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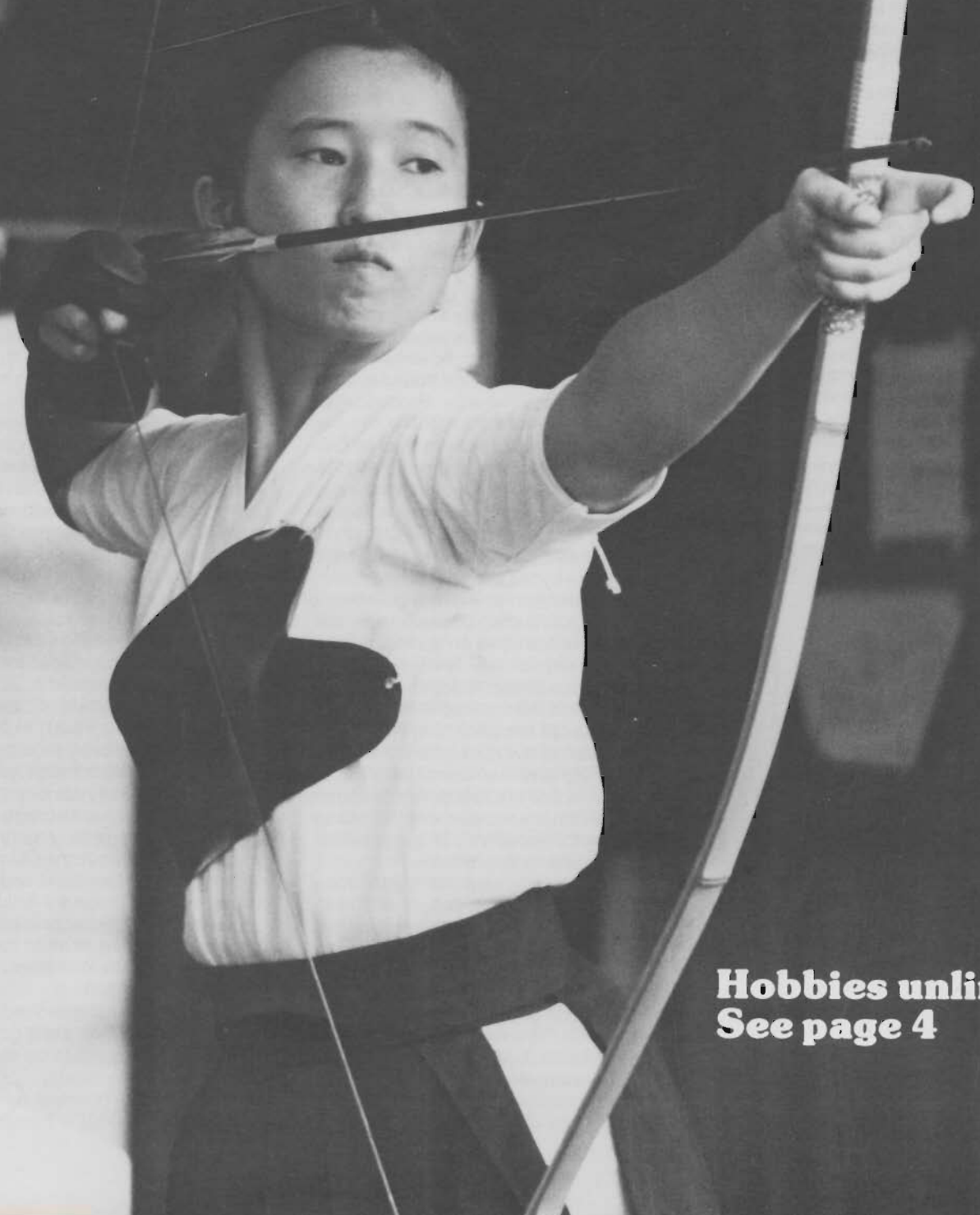
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HP Intercontinental News

Winter 1981



**Hobbies unlimited  
See page 4**

**HP Computer Museum**  
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# Quality is the key

By Alan Bickell  
Intercontinental Director

Over the last couple of years there has been a lot of talk about quality control circles (QC circles). This concept has been pioneered in Japan and basically has to do with the formation of quality improvement teams at the work group level. Their charter is to identify areas within their department's responsibility where improvements can be made in quality, productivity, cost effectiveness, etc. Their recommendations are reviewed by management and approved recommendations are implemented by the QC circle team within their own department.

The key here is that individuals concerned with making recommendations also have responsibility to carry them out. Another key point is that QC circles don't simply work on product quality, they are concerned with every aspect of a division's activities. Product quality is just one of these activities — administrative productivity and asset management are other examples. In short, QC circles are an extremely effective way to improve operating performance. The people who really understand what is going on have responsibility for identifying problems and taking action. The results are not only rewarding to the organization, but to the members of the QC teams as well — and best of all the whole process can be a lot of fun.

Yokogawa-Hewlett-Packard, our joint venture company in Japan, has done such a good job in the QC circle area



Members of the "Wa" quality circle at YHP came up with suggestions that resulted in 73 percent savings in production costs, and 60 percent savings in time. They are (l-r) Miwako Kodaira, Akemi Tanaka, Masayo Takei, Yoshiko Ishigami.

that it has become an example for all of Hewlett-Packard. The results they have achieved are truly remarkable. In the area of product quality, they rank number 1 throughout Hewlett-Packard. Inventories required to support their manufacturing program have been significantly reduced as has manufacturing floor space requirements. Productivity increases have been incredible.

All this is to the credit of some 42 QC circles which have been organized in the manufacturing area, and 39 at the sales division and 14 in administration. No department has been overlooked. And again let me emphasize that all of this is being done by the members of the individual departments, with the guidance of the YHP QC steering committee, which coordinates activities on a divisional basis. We expect YHP to receive national recognition in Japan in 1982 as a recipient of the coveted Deming Prize. Assuming this happens, it will reflect the culmination of over five years of effort on the part of every member of the YHP organization, and will represent the highest possible honor accorded any Japanese company for excellence in quality of its products and its operations.

Someone once said that if you look after the pennies, the dollars will take care of themselves. While we clearly need to keep our eyes on the big picture, the point being made has a lot of validity. If we pay careful attention to all of the details of our business, we can expect that the overall results will significantly improve. All too often, we are not specific enough in our objectives, like "let's improve productivity" or "backlogs are too high." The problem with these

objectives is that we haven't gotten down to the detailed tactics that will make them happen. QC circles have this as their primary goal. We've learned that if we can improve the quality of each of the individual operations we carry out, the result will be that we can spend less time on locating and correcting mistakes. In other words, time and money invested in doing a quality job in the first place is more than compensated for by savings in detecting and correcting mistakes. We have also enhanced the quality image of our company and greatly improved the value our customers perceive in our products and services.

In FY 81, our goal throughout Intercontinental will be to really move the QC circle concept ahead in all of our activities. Here at headquarters in Palo Alto we have organized a QC steering committee and expect to have a very active program in FY 81. In our Singapore and Malaysia manufacturing activities, the QC concept is well established, and already generating excellent results. I'd like to encourage each of our general managers to jump on the bandwagon and get the QC circle program going at their locations. As we get going on this, I hope we will be able to achieve broad and enthusiastic participation on the part of all of the members of the Intercontinental team. I'm counting on your support.

Remember, quality is the key. QC circles are the vehicle. Let's get it moving in '81. I think we will all be extremely pleased with the results.

## DEMING AWARD

The Deming Award quality control competition has been an annual event for industries in Japan since 1951, a year after when American statistician W.E. Deming gave a now-famous speech in Tokyo on "statistical quality control." The speech caught the fancy of Japan's union of scientists and engineers, known as JUSE, which then began the quality control competition. Each year companies expend considerable time and effort to make presentations on their quality control successes at the competition. Over the years, 108 of the prestigious awards have been handed out, and winners have included such major corporations as Toyota Motor Company, Nissan Motor Company, Hitachi, Ltd., Matsushita Electric Company, and Nippon Steel Corporation.

# Talking in circles improves quality



The five members of the "Morning Glory" quality circle team nervously assessed the audience assembled in HP's factory cafeteria in Penang, Malaysia. Most of the top managers were there and it was almost time to begin. The moment had finally arrived when the results of five months of work would be presented and judged.

"All of us were apprehensive," recalls circle team chairman Ng Wai Chan. "This was the first time we had spoken in public and we were also nervous about making a presentation to people 'in the know' like engineers and managers."

But the five production workers plunged in. One by one, they gave their well-planned presentations in which they described the methods used in identifying a particular production problem and analyzing and solving it. Then they presented the cost-savings resulting from the solution, and also delineated ways in which team members themselves benefited from working on the problem.

"Not only did we gain knowledge and self-confidence from working with this problem," Ng told the audience, "we also had our quality consciousness raised."

Scenes like this one are being repeated again and again in HP Malaysia and Singapore manufacturing facilities, in YHP in Japan, and at various HP manufacturing facilities in the U.S. The quality circle phenomenon, which began just over a year ago in HP's U.S. divisions, is spreading and more and more entities are enthusiastically embracing the concept. Currently there are more than 250 quality circle teams in more than a dozen divisions throughout the company.

Hewlett-Packard is not unusual. Quality circles are springing up in a growing number of U.S. companies. HP's quality circle program, however, seems to be moving ahead more rapidly than most companies', and DSD's Quality/Productivity Training Manager Bill Mohr predicts HP will be in a leadership position in the movement in the next two years.

"Quality circles are such a natural fit for our management style," he explains. "They bring Management by Objective below the first line supervisor level, and involve the employee in decision making — which we at HP love to do."

Although the quality circle program began in production facilities, it has now spread to engineering, marketing and administration areas. The Data Systems Division has several circles outside the production area, including a circle of secretarial people. A DSD production

engineering quality circle group recently completed their first problem and came up with a means for identifying all data base and computer resources available to production engineers. The General Systems Division has quality circles in the lab, the Microwave Semiconductor Division has several in the quality department, the Boise Division has one in marketing and one in engineering. Intercontinental recently formed a steering committee to organize quality circles at the Palo Alto headquarters. YHP, which has had a quality circle program for the past five years, currently has 39 circles in their marketing organization and 14 in administration.

Why is HP embarked on the ambitious quality circle program? What does the company hope to gain? Perhaps the best answer to these questions comes from Executive Vice President Dean Morton who recently noted that, "Over the long run, there is probably no single more important element differentiating HP from other companies than quality. Quality in the products and services we offer and quality in all of our individual endeavors. Dedication to high standards of quality on the part of all of us results in lasting values our customers have a right to enjoy year in and year out."

## VIDEOTAPES AVAILABLE

Interested in learning more about quality and quality control circles? HP has two videotapes available on the subject. "Quality Teams" (No. 90256RZ) provides an introduction to the concept, and "Quality in Manufacturing" (No. 90388RZ) discusses how issues of quality and productivity have been addressed at the Data Systems Division. Both are available in the Headquarters video room.



An HP Malaysia production operator makes a management presentation for her quality circle.



Alex Jal, HP Malaysia, conducts an initial organizational meeting for a quality circle.



A quality circle management presentation at HP Singapore.

# Hobbies: Some like 'em calm, some wild

Whether they're fighting their way through white water rapids, scaling mountain peaks, or soaring high in the sky attached to a parachute, Intercontinental people play just as hard as they work.

**Jill Soltau**, of Palo Alto Headquarter Order Processing, is a white water rafter from way back. She started riding air mattresses on the Truckee River in Squaw Valley (California) when she was a child and gradually worked her way up to bigger boats and rivers. Most recently she took a hair-raising trip down a "world class" river in southern Chile that has only been done three times before and never by a woman.

"It was great," Jill notes. "There's nothing like the feeling you have when you hit the rapids. There's no time to be scared. Everyone is depending on everyone else — you must paddle together as a team. Often there would be 20 foot waves and 10 foot drops, followed by quick turns. I loved it — white water rafting is very high-powered."

Another couple of "water babies" in a different part of the world are **Andy and Jen MacGregor** who are professional canoers. Andy is a technical computer sales rep at HP South Africa. This year the MacGregors will compete in the 30th Annual Pietermaritzburg to Durban Kayak Marathon, a grueling contest which covers a distance of 120 kms and takes three days. About one third of the course involves portaging with the kayak around uncanoeable sections of the Umzinduzi River (the "Duzi" to locals!). In order to be fit for the race, Andy and Jen will train for three months before the event by running with the boat (which weighs 50 lbs.) and paddling a minimum of 50 km. a week. Both fitness and stamina are required since the race is held in the middle of summer and temperature in the Umzinduzi and Umgeni Valleys climb above 35 degrees Centigrade with a high humidity level.

**Dave Gibbs**, Instrument district sales manager at HP Canada, Ottawa, recently became a charter member of a new group known as the First Battalion of Canadian Invert Parachutists. Dave explains that inverted parachuting is just what its name implies. The participant ties himself/herself to a parachute, the chute to a boat, and next thing they know they're seven hundred feet up!

Another person interested in moving up is **Luis Gerardo Ojeda**, an employee in HP Mexico's warehouse who enjoys mountain climbing in his leisure time. Among other accomplishments, Luis has climbed two of Mexico's largest volcanoes, the Popocatepetl which is 500

meters high, and the Ixtlaxihuatl which is 4000 meters. Luis attributes his enthusiasm for climbing to his "love of nature and the desire to dominate and overpower it."

Calmer leisure time activities around the region run the gamut from aeromodelling to collecting antique radios.

Three high flyers from down under are **Doug Woodcock, Ray Mills and John Quigley**, who all work together in the HP Australia's Sydney office. On any Sunday you can find the three mates out at their club's own field at Pitt Town, northwest of Sydney, doing what aeromodelers love to do — FLYING! All three own and fly radio controlled model planes. John who has competed in various aeromodelling events, has on two occasions represented Australia in the Transasmin event against New Zealand. In 1969, he won the New Zealand national aeroabatics title.

**Amalia Ortiz**, O.P. order coordinator for HP Mexico has been riding horses since she was eight years old. She owns her own horse and belongs to a group of young women who perform on horseback.



Dave Gibbs, of HP Canada, is flying high.

**Hiroko Fukuda**, of YHP, is the practitioner of the ancient martial art of *Kyudo*, or Japanese archery. *Kyudo* (*Kyu* means "bow" and *do* means "way") dates back to Japan's Edo era (17th century). It requires considerable mental discipline and concentration, and Hiroko notes that before practicing, she sits *Zazen* (Zen style meditation) to calm her mind and focus her concentration.

"When I take up the bow, half my concentration is directed to the target, and half to my internal self. It is important in *Kyudo* that the body, mind and bow work together. It is a difficult sport to master."

Hiroko began practicing *Kyudo* five years ago when she was in university. At that time she practiced every day, but now manages only to do *Kyudo* about once a month.



Jill Soltau braves the raging Rio Bio-Bio river in Chile.



Horsewoman Amalia Ortiz.

## On the cover...

Hiroko Fukuda takes aim. She has practiced the ancient Japanese martial art of *Kyudo* since she was a university student.

Luis Gerardo Ojeda (left) and friend on top of Mount Popocatepetl.



**Fen-Hwa King**, an accountant for HP Taiwan, is an accomplished artist whose oil painting and water colors decorate the Taiwan office. She has been painting since primary school, and her work belies the fact she has had no formal training. She paints for her own interest, and gives away most of her works to friends and relatives.

Creating masterpieces is also a hobby for **Nora Westerdahl**, **Jose Feely** and **Luis Musolino** of HP Argentina. The three meet once a week for a woodcarving class taught by the mother of Delia Cozzarin, another HP Argentina employee. The group has worked on projects ranging from household furniture to smaller items like trays, ash-trays, picture frames and flower-pots.

Woodcarving is also a long-term interest of **Jose Aguilar**, HP Venezuela's accounting manager. He especially likes to carve figures from extinct civilizations such as Mayan and Aztec. His interest in the craft began when he was a child in Spain.

"It was during the Spanish Civil War and there were no toys available and no money to buy them, and so we had to make our own," he states. Time flies quickly while he is carving, he adds. "Sometimes I get so intent on my work that when I suddenly notice the time it is 2 or 3 o'clock in the morning."

**Ary Santos**, of HP Brazil, collects and restores antique radios. The hobby was born ten years ago when an uncle gave him an antique cathedral radio. Later, when visiting Harrah's Car Collection in Reno, Nevada, Ary was inspired to start working on antique radios. Currently he has 28 radios from the period 1923 - 1956. Ary restores the internal workings, and his wife Ausma works on the cabinets.

Singing has been a major part of Headquarters attorney **Don Drumright's** life for the past 15 years. A

member of a small opera company in Palo Alto, Don sings baritone and performs regularly in their productions. His roles run the gamut from the town drunk (!) to jailkeeper to military officer. Participating in an opera production requires that Don attend rehearsals one to two evenings a week, plus on weekends just prior to the actual performance.

**Keith Walker**, senior Instrument service tech at HP Canada, Toronto, is a man of many talents who seems to be good at each new hobby he tries. About eight years ago Keith, for a lark, made Halloween costumes for his wife and daughter. Despite the fact he had had no instruction, he was so good at tailoring the costumes that he went onto big-



Fen-hua King displays one of her favorite paintings.



Ary Santos restores an antique radio.



Andy and Jen MacGregor, South Africa, shoot a weir on the Jukskei River.

ger and better things — dresses and coats for his wife and daughter (including a fur coat), alterations for the whole family, and costumes for the annual HP Canada Christmas party. Keith is also good at woodworking. He has made a lot of furniture for his home, and also created sleigh and reindeer “props” for the company Christmas party. He is a fine artist, and teaches drawing and painting on Saturday mornings at the Ranchdale Public School in Toronto. Additional hobbies include plastic casting, stone carving, cycling, and model railroading.

The miniature world of *Bonsai* is fascinating to **Hector Hugo Hernandez**, of HP Venezuela, who has about 40 of the small trees. He explains that *Bonsai* is a Japanese word and *bon* means “tray” and *sai* means “plant.”

“The *Bonsai* art represents a solution for those like me who like to cultivate trees, but do not have enough space for them to grow up to their natural form,” he says. “You only need a few meters where they can receive sun and fresh air — close by a window, a balcony or a small garden.”

He hastens to add that working with *Bonsai* involves much more than simply cultivating small trees.

“It is an art. You are creating and transmitting beauty, and in this case you work with living material instead of marble, stone, an artist’s brush or a musical instrument,” he states. “To become a *Bonsaist* it is necessary to be in love with nature, and to learn to observe it. For example, we need to look at how the wind bends the tree branches, what effect the rain and the sun have. We try to give our trees a natural appearance without imitating other trees, and always provide our own personal touch.”



Three YHP R & D engineers practice their hobby in the factory parking lot. Left to right are Hirokazu Sugawara, Takuo Banno and Hisao Yoshino.



Woodcarvers (l-r) are Mr. Anonymous, Nora Westerdahl, Delia Cozzarin, Jose Feely and Luis Musolino.



HP Australia's intrepid aeromodelers (l-r) are Doug Woodcock, John Quigley and Ray Mills.



Hector Hugo Hernaiz checks on a favorite *Bonsai* tree.

# Portrait of a legal department

By LeAnna Willis



Picture a lawyer. . . what do you see? If you are like most of us, you have imagined an intelligent individual with an expansive memory, able to store great quantities of facts. Now picture an international corporate lawyer, such as Brent Gardner, Don Drumright, and Robbins Pancake, of the Intercontinental Headquarters legal department. Now you see men who must concern themselves with laws and regulations from not just *one* country, but from the entire range of countries in the Intercontinental region.

Regional legal responsibilities are divided among our three attorneys: Brent Gardner is head of the legal department and is responsible for Australia, Canada, South Africa and New Zealand. Brent has been with HP since 1972 and with Intercontinental for two years.

The Far East has long fascinated Don Drumright — who studied Chinese language, history and government at Cornell. Being responsible for HP's Asian distributors and subsidiaries for the last year and a half has been a marriage of his legal and geographic interests.

Robbins Pancake is the most recent addition to our legal staff, having joined us last year. He previously was legal advisor to the chairman of the U.S. International Trade Commission. He has traveled extensively, and lived in Paris, France, Athens, Greece and Panama.

Robbins looks after our Latin American concerns.

Does your picture of a lawyer include Perry Mason-type courtroom scenes with the attorney defending his innocent client against false charges? Many people think this is how a lawyer spends his days, but in reality very little time is spent in the courtroom. This is especially true of corporate lawyers for a company like Hewlett-Packard, for according to Brent, "HP is not the kind of company prone to litigation." He goes on to say that even fewer suits are brought against HP in the Intercontinental region. "We see only one-tenth of the number handled by HP's U.S. domestic attorneys."

What do HP lawyers do? HP has basically three groups of lawyers: 1) tax lawyers; 2) technical lawyers, who handle patents, trademarks, and copyrights; and 3) general lawyers who handle all other legal matters. The general lawyers do such things as training managers and employees about legal matters, giving advice on governmental regulations, writing contract forms and resolving disputes.

Concerns which demand the attention of our international lawyers include contract negotiations, monitoring corporate records of HP subsidiaries, compliance with foreign exchange regulations (the

"famous" issue of netting commission accounts) and the overseas application of U.S. laws — most notably antitrust laws and the Foreign Corrupt Practices Act.

Intercontinental's lawyers don't handle all of the region's legal problems themselves. Often outside lawyers are hired to advise on local matters. Ideally, the local attorney will keep the Intercontinental Legal Department advised. This way local management can get inputs from both inside and outside lawyers.

Perhaps you also picture a lawyer using big words and thinking of the legal implications of each thing he says. Although I noticed that Brent, Don and Robbins did choose their words carefully, and several times asked if this was "off the record," they *are* very human and helpful.

While they do primarily represent the company and do not provide legal services for employees, they are available to *discuss* legal problems with employees and recommend whether a lawyer should be retained.

These gentlemen travel throughout the region, talking with country managers, general managers and visiting with local lawyers to learn of any changes in local laws. If you see one of them, say hello . . . and tell them you recognize them from their portrait.

"Legal eagles" (l-r) are Don Drumwright, Brent Gardner, Robbins Pancake.





# Meeting the recruiting challenge

*(Editor's Note: The people whose pictures accompany this article are a representative sample of foreign national recruits. We regret we didn't have space to include everyone.)*

As Intercontinental continues its rapid growth, the search is on to find the "best and the brightest" people to manage that growth.

The recruitment challenge is particularly great in those countries where few engineering and business schools exist, says Intercontinental Region Recruiting Manager Bob Coutts.

"Given this situation, there is an increasingly competitive market in these countries for highly skilled people," he notes, "and it is likely to become more so."

HP's innovative approach to this "people finding problem" is a U.S.-based recruitment program which identifies foreign nationals attending U.S. universities who eventually want to return to their home countries. They are hired and generally trained in the U.S., and then dispatched home to work in HP subsidiaries.

The program has a dual advantage, explains Bob.

"It allows HP, as a U.S. company, to hire U.S. educated employees who also have a knowledge of and appreciation for the local environment in our subsidiary countries."

The program began modestly in 1979 when nine people were hired. Last year 17 out of 22 U.S. college hires for Intercontinental were foreign nationals, and the target for 1981 is 45 out of 52 hires. Much of the growth in this program has been the result of the importance assigned to it as a staffing tool by Dennis Raney, Intercontinental controller/administrative manager.

"Originally we represented Europe as well as ourselves in foreign national recruiting," Bob says, "but now they take care of it themselves. Our program, however, is more than double the size of theirs — mainly because they have more business and engineering schools in their areas."

Bob stresses that Intercon's foreign national recruitment program is looked upon as a *supplement* to local recruitment programs in the subsidiary countries.

"Most of the countries have their own recruitment programs as well, although some simply don't have a large enough employee population to recruit and train

very many new people," he says.

There are a number of challenges connected with running the foreign national recruitment program.

"We need to make sure the local entity is involved," says Bob, "and we do this by including country management as part of the recruiting process. Also, rather than flying candidates to the country, we sometimes arrange to have someone from the country meet them here."

During the new hire's training assignment in the U.S., it is also important to make sure he/she gets the right kind and amount of training and that they have a clear picture of the job they will have when they return home.

"Right now we train foreign nationals here in the U.S. before sending them back to their countries, but perhaps we should be doing it the other way around," says Bob. "We're still experimenting and looking at options. As more and more people come through the program, we'll get better and better at making these projections."



**Bill Christie, financial analyst, HP Canada — Toronto. Bachelor's degree, Queen's University, M.B.A., University of Chicago.** "I was attracted to HP because I felt that I would work more effectively in an environment which re-

spects an individual and encourages innovation. HP seemed to practice what others preached. I was actually sold on HP's products and reputation well before the interview began."



**Yoshi Tejima, systems engineer, YHP-Yokohama. B.S.E.E., Rensselaer Polytechnic Institute.** "My reaction to my U.S. training assignment was that I thought it would be a good opportunity to test and improve myself, not only from a technical aspect, but from a personal aspect as well."



**Alice Tsai, accountant, HP Hong Kong. B.A., National Chengchi University, Taiwan, M.B.A., Indiana University.** "U.S. training is definitely helpful for knowing the people, the atmosphere, the philosophy of the organization and understanding the HP Way."



**Fan Kau, financial services supervisor, HP Taiwan. B.A., National Taiwan University, M.B.A., University of Chicago.** "HP's open and informal atmosphere is without country or cultural barrier. You walk into an HP office in Australia, Japan or Taiwan, and find the same atmosphere. There is absolutely no doubt in my mind that this is one of the most precious things HP offers its employees."



**Raymond Cheung, EDP coordinator, HP Hong Kong. M.B.A., Indiana University.** "I wanted to associate myself with an organization which is constantly making progress and achieving balanced growth. My actual experience with Hewlett-Packard further confirmed my expectation that HP is such an organization."



**Ken Yun, senior accountant, General Systems Division. B.A., University of Pennsylvania, M.B.A., University of Chicago.** "HP is a highly professional firm, yet it contains enough flexibility within itself to create an open and cooperative environment. Especially for a person who is starting on a new job, this environment allowed me to assimilate more easily and quickly.

**Rui Goncalves Da Costa, South America administrative manager. B.A., Fundacao Getulio Vargas, Brazil, M.B.A., Michigan State University.** "HP's management philosophy and work environment recognizes that an innate characteristic of human nature is the fulfillment of job-related needs such as recognition of individual achievements, career advancement based on initiative, creativity and accomplishment, and the satisfaction of sharing the company's success."



**Gerson Rosa, finance manager, HP Brazil. B.S.E.E., Aeronautics Institute of Technology, Brazil, M.B.A., University of California—Los Angeles.** "New responsibilities are given to you at HP when you are ready for them. At the age of 27, after working for only seven months as a financial analyst at the Intercontinental Headquarters, I was offered the finance manager position at the Brazilian subsidiary."



**Alexander Chan, financial analyst, HP Singapore. B.S. engineering, University of Singapore, M.B.A. University of California—Los Angeles.** "I wanted a company that I could contribute to in

an industry I could identify with. HP impressed me as a dynamic and innovative organization which has its own unique character."

# A visit to a kampong

When some HP Malaysia employees go home at night, they enter a serene world completely removed from the hustle and bustle of the high technology environment of the factory. The Malaysian *kampong*, or traditional village, is a haven and a refuge where life moves slowly and easily as it has for many generations.

On a recent visit to Malaysia, *Intercom* editor Judy Hansen stayed in the *kampong* of Rohaiya Yusuff, HP Malaysia production operator, and her family. These photos were the result of that visit.



*HP provides buses to and from work.*



*When employees slip out of their work uniform and into the traditional sarong, they also slip into a whole new identity.*



*Kampong houses are generally made of wood and built on stilts. They are large and airy and well-suited to the hot and humid Malaysian climate.*



*Families are close-knit, and spend a lot of time together. They also visit often with other relatives who live in the kampong.*



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*Outside the kampong, vendors set up stalls in the evening to hawk spicy Malaysian satey and other food and drink.*



*Extended families are common in the kampong, and often three generations live together under one roof.*

# Shalom, America

A long and fruitful partnership between Intercontinental and the Electronics and Engineering Division of Motorola, Israel, Ltd., (E & E), HP's Israeli distributor, came to an end recently when HP's management responsibility was transferred to HP's Geneva office.

In a communication outlining Motorola's accomplishments over the past 10 years of its relationship with HP, Service Manager Avram Gavish offered the following message to the people at Intercontinental Headquarters:

"So much that is inaccurate, so many words of envy are written and spoken about America, that it is important to say a few concluding words about the personal experience of all Motorola visitors to the U.S.A.

First of all, California's physical and human climate, which is similar to



Avram Gavish

Israel's, made every Israeli feel immediately at home. Other visits to Colorado, Oregon, New England and other areas completed our impression of

Americans as people whose friendly attitude was not always expected because of newspapers read, movies seen. The informality and hospitable atmosphere we encountered helped all Motorola's visitors to forget the tremendous geographical distance between our two countries.

On the other side of the coin, when visitors from HP removed their ties and jackets, they blended very well into the Israeli scene. In fact, unless one addresses them in Hebrew, it is difficult to pinpoint them as foreigners among the Israelis enjoying a relaxed weekend on a Tel-Aviv beach, or exploring the alleyways and bazaars of Old Jerusalem.

We hope with all our hearts that warm personal friendships which flourished over the years will not be forgotten.

Goodbye, America... may we meet again as tourists."

## Distributor spotlight Business is booming in Chile

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Just a few years ago Chile was a country plagued by massive inflation and political and economic instability. Today real economic growth stands at about 8 percent per year, and business is booming.

Olympia (Chile) Ltd., one of Hewlett-Packard's distributors in Chile, is sharing in the new prosperity. Sales have increased fivefold in the last four years to give the company the largest sales volume among the 18 subsidiaries of its parent corporation, Olympia Werke AG of Germany (part of the office machine group of AEG-Telefunken).

The favorable economic climate also enhances HP's chances in the marketplace, says Rolf P.T. Stuedemann, Olympia's general manager.

"Chile is a promising market for HP products because of our economic boom, and sales of HP products have tripled over the past two years," he notes. "Demand is strong for financial calculators and small business computers as well as for desktop computers for the mining and the building industries."

HP and Olympia established a distributor relationship in 1978. Founded in 1962, Olympia currently employs over 300 people and had sales of \$9.3 million in 1980. The firm distributes office machines such as typewriters, office calculators and small copiers, along with HP calculators (since 1977) and desktop



Olympia also assembles office equipment. Here Guillermo Pina and Mario Alfaro assemble parts for typewriters.

computer systems (since 1979). It has 13 branch offices in Chile and several retail outlets in Santiago.

Rolf Stuedemann began as a salesman for Olympia in 1962, and has been instrumental in shaping the subsidiary into the successful entity it is today. A native of Hamburg, Germany, Stuedemann emigrated to Chile in 1947, and has spent the better part of his life there. He is a graduate of Technical University Frederico Santa Maria's School of Business, and has also completed an advanced study course in

business administration at Harvard Business School.

### SIN OF OMISSION

In our last issue we forgot to mention that Ray Shelton and Josie Louie had taken the photographs of Headquarters order processing people for the special report on order processing. Our thanks to Josie and Ray for their help.

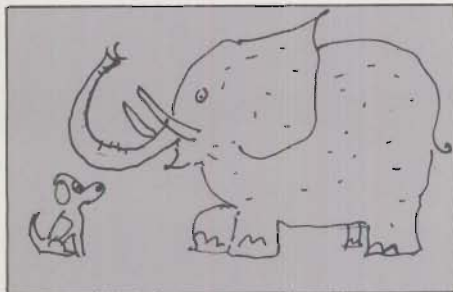
# A "personal story"

By LeAnna Willis

*Editor's Note: Understanding Hewlett-Packard's high technology products is sometimes difficult for many of the non-technical people who work for the company. Beginning with this article on personal computing products, Intercom will run a series of stories featuring a "lay person's" explanation of some of our major products.*

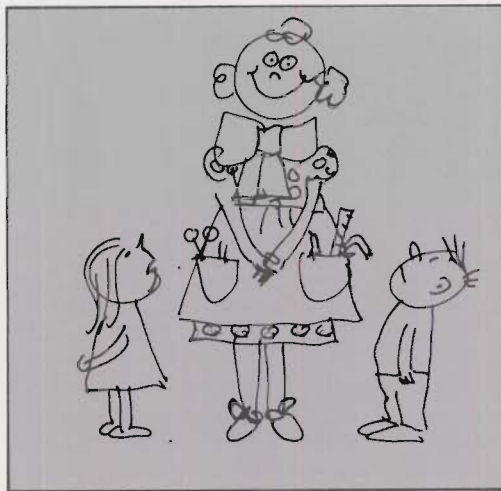
Once computers were very large, very impersonal and very expensive, calling up images of science fiction movies in which huge computers outsmart their human operators. Technology has changed that: so much so that HP now markets a line of computers and calculators called "Personal Computing Products." I asked Steve MacDonald, manager of sales force 12, why we call them Personal, and how they differ from traditional computers.

The most obvious difference is the size, which make these products less intimidating for the uninitiated than the traditional large systems. Who can be afraid of a computer the size of an electric typewriter? And we are so used to calculators that they seem like old friends. So, one way they are more personal is a result of their size and familiarity — kind of like the difference in response to an elephant and a puppy dog!



Steve explained other differences between the two. Normally, large computers have a main memory which communicates with the operator through externally attached "peripherals," things like printers, cathode ray tube displays (CRT terminals), or discs. Personal computing products have all these things in a portable, self-contained unit.

Timesharing capabilities are another difference. Timesharing allows a single large computer to serve several people at the same time. For example, the terminals we use for COMSYS messages "timeshare" with the other terminals in our building on the big HP 3000 downstairs. The way I understand it is that the computer can "think" so fast that it can answer questions from all the other terminals while you're still thinking up your next question. (Riddle: How is an HP 3000 like a kindergarten teacher?



*Answer:* It can answer ten questions at once.) A desktop, on the other hand, is designed to be used by one person at a time. It waits patiently, giving you its undivided attention.

Final differences are in the size of the problems they can solve, and in the languages they use: the computers marketed by sales force 12 use BASIC (Beginner's All Purpose Symbolic Instruction Code), while full fledged computers can use a variety of languages.

The line between computers, desktop computers and programmable calculators has become more and more vague in the last three to five years. It's a rapidly changing field: which has resulted in much confusion as far as names of products go. What one company calls a desktop, another calls a personal or a mini. For example: HP calls their 3000 (our largest product) a mini computer, while other companies call their desktop models mini. Even the experts have to ask each other "What do you mean by 'desktop'?" HP feels that the new name, Personal Computing Products, more accurately describes the use of the products, which are used by individuals to solve specific problems. And they are inexpensive enough that engineers or managers could have one at their disposal.

The development of the HP-41C is an example of the type of product that makes it difficult to draw the line: It's a hand-held calculator, with programmable memory and add-on peripherals which allow it to approach the capabilities of a computer. There are plug-in modules that are pre-programmed to handle certain types of problems, such as math and statistics.

In addition, users can do their own programming as well as purchase programs that are on "cards" that can be read by the card reader attachment.

Another way to program is to use the bar code reader and the pre-printed bar codes. The bar code wand is the same thing that some grocery stores use to keep track of prices and inventories. They run the wand over the bar codes on the merchandise at the check out counters. Similar devices can be used to enter programs or data into the calculator. It's much faster than punching it out on the tiny little calculator keyboard. (Riddle: How is an HP-41C like your mother-in-law? Answer: Both have excellent memories.)

Desktop products, such as the HP-85 (a personal computing product) and the HP-9825 (a computer product) are the ones that are really hard to tell apart: they are the same size, and have many of the same capabilities. To further complicate things, the HP-85 is also sold by the computer group. (Such overlap is done for a purpose, so there won't be a customer need that goes unfulfilled, or is filled by a competitor, because of a gap in the capabilities of the products we offer.) If it makes you feel



any better, no one else can really give a clear-cut definitive answer as to why one is called a computer and one a personal computing product, either.

And now for one last riddle: How is a personal computing product different from money? Answer: you CAN take it with you!



# News briefs

## Spreading good will

On his recent rip to the Far East, Public and Marketing Communications Manager Sy Corenson paid official visits to San Jose's "sister cities" in Taiwan and Japan. In Tainan, Taiwan, he and Taiwan Country Manager Wen Ko met with Mayor Nan-Cheng Su and presented the city a gift of an HP 41C calculator system. Wen provided a thorough demonstration of the 41C system to the mayor (himself a former accountant and champion rugby player) and to excited members of the city's finance section. Indications were that this was the initial step Tainan would take in computerizing the city's records and financial activities.

In Okayama, Japan Sy and YHP General Administration Manager Mac Imahori met with Vice Mayor Koh-Ichi Takahata. On this visit, Mac in behalf of YHP presented an HP 41C calculator



Sy Corenson (left) and Okayama Vice Mayor Koh-ichi Takahata.

## DCO becomes CPO

The Desktop Computer Operation in Singapore has a new name — Computer Peripheral Operation, or CPO. The name change is in line with its continued ties to the Greeley Division. CPO currently is responsible for the design and manufacture of mini cartridges. It also fabricates major subassemblies for desktop computers.

**IMPORTANT GUEST.** The FISA Trade Show in Chile drew a number of important guests, including General Augusto Pinochet, president of Chile (center), who paid a visit to the HP booth set up by Olympia, one of HP's Chilean distributors. From left are Hernan Altamirano from Olympia; German Riesco, president of the National Agriculture Association; General Pinochet; and Michael Obst, Olympia sales manager.

system to Dr. Takayoshi Misaki, Professor of Electrical Engineering of Okayama University, who has provided in the past and hopefully in the future will provide top engineering graduates to fill some of the recruitment needs of YHP.

On his sister-city visit, Sy was representing Hewlett-Packard and also Pacific Neighbors, Inc., a San Jose, California citizen group which operates a student and faculty exchange program with various countries and which encourages commercial interchange. Tours of the electrical engineering departments at both the National Cheng Kung University (Tainan) and Okayama University demonstrated that each had equipped their laboratories with numerous HP products. Furthermore, Mac and Sy learned that Okayama had just placed an order (via a local representative) for an HP scientific computer system.

## Singapore sales meeting

HP Singapore held its first annual sales meeting recently at a local hotel. Each product line manager represented an overview of his department's achievements and activities for Fiscal Year 80, and the group also participated in workshops on customer satisfaction, multiple discipline accounts and field engineer productivity. A special awards dinner in the evening honored the top salespeople for the year from Singapore and Malaysia. Jimmy Tan was named

best salesman for FY 80 and Thomas Ong, best quota performer (366 percent!). Joining the Million Dollar Club were Jimmy Tan (instruments); Loh Chee Kiang (instruments); Jansen Ek (computer systems); Thomas Ong (medical); and Anthony Lee (personal computing products).

## Together in Hong Kong

HP Asia, the company's Far East headquarters office, and the HP Hong Kong sales office have both moved to new quarters in the Sung Hung Kai Building on Hong Kong Island. Previously the two entities occupied separate buildings in Kowloon. The new location gives each entity some 13,000 square feet of floor space. HP Asia now has 30 employees, and HP Hong Kong 40.

### New addresses

Hewlett-Packard Asia Ltd.  
G.P.O. Box 795  
6th Floor, Sun Hung Kai Centre  
30 Harbour Road  
Hong Kong  
Tel: 5-8323211  
Telex: 36678 Hewpa HX

Hewlett-Packard Hong Kong Ltd.  
G.P.O. Box 795  
5th Floor, Sun Hung Kai Centre  
30 Harbour Road  
Hong Kong  
Tel: 5-8323211  
Telex: 36678 Hewpa HX



### Latin American Common Market organized

Representatives of 11 Latin American nations recently signed an economic pact aimed at creating a regional, European-style common market. The treaty establishes the Latin American Integration Association (its Spanish acronym is ALADI). ALADI replaces the Latin American Free Trade Association which was organized in 1960. Countries participating include Argentina, Brazil, Mexico, Venezuela, Colombia, Chile, Uruguay, Bolivia and Paraguay. Oscar Barbosa, of HP Brazil (Campinas) has been appointed HP's liaison to this organization.

### Inflation rages

Argentina had the world's highest rate of inflation last year, with prices soaring 140 percent, according to a report released recently by the International Labor Organization. Inflation in Asian nations ranged from 10 to 25 percent, while rates were highest, on the average, in Latin America, where few countries had inflation below 30 percent.

### Kudos in Taiwan

HP Taiwan recently received a "distinguished vendors" award from its good customers, the Chung Shan Institute of Science and Technology and the Department of Police Administration.

### Creatively speaking . . .

The HP Brazil sales office and factory managers participated in a Creativity Seminar recently to develop their creative capacity in order to solve performance problems.

**TIME OUT.** Jal Karani (left), former admin manager for HP Venezuela, takes a "breather" with General Manager Helenio Arque at Jal's going away party. The party was held at a local bowling alley, and was an appropriate send-off for star bowler Jal who has become HP Australasia's admin manager.



**THE BOYS IN THE BAND.** Whooping it up at a party celebrating the top performance sales award for Analytical products were Bud Bromley (third from left), Headquarters regional sales manager, and HP Mexico Analytical sales and service people. L-R are Luis Javier Rendon, Guillermo Pineda, Bud, Jorge Ortiz, Carlos WaCorte, Alfonso Nolesco, and Jose Luis Aquirre.



**POTENTIAL RECRUITS.** HP Brazil (sales) hosted 30 senior students from the Aeronautical Institute of Technology recently in an effort to let graduating students know about HP. Ary Santos, Instruments sales manager (left), gave them a stirring pitch on HP.



### Riding high...

YHP's product line 36 (component test and measurement equipment) achieved the highest profit rate among the product lines of HP in FY 80. The YHP Instrument Division celebrated the achievement with a party.

### U.S.-China trade burgeons

In its latest forecast, the National Council for U.S.-China trade projected that two-way trade between the U.S. and the People's Republic of China would reach a record \$3.8 billion in 1980, twice as high as the current pace of trade with the Soviet Union.

**PICNIC FUN.** These guys may look like candidates for *Playgirl Magazine's* center spread, but they were actually football players at the HP Brazil (sales) annual picnic. Besides football, those attending the picnic enjoyed swimming, horseback riding and cycling.

### Singapore training program

The first-ever instruments new product training in ICON was conducted in Singapore and Australia during November. Divisions taking part in the training sessions were Santa Clara,

Stanford Park, Santa Rosa Spectrum and Santa Rosa Network, Colorado Springs Logic and Scopes, New Jersey and YHP. Attending the sessions were sales engineers from Singapore, Malaysia, Taiwan, Hong Kong, Korea, India and Thailand.



**PARADE OF PARADES.** The John Martin's Christmas Pageant, held annually in Adelaide, Australia, is a spectacular event which includes some 70 sets of floats. It is viewed live by 500,000 people, and also televised nationally.



**PENANG DEDICATION.** Honorable Chief Minister Dr. Lim Chong Eu cut the ribbon to formally open HP Penang's new building. On his right is Miss HP runner-up Siti Rohani, and holding the ribbon is plant manager Koh Loke Seng. The new building, which encompasses 57,000 square feet, adjoins the old factory facility.

## Distributor news

Blue Star, HP's long-time distributor in India, recently sold \$2.27 million worth of test and measuring instruments to the Post and Telegraph agency of the Indian government. This was Blue Star's largest single order from the Far East in 1980. The instruments — which include power meters, spectrum analyzers, microwave link analyzers, sweep oscillators, etc. — will be used for testing the earth station equipment associated with INSAT, India's first communications satellite.

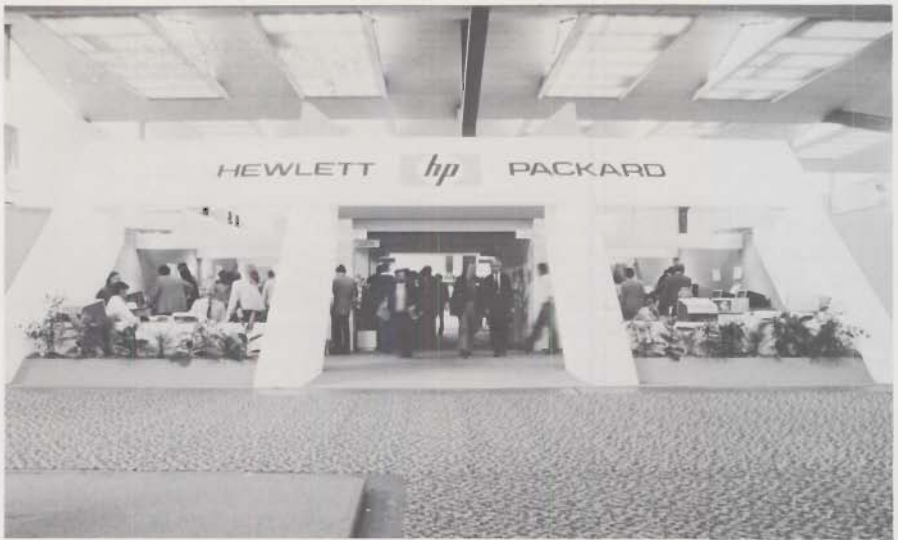
In another development for Blue Star, the Information Planning and Analysis Group, for the Government Department of Electronics, purchased five HP 1000 systems for use in a new National Information Centre which will provide information to various government departments and ministries. The 1000's will be installed in various government departments, and will be linked to a central computer located in the IPAG headquarters.

## HAMMERING THE POINT HOME.

Sergio Mendez, HP Mexico general manager (right), received a golden hammer recently in recognition of his "smooth and subtle management style." The award came at the fiesta celebrating the HP Mexico Computer group's spectacular performance in Fiscal Year 80. Sergio immediately decided to try out his new gift on Bill Lukenbill, Computer sales manager.



**START-UP.** YHP's new Service Information System, developed by ICON and YHP as a joint project, went into operation recently. Here Toshio Muraoka makes the initial data entry on the new system.



## WORLD COMPUTER CONGRESS AND EXHIBITION.

Hewlett-Packard's unique booth drew a lot of visitor and media attention at the Eighth World Computer Congress and Exhibition held in Melbourne, Australia. The booth included a 45-foot by 65-foot display area at ground level, together with an upper level hospitality suite acting as a bridge over a central walkway. The booth featured application software, service and problem solutions. Fifteen OEM and software suppliers demonstrated their packages and products on an HP 3000, HP 250, HP 300 and HP 85. The Exhibition included 170 different displays sponsored by all major suppliers from Europe, Japan and the U.S.A.



**THANKS, STAN.** Bill Hewlett (right) was on hand to present 25-year service awards recently, and Intercon Headquarters Controller Stan Whitten was more than happy to receive Bill's congratulations.

# Newsmakers

**Chi-ning Liu**, formerly Intercontinental's market development manager for the People's Republic of China, has been promoted to country general manager for the PRC. Chi-ning joined Intercontinental in 1979. Prior to that, he had spent 12 years as a medical research engineer for HP. A native of Hupeh, China, he received a B.S.E.E. degree from National Taiwan University in Taipei, his M.S.E.E. from the University of Sydney in Australia, and a Ph.D. in electrical engineering from Polytechnical Institute of Brooklyn in New York.

**Tony Johnson** has been named general manager of HP Singapore (sales) replacing Malcolm Kerr who has moved to Hong Kong as Far East Area manager. A 16-year veteran of HP, Tony joined the company in Canada as an instrument field engineer in the Ottawa office. He has served in a variety of positions in Canada including Ottawa district manager for instruments, instrument sales manager in Montreal, facilities manager in Toronto and Montreal, regional sales manager for instruments, and Western Zone manager for instruments. Tony holds national, city and guilds diplomas in mechanical engineering and electronics from the Farnborough Technical College in the United Kingdom, and has studied higher mathematics at Carleton University in Canada. He has also completed a management training program at the University of Western Ontario.

**Rohana Weiler** is HP Malaysia (manufacturing) personnel manager, replacing Maria Malik who left the company. She joined HP in 1979 as personnel administrator (compensation and benefits), and became senior personnel administrator six months later. Prior to that, she was a personnel officer for employee relations for Intel in Malaysia, and a lecturer in the School of Mass Communication at the Mara Institute of Technology. She holds a degree in mass communications from Boston University (U.S.A.).

**Susan Liu** has joined HP Taiwan as a communications specialist in charge of public relations, press releases, adver-

tising, internal publication coordinator, and seminars and trade shows. Prior to joining HP she worked as public relations manager for United Pacific International Inc. in Taiwan, and a public relations assistant in the public relations department of Grant Advertising International Corporation. She holds a B.S. degree in journalism from the University of Chinese Culture in Taiwan.

New face on the People's Republic of China marketing team is **Joseph Ng**, who is responsible for all PRC admin and financial support. Reporting to Chi-ning Liu, his duties include targeting-expense reporting, finance and operations analysis, accounting treatment of transactions, pricing, statistics and coordination for commercial service. Joseph was general accounting supervisor at the Santa Clara Division prior to transferring to Intercontinental Headquarters. A Certified Public Accountant, he received his B.A. in accounting from Baruch College and a Masters from Stanford University. He is currently a PhD candidate in economic history at Stanford.

**Javier Rendon** has been named field manager for Analytical sales for HP Mexico. Javier has been Analytical field engineer for the past two and a half years. During this time, analytical equipment sales have increased by almost 500 percent.

**Jose Mario Celano** has been named administrative manager for HP Argentina, replacing Geroge Dahl who has left the company. Jose comes to HP from EMI Technology S.A. in Buenos Aires where he was responsible for financial and accounting operations of all of South America. He was also financial controller for EMI Medical in Spain, and administrative director for Norton S.A. in Spain. He is a certified public accountant and holds a degree in accounting from the University of Buenos Aires.

**Rui Morbey**, formerly field manager for personal computing products has been named country sales and service manager. Rui replaces **Jose Educardo de Faria**, who became Latin America area manager for personal computing products. Rui, who has a B.A. from Universidade Federal do Rio de Janeiro, joined HP in 1975 as calculator field engineer. Rui was responsible for a number of territories in Sao Paulo and south areas.

In a move designed to strengthen HP Brazil's position in the analytical instrumentation market, **Jelson Ghigonetto** has been appointed sales manager for analytical products, reporting to the country manager. Jelson



Susan Liu



Joseph Ng

joined HP in mid-1976 and has been a field manager for analytical sales since the beginning of 1980. He holds a degree in industrial chemistry from Colegio do Carmo in Brazil.

**Carlos Ribeiro**, formerly district manager for instrument sales and district manager in Rio de Janeiro, has become instruments service manager, operating from Sao Paulo. This new position includes the implementation of the Latin American Repair Center (LARC), a program designed to offer instrument repair from Brazil to neighboring countries. Carlos joined HP in 1976 as an instruments staff engineer. He holds a degree in electrical engineering from the Catholic University in Rio de Janeiro.

The last issue of *Intercom* failed to mention (blush) that YHP's Computer Systems Manufacturing Department and Desktop Computer Manufacturing Department were combined into the Computer Manufacturing Department. **Kenji Uyeminami**, former computer regional sales co-manager, has been named manager of this group at Hachioji, replacing **Takayuki Satoh**, who has become R&D manager for the Computer Division. **Kazunobu Shimada**, formerly consumer calculator sales manager, has been assigned to the slot of on-site service manager of the Instrument Group. **Kazuo Tanaka**, one of the Computer Group managers, has replaced him.

In other changes around the region...

**Marius Furst** has become HP South Africa's computer sales manager, replacing Alan Williams who left the company.

**Gustavo Fernandez** has accepted the position of personal computers sales and service manager for HP Venezuela. He was formerly computer systems sales manager. **Oscar Otero**, formerly commercial computers district manager, replaces Gustavo as computer systems sales manager. Oscar will also have responsibility for the SEO and CEO groups.

**Freddy Herrera** has been promoted



Chi-ning Liu



Tony Johnson



Kenji Uyenimami



Takayuki Satoh



Freddy Herrera

to the newly-created post of service manager for HP Venezuela instruments, medical and analytical.

In Mexico, **Juan Munayer** has been promoted to field manager for computer products, and **Jorge Llanderal** has become office responsible manager for the Monterrey office.

**Robert Oo**, of HP Singapore, has

been named Far East service manager for Instruments.

**Rui da Costa**, South American and HP Brazil's admin manager and financial fireball, is this year's recipient of the "Trofeu Reconhecimento," an award instituted in 1977 to honor individuals who make significant contributions to the company or the community. Rui re-

ceived the award because of his personal commitment to improving HP Brazil's quality of administration, which results in an "exceptional" rating from the internal auditors in Fiscal Year 1980. According to ICON Controller Steve Lumm, it is the first time any ICON sales region entity has received an exceptional rating from the auditors.

## Communicating—the HP way

By Judy Hansen

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A manager on his way to a new assignment in Campinas, Brazil, recently commented to me that one of his challenges there would be to help employees realize that although the local HP factory is relatively modest, the parent company it is part of is a large multi-national corporation known throughout the world.

His observation is an interesting one. "Communicating the company" to employees in a region as diverse and fast-growing as Intercontinental is, indeed, a perpetual challenge. As we grow, people have increasing need for timely and correct information about Intercontinental, HP, their own subsidiary, and how those elements fit together. Being informed about the various facets of the company ultimately helps them to feel they are part of, and have a stake in, the larger organization.

But face-to-face communications between entities in our far-flung region is limited and sometimes difficult. It is, therefore, important that we have an efficient internal information system to supplement personal contact and "the grapevine." Right now that communication system consists of several components.

The new orientation slide-tape presentation produced in 1980 acquaints em-

ployees with key Intercontinental people and gives them an overview of the Palo Alto headquarters and factory and sales operations around the region. Through use of scenic slides and ethnic music, the show also attempts to impart a sense of the rich diversity of the Intercontinental countries.

*Intercon Update*, our regional news service, was set up to relay important news and information to employees in the region on a timely basis. *Update* releases also funnel Intercontinental news to the Corporate-wide information system.

*Intercom*, our quarterly magazine, attempts to tie the region together and provide background and interpretation of events and changes at the headquarters and in the subsidiaries and distributorships. It also is designed to recognize employee group and individual accomplishments, and to engender a sense of teamwork and pride in Intercontinental's accomplishments. In addition, *Intercom* serves as a vehicle for communicating Intercon's activities and accomplishments to top management and others within the corporation.

The local employee publications which now exist in eight subsidiaries are also a critical link in the internal communications chain. They provide indispensable local information in countries where staff size or

geographically separate offices require that face-to-face communication be supplemented with a written publication. They also extend Intercon and corporate news into their countries.

All of these resources — the slide show, *Intercom*, *Intercon Update*, and the local employee publications — can work together to help assure that employees know what is going on in the various organizations and feel part of the overall picture. However, the success of this internal communications system depends on input of timely stories, photos and news items from all corners of the region. It also requires follow-through in the local distribution systems.

A caveat should be made here that the internal communications system — even if working perfectly — does not supplant the need for the personalized communications that have always been so important at Hewlett-Packard. Face-to-face meetings, discussions and presentations will always be essential ingredients in the employee communications process. And with both personalized communications and the internal communications system working hand in hand, my friend in Campinas has little to worry about.

# Some thoughts on slang

Being an American and English Language company, it is not uncommon that we frequently put some of our fellow Intercon employees, distributors and customers at a severe communications disadvantage — perhaps for the first time in their lives. Our basic correspondence, instruction and documents are all done in English. Except in countries and divisions where some translations take place, we literally force our associates in other countries to use English.

Of course, time and cost are major considerations when translations might be helpful. But, I sometimes think that our insistence to emphasize English is because of the notorious inability of most Americans to learn other languages, unless they have lived abroad for several years (even in those cases, some learn little more than a half-dozen words).

I might be a prime example of this American limitation having learned Spanish six times — and forgotten it the same number of times. However, I am proud to advise that I can toast a cocktail in many languages, but it's unlikely if that skill has contributed much to our business objectives!

If, in fact, we Americans cannot or will not learn other languages, we can make a stronger effort to use a more basic and

understandable form of English, and speak at slow to moderate speeds as the situation dictates. Another personal example is the accusation that my "Chicago-ese" is too rapid even for locals.

Another problem we create in English language understanding is our frequent use of slang terms. One of my good Venezuelan friends tried to augment his rather good English language competency by purchasing and nearly memorizing two American slang dictionaries. Unfortunately, that effort did not fulfill his total need because, as it turns out, HP, and Intercon, in particular, has its own set of slang phrases. Recognizing this, members of my staff have been collecting their favorite "Iconisms." I had hoped to save them for my autobiography after retirement. However, I now realize that I would also have to invent a new "Rosetta Stone" or else my staff might be the only book purchasers. Because of our sincere desire to extend the cause of good (and bad) communications, we are now prepared to share these gems of "Iconisms" with you. We hope you have fun with them — at least as much as we had collecting them — and send our *Intercom* editor any we've missed so we can have another go at it in the future.

ICONisms . . .

(choose the correct definition)

## Sand-bag

a) a purse for desert use b) opposite of bathing beauty c) conservatively forecast or target items, such as quotas, to maximize chance of meeting target

## Bulge

a) those troublesome lumps that appear on sedentary people b) a famous battle c) a compression of expenditures into a short time

## Critical Mass

a) large group of irate, complaining people b) nuclear energy term c) sufficient volume or size to justify an action — usually involving an investment

## "Net Net"

a) Russian for "no, no" b) you use it to fish, fish c) absolute final total on an account sheet or (colloquial) "what this all finally means"

## Blue Sky

a) Very rosy, positive optimistic forecast b) project a future occurrence c) an unusual occurrence in industrialized areas

## Downside Risk

a) Australian speculation b) opposite of an upside risk c) a less positive risk

## Goosy

a) nervous and uneasy b) that flat-footed, wobbly-necked, goose bump feeling c) well-known mother

## Get your jollies

a) have fun, enjoy yourself b) pick up something to go with your peanut butter sandwiches c) laugh uproariously

Your "Fourth Quarter Bulge"

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## Intercom

Published by and for the people of Hewlett-Packard Intercontinental  
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Palo Alto, California 94304  
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