizawa as Regional Sales Manager.

HP 9600 launches satellite

Fifteen HP 9600 computer systems were used to monitor various data for the launching of a Japanese National Space Development Agency (NASDA) satellite recently. Takeshi Sonoda and Mitsuo Tamura, YHP customer engi-

Tempting gift. HP Australia presented a genuine Australian boomerang to Bill Hewlett when he visited Sydney in December. Harold Norrie (right), Sydney office branch manager, did the honors.



HP 9600 helped monitor data for Japanese satellite launch.

neers, spent four weeks at the launch to support the systems, and they report that all went well. In fact, NASDA was so pleased with the 9600 systems' performance that it is planning to purchase six HP 1000's for upcoming projects.

Successful field test sells

YHP Japan took a new tact recently to introduce customers to the HP 3808A 10 km range distance meter, a new distance measuring instrument. The fourth and fifth YHP civil engineering groups invited engineers from the Japanese Ministry of Construction and the Government Geographical Agency to a field



test in Tateyama city in southeastern Tokyo where a base line had been set to observe diastrophism (deformation of the earth's crust). By observing and measuring diastrophism, it is sometimes possible to predict earthquakes. The field test was very effective, and a short time later the Geographical Agency purchased HP 3808A equipment worth \$70,000. The sale augers well for purchases by private measurement companies, says YHP's Katsuo Yoshimoto. "The agency is considered to be an authority on geographical measurements, and their recognition of YHP products will surely influence private companies here."



Over the top! YHP President Kenzo Sasaoka chortles over YHP's smashing sales record so far this year.



YHP civil engineers demonstrate the accuracy of the HP3808A range distance meter.



More Chinese visitors. A seven-member computer applications delegation from the People's Republic of China visited HP in March. Here Dave Bunch, Data Systems Divisions' sales development support engineer, shows the group a printed circuit board.

Newsmakers

Tom Lowden, formerly Group personnel manager for the Instruments/Computer Systems/Components groups, has replaced George Trickel as Intercon's personnel manager. Tom joined HP in 1972 as senior personnel administrator in the Manufacturing Division, and three months later became personnel manager. In 1974, he moved to the Instrument group as personnel manager, and later assumed additional responsibility for Computer Systems and Components group personnel programs. Tom is a business graduate of San Jose State University with a major in industrial relations.

Sergio Mendez has taken up his new post as country manager for HP Mexico. He replaces Antonio Castro who left HP. Sergio joined HP in 1970 as a staff engineer for Instruments. He subsequently held various positions in the organization including sales engineer, district manager for instruments in Brazil (Rio) and Latin American sales manager for instruments. Late last year he was named Intercon's computer sales manager for Latin America.

Tony Abbis, Intercon's Analytical regional marketing manager for the past six years, has moved to the Intercon Computer Systems department as Far East area sales manager. Tony has been an HP employee for ten years. He joined the company in Australia where he served as a field engineer for analytical products, and later branch manager for New South Wales and Queensland.

Jal Karani, HP Venezuela's new administrative manager, boasts a career which has spanned several continents. Born in Bombay, India, Jal spent 15 years in banking there, specializing in foreign trade. He was also principal of the Bankers Staff Training College in India, and helped establish a new bankers college. Jal then moved to Hong Kong where he was manager of a leading Indian bank. He joined HP in 1974 as a management accountant in Madrid, Spain, then put in three and a half years as chief accountant/admin manager for HP in Tehran, Iran.

Julia Chung has joined HP Taiwan as senior personnel coordinator. Julia studied in the United States where she obtained B.A. and M.A. degrees in psychology from Loyola University in New Orleans, Louisiana. She also attended the M.B.A. program at Stanford University. She worked for International Paper Company in New York before returning to Taiwan in 1975 to join the faculty of management science at National Chiao Tung University.

Larry Simpson, formerly cost accounting manager at Avondale, has joined Intercontinental as financial services



Tom Lowden



Sergio Mendez



Jal Karani



Julia Chung



Larry Simpson



Ali Heydari



Karen Weigel



Mona Foley

manager. Larry went to work for HP four years ago shortly after graduating from Harvard Business School. Prior to that he was a pilot in the U.S. Air Force. He received his undergraduate education at Oklahoma State University.

According to Calculator Regional Marketing Manager Dick Warrington, the top five field engineers for Desktop Computers in 1978 were **Denis Du Buisson** of HP South Africa, and **Toshiro Konno, Makoto Itaka, Hiroyuki Mori, Tetsutaka Mizuno**, all of YHP. Special kudos to Denis who was top salesperson in 1974, 1975 and 1978, number two in 1976, and also chalked up more than \$1 million in orders in both 1976 and 1978.

YHP's **R. Kanno** has been selected top YHP field engineer in all disciplines, as well as top Intercon salesperson for Analytical.

Yolanda Hernandez is HP Venezuela's new personnel administrator. A five-year HP veteran, Yolanda is bi-lingual and has been supervisor for both the Sales

Secretarial and Sales Support group in Venezuela.

Joining Headquarters Instruments group as a staff engineer is **Ali Heydari**. A native of Iran, Ali earned a B.S. degree in electrical engineering from the University of Texas at Austin. He spent several years as supervisor of Primary Standard Laboratory (an Iranian-owned company), then joined HP Iran in 1978 as an Instruments field engineer. He had been in Iran for seven months when the political turmoil there forced closure of HP's office.

Peter Delbridge, HP Australia's new MARCOM manager, was formerly assistant advertising manager-sales at Thomson Publications in Melbourne. His background also includes a stint with a national Australian newspaper, and commercial and government television stations.

Luiz Carlos Prado Lopes is a new production engineer in Campinas. He holds B.S. and M.S. degrees in electronic engineering from the University of Campinas, and his professional experience includes several years in design of digital electronics for communications. He has also taught at the University of Campinas.

Karen Weigel has been promoted to Intercon Headquarters international order administration supervisor replacing **Nancy Holloway** who is retiring from HP. Karen previously was senior order coordinator for the Far East area group at Headquarters. Prior to joining HP, Karen was an order analyst and senior clerk at Ampex Corporation. She holds a B.A. degree from the University of California at Santa Barbara.

Leopoldo Torres, former senior Instruments field engineer, will become HP Venezuela's Calculator sales manager. He replaces Luis Estevanot who will soon leave HP. Leopoldo's initial assign-



Albert Ang



John Maydanovitch



Yolanda Hernandez



Natalie Churchill

Hong Kong sales office opens

ment will be district sales manager, responsible for managing and developing sales people in both Consumer Calculator and Desktop Computer sales organizations. Country Manager Helenio Arque will be acting country Calculator manager until Leopoldo assumes his additional responsibilities.

Changes, changes, changes in the Headquarters Calculators department.

Vince Mancuso has joined the group as Latin American area sales manager, replacing Terry Gildea. Vince has a long history of sales experience with Desktop Computer products, and until recently was Desktop Computer district sales manager at Neely Santa Clara. **Terry Gildea** has moved into the post of Desktop Computer product marketing coordinator left vacant when **Jerry Byma** became market development manager. **Don Andrushko**, formerly distributor manager for the Far East, Israel and Africa, has become service manager for Desktop Computers and Consumer Calculators. **Mona Foley** is new advertising and sales promotion coordinator for both product lines. She formerly was sales promotion manager at the Corvallis Division. **Albert Ang**, new sales support engineer for Asia and Africa, has transferred to Headquarters from HP Singapore. Albert joined HP in 1976, and has worked as a staff, applications and field engineer in Singapore and Malaysia.

Denis Du Buisson has become district manager for Desktop Computers for HP South Africa. He also keeps chalking up Salesman of the Month awards at HPRSA!

Clive Ainsworth presented a paper recently at the SACAC Affiliates Symposium (South African Council for Automation and Computation) in Pretoria. His subject: "Automation Systems Using HP Interface Bus."



Lily Smith



Larry Amsden



David Booker



John Toppel

Hewlett-Packard Hong Kong Limited, Intercontinental's new Hong Kong sales office, officially began business May 1.

Located in the Austin Centre in Kowloon, the new office at first will handle only Computer Systems and Desktop Computers. In November, it will take on responsibility for Instruments and Consumer Calculators. Medical and Analytical products will continue to be handled by Schmidt and Company, HP's Hong Kong distributor for the past 15 years.

John Toppel, former Computer Systems field engineer at Neely Santa Clara, will be office responsible district manager for the facility. He will be assisted by a staff of 10, and will report to Taiwan Country Manager Lok Lin.

John, who joined HP in 1973 as a systems analyst for Corporate Marketing Services, spent two years at Intercontinental (1975-76) as systems administration manager. During his three years at Neely Santa Clara he sold HP 3000's. Prior to joining HP he was a systems analyst with the U.S. Internal Revenue Service. He is a graduate of John Carroll University in Cleveland with a degree in sociology.

Lily Smith, formerly an order processing supervisor, has been promoted to training/support administrator for Headquarters Commercial Services. Lily has spent six years with Intercon.

Instrument Group Vice President **Bill Terry** of HP and Instrument Division manager **Mitsutoshi Mori** of YHP were appointed to the YHP board of directors at the February shareholders meeting.

The Intercon Computer Systems department has undergone a major reorganization and added several new people. The region has been divided into four geographic areas: Australasia (managed by Tony Cookes), Japan (managed by Ken Uyeminami), the Far East and Israel (managed by Tony Abbis) and Latin America/South Africa (managed by Larry Amsden).

Tony Abbis has moved over from the Analytical group to be Far East area sales manager (see item page 22). **Larry Amsden**, formerly group training manager for the Computer Systems group and a long-time HP employee, is Latin America/South Africa area sales manager. **Natalie Churchill**, new customer engineering manager, came from the Eastern Sales Region where she was customer engineering manager. A graduate of Lawrence University in Wisconsin, Natalie joined HP's Data Systems Division as an applications engineer in 1973, and then moved to the Eastern Sales Region where she was a systems engineer and district customer engineering manager. **Bill Lukenbill**, formerly



The Austin Center in Hong Kong.

Office address:

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Room 105, Austin Centre
1st Floor
21 Austin Road
Kowloon, Hong Kong
Tel: 3-697446

HP 3000 sales representative for Neely, Santa Clara, is the group's major accounts marketing manager. **John Maydonovitch**, new systems engineering supervisor, came from Neely Santa Clara where he was a systems engineer. And **Dale Virgil**, providing support to Latin America/South Africa, will transfer to HP Mexico in August to be an HP 3000 systems engineer. Dale joined HP last year after graduating from California State at Chico with a major in computer science and a minor in Spanish.

David Booker, currently HP South Africa country manager, has been named to fill a new general marketing manager position in the HP Australasia organization.

In the new post, David will be responsible for the complete sales and service program in Australasia. Discipline sales managers and office responsible managers for the branch offices (including New Zealand) will all report to him. David, in turn, will report to Australasian Area Manager John Warmington.

Replacing David as HP South Africa country manager will be **Chuck Bonza**, currently North American sales manager for the Loveland Instrument Division. Chuck spent three years in Intercon's Instruments sales support group, and from 1975-76 was Instruments sales manager in South Africa. David and Chuck will be in their new positions effective August 1 and June 15, respectively.

The quality of life

Recently, our close friend and associate, Gulab Ramchandani, retired from corporate life to embark on a new and exciting career.

After 33 years of highly successful and productive service with Blue Star, Ltd. (HP's exclusive distributor in India since 1970), Gulab has, in true Indian fashion, thought deeply about the purpose and quality of life and what it means to him. The result was a beautifully composed treatise on that subject. It would be somewhat presumptuous of us to paraphrase, summarize or edit "The Quality of Life" in any way. We are extremely pleased and honored to share it with you in its original form:

Within a few days of my graduation I went to work for Blue Star Ltd. on June 1, 1946 and now retire on March 31, 1979 after almost 33 years of continuous service.

This long spell, spent exclusively between Bombay and Calcutta, has been exciting, challenging and satisfying. I have enjoyed responsibilities and authorities beyond my years and have had the tremendous pleasure of participation in the growth of a fledgling ten man organisation to a well-reputed 2,500 man public corporation. I have represented the Company in many forums and travelled abroad for the Company to many lands.

There comes to every man a time for assessment and introspection. By the grace of God I have completed 50 years of my life in good health and with a fine family and for some years my thoughts have been dwelling on the Quality of Life rather than on any further ambitions.

Whilst mentally stimulating—particularly in a growth and diversification situation—corporate life in the cities (which are becoming tense

cesspools) inevitably takes a toll on the physical frame. Working long hours under pressure, travelling frequently, eating and drinking without care, not being able to take regular exercise, are all conducive to cardiac problems. Should one continue to take on corporate responsibilities and face the prospect of burning out one's fire by the age of 60 so that on retirement one is only holding the pieces together?

Furthermore no one will disagree that, with the taxation as it is, there is no financial incentive left and in the ultimate analysis money loses its importance at the stage you realise you are using it to keep up with the Joneses.

A time also comes when you want to put your talents to some new challenge—preferably one with a more direct social responsibility to your fellow countrymen—in a healthier environment at a slower pace.

Most of the time these are unspoken dreams—but when such a dream suddenly becomes a reality, all it requires is a little courage to grasp the opportunity with both hands and pay no heed to the innumerable detractors who, whilst well meaning, are only on the wavelength of security and stability—having lost their dreams somewhere along the line.

After deep deliberation I therefore leave Blue Star, which has been my life and breath for so many years, for more peaceful pastures. Under no circumstances am I going to vegetate—which is what retirement usually connotes.

In fact, I have been invited to be the Headmaster of the Doon School effective April 1, 1979. This is India's premier private residential secondary school set in the beautiful valley of

Dehra Dun in the foothills of the Himalaya. My early interest in school education has been fostered by my having been an active member of the Board of Governors of the school for the past 15 years. I know the school intimately and am not jumping into an unknown abyss. Having spent a most stimulating childhood in the school myself, my two sons, who are now also Old Boys, will vouch for the fact that a good school has a vital role to play in the molding of the future citizens of this country between the impressionable years of 12 and 17.

I can think of nothing more stimulating and challenging than to be part of an institution whose task it is to impart a broad secular education in its true sense and hopefully turn out citizens with a better perspective of our vast country and its hoary traditions.

The climate, the mountains, the rivers, the forests, the wild life and the campus are, to me, an additional bonus. Have you ever seen all the stars in the sky at night in Bombay? Have you ever smelt and felt cool pure mountain air in Calcutta? All this adds up to the Quality of Life as far as I am concerned.

In this new venture I am sure I can count on the friendship, good wishes and moral support of all my friends and colleagues of long standing in Blue Star and the business world, the many dear friends I have made in far off lands and the vast body of Old Boys of the Doon School."

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News flash

At press time it was announced that Far East Area Manager Lee Ting will replace Dick Love as general manager of Southeast Asia manufacturing. HF Taiwan Country Manager Lok Lin will replace Lee. More details next issue.