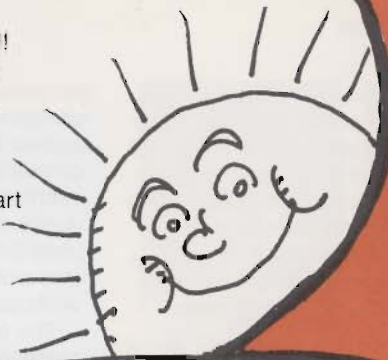


34

Bank to verify that you have all documents needed to honor Letter of Credit. Payment forthcoming. Proceed.

35

Payment received!!! HP wins. Order file closed. Reflect on your performance with pride, take a 10-minute break, then go back to Start to begin the next round!



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er documents to card to bank for ment. Trigger invoice. Proceed.

22

All paperwork completed. Shipping release, custom's invoice, import permit, export statistics, schedule B's, airway bill, and packing list sent to the appropriate people. Ready to ship!! Take an extra turn!

21

Goods ready to ship, but no import permit is in hand for the goods. Delay shipment and lose one turn.

20

Diplomatic Dispute! U.S. government suspends export licenses for all technical equipment to customer's country. Order must be canceled and equipment returned. Go back to the beginning... Too bad.

**Winning.....  
the order  
processing  
game**

16

port license applied for, but unusual delay experienced. Wait one turn.

17

Factory misses ship date. Promises to ship next week, but Letter of Credit expires tomorrow. Request extension and lose one turn.

18

Received all required Letter of Credit amendments. Take an extra turn!

19

Extra emphasis on shipping causes month's supply of inventory to drop. Take an extra turn!

1

Order received and technical/commercial edits and credit approval given. Advance to Square 10!

2

Order received, but prices do not agree with the quote. Await response from the field to your telex and lose one turn.

3

Order received, but customer is new, so a credit check must be completed. No order entry allowed. Wait one turn.

4

Order received, but quote validity expired last week. Requote the order and go back to Start.

5

Order received, but letter of credit not yet filed. No order entry allowed. Wait one turn.

**START**

**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

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# Order processing: The vital connection

By Mike Charlson

## Our cover

This issue of *Intercom* features a special report on the Intercontinental order processing team. To illustrate the complexities of moving an international order through the system, our artist created the Order Processing Game on the cover. Simply lay the magazine flat, and presto, you've got a gameboard.

The game is designed for two or more players. All you need is a single die and tokens to designate the participants. Roll the die and move the appropriate number of spaces.

As you'll see when you try your hand at it, the O.P. "game" is easy to play, but not so easy to win. But win you must, if you're an order coordinator, because literally thousands of jobs depend on your ability to effectively and efficiently move an order through the system, get it shipped and get the company paid. Millions of dollars are at stake, but in real life as in the game, unanticipated problems can crop up at any moment.

So be careful, avoid the hazards, and have some fun... with the Order Processing Game.

*Order processing is the nucleus for the interaction of field sales, customers and the manufacturing divisions. It is through effective O/P that the customer's desire to buy something is translated into something profitable for the company. Really, an order is just a wish on the customer's part until O/P molds it into something beneficial to us and to the customer.*

—Jennie Arnold  
Headquarters Order  
Processing Manager

Jennie Arnold's comment is not an overstatement. Sales and order processing coexist in a classically cooperative state — working together for the common good.

But like many support-type jobs, order processing (O/P) is often taken for granted by many of the other people involved in getting HP products to the customers.

Part of the problem may be semantics. The term "order processing" conjures up images of clerks shuffling papers back and forth in an almost mindless routine. Somehow, people figure, as a result of enough of these papers moving to enough places, customers are bound to get what they ordered.

In reality, however, O/P is a sophisticated process much more akin to "order management" than to paper shuffling. It is the cooperative, team effort of many individuals that results in the accurate delivery of millions of dollars worth of merchandise to the appropriate customers each month. Correctly entering, tracking, shipping, and billing that much business is no random task.

Today, O/P work, especially in a cosmopolitan environment like Intercontinen-

tal, requires intelligent, self-motivated people who can think and act for themselves. The Intercontinental order coordinator must assimilate huge amounts of information on customers, orders, procedures, regulations, and more, and translate it all into efficient, effective service which fully satisfies the customer while also ensuring HP's best interests.

The order coordinator (O/C) must be a model of flexibility, able to handle new challenges all the time, to manage a continually changing workload, or to reprioritize the workload to reflect new situations. And pressure is a constant, being applied not just by the customer but by marketing, administrative, and manufacturing people within the company as well.

The specific job duties vary from one country to another, but the general situation is the same in any O/P group in the region. HP Venezuela, for example, has only a few O/Cs, but Richard Linares, a member of the O/P organization in Caracas says the O/P function there is really problem solving, just as it is to the nearly 100 O/Cs at Intercontinental Headquarters in Palo Alto.

It is a constant challenge, but Intercontinental O/P people are meeting that challenge more and more effectively all the time. Their involvement in an order may go completely unnoticed, especially when things run smoothly. But the O/Cs realize, along with management, that their job is vital to both the long- and short-term success of the company, and most of them work very hard to see that each of their constituencies is satisfied. And they are making a difference.

Alan Bickell, Intercontinental's director, says he sees the O/P organization playing direct, indeed key, roles in the fulfill-

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Arlene Pennell (left), Headquarters supervisor for the Latin American subsidiaries, and order coordinator Paula Joffe, check a sales order with Nelson Oliva Gomez, HP Brazil's medical sales manager.



ment of two of HP's primary operating objectives — profit and customers.

"Within the profit picture, O/P contributes in two ways. First, by operating in a highly efficient and productive manner, O/P helps the company minimize costs. Secondly, O/P has an important impact on asset management. Effective O/P work results in minimal in-transit inventory and accounts receivable, both of which must be kept low to meet HP's goal to self finance its growth. Especially in this era of high interest rates, asset management is extremely important."

With an interest rate of 15 percent, for example, keeping a \$500,000 order in the warehouse for six or eight months could cost the company in interest charges what it costs to pay three O/Cs for the year. Minimizing those kinds of costs has a direct impact on the company's profit picture.

At least as important, according to Alan, is O/P's impact on the company's objective of treating HP customers well.

O/P enters the picture during the "delicate stage" when the customer has made his decision to buy but has not yet received his merchandise. Timely servicing of the customer's order is central to "developing and retaining customer goodwill, which will allow us to prosper and grow," Alan says.

The way O/P handles its job with each and every order "can have and does have a profound effect on our customers and their decision to buy HP products in the future."

The point does not escape the O/Cs. "You have to be thinking of the customer always," says Gerda Pick, senior O/C at Headquarters. "You have to put yourself in their place and think of what you would want if you were they."

Adds Al Domingo, of the Headquarters CONSOL group, "Service has to be primary in our minds. If we don't provide the service, it won't matter how good the equipment is. No one's going to want it."

At HP Taiwan, Der-Yu Yin, the commercial services manager, likened the relationship between sales and O/P to that of fish and water. "Without sales, you have no O/P, but without O/P you have no sales."

Indeed, the link between sales and the O/P function is so strong that for Airton Gimenes, commercial services manager for HP Mexico, it almost seems that the O/P department has two customers — the customer and the HP sales department.

"The only difference, really, is that one is external and the other one is internal. Sometimes a field engineer has to sell a product to a customer and then 'sell' the order to the O/C. For the whole thing to



Anita Wang (left), HP Taiwan order coordinator, reviews status of a customer's order with Margaret Chang and Jack Ma of the computer systems sales team.

work, a mutual respect has to exist between O/P and sales. It is important that they talk in the same language and that each one understand the limitations and responsibilities of the other."

To Airton, communication and mutual understanding are the keys. In his country, for example, sales are growing at a rate much faster than in the rest of the region. "This growth is generating a lot of new field engineers who are just starting with HP Mexico, and we must make clear to each one of them what he can and cannot do."

This teaching process, he says, takes a great deal of time from O/P personnel. But it is necessary that every FE understand the procedures, the required documentation, the delivery dates and terms of sales completely so that O/P is able to do its job.

Mexico is certainly no isolated case, however. The entire region is growing at rates in excess of 20 percent per year, so the need to familiarize new FE's with O/P requirements is region-wide.

This rapid growth also means that many of the O/Cs in Intercontinental are new faces with the company, and some of the new people find the huge variety of details they must learn overwhelming.

The O/P job is not for everyone. It is high pressured and often thankless. But for the people who do enjoy their work with O/P, it is just these seemingly negative aspects of the job which drive them the hardest.

Mary Wen, an O/C for HP Taiwan said she loves the fact that the job is "unpredictable" and though there is pressure, she says hers is an exciting atmosphere in which to work.

Headquarters O/P specialist Helena Lima agrees. "I would be very unhappy on my job if I didn't have pressure and problems to solve. I can't function if I feel I have nothing to do."

And Andres Alejandro Adames of Venezuela feels that dealing with the myriad complications associated with import and export regulations are what make his job interesting.

Indeed, it takes a very special type of person to handle and enjoy the O/P job. Obviously, there is no "mold;" every O/C is different. But they seem to share several very important traits.

The most frequently used word to describe successful O/Cs is "flexible." But flexibility alone cannot carry a person through. According to Headquarters Commercial Services Manager Mark Naismith, independence, organization, creativity, and versatility are other key talents.

For Anita Wang, an O/C with HP Taiwan, an optimistic outlook on life and work is required. She also considers a willingness to learn, self-confidence, and a generally easy-going disposition important.

Christine Koch, of HP South Africa, believes O/Cs must "have a composed attitude and be able to keep their cool, especially at month-end."

But perhaps as important as any of these is an ability to work as a member of a team — a customer-service team, ready and willing to handle each order with the utmost professionalism and efficiency. It is the team spirit which pervades many of the O/P groups that is one of the most striking and impressive aspects of the organization. And most importantly, it works for both the company and the customer.

Taipei's Anita Wang tells of a team effort in Taiwan involving not just O/P there, but also the Taiwan desk at Headquarters and the Corporate Parts Center. A customer in Taiwan received a piece of defective equipment in early August and was so angry he wanted it returned immediately. The local customer engineer assured the customer that he could have the equipment up within two weeks, and the O/P teams went into action. The rush order was whisked through, and the repair was completed within eight days.

Amina Curreem, of HP Hong Kong, recalls the day she had to enter a complex computer order which required different sections.

"It was the last day orders could be transmitted, and if this particular order



# Sorting it all out

By Mike Charlson

Order processing —



Ron Soyama, YHP's order processing manager, is backed by a poster advertising "Chu Machi," the slogan for a current campaign to encourage sales people to get customer order sheets in promptly. "Chu" in Japanese means order and "machi" means waiting. "Chu" is also a colloquial word for kiss — a play on words which may indicate what is in store for sales people who get their order sheets in on time!

hadn't gone through, Sales Force 02 orders that month would have been zero."

4 Giving that something extra is required on every order, whether it is worth \$200 or \$200,000. The same elaborate procedures, the same complex set of paperwork, must be completed for virtually every order.

And this causes some frustrations. Jen-nie Arnold says people are surprised when they see how much work goes into an order which may not yield HP more than a few dollars profit. "But our reputation as a company may be tremendously influenced by the way we handle small parts orders or a request for a manual."

Perhaps of more concern, however, is conflict caused by different O/P constituencies trying to impose their different values. "The FE's want you to enter, enter, enter while the administrative types want you to ship, ship, ship," explains one O/C. "But you just have to keep your head straight, set your own priorities — being flexible enough to change them if necessary — and work to accomplish your goals."



Monique Boileau, order coordinator in HP Canada's Montreal office, works on an order.



Commercial Services manager Mark Naismith addresses a group of Headquarters order processing people.

Given the piles of paperwork and numerous procedures which must accompany any order moving through Intercontinental, it is not surprising that newcomers to the order processing groups can sometimes feel a bit overwhelmed.

That's where O/P training comes in, and at Headquarters the job is handled by Pat Boyd. His job is to make sure each person understands the role of the O/P team and how it fits into the company, as well as the details of how to code an order or complete export statistics and why things must be done that special way.

Pat is assisted in his duties by training documentations clerk Donna Bloechl, who helps author and supply user guides and manuals for the O/C s.

Currently, a Headquarters O/C begins training soon after joining HP with one full day of classroom work. But after that first day, the classroom sessions are reduced to half-days, and the O/C s try to integrate each day's lessons by returning to their work area for hands-on experience.

The idea is a relatively new one. According to veteran Senior Order Coordinator Gerda Pick, when she first began work seven years ago, the training course was as overwhelming as the backlog on her desk. Everything was taught at one time in a two-week classroom session. And following the sessions, O/C s sometimes felt as if they were expected to know it all.

"There was so much, I just wanted to leave after two weeks," Gerda says. "Now the training is excellent."

Pat credits his predecessor, Connie McIntire, now supervisor of India O/P, with many of the innovations in the training program. He says he believes the methods are the result of an evolution in the type of people working in O/P and in the way management views those people.

"We're doing a much better job of hiring highly qualified people for O/C positions, and at the same time, management has

demonstrated a better appreciation and support for training, identifying it as a great need in the O/P organization."

For maximum effectiveness, you cannot dwell on the details of filling out forms, Pat says. "We have to address the question of why things are done the way they are."

In addition, Pat now talks of "order management," a professional approach to real customer service, as the philosophy he and the O/P supervisors try to convey.

"There is a true realization that order processing is a job with many professional aspects. The order coordinator has a huge amount of responsibility, and must be well-versed not just in order entry and invoicing, but also in accounting, credit, legal issues and many other things."

As a result, Pat sees the training program moving more and more to a "wedding of in-class training and hands-on experience" to make for a more effective training program.

Currently, after the first full-day session an O/C attends five more half-day sessions. Then, after a month of work on the desk, the slightly seasoned O/C returns to the classroom for ten more half-day sessions.

Back in the work area, trainees are not just left on their own, however. Part of the O/P specialist's job is to assist with training, making sure the details of handling real, rather than sample, orders are fully understood.

But even with nearly 70 hours in the classroom and many more hours back at the desk, learning the myriad details of efficient order management does not come easily.

As senior order coordinator Lynn Fuentes put it, "Learning this job is an assimilative process, and it takes a few months of really doing it. I went along, doing the work and not really understanding why for a long time. Then all of a sudden, it just clicked."



# Complexity, pressure are key ingredients

By Mike Charlson



Order processing work anywhere has many tricky aspects, but international O/P, like the work done at Intercontinental Headquarters, is far more complex than any domestic O/P operation.

Time management is more difficult because there is so much more to do with every order. And obviously, customer contacts are not as easy as picking up the telephone since most customers are overseas. In fact, so are the sales people.

Beyond these issues, international O/Cs are faced with a myriad of regulations, policies and procedures with which they must be intimately familiar.

For example, it is the O/Cs responsibility to make sure that all U.S. government export regulations are strictly adhered to — and there are many regulations which apply to Hewlett-Packard products. Indeed, the O/C must be certain all of the documentation is in order so that the products will clear customs in the importing country without difficulty. This requires a thorough knowledge of import restrictions of every country the O/C deals with.

In addition, international O/Cs must routinely deal with negotiable financial documents which order processors in other parts of the company may never have heard of. Letters of credit usually have very strict, specific requirements, and failure to meticulously complete every directive on the letters leaves them discrepant, delaying payment to the company. Payment through the United Nations, World Bank, Export-Import Bank and the like all require additional paperwork, time concentration and expertise.

Headquarters O/Cs actually act as if they were small international freight forwarding companies preparing the detailed paperwork which must accompany each order.

The list of acronyms and charge numbers which must be in an ICON O/Cs working vocabulary seems endless, and it is constantly growing. There are special procedures for dealing with virtually every-

thing — from warranty orders to customer files to shipments of products which were manufactured outside of the United States.

The international O/C has the almost ambiguous role of representing the customer's interests in dealings with the factory while representing the company's interests in dealings with the customer. Both roles require a recognition of the fact that the customer is accustomed to a different culture where different business philosophies and regulations prevail. Moreover, a language barrier often makes complete understanding of these issues that much more difficult.

The O/C is responsible for making sure everything is in order so that prompt delivery of the customer's order is followed by prompt payment of the bill. Therefore, the O/C must interface with the credit/collections department and must be able to answer questions on his or her actions regarding any order. And besides credit/collections, questions can come from accounting, marketing, or the customers themselves.

And as if that were not enough, the O/C is also required to produce reports on order backlog, inventory, and country status, with explanations for anything which might be considered irregular.

The result of all this is a dynamic, action-packed environment with a lot of pressure. And though systems and training are making things easier, the special problems which combine to make the O/P job at ICON so difficult can never be fully automated away.

As one observer put it, "ICON is ICON and always will be ICON. We couldn't make it like the Seattle sales office, even if we wanted to." What is perhaps most interesting, though, is that many of the O/Cs at ICON thrive on the difficulty. If it weren't for the pressure, if ICON were just like any domestic sales office, the job simply wouldn't be any fun.

# Keeping score

By Mike Charlson

Over the past five years, the dollar value of orders throughout Intercontinental has tripled, but the number of commercial services people has grown only 58 percent.

This impressive productivity increase in part can be traced to the expanded use of computers to automate more of the routine aspects of order processing.

There are a host of computer tools which are used in Intercontinental, and all have their own acronym to identify them. Below is an explanation to help you sort them out:

**HEART** — (At the "heart" of HP's business) The computerized procedure for collecting sales orders and sending this information to the divisions where the products are made.

**SODA** — (Sales Office Data Access) A collection of routines which permit order tracking and quick retrieval of customer information for both Intercontinental and domestic operations.

**PRODFL** — (The HP Product File) a program which puts price and product-availability information at the user's fingertips.

**The ICON Module** — Intercontinental's unique system for generating invoices and order acknowledgements to the region's special specifications.

**IDB** — (The Inventory Data Base) Another computer program found only at Intercontinental which tracks inventory between the time of factory shipment to Headquarters and the time of shipment to the customer.

**HISODA** — A special routine which Intercontinental countries sometimes use for order entry. The program uses COMSYS, HP's electronic communications system, to send information about new orders to HEART.

**ORDENT** — A new order entry program which is replacing HISODA around the region. The program includes several powerful improvements over HISODA including the ability to simulate the tests that HEART would perform on an order and give immediate feedback if it detects an error in entry.

**TRADEINV** — (The Trade Invoicing System) Another new system just beginning to arrive in the region. TRADEINV allows automated invoicing in local-currency prices for the first time in many locations. Once installed, customer invoices previously completed by hand will be produced automatically, using information from ORDENT.



*Deborah DeGruy, Headquarters order coordinator for Taiwan, struggles with a particularly complex order.*



# Headquarters sets the pace

By Mike Charlson

It is no accident that the order processing department at Intercontinental Headquarters in Palo Alto is the largest O/P department anywhere in Hewlett-Packard.

The department must be large because Headquarters has such an important role in the region. With the exception of Canada, Headquarters is in some way directly involved in every order sold in an Intercontinental country.

Depending on where an item is sold, Headquarters may be responsible for full order processing — from order entry to invoice. For other countries, the Headquarters role is reduced to handling only the export documentation. But in every case, Headquarters is involved in getting the right order to the right customer in a timely, efficient manner.

In addition, Headquarters provides training support to the region. Training documentation is all supplied by Headquarters, and from time to time Headquarters personnel are sent to the field for direct training of local O/P people.

Moreover, Headquarters O/P supervisors work with their counterparts in the countries to ensure efficient customer service and effective communication between the local sales office and factories.

Currently, more and more of the order entry and invoicing functions are being handled in the field. This is due in part to support from systems personnel at headquarters and recognizes our basic objective to decentralize support as close as possible to the customer.

In fact, Headquarters people perform so many functions that without them, much of Intercontinental could not exist. Moreover, the support permits the local commercial services departments to be relatively

small and still be effective. Most sales offices have O/P groups of under six people.

At Headquarters, the O/P department handles orders from Intercontinental subsidiaries, which are paid for in U.S. dollars, and from distributor countries, from start to finish. Order entry, acknowledgment, shipping, invoicing, and payment documentation work is all performed in the appropriate O/P group.

But more and more orders from subsidiaries are being handled in local currency, meaning order entry and customer invoicing can be done at the local sales office. In many of these cases, the Headquarters role in each order is reduced to one of shipping through the CONSOL group.

The CONSOL group consolidates many orders, completes export documentation, and ships them all at once to the local sales office, and in doing so, handles shipment of nearly 60 percent of Intercontinental's business.

Currently, orders in local currency from Australia, Japan, Malaysia, Mexico, New Zealand, Singapore, South Africa, Taiwan, and Venezuela move through the CONSOL group.

Locally, the shipments are broken back down into individual orders and forwarded to the customers. Invoicing is also done locally as are the credit and collections functions.

Japan is a slightly different case. Most Japanese orders are shipped from the factories directly to a freight forwarder in San Francisco. At Headquarters, the YHP Support Group prepares the necessary export documentation, and directs the forwarder to send the boxes to YHP for redistribution. Shipments, made three

times a week, often include more than 100 boxes, covering dozens of orders.

Together, CONSOL and the Japan Support Group are able to move much more volume at lower cost because the boxes can all be included on one set of export and shipping documents rather than completing a separate set for each order, as is done with orders paid for in U.S. dollars.

In addition, because the merchandise is being shipped to an HP office, it often clears customs more easily in the importing country. Finally, because of the larger weight involved in the shipments, there is often a savings in freight charges, meaning less cost to HP and the customer.

CONSOL is expected to continue to grow as more and more subsidiaries develop the capability to handle local currency orders. Hong Kong, for example, is expected to join the CONSOL ranks soon.

The move to CONSOL is consistent with HP's general decentralization of operations from Palo Alto. And as decentralization progresses, Headquarters will take on more of a support role for the region similar to the function corporate headquarters currently performs for the entire company.

In the future, Palo Alto will become more involved in shipping as opposed to full order processing. In addition, the office will provide technical support and guidance to the field operations.

"We'll take on the look of a true Headquarters," according to Mark Naismith, commercial services manager. "We'll be doing planning, organizing, and training, but not all of the work on the individual orders."



*Over a hundred people work in Headquarters order processing.*



# Reader feedback department

By Judy Hansen  
Intercom Editor

What do readers want?

It's a question that can be perplexing to an editor, especially of a publication like *Intercom* that must serve the needs of people who are diverse in geographic location, language and culture.

One of the best ways of finding out what readers want, of course, is to ask them, and that's just what we did this summer. A three-page, detailed questionnaire was sent to one of every six *Intercom* readers at headquarters and in the region. Respondents ran the gamut from production workers to sales and functional managers. We asked them how they felt about the subject matter covered in the magazine, the magazine's design, layout, and writing style. Several open-ended questions elicited comments on what kinds of things readers would like to see more of in *Intercom*. The completed surveys were returned to Palo Alto where the numerical data was entered into a computer and the open-ended responses categorized.

Reader response to the survey was gratifying. Seventy-five percent of those who received questionnaires returned them — a much higher response rate than is usually recorded on readership surveys.

In general, the survey indicated a positive response to the magazine and its content. Thirty-eight percent read "most" of the articles in each issue, 39 percent read "some" and five percent read "all" — a good record, especially considering that many of our people are not native speakers of English. Only three percent said they "almost never" read *Intercom*, and 15 percent said they read "a few" articles. Nearly one-third regularly take *Intercom* home for their families to read — ranging



from 64 percent at Palo Alto headquarters to seven percent in Japan.

Most respondents noted they like the magazine's content and its appearance. Ninety percent approve of the "tone" of the magazine.

But respondents also indicated there were some areas that could use improvement. For example, a number of people — both in Latin America and other areas — felt there should be more coverage of Latin America. People in South Africa also requested more coverage for their country. We are now working with our correspondents in those regions to

## Thankew!

Special recognition and thanks goes to Gary Haight and the EDP group who tabulated the survey results.

see that we get the information and photos that we need to expand coverage.

Readers called for more stories about people — on the job and off. There were a number of requests for stories about HP people's involvement with sports and community activities. Readers want to know who's who in the Intercontinental organization, and they want stories which recognize the accomplishments of people — individuals or groups. More cultural features on Intercontinental countries were requested, and our distributors want to see more news of their operations.

A number of respondents indicated that they want more photographs in the magazine. This was especially true in countries where English is not the native language. Several people commented that photos help non-native English speakers understand the articles more easily.

There were also requests for more product applications stories which describe interesting ways in which HP products are used.

All of these requests have been noted, and we are taking them into consideration as we plan the upcoming issues. But we need your help, too, in making sure *Intercom* covers the topics you are interested in. The magazine staff is a long way from the field and we need you to tell us what is going on out there. Let us know when something interesting is happening to you or to others in your subsidiary. Either contact your correspondent (see list on back page), or else contact me directly by Comsys or memo.

And if you weren't included in the readership survey but would like to comment on the magazine, fire away! We'll be happy to hear from you.

## Window on Intercom

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.

Two Japanese children consider a purchase at the famous Tanabata Festival in Hiratsuka City, Yokohama.





# Coming online in Puerto Rico

When the one-thousandth HP 2621 computer terminal rolled off the assembly line at HP Puerto Rico recently, the jubilant staff celebrated the event with a party. Several weeks later, the 101 employees attended a "grand opening" celebration for the factory where they mingled with local government and civic officials who had come to welcome HP to Puerto Rico.

Both events were important markers for a manufacturing operation which, just one year ago, was not much more than a twinkle in the eye of HP management. The operation began from ground zero, according to International manufacturing director Dick Love. He describes the situation he found when he visited Puerto Rico last fall to look over the facility in Aguadilla that was to be leased for the HP factory.

"The building was shabby, dark and dirty," he recalls. "It had previously been a plant for Manhattan Hosiery, a pantyhose manufacturer which abruptly went out of business. In fact, it was so abrupt that everybody just went home on a Friday and never came back. Their files were still there, and all of their equipment. Although the building was structurally sound, it had a long way to go before it could function as an HP manufacturing facility."

At this point, the Puerto Rican government, which encourages U.S. businesses to locate in Puerto Rico, stepped in to help and arranged for basic renovation of the building. Later, Rick Cruz, facilities manager, took over and finished coordinating activities to bring the building up to HP standards.

"When I visited Puerto Rico in March, I was amazed," says Dick. "Inside, the building looked equal to any HP manufacturing facility in the world."

The "new" HP factory was a welcome addition to the Aguadilla community, says Dick.

"Aguadilla has a 32 percent unemployment rate, and we had over 2500 applications for our first 14 production openings!" he notes. "We had to go through a massive screening process."

Another challenge came in locating housing for the 11 American expatriates and their families who transferred to Aguadilla. Many families chose to locate on Raney Base, an ex-U.S. Air Force base where there is an American school. The military housing had to be renovated, however, and some families spent several months in cramped holiday bungalows until their homes were ready.

Then there were the problems with telephones and electricity.

"Phones which go on the blink are a problem both in our homes and at the factory," says general manager Larry Mitch-



*HP Puerto Rico production area.*



*And here it is, folks – the 1000th terminal!*

ell. "Power failures are common, too. During our first four months, we lost five days at the factory due to power outages."

But the staff persevered, and now things seem to be running smoothly. Larry is particularly pleased with the progress made by production employees, who all go through a 64-hour training course before they begin work.

"They're learning fast, and we're impressed with their abilities," he notes. "In general, productivity is high here in Puerto Rico, and we expect that to be carried over into our organization. People's attitudes are very positive. They value hav-

ing a job, and the work ethic is very strong."

Larry projects the factory will have 130 employees at the end of Fiscal Year 1980, and 350 by the end of FY 81. By 1981, some 675 people will produce a variety of computer products. Eventually, HP expects to build its own factory on 62 acres of land it now holds an option to purchase.

"We feel the future is bright for our operation here," says Larry, "and we intend to pursue a strategy of aggressive growth."





# Innocents abroad



Settling into their new country was an adventure — literally — for some of the American expatriates who transferred to Puerto Rico. Harry Heflin, quality assurance manager, made an unplanned detour to Cuba on the way to Puerto Rico when his plane was hijacked. And several hours after general manager Larry Mitchell and his family arrived in Puerto Rico, their rented car fell apart late at night in a small town.

"I had a wife, two kids, a dog and 14 pieces of luggage, and I wasn't too sure where I was. It was a real show-stopper," he recalls with a chuckle.

But the Frank Kelley "war story" has to be the best of all. Frank and his family were touring a dense forest during their first weekend on the island when suddenly their car was halted by three men dressed in fatigues and carrying machine guns.

"We thought it was all over for us," says Frank. "But it turned out that we had wandered into the middle of an Army Reserve unit's maneuvers. They just smiled and waved us through."

Today the expatriates feel at home. Aguadilla, a small, colorful city located at the northwest end of Puerto Rico, boasts beautiful beaches and friendly people, says Larry Mitchell.

"We're offering Spanish courses twice weekly at the factory, and all of our expatriate employees are studying the language," he notes. "I feel like we're settling in very nicely."



Officials cut the ribbon at the official factory dedication. Left to right are Dick Love, International manufacturing director and president of Hewlett-Packard Puerto Rico; Joaquín Acevedo, mayor of Aguadilla; Jose R. Madera, administrator of the Puerto Rican government's Economic Development Administration; and Larry Mitchell, HP Puerto Rico vice-president and operations manager.

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## Anyone you know . . . .

- Writing a book?
- Doubling production?
- Climbing mountains?
- Forging streams?
- Working with kids?
- Flying a plane?
- Coaching a team?
- Winning an award?
- Running for office?
- Playing in the symphony?

Spread the word in *Intercom*. If yours is the best news tip of the issue, you'll win a special prize. Send contributions to Judy Hansen, Intercon headquarters, Palo Alto.

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# News briefs

## Successful seminars

The first ICON cross-region computer seminar met with resounding success! Over 4,300 prospects attended seminars held in 19 cities in Latin America, South Africa, Australia, New Zealand and the Far East. Larry Hartge and Ed North, both of General Systems Division, gave excellent conceptual and product presentations on the HP 3000 system.

The seminar is the first in a series designed to create and strengthen awareness of HP as a supplier of quality computer products.

Over 300,000 potential customers were reached with a direct mail package and/or an insert in various local publications. In addition to the 4000-plus customers attending the seminars, approximately 4200 people responded saying they couldn't attend this particular seminar, but wished to be informed of future seminars and wanted to receive future issues of *Computer Advances*.

Comments from the field indicated that the seminar generated many new leads, both short-term and long-term. Indeed, some countries noted that over 80 percent of seminar attendees were completely new prospects.

## Making progress

Hewlett-Packard has received another top rating in the recently-released Third Progress Report of the Sullivan Principles Organization, a group which monitors the activities of American companies operating in South Africa. The report rated progress in implementing the "Sullivan Principles," a code of conduct for U.S. companies in South Africa originated by Philadelphia minister, Dr. Leon Sullivan. The principles have as their objective equal treatment of all races in South Africa, and the advancement of Black, Colored and Asian employees. HP also received a top rating in last year's report.

## Hong Kong donation

HP Hong Kong recently donated an HP 9845 desktop computer to the Hong Kong Polytechnic College. The 9845 will be used for faculty research work and student projects in the areas of structural design, geotechnic surveying and traffic engineering.

## "Good Works" department

Intercontinental headquarters employees contributed nearly \$15,000 to the annual United Way Campaign, a fund-raising event which gathers money to support a variety of social service agencies and programs in the Santa Clara Valley. Employee donations will be matched, dollar-for-dollar by the company. Overall, the company contributed a record \$1 million to the campaign.

In another fund-raising effort, HP To-

ronto employees opened their hearts and pocket books to contribute \$1500 to the Terry Fox Marathon of Hope, a campaign designed to support research on cancer.

## And now we give you... Margaret!

Margaret Toppel, wife of Hong Kong computer sales manager John Toppel, has managed to put her skills and experience to work in the Hong Kong community. Her first-hand experiences when she swam for Puerto Rico in the Olympics held in Tokyo in 1964, as well as her sports education background, came in handy when Hong Kong's English channel television needed a sports commentator

for their 18-week, one-hour prime time weekly series called "Pre-Olympic Profile." Margaret did the series, then was an on-the-spot commentator during the live Olympic satellite coverage.

## HP Puerto Rico publication

Linda Murphy, personnel service coordinator for HP's manufacturing plant in Aguadilla, Puerto Rico, is editing a new newsletter called *El Coque*. The publication's name refers to a small frog, native only to Puerto Rico, which makes a unique croaking sound. The bi-monthly letter is printed in English and Spanish.

Ed North, of the General Systems Division, explains the HP System 3000 to Hong Kong computer seminar attendees. Over 4,000 people in 19 cities attended the cross-regional seminars.



**MONKEYING AROUND.** A rather charming gorilla paid a surprise visit to wish Alan Bickell happy birthday during October Birthday Break at Headquarters. So far, nobody has admitted to commissioning her appearance!

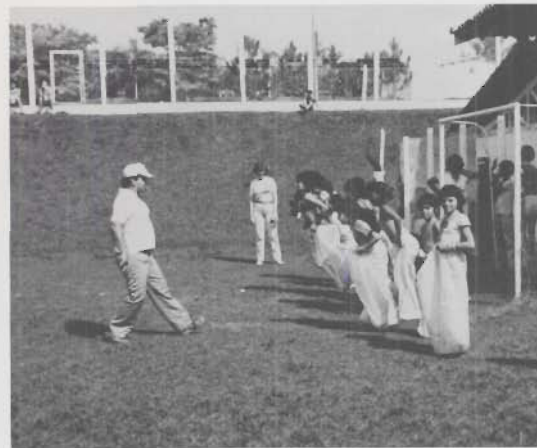




**PRESENTING . . . MISS HP.** Ginny Loo, receptionist for HP Singapore's sales office, was named Miss HP in a beauty contest held in the factory cafeteria. Ginny was one of 27 contestants, and her prizes included \$150 cash, a designer evening gown, and a chance to represent HP in the Singapore-wide Society of Electronics Industry Recreation Association beauty contest.



**PERSONALIZED.** It doesn't take long for visitors to any of HP Australia's offices to remark on all the personalized car number plates beginning with HP. Each car also has a company logo sticker in the window. More than one person has seen all the Fords with HP logos and inquired whether Hewlett-Packard is a Ford dealership!



**PICNIC TIME.** It was all fun and games at HP Brazil's annual picnic held recently. Here Ailton Eid, management reports supervisor, eggs the sack racers on.

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**WINNING THE BATTLE.** Infant Carl Thompson was big news in New Zealand as he fought for life after being born ten weeks prematurely. He eventually won his battle aided by an HP 7880/A neo-natal monitor which kept track of his respiration and heart beat.





**BRAZIL SEMINAR.** A Digital Week Seminar for customers was held by HP Brazil in Rio de Janeiro and Sao Paulo. Field engineer Decio Medeiros explained the capabilities of HP's logic analyzers in the Sao Paulo seminar.

**REAL DEDICATION.** A Shinto priest helped dedicate YHP's Fuji Lodge, a recreational facility for employees located in Nagoya Prefecture near the Yatsugatake Mountains. The 7500 square foot lodge has two stories and includes six tatami rooms and two Western-style twin rooms.

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**KOREAN VISITORS.** John Minck (right), Stanford Park Division's advertising and promotion manager, explains a production process at the Stanford Park Division to visitors from Samsung Electronics, HP's Korean distributor. Left to right are Nahm Wook Lee, Samsung President Jin Ku Kang, Kisung Han, and Kyung Hack Hano.



**FAR EAST VISIT.** Al Oliverio (center), HP vice president of marketing, made a whirlwind trip to Hong Kong, Singapore, Malaysia and Australia recently. In the Hong Kong office, he talked with Prakash Thanky (left), Far East manager for components, and Lok Lin, Far East area manager.



**Oops!**

We goofed. In the last issue of *Intercom*, a reprint of a Chinese calligraphy invitation was printed upside down. A mistake in production left the graphic incorrectly placed. We regret the error, and promise to stand on our heads next time we're required to print Chinese characters!



# Newsmakers

**Malcolm Kerr**, general manager of the HP Singapore sales operation, has been named Far East area manager. He replaces Lok Lin, who is leaving the company to open his own business.

Malcolm went to Singapore in 1977 after five years in the Palo Alto headquarters where he was Intercon regional marketing manager for computers. Prior to that he spent 14 years in direct sales (instruments, calculators and computer systems) for HP and its former distributor in Australia.

**Jal Karani**, former HP Venezuela administrative manager, has become administrative manager for HP Australasia.

Jal went to Venezuela as administrative manager in January, 1979. He originally joined HP in 1974 as a management accountant in Madrid, Spain, then worked for three and a half years as chief accountant/administrative manager for HP in Tehran, Iran.

Replacing Jal in Venezuela will be **Ronald Clark**. Ronald comes to HP from Molinos Caracas-Maracaibo where he was director of finance and administration. He has also worked in financial executive positions for a number of other large foreign companies in Malaysia. A native of Scotland, Ronald is a graduate of the Institute of Chartered Accountants of Scotland. He has been in Venezuela for the past six years and speaks fluent Spanish.

**Marius Furst** is HP South Africa's new sales manager for medical/analytical equipment. He was previously office responsible manager for the Cape Town branch office in computers and later medical and analytical equipment. He joined HP South Africa's Johannesburg office in 1975 where he sold Advanced Measurement Division products and test equipment and computers. Replacing Marius in Capetown is **Graham McAllister**.

**Roland Zwicky** has joined Palo Alto headquarters as regional sales manager for civil engineering products in the Instrument group. He was formerly product manager for sources and analyzers at the Loveland Division. An HP employee since 1972, Roland has been a service engineer, sales support engineer, product marketing engineer, product lines manager, and spent two years in Boeblingen as manager for HP-IB systems. He is a graduate of the University of Toronto with a degree in engineering.

**May Tan** has been named personnel manager for the Far East, responsible for all personnel programs and employees for both the Far East area headquarters and Hong Kong sales office. May joined HP Asia in early 1980. Prior to that time she had been assistant personnel manager for the Mass Transit Railway Corporation in

Hong Kong. She had also spent four years in personnel work with HP Singapore. She is a graduate of the University of Singapore.

**Julio Zapata** has joined HP Brazil's Campinas factory as the new promotional support supervisor responsible for all promotional support in Latin America. A native of Chile, he worked as a reporter and editor in Chilean newspapers, magazines, T.V. and radio. He moved to Brazil in 1972 to join Sao Paulo Power Company where he was responsible for advertising, publicity and promotional events. In 1976, he was named communication and marketing adviser for the company. He has also been a professor of mass communications at Sao Paulo University for the past eight years. Julio has a B.A. degree in humanities and a Master's degree in mass communications from Catholic University of Valparaiso in Chile.

**Josi Louie** has been appointed to fill the newly-created position of marketing specialist in the Headquarters Medical-Analytical group. She will coordinate sales activities, manage demo inventory, and work on special projects. Josi spent two years as a medical-analytical technical analyst in the Headquarters Order Processing Department. She holds a B.A. in English from San Francisco State University.

**Esther Ferreira**, formerly general accounting manager at Data Terminals, has been named manager of the Intercon Headquarters General Accounting Department. A graduate of the University of California at Los Angeles, Esther has been with HP for seven years, and has served as cost accounting manager at both General Systems and Data Terminals Divisions.

**Enrique Setaro** is HP Mexico's new Instruments systems specialist responsible for HP-IB sales in that country and for support of HP-IB sales in the Latin American subsidiaries. Enrique has been with HP for more than three years as a field engineer in the Instrument group. A graduate of the University of Buenos Aires, Argentina, he has held various teaching positions in Argentina and was technical advisor to the Argentine Space Commission.

Headquarters sales administration systems and service support systems have been consolidated under the management of **Gary Haight**, who has been named Intercontinental marketing administration systems manager. Gary, who has been with HP since 1973, was formerly Intercon regional information systems manager.

Reporting to Gary will be **Harley Leete**, regional service support systems manager, and his group. **Ong Mei Lin**, who

has been information systems manager in Singapore for Southeast Asia operations, has transferred to Intercontinental headquarters and will be responsible for regional sales administration systems. The regional commercial systems people, who have been part of the Headquarters commercial services activities, will join Mei Lin's group. In addition, a regional technical support manager (to be hired) will report to Gary, and will be responsible for hardware planning and specification, communications systems development, EDP capital budgeting and utility systems.

As part of this reorganization, a facility information systems manager for headquarters was created, and **Karen Barnes** has been named to fill it. Karen has most recently coordinated the programming development of the regional Trade Invoicing System, and before that was responsible for the Headquarters Sales Analysis System as well as support of the ICON module.

**Frank Robertson** has been promoted to ICON Sales Region management reporting manager. Frank's new group will have responsibility for consolidation of monthly management reporting statements from the field, as well as for FME reporting, IRP's, pricing, etc. Frank was previously ICON service support administrator, and has also worked as Headquarters accounting supervisor.

Another addition to the ICON Sales Region staff is **Tim McSweeney** who has become systems administration manager responsible for development of the Trade Invoicing System, the Far East decentralization project, and development and transfer of systems from ICON headquarters to HP Asia in Hong Kong.

**Don Rowe**, formerly sales development manager for the Data Systems Division, has been named general manager of HP Argentina. He replaces Horacio Manifesto, who is leaving the company.



Malcolm Kerr



Jal Karani



Roland Zwicky



May Tan



Don joined HP in 1966, and after a short stint in Corporate Training became a staff engineer for Neely North Hollywood, and later an Instrument sales engineer for Neely's North Hollywood and Fullerton offices. In 1972, he went to Boeblingen, Germany, where he was San Diego Division product manager. He returned to Palo Alto in 1974 as Far East Area sales manager for Instruments. In 1977, he moved to DSD where he was end-user sales manager, O.E.M. sales manager and, most recently, sales development manager.

Don holds a B.S. degree in electrical engineering from the University of California at Berkeley and an M.B.A. from Stanford. Fluent in German, he is now studying Spanish.

**Dave Reichert** has been named Intercontinental's credit supervisor, filling the vacancy left when **Jennie Arnold** became Headquarters Order Processing Supervisor in June. In his new position, Dave heads the three-person credit/collections team at Headquarters. Dave joined HP in June following completion of an M.B.A. at the American Graduate School of International Management. He had held a staff position with Jennie before his latest appointment.

**Carlos Ribeiro** has moved from his job as office responsible district manager for HP Brazil's Rio de Janeiro office to begin work in the newly created position of country sales and service manager for the Instruments Group at HP Mexico.

Carlos joined HP in March 1976 after completing a degree in electrical engineering at Catholic University in Rio. Before being named Rio ORDM 20 months ago, he had served as a staff engineer and field engineer for the Instruments Group.

In Mexico, he will be responsible for management of overall sales and service operations for Instruments. Reporting to Carlos will be **Ernesto Arana**, as sales manager, and **Guillermo Pineda**, as service manager.

Meanwhile in Rio, the ORDM duties have fallen to **Carlos Teixeira**, a five-year veteran of HP Brazil's Instruments sales force. He also graduated from Catholic University, in electrical engineering and mathematics, and has also served HP Brazil as a staff engineer and field engineer for Instruments.

**Tony Hidalgo** recently relocated to the Edmonton office of HP Canada, Ltd. to become the new area sales manager for Computer Groups in Western Canada. Tony has been with the company more than four years.

During that time, he has served in various capacities for the Computer Group's marketing team at the Ottawa office of HP



Josi Louie



Esther Ferreira



Enrique Setaro



Gary Haight



Don Rowe



Dave Reichart



Carlos Ribeiro



Tony Hidalgo



Fan Kau



Prakash Thanky



Christine Wong



Christine Lim

Canada. For the past two years, he has been district sales manager for business computers.

Assuming Tony's duties in Ottawa will be **Ralph Kretzschmar**, also a four-year veteran of HP. Ralph has also held several positions in Ottawa Computer Group's marketing, most recently working as district sales manager for technical computers. He will now head both technical and business computer marketing in the Ottawa district.

The new finance services supervisor for HP Taiwan is **Fan Kau**, who recently relocated to Taipei after 15 months of work as a financial analyst at ICON Headquarters in Palo Alto. In his new position, Fan will be responsible for treasury functions including cash management, forecasting, and banking relations, as well as the credit and collection function for the local-currency sales in Taiwan.

Fan graduated from the University of Chicago with an M.B.A. in June 1979. A native of Taiwan, he also holds a degree in foreign languages and literature from National Taiwan University.

**Prakash Thanky** has moved to Hong Kong as Components sales manager for HP's Far East Area. A native of India, Prakash joined HP three years ago as a Components field engineer in the Southern Sales Region in the United States. He then moved to HP's Orlando, Florida office where he covered South Florida and Puerto Rico.

Prakash is a graduate of the University of Texas, Arlington, with a B.S. degree in electrical engineering.

Hong Kong native **Christine Wong** has joined the Headquarters accounting department as a financial analyst. A recent graduate of the University of Washington's College of Business, Christine holds an M.B.A. in international business and a B.A. in accounting.

The HP objective of good citizenship is truly a way of life for **Christine Lim**, the purchasing controller for HP's manufacturing facility in Penang, Malaysia. Because of her numerous community service activities, she was recently awarded the title of Pingat Jasa Masyarakat, or PJM, by the governor of Penang.

The award is given annually, on the governor's birthday, to honor dedicated community service. This year, 179 people received the PJM, including Christine, who has supervised purchasing for HP Malaysia for seven years.

Christine currently chairs HPM's Community Activities Committee, and she has been instrumental in implementing many projects benefiting the aged and handicapped in Penang.



# A spirit of adventure

By Alan Bickell  
Intercontinental Director

In October this year, our sales company in Taiwan celebrated its tenth anniversary. In 1970, when HP Taiwan was formed, we achieved less than \$500,000 in sales. Today we expect to close FY'80 at \$13 million. That represents more than 30 times growth in the last ten years. The credit for this achievement goes to a lot of people, in particular to Lee Ting and Lok Lin, who together went to Taiwan, founded our sales company there and carried it through its formative years.

The story of Taiwan is really representative of the success that HP has enjoyed throughout the Far East during this period of time. As a direct result of this growth, we started the decentralization of Far East Headquarters to Hong Kong this year. The important point here is that it took courage to make the decision to go to Taiwan in the first place. Who could have guessed that through a direct HP presence we could have increased sales 30 times? At a startup sales volume of under \$500,000 dollars, it must have been incredibly difficult to afford the kind of organization that was required to start our company there and provide the foundation for today's success. Fortunately, over the years, we have had the courage to make this kind of decision — in Latin America, in the Far East, and in Europe. The results



*Young pioneers: Lok Lin and Lee Ting circa 1970.*

we have achieved have almost universally been beyond our expectations.

My concern is that today, as the company grows larger, we may lose sight of the fact that there are still other markets in the world where HP does not have a presence, and where, through more direct involvement or through a more positive approach with our distributors, the full potential of these markets could be better realized. I worry that we may have lost a little bit of the sense of adventure that must have existed during the early years of Hewlett-Packard's international development. Costs have increased, the price tag of entering a market is clearly much higher. Our product lines are more com-

plex, and it is a lot easier for us to play safe and concentrate on growing existing markets in developed countries. This approach, while safe, deprives us of the incremental sales dollars which can be derived from some of the developing countries in the world.

I'd like us all to think about Taiwan and what it represents in terms of the risk that was taken at the time the company was started, and the effort it took to make it successful. We need to continue to innovate, to pioneer new territory and to champion new ideas which at first may seem unorthodox. We also need to recognize that it takes a lot of hard work to make all of these things happen, and that no single individual can do it alone. Finally, we need the patience to see things through, to allow them a reasonable amount of time to prove their worth.

Perhaps you feel that the points I have made don't need emphasizing, but I believe the evidence suggests the opposite. As the company becomes larger and larger in size, we could easily lose that sense of innovation and adventure that has been so important to the development of Hewlett-Packard's International operations. Let's make sure this doesn't happen.

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## Thoughts on visitor relations

Organizations such as ours are constantly struggling with what appears to be a conflict of tradition vs. innovation. Some are of the opinion that systems, procedures and modes of operation during our "pioneering" days a decade or so ago were so successful that nothing should be changed. Others would argue that what we did in the past has little to do with or to contribute to our present day style.

Each of these two opinions seems rather extreme. We obviously have much to learn from the past and it is difficult to believe that Intercon would have reached its current level of sales performance without the highly personalized dedication that our early employees (most of whom are now alumni) exhibited. Many customers and field personnel, who visited us over the years, and were received with

courtesy and left with satisfied objectives, are now loyal associates. Considering our present size and pressures, it is more difficult than in the past to provide individualized support and attention. But we feel that the "human touch" is no less important now.

Admittedly, we cannot justify opening our doors to everyone on an unlimited basis, nor can we offer a level of service that detrimentally affects our productivity. But there are a wide variety of things we can do to retain and enhance business relationships. It begins with being sincerely interested in and sensitive to the needs and problems of visitors with whom we have contact. And it culminates by following through on promises and commitments.

If we accept the fact that good visitor

relations in the past helped us enjoy our present position, then it seems apparent that we owe it to those who follow us in Intercon, five to ten years hence, the same degree of attention and investment of personal and business hours.

We would like to think that HP's products are always the best at the lowest cost. Unfortunately, this is not always the case. In the final analysis, it's frequently the human touch that makes the sale or retains a valuable employee.

Such is the legacy of Intercon. The responsibility, then, is to continue this successful process and to marry it to new and innovative techniques which are now available to us.



**29**

Customer claims short shipment. Re-enter order for missing items and return to Square 10.

**30**

Customer telexes that all equipment received in good condition. Take an extra turn!

**31**

Bank calls. Certificate of origin missing from documents, so payment delayed. Send one by courier and lose one turn!

**32**

Bank refuses to pay Letter of Credit because it prohibited trans-shipments, but such a shipment shown on the airway bill. Ask field sales office to contact customer to request authorization of payment ASAP. Lose one turn.

**33**

All enterable orders are entered and validated at the end of the month. Take an extra turn.

**28**

Shipment held up in customs. Typing error means discrepancy in model number between shipment and invoice. Lose one turn.

**27**

Customer reports he never received shipment which left ICON three weeks ago. Begin insurance claim. Then begin reorder. Return to Square 10.

**26**

Customs claims the wrong item was shipped to their country. Gently tell your supervisor about the \$2000 fine, then figure out how to get the item back and lose two turns.

**25**

Bummer! The airplane with your shipment aboard was hijacked by terrorists. Begin insurance claim and go back to Square 10.

**24**

Airway bill returned verifying shipment. Proceed.

**11**

100-item order entered without error. Take an extra turn!

**12**

Factory acknowledges order and will ship on promised date. Take an extra turn!

**13**

Licensing module shows export license required for two items in the order. Process licensing request and forward to licensing department. Adjust shipping window at manufacturing division and wait two turns.

**14**

Export license not held for one product in the order. No partial shipments allowed under Letter of Credit terms. Request licensing department to expedite and wait one turn.

**15**

Factory reports your order is on engineering hold due to a defect found during testing. Two-week delay expected. Wait one turn.

**10**

Order entered and validated. Factory begins production. Proceed

**9**

Technical edit shows the customer's options list is not compatible. Notify customer, await response to your telex and return to Start.

**8**

Unable to meet Letter of Credit specifications. No order entry allowed. Request amendment and lose one turn.

**7**

Order received, but availability on the product is seven weeks longer than when it was promised to the customer. Await response from the field to your telex. Lose one turn.

**6**

Order received, but customer on credit hold. No order entry allowed. Wait on turn.