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# intercom

HP Intercontinental News

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## GETTING THE PICTURE

### HP Computers Go Native in Asia

ヒューレット パッカード 漢字I/Oサブシステム

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# GETTING THE PICTURE

## HP Computers Go Native in Asia



*In a huddle:* HP President John Young visited the Business Computer Group (BCG) in Cupertino last February, where presentations were being made on the Kanji system prototype. Shown (from left) are Kimio Kashiwagi, YHP; Alan Bickell and George Cobbe, Intercontinental; Tak Sato, YHP; Mike Naggiar (back to camera), Intercontinental; John Young; BCG General Manager Ed McCracken (back to camera); and Information Networks Division (IND) General Manager André Schwager.

Ch'ing Dynasty emperor K'ang Hsi, lists 47,035. "Over 50,000" is often given as an estimate of the existing number of Chinese characters, with the understanding that new characters are constantly being formed, particularly in technical areas.

The number of characters actually used necessarily depends upon the country, the subject matter and the occasion. A list of 1,850 Kanji has been established in Japan as the most frequently used, and is considered sufficient to write the straight-forward prose section of newspapers and other non-technical publications. Additional characters are needed for names of persons and places, and special fields of expertise, not to mention the phonetic syllabaries of Katakana and Hiragana that are the other components of the Japanese language.

The reader of a Chinese language newspaper would need to know around 3,000 characters, and probably commands a day-to-day vocabulary of around 5,000. In Korea, though the phonetic Hangul alphabet had been de-

Kanji is the Japanese word for "Chinese character" or ideogram. As we go to press with this issue of *Intercom*, an international team of computer professionals, led by Tak Sato of Yokogawa Hewlett-Packard's (YHP) Computer Division Research and Development Lab, is readying HP's Kanji system for introduction in the Japanese market in July, and in other Far East markets in coming months. The development of this system, using Chinese characters to handle complex pan-Asian language needs, is an example — and perhaps the most challenging one — of HP's commitment to providing native language support for its computer products.

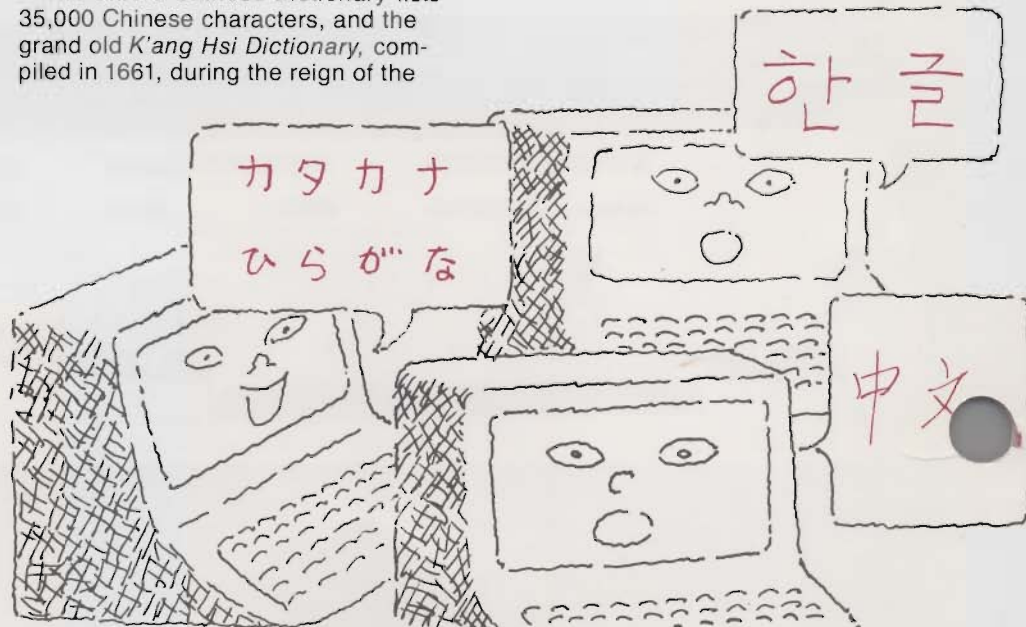
First, some background: a quarter of the world's 4.3 billion population speaks one form or another of the Chinese language and a third of humanity uses Chinese characters in writing. The written language is common to all the dialects of spoken Chinese, and is also used in writing Japanese and Korean — where Chinese characters are used in conjunction with native, phonetic syllabaries or alphabets. With computer use growing in Asian countries, the

need for a pan-Asian Kanji solution is very real. In fact, many analysts believe that the introduction and enhancement of Kanji systems will create an explosive market for computers in the Far East.

But getting computers to "speak" Chinese is no easy task. Whereas most Western languages can be defined with words composed of an alphabet of 26–32 letters (including accent marks), no one can say for sure what the total count for Chinese characters might be. And an ideographic language also raises such questions for the computer professional as: How many characters should any subset have? How to input those characters? How to output? How to read? How to sort?

The *Oxford Chinese Dictionary* lists 35,000 Chinese characters, and the grand old *K'ang Hsi Dictionary*, compiled in 1661, during the reign of the

*On our cover:* As shown on the screen of HP's new Kanji terminal, the Chinese, Japanese, and Korean characters represent the languages which are, or will soon be, available with HP's Kanji system. Creative photography makes it possible for these characters, from three different input/output systems, to all appear on the same screen.



veloped in the 15th century, almost all literature continued to be written in the Chinese language prior to the 20th century. The Hangul is a remarkable system consisting of 14 consonants and 10 vowels, and in the words of an American student of the Korean language, writing for the *Samsung Newsletter* (April-May 1982 issue), it is "perhaps the most scientific alphabet in general use in the world today . . ."

Against the backdrop of these Asian language requirements, HP's multi-lingual Kanji project began 18 months ago, following approval by the Strategy Council for the company's Computer Groups, headed by Executive Vice President Paul Ely. The Council saw the need for HP to devise a product which would "speak" the local language in Japan, Taiwan, China, Korea, Singapore, and Hong Kong.

Previously, a Chinese character Input/Output (I/O) system had been available from HP Taiwan. Katsuto Kohtani, director of YHP's Computer Division (YCD), told *Intercom* during a recent visit to Palo Alto, "The HP Taiwan I/O system provided a lot of insights into local market needs, and has strengthened our work towards developing a pan-Asian Kanji solution." Tak Sato's team at YCD's R&D Lab, included engineers from HP Taiwan and Samsung Co., HP's exclusive distributor in Korea, with support from Computer Systems Division (CSY) in Cupertino, and Data Terminals Division (DTD) in Sunnyvale, California.

The system will be introduced in July and August with two language options: Japanese and Chinese. Shortly thereafter, a Korean option will be available. HP people and customers will see the following products: a Kanji display station; a Kanji printer currently supplied by Fujitsu to YHP; an interface for the Kanji printer; Kanji software subsystem; tablet support table; and service support products. The HP 9111A graphic tablet is available as an optional input device.



## An HP First...

At right above, some members of the Kanji team — believed to be the first HP multinational R & D team — and other colleagues are shown in a relaxed moment in Cupertino, while, at left, Roger Nelson seems to be making a point, with Gi Nakatsukasa looking on. Roger acts as liaison between the Business Computer Group (BCG) in Cupertino and YHP Computer Division (YCD). Gi is responsible for the marketing of business computers at YCD. In the group picture are (l-r. back row): Peter Jou, Tak Sato, Itaru Abe, Masaaki Imai and Itsuo Sugiyama. Seated, in front are (l-r): Sotoji Watanabe, Takuji Koh, and Akiyasu Zen.

As head of YCD's R & D Lab, Tak Sato has been the driving force behind the Kanji project. His experience at YHP parallels the joint venture company's active involvement in computer activities. In 1970, Tak was responsible for designing YHP's own computer, the 4100, which was based upon the HP 2114B. Tak followed the new product through the manufacturing process, where he incorporated it into systems that com-

bined a mix of HP and YHP products.

Peter Jun-Wun Jou of HP Taiwan, brings ten years of experience with Taiwan's Telecommunications Lab, as well as a familiarity with various Chinese-character input/output methods and local Taiwan market needs.

Sotoji Watanabe, Kanji project leader, has been with YHP for 12 years, primarily as a field systems engineer. He is described by colleagues as someone with in-depth knowledge of products and customers' needs.

Takuji Koh is of Korean origin, and Akiyasu Zen is of Chinese origin. Both are Japanese-born, and have been working at YCD as software engineers, contributing their bilingual skills to the Kanji project.

Others who have worked long and hard to make the Kanji system introductions possible, and whom we have not mentioned elsewhere, include: Young-Sun Kang of Samsung Electronics, Korea; Bob McGuire of Data Terminals Division (DTD), Cupertino; Jon Bale of Computer Systems Division (CSY), Cupertino; Tai-Jou Sue of HP Taiwan and S. C. Chen, a student from Taiwan; and from YCD, Eiichi Nakamura, Yasue Amekura, Tomoko Imura, N. Niimura, and Sumiko Amino.

Roger Nelson, who serves as liaison between the Business Computer Group (BCG) in Cupertino and YCD, and who acted as our "reporter" during a recent trip to Japan and as "advisor" throughout our preparation of this article, tells us that, "The key to the overall system is subsystem software that acts much like an orchestra leader or director, managing various instructions from the computer to terminals and printers, as well as internal instruction inside the computer itself."

YHP's Kimio Kashiwagi, who is responsible for marketing the system, notes that a "phased release" concept has been adopted by the Kanji team, and enhancements will continue to be developed and released over the next several years. Markets in the People's Republic of China, Hong Kong and Singapore will also be studied for future introductions. The focus will be on increased performance and "friendliness"

consistent with the general design and marketing strategy for the HP 3000. This concept of "friendliness" means the computer is easy to use and implies that the computer is also "interactive," i.e., that it provides visual features and clues that enhance the user's ability to interface with it.

Indeed, the ultimate objective is to produce an HP 3000 system that "speaks" Asian languages as well as it "speaks" English — with all of the features now available to English-speaking customers. That, all agree, is a worthwhile, but ambitious undertaking that will require continued hard work and cooperation on the part of all the various HP entities who have been supporting the project. Meanwhile, the Kanji team feels confident that the advantageous features soon to be introduced will already contribute to increasing the customer base for HP in Asian markets where Chinese characters are part of the local language.



# Hewlett-Packard in Brazil —

Turning around a tough business situation is, of course, a different kind of accomplishment from that of turning a consistent profit. But it is no less a challenge and, often, it may be a prerequisite. Hewlett-Packard's experience in Brazil in recent years has been a case in point.



A wholly owned sales subsidiary, HP do Brasil was incorporated in 1967. By the end of the first year of operation, with headquarters in São Paulo and a branch office in Rio de Janeiro, its 20 employees had sold \$917,000 U.S. worth of HP equipment. The fledgling company grew rapidly, fueled by Brazil's "economic miracle" which had begun two years earlier and was to last a decade. During those years, the country's gross national product grew at a rate well in excess of 10% per year.

By 1975, however, the effects of the world energy crisis were being keenly felt in Brazil, causing the "economic miracle" to vanish in the wake of high oil prices. Simultaneously, HP Brazil, with 160 employees and sales worth \$13 million U.S., was experiencing growing

pains, as reflected in a lack of profitability and in negative internal audits.

The new management team appointed in 1975 and headed by Luiz Barata was given the challenge of turning the situation around. "That was no easy task, given an economic environment characterized by import restrictions, double or triple-digit inflation, and changing government policies," recalls Luiz, who was in Palo Alto in late June of this year for Intercon's general management meeting.

During the early growth years, HP Brazil had acquired land and initiated the construction of new headquarters in the Alphaville industrial development in Barueri, a town near São Paulo. The 6,000 square meter building was inaugurated in June 1977, by then HP

*Sugar Loaf, synonymous with Rio de Janeiro, is seen here behind Guanabara Bay, rimmed with prime residential and commercial property. A major tourist center well-known for the frenzy of its annual carnival and its beautiful beaches, Rio, with seven million inhabitants, is the second largest city in Brazil, after São Paulo. (See page 6.)*

President Bill Hewlett and Intercon Director Alan Bickell.

Following the Alphaville inauguration, in his "Message from Brazil" (*Intercom*, July 1977), Alan said, "It's very clear that HP's presence in Brazil is desired by the government and that expansion of our activities is encouraged, particularly where we can contribute to the development of the economy. . . ."

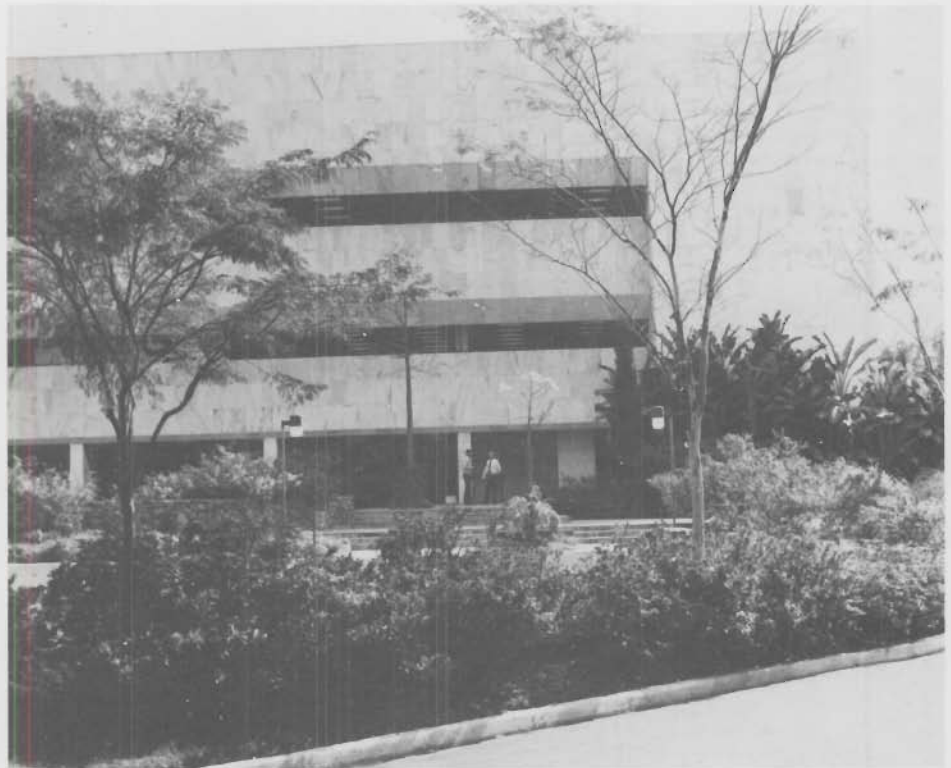
# Paving the Way for Growth

"Many of the difficulties we've experienced in Brazil have been brought about by that country's dedication to balancing its trade deficit and the strong emphasis on development of 'local' industry. Both Bill and I left Brazil with a better understanding of the country's progress toward solving its current economic problems and how HP could best participate as an active contributor to the country's economic growth."

HP's manufacturing facility in Campinas, Brazil, established in 1975, has contributed to the development of local industry, and has in turn been an asset in strengthening the sales presence. Dick Love, manager of Intercon's manufacturing operations, notes that, "The most obvious benefit from local manufacturing of the Corvallis hand-held calculator product line, as well as the HP 85A personal computer, is that we have been able to continue to sell them in Brazil. These products, especially the 85A, would have been restricted otherwise. And the second benefit comes from the favorable export balance of payments generated by Campinas. This enables the sales office in Alphaville to obtain import licenses for service parts which would not otherwise be available."

Luiz Barata, country general manager, believes that the difficult economic conditions and the lack of real growth opportunities for the company's sales may have been, in some ways, a blessing in disguise for HP. "It has allowed us to concentrate on developing people and building organizational strength." As part of this effort, Luiz recalls that an administration manager was "imported from Palo Alto" in 1976. He stayed for two years and left a legacy of "aggressive managers and supervisors who have continued to improve the quality of our administration, culminating in an exceptional audit rating in 1980." That admin manager was Larry Tomlinson, now retiring to Intercon in July as controller/administration manager.

Examples of strong Brazilian managers include Rui da Costa, who succeeded Larry Tomlinson as admin manager for Brazil. Rui became Latin America Area admin manager in early 1982, and is now based in Palo Alto. Another Area manager is Jose Eduardo de Faria, based in São Paulo, with responsibility for personal computer and calculator (Product Type 12) sales throughout Latin America. Three other Latin Americans, now serving elsewhere in the Area, were first developed into managers in Brazil. They are



Above, headquarters of HP's sales subsidiary in Brazil, located in Alphaville, near São Paulo. Below, Luiz Barata, general manager, leads a staff meeting. To his right are: José Eduardo de Faria, Latin American Area sales manager for Personal Computation products (PT 12); Renato Paupério, admin manager; and Milton Brusius, personnel manager. To Luiz' left are: Rui Morbey, sales manager for PT 12; Jelson Ghigonetto, Analytical sales manager; and Ary Santos, Instruments sales manager. Of this group, Ary has the longest history with HP, having joined in 1967.

Sergio Mendez, now general manager for HP in Mexico, Daniel Mazar-Barnett, Computers sales manager in Argentina, and Airton Gimenes, commercial services manager, also in Mexico.

Emphasis has been put on the selection of new hires and on training programs — developed in the U.S., supported by Intercon, and administered locally. Rui sees this kind of training as excellent preparation for those at HP Brazil to meet the challenges of growth ahead. "I believe the growing pains we had experienced in Brazil are largely

over," says Rui. "For the past two years, there's been the feeling that we can absorb 50-70% growth without too much difficulty."

After many years of paving the way for growth, HP Brazil saw first half results for 1982 at 121 percent of quota, 77 percent above that of the previous year. In the face of continued import restrictions and tough economic conditions, these results are all the more impressive, and give rise to optimism for much smoother sailing in the years to come.



## HP in Brazil

*The undisputed center of Brazil's commerce and industry, São Paulo is a metropolis of nine million people. It also oversees the agricultural production of São Paulo state, whose output accounts for a staggering 50% of the country's Gross National Product of \$167.6 billion dollars for 1981 (based upon 1975 U.S. dollars. Source: Chase Econometrics International Service.)*

*The Computer Users Association annual trade show is a major event in Brazil, congregating computer professionals from all states and other countries. HP's booth in 1982 provided further exposure for the recently introduced HP-85A personal computer, now manufactured in Campinas for the Latin American market.*



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## Gasohol — Agriculture's Contribution to the Economy in Brazil

Freshly cut sugar cane is loaded on to trucks for the trip to the refinery, where the juice is extracted from the cane by presses, and reduced to a syrup, or "melasse" (molasses) and further refined into sugar or distilled into alcohol.

Sugar has long been one of Brazil's major exports. Since 1976, the crop has increased in importance, with the launching of "Proalcool" the government-sponsored program to use sugar cane as raw material in the production of alcohol as an alternative energy source. The program is intended to help reduce the country's dependence on imported liquid fuel, which amounted to 80% of consumption levels in 1979.

Luiz Barata, general manager of HP's sales subsidiary in Brazil, reports that Brazil now has a fleet of almost half a million "alcohol cars, running on a mixture of gasoline and 20% dehydrated alcohol." Gasoline fueled cars can tolerate such a mixture with little adjustment, Luiz tells us, and the technology to produce engines for "alcohol cars" is readily available.

By 1985, Brazil hopes to produce 10.7 billion liters of alcohol. Together with increased domestic oil production, and the creative use of other alternative energy sources, the country projects that its current dependence on imported fuel to meet 80% of its energy needs would then be reduced to 20%, which would in turn go a long way towards strengthening the economy.



# Yokogawa Hewlett-Packard— An Intercon Recruiting Model

As more Intercontinental countries begin to consider new graduates from university campuses as a significant resource for filling critical staffing needs, we can benefit from examining successful recruiting techniques and practices used elsewhere in the company. The U.S. college recruiting program provides one such reference; another model within our own Region is YHP. The success which YHP has attained in their recruiting efforts can offer direction to other Intercon entities seeking to enhance their own college hiring programs.

Takumi Masuda, YHP recruiting/training section manager, attributes much of their success to being "sincere with all applicants" and "showing the atmosphere of YHP as one of its selling points." YHP describes itself as being an "open, free, warm, and dynamic place to work," according to Taku.

During FY81, YHP was able to attract 184 new college graduates to join the

company. This group of new hires was part of a larger group of 202 who received offers to join YHP. The acceptance rate of 91% compares very favorably with that of other firms in Japan as well as with the acceptance ratio in the U.S. recruitment program. Direct comparison with U.S. performance is misleading, however, since the screening mechanism eliminates those who are not a match with YHP early in the recruiting process. YHP's recruiting performance is particularly impressive considering the size of the company relative to other Japanese firms. Typically, the larger the firm, the greater is the size of its recruitment program. YHP is not considered a large company compared to many others in Japan.

University professors are key to the college hiring process in Japan. Professors especially in technical fields provide recommendations to both students and employers on what they feel might

be suitable matches. Students and firms rarely ignore or reject a professor's recommendations. Given the significance of these recommendations, Japanese firms must actively promote their image and visibility among the university level teaching community.

One way to conduct this promotion is by having alumni who are YHP employees return to the school campus and provide visibility for the company and its employment opportunities. They can meet with prospective employees and provide a somewhat different viewpoint from that provided by the recruiter. The key relationship, though, is with the professor. "If the company fails to maintain good communication with a professor," Taku stresses, "then the company won't be able to get any applicants, at least any well-qualified ones." Alumni are encouraged to maintain and reinforce their ties with their former professors.



*At a retreat, new YHP recruits meditate and celebrate.*



*Takumi Masuda (left), YHP's recruiting/training section manager, discusses the objectives of YHP's recruiting program with Bob Coutts, his counterpart for Intercon, in preparation for this story. Nobuo Oigawa, YHP traffic specialist assigned to Intercon headquarters, also contributed by serving as interpreter.*





Openness and honesty are essential ingredients in YHP's recruiting formula. Taku points out that "throughout the interviewing process, YHP is always candid and open. Even bad points or problems the company is facing are discussed so that there may be no misunderstanding about the company. This makes the applicant feel assured, and it helps present a clear picture of YHP." This is especially critical since Japanese custom and practice dictates that the decision to join a particular firm is a lifetime commitment. Changing companies during the course of one's career is rare in Japan. Thus, the critical nature of that first employment decision cannot be overestimated.

Although YHP's FY82 college recruiting targets are lower than the number of actual hires for FY81, the challenge they face today may be even greater as they attempt to attract a greater percentage of the top students in the country. Competition for these individuals is keen, and YHP will be exploring new and creative ways to promote its image, with expanded use of media such as college publications, recruiting pamphlets, direct mailings, and newspaper advertising. Creating various types of work-study assignments will also be part of their strategy.

Another aspect of the YHP program which merits attention is the use of people with different functions and at different levels within the YHP organiza-

tion as part of the company's recruitment effort. Top management, alumni representatives, new graduates, and the personnel staff are all involved in the important task of providing visibility to YHP and the career opportunities it offers. The task is shared by many, not left to the efforts of a few.

The involvement of top management is critical since it is they who can determine how the other resources in the organization are to be committed to the program. Their attitude can influence overall funding for college recruitment which will directly affect how ambitious a program is planned and what level of motivation is maintained to ensure that it succeeds. YHP management has that involvement and commitment which in turn provides the momentum for the program.

Many countries within Intercon maintain local college recruiting programs. Australia, Brazil, Canada, Hong Kong, Mexico, Puerto Rico, Singapore, and Venezuela have campus hiring efforts currently underway. Other countries such as Malaysia, South Africa, and Taiwan are examining ways in which such programs can be established. Traditionally many Intercon countries have sought the experienced applicant as the primary target for their recruitment efforts. Now strategies are being developed to supplement this resource with a coordinated campus hiring campaign.

## Co-op Recruiting in Canada

An aggressive posture on college recruiting was taken by 14 dedicated professionals from HP Canada this year. The team was made up of computer district managers from sales, service and SEO (systems engineering organizations), a field marketing manager, personnel representatives, field engineers and system engineers, as well as a couple of CO-OP students who had previous work experience at HP. Using a media blitz approach, they increased HP's visibility on campus, by hanging large posters, giving demos on HP's graphics terminals, handing out pamphlets and even hosting a beer bash on campus, inviting anyone willing to listen to come and hear about Hewlett-Packard. The result: success! After going through hundreds of resumes and conducting many interviews, they reached their objective, hiring 15 CO-OP students, who will spend one term in the classroom and then alternate terms between taking classes and being out in the work force.

By examining the YHP approach and isolating the reasons for its success, we can attempt to incorporate their proven formulas into our overall recruiting plan for each Intercon country. Openness, honesty, genuine concern for the applicant, and ensuring mutually congruent expectations between the candidate and HP, will all yield positive results as we place more reliance on college and university hiring as a primary staffing resource.



## From Headquarters... To the Field

"Intercon plans to grow from within its sales subsidiaries and manufacturing facilities, and we need a base from which to provide talented personnel to meet the challenges of growth," says Karr Tomberg, college recruiting coordinator at Intercon headquarters.

"The U.S. college recruiting program will contribute to this effort by identifying and attracting qualified foreign national students from U.S. college campuses, familiarizing them with HP here at headquarters and other divisions, and then transferring them to the field. Most of the foreign nationals return home, with the exception of a few who are posted to neighboring countries."

Karr is shown (at lower right) with

foreign national college hires on the front steps at headquarters: the countries where they will be working are shown after their names. From upper left: Alan Tan, Singapore; Marcelo Amaral, Campinas, Brazil; Pablo Cairolí, Argentina; Simon Wong, Hong Kong; Shirley Chan, Singapore; and Karr Tomberg. Not shown are Paulo Monteiro now in São Paulo, Brazil; Daniel Chang now in Taiwan; Helen Lee, Hong Kong; Chon-Phung Lim, Singapore; Kin-Ching Tong, Hong Kong; Enrique Luna, Mexico; Victor Nondabula, South Africa; Paul Kua, Hong Kong; Willem Hofmans, South Africa; and Jon Humphreys, Australia.

# News Briefs

## Campinas Hosts Brazilian VIP's

HP's factory in Campinas, Brazil recently hosted the Board of Directors of SEI (Special Secretary for Information Processing). This committee assists the President of Brazil in developing and managing a national policy for information processing, focusing on scientific and technological development.

After receiving preliminary information about HP's manufacturing operation in Brazil from Odmir Almeida, Campinas operation general manager, and Luiz Barata, HP Brazil general manager for sales, they toured the production line, led by Ophir Toledo, manufacturing manager for Campinas. Following the tour, Ricardo Delforge, product manager, demonstrated the HP-85, showing its importance as an instruments controller.



*Brazil's Board of Directors of SEI (Special Secretary for Information Processing) visited HP's factory in Campinas recently. Committee members (from left to right) Guilherme Hatab and Humberto da Costa Monteiro, and Octavio Gennari Netto, secretary of information processing, tour the production line hosted by HP Campinas employees, Oscar Barbosa, external relations manager; Ophir Toledo, manufacturing manager, Carlos Matias, production engineer; and Odmir Almeida, general manager, Campinas.*



## Presidential Visit in Singapore

HP's manufacturing facility in Singapore was honored recently with a visit by Singapore's President, Mr. C. V. Devan Nair (center). He was greeted by (left to right) Alan Bickell, managing director of HP Intercontinental; Mr. Harry Thayer, the U.S. Ambassador; Lee Ting, HP's managing director Southeast Asia; and Wong Kan Seng, personnel manager. After a slide presentation on the company, the President toured the plant, visiting with employees.



## A New Software Development Center for Taiwan

HP and Taiwan's Institute for Information Industry (III) signed a cooperation agreement in June to jointly develop computer software, primarily for the HP 3000 series of computers, for both Taiwan and overseas markets.

Shown exchanging documents after the ceremony are Fang Hien-Chee, vice chairman of III, center, photo above; Kuo Yun, III acting president, at right; and Wen Ko, general manager of HP Taiwan, at left.

This software development center will be the first for HP in Asia. The company currently has four such centers, located in the United Kingdom, France, Italy, and Australia.

The information industry has been designated by the government of the Republic of China (ROC, Taiwan's official name) as one of the strategic industries to be given priority for development during the 1980s. K. T. Li, minister without portfolio, and widely regarded as the founder of Taiwan's computer industry, visited HP in April, during a fact-finding tour of major U.S. computer companies. Minister Li and HP Executive Vice President Paul Ely had discussed the prospects for a cooperation agreement at that time.

During the signing ceremony in June, Wen Ko stated, "I am confident that the technology and quality of HP software will contribute to the development of ROC's software industry. This cooperation project also represents another example of HP's commitment to its customers and to the host country."



## News Briefs

### Medical Donation

HP South Africa recently donated a cardiocograph to the Alexandra Health Clinic, which serves the Black township of Alexandra near Johannesburg. The HP equipment, which monitors fetal heart rate and uterine activity, will be used to give early diagnoses of potential fetal problems, focusing on hypertensive patients and those whose babies are overdue. HP Executive Vice President Dean Morton presents Dr. Hulme, Superintendent of the Alexandra Health Clinic, Johannesburg, with the cardiocograph equipment along with a check to provide training for clinic nurses.



### Exceptional Rating for Singapore Audit

For the third year in a row, Singapore Manufacturing has received an exceptional rating on their internal audit. This puts them in a unique position within HP's financial community. According to George Abbot, head of Corporate internal audit, this is the first time any HP entity has received three such ratings consecutively. In 1981, only two divisions, Disc Memory and HPSA, Geneva received exceptional ratings. So far this year, Malaysia manufacturing has also received an exceptional rating on its audit.

The criteria for audit ratings are adequate internal controls, written procedures for the functions under review, compliance with Corporate policies or with generally accepted accounting principles, understanding of job responsibilities, accomplishment of assigned tasks, and absence of significant errors.

Koh Boon Hwee, controller for the Singapore Division, credited his managers and support people for achieving the exceptional rating. "They do the everyday work and they deserve all the honor," Koh said.

Department heads were Alice Yim, general accounting supervisor; Nah Song Sen and Yap Tian Teck, cost accounting managers; Alex Chan, facility information system manager (FISM) and Joe Lee, operations, traffic and customs manager. (Adapted from *Financial Notes*, May 1982)



**MEDICAL EXHIBIT IN INDONESIA.** Mike Blomeyer (right), Far East Area sales manager for Medical Products demonstrates HP's pagewriter electrocardiograph, which measures and records the electrical activity of the heart. The display was part of a hospital exhibition in Jakarta, Indonesia, where Berca Indonesia P.T., our representative, had a booth. Watching the demonstration is Indonesia's Minister of Health, Dr. Suwarjono Suryaningrat (left) and Hudiono Prasetyo, Medical sales manager for Berca.

### Asian Games

Friendly competition marked the recent matches between HP subsidiaries in Asia as a delegation from HP Malaysia traveled to HP Singapore, and HP Asia and HP Hong Kong battled for the championship cup.

This was the third such meeting for Singapore and Malaysia. It started in 1978 when a team of HP Singapore employees visited the HP Malaysia facility and played a friendly soccer match in Penang. The resulting exchange of ideas and working experiences proved so valuable that both sides agreed to make it a tradition.

The number of people involved has grown over the years with about 60 employees from each country playing this year. Almost 100 spectators watched HP Singapore beat HP Malaysia in netball and soccer. However HP Malaysia came back in badminton, table tennis and sepak takraw (a modified version of volleyball), to win the tournament for the third time. The losers proved there were no hard feelings, by taking the Malaysians on a monorail ride around the island, then to visit tourist resorts and gourmet centers.

About 60 employees played in the first annual "HP Games Day" in Hong Kong. "The Bear" and "Killer Whale," HP Hong Kong's teams, competed against "Pink Panther" and "King Kong," Asia's teams, in four events: obstacle relay, variety relay, shooting the basket, and froggy walk.

"The Bear," mainly FE's, SE's, and CE's from HP Hong Kong won the cup and individual medals for earning the highest score overall.



*Malcolm Kerr, Far East Area manager (far left) sprang to the rescue after the rope broke during a tug-of-war game between HP Asia and HP Hong Kong during the recent HP Games Day. His knots held the rope together for several more pulls, long enough for HP Asia to win the game.*



*An HP Singapore employee leaps for a shot in a table tennis match with HP Malaysia.*

### HP on TV

A camera crew from Hong Kong TVB records HP Malaysia employees doing wire bonds (bonding gold wire to integrated circuit chips). Such scenes, along with an interview with HP Malaysia, Penang, General Manager Dan Nelson, will be featured in a two-minute segment of a program on industrial growth in Malaysia. Other companies included were Matsushita (the makers of National/Panasonic) and a steel mill in Penang. The program is part of a four-part documentary on the growth of industry in Asia, to be shown in Hong Kong.



## News Briefs

**IFUAS IN EVERY COUNTRY.** Jane Christen, of Intercon accounting/personnel systems, gathers with friends from Intercon headquarters to celebrate the installation of the International Facilities Uniform Accounting System (IFUAS) in all Intercon countries. Developed in 1979 by HP's European accounting systems group, IFUAS replaced two different accounting systems used in the Intercon Region.

One great advantage of IFUAS is the cost savings of supporting one system Region-wide, as user training, user documentation, and programming support can be concentrated on one system. And, since accounting rules differ from country to country, IFUAS's flexibility has proven valuable, as it can meet a broad range of required and ever-changing reporting needs.

Andrea Eubanks did the initial planning, while Shamik Mehta gets credit for importing the system from Europe, and developing the conversion strategy. Then Jane and her staff installed the system, beginning at Intercon headquarters in January 1980. It is now running in all Intercon and European sales offices and more than a few of our factories.



## Newsmakers

### HEADQUARTERS

**Don Drumright** has become head of Intercontinental's Legal department. Don joined HP in April, 1979, working in Intercon's legal department, where he most recently served as senior attorney, with responsibility for the Far East. In his new position, Don will be reporting to Intercon Managing Director Alan Bickell. Don majored in political science with a concentration in Chinese studies at Cornell University, Ithaca, N.Y., where he also earned his Juris Doctor degree. Don replaces Brent Gardner, who transferred to Corporate where he leads the corporate section of the General Legal department, with responsibility for construction and real estate, a variety of personnel issues, and government regulations.

**Richard Fahey** is the new commercial services manager for Latin America Area headquarters. He joined HP in August 1979 as treasury analyst at Intercontinental headquarters. In 1981, Richard was temporarily assigned to HP Brazil as finance manager for four months. In November of that year, he moved back to Intercon headquarters,

where he has served as a financial analyst reporting to Dennis Raney. In his new position, Richard will be reporting to Rui da Costa, Latin America Area administration manager. Richard has a M.B.A. from the University of Chicago.

**Doug Morton** has joined Intercon as direct shipment operations manager reporting to Chuck Marr, International Physical distribution manager. Doug has 10 years of experience with HP in purchasing, systems scheduling and order processing. For the past five years, Doug has managed Data Systems Division's order processing, where his O.P. team recently received their sixth exceptional audit rating. He attended San Jose State University, where he received a bachelor's degree in business administration. Doug replaces Larry Welch, who moved to Santa Clara Division as traffic manager.

The Latin America Area has a new Area sales manager for Instruments, **Bob Payne**. He reports to Suresh Rajpal, Regional marketing manager for Instruments. Bob comes to Intercon from Neely, Santa Clara where he has been district sales manager for Computers for the last three years. Bob joined Neely,

Santa Clara in 1970, serving the Instrument Group first as a staff engineer and later as a systems engineer, then moving into direct sales. In 1973 he switched to selling technical computer systems. In 1978 he moved to Corporate training where he spent a year developing sales training courses, before moving back to Neely as district sales manager. Bob graduated from San Jose State University with a B.S. in electrical engineering.

**Don Rowe**, formerly general manager of HP Argentina, has been named Latin America Area general manager, in charge of all area sales and support organizations in Latin America. He reports to George Cobbe, general marketing manager for Intercontinental.

Don joined HP in 1966 after receiving his M.B.A. from Stanford University. He also holds a B.S. in electrical engineering from the University of California in Berkeley. From 1972 to 1974, he served as product manager for San Diego Division products in Boeblingen, Germany. That was followed by a three-year assignment at Intercon headquarters as Instruments Area sales manager for the Far East, Africa, and Australia. From 1977 to 1980, Don was OEM sales man-

ager, then division sales manager of Data Systems Division, Cupertino, prior to becoming general manager of HP's sales subsidiary in Argentina in 1980. Don replaces José Grapa (see Mexico).

**Steve Strain** has assumed the newly created position of ICON Sales Region personnel manager. He reports directly to George Cobbe, general marketing manager, and functionally to Tom Lowden, Intercontinental's Regional personnel manager. Steve first joined HP in 1974 as senior personnel administrator for the HP Labs. From 1975 to 1977, he was Northern European Area personnel manager, based in Geneva, Switzerland. Prior to coming to Intercontinental, Steve served as personnel manager at Data Systems Division in Cupertino for five years.

Steve holds a B.A. in political science from Miami University (Oxford, Ohio), a bachelor's degree in business administration from the University of Arkansas and an M.B.A. from the University of California, Los Angeles.

## CANADA

HP Canada's Computer Group has a new regional customer engineering manager, **Michel Girard**. Michel has been with HP for 10 years, starting in Montreal, Quebec, as a technician for Instruments, then moving into Computers, first as a customer engineer (CE), then as a product support engineer. In 1978 he was appointed district CE manager for Montreal, and in 1980, Area CE manager for Eastern Canada. Michel graduated from College Ahuntsic in Montreal with a degree in electrotechnology.

As the new administrative and finance manager of HP Canada, **Gord McLean** will have overall responsibility for the controllership MIS (Management Information System) support functions in Canada. He reports to Malcolm Gissing, country manager. Gord joined HP in 1976 as general accounting manager for the Canadian Sales Region, and in 1979 he was promoted to controller. Gord has a certified general accountant degree from the University of British Columbia.

## Record Order for YHP

**Kazuo Kiuchi**, sales representative of YHP's Business Computer Group, received the biggest order in the history of that group in Japan (about 1 billion yen or almost \$4,000,000 U.S.). His customer was Toyo Ink Manufacturing Company, Ltd., Japan's second largest manufacturer of ink. The order was for five HP 3000 series 40 and five HP 3000 series 44 computer systems. They also purchased materials management and production management software. Installation of the computers will be made gradually over a two-year period.

## FAR EAST AREA COMPUTER SYSTEMS GROUP CHANGES

The Far East Area Computer Systems sales organization has undergone several changes recently. **Don Thomson**, formerly Area sales manager, is moving to a management position in the Computer Systems Group in the Neely Northwest Area.

He is replaced by **John Chua**, who, as computer sales manager for HP Singapore, has managed computer sales and service in Singapore and Malaysia since 1980. A native of Singapore, John studied and worked in the United Kingdom for seven years, then moved to Canada in 1975. He joined HP five years ago as a Computer sales representative in Alberta, Canada, working as field engineer and major account sales representative in the Edmonton office. He holds a B.S. (honors) and a M.S. from the United Kingdom.

**Paul Chan** has replaced John Chua as computer manager for HP Singapore. Since joining HP in 1978, Paul has moved up in the computer organization in Singapore. Starting as a field engineer for desktop computers, he transferred to the Business Computer Group a year later. In February, 1982, he became district sales manager for business computers. Paul has a physics degree from the University of Singapore, and a diploma in marketing from the Institute of Marketing in the U.K.

In Malaysia, **David Goh** has been named district sales manager for Computer Products in Malaysia, responsible for both business and technical systems sales. He has been with HP Malaysia for three years, starting as a Computer sales representative, then working as field manager and, for the last 15 months, as branch manager in Kuala Lumpur. David holds a degree in business administration and is an associate of the Institute of Business Administration of Australasia.

**Vince Mancuso** has moved from Taiwan, where he has been sales manager for computers, to Hong Kong, where he will replace Computer Sales Manager John Toppel, who is returning to the U.S. Vince joined HP in 1972 in the Midwest Sales Region, later moving to the Neely Region. He then moved to Intercontinental, where he served as major accounts manager for Computer Products for the ICON Region and Japan. Vince has a B.A. from the University of Santa Clara, California.

Another change in the Hong Kong organization is **Peter Lui's** promotion to district manager for computer major accounts. Peter joined HP in 1979 after graduating from the University of Pennsylvania with a B.S. in engineering and an M.B.A. He was a Far East sales support engineer for computers at



Don Drumright



Doug Morton



Bob Payne



Don Rowe



Steve Strain



Michel Girard



Gord McLean



Kazuo Kiuchi



John Chua



Paul Chan



David Goh



Vince Mancuso



Peter Lui



Chuan-Cheng Wu

## Newsmakers



John Fischer



José Grapa



Walt Sousa



Yap Tian Teck



Augusto Cabana



William Creel

Intercon headquarters, then moved to HP Hong Kong. He started working with major accounts that same year. In his new position, he reports to Vince Mancuso.

Replacing Vince as computer sales manager for Taiwan is **Chuan-Cheng Wu**. Chuan-Cheng joined the company in 1975, and has served in a variety of positions in HP Taiwan and the Far East Area, including Instrument sales engineer, Instrument district sales manager, Computer group technical district sales manager, and Area field marketing manager for Far East Computer Systems Group. He holds a B.S. in electrical engineering from National Chiao Tung University in Taiwan. He reports to John Chua.

Also in Taiwan, **Shaw-Gang Yang** has been promoted to district sales manager for computers. Shaw-Gang Yang has been with HP for three and one half years, serving as a sales representative first for desktop, then technical and then business computers. He has a degree in computer science from Chung-Yuan Christian University.

### MALAYSIA

**John Fischer** has stepped into the newly created position of Manufacturing Manager for HP Malaysia, Penang. He reports to General Manager Dan Nelson, and is responsible for production, engineering, materials, and tooling at the Penang factory.

John has been with the company for eight years, all spent in HP's Optoelectronics Division in the U.S., where he has been production engineer, engineering supervisor, engineering manager and production line manager. Although this is his first job with Intercontinental, in 1976, John was the project leader for starting up the line that produced the display for the calculator watch in Singapore. He has a B.A. in business administration from San Jose State University.

### MEXICO

**José (Pepe) Grapa** has been named operations manager for HP's computer

manufacturing facility to be established in Guadalajara, Mexico. Pepe will be part of the Business Computer Group management team, reporting directly to Ed McCracken, as well as to Dick Love, International manufacturing director.

Pepe first joined HP's sales organization in Mexico in 1971. He served as sales manager for Instruments and Computers prior to moving to the U.S. in 1974 to assume the position of Latin America Instruments sales manager. He has been Latin America Area manager since 1976. A graduate of the University of Mexico in physics, he also holds a Ph.D. in solid state physics from the University of Grenoble.

**Juan Munayer** has become Computer country manager for Mexico with responsibility for all Computer Group activity in that country. Juan joined HP in 1980 and moved quickly from field engineer to district manager in business systems, a position he held for one and one half years.

Before coming to HP, Juan worked for Control Data Corporation. He has a degree in civil engineering from the University of Mexico.

### SINGAPORE

**Walt Sousa**, currently marketing manager for the Microwave and Communications Group, has been named managing director, Southeast Asia Operations. Based in Singapore, Walt will have general management responsibility for the Singapore facility and corporate responsibility for HP's sales presence in Singapore and Malaysia and manufacturing presence in Penang, Malaysia. He reports to Dick Love.

Walt joined HP in 1970 as an Instrument staff engineer in the Neely Sales Region's Palo Alto office, where he later served as Instruments field engineer, district manager and area sales manager. In 1978 he joined Intercontinental as Instruments marketing manager for ICON and Japan Sales Regions, a position he held for four years until January of this year when he began his current assignment.

Walt graduated from the University of Santa Clara in 1965 with a B.S. in electrical engineering. He also holds a master's degree in management of technology from American University in Washington, D.C. He replaces **Lee Ting**, who will be returning to the United States as operations manager, Systems Remarketing Operation in the Computer Marketing Group.

**Yap Tian Teck** has filled the newly created position of controller for the Corvallis Operation in Singapore, reporting to Koh Boon Hwee. He will be responsible for general accounting, financial reporting, product cost accounting and order processing.

Yap has been with HP since 1972. He was promoted from cost accountant to general accounting manager in 1973, and then became Southeast Asia cost accounting manager in 1976. Yap graduated from the University of Singapore, where he majored in accounting.

### VENEZUELA

**Augusto Cabana** has been appointed computer systems manager for HP Venezuela. As such, he is responsible for overall computer operations, including customer engineering, systems engineering, and sales for that country. Augusto has been with HP for nine years. He joined as an Instruments field engineer in 1973, then served as Instruments sales manager for Venezuela from 1976 to 1978. He moved to Palo Alto in 1979, where he was Instrument Area manager for Latin America. Augusto holds a B.S. in electrical engineering cum laude from the University of North Dakota, and a master's degree in electrical engineering from the University of Illinois. He reports to Helenio Arque, country manager.

Venezuela also has a new accounting manager, **William Creel**. William is new to HP, coming from Arthur Andersen & Company in Los Angeles, where he worked as a consultant. He holds an M.B.A. from the University of Michigan.

# Making the Most of Equal Opportunity and Affirmative Action

With the revision of our Corporate Objectives in recent months, HP President John Young reaffirmed our commitment to the U.S. policy of equal opportunity and affirmative action. The cornerstone of this policy rests on equitable employment decisions, made without regard to race, color, creed, sex, age, or handicap, and based upon the broadest range of qualified candidates for employment and promotion. Intercontinental country managers have been encouraged to extend and adapt this concept to local situations, in order to make full utilization of all human resources in the countries in which we operate.

I believe the important thing to remember about equal opportunity and affirmative action is not that it is a U.S.-legislated requirement, or that similar legislation may exist in some Intercontinental countries, but that it is an intrinsic part of our company's operating philosophy. In other words, we practice non-discrimination not because we have to, but because we want to. It provides a basis for consistent, equitable treatment of all HP employees, allows us to take advantage of all the resources available to us to fill our staffing needs, and ultimately, contributes to the social and economic well-being of the countries in which we do business, thereby enhancing HP's role as a committed corporate citizen.

Translating philosophy into action will require creative outreach efforts to identify and recruit among those segments of the population who are different from the majority of the workforce, or who have been traditionally disadvantaged, to provide opportunities for these individuals to contribute and become assets to their communities.

Then, once they are hired, we need to look at ways to support and enhance their growth — through on-the-job training, the array of HP development pro-



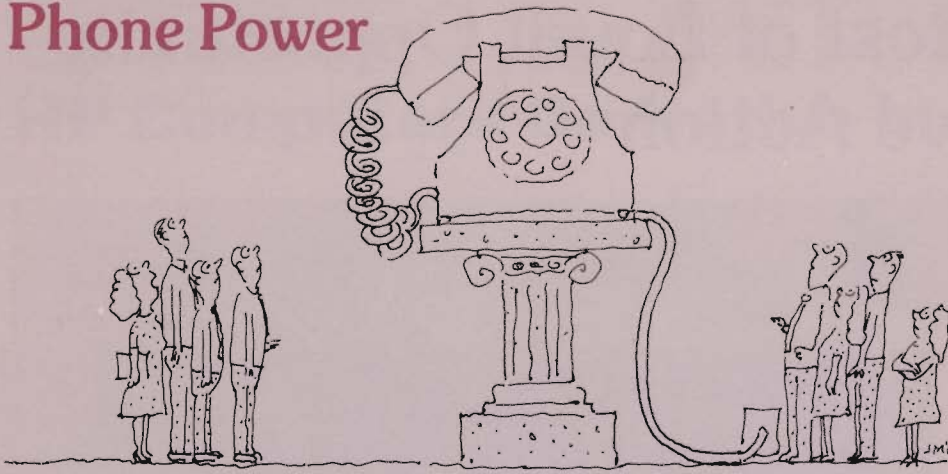
grams, and assistance in pursuing further education, so that these individuals might truly have an "equal opportunity" for advancement at HP. In fact, this is an important aspect of our company's emphasis on people, and it is the responsibility of managers and supervisors to identify the time for team or individual development for all employees.

I believe we all recognize the value in investing time and resources to recruit and train people based upon the concept of equal opportunity and affirmative

action. To do otherwise would be to limit the choices available to us in our efforts to attract and retain the best people to accommodate HP's growth around the world.



# Phone Power



Here we go again with one of my favorite subjects — telephone habits and courtesy. Those of us who have been kicking around the world for a few years have always recognized the existence of local styles and customs — and we have certainly learned to respect them. However, it is sometimes difficult to understand why many people, including those of us in the U.S., seem to lose traditional good manners and tact when put behind the steering wheel of a car or in front of a telephone. Perhaps those devices provide the individual with some inexplicable symbol of power — one that cannot be ignored and the user feels compelled to use.

Whatever the deep psychological causes and effects might be in providing an HP employee with a phone, I think we must all recognize the power of the device — how it is used or misused. In a way, just being provided a phone that can reach almost any point on this earth is an extreme sign of trust by our company. It is really up to us to monitor our use of that instrument consistent with our overall company style of honesty, responsiveness, politeness and responsible financial management — even if we seem to encounter that mysterious influence I choose to call “phone power.”

I guess it's difficult for me to understand why a telephone call has the power to disrupt a meeting, to cause

someone to be late to an important meeting or to re-set priorities. It seems to me we should control that “machine” rather than have it control us. I would like to believe that people in any culture or society will understand that telephone conversations, unless of an extreme emergency nature, need not necessarily be conducted on a real-time basis, that is, at the exact time a connection is made. In truth, a promise to call back when a call comes in at an inconvenient time is rarely rejected, and the persons at both ends of the line are likely to appreciate the opportunity to conduct a relaxed and complete conversation at a more convenient time.

Conversely, phone calls should not be ignored. We think it is both impolite and poor business practice to allow a telephone to ring more than two or three times — and everyone close by, regardless of position, has the responsibility to pick up a ringing phone at an empty station, answer it in a friendly fashion and take a message. But hopefully, the person to whom the phone is assigned can pick his or her own phone up — and then conduct a conversation or reschedule one.

Regardless who answers the call, interrogation and screening of the caller's name, position, organization and purpose are foreign to the “HP Way.” Hopefully the caller will volunteer such infor-

mation. But we certainly do not want to be perceived as acting like another “CIA,” as one customer inferred. Again, fast, courteous and supportive telephone manners seem very consistent with HP's style. It is indeed unfortunate when a single phone call, and how it is handled, has the potential “power” to destroy a relationship or perception that might have taken years to develop.

One final comment before I relinquish this symbolic “soap box” I'm standing on. We frequently receive calls from a third party, such as a secretary, and are asked to hold on until the person who originally initiated the call is available. If an international operator is in the loop, that's understandable and fully acceptable. From the financial standpoint — it's like sitting in a taxi cab in a road jam while the meter is ticking. It can be a terribly unnecessary waste in which only the phone company prospers. More importantly, however, the caller is probably unconsciously indicating his time is more important than that of the person being called. When this happens, feelings are affected and a successful conversation might not take place.

I have heard one person suggest that we fill the Grand Canyon with all the phone instruments of the world so that we might communicate on a more direct basis — without frequent interference and devoid of the presumptuous nature of that “ghastly invention” which absolutely demands attention. Obviously, that makes no sense at all in our modern world, but I feel we should dedicate ourselves to putting phones, their power, and their usage under control so they serve us and those with whom we deal, rather than the other way around. Intelligent and polite operation of our telephone systems will serve to make them — and the party at the other end — our friends rather than antagonists. And they will again occupy their proper place in our world order — as servants instead of our masters.

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## Intercom

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