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**intercom**

HP Intercontinental News

Spring 1980

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**Brazil's  
spectacular  
"Carnaval"**

See pages 5-6

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# We've been working smarter

By Alan Bickell  
Intercon Director

Two years ago our spring edition of *Intercom* dealt with the theme "People Make It Happen". This was probably one of the most enjoyable issues of *Intercom* that I've had the opportunity to work on. In that edition we featured the accomplishments of selected Intercontinental employees in an effort to portray the importance of each individual's contribution to our overall performance. At the time, I summed it up this way. "People make it happen—their initiative, their dedication, and their professionalism will determine how well we measure up to the job of managing HP's affairs in Intercontinental".

Since writing that article, I've tried to identify ways in which we might quantitatively measure our effectiveness in working together as a team. When you think about it in simple terms, our factories are concerned with manufacturing and shipping products; and our sales regions are concerned with the sales and support of these products. The essential ingredient we use to get these jobs done is ourselves. If we relate factory shipments or sales region orders to people, we can calculate our productivity. In other words, we can determine how many dollars of value added shipments we generate per year per employee, or how many dollars in orders we receive from our customers per sales region employee.

Unfortunately, the productivity of our factories isn't that easy to measure. A lot of what we do, particularly in Southeast Asia, is shipped within the company and at inter-company transfer prices. In the case of our Intercontinental Sales Regions—Japan, Canada, and ICON—we can make a very simple measurement of productivity by dividing our annual orders by our total employee count at the end of each fiscal year. There are more sophisticated ways of calculating productivity, but they don't seem to yield any better measure of the improvements in performance which we have achieved.

In fiscal year 1970, Intercontinental's orders totaled \$49 million. Through our combined efforts, we've been able to increase our annual sales to \$366 million in FY1979. That represents a compound growth rate of 25 per cent per year. Over this same period of time, employment in our sales regions has increased from 565 people to an estimated 2,142, or a

compound growth rate of 18 per cent per year. The difference between these two percentage growth rates represents productivity improvement. The following graph portrays this more vividly.

I'm particularly pleased with the progress we've made in improving productivity during the period FY75 through FY79. During this period, our annual improvement has been 13 per cent per year. This rate compares favorably with the 9.4 per cent improvement Hewlett-Packard company has achieved overall and the 6 per cent improvement achieved by the U.S. Sales Regions during the same period.

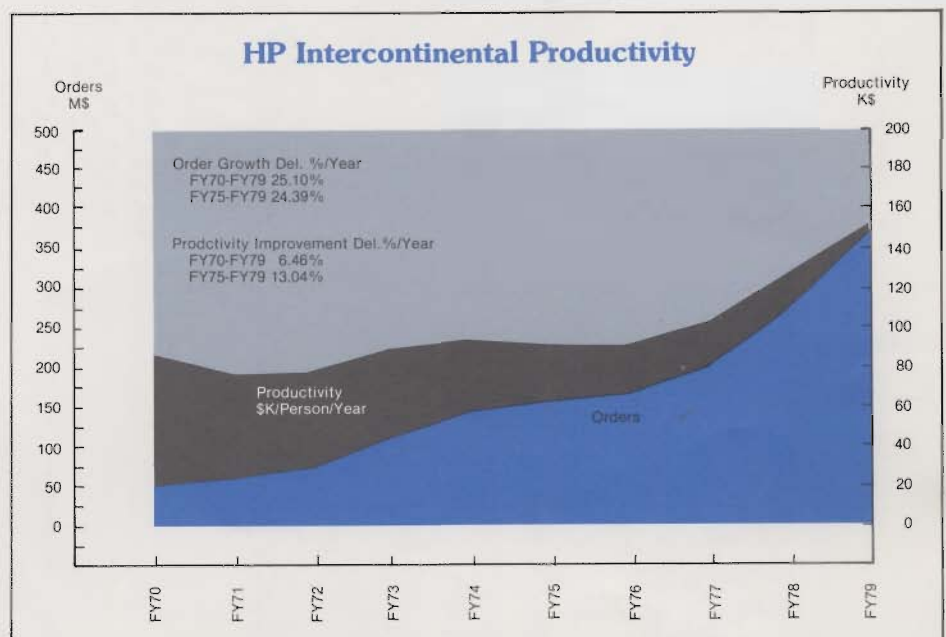
Before we conclude that we're doing a better job in international, however, we need to keep in mind that, in general, rates of cost inflation have been higher internationally than in the U.S. over this period of time. We need to achieve productivity improvements at least equal to the overall rate of inflation if we're going to keep our selling costs under control. In other words, productivity improvements offset inflation.

Improved productivity is important for another reason. If productivity doesn't continually improve, the number of people required to get the job done grows considerably larger, and, as a result, causes major problems in terms of providing adequate facilities and simply finding the people needed. Consider this: If our pro-

ductivity hadn't improved from FY70 to FY80, instead of 2,412 employees at the end of FY79, we would require 4,255! I'm not sure we could have found all of those people, even if we could have afforded them.

Productivity improvement really is an important objective for us throughout Intercontinental. We need to continue to invest heavily in improved EDP systems. We need to improve our formal, as well as on-the-job, training programs. And, most important, we need to continue to emphasize selecting and promoting individuals who demonstrate a high degree of personal initiative and creativity in performing their jobs.

We can all be very pleased with the progress we have made, but we can't relax. Our Intermediate Range Plan calls for continued strong improvements in productivity, as well as in all of the other areas by which we measure our performance. Based on the excellent progress we've made during the last five years, I am confident that the improvements we've projected for the next five years are clearly achievable, and, I might add, very necessary if we're going to continue to manufacture and sell HP's products in our regions in a cost-effective manner.





# Have we got a system for you!



Intercon service systems people celebrated two landmark accomplishments recently: installation of the computerized Service Information System (SIS) in Australia, and completion of negotiations with YHP for installation of SIS in that country.

SIS, a version of the North American Service Information System converted to run on the HP 3000 computer, is something of a "wunderkind," according to Intercon service support manager Tom Drews.

"SIS handles such diverse tasks as repair order processing, customer invoicing, accounting, management reports, warranty information reporting to factories, automatic updates of accounts receivable systems and management reporting," says Tom. "It is a major management tool and labor saver which is going to bring enormous benefits to the Intercon region in the years to come."

Australia is the first Intercon country to get SIS, and the installation project took about one and a half years.

"It would have been an even more enormous project had we designed it

completely on our own," notes Harley Leete, Service systems manager.

"Corporate took over three years with an enormous resource base to develop the North American Service System. By utilizing efforts of Corporate Service Systems people we were able to shorten our project considerably."

Harley adds that the SIS project was a team effort in the best HP tradition.

"It was definitely a team approach," he states, "but team members each had autonomy to contribute various creative approaches."

Instrumental in developing SIS were Harley, Lee Tengco, Michelle Skyvara, Joyce Smith and Frank Robertson, all Intercon headquarters service people; Bob Littlefield, Bob Clark, Rene Babi, Hank Taylor and Clyde Francis, of the Corporate Systems group, and John Daley, HP Australia service admin manager.

With SIS successfully up and running in Australia, service systems people will next train their sights on YHP where most service support functions are done manually. With an

excess of 5000 repair orders per month, automation of service order processing will be an enormous benefit.

YHP's SIS will actually have more capability than the SIS currently installed in Australia. Indeed, says Harley Leete, when completed, YHP's repair order processing will be the "most modern and sophisticated system in the HP world."

The YHP SIS development process began last year with a flurry of visits between Intercon headquarters and YHP in Tokyo. Harley first went on a fact-finding trip to Japan and Tsuyoshi Yazawa, YHP service systems manager, spent two months at headquarters. Then Frank Robertson visited YHP to address accounting concerns. Once it was decided the project was feasible, the parties developed a plan whereby SIS would be installed by November 1.

"It's going to be a joint project," explains Harley, "and it's going to require the efforts of six to eight YHP & ICON EDP personnel spending most of their time between now and November."

*Proud of their handiwork on SIS are headquarters Service Systems team members (l-r) Harley Leete, Joyce Smith, Lee Tengco, Michelle Skyvara and Christine Chang (new Staffer who will take Michelle's place).*





# Direct shipments save time, money

In May of 1979, physical distribution manager Chuck Marr and a small team of ICON employees saw their plans for a very untraditional program finally get underway. The "direct shipment program" was an effort to decentralize the handling of HP products which are shipped to foreign countries.

Traditionally, HP products have been shipped from U.S. production facilities to the ICON warehouse where they were handled and documented before being transported to foreign sales outlets. The new program allows manufacturing divisions to subcontract the material handling. Export documentation still takes place at ICON headquarters.

Chuck refers to the initial stages of the program as a "conservative start-up process." In order to carefully monitor its success, direct shipment was implemented only for products sent to Japan. One product group at a time, direct shipment finally reached all product groups in Japan over a six-month period.

Under the supervision of Chuck Marr, Dennis Cain, formerly western



*Hiko Oda, YHP order processing supervisor from the Osaka office, checks a shipment going to Japan. Hiko spent two months at Headquarters working in the YHP support group to help facilitate the direct shipment program for Japan.*

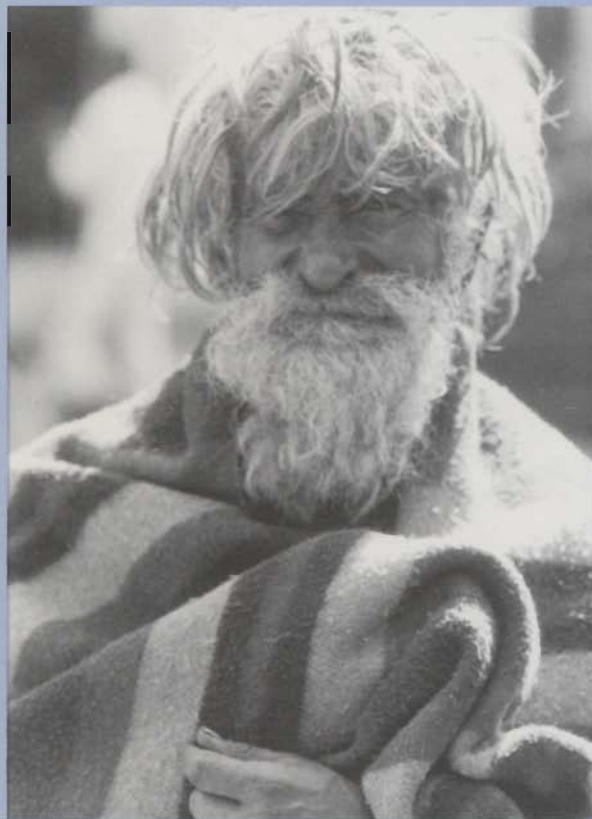
distribution center manager, and Paula Golden, country coordinator for the YHP desk, direct shipment to Japan was a success. Also deserving of credit is Rosemary Levas, who supervised the YHP team at ICON. Her teammates were Judy Caparra, Dan Martin, and Jude Halberstadt.

"Direct shipment reduces transit time by three to five days," Chuck Marr said, "and there is better customer support." He estimated HP

will realize a long term savings in the reduction of people costs and warehouse space, and investment inventory will be reduced by an average of .3 months supply.

Direct shipment has already started in the European regions. Australia is targeted for direct shipment by third quarter of this fiscal year, while Taiwan, Singapore, Hong Kong, Malaysia, New Zealand and South Africa may begin a quarter later.

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## Window on Intercon

### Attention all Intercon photographers.

Got a favorite photo you'd like to share with *Intercon* 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.

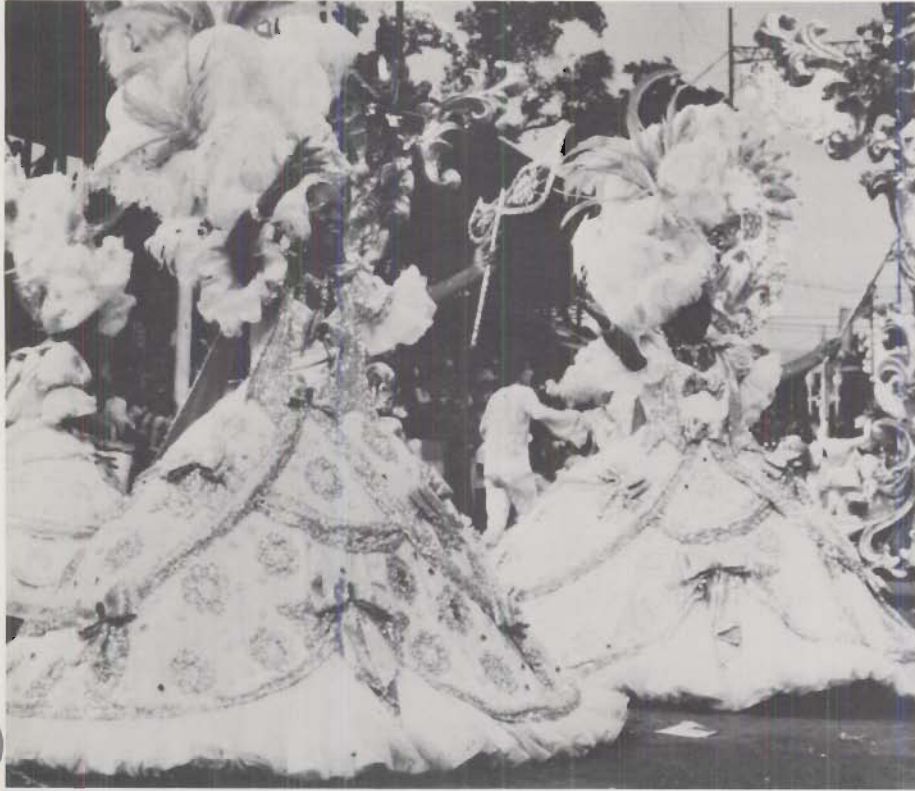


*A holy man in India.*

— Photo by Jerry Byma, Computer products Far East staff manager.



# Carnaval: A parade of parades



Perhaps the most amazing feature of Rio's Carnaval Parade is the audience. Thousands of onlookers spend 12 continuous hours entranced in a spectacle only they can truly appreciate.

This year Carnaval happened on February 17 and 18, complete with ambulances, fire extinguishers, doctors, oxygen and plenty of nourishment to provide stamina and safety for the excited crowds. Rio's mayor calculated that among the masses were more than 30,000 Argentinians, 10,000 Americans and 100,000 Brazilians from other states.

Thirty thousand participants, divided into groups of 2500 streamed down Marques de Sapucaí Street, close to the port in Rio. Dressed in dazzling costumes, each group had a

*A bevy of Carnaval beauties.*

*Carnaval costumes are diverse and sometimes slightly outrageous.*





name and a history of parade participation.

Groups are judged by a jury, made up of 10 persons selected from musicians, artists, authorities and special guests. Costume contests are also held at other Carnival parties which take place at private clubs during Carnival week. Contest winners receive prizes such as gold cups, large amounts of money, and trip tickets to other countries.

HP's factory employees in Campinas did not let the sights and sounds of Carnival pass them by. General Manager Odmar Almeida and Marketing Manager Oscar Barbosa entered a costume contest at the "Sociedade Hipica de Campinas" social club. And won.

*(Compiled from a report by Jose Lacerda)*

At least two HP Brazil people got into the Carnival spirit this year. Odmar Almeida, Campinas general manager (center) and Oscar Barbosa, Campinas marketing manager (far right) and their wives Iris and Fernanda (center and far right) were members of a group which participated in a Carnival "fantasy contest" sponsored by Sociedade Hipica de Campinas, a local club.



*Stepping high down Marques de Sapucaí Street.*

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If you said you were basking on a world famous beach, touring one of the world's largest soccer stadiums and practicing dance at a nearby samba school, you might not give away your location. But if you mentioned that you stopped to eat some "feijoada" (a black bean dish) and to drink "caipirinha" (strong liquor with lemon and sugar), it's a pretty sure bet you're in Rio.

Rio de Janeiro, capital of Brazil until 1960, is not only a bastion of tourism. It is also an important financial and industrial city. Founded in 1756 by Estacio de Sa, a Portuguese settler, Rio now has a population of more than one million.

Known for its marvelous beaches like the world famous Copacabana and Ipanima, Rio boasts an equally outstanding nightlife complete with clubs, cinemas and popular beer-houses.

Among the most alluring features of Rio gaitly is the annual Carnival parade. The most important festival in Brazil, Carnival can make even the staunchest Cariocas (Rio natives) lose all restraint.

# Flying high in Australia

By Peter Delbridge  
HP Australia MARCOM Manager

The weekend getaway is a way of life in Australia, and for Dave Booker and John Gwyther of HP Australia it can mean gliding in the sky like eagles. Both are keen glider pilots who fly for competition and the pleasure of sailing powerless through the skies.

John Gwyther is a software specialist with the Computer Group in HP Australia's Melbourne head office, and Dave Booker is the general marketing manager. Occasionally the two team up with John as pilot and Dave navigating.

Recently the two (intrepid?) airmen won a 115 km round trip event which took them about 50 km out of their Benalla airfield base. Conditions were not conducive to easy gliding on that day and many of the 35 entrants had to put down in fields and paddocks and then wait to be trailed back to the airfield. Our HP Air Aces might have suffered the same fate when they got as low as 700 feet above the hills around Benalla. Mostly they managed to maintain heights ranging from 1000-4000 feet, and in a powerless sail plane relying on thermal air currents and the wind, a few thousand feet of altitude helps promote that feeling of confidence.

As it turned out, Dave and John won the race by clocking in only 30 seconds ahead of the 2nd place getters in a time of two hours and 50 minutes — a slow race by normal standards.

Dave and John's aircraft for the race was a Rumanian built IS 28 two-seater sporting aircraft built for racing. It has a wingspan of over 55 feet, weighs only 1000 lbs., and is capable of speeds up to 120 knots (135 mph).

The aircraft is owned by the Benalla Gliding Club which is the biggest in Australia and has just celebrated its 50th Anniversary. John has been with the club for 14 years and now serves on its executive committee. Dave was introduced to the club by John on his arrival in Australia last year. Dave gained most of his seven years experience in England and South Africa where he was HP's country manager.



John (front) and Dave buckle up to the flight, and get ready to close the "lid".





# Yes, no, or laughter

By Gertrude K. Ferrar

**Editor's Note:** The following article is reprinted with permission from the Samsung Group's newsletter. Although it deals with language and culture differences experienced by foreigners in Korea, many of the points it makes about communicating across cultures are valid in the Intercon region as a whole. Gertrude Ferrar, author of the article, is an American expatriate who has spent the last 17 years living and working in Korea.

The language an individual uses reflects his system of thinking, his attitudes, his prejudices and his origins. Within a given society people have some difficulty in communicating even though their thinking systems and much else in their cultural baggage are the same or similar. When origins, systems, and cultures differ, then communication must be approached on tiptoe and with great care.

Some American idioms for instance give all sorts of problems in comprehension. Consider the case of the Korean friend who came asking in puzzlement what his friend could possibly have meant when he said his wife had a bouncing baby boy and mother and baby were doing well. My Korean friend was quite familiar with tennis balls, soccer balls and basketballs that bounce, but new babies which bounce left him wondering about the basic differences between east and west.

Such a hangup as that is hardly of great importance nor is it likely to create real problems for anyone, but there are others that can make communication between the Korean and the native speaker of English a hassle. For example, Mr. Black asks his secretary Miss Kim a question: Mr. B: Didn't those new gizmos come in yet?

Miss K: Yes, they didn't.

If Mr. Black has been in the Orient for some time, he will know that Miss Kim was agreeing with his statement that the gizmos had not yet arrived. If he is new in the Orient, he'll go glassy eyed at his yes-no answer, and if he's been here only a while he'll ask the question again: "Did the gizmos arrive?" just to be sure that he is understanding how his secretary's thinking system functions.

Spoken English has some ultra-fine

distinctions and one of them occurs with the use of or. If you ask, "Would you like some coffee or tea?" with a steadily rising intonation, the questioner is really asking whether or not you would like something to drink and a simple "yes, please" or "no, thank you" is a perfectly adequate answer. If, however, the same question is asked with an intonation peak at coffee and with descending intonation after that, we're asking someone to make a choice between coffee and tea. Miss Kim's ear may not be that finely tuned to English so this may happen.

Mr. Black: Did you send a letter or a cable to Mr. Cross in New York?

Miss Kim: Yes.

Mr. Black is not puzzled, but stopped in his tracks if he's a newcomer. Miss Kim's hearing has told her that Mr.



Black merely wants to know whether or not some sort of communication has been sent to New York, but Mr. Black wants to know which type of communication was sent. Even here though, we are treating communication somewhat superficially since the culture itself places constraints on language so that a person inexperienced in a culture may get a message quite the opposite of what was intended by a given set of words.

In other cases, the wrong message is conveyed, or a thoroughly confusing one. For instance, I took great pleasure in meeting one student's grandmother. Sometime later he introduced me to another of his grandmothers although I had been under the impression that he had only one surviving grandmother since his

mother's mother had died many years before. I took this resurrection in stride, but when I met a third grandmother, I began to think we weren't communicating, and by the time I met grandmother number five I knew we were talking about very different concepts when we talked about grandmothers. In Korea, a woman may be consistently referred to as grandmother if she is a member of grandmother's generation and is related to you, while brother can be anyone of your own generation who is male and related. When Mr. Kim tells you he is an only son and then the very next day introduces you to his brother, he hasn't been telling lies, but is just translating Korean into English. The fact is that these "titles": grandmother, grandfather, brother, aunt and so on are consistently used instead of a name, which is all quite fitting in Korean, but when they are translated into English they often lead to confusion.

There are other means of communication than language, and one of them, laughter, can lead to serious problems if its use in one culture is inappropriate in another. For instance, a person may produce a nervous sort of laugh or giggle in Western cultures when he has made a serious mistake but it is very distinctive and easily recognized as a not for real sort of laugh. In Korea, however, laughter in a situation in which someone has done something quite awful is quite common, and the laughter sounds, at least to the Western ear, like genuine laughter at something amusing. This is a cultural clash that is a real clash. If the tall man bumps his head hard on a low door frame and the office girl laughs, he is not likely to look upon her with great kindness. The maid who burns a large hole in the living room rug and laughs mirthfully is likely to be fired on the spot. If the laughter is incomprehensible to the foreigner, the foreigner's reaction, when it is loud and furious, is quite as bewildering to the Korean, and each is likely to go around nursing hard feelings for a couple of days.

And so it goes. The path to understanding between people of different cultures is a difficult one beset by hidden traps and convoluted labyrinths, and the success of a business deal may hang by the thread of a misplaced laugh.



# China's flowers

by Virginia Brunner



*Across the land  
Splashes of color, vermilion and pink,  
Are the caps of children  
And the jackets they wear  
The children  
Are the flowers of China.*

*Baby Buddhas, round-cheeked and solemn,  
Riding with dignity in parental arms,  
Watching with measured calm  
From under a high-rise cap  
The strange faces of the visitors  
On the bus.  
So much solemnity gathered in one year.*

*China's blossoms  
Have provocative faces  
With eloquent eyes.  
Diminutive of features and form  
They are, nonetheless, tenacious and resourceful.  
Never underestimate.*

*A small hand extends for a welcoming shake.  
Is withdrawn in puzzlement  
At the sight of the visitor's black-gloved hand.  
A tiny finger comes cautiously to touch.  
Glove removed, the toddler laughs.  
Prefers hand again.*

*Early on, toddlers become inured to cold,  
By wearing their pant crotch unstitched  
From back to front for quick relief  
Wherever.  
Summer or winter.*

*Two-year-olds in a childcare center  
Beam and bubble with excitement  
At the great drama they produce  
At the music they create  
At the friends they make  
Bouncing and clapping, they are dynamos of joy.*

*Fathers and mothers work in the factories,  
Leaving children at dawn,  
Retrieving them at dusk.  
Parental representation by image  
Through sleep-blurred eyes.*

*Flower children.  
Two little girls move a small table and two chairs  
Streetside to catch last daylight for study.  
In schools classrooms are cold.  
No central heat. Windows are open.  
Not a runny nose is seen.*

*A lighter side is music and singing  
Ethnic dance and costume.  
A program for the visitors.  
Well-rehearsed, yes. But,  
Talent and poise and promise show through.*



*The elite of the Childrens' Palaces  
Are selected from six-year-olds.  
Girls and boys spend after school hours  
Learning scientific, mathematical, musical,  
Mental and digital dexterity  
In the creative and performing arts,  
As well as group and individual sports  
To develop body and mind  
For the next six years.  
Perhaps this enrichment program is an attempt  
To erase the effect of the "Cultural Revolution"  
Which, in truth, was the antithesis of a  
Cultural revolution.*

*My guide, ten years, wants to be a scientist.  
Speaking through the interpreter,  
She did not add, "For the good of the people"  
As she would have done a short time ago.*

*As the world enters the eclectic Eighties,  
These children will mature  
To assist China in its efforts  
To modernize by the Year 2000.  
With their skills, talents, brilliance or genius  
Will they present to the world  
A plethora or paucity of  
Bouquets?*



Virginia Brunner visited China in 1978.



# Making waves in Saipan

One might not readily associate our HP32E calculator with the coral reefs, palm studded beaches, rugged cliffs and green jungles of Saipan. Fifty-six hundred miles from San Francisco, this tiny island is the capital of the Commonwealth of the Northern Marianas, and just one of many islands which comprise Micronesia. There, to the delight of many Saipan students, the HP32E played a starring role.

The Pacific adventure all started when Education professor Dr. Evelyn Neufeld of San Jose State University was asked to participate in a federal teaching project in Saipan. Sy Corenson, Intercon's manager of Marketing and Public Communications, heard of her intentions to teach math, and donated the HP32E calculator as an instructional aid.

Saipan proved to be an unusual blend of Chammaro and Carolinian cultures. In addition, architecture, food and customs reflect the influence of Spanish, German, Japanese, and American occupations in Saipan's history. Today the island of sugar cane, papaya, coconuts and other sundry delights has become a bastion of Japanese tourism.

From August, 1979, through mid-November, Dr. Neufeld taught two math courses to an eager group of Saipan teachers and government workers. Because the island is without a university, Saipan residents in the past had no choice but to leave the island to earn bachelor's degrees. But with a program of teacher "impor-

tation," students can now earn degrees without leaving their close-knit families.

Strong family ties were quite noticeable on the 15,000-person island, according to Dr. Neufeld. Many of her students were related, and quite eager to help one another—even on exams. Large family outings were customary, with weddings, first birthday parties, and general "fiestas" occurring with great frequency. Singing, ukelele playing, and mounds of food typified even the most casual get-together.

The HP32E was the first calculator many Saipan students had ever seen.

They learned some of its functions, and used it as a tool in number games. The calculator proved to be an added incentive to keep students' minds on their work, in a balmy climate not at all conducive to study.

Before Dr. Neufeld left the island, she presented the HP32E to one of her students, a sixth grade teacher. The teacher would make it available to his students, and then rotate it around to other participants in Dr. Neufeld's mathematics program. This year students of all ages in Saipan will have the rare opportunity to get their hands on the new rage in mathematical learning.



Saipan students try out the HP 32E

## We've moved!

Although HP Argentina informed everyone of their move to a new building in November of last year, mail is still being routed to their old location. Their new address, once again, is:

Av. Santa Fe 2035  
1640 - Martinez  
Pcia. Buenos Aires  
Argentina

The HP Singapore sales office is having similar problems. They are now housed in a building separate from the factory. All sales office mail should be sent to:

P.O. Box 58  
Alexandra Road  
Singapore

All factory mail should be sent to:

P.O. Box 87  
Singapore.



# Newsmakers

**Tony Abbis**, Computer products Far East area sales manager, is now happily ensconced in HP's new Far East Headquarters in Hong Kong. He will soon be joined by **Suresh Rajpal**, Instrument Far East area sales manager. Their transfer from headquarters to the British Crown Colony is part of the continuing decentralization of the management function for the Far East Area.

**Bill Lukenbill**, HP Mexico's new Computer products sales manager, has taken over his new position. Bill was formerly major accounts marketing manager for the ICON Computer products group.

**Walt Reichert**, the ICON Computer products group's new marketing support manager, joined HP in 1969 as a contract administrator at the old Systems Division in Palo Alto. He worked in various contract administration spots, and eventually became a supervisor. In 1976, he joined the Computer group in Cupertino as supervisor for major international accounts. He is a graduate of Stanford with a B.S. in economics and an M.B.A. in international business.

**Bob Reed**, Far East sales manager for Analytical products, has taken on additional responsibilities for Medical product sales in the Far East. Bob joined Intercon's Analytical group 15 months ago.

In an effort to provide greater support to the sales companies by the headquarters consol group, that activity has been reorganized and a separate team has been established for YHP. The remaining countries have been consolidated into an ICON support team, and **Al Domingo**, formerly warehouse service supervisor, will head that group. He will have responsibility for export documentation, proper export compliance and development as well as maintenance of the direct shipment program. He will also continue to supervise the direct import program.

**Dick Aal** has been named Intercon's Analytical/Medical service manager. Dick comes from the Delcon Division where he was product support manager for the past two and a half years. His previous experience included a stint as group supervisor at the Customer Service Center.

**Antonio Ramirez** has become Instrument sales manager for HP Argentina. Antonio joined HP in January, 1971, as a Medical field engineer and moved to Instruments in



Walt Reichert



Frank Ota



Dick Aal



Albert Liu



Jeremy Beaty



Colin Chin



Allen Olston



Fung-ming Chen



Bud Bromley



Azucena Valdovinos

1973. He is an electrical engineering graduate of the University of Buenos Aires.

**Mona Foley** is responsible for MARCOM-related activities for Computer products in the ICON region. Formerly Intercon's MARCOM coordinator for Consumer Calculators, Mona will be responsible for activities

including media advertising, customer seminars and literature localization. A graduate of San Jose State University, Mona joined HP in 1972.

**Bob Sayliss**, formerly MARCOM manager for HP Canada, is now the region operations manager. Bob's duties include directing the procurement and maintenance of the region's non-technical assets such as facilities and automobiles. In addition, he will establish region-wide policies and procedures regarding preventive maintenance of buildings, furnishings, equipment, grounds and vehicles.

Bob joined HP in 1961 with a degree in electronics technology from the Ryerson Polytechnical Institute. From an instrument sales representative in 1962, Bob became Alberta area manager and then Western Area Manager in 1971. In 1972 Bob moved to Montreal as MARCOM manager, then moved, yet another time, to Toronto with the relocation of head office functions.

**Jeremy Beaty** has moved from being Canada's administrative manager/controller to his newly created post as Far East area administrative manager. In his new position in Hong Kong, Jeremy will have direct administrative responsibility for administrative activities in Taiwan, Hong Kong and Singapore/Malaysia.

An engineering graduate of London University in England, Jeremy joined HP in 1971 as a data systems sales manager for HP Canada and Toronto. Four years later he was named Canada's administrative manager/controller.

**Allen Olston** has been named Commercial Service Systems/training manager at ICON. Allen will have responsibility for training activities, the IDB group, the 2100 systems development group plus some additional service support areas.

During his seven and a half years with HP, Allen has served as systems analyst and most recently as information systems function manager in the Product Assurance Department for the Microwave Division.

Allen holds an undergraduate degree in business and applied science from the University of Idaho and an M.B.A. from Washington State University. His experience prior to joining HP includes various teaching positions at Washington State, Northwestern University and the University of Idaho, as well as a system program



management officer in the United States Air Force.

**Dick Hornor** is the new area customer engineering organization (CEO) manager for ICON's Latin American territory. Dick's promotion brought him to ICON in Palo Alto where he manages CEO activities in the four HP Latin American subsidiaries as well as HP representatives in Guatemala/El Salvador, Chile, Costa Rica, Ecuador, Panama and Peru. He also is responsible for South Africa.

Dick's most recent position was training manager in the Computer Marketing Group. Other HP experience includes several CE management positions in Canada and Athens, where he was instrumental in the development of service policies and programs with representatives in the Mediterranean Area.

**Bud Bromley** has been named Analytical sales manager responsible for Latin American and South African sales activities.

Bud received his B.S. in science from Mercer University in Macon, Georgia. In 1977, he joined HP as a staff engineer at the Avondale Division in Pennsylvania. Bud's most recent position was in the Southern Sales Region in Atlanta.

**Jan Krebs** is the Intercon region's new export control manager, reporting to physical distribution manager Chuck Marr. Jan has been with HP for 11 years, seven of which he spent in the Corporate Export Administration Department. He has also been an order scheduling supervisor at Data Systems Division. Jan holds a B.S. degree in industrial engineering from Johns Hopkins University, and an M.B.A. from University of California at Berkeley.

**Frank Ota** has accepted a new position as international financial analyst working for Intercon controller Dennis Raney and Vice President for International Bill Doolittle. In the new assignment, Frank will work on analytical projects related to HP international business, e.g. intra-company pricing and international pricing. Frank joined Intercontinental two years ago as a general accounting supervisor at headquarters. He graduated from University of California at Berkeley with a Master's degree in business administration. **Azucena Valdovinos**, HP Mexico's new systems engineering organization administrator, is also handling

the subsidiary's product and corporate advertising. Azucena joined HP Mexico in 1978 as a secretary, and currently is working full-time and also attending night school at the Universidad Nacional Autonoma de Mexico where she is studying international relations. Multi-lingual, she speaks French, English and Spanish. She has studied in France at the Institut Permanent de Culture in Paris, and also spent a year and a half on scholarship at the University of Missouri in the United States.

**Albert Liu** has been named Computer products market manager for the People's Republic of China (PRC). He will be based at Intercon Headquarters in Palo Alto.

Albert worked for Fairchild Systems and Sperry Univac before joining HP's Data Systems Division in 1977 as a marketing support engineer. Two years later he was named software product manager for the HP21LC mini-computer. A graduate of the University of Illinois with a B.S. in electrical engineering, Albert also holds an M.B.A. from the University of Santa Clara.

Strengthening the China marketing team is **Colin Chin**, new Instruments market manager for the People's Republic of China (PRC).

A native of Canton, China, Colin will be based at Palo Alto's Intercon Headquarters. Colin holds a B.S. degree in electrical engineering from the University of California at Berkeley, and joined HP's Santa Clara Division in 1973 as a development engineer. Colin spent time as a product manager as well as in production and marketing.

**Larry Simpson** has moved to HP Mexico to establish the newly created post of controller. Larry will oversee the subsidiary's EDP, finance, accounts receivables, collections and accounting. **Raul Elizondo** will continue as administrative manager.

A graduate of Oklahoma State University, Larry holds an M.B.A. from Harvard. In 1975, Larry joined HP as a financial analyst for the Avondale Division before moving on to cost accounting manager the following year. Larry became financial services manager at Intercon Headquarters in 1979.

**Carmelo Leung** has joined HP Hong Kong as administrative manager. He comes from American Optical Company in Hong Kong, where he was

controller of their Hong Kong affiliate and regional finance administrative manager for their Asia region.

Carmelo, who studied accounting while employed by Peat, Marwick, Mitchell and Company, is completing a management program at Hong Kong University.

The newly created post of South American area administrative manager has been filled by **Rui da Costa**. Rui, formerly administrative manager at HP Brazil (Marketing), will have functional responsibility for the administrative organization of Venezuela and Argentina, as well as retain his direct responsibility for the Brazil marketing administrative group.

Rui holds a Bachelor's degree in business administration from Fundacao Getulio Vargas in Brazil, and an MBA from Michigan State University. He joined HP Brazil (Marketing) in 1976 as accounting service manager.

The new Optoelectronics operations manager for Southwest Asia is **Teng Ong Keok**, formerly plant and operations manager for HP Malaysia. He succeeds **Norm Tarowsky**, who has returned to Palo Alto. Teng's former position in Penang is filled by **Koh Loke Seng**, formerly operations manager for HP Malaysia.

Teng holds a B.S. degree in engineering from the University of New South Wales in Australia. In 1971, he joined HP Singapore as a production engineer, assisting in the transfer and start-up of integrated circuits and solid state products. Teng assumed responsibilities for monolithic devices in 1973, and transferred to the Optoelectronic Department in Malaysia two years later.

The newly combined HP Taiwan Computer Systems and Desktop Computer Groups is headed by **Fung-Ming Chen**. A graduate of Fu-Jen University in Taiwan, Fung studied physics for a year at the University of Wisconsin at Oshkosh and earned a Master's degree in computer science from the University of Wisconsin at Madison.

In 1968, Fung joined HP as a technical computer sales representative, and soon became sales manager for the Computer products group. Fung also served as a research engineer in the computer applications group of the Telecommunications Laboratory in Taiwan.



# News briefs

## Happy birthday to us!

HP Singapore celebrated its tenth anniversary of manufacturing activities recently by donating \$10,000 to local charitable organizations during a reception for employees and community leaders at its plant. Lee Ting, director of Southeast Asia manufacturing operations, made the donations on behalf of the company. Guests of honor at the anniversary reception included a member of Parliament and representatives from its various community organizations, government departments and institutes of higher learning. Guests "feasted" on a specially-commissioned 100-pound cake baked in the shape of the HP manufacturing plant.



HP Singapore employees light the candles on a 100-pound birthday cake baked in the shape of the factory.

## Surprised? Not really

It's no surprise that the Components group's "Surprise!" ads seem to be generating as much customer interest and response in the Intercon region as they have in the U.S. and Europe. Textless reprints of the ads have been sent to Intercon countries where information is filled in in each country's local language. The ads have been used in publications and as hand-outs and mailers. According to Neil Newman, the whole program has been "extremely successful."



## New product training

Twenty-five YHP sales and service engineers participated in Waltham Division's new product training program held in Tokyo. Jeff Lawrence and Jeff Barnes, from Waltham, and Rayene Young and Te-Kueh Wang from Taiwan, were the instructors. In addition, openhouses featuring the HP 72500 Series and 7823/C cardiac output module were held at the Tokyo, Nagoya and Osaka sales offices.

## Our Indian star

HP's first solo trade show in India took place in March in Delhi and Bangalore—thanks to arrangements made by Blue Star, HP's long-time Indian distributor. The show featured instruments, instrument systems and calculators, and was divided into several segments in each city. Top level customers attended by invitation only the opening day of the show. The second day was set aside for representatives from the general electronic industry. On the third day, students were invited in the morning, and the general public in the afternoon. Dave Whitton, ICON Instruments telecommunications specialist, presented two technical papers in each city.

Blue Star was a participant in the Computer Society of India's annual



Eric Grandjean, of DTD, shows his wares to customers at the Computer Society of India's annual convention.



**NEW SYDNEY BUILDING.** Construction proceeds apace on HP Australia's new Sydney sales and service center. The \$2.9 million center is located on a two hectare site at North Ride. Phil Towle, retired Corporate Construction consultant, is working with Austin-Anderson (Australia) Pty. Ltd. to construct the new building.

convention in Bombay which drew 1200 delegates from several countries. HP models 2647A, 9872B and 2631G desktop computers were installed at the convention, and the terminals were connected to an HP 1000/3 system installed 100 miles away at the Systems Research Institute in Pune. Eric Grandjean, of Data Terminals Division in Cupertino, gave the initial demos, and he reports that the four-color plotter proved to be a big attraction which generated many inquiries.



### Singapore computer news

The Singapore sales office introduced the HP 1000-L Series computer in February.

In March, an HP 3000 Users Group formation meeting attracted 14 people from various sectors who utilize HP computers. A committee was set up to solidify organization of the Users Group.

### New Montreal office

HP Canada will break ground in May for its new Montreal sales office, which will be more than twice the size of the present facility. Located in the town of Kirkland, about a mile and a half from the current office, the new one-story building will encompass 53,240 square feet of floor space, and will include a three-bay garage and drive-through car wash. The building will be a completely electric facility, and its exterior will be pre-cast concrete. The 140 Montreal employees expect to occupy the new office in late 1980.

### Dartmouth move

HP Canada's Dartmouth office staff moved into a new 9,000 square foot leased facility in early April. The office is just down the street from their old location, and the new address is 900 Windmill Road.

### Australian first

HP Australia's first area multi-discipline sales meeting was a smashing success. Some 150 people attended the three-day meeting, including area field sales force teams, systems engineering people, and representatives from customer engineering service and administrative groups. The agenda included individual group overviews, multi-discipline meetings and workshops on such topics as customer satisfac-

tion, productivity improvement, major accounts, management, product promotion and advertising, and opportunities across disciplines.

### Extra, extra!

HP Venezuela is issuing a new employee publication called *Vigencia* (which means "current happenings"). The mimeographed publication, issued monthly, is edited by a committee consisting of Horacio Santana, Yolanda Hernandez, Betty Rodriguez, Franklin Davila, Hilda Gottreich, Osvaldo Klurfan, Ingrid Porras and Elena Rodriguez.

### Great freight plan

HP Australia's new, more direct system for handling freight should result in benefits all around. In the past, all freight bound for Australia arrived in Sydney by air, and then was trucked under customs bond to Melbourne. While on the road, customs clearance paperwork was done. However, some 40 percent of incoming freight was destined for Sydney, so it then had to be shipped all the way back again—a distance of 600 miles. Under the new plan, freight for the Sydney area which can be delivered directly to customers, will come in a separate shipment. It will be cleared by a freight forwarder in Sydney and delivered. According to HP Australia marketing manager David Booker, the new system will reduce freight inventory and also adhere to HP's philosophy of good asset management.

### Picnic fun

Since it's summer in the winter in Latin America, (well, depending on the way you look at things) HP Brazil held its annual picnic recently at the Park Hotel Atibaia in an area near Sao Paulo. The group spent time



*HP Brazilians play coed soccer at their annual picnic.*

around the hotel's beautiful pool, played football and soccer, and enjoyed a sumptuous lunch, according to correspondent Angelina Pinca.

### Introducing . . .

Computer marketing division and support people got a bird's eye view of the growth and potential of Japan and the ICON region during a special presentation in January at Data Terminals Division in Cupertino. The ICON/Japan management team, headed by Intercon Computer Products marketing manager Mike Naggiar, presented a day-long overview of the area and its opportunities and challenges.

### Bloody good record

More than 40 percent of HP Canada's Toronto headquarters staff participated in its first ever blood drive recently. Correspondent Linda Johnson reports that the Canadian Red Cross was very impressed since the participation record from other companies is usually only about 10 percent.

### Graphics road show

Jerry Byma, headquarters Computer products Far East staff manager, went on the road recently to conduct 17 graphic seminars in Taiwan, Hong Kong and Singapore. About 1000 customers attended the seminars. Theme of the presentation was "Think Graphics, think Hewlett-Packard," and Jerry says a lot of customers got the message. "Graphics is perceived by many customers as the way to go in the future," he notes.

### Singapore open house

Some 250 customers attended an HP Singapore sales facility open house in March. They toured the sales/service area and attended informal demonstrations in various product demo rooms. The afternoon wound up with a cocktail reception.



*A rapt (or is that unwrapped?!) audience at HP Australia's first area multi-discipline sales meeting.*



**BROOMBALL?!** Yes, Virginia, there is a game called broomball, and it's played in Canada. It's a somewhat slippery enterprise, though. Teams of five players wear rubber-soled shoes or boots, and wield broomsticks. The object of their swipes (sweeps?) is a broomball which is about six inches in diameter. Each year women from HP Canada's Montreal and Toronto offices compete against each other. From all reports, it's great fun.



**HAPPY BIRTHDAY, DEAR MILT-SAN.** Milt Liebhaber (center) got a grand combination birthday/farewell party from the YHP Components group. It was Milt's last trip to Japan in his capacity as group marketing manager for Components. He was recently named marketing manager for the General Systems Division.



**THE DMI COMES HOME.** Headquarters employees looked out the window recently and recognized a familiar "figure." It was an HP DMI being used to survey land grading for a new building going up nearby.



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# Energy - Intercon style

Next to the word "inflation," "energy" seems to be one of the most frequently used terms these days in all forms of public communications and in conversations. "Energy" can have many meanings and uses - and it's interesting to note that the Webster definition does not refer to the physical source or use of petroleum, coal, solar power, etc., but rather to the "vitality of expression" or "the capacity of acting."

Considering the above definition, we think the people in Intercon have an abundance of energy and we demonstrate its use in a variety of effective and efficient ways. Clearly, we must strive to be equally efficient in

our use of costly and generally non-replaceable physical energy resources that supply the power for our very existence.

It would doubtlessly be a major undertaking for HP to estimate the corporate cost of physical energy and project the astronomical yearly increases. Whatever it might be, we must all be concerned with its effect on growth and profitability and with its damaging effect on the company's ability to make competitively priced products. Furthermore, to the extent we are wasteful, we contribute to the depletion of irreplaceable energy reserves.

Each of us, then, with little effort,

can do many things to reduce physical energy costs and depletion - both at home and at work. A listing of specific actions each of us can take would run into several hundred pages - which in itself would be a huge and unnecessary expenditure of energy. If everyone simply uses common sense - common *energy* sense - those hundreds of pages would never be needed.

We hope you enjoy this issue of *Intercom*, with its focus on the conservation of vital energy sources. And if *you* have any ideas for conserving energy, please share them with your colleagues.

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