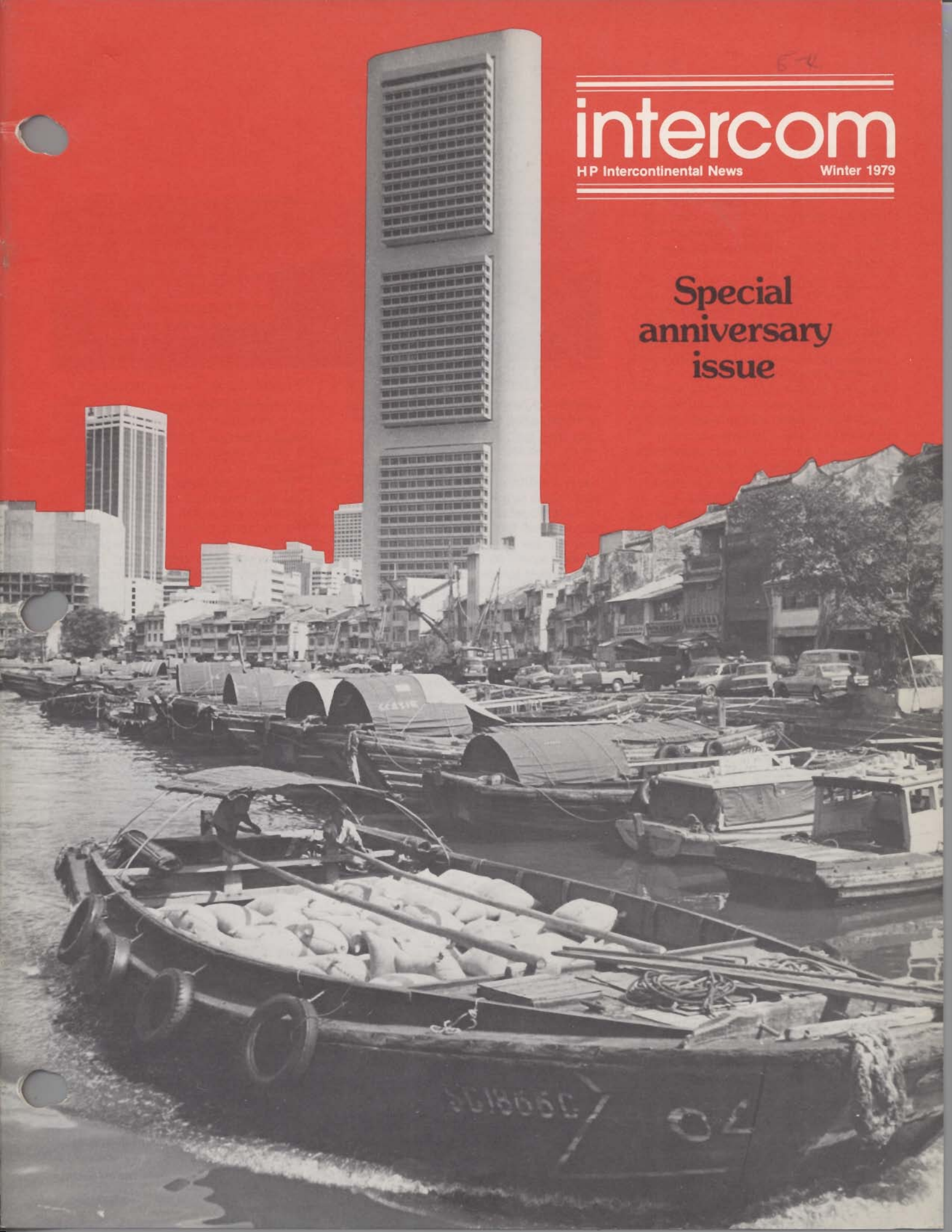


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HP Intercontinental News

Winter 1979

**Special
anniversary
issue**



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Ten years of progress

PALO ALTO. NOVEMBER 1, 1969. Hewlett-Packard Company is restructuring its international organization to provide "more effective management of HP's rapidly expanding overseas activities," it was announced today by William P. Doolittle, vice president of international operations.

The HP press release that went to the outside world in 1969 was a simple, straight-forward one, but the message it carried had far-reaching implications for HP's international business.

As the release explained, the company was establishing two international operations offices—a European operations headquarters based in Geneva responsible for marketing-manufacturing activities in Europe, and an Intercontinental operations headquarters based in Palo Alto to handle all marketing-manufacturing outside of Europe. Prior to the reorganization, European marketing was handled out of Geneva and manufacturing out of Palo Alto. Two Palo Alto-based overseas sales region organizations—HP Inter-Americas and AAA (Asia, Africa and Australia)—conducted business in what became the Intercon region.

The new structure, according to the press release, would allow HP "to provide stronger management support to overseas manufacturing and marketing organizations, to plan and manage growth more effectively, and to provide better service to international customers."

Today, 10 years later, the claims of the release have been borne out, particularly in the case of Intercontinental which has experienced tremendous growth and laid the groundwork for even more spectacular growth in the future.

As Bill Doolittle observed recently, "The restructuring has served us well and has achieved the objectives we set out to accomplish. It also helped pave the way to the present structure where the product groups effectively have

ON THE COVER

Sampans and skyscrapers illustrate old and the new aspects of Singapore. As one of the "newly industrialized nations", Singapore is enjoying a high rate of economic growth. See story, page 7. —Photo courtesy of Singapore Tourist Promotion Board.



The original Building 16 was one-third its present size.

worldwide responsibility for marketing-manufacturing with Intercontinental providing the umbrella organization for their efforts."

In its first decade, Intercontinental has moved from an organization of eight sales subsidiaries and one manufacturing operation to 12 sales subsidiaries and four manufacturing sites. The number of employees has burgeoned from 700 to over 5,000. Orders have grown tenfold, with Intercon's rate of growth exceeding that of the company as a whole. (The Corporation's business has grown only about five times in the same ten year period.)

The Intercontinental of today is different in many other respects as well.

Says Manufacturing Operations Manager Dick Love, who was Intercon's admin manager back in 1969, "The region has gotten a lot more sophisticated in addressing the problems we have—i.e., systems, financial structure, funding, currency and so forth. Things were just a lot more primitive back then. We didn't have anywhere near the computer capability we have now, and except for computerized general accounting and statistics, everything was done manually, including transmission of orders."

Communication was also much more difficult in the early days, notes George Newman, Intercon's first director who is now Corporate assistant treasurer.

"International direct dialing didn't exist, and telephone calls to a lot of countries were nearly impossible. The only way to communicate was by cable which was neither fast nor reliable."

"Trips were also longer then," he adds. "They generally lasted four-five weeks, and people took on as many countries as possible per trip to save money."

Specialization has increased greatly since Intercon began, says Instrument



Sample Electronics became HP Australia.



Construction to enlarge Building 16.



Dave Packard (left) shakes hands with then YEW President Tanaki while Shozo Yokogawa and Bill Doolittle look on. Photo was taken in 1963.



A very young Toshio Muraoka, of YHP, takes (left-to-right) Dave Packard, George Newman, and Karl Schwartz on a tour of the Hachioji factory. Photo was taken in 1963.



Company-wide admin managers meetings, 1969. Left to right (front row): Sergio Flores, HP Mexico; Dick Love, ICON; Roberto Giccano, HP Argentina; Roberta Wilson, ICON; Tadeo Nishimoto, YHP; Willia Walker, ICON; Horst Babel, Germany; Les Oliver, ICON; (middle row) George Grammater, Corporate; Ed Valencia, ICON; Gary Geiger, ICON; Bas Von Leersum, HP Amsterdam; Sid Shreve, HPIA; Tom Talbot, ICON; George Newman, ICON; (back row); Bill Carlton, Corporate; Barrie Sutton, HP Australia; Walt Ross, ICON; Will Carleton, Corporate; Tony Mayes, HP Ltd. U.K.; Ed van Bronkhorst, Corporate.



group sales support manager Wes Wickham, who has been with Intercon from the beginning.

"When you went to customers in those days, you were Mr. HP. You had to be capable of talking knowledgeably about any product. Now everyone is much more specialized," Wes notes.

One thing hasn't changed, though, says Dick Love.

"We felt we were understaffed, over worked and growing fast then, and I hear the same comments around Intercon today," he states.

Lack of space at headquarters was a problem back in the "good old days," according to Lee Seligson, Intercon's first personnel manager (and HP's first international personnel manager.) The headquarters team, numbering about 100, was literally stuffed into Building 16, which at that time was only one-third its present size.

When Lee, who had been in Europe acting as European personnel manager, came back to take on responsibility for Intercon, he found that his office was a former broom closet.

"That was the only space available," he laughs. "There was just room for a desk and a chair, and it was very hot and stuffy. Later, we expanded the building considerably and it was much more comfortable for all."

Despite the challenges, however, Intercon's first years were exceptionally dynamic ones, says George Newman.

"It was a high growth time and a lot of action was taking place," he recalls. "For example, we set up the subsidiaries in Singapore and Taiwan almost immediately. The whole Singapore manufacturing thing was a new concept in offshore operations. All of the HP overseas factories up until that point had exemplified the classic HP divisional approach, focusing on finished end products and establishment of strong R&D. Singapore, however, focused on labor-intensive operations."

A lot of "pioneering" was involved in setting up the new subs, says Lee.

"We sent one person—Al Hannmann—to Singapore to open a sales office. Al operated out of a hotel room and hired a secretary. That secretary, Susan Lee, is HP's longest term employee in Singapore and now is production control manager for Corvallis' Calculator operations."

Next Lee Ting and Lok Lin were dispatched to open up a subsidiary in Taiwan.

Then and today

	1969	1979
Headquarters	118	282
Japan mfg.	231	462
Japan sales	99	602
Canada	135	571
Mexico	14	91
Argentina	17	39
Brazil mfg.	—	72
Brazil sales	33	142
Venezuela	16	121
Australia/ New Zealand	63	333
South Africa	14	120
Singapore mfg.	—	1936
Singapore sales	—	55
Taiwan	—	74
Malaysia mfg.	—	1157
Malaysia sales	—	16
Hong Kong	—	11

Sales and manufacturing offices established:

Canada	October 17, 1961
Japan (mfg. & sales)	September 20, 1963
Australia	June 20, 1964
Mexico	July 9, 1966
New Zealand	August 31, 1967
Brazil (sales)	September 20, 1967
Venezuela	October 11, 1967
Argentina	November 1, 1967
South Africa	January 7, 1968
Singapore (mfg. & sales)	February 27, 1970
Taiwan	October 9, 1970
Malaysia mfg.	September 6, 1972
Malaysia Sales	October 20, 1978
Hong Kong	April 24, 1979
Brazil mfg.	February 28, 1975



HP Brazil's Campinas facility in 1975.

"They had never set up a subsidiary before, but they did a great job," says Lee Seligson.

One of the challenges in the new subs, it seems, was convincing local employees that the HP Way as practiced in the U.S. was logical and applicable in other countries.

"We encountered a basic skepticism at first," states Lee, "and people were asking, 'is this for real? Can any company really believe in the integrity of the individual and demonstrate that belief on a day to day basis?'"

Another tricky element was the role the headquarters played as "middle man" between the subs and the U.S. parent company.

"We had the job of explaining policies here to people in the countries and then representing and explaining the local feelings back here in Palo Alto," says Lee.

Intercon also had to overcome an "identity problem" with other sectors of the company.

"There at first was little understanding of the breadth and complexity of the Intercon region, and it was sometimes a struggle to get people here to recognize the value of contributions being made there," observes Lee. "We, of course, always knew our identity, but had to convince others to recognize it."

Today, however, Intercon has come of age, says Lee, and is "recognized as a significant factor in the success of HP."

George Newman echoes these sentiments.

"Intercon is now looked upon as a high growth rate territory in the company, with the best yet to come."



The first Latin American-South African country managers meeting in Rio de Janeiro in 1973. Left to right are: Mauricio Groshaus, Venezuela; Carlos Barbosa, Brazil; Marc Gumucio, U.S.; Lee Seligson, U.S.; Luis Brennan, Argentina; Tienie Steyn, South Africa.



Bill Hewlett (left) was on hand for the ribbon cutting ceremony for the new HP Brazil sales office in 1977. Left to right are Country Manager Luiz Barata, Latin American Area Manager Jose Grapa, unidentified official and Brazil State Health Secretary Dr. Walter Leser.

Those were the days, my friends

"I seldom have as much fun in the company as I had in the early years of ICON."—Lee Seligson, HP's first international personnel manager.

Although Intercon is a fairly sedate organization these days, 'twasn't always so. It may have been the freewheeling tempo of the late 1960's and early 70's, the combination of personalities involved, or the fact it was a young organization, but whatever the case, Intercon was definitely a "laid-back" place to work.

Take the matter of the flying demo plane. Now *there* was a grandiose marketing scheme that will never be equaled. In 1969, a DC6B plane was outfitted with \$300-\$400,000 in equipment and flown all around the world for five months. The plane landed in international areas of airports in various countries (to avoid customs hassles), and local people came on board to view the equipment.

Marv Willrodt, an applications engineer at the time and now regional sales engineer for the Santa Clara Division, was on board the plane for several of its trips.

"It was a great idea that made HP's name known throughout Asia and Latin America," he recalls. "Other electronics companies at that time were just sending out catalogues, and along we came with a planeload of our equipment."

The flying demo plane generated a lot of publicity and its landings were often gala events.

"In the Philippines, for example," says Marv, "Imelda Marcos, President Marcos' wife, officiated at a ribbon cutting ceremony opening the exhibit, and we got great TV and press coverage. In India, tents and rugs were set up outside the plane so people visiting the exhibit could have a drink and chat with our sales people."

The flying demo plane apparently has had lasting impact, according to Wes Wickham who states he still has customers around the region who talk about it.

Several years earlier, the HP Inter-Americas group (one of Intercon's predecessor organizations) had leased several cabins on the freighter "Santa Leonar" and HP took a floating demo exhibit to ports of call throughout Latin America.

According to Tom Breitbart, former Headquarters medical sales support



The HP "flying demo" was one of the grandiose marketing schemes dreamed up in the early days of Intercon.



HP Australia field engineer Malcolm Kerr (right) offers advice to fellow field engineer Don Simmons. The year was 1968.

engineer, the floating demo was very successful.

"We managed to reach a lot of people and generate a lot of publicity," he says, "plus we had a heck of a lot of fun."

A less glamorous aspect of the floating demo is recalled by Headquarters statistician Roberta Wilson.

"One of the secretaries had to go up and clean the boat when it came into port in San Francisco," she says, "That, of course, was before the days of women's liberation!"

There are other interesting stories about those early days, especially relating to the Palo Alto Headquarters.

John Walling, Intercon's first service manager, had a kids' sandbox in the corner of his office which was equipped with sand and a pail and shovel. It was supposedly an executive sandbox to help harried executives release tension, although no one recalls seeing John hop into it.

A tension generator, on the other hand, was the W.P. Doolittle Golden Needle Award which was presented to the person who committed the biggest *faux pas* of the month. An official plaque was passed around to the various "honorees."

Then there was the great "weight-off" contest which pitted Bill Doolittle against sales region manager Dick Mobilio. The man losing the most weight over a period of several months was entitled to have the other buy him any bottle of scotch in the world. Dick won (despite subterfuge with the scales in the warehouse), and he requested an incredibly expensive and exotic bottle of scotch which Bill Doolittle eventually managed to obtain.

Dick was also known for his strange gourmet tastes, and he often bragged he would try anything once. Al Hannmann took him at his word, and on one of his trips to Singapore obtained a collection of dried bugs and insects used to make Chinese traditional medicine. Roberta Wilson was appointed to prepare the tidbits in an appetizing manner, but Dick backed out on the feast at the last minute. His gourmet eating habits, however, eventually resulted in a severe case of hepatitis, after which gamma globulin shots were required for all travelers.

The general atmosphere at Headquarters was apparently considerably less structured than it is today. Order processing procedures, for example, were rather casual.



Lee Ting (center) and Lok Lin (right) chat with a U.S. government official at the 1970 HP Taiwan Industrial Exhibition.



The Intercon warehouse crew in a circa. 1969 photo.

"Orders for the day were deposited all around the room in cardboard boxes," recalls O.P. supervisor Mary Andrews, "and at the end of the day we were supposed to list the day's total. That, as you can imagine, was sometimes hard to do."

The shipping group was a racy bunch of folks, according to Dick Love, who remembers the time a bra got packed in a shipment to Latin America and created havoc when it reached customs.

Another shipment which caused confusion when it arrived was a pet rock someone sent to South Africa.

"It absolutely blew South African Customs' mind," laughs Len Besson. "The shipment was stopped for about a week while they determined what a pet rock was for!"

Some elements of the Headquarters atmosphere were a little more decorous than today. A dress code prohibited

women from wearing pants to work, and those who did were immediately sent home. When pantsuits became stylish, however, the policy was reevaluated and eventually rescinded.

The most vivid memory shared by almost any "old timer" you ask about the good old days is of what was probably the wildest and wooliest Christmas party in the company's history. Women employees brought potluck dishes from home and almost the entire official budget for the party was spent on champagne. In addition, each secretary was given a bottle of champagne for Christmas which was supposed to stay corked until after she left the building. Needless to say, the restriction was overlooked and champagne flowed freely and more freely. Because of the family nature of this publication, we can't say much more about the party except to note that a "good time was had by all." Ah—those were the days!

The future is ours

Countries in the Intercon region are "comers" as the economic balance of power shifts



Not too long ago, the so-called "underdeveloped nations" were being written off as hopeless cases by their rich, industrialized cousins. Although a handful of prescient economists were foretelling bright futures for Third World nations, such predictions were generally lost in a cloud of skepticism.

Today it is a different story. The older industrialized countries are already beginning to feel the pressure and competition generated by the economic miracles of countries like

Taiwan, Brazil, Singapore and Korea. And the experts are recognizing that those "miracles" have been accomplished better and faster than anyone ever thought possible.

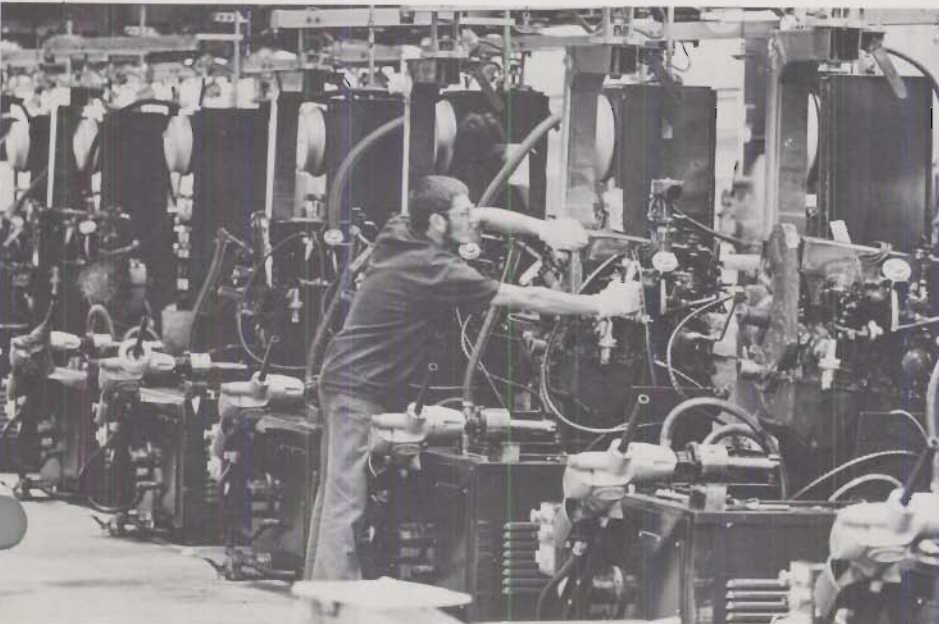
For example, while it took the United Kingdom approximately 100 years and the U.S. 100-125 years to industrialize, the new industrial nations have achieved a similar status in a mere 20 to 30 years.

Further, the new industrial nations continue to grow at a more rapid rate

than the older nations. While most of the Western developed economies grow at a sluggish rate of 2.5-3 percent, the growth rates for the new industrialized countries are startling: Korea - 8 percent, Brazil - 6 percent, Mexico - 10 percent, Singapore, 8 percent, Taiwan, 11 percent, Hong Kong - 12 percent. Even the spectre of worldwide recession does not seem destined to markedly slow that growth. A recent article in *Business Week* confirmed the feeling of many economists



Singapore dock.



Hong Kong production line.

Brazil factory.



that the slowdown "will be a lot sharper in the industrial nations than in the developing countries."

Many of the subsidiary countries in the Intercon region number among the new industrialized nations. The last decade has been a good one for them, and from all indications, the future is likely to be more of the same in most cases.

The countries of Southeast Asia and the Far East—South Korea, Taiwan, Hong Kong, Singapore, Malaysia, the Philippines, Thailand and Indonesia—

have been the world's economic stars so far this decade. China—with its population of nearly one billion—also seems to be on the verge of an economic take-off.

The pre-eminence of the Asian economies will probably continue according to a recent issue of the *Journal of Contemporary Business* which noted that the Asia-Pacific region "will be the most rapidly growing area of the world for at least the next decade and probably through the end of the century." Donald MacDonald, vice chair of Dow Jones, supported that view in a recent speech when he stated, "Trade in the last hundred years belonged to Europe. The next hundred years belong to Asia."

Even Japan, which has been a developed nation for quite some time, is expected to shine in the coming decade with its per capita income surpassing that of America in the early 1990's. On today's population base, according to the *Canadian Banker*, Japan will have a larger total economy than the U.S. in about the year 2050.

The Latin American countries have also been participating in the "second coming" of the Third World. The classic case, of course, is Brazil which since the 1960's has undergone an industrial revolution that has pushed the country into the number ten spot among the world's economic powers. Although Brazil's growth has slowed in recent years (in its heyday it was expanding at 10 percent plus per year), the country has an extremely rich resource base and could take off again under stable political/economic leadership.

Mexico has also made substantial economic gains over the past few years, as has oil-rich Venezuela which has become one of Latin America's most stable and profitable markets. In Argentina, growth is resuming after nearly a decade of political turbulence, although that country continues to be plagued by triple-digit inflation.

Currently Latin America is the third largest market for U.S. products behind Canada and Western Europe. According to a recent article in *California Business*, Latin America is considered to be "one of the world's most attractive investment and marketing regions. Domestic demands for goods and services is soaring." This



Industrial complex in Santo Amaro, Brazil.



Hong Kong Central District (foreground) and Kowloon peninsula.

Looking back

should vastly increase as the region's population of 300 million (expected to double by the end of the century) and its combined gross national product of \$225 billion continue to grow over the next 25 years.

Another bright spot in the outlook for doing business with Latin America is the fact that a number of countries—including Brazil and Argentina—are moving toward more liberal import policies. In Argentina, for example, the government is reducing all tariffs over a five-year period, and has stated its intention to simplify import procedures even further, including customs documentation.

In both Latin America and Asia, however, future economic success is dependent on a number of unpredictable factors. For example, although the newly industrialized nations may not be as affected by a worldwide slowdown as the older industrialized countries, they will nevertheless be affected, and a worldwide depression could wreak havoc. Rising oil prices have already had a deleterious effect on some countries, particularly Brazil and other Latin American nations.

Inequitable distribution of resources and income within newly industrialized countries is another potential problem area. Such inequities and the resulting social problems could cause increased political tensions leading to economic disruption.

And, finally, as Stanford economics professor Ron McKinnon points out, politics also plays a prominent role in determining how an economy will fare.

"Politics and political leadership affects economic rationality," he observes. "For example, if a populist government comes to power, it usually ruins everything. It is essential that economic policymaking be stable and coherent, and that is usually precluded by numerous changes in government or political upheaval."

"I can't believe it's been 20 years....."

Jane Chikuma's musing about her tenure with HP is typical of other "old timers'" feelings as service awards time rolls around.

This year four ICONites will receive long-term service awards—Wes Wickham, 25 years; and Jane Chikuma, Gerry Tillman and Mary Andrews, 20 years. Recently they reminisced for *Intercom* about their combined century of service.

When **Wes Wickham** joined HP in 1954 as an electronics test engineer, the company had fewer than 800 people. He was fresh out of California Polytechnic and the ink was barely dry on his engineering diploma when he became an HP technician.

"Things were really different then," he recalled. "I remember the company had a party when they did their first million dollar shipment in a month. Now we ship about \$1 million an hour."

Bill Hewlett and Dave Packard attended the shipment celebration party, as they did other company functions, says Wes.

"Dave and Bill were always there. It was not unusual after a beerbust to

find yourself down at the Heidelberg sitting next to Dave and talking about almost anything."

Wes has held a variety of jobs at HP. He spent his first three years as a technician, then moved to being test-line supervisor, then production line supervisor responsible for both manufacturing assembly and testing. Next he moved to the Microwave group as scheduler, and finally decided he wanted to try the sales side.

"The only way I could move to sales was to agree to be order processing supervisor in the Microwave sales group. Later I became sales support engineer. John Young at that time was marketing manager, and he later became division manager."

In 1969, Wes joined Import Marketing and went off to Scotland and Germany for four months where he was responsible for communication products. When the Import Marketing group was disbanded, Wes joined Intercon where he was responsible for the Instrument staff group and later oversaw assignment of marketing responsibilities for India, Taiwan and other F.E. countries. Currently he's Instrument sales support manager



Wes Wickham



Mary Andrews



Jane Chikuma



Gerry Tillman

for staff group and marketing specialists.

A native Californian, Wes in his spare time likes to bowl, golf and water ski. He also likes working with his hands, and is in the process of remodeling his Palo Alto home.

Mary Andrews joined the HP Export Department in 1959 and was dismayed to find she didn't even have a desk.

"I was hired to do invoices, and I sat on the corner of somebody's desk for two weeks," she notes. Finally, they asked me if I wanted to ship, and I at last got a desk of my own."

Shipping processes twenty years ago were quite different from today, says Mary.

"Everything was manual, and we were still in the process of finding out how to do things. Everybody was breaking ground in his or her job. It was a case of 'do it, then find out what you are doing wrong.'"

When HP InterAmericas was set up, Mary went in and handled order processing. Later she was a secretary, then went back to O.P. as a trainer, then supervisor, and finally became a manager.

Born in Massachusetts, Mary spent four years in the U.S. Navy as a WAVE. When she got out of the service she "bummed around" and worked at odd jobs for a couple of years in the East, then came out to California. A week after she arrived, she went to work for HP.

Her leisure time now is spent in a variety of ways. She likes to play cards and read, and enjoys carpentry and woodworking. Her love for fishing takes an unusual form.

"I like to fish in the ocean, but I get seasick," she laughs. "My favorite way to fish is to have a six pack of beer, a good book, and a pole with no lines or sinkers. You just throw the line out and enjoy yourself!"

Accounting supervisor **Jane Chikuma** joined HP 20 years ago as a bookkeeper for Crosley Associates in Chicago, HP's rep organization which later became the Midwest Sales office.

"There were only two bookkeepers in the office, and everything was done manually," recalls Jane. "When HP took over Crosley, there was an explosion of activity and we began opening new offices in major cities in the Midwest."

Jane left the snow and cold of the Midwest behind seven years ago when she returned to her native California to work as an accountant for the Ad-

vanced Products Division. In 1975, she joined Intercon as accounting supervisor.

Jane likes to sew, and enjoys deep sea fishing (her prize catch was a 38-pound albacore.) She is an avid traveler, and three years ago made a "Roots-like" visit to Japan where her parents were born.

Gerry Tillman, Intercon headquarters personnel manager, was hired as a "girl Friday" 20 years ago at the old Dynac Division (which later became Dymec).

"I handled the switchboard, teletype and PBX, distributed mail and so forth," she remembers. "There were about 300 people there at that time and it was

quite a small, warm environment."

Next Gerry moved to accounting, and in 1961 entered the Dymec Personnel Department in records administration. She served in a number of personnel positions there and at Corporate. In 1973, she joined the Advanced Products Division as a personnel administrator, then moved to Corvallis in 1976 where she set up the Corvallis personnel function. Before coming to Intercon last July, she had liaison responsibilities for 150 people at Corvallis, and also managed employment, marketing liaison, and health and safety activities.

When she's off-duty, Gerry enjoys sewing, arts and crafts and gardening.

Service award recipients

Headquarters 10 years

Lee Tengco
Bob Coutts
Dennis Raney
Suresh Rajpal
Steve Lumm
Harvey Gold
Sy Corenson
15 years
Chiara Saporiti

South Africa
10 years
Denis DuBuisson
Peter Flanter
Pieter Jacobs
Christine Koch

Argentina
10 years
Ruben Rotulo

Australia/New Zealand 10 years

Ray Hartley
Hans-Rudi Bels
Ian Raymond Johnston
Raymond Mills
George Richard Graf
John Bieske
Gordon Smith
Joseph Wayne Squires
James Bruce Graham

Brazil
10 years
Haroldo Justiniano Dos Santos
Jayme Sillos Rosas Junior
Gloriberto Silva Marella
Jose Luiz Guedes DeOliveira
Renato Da Costa Maia
Francois Pantet
Oscar Garcia Barbosa

Canada 10 years

Ernest McKinnon
Lena Bishop
Gerhard Bauer
Aileen Furlong
Marguerite Schieder
Armand Theral
D'Arcy Meehan
George Jones
Rosemary Bailey
Vincent Terpstra
Robert Mayer
Larry Gillard
Gary Graham
Norman Lang
Gary Baisley
Amor Bekkouche

Singapore 10 years

Koh Swee Lan
Kalsom Junid
Khoo Soh Goh
Koh Lian Tee
Ng Bee Leng
Ng Swee Guat
Salmah Supani
Siti Mariam Sanawi
Mosnah Sikassan
Wong Ai Khew
Wong Wai Fong
Ng Kim Lan
Saminah Bte Dollah
Goh Sock Cheng
Saodah Kamsir
Soriani Mitropawiro
Jumiah Mosni
Suminah Bte Munir
Juniadah Omar
Saniya Sa'at
Kamariah Bte Sukim
Tan Lay Bee
Zainah Termon
Supiah Jamal
Jamilah Majid

And to the folks who made this all possible . . .

A number of people provided background material and photos for this anniversary issue, although space considerations preclude quoting all of them. Special thanks goes to Tom Christiansen, Bill Doolittle, Lee Seligson, George Newman, Dick Love, Lois MacLeod, Wes Wickham, Daphne Dorney, Len Besson, Roberta Wilson, Dolores Bogue, Mary Andrews, Sue Hawkins, Don Andrushko, Anna Rodriguez, Marv Willrodt.

Woman on the move

Working and going to school full-time usually means something's got to give somewhere, and for Miriam Birochi, of HP Brazil, it means getting by on just five hours of sleep.

Miriam, who is order processing coordinator at the Campinas factory, jumps on a bus every night after work and rides 60 km. to Braganca Paulista where she attends college at Faculdade Franciscanas. She's working on a bachelors degree in business administration which she expects to complete sometime in 1981. Her classes start at 7:30 p.m. and often she doesn't get home until the wee hours.

"The schedule is difficult at times," she admits, "particularly since it leaves little time for homework. But it's really worth it. I'm happy to have the opportunity to go to college."

Miriam attends Faculdade Franciscanas under the HP tuition reimbursement program, a benefit that is available to HP employees worldwide.

"I feel the tuition reimbursement program is great," she notes, "not just for the financial help itself, but because it



Miriam (right) checks order sheets with marketing secretary Elizabeth Martyres.

demonstrates how far HP is willing to go to support its employees' progress."

Miriam has been with HP for nearly four years. She began as marketing secretary in Campinas, and this summer was promoted to order processing coordinator and is responsible for the entire O.P. function at the Campinas division. It's a unique position for a woman to hold in Brazil where business is still pretty much a man's world, according to José Lacerda, HP Brazil Marcom manager.

"In Brazil, Miriam's type of position is typically held by a man. So, although her case may be common at Hewlett-Packard, it is definitely atypical for Brazil."

Despite her hectic schedule and keen interest in her job, Miriam also manages to find time for other activities. She is an expert seamstress who makes many of her own clothes, and she also enjoys cooking. In addition, she reports that she "loves the sea, beaches, good books and music."



Window on Intercon

Attention all Intercon photographers.

Got a favorite photo you'd like to share with *Intercom* readers? We're particularly interested in scenic and cultural shots from countries in the Intercon regions. We'll use one per issue in the "Window on Intercon" section, and sometime during the year will carry an entire spread featuring the best photos submitted.

Send photos—black and white prints preferred—to Judy Hansen at Headquarters. Please include an information sheet listing your name, title, location, and a bit of background information on the photo.

A young Japanese *Malko* (or apprentice Geisha) dons her wig and make-up in a tea house in the Gion section of Kyoto.

Photo by Judy Gribbley



Selling Koala(s) in Australia

(Editor's Note: How do you introduce a "Koala" in Australia? That was the problem facing HP Australia and, as PR consultant Mike Vanderkelen's article indicates, they solved it in a unique way.)

By Mike Vanderkelen
Creative Marketing Associates

"Come up with a way of launching the HP 3000 Series 30 (code-named "Koala") that will be memorable and exciting and, most importantly, gain us maximum press coverage." That was the brief from Australasian computer systems sales manager Tony Cookes.

It was the type of brief which resulted in a deafening silence when, late in the afternoon of September 11, four men sat down to address the problem. Team members included HP's public relations consultants Mike Vanderkelen and Ian Pearson, HP northern region sales manager Colin Howard and staff engineer Colin Scott. They were ably supported by Carolyn Young, secretary to Ian and Mike, who provided an adequate supply of the amber beverage for which Australia is famous; the beverage reputed to produce certain depths of insight in brainstorming sessions of the type required here.

Initial agreement was reached that HP had to launch a product in a way it had never done before. If the aim was to quickly expose "Koala" to the medium-sized businesses which represent the bulk of commercial organizations in Australia, then maximum press cover-

age was unquestionably the first step in that campaign. One problem they recognized was that the press in Australia is exposed to a vast number of new releases in a marketplace some industry observers say is the world's most competitive. So the issue became one of how to enthuse the press over an excellent machine; but nevertheless, yet another new machine. For a few minutes all four seemed to avoid the issue, pondering out loud as to why anyone would code name a computer Koala. After all, it bore no resemblance to the cuddly, gum leaf eating tree dweller which inhabits Australia's eastern coastal regions.

All of a sudden, results of the think tank (with a little aid from the catalytic effect of the amber beverage) became apparent with a spate of ideas which were to result in a highly different, extremely memorable and very exciting release which gained volumes of press coverage. For details read on.

Thursday, September 27. Directly beneath the huge southwestern pylon on Sydney's famous Harbour Bridge, the ladies and gentlemen of the press boarded the luxurious 60-foot vessel, "Seivadis." After a quick head count, journalists and HP staff members on "Seivadis" headed down harbor in beautiful spring weather that made even the most hard bitten reporter glad of the freedom from office typewriter and telephone.

Fifteen minutes and a round of cocktails later, the party disembarked at its

surprise destination, Sydney's Taronga Zoo, the gates of which front on the harbor. A brief scenic drive on the zoo's road train took the party to the entrance of the koala enclosure, the venue for the release.

The party ascended to the raised enclosure, barely interrupting the dozing little balls of fur which clung to their treetop homes in the warm sun. Some brief and informal words from Fred Gibbons, Koala's product marketing manager, and then koala keeper Jon Brown pulled a string which unveiled the electronic intruder in the enclosure. Armed with a handful of gum leaves, Jon managed to coerce a real koala called Lucy down to look at HP's namesake.

And coercion is certainly the right word here, as all involved soon learned that the furry little creatures are not the most cooperative of animals. The koala is not, as is commonly thought, a bear, but a slothlike creature with a similar disposition to that animal, preferring to sleep during the heat of the day.

Not content to show HP's Koala imitating slothlike habits, Carolyn Gleig of HP's Sydney office had written a small graphics routine picturing a Koala and outlining its features on the system's CRT. It was activated with the formal unveiling.

Following Fred Gibbons' brief speech, David Booker, HP's new Australasian marketing manager, took over to make a \$500 donation to the zoo, thanking its director for superb cooperation.



Lucy the Koala with her keeper, Jon Brown, a full-blooded Australian aborigine.

News briefs

Meanwhile, humor became a further ingredient in making the release memorable with the issuing to the press of a pictorial guide to computer jargon, using koalas in funny postures to exemplify the jargon.

Here again what was initially envisaged and what resulted was influenced by the none-too-cooperative nature of koalas. The planning team had agreed that nothing could have been better than a koala roaming around on top of the computer and adopting funny postures. However, while the computer jargon brochure was meant to be a lighthearted dig at the buzz-words used to describe any new computer, lighthearted was hardly the way HP staff felt about trying to find a tame koala.

In Melbourne Tony Cokes and his secretary Carol Donaldson tried desperately to find a zoo or wildlife park with a cooperative animal. Carol Blackman in HP's Sydney office similarly chased up leads until the deadline for production of the brochure drew dangerously close. With hours now being critical, Ian and Mike dispatched their photographer, Max Lake, into the koala enclosure at Taronga Zoo in the hope of getting suitably humorous pictures despite the unwillingness of the tree dwellers to pose.

The results spoke for themselves—not only during the Koala release where the pictures appeared in 20x24-inch blowups around the enclosure, but subsequently in customer releases and trade shows.

With the informal proceedings over, the party then reboarded "Seivadis" for an excellent presentation on the technical and marketing details of Koala, given by Fred Gibbons and Koala designer Darryl Knoblock. Free from telephones and with an open timeframe, journalists were able to talk individually with Fred and Darryl during and after a delightful luncheon, while "Seivadis" lay at anchor in a sheltered bay.

After a few more informal cocktails, journalists and HPers disembarked, all having agreed just what an excellent, informative yet novel and pleasant way an exciting new computer had been launched. Certainly it met requirements of Tony's initial brief with outstanding press coverage. However, our Australian team is just a little wary about the code name for the next new HP product. After all, koalas are one thing but grizzlies . . . !

Puerto Rico, here we come!

Arrangements proceed apace for establishing the HP start-up factory in Puerto Rico. Located near the city of Aguadilla, the facility will begin production of computer-peripheral products in early 1980.

The company has also obtained an option to purchase 62 acres of land near the leased facility and, depending on preliminary results from its start-up operation, may purchase the land to establish a permanent plant.

Lee Wiese, formerly section manager for new product introductions at Data Terminals, has been named production manager, and as of mid-November the search was still going on for a local-hire personnel manager and an expatriate personnel representative. Dick Love, Intercontinental Manufacturing Operations manager, will be president of HP Puerto Rico, and Larry D. Mitchell, formerly manufacturing manager of Data Terminals Division, will have operational responsibility.

By January 15, all functional people will be on site, and the first product will roll off the lines on March 1.

Vincent Lee, left, puts the HP250 Computer System into action at the recent Singapore trade exhibition. Cliff Kirkhart, right, of Sigma Data Systems, assists.



Trade shows galore

Over 500 people attended HP Singapore's Annual Hewlett-Packard New Products Exhibition held in September at the U.S. International Marketing Center. Theme of the show was "Productivity Through Automation," and all six product groups participated.

In conjunction with the show, HP field engineers/technical specialists presented a series of seven seminars. Topics ranged from new concepts in microprocessor development to desktop computer applications.

In South Africa, the Instruments group exhibited at the Electronic Instrument Group Show in October in Johannesburg, and the Calculator group reported "outstanding response" to the HP-41C consumer calculator at the recent Business Equipment Exhibitors Association show. Medical personnel showed the HP8030 fetal heart monitor and two configured monitors at the October First Technocratic Exhibition.

YHP displayed products in Data Show '79 held in Harumi, Tokyo, October 2-5.

Some 700 doctors attended the Pan American Critical Care Show in Mexico City in late September where HP Mexico's Medical group exhibited a variety of medical equipment.



Enrique Setara, HP Mexico Instruments field engineer, checks the instruments at the HP Booth during a recent Mexico City trade show.

Order report

HP Mexico recently sold its first major HPIB automatic measurement system. The system, worth \$400,000, went to Telefonos de Mexico (Telmex), the local Mexico City telephone company in charge of the national network. The equipment will be used to monitor operations and maintenance condition of the local microwave telephone system, and will allow Telmex to perform preventive maintenance programs, detect network trends, generate hard copy records and conduct overall network management functions. The initial system

configuration consists of 10 each HP 3745 SLM systems and a (central) HP 1000 computer system located at a central station in Mexico City. Eventually a total of 40 HP 3745 stations will be distributed throughout the network. Closing of the Telmex deal resulted from a very strong team effort, according to Mexico Country Manager Sergio Mendez. Preliminary discussion for the system began back in 1975 with Ernesto Arana, current Instruments district manager, continued with Guillermo Vargas (now a university professor) and concluded with Munir Dabaghi, field engineer who covers Telmex.

The factory, local team, Intercon headquarters and group people were also involved.

Mexico also sold three HP 3000 systems worth \$850,000 to OEM firm Integración de Informática Interactiva.

A visiting trade delegation from the People's Republic of China purchased over \$800,000 in HP equipment during a September visit to Intercontinental Headquarters. The China National Instruments Import and Export Corporation (INSTRIMPEX) bought an assortment of instruments, calculators, computers and analytical equipment.

HP Taiwan sold an \$800,000 telecommunication inquiry system for the cities of Kaohsiung and Taichung. It consists of one system of five HP 1000 computers and DS/1000 software and one system with four HP 1000s. Field engineer Fung-ming Chen closed the deal, aided by support from computer service manager Wanli Tseng.

Metal Box in South Africa has ordered their second HP 3000/33 computer system from HP. The first system was installed in August, and Metal Box will eventually have a network of four 3000s. The firm had been using mainframe computers from one of HP's competitors, but decided to switch.



DESKTOP COMPUTER DONATION. HP South Africa recently donated two desktop computers to the University College of Swaziland. Left to right are Professor S.M. Guma, rector of the University College of Swaziland; Professor Alan Hoe, head of the Department of Accounting; Professor I.P. Makhubu, Dean of the Faculty of Science, and Michaela Press, HP South Africa field engineer.

Portrait of a picnic . . .

HP South Africa's employee picnic at the Heia Safari Ranch was a unique event.



Heave-ho, kids!



Pony ride — South African-style.



Fun and games with a clown.



Chow time!

Making progress

Hewlett-Packard was one of 22 American companies operating in South Africa who received a top rating in the recently-released *Third Progress Report* of the Sullivan Principles Organization. The report rated progress in implementing the "Sullivan Principles," a code of conduct for U.S. companies in South Africa originated by Black Philadelphia minister, Dr. Leon Sullivan. The principles have as their ultimate objective equal treatment of workers of all races in South Africa and the advancement of Black, Colored and Asian employees. Twenty-two companies (including HP) are identified as making good progress in the report, sixty-two were rated as "acceptable" and nine firms were placed in the "need to become more active" category.

Turning Service around

Intercon Service Support Manager Tom Drews announces that Service ended up in a profitable position this year—for the first time ever. Tom notes the strong performance is due to organizational changes made last year (i.e. disciplinization, combining of sales and service), the increased attention paid to the business aspects of services, and the increased awareness of inventory management and control.

Hong Kong site

Site of the new Far East headquarters has been switched from Singapore to Hong Kong after a reassessment by top Corporate management of the computer systems market in the Far East. It was decided that Hong Kong is closer to the computer systems customer base and is also likely to be the scene of considerable growth in the computer systems business.

The Four Seas Building in Kowloon (about 4800 square feet) will be the temporary location of the new headquarters which will open in January, 1980. By April, initial administration staff will be in place, and in July order processing will begin for the Far East distributors and for HP Singapore, HP Taiwan, and HP Hong Kong indent orders. In late 1980, the headquarters will move to the Sun Hung Kai Center on Hong Kong Island where the Hong Kong sales office will also be located.



COMMUNICATING—THE HP WAY. Twelve Intercon headquarters people got together for lunch recently with HP Executive Vice President for Operations Ralph Lee. The discussion was wide-ranging and topics included such areas as employee benefits, new products, new sites, organizational changes and the future of Intercon. Left to right are Bob Reed, Ralph Lee, Lucienne Jackson and Armando Cedillo.



BREAKING GROUND. Australasian Area Manager John Warmington turns the first spade at the recent groundbreaking ceremony for the new Sydney branch office.



BON ODORI FESTIVAL. YHP employees at the Hachioji plant celebrated Bon Odori in the early fall. Many of the women wore a *yukata*, a special ceremonial kimono. The Bon Odori dance turned into a rain dance, however, when the skies opened up in the middle of the ceremony and everybody had to take shelter in the company cafeteria!



SPREADING CHRISTMAS CHEER. Pauline Allen, HP Canada employee in Toronto, believes in helping others at Christmas. Every year she makes candy houses for hospitals and the Children's Aid Society.

Mike Naggiar, formerly HP Canada's region sales manager for Computer Systems, is the new Computer Groups marketing manager for the Intercontinental region. In the new position, Mike will have marketing responsibilities for computer systems and desktop computer products in Japan, the Far East, Australasia, Latin America and South Africa. Mike joined HP Canada in 1968 as an Instrument staff engineer in Montreal. A year later he became an Instrument field engineer, and in 1972 moved to Computer Systems as a field engineer. In 1973, he transferred to Toronto as Computer Systems district manager, and three years later was appointed Computer Systems region sales manager. He has a degree in electrical engineering from Loughborough University in Leicestershire, England. **Sherif Alaily** will replace Mike as Canadian regional sales manager for Computer Products.

Charlie Marshall, former personnel manager for the Manufacturing Division, is in Singapore as personnel manager for Southeast Asia. Charlie will oversee the personnel functions in Singapore and Malaysia. He replaces K.G. Tan, who left the company to pursue academic training in the legal profession.

Thomas Pelnar has been named to oversee HP's relationship with Latin American distributors. In his new position, Thomas will also assist Jose Grapa in supporting Intercon's Latin American subsidiaries. A native of Czechoslovakia, Thomas joined HP in 1975 as a sales support engineer in the Intercon Instruments group. He holds a B.S. degree in physics from Case Western Reserve in Cleveland, Ohio, and a Masters in physics from Brown University in Providence, Rhode Island.

Intercon Director **Alan Bickell** was recently added to the HP Company Operations Council, the coordinating body for Hewlett-Packard which turns policy decisions into corporate action.

Tan Bian Ee, formerly responsible for OED production activities in Singapore, has been named OED Singapore operations manager with responsibility for production, engineering and materials. Previously, Norm Tarowsky had been Singapore operations manager as well as Southeast Asia manufacturing manager. Bian Ee joined HP in 1973 as a production supervisor, and the following year was named product section manager in charge of high volume Opto-

electronic products. In 1977, he became responsible for all OED production activities in Singapore. He holds a certificate in industrial management and is an associate member of the Institute of Works Management and of the Singapore Institute of Management.

In Malaysia, **Koh Loke Seng**, former engineering manager for Singapore OED, has become operations manager reporting to Penang plant manager Teng Ong Keok. Loke Seng joined HP in 1975 as Southeast Asia facilities engineering manager. He organized the Facilities Department in Singapore, and was also responsible for overseeing the Penang Facilities Department. He coordinated construction of HP's Singapore building which was completed in 1977. In 1978, Loke Seng became engineering line manager for Singapore OED manufacturing, and later that year became product line manager for several OED production lines. Loke Seng holds a B.S.E.E. degree from the University of Adelaide in Australia, and is on the board of directors for the Singapore Institute of Standards and Industrial Research.

Michele Irving has become Intercon Headquarters order processing manager, replacing Lily Smith who has left the company. Michele is a five-year veteran of Headquarters O.P., and has served as an order coordinator, group lead and supervisor.

Susan Iosty has been named supervisor for the recently-formed Computer Systems order processing group. Susan joined HP in 1967 and has operated in various field administration assignments. Most recently she was responsible for Computer Systems order processing and sales financing at the Neely Santa Clara sales office.

New supervisor for the Latin American subsidiary order processing group is **Arlene Pennell**. A five-year HP employee, Arlene most recently served as order processing specialist for the Mideast-Africa group.

Joao Crestana has joined HP Brazil in Campinas to handle product support and marketing for Capricorn. He will also work with HP Mexico, HP Venezuela, HP Argentina and with some Latin American distributors. A native Brazilian, Joao holds a degree in production engineering from Escola Politécnica, and a Masters in industrial engineering from Stanford University.

Dave Whitton is on board in the



Mike Naggjar



Steve Hamel



Koh Loke Seng



Augusto Cabana



Michele Irving



Tan Bian Ee



Joao Crestana



Thomas Pelnar



Dave Whitton



Steve MacDonald

Headquarters Instrument group as a telecommunications specialist. He joined HP in 1970 as an Instrument field engineer in England. In 1977 he moved to South Queensferry as regional sales engineer. He holds a B.S. degree in engineering from the University of Aston in Birmingham, England.

Airton Gimenes, formerly importation services supervisor for HP Brazil, has become order processing services supervisor for HP Mexico. Airton, among other accomplishments, installed the Heart system in Brazil.

Steve Hamel has been named South African/Latin America area Medical sales manager. Steve comes to Intercon from the HP office in Detroit where he was a Medical field engineer. He holds an A.B. degree in psychology and a Masters in electrical engineering from Marquette University.

Augusto Cabana has come to Headquarters from HP Venezuela where he was sales manager for Instruments and Medical products. He will now be Latin America area Instruments sales manager. A native of Colombia, Augusto graduated *Cum Laude* in electrical engineering from the University of South Dakota. He also holds an M.S. degree in engineering from the University of Illinois. Before joining HP Venezuela, he worked for the Universidad de Los Andes where he was head of the communications laboratory and coordinator of the Electrical Research Department.

Jelson Ghigonetto, formerly Analytical field engineer for HP Brazil, has become Analytical sales manager. He will report to Nelson Oliva who also directs the Medical group in Brazil.

Steve MacDonald will head the new Consumer Calculator group as marketing manager. Steve has been with HP since 1972 when he joined HP Canada as a Calculator field engineer. Two years later he was promoted to district manager, and in 1977 came to Intercon headquarters as Calculator international sales manager. A graduate of Dalhousie University in Halifax, Nova Scotia, Steve holds a B.S. degree in chemistry and psychology.

FY 79—A very good year

Fiscal year 1979 was another record year for Intercontinental, and for our company as a whole. Worldwide, HP's orders topped the \$2.5 billion mark—35 percent over the previous year. Intercon's orders were up a healthy 36 percent over last year. Our forecast for FY 80 is more moderate in terms of order growth, but no less challenging in terms of our objectives to further improve the quality and cost effectiveness of our operations.

A comparison of our performance against quota and the prior year is summarized below;

	Orders		Selling Costs	
	Percent increase of Quota	vs. FY78	Increase vs. FY78	
ICON	103%	24%	20%	
Canada	102%	26%	27%	
Japan	134%	60%	26%	
TOTAL INTERCON	113%	36%	22%	

A particularly happy statistic is the one that indicates an increase of only 22 percent in selling costs (compared to 27 percent last year). The decline of our selling cost per order dollar (CPOD) means we were able to sell HP's products in our markets at lower costs, thereby further contributing to overall Corporate profit.

Top performers

As is customary at this time of year, top management at Headquarters sat down recently to identify the star performers of the year among our individual sales companies. It was a difficult task because most of our sales companies did a fine job. However, special recognition goes to:

- Best overall performance**—Singapore
- Best cost control**—Taiwan
- Best order performance**—South Africa
- Best administrative performance**—Brazil
- Most improved performance**—Mexico

These overall performance awards were based on a variety of criteria: order performance, cost control, asset management, and such intangibles as people development, team spirit, application of innovative ideas and so forth. We take into consideration the effectiveness of the entire operating team in each country.

By all measures, HP Singapore's efforts were outstanding last year. Service net profit exceeded target, accounts receivable and inventory management were excellent, and there were also substantial improvements in productivity. Malcolm Kerr did a great job organizing and coaching a first-rate sales team and enhancing the back-up services to support that team.

South Africa narrowly beat YHP to win the award for best order performance. They made quota in five disciplines and were 126 percent of quota overall. Their performance was all the

more remarkable when one considers the difficult environment in which the subsidiary operates. An economic embargo of South Africa and various other political pressures necessitated a shift in the type of customer base—from government to commercial—which HP South Africa made with ease.

Taiwan was a shining example of good cost control in FY79, winning this award for the second consecutive year. The HP Taiwan team worked hard to keep costs down, did not have a year end bulge, and were very accurate in their expense forecasts.

We established a new award this year to recognize the subsidiary which fielded the best administrative team to support its sales efforts. The honor goes to HP Brazil where Rui da Costa and his admin team have managed to operate smoothly in an extremely tough environment. Their improved internal audit report also makes them very deserving of this special recognition.

Mexico turned in the most improved performance this year. Four of its disciplines were over quota, and productivity improved dramatically in FESS and admin, and service net profit exceeded target.

Top sales performance awards for each discipline go to:

Instruments—South Africa

Computer Systems—Japan
Medical—Japan **Analytical**—Mexico
Components—Japan
Consumer Calculators—Brazil

The top spot in the Customer Service category is occupied by Brazil, who turned in a great performance—265 percent of target on net profit.

Taiwan chalked up the most improved service performance of the year—667 per cent of target on net profit this year, compared to 80 percent last year. Service award criteria included profit performance, service admin, customer satisfaction, people development, growth, and complexity of the marketplace.

Each of our manufacturing activities turned in strong performances. At YHP our team there capitalized on very strong order growth, largely supported by very successful new product introductions in their component test product line, and a major effort to improve productivity and quality to achieve an outstanding profit performance. In South East Asia, transfers of new products and strong customer demand for existing products required a substantial employment increase and expansion of the Penang facility. These challenges were successfully met. Our objective in South East Asia is to be a major contributor to HP's profitability by providing a highly competent cost effective manufacturing capability. This effort really paid off in FY 79.

In Brazil the Campinas division introduced the latest Corvallis division personal computation products to the Latin American market, contributing positively to that division's sales growth and profitability.

In nearly all aspects FY 79 was a very good year for Intercontinental. We all played a part in that success story, and I'd like to take this opportunity to thank each employee for his/her contribution.

Best wishes for a happy holiday season and joyous new year.

The joys and pains of growth

The key feature of this issue of *Intercom* is centered around the tenth anniversary of Intercontinental. Your writer can be counted among the fortunate few who has been around as a member of this most exciting organizational lifespan.

Mostly it's been a decade of great accomplishment, albeit not without its problems and tribulations. In a way, being a member of Intercontinental has been similar to the experience all of us have in the development of our families. At birth time there is great joy along with substantial apprehension about the future. As the child (Intercon) develops, we supply dedication and affection—but with a firm hand—up through adolescence and on to maturity and self-sufficiency.

While the above analogy is interesting to contemplate, there are some distinct differences between individual and organizational growth. Humans do not have the luxury and opportunity to go backward or hold onto an optimum

developmental position—we only go around once. Organizations such as Intercon can and do review progress as well as mistakes to improve or re-orient toward healthy growth.

One of the areas that needs constant attention is preparing our employees to take on additional responsibilities in a way that assures maximum productivity and success. It simply is not fair to take on new and more complex assignments and use the "on-the-job" technique of learning as the only device to meet objectives. This means that in order to sustain our growth in an orderly manner, various training methods (not necessarily of a formal nature) must be employed.

A special technique which we have used over the past 10 years, though not universally, we now recommend at all levels for new and recently promoted Intercon employees. Each supervisor should carefully analyze the individual's job description and objectives and then set up a series of indoctrination meet-

ings. These meetings should be carefully structured and paced, with the appropriate mature employees (internal and corporate), so that experience and knowledge might be transferred. All too often we find ourselves re-inventing the wheel or going in a direction that has been traveled before—a route that was discarded earlier but not necessarily for obvious reasons.

In addition to the transfer of learning and experience, these meetings serve to establish good working relationships that are so vital to our success and growth.

As we enter our second decade, we want to continue and, if possible, improve upon people development so that HP and Intercon, during middle age, can reap the fruits of their efforts in the most enjoyable and productive way possible.

Now let's look ahead to 1990. We hope to see all of you around at our twentieth anniversary party, now in the planning stage. Happy tenth birthday.

Sy

Case of the missing Intercoms

Is your *Intercom* coming late or not at all? Rest assured you have plenty of company. Apparently distribution has been slow for the last couple of issues (by mid-November, several subsidiaries had not received the fall issue which came out in late September). We are trying to identify the source of the problem and solve it. Please bear with us.

Intercom

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