
intercom

HP Intercontinental News

Summer 1981



Paradise of the '80s—New Zealand

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New Zealand— Solving the problems in paradise

Each decade there seems to be a new Utopia that offers potential escape from the darker side of modern industrial society and the ills of pollution, social disorder and power politics. In the 1960s it was Scandinavia, and in the '70s Canada. So far in the 1980s, those who would pursue the "green dream" are talking about New Zealand—and there seems to be much substance to their speculations that it is a paradise.

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Its spectacular scenery is well known: glacier-hung mountains, quiet beaches, smouldering volcanoes, steaming geysers, lush rain forests and charming, wholesome cities. Not so famous are some of the country's less tangible attributes.

Tucked away in a remote ocean and colonized by settlers who were escaping the excesses of the Industrial Revolution of Great Britain in the 1880s, this island country has a largely self-sufficient economy. It is a quiet nation of only 3 million people, and the life style is slow-paced, almost pastoral, even in the cities.

"Sidewalks roll up there between Friday night and Monday morning," says a frequent visitor to Auckland, New Zealand's largest city. "New Zealanders love to get out in their lovely country to go sailing or tramping or watch a cricket match. The country doesn't have a swinging nightlife, but there are many compensations."

New Zealand's crime rate is low, and its population has so far managed to avoid the social stresses and strains that afflict a number of other nations around the world. Because of its size and location, New Zealand has also escaped being caught up in the tug of war of international politics. As Prime Minister Rob Muldoon puts it, "We don't have a major role in either power politics or the economic framework of the world, except to the extent that we are one of the major exporters of certain farm products."

New Zealand is not a society without problems, however. Over the last few years it has been hit with a series of economic blows that have left it stunned. In 1973, Great Britain joined the European Economic Community, and as an independent member of the British Commonwealth, New Zealand suffered from the EEC's import restrictions. Whereas once fully half of New Zealand exports flowed to the United Kingdom,

the figure dropped to less than 20 percent.

The skyrocketing price of oil and worldwide energy shortage added to New Zealand's economic woes. Because it imports almost 90 percent of its oil, the heavy oil import bill has led to an estimated \$300 million balance-of-payments deficit, according to a recent issue of *Industry Week*. In addition, inflation rages at almost 17 percent, and unemployment, which traditionally averages less than one half of a percent, has burgeoned to nearly 7 percent.

Fortunately, the country's leadership has reacted intelligently to the problems at hand, and most observers are optimistic that they will be solved. Says H. Robert Heller, vice president for international economics at the Bank of America in San Francisco: "New Zealand faced up to its problems 2 or 3 years ago, and is now on the road to recovery."

Indeed, the country has several distinct advantages that will probably allow

Cover: Lake Hayes

Opposite: Pohutu Geyser, Rotorua

Below: Hotel in Russell





it to triumph over currently adverse economic circumstances. One key asset is its wealth of energy resources other than oil: natural gas, coal, hydroelectric and geothermal. The government has proceeded with plans to capitalize on the plentiful power potential. The country's huge Maui natural gas field (14th largest in the world) is being developed, and by the late 1980s it is predicted that New Zealand will be at least 50 percent self-sufficient in transport fuels. The country has also pursued a far-reaching policy of converting natural gas to liquid fuels, or substitutes for them, which could replace imported oil.

"New Zealand's future rests on its energy programs and policies," says Ian Donaldson, member of the New Zealand Department of Government and Scientific Research who is visiting Stanford University for a year. "Currently 75 percent of our electricity is generated by hydropower, 16 percent by geothermal sources and the rest by coal. If we harnessed all our rivers, we could have three times as much electricity, and we have only scratched the surface for geothermal energy."

There are no nuclear power installations in New Zealand, and Donaldson believes the country will be able to avoid the hazards connected with nuclear

power because it is so rich in other energy resources.

New Zealanders' well known ingenuity and versatility have also aided them in their confrontation with economic adversity. When faced with import restrictions by the EEC, the country found richer outlets for its farm products in the booming markets of Asia and the Middle East. Exporters are also offering an ever-wider variety of produce, from exotic kiwi fruit to 2,400 different dairy products, according to a recent article in *International Business*. In addition, vast new forest plantations will expand exports of wood products, and there are plans to improve sales prospects for fishing, fish processing and food processing and packaging.

Government has eased up on the barriers to foreign investment, and moves are being made to encourage new industries to locate in New Zealand. In addition, the country has started to dismantle some of the protective barriers that shield uncompetitive, high-cost industries.

"We are a potentially rich country," says Leonard C. Bayliss, chief economist for the Bank of New Zealand. "We need structural changes. If we can get the mechanisms working right, we can have an economic miracle."

But will an "economic miracle" also cause dramatic changes in New Zealand and perhaps bring on the problems faced by other affluent societies?

"I doubt it," asserts a native New Zealander. "We've run our society in an intelligent manner for a long time now, and I have confidence we will continue to do so."

HP expands in New Zealand

HP New Zealand will once again operate as a full-fledged subsidiary in November, and Wayne Squires, an HP pioneer in that country, will be its new country manager.

HP New Zealand has operated as a district of HP Australia headquarters since 1976. As an operating subsidiary, it will remain part of the Australasia Area, but it will be more autonomous in reporting and management.

Wayne explained the change in status: "It means we've reached sufficient size to justify having a full-time general manager. We won't be opening any new offices at this stage, but we'll probably have some new employees."

Wayne has been part-time general manager and part-time Instruments sales manager since the mid 1970s. Before that, he started the Auckland, New Zealand, HP office in his own home. That was back in 1970, when Wayne was an Instrument field engineer and comprised the entire Auckland staff. Today 11 people work at HP's Auckland office, and 42 work with Wayne at the country headquarters in Wellington.

Wayne said HP grew slowly in New Zealand until 1976, when the Wellington office tightened its relationship to the Australasia Area. Then, Wayne said, they began developing rapidly. "We became more oriented toward the HP Way," he explained.

"In the last 3-4 years, I've seen the extreme dependence HP puts on its people," Wayne said. "A lot of my day is involved in dealing with people."

As a subsidiary, HP New Zealand will soon expand. "We will need to add an EDP section, for example, which we currently don't have," Wayne said.

"The key thing is that we have to get the right people and keep them."

Opposite: Mt. Egmont

Below: Wellington's new cable car climbs the new single track to Kelburn, the hilltop suburb overlooking Wellington's magnificent harbor.



Mitsuko Iwasaki: Lighting the way

Mitsuko Iwasaki seems to be in constant motion. Her lively hand movements when she talks are more Italian than Japanese, and she darts about like a graceful bird as she carries out her duties in YHP's Yokohama sales office. "Mitsuko" translates as "woman of light," and her iridescent personality lives up to the promise of her name.

As YHP's first woman field engineer Mitsuko occupies a special position in the company and also in Japan where it is still unusual for women to have full-time professional careers, particularly in technical fields.

But breaking barriers is nothing new to Mitsuko. She was the only woman in her courses at the Musashi Institute of Technology in Tokyo where she obtained an engineering degree, and the first woman test engineer at Sankyo International Electronics Company where she worked for 3 years after graduation.

"My parents were surprised when I decided to major in electronics at school," she recalls, "but they left the decision up to me. My uncle, a civil engineer, encouraged me to go to Musashi. I had always liked mathematics very much and math was my best subject in school, so it seemed like a natural thing to do."

Today there are several women studying at Musashi, she reports, and more and more Japanese women are considering careers that are considered non-traditional.

"It's still very hard for women to get jobs in technical fields," she observes, "but that is changing. I believe in the fu-



ture there will be increasing opportunities for women in these fields."

Mitsuko spent 4 years as a secretary in the Instrument group at YHP's Tokyo office, and 2 years as a secretary in the Atsugi office. Last year she became a field engineer in the Yokohama office Instrument group. According to Hiroshi Gomi, Yokohama Instrument district manager, "We needed a good field engineer, and we were convinced she would make a good one. So far, she has done very, very well."

Customer reactions to a female sales rep are generally positive, notes Mitsuko. "Sometimes they're surprised to see me, but I actually think I have certain advantages because I am a woman. I'm

such a novelty that sometimes the person responsible for purchasing within a company will introduce me to many important customers. One of the key things for a customer to remember is the sales rep's name, and customers almost never forget mine," she laughs.

"Also, when a customer is perturbed by a long delivery time, or some other difficulty, he tends to speak softer words to me than he would to a man. That's another advantage," she adds with a mischievous smile.

Mitsuko's husband is also an engineer, and they may be among the first wave of "dual career couples" in Japan.

"Our life together is a happy one," she notes. "We enjoy our jobs and we enjoy each other. What more can anyone ask?"

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GOODBYE, JUDY. Judy Hansen, who has been Intercontinental's public relations representative and editor of *Intercom* for the last three and a half years, recently left HP to pursue a career in government. She sends her best wishes to her friends throughout Intercontinental and the corporation.

Seminar program catching on



The ICON Computer Marketing Department Seminar Program has proven to be a highly successful way to educate potential customers in the ICON region about the uses of computer products and to show them how HP can meet their computer needs.

The ICON seminar program started with the vision of Mike Naggiar, manager of ICON's Computer Marketing Department. As computer group marketing manager in Canada, Mike had seen what a good seminar program could do for sales. He chose Mona Foley to set up the seminars in the ICON region. One of her main objectives was to create visibility for HP computers in countries where HP was known almost exclusively for instruments and calculators.

Mona worked with the computer divisions to supply the seminar programs and solicit speakers. She arranged a direct mail campaign and magazine ads to announce the seminars, and she handled shipping of all supplies. The first program, featuring the HP 3000, ran in August and September of 1980. It

showed current trends in on-line business systems. This seminar series went to ICON countries where there are HP sales offices (11 in all). The response was good: 4,320 attended seminars in 19 cities. And the series met its objectives: 80 percent of those attending became new leads for HP sales teams.

The second seminar series, called "Computers in Industry," ran in eight subsidiary countries plus India from January to March, 1981. The third series, featuring the HP 250, was scheduled in nine selected country offices that needed to boost HP 250 sales, and at HP distributorships in Guatemala and Indonesia. Soon after the seminars ended, six 250's were sold in Mexico and two each in South Africa and Indonesia.

A fourth seminar program ended in June. It taught business graphics and data base management in 18 cities around the region.

Mexico has shown exemplary progress developing a prospect list. For the first direct mailing of 3000-seminar material, the only known customers

were those on the list of subscribers purchased from *Expansion*, the top business magazine in Mexico. Since then, HP Mexico has found two other local lists. By keeping careful records of seminar mail, HP-Mexico is now ready to set up their own prospect list.

These lists are invaluable sales tools. Attendees are contacted two or three weeks after seminars and invited to smaller, more customized demonstrations, where they can see the computer products in action. They are sent new seminar material and product information.

It is hoped that eventually seminar programs will become area activities, rather than a headquarter function. Australia and New Zealand already are printing their own promotional materials.

"It's training process," Mona says. "We give advice and encouragement as the subsidiaries learn how to run a successful seminar program." The ICON Computer Marketing Department also has provided the subsidiaries one of the best learning situations possible: learning by example.

Seminar registration in Mexico City.



Computer careers for the handicapped

HP Australia, an associate member of the National Association for the Training of the Disabled in Office Work (NADOW), was recently involved in a weekend seminar for 30 disabled young people. Held at a hotel in Sydney, the seminar included a mini training program presented by Colin Howard of HP's Sydney office, titled "How to Program a Computer in BASIC," and offered a chance to get first-hand experience in using a range of desktop computers.

According to Colin, "The participants, with handicaps ranging from total blindness to paraplegia, exhibited a clear understanding of the HP computers and an ability to fill meaningful roles in the computer industry."

In addition to helping with the seminar, HP Australia, along with other computer companies, has been providing financial support for selected handicapped people as they train for a job in the computer industry. Training includes both formal training at NADOW in fundamentals and computer languages, and on-the-job training at an associate company for a period of 3-6 months.

During this period they are graded



on a series of practical tasks. When finished they are awarded a business reference from the computer manager of the company.

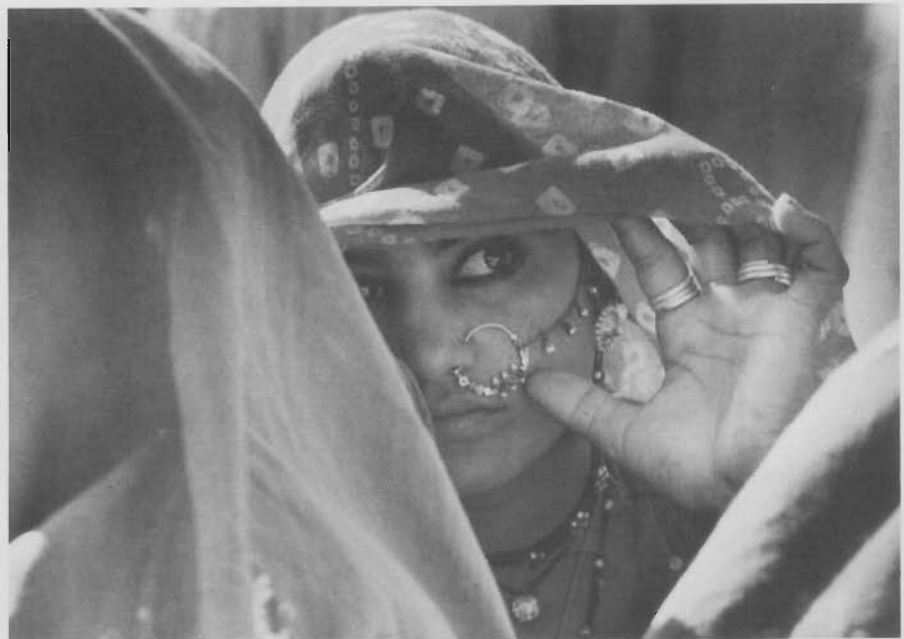
Armed with this reference they then compete with the able-bodied for open employment in an industry which places

great emphasis on previous experience.

HP Australia is doing what they do best: telling people about computers. And in doing so, they are helping those less advantaged find jobs, and fulfilling HP's seventh corporate objective: good citizenship.

Window on Intercon

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



Rajasthani woman

Quality teams catch on



Quality teams have proven themselves in manufacturing areas and are spreading to administrative areas of HP. More than 20 percent of U.S. quality teams are in administration, sales or service. Intercontinental Headquarters has recently trained volunteer leaders for pilot teams. Group members are now in training, and the teams should be in operation during July. HP Malaysia Manufacturing plans to start non-production quality teams this summer also.

Yokogawa-Hewlett-Packard, our joint venture company in Japan, has been a model for our manufacturing teams and is also leading the way in administration. They have 175 teams altogether, with 108 in sales or service areas.

The quality team program in administration is largely the same as in manufacturing. Employees from a work group meet for an hour a week and solve work-related problems. Teams average four to six people, with as many as 13 or as few as 2. A leader, often the group supervisor, makes things go. There is a facilitator, who assists the leader and helps make the team more effective by using quality team concepts to full advantage. There is a steering committee which establishes program objectives and operating guidelines.

But with the move into the administrative area, a few adaptations have occurred. In addition to the usual form of quality team based on the work group, several administrative teams have been formed based on job function. For example, three YHP receptionists got together to work at shortening the waiting time of visitors. In several locations both in the U.S. and the Intercontinental region, secretaries from different work groups have formed teams as well.

Both manufacturing and administrative teams use statistical methods in their projects. But while many production problems lend themselves to the statistical approach, many administrative problems are difficult to quantify, and finding ways to measure them has been a challenge.

Russ Jones, facilitator for an order processing quality team in the U.S., suggests the group decide on the results they want and then find ways to measure the progress. Examples of things that administrative quality teams can measure include response time on phone calls, lines of print, numbers of orders, paper work flow, and numbers of early, late and on-time shipments. Statistical methods such as charting

and graphing can then be used to interpret the measurements.

Toshio Muraoka, vice president of sales at YHP, agrees that the quality team concept depends on the ability to measure the results scientifically. He encourages teams to continually analyze projects until they find ways to measure results.

In all quality team programs, whether in manufacturing or administrative areas, picking a good project is of the utmost importance. "It is the key to a successful quality team program," says Toshio. "Small, daily work problems are best. If you pick a problem that is too big, the group may not be able to solve it, and if there's no solution, there's no satisfaction." The group soon loses interest and motivation.

Projects vary considerably from group to group. Some want to solve nagging little problems, and others want to tackle the big ones. With rare exceptions, much time is spent at first deciding what direction the group will go. With experience, the group improves in project selection and in statistical analysis.

At YHP the supervisors guide the groups in selection of projects, making sure they are problems that can be solved in 6 months, the time allowed. Examples of successful administrative projects include improving delivery in customer service, preventing failure of computer systems, standardization of clerical work and filing reductions. One YHP team chose to work at decreasing the volume of paper work that they claimed "threatened to fill the room if we turned our eyes away." They found two questions to be very helpful: "Is this copy needed?" and "Can we change it to microfiche?"

Before setting up administrative qual-



A presentation at a quality team contest in Japan. The letters behind them mean "Try it again even though you thought it was the limit."

ity teams in your area, it is widely recommended that team leaders and facilitators seek training. To start, contact your area's headquarters to find out who the coordinator of the training program in your area is. They can help you get started by providing training for team leaders and facilitators.

Ross Redeker, one of three coordinators for quality teams at Corporate, emphasizes this: "Get training! I wouldn't recommend doing it on your own. Taking leadership training or at least studying leader/facilitator training will help you learn from others' mistakes and experiences and give a higher probability of success."



Volunteer leaders from Intercon headquarters learn quality team concepts in a recent training session.

News briefs

Computers for China

HP shipped more than 40,000 pounds of computer equipment to the People's Republic of China last month, when U.S. export control approved the 1½-year-old sale to the United Nations Development Program.

The \$1.8 million package included five HP 3000 Series III computers, 46 terminals, 20 disc drives, 7 line printers, 15 hard copy terminals and software.

The equipment will comprise five separate systems, all in Beijing, which will serve several government ministries, state and municipal bureaus and two universities. The systems will be used for various economic development applications, including analysis and prediction in such areas as education, transportation, food and domestic goods distribution, hospital management, housing construction and power distribution.

A sixth computer, owned by HP, was also sent to give support and training to the Chinese users.

After installation is complete, the equipment will be supported by HP people on site in Beijing for the first 3 years.

Thirty-one technical people from China have spent 4 months at HP's Computer Group's training center in Cupertino, Calif., where they had basic instruction in hardware and software support.

The five System 3000's are the first HP business computer systems to be installed in China.

Instrument group gathers

The Far East Area had its first-ever Instrument Group sales and service meeting this spring in Hong Kong. Instrument managers from HP Hong Kong, Taiwan and Singapore and from our distributors in Korea, India, Pakistan, Indonesia and Thailand met with Instrument managers from the U.S. to review the sales and service operations in each country.

Another development at the meeting was the addition of systems engineers to the Instrument Group's customer support organization. This became necessary due to the increased computer capabilities of HP's instruments. The systems engineers initially will be based in Hong Kong and will serve all Far East subsidiaries and distributors, training employees and customers and helping with large sales and trade shows. Next year, systems engineers will be added in Singapore, Taiwan and most of the distributor countries.

Don Maston, Instrument customer support manager for ICON and YHP, said, "The area is definitely doing well. The establishment of the Far East Service Center in Singapore, and now the system engineers in Hong Kong show how the area is growing. We now have enough HP representatives in the area to work together extremely well as a team."

Kevin Hanson loads the computer shipment for the People's Republic of China, which took up this entire section of the headquarters warehouse.

Spanish software package "sells" computers

The first worldwide trials of a new Spanish version of the HP MM 3000 manufacturing software package will be made by Mexico's Ciba-Geigy company. The availability of the Spanish software package was a key factor in the sale of four HP 3000 series 44 computers in March.

Malaysian mix-up

We are still having problems getting mail to the correct Malaysian office. Please make sure your records show Kuala Lumpur as sales office and Penang as manufacturing.

Winning idea

HP Mexico's Enrique Setaro won Roseville Division's contest to come up with the best new application for the HP 2240A, remote data acquisition stations. Enrique won an HP 41C for his innovative use of HP products to gather information needed for oil drilling.

Record sale for Canada

HP Canada, Montreal, has scored the largest single order ever for Eastern Canada. They sold \$500,000 worth of computer products to Bombardier, Inc., a manufacturer of locomotives, railroad passenger cars, snowmobiles and other vehicles.

Bombardier will use the HP computers in their manufacturing divisions to automate material ordering and handling, parts inventory control and production management and scheduling.

HP Argentina

Our desktops and smaller computers were recently shown at "Expodata," a trade show set up in connection with the seventh conference of the Latin America Computer Sciences Committee. Conference members work in statistics, simulation, applied math or computer software development. They looked on with interest as the HP sales team demonstrated several graphic applications of their products. About 1300 attended.

Customer seminar

A Telecom Seminar for customers was held by HP Brazil both in Sao Paulo and in Rio de Janeiro during June. The seminar lasted a full week and covered various topics on telecommunications instruments and measurements.





SPACE SHUTTLE. Two HP-41C calculators on board the Space Shuttle Columbia helped control its landing by monitoring the center of gravity and directing fuel use accordingly. The calculators also told astronauts John Young and Robert Crippen which communication stations were within reach throughout their flight.

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CELEBRATION. Employees of HP Brazil, Campinas, celebrate the sale of the first made-in-Brazil HP-85s with a champagne celebration. Congratulations to all of you!

INTRODUCING ...Saori Ohmori

Intercom is very dependent on its correspondents for photos and story leads, and one of the most faithful correspondents in filling our requirements is Saori Ohmori of YHP. Saori joined YHP at Hachioji three years ago as editor of *Bridge*, the company magazine. She holds a degree in English literature from Gakushuin University in Tokyo. In her spare time, she plays tennis, studies flower arranging, and recently launched a contract bridge career!



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A BIRTHDAY PARTY for a computer system? An unusual celebration, but that's how the New Zealand government's Pipitea Computer Centre celebrated five productive years using HP computer systems for its Inland Revenue, Social Welfare, Housing and Valuation Department offices.

Thirty-eight mini-computer systems of the HP 21MX Series are linked to the Pipitea Centre's host computers. The minis support more than 300 terminals in the network. The system provides trouble-free service usually generated only by more elaborate and powerful installations.

Mike Foden, manager of Pipitea, said of the computer purchase, "We would make the same decision today."

After absorbing unpredicted growth, the HP network is now being upgraded in memory and software. The improvements should double the terminal capacity.

A close look at the photo is necessary! The gentlemen, representing both Pipitea and HP, are not stabbing a terminal; they're cutting a cleverly made cake. We understand that the cake computer's keyboard contained assorted nuts, one under each key.

Tom Pierson, former Compensation and Benefits manager for Intercontinental, is now personnel manager for HP South Africa. Tom's assignment will last 2-3 years. He has been with HP for 3 years, all the time with Intercon.

Julie Ferderber has replaced Tom as Compensation and Benefits manager. Julie has worked in Corporate Compensation for the last 4 years, and she will apply her knowledge of compensation programs at Intercon. She has an MBA from San Jose State University.

Rui da Costa is the new Latin America administrative manager. Rui has been administrative manager for Brazil for the last 5 years and also for South America during the last year. He has an MBA degree from Michigan State University.

Replacing Rui as administrative manager for Brazil is **Renato Pauperio**, formerly EDP operations manager for the Brazilian subsidiary. Renato began working for HP in 1971 in desktop computer sales.

Jose Rubens Figueredo is taking over Renato's work as EDP operations manager in Brazil. Rubens has worked for HP for 8 years, beginning as a trainee in sales of desktop computers.

Two key managers from the HP Singapore and Malaysia manufacturing plants will work in the United States in the Optoelectronics Division for the next 2 years. **Teng Ong Keok**, components manager for Southeast Asia, and **Koh Loke Seng**, HP Malaysia plant manager, will work in a variety of positions during their sojourn in the United States.

Dan Nelson, former manager of the interface products line in the Optoelectronics Division, is now in Penang as general manager of the Components manufacturing operation in Malaysia. Nelson has worked with OED since he started at HP in 1971. His engineering degrees include a B.S. from Harvey Mudd College, a master's degree from New York University and a Ph.D. from Stanford University. The Singapore Components Operation headed by **Tan Bian Ee** will now report to Dan, as will **Doug Thompson**, the new HP Malaysia controller. Doug is the former cost accounting manager for the Desktop Computer Division's System Technology Operation.

After spending 3 years as Southeast Asia controller in Singapore, **Don Schmickrath** is back in the United States as group controller of the Business Computer Group. **Koh Boon Hwee** has replaced Don in Singapore.



Mac Imahori



Tadao Nishimoto



Kenichi Yoshimoto



Taizo Kobayashi



Kenji Kimoto



Shu Asai



Ken Akasaka



Paul Kuboto



Steve Brown



Alicia Zachera

Oscar Barbosa, government relations manager for HP Brazil, has been elected president of APRIMESC, the "Professional Association of Office and Equipments." APRIMESC is the organization that promoted Agreement No. 10, signed among Argentina, Brazil and Mexico, which gives advantages on importation taxes to several office products such as electronic calculators. Based in Rio de Janeiro, APRIMESC is an active participant in LAIA, Latin American Integration Association, an organization of office equipment makers.

Mac Imahori is the new general manager of the Sagami-hara Distribution and Service Center of YHP, as well as service manager of that center. He was personnel and general affairs manager previously.

Former general affairs manager, **Tadao Nishimoto** became facility manager for sales and service, and he has moved his office from Hachioji to Takaido. **Kenichi Yoshimoto** will be the new general affairs manager.

Taizo Kobayashi, former personnel manager, has become general manager for the YHP Nagoya Sales Office. Replacing him as personnel manager is **Kenji Kimoto**.

Shu Asai has become general manager for the YHP Corporate Administration Group. He will also continue his work as finance manager.

Ken Akasaka has become general manager for YHP Sales Administration Group.

Cliff Edginton retired from HP this summer after 23 years of service, many of them in Intercon. Beginning in 1958, Cliff worked in Palo Alto HP offices at a variety of marketing jobs. For many years he worked for import marketing at Intercon. In the mid 1970s, Cliff moved to YHP in Tokyo to manage communications and translations of technical literature. In May of 1980, he came back to Palo Alto to start the *Instrument News* magazine.

Charmaine Geoghegan has joined HP South Africa in the Computer Products Marcom function. Before joining HP she worked in public relations for a major oil company.

In HP Australia, **Brian Tanner** will become the Components sales manager, replacing **Harold Norrie**, who left the company early this year. Brian has spent 14 years in various positions in the electronics industry, most recently with V.S.I., the HP components distributor in Australia.

John Roussos, the new eastern Canada general manager, is the first area manager to be appointed to the newly defined eastern, western and central Canadian areas. John has been branch general manager and district manager for the Instrument Group in Montreal for the last 8 years. Now he will take over many of the duties of **Malcolm Gissing**, Canadian general manager, in the eastern region.

HP Brazil, Campinas, has a new reliability engineer, **Paul Kuboto**. Paul previously worked as research engineer for Brazil's Federal Telecommunication Company. He has a master's degree in electrical engineering from the University of Campinas.

Jonathan Rairigh has become the product marketing engineer for Corvallis products in ICON's Palo Alto headquarters. Jonathan comes to HP from Biomation, where he was involved in international marketing activities. Jonathan holds a B.S. degree in electrical engineering from Duke University in North Carolina.

Bev Felska is the new sales support engineer for Analytical at ICON, a newly created position. Bev comes to Palo Alto from the Avondale Division, where she worked as a regional sales engineer for 2 years.

Intercontinental Treasury Manager **Steve Brown** has assumed the additional responsibilities of Intercontinental Credit Manager. He will be in charge of maintaining our credit policies, monitoring credit and accounts receivable and guiding in the evolution of our A/R and credit information systems. Besides providing guidance to our credit managers in the Japan, Canada and ICON regions, Steve will also be in contact with credit management in Corporate, the U.S. and Europe to ensure consistent credit policy and practice throughout the company.

Alicia Zachera joined HP Argentina in April as supervisor of legal accounting. Alicia came from Harteneck Lopez y Cia, a local accounting firm, where she was senior accountant.

HP's Ontario, Canada, EDP department has a new manager for Regional Information Systems. He is **Noel Elliott**, a graduate of Ryerson University and the University of Toronto. Noel has many years of systems management experience, prior to which he spent several years as a systems engineer at Honeywell. He replaces **Gary Graham**, who has left HP.

Personal impressions of the Far East reviews

During the last 2 weeks of May, HP President John Young and executive vice presidents Bill Terry, Paul Ely and Dean Morton joined me in a review of our activities in Asia. It had been 2 years since John and the other members of the Executive Committee had an opportunity to review on-site our operations in Japan and Southeast Asia. Since that time the ICON Sales Region Far East Area Headquarters had been established in Hong Kong, and this was included on our agenda.

I visit these activities myself very frequently and, as a result, monitor our progress on a continuing basis. Somehow when you look at it this way you really do not grasp the fundamental changes that occur over the longer term. For John and the other members of the HP Executive Committee, the two-year gap between visits made the improvements and changes all the more impressive.

Fortunately, really excellent performances in all areas in terms of orders, asset management and cost control allowed us to focus our sights on some of the longer term issues, and I believe this was a particularly beneficial element of the reviews. We were also able to include customer visits in a number of the locations, thus giving top management an opportunity to directly participate in our sales activities and to monitor the progress we are making with some of our major accounts. Finally, in Hong Kong and Singapore, press conferences were held during which we had an opportunity to describe some of HP's activities in these areas. These interviews will help to improve the media's understanding of HP's activities and will have a favorable effect on HP's image there.

As I reflect back over the reviews, my strongest impression is that we have an outstanding group of HP people at each of the locations. It's very clear that at all levels of our organizations in the Far East, a good deal of maturing has occurred. This has resulted in continuing improvement in our performance in all areas. Selecting the right people and achieving a reasonable degree of organizational stability, so that they can grow and mature in their jobs, is the key to achieving outstanding results.

The second overall impression that remains in my mind is the growing impact of quality teams. I've talked about this in earlier *Intercom* issues, particularly referring to our activities in Japan. Today YHP has more than 150 quality teams; practically every employee in the



Hong Kong Jeremy Beaty, John Young, George Cobbe, Alan Bickell, Bernard So.

organization is a member of one. The quality team revolution has firmly and actively taken root in Singapore and Malaysia as well.

As much as I would like to mention all of the very excellent presentations and give credit to each department and division for their fine performances, it is obviously not possible to do this. I would, however, like to reflect on some of the things that are occurring in each of the locations we visited that typify the very fine results we're achieving overall.

At YHP, high marks must go to our Instrument manufacturing and sales activities. The Instrument Division has achieved truly spectacular improvements in productivity, inventory management and quality. The result of these efforts is a profit performance that tops any in HP on a division basis. YHP has proven that professionally designed products, which truly make a contribution to the marketplace, backed up by excellence in manufacturing, marketing and administration, yield an outstanding return on their efforts.

Our next stop was Hong Kong. There, the HP Far East Area Headquarters and the HP Hong Kong sales office occupy two floors in a new 51-story building that dominates the Hong Kong shoreline. Our efforts to decentralize management and support activities for the Far East to

Hong Kong are essentially complete. Almost all sales and commercial support activities associated with the area have been transferred, and most of the orders from distributors and subsidiaries in that area flow through the Hong Kong facility.

In Singapore we have a very complex organization consisting of operations that support the Instrument, Computer Peripherals, Components and Personal Computing Products groups. These operations are backed up by a very strong functional management organization captained by Lee Ting. I was particularly impressed with the maturity of our entire organization. We have been in Singapore for 11 years and have developed considerable depth of experience there. Top marks go to each of the operations.

I was also pleased to see that considerable effort and investment have been focused in the area of automation. We have our first two industrial robots in operation in Singapore. Their function is to unload our plastic molding machines. This is an unpleasant and potentially dangerous job, one that's nice for a machine to take over. Similarly, in the production area, semi-automatic die attach equipment has been installed. These major investments complement the many innovations that have been made

in tooling through the local efforts of our production engineers in Singapore and Malaysia.

One of the finest quality team presentations made during the reviews was in Penang. Ban Ed Keong and Neoh Kan Thong have been championing the quality team effort in Malaysia for some time. A number of teams have been formed as a result of their effort, and one of them, "Golden Glory," led by Halimah Ghani, presented their results during our review. They gave a spectacular description of what they have accomplished, backed up by slides and a videotape presentation. Each member of the team made part of the presentation. We were all impressed with their enthusiasm and their results.

After the Malaysia review I visited our sales office in Kuala Lumpur. Our 24 people there will soon move to a larger facility. This activity is currently operated as a branch of HP Singapore. This means that many of their general management and administrative activities are done in Singapore. Over the next several years our operation in Malaysia will evolve into a full fledged sales company. Everyone I met there was enthusiastic about the progress they've made and our future prospects.

Finally I closed off my part of the review with a half day at our Singapore sales company. The time was spent wandering around chatting with many of the members of this organization. Excellent people, enthusiasm and prospects for another outstanding sales year are the impressions that stand out most in my mind for this visit.

I've described the Far East Review in a somewhat informal way. It's impossible to reflect the hours of preparation that members of each of the organizations spent preparing for the reviews. This is probably the single largest benefit derived from the experience. As managers prepare to present and comment on their results and future plans, they obviously dig more deeply into the causes of events and future strategies than they might without a formal review process.

The second most significant benefit was the direct contact between our employees and the members of top management. HP is a large company, but one that's dedicated to openness and friendliness. An important part of the HP Way is the visibility of the company's top management. I am sure John Young was glad when his last informal talk was over. Each one made a very lasting im-



Japan Mitsutoshi Mori, Bill Terry, Tadao Nishimoto, Paul Ely, John Young, Dean Morton.



Singapore Dick Love, Lee Ting, Dave Weindorf, John Young, Dean Morton, Alan Bickell and Paul Ely listen as Yeoh Kah Kee explains the procedures. The operator at the bonding machine is Rohani Binte Lon.

pression, however, and I thank John on behalf of all who had an opportunity to listen to him for the time and effort he put into the review and for his personal comments.

Finally, let me thank all who participated in the reviews. I was very proud of our accomplishments. There are always many things to be done, and we have a tendency to focus on the future and not

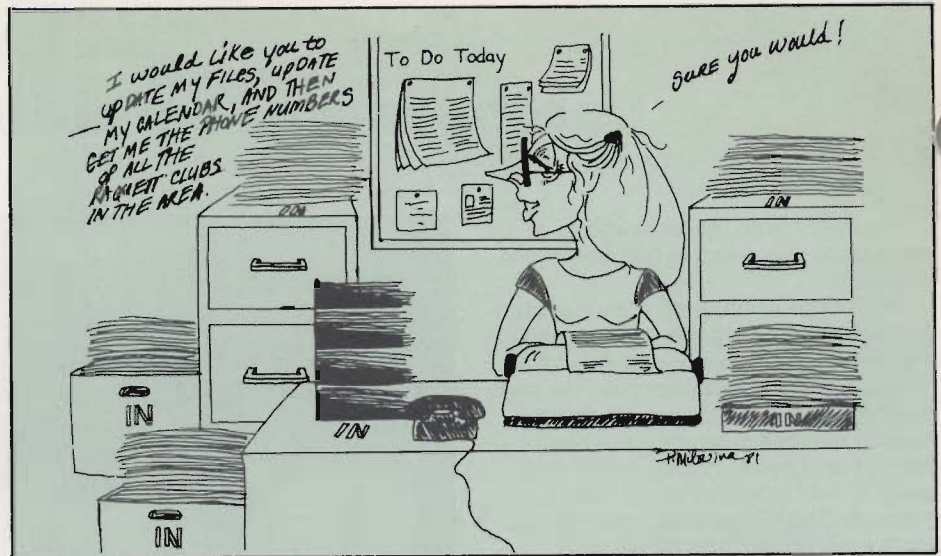
look back, but sometimes it is important to look back and realize that we have accomplished a great deal—WELL DONE!

Alan Bickell

You've all heard of and worked in our MBO environment, frequently with a bunch of MBA's! Now we've invented a new one—MBM—"Management by Myself." In practice it means doing a few more things for ourselves and not overusing or abusing those people (secretaries in this case) capable of more productive and meaningful activities. In order to avoid having Intercon secretaries and those who depend on them around the region burn me in effigy, or stick pins into all forms similar in shape to Sy Corenson (ouch), I want to explain up front that I am not suggesting any changes in organizations or relationships.

Early in June, the *Wall Street Journal* described a successful U.S. company in the Los Angeles area that has done away with secretaries—right up to the chairman of the board. That company feels that having a secretary is, in part, a status symbol. Once a secretary is in place, the tendency is to pass along all kinds of mundane tasks that could more easily and more appropriately be done by the individual, such as making phone calls, arranging appointments, or selecting specific hotels or flights when planning a trip. In fact, for these tasks, they found that it frequently takes more time to give instructions than to just go ahead and do it themselves.

Furthermore, the board chairman found that without a secretary he could answer most correspondence by printing a response at the bottom of a letter or memo he had received and sending it back to the sender. In fact, during a one-year period, he had only three letters typed, and those were necessary because of legal implications. In many cases, a simple handwritten response or phone call will remove the need for a formally typed piece of correspondence,



thus eliminating the rough draft, typing, proofing and corrections.

(Those of us with handwriting that has deteriorated over the years until it looks like ancient Assyrian hieroglyphics may need to learn to write slowly and more carefully. But think of how happy our staff will be when they can actually read our memos without asking each other "What do you think this word is?")

Having secretarial help available can, and often does, encourage make-work projects, without anyone realizing it. If the managers had to do it themselves, they would probably come to the realization that the task was not necessary. Such a project compounds and snowballs. It seems so simple—you just give it to one person—but multiply that by the number of people he or she might need to contact... and a chain reaction is now in motion.

No one, especially myself, is suggesting that we go the way of the Los Angeles based company and eliminate all secretaries.

My purpose in proposing "Managing by Myself" is to bring attention to an area of productivity that often goes unnoticed. And MBM can be fun. We meet quite interesting people over the copy-

ing machine. Experiencing their problems helps us manage better. And physically, it feels good to stretch and walk around a bit. Being in motion makes us more available (remember the "manage by walking around" concept?). Also, when we pass along routine and make-work projects to our delightful secretaries, we really underestimate their importance and value in accomplishing more important and creative projects.

We recognize that the expectations for secretaries, and the way they interact with others vary from country to country. However, the productivity of each employee is important at HP—we believe each employee should feel they are making a contribution and doing meaningful work.

I am grateful for secretaries. I can't envision how my sanity (if I really have it) would survive without mine. However, I will confess to frequently avoiding the MBM process, and there's plenty of room for improvement on my part. How about you?

Sy

Sy Corenson

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