
intercom

HP Intercontinental News

Spring, 1983 — Northern Hemisphere
Fall, 1983 — Southern Hemisphere

**Intercontinental + Europe =
International Teamwork**



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They've traveled the HP circuit

Internationalization of HP is the challenge of this decade. The overall culture of HP, the common language of our management style (MBWA, MBO, QC, equity, due process), and training programs all contribute to the similarity and spirit of teamwork that exists throughout the company.

But perhaps most important to internationalization is the continued effort in succession planning and rotation of people through international assignments. These assignments range in duration from temporary (three months), long-term (one to three years) to permanent.

Intercon and Europe have been a resource not only to each other but also to the U.S. Here are some, but surely not all, of the people who have had assignments in both Europe and Intercon:

Alan Bickell

The managing director of Intercontinental has probably shared more interface between Europe and Intercon than anyone else. He served two assign-

ments in Europe (Scotland and Geneva) and two in Intercon (Japan and Australia).

Dick Love

Dick has just accepted the job of Personal Computer Group manufacturing operations manager. Immediately before that, he was International manufacturing manager. His other titles have included managing director of Southeast Area operations in Singapore and co-manager of YHP in Japan.

Carl Cottrell

Carl left the U.S. to take Bill Doolittle's place as managing director in Europe during Europe's formative period of 1961 to 1966. He then transferred to Eastern Sales/Computer Systems; later joining Intercon as director just prior to Alan. Carl is currently marketing operations manager for Corporate.

Dick Alberding

Dick's extensive international profile can be found on page 5 in the story on his new responsibilities as senior vice president-International.



Then there are self-styled world travelers such as Instrument Marketing Group general manager Bob Brunner. He is as knowledgeable about world events as anyone at HP, yet has never had an assignment on foreign soil although he did serve a term as International Instrument Marketing manager. Bob offers an interesting perspective as a result of thousands of miles traveled on most every continent.

These brief sketches demonstrate the personal involvement of just a few of those who have had a hand in the internationalization of HP. Their shared experiences will continue to contribute to the company's success as a high technology leader all over the world.

Portrait of a globe-trotter

Here Alan Bickell, managing director of HP Intercontinental, provides a personal glimpse of events that have shaped his international career.

My experience before joining HP was with the U.S. Navy. Most of that time was spent in the Philippine Islands, which gave my wife, Pat, and me an opportunity to travel extensively in Asia. We enjoyed the people we met and our international life a great deal and so, upon joining HP in 1964, I tried to orient my career in that direction. My first job at HP was at the Microwave Division in what was essentially a training assignment in the controllership area. From there, I became controller of Corporate customer service.

In 1966, my "break" came and I was offered the opportunity to go to Japan as an advisor to YHP to assist in the improvement of its financial and commercial systems. I joined a four-man team headed by George Newman, now assistant treasurer. At the end of the YHP assignment, I can recall Bill Doolittle indicating to me that there were two job opportunities. One was back in the U.S.

as controller at a very large division; the other was in Australia assisting John Warmington in setting up a new sales company. Clearly the job in the U.S. was larger, but the job in Australia was far more exciting. I recall it took me about 10 minutes to decide.

We moved to Australia and spent the next year helping to organize HP Australia. That was an extremely rewarding experience and one that I wish everyone could share. There is something special about starting up a new company. I will never forget our first telex transmission to HP in the U.S. It went something like this: "This is HP Australia. We have telex equipment installed; our number is XXXX." The answer came back: "Welcome to the HP family."

From Australia, I moved to Scotland to temporarily replace the division controller there. This brought me back to a manufacturing environment and was also a very rewarding experience.

In 1969, I moved to Geneva, Switzerland, and remained there for five very exciting years. First of all, I worked for Dick Alberding, senior vice president-International who will replace Bill

Doolittle on May 1. Dick and I shared a time in European history which was truly dynamic. The Bretton Woods Agreement* was cancelled; the currencies floated; and the era of exchange rate instability was launched. HP's basic policies in this area, including our fundamental pricing policy, were developed during that time. Europe moved through a period of rapid growth, probably assisted by the decline of the U.S. dollar, making our products even more attractive. The organization moved from a small one to a very large one, with sales tripling during that period of time. In 1974, I returned to the U.S. to take the position of director of Intercontinental.

Every day in many, many ways, I draw upon the experiences and background I acquired during my several international assignments. I can't think of a better way to prepare for the kind of job I have today. I wish that more HP managers could have similar opportunities.

**Editor's note: Bretton Woods, New Hampshire, site of United Nations monetary conference in 1944.*

On the cover. The world hasn't really been reduced to one side of the globe, but the interchange between HP Europe and Intercontinental has fostered a close working relationship. Intercon's territory is shown in green.

HP's international structure

by Bill Doolittle

Hewlett-Packard is a complex organization made up of many business units. Its corporate structure is designed to foster a small business flexibility within its many individual operating units, while supporting them with the strengths of a larger organization. Giving these operating units common direction and cohesion are shared philosophies, practices and goals as well as technologies. Consistent with this approach is HP's practice of giving each individual employee considerable freedom to implement methods and ideas that meet specific local organizational goals and broad corporate objectives.

In the spirit of this philosophy, I have organized the office of the senior vice president-International to delegate the maximum responsibility out to two International regional headquarters: Intercontinental, based in Palo Alto, and Europe, based in Geneva, Switzerland. These two headquarters, working with the Corporate staff, the offices of four executive vice presidents and group managers, provide the interface which has made HP a truly global company with approximately 50 percent of its business originating outside of the United States.

European and Intercontinental headquarters, under the direction of veteran international managers, are staffed with representatives of each of the major Corporate offices as well as marketing

managers reporting to each of the product groups. These entities manage the many individual countries in which HP has its manufacturing and sales subsidiaries as well as independent sales distributors. As international geographic headquarters are in closer contact with the marketplace, they are best able to provide day-to-day guidance. With our local country managers and their sales teams, they can assist in solving problems specifically related to the country, the customer environment, and the monetary and fiscal practices at each of these activities.

This organizational structure is characteristic of HP and its success is based on four important elements: an environment that fosters innovation and a results orientation; objectives and leadership that generate enthusiasm at all levels; uncompromising honesty and integrity in the conduct of business. The final ingredient for success is people, fully meeting the first three requirements, with all levels working in unison toward common objectives, recognizing that it is only through cooperative effort that the ultimate efficiency and achievement can be obtained.

We are fortunate at HP that all of our operating entities, including our two international headquarters, fully meet these four basic requirements for success.

The benefits of sharing

Over the past decade, Intercontinental has enjoyed a beneficial sharing of administrative systems and expertise with Europe. We have found that European systems meet most of our users' needs since the European sales subsidiaries have very similar requirements to our own, such as currency conversion, U.S. and local reporting requirements, and flexibility in report definition and interface specifications.

Sharing of accounting systems began in the mid-70s when some of the then smaller Intercon subsidiaries had accounting systems needs but had only COMSYS hardware. During the second half of the 1970s, the European 21XX-based accounting system was installed in Mexico, Venezuela, Taiwan and Argentina. In 1980, Intercon adopted the new HP 3000-based International Facility Uniform Accounting System (IFUAS) from Geneva. By mid-1982, all Intercon sales companies and several factories were using this new system. (See Intercom, April-June 1982, "IFUAS in Every Country.")

Currently, Intercon accounts receivable and credit/collection personnel are beginning to use the new European AR and credit system, ARMADA (Accounts Receivable Management Data). Canada, Hong Kong and South Africa began using ARMADA at the end of FY82, and several installations are planned in FY83.

An Inventory Management System (IMS) and a Financial Statements Projection System (FSPS) are two other systems developed in Europe that have been "imported" by Intercon for "re-export" to our sales companies.

Conversely, some of Intercon's expertise is flowing to Europe. Lee Tengco, from Intercon Support Admin Systems, was in Geneva for several months last year helping to install our new Service Order System, SORDS. Accounting training videotapes for international financial staffs are being produced by Intercon for our organizations as well as Europe.

The synergy between Intercon and European systems groups has grown dramatically during the last 10 years. HP has certainly benefited from the productivity improvements associated with not having to "reinvent the international wheel."



There's a lighter side to the establishment of international teamwork as demonstrated by Franco Mariotti, vice president-Europe (left), Intercontinental managing director Alan Bickell, and retiring senior vice president-International Bill Doolittle.



Cooperation is the key to international teamwork

by Alan Bickell

Bill Doolittle has pointed out that he deliberately chose to operate with a very small personal staff. He has relied upon Franco Mariotti and me to work together under his guidance to ensure that HP International activities share a common philosophy and purpose in achieving the best possible results for the company. In effect, Franco and I, and those who report to us, carry out not only specific responsibilities related to our assigned geographies but also responsibilities for providing staff support to Bill on a corporate-wide basis. The results achieved from this approach are very encouraging, which is the reason that "International Teamwork" was selected as the theme for this issue of Intercom.

I would like to describe four areas of cooperation and exchange between Europe and Intercontinental which have been mutually beneficial.

The first and most obvious effort we have made is to work together as a team in solving common operating problems. Although each one of our international territories contains specific countries and markets with unique characteristics, there is an overriding commonality between them. We really don't need to reinvent the wheel every time. As a result, over the years there have been many areas where collaboration between Intercontinental and Europe has resulted in establishing common policies and operating plans. Examples include our pricing philosophy, the contractual rela-

tionships between HP and our distributors, and many other operating policies and procedures. If you were to visit the European headquarters, you would find a great deal that would be familiar to you, including the ever-present HP way.

The second area of cooperation is the development of information systems. Here we have pursued a deliberate course of planned sharing of resources. Priorities for systems development are agreed upon in advance and the results are implemented as appropriate on a worldwide basis. This program has been going on for a number of years now and we have been able to measure the results very carefully. We have clearly saved the company a considerable amount of money in terms of reduced systems development costs. More importantly, we have been able to accelerate the automation of all of our field administrative activities beyond what could have been accomplished if we hadn't worked together as a team.

Third, we have shared people resources. Over the years, many individuals have moved from assignments in Intercontinental to Europe and vice versa. Many have moved on to other positions in the corporation where they have used their international knowledge effectively in their new assignments. HP is truly a global enterprise, and these exchanges between our international organizations and from them into other parts of the company are critical to

developing the individuals concerned and to the immediate short-term benefits of sharing ideas. Even more importantly, they are crucial to the longer-term goal of ensuring that at all levels of our company we have individuals who have a broad understanding of HP's worldwide operations.

Finally, there is the matter of friendly competition. We all tend to do better if we are competing with someone, and there are times when a little competition between Intercontinental and Europe has probably helped us both to accomplish more. We have challenged Europe for supremacy in country order performance and in 1982, Japan finally surpassed Germany and the U.K. for the number one position internationally. In athletics, Intercontinental headquarters defeated European headquarters on the volleyball court. Next year, we'll compete on the soccer field!

We are all part of one worldwide family, and all of us who are working throughout Intercontinental should keep in mind that we have teammates in Europe who every day carry out many of the same functions and face many of the same operating problems that we do. We have had a lot of fun working together. In the future, our challenge will be to look for even more positive and innovative ways of cooperating for the benefit of HP and our customers.

"The HP way is evident throughout the world"

by Carl Cottrell



In my HP career, I've spent many years in both the European and Intercontinental theaters of operation. Many of my activities were of a "pioneering" nature. I was responsible for the start-up of numerous sales subsidiaries and distributors (or reps) and was heavily involved in the early days of YHP, HP Singapore, HP Malaysia and HP do Brasil manufacturing activities.

During all those years and in all those locations, I was struck by these common factors:

People are basically the same everywhere. They want to do a good job; they respond to a clear set of goals and are achievement-oriented. They set high moral and ethical standards for themselves and the business they are in; they

take great pride in their company and a job well done.

Because our company has always been consistent in its objectives and business practices and because it has always set high standards for performance and business conduct, the stage is set for a happy marriage in any country. "Pioneering" becomes a matter of introducing the company and the things it stands for to a new group of people who want to succeed in their own community. It's not hard to realize that we all have common objectives and it is not hard to develop a belief in our common future.

It's these same basics that cause visitors to HP facilities around the world to comment on the great similarity in attitude, appearance and results. The HP way is evident throughout the world.

Changing of the guard

Bill Doolittle winds up 35 years

A driving force in bringing Hewlett-Packard activities to Europe and other international arenas, Bill Doolittle retires as senior vice president-International at the end of April.

At 65, Bill winds up a 35-year career with the company. He became export sales manager in 1954 in HP's first effort to sell directly to customers outside the U.S. Before his involvement, international sales activities had been handled by an import-export firm and amounted to less than \$2 million annually.

Working with Bill Hewlett, Bill chose locations for sales and manufacturing activities in Germany and a European sales headquarters in Geneva, all of which opened in 1959. He was the first managing director of HPSA in Geneva. After two years in that post, he returned to Palo Alto as manager of all international marketing and manufacturing activities.

In 1963, Bill was named vice president-International. In 1971 he joined the HP Board of Directors; and two years ago, he became a senior vice president.

An indication of his successful efforts is reflected in the importance of international activities to HP today. During recent years, about one-half of the company's sales and orders have come from outside the U.S. In comparison to the relatively small amount of money generated in the early 50s, HP's international customers accounted for \$1.96 billion in orders during FY82. The company now has manufacturing operations in nine countries, with sales and support offices and distributorships in 20 countries outside the U.S.

Bill will remain on the HP board through September of this year to provide his expertise for the board's review of HP's Far East operations during that month.



At the opening ceremonies for HP's new European headquarters in Geneva, Bill Hewlett and Bill Doolittle share in accepting good wishes from the guests.

Dick Alberding "comes home"

"A hard taskmaster but a superb person to work for" is how Alan Bickell introduced the new senior vice president-International to Intercontinental headquarters employees in March. Dick Alberding, who spent a day renewing old acquaintances and making new ones, said he felt "almost like I'm coming home."

In fact he does bring a wide familiarity with HP's international activities to his new post. After joining the company's domestic marketing department in 1958, Dick became international manufacturing manager in 1962. Then, from 1965 to 1968, he was general manager of HP Inter-Americas with responsibility for Canada and Latin America. It was in this capacity that he initiated the idea of a floating trade show, a ship outfitted with HP products that cruised and docked all along the South American coast.

After three years, he was named managing director of HPSA, overseeing all manufacturing and marketing activities in Europe until he became Medical Products Group general manager in 1977. In 1981, he was elected a vice president of the company.

Dick graduated magna cum laude with a degree in business administration from Augustana College in Rock Island, Illinois. He went on to receive a degree in electrical engineering from DeVry Technical Institute in Chicago.



Paying a visit to Latin America headquarters in Palo Alto, Dick Alberding stops to greet Dennis Sabin. Dick's tour guides include (left) Tom Pelnar, Rui da Costa, Don Rowe and Alan Bickell (back to camera).

THE GALLERY

ON THE RISE HP's Taiwan office now under construction is just one of the new additions to a revised version of Intercontinental's employee orientation slide show. Headquarters staffers LeAnna Willis and Bob Coutts worked with an audio/visual firm to revamp the current show. Improvements include a minimum of organization charts and a maximum of useful information such as the HP way, Corporate objectives and company history. Best of all, the multi-media presentation is just about one-half the length of the present one. Region personnel departments should receive this new program in May.



Ron Gedris

ROYAL VISIT Queen Elizabeth II and Prince Philip dropped in on the Data Systems Division in Cupertino during their March trip to California. Of course, the visit was more than a casual stopover. It was preceded by at least six walk-throughs and three dress rehearsals, not to mention coordination with the White House, the British Consulate in San Francisco and of course, the Secret Service and local law enforcement agencies. Above, HP board chairman Dave Packard describes the product circuit board assembly area of DSD to the queen. At the end of the tour, Queen Elizabeth bids farewell to the board chairman while her husband, Prince Philip, Duke of Edinburgh, second from right, chats with Ed McCracken, general manager of HP's Business Development Group.

A BIG SUCCESS YHP's Private Show held in Tokyo and Osaka in February drew close to 13,000 visitors, 129 percent of target. The show is held every two years. This year's theme focused on systematization...demonstrating how the total lineup of HP products offers a single vendor solution. On hand to open the show in Tokyo were Toshio Muraoka, YHP vice president; Kenzo Sasaoka, YHP president; and Tatsuya Aoi, YHP Eastern Zone manager. In Osaka, visitors seemed very interested in product demonstrations.



A NEW HOME HP's European headquarters in the industrial zone of Meyrin, Geneva was officially inaugurated on March 3. The building reflects the democratic, open-space policy which has been used for several years by HP throughout the world. European headquarters now houses not only administration but also the service departments for Switzerland, a test laboratory, and a software development center for Europe.

Coinciding with the inauguration was the celebration of HP's 25th anniversary in Geneva and Europe. In commemoration of this event, the company commissioned a sculpture by Genevan artist Andre Bucher who accepts compliments on his work from Rosemary and Bill Hewlett. The sculpture, made of bronze with a silicon wafer enclosed in the inner movable circle, is mounted on a base which includes the signatures of those who've played major roles in HP's international growth. They are: William R. Hewlett, John A. Young, William P. Doolittle, Franco Mariotti and Richard C. Alberding.

Quality team program takes root and branches out

by George Cobbe



The quality team program is indeed finding its way out into Intercontinental subsidiary countries. The program has evolved out of the efforts and energies of people at Intercon headquarters as well as energetic leaders in the Intercon countries. It seems natural to the people in our organizations. However, a firm foundation of organization and understanding is necessary before the program can be implemented and results realized.

To understand how the Intercon countries have progressed to their present positions in the quality team process, here's a brief look at the history of quality teams in our part of the international world.

Our Japanese friends at YHP have evolved the quality team approach over the last eight to 10 years into a smooth-

running, highly productive method of improving productivity and increasing job interest. As this process moved into the YHP field organization, innovative efforts to solve other than manufacturing and production problems came to the fore. The application of the quality team concept to the solution of customer-related problems became prevalent in all functional areas of the sales company.

Much credit must be given to our Japan sales region (YHP) people for this innovative effort which, in the last several years, has become visible to many HP people traveling to Japan. The continuing feedback about the quality teams program and the successes of the YHP sales organization caused a number of us to consider whether the program could be implemented in a sales environment outside of Japan.

As a result, a pioneering effort began in early 1981 with the establishment of an Intercontinental headquarters steering committee. Initially this committee went through many hours of training, identifying interested people, and setting the overall tone and direction. What began as a very small first effort grew throughout the headquarters organization in all functional areas.

Perhaps the most interesting discovery in the beginning was that there is a delicate balance between the pressure of the steering committee to keep the program on track and the creativeness and energy necessary from the team members as they go about their "volunteer" work. The whole process, by its relatively

unstructured nature, has to evolve and flourish under its own steam. It cannot be forced or artificially stimulated. However, once the seeds are properly planted and fertilized with sound training about the quality circle process, innovative ideas and solutions of individuals working together take root.

We also learned in the initial effort at headquarters that the process takes about a year, beginning with management's commitment to the program and ending with presentations to management by successful pilot teams. Today five teams are operating in the Intercon headquarters and two are in the process of starting up.

It was the initial hope of a number of people that reasonable success in our headquarters operation would initiate a viable program in the subsidiaries. As the headquarters program took shape, a plan was established to identify and train specific program coordinators in each of the subsidiary countries. This process began about a year ago when coordinators were identified in Venezuela and Brazil and brought to Palo Alto for formal quality team training. Coordinators have now been trained for all subsidiary countries except Mexico with steering committees being established in most. Currently, there are two pilot teams each in Brazil, Venezuela and South Africa, plus four in Australia. Initial team establishment has taken place in most of the other subsidiary countries. In the Intercon factories, specifically Malaysia and Singapore, 32 and 58 teams respectively have been established, while Brazil manufacturing has two quality teams operating.

The reaction of people in all of the countries has been very positive, proving that the quality team approach can be established and grown in all HP environments. Needed for success are management's commitment, encouragement and support in the areas of steering committee selection, sound training on the fundamentals of the process, and finally recognition of the results of the teams. The multiplying effect of interested, innovative people typical of the HP environment will make the quality team program grow and flourish.

Intercon headquarters quality team Q.E.D. brainstorms details of a method to improve communication of departmental information in the information systems area. Team members are (left) facilitator Mary Hohn, Dolores Bogue, Scott King, Ron Bramlett, leader Richard Gee, and Jan Mason.



What's in a name?



Do you think you work at ICON?

Not necessarily so. There's a difference between ICON and Intercontinental, or Intercon for short, and lots of people get them confused. Here's the scoop.

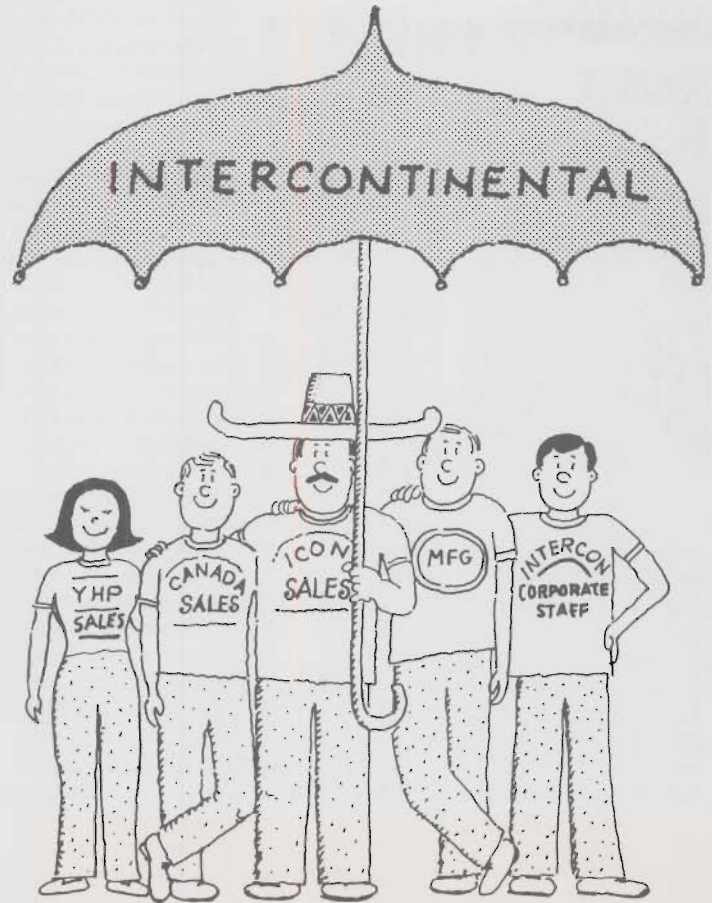
ICON refers to a sales region, one of three that currently make up Intercon. The other two are Japan and Canada. ICON consists of the Latin America Area, the Australasia Area, the Far East Area and the South Africa Area. Each region has its own headquarters which provides order processing and other commercial services as well as sales and customer support. All three sales regions, as well as Intercontinental manufacturing, share Intercon Corporate staff in functional and general management areas such as personnel, legal counsel, controllership and public relations.

For some, the confusion sets in because Intercon headquarters staffers and the headquarters staff for the ICON sales region, all work in the same building on Deer Creek Road in Palo Alto. They share coffee breaks but the ICON sales region is really just as distinct from Intercon as are the Canada sales region and the Japan sales region.

HPers who've been around for awhile probably remember when ICON was indeed a true abbreviation for Intercontinental. But the need arose to distinguish between the sales region and all of Intercontinental. Hence, Intercon became the acceptable abbreviation.

So watch what you say. ICON means the ICON sales region only...no Canada; no Japan; no manufacturing; no headquarters Corporate functions. If you mean any of these others, use the word big enough to cover them all: Intercontinental or at least Intercon.

Got it all in focus? If not, this sketch, and this word picture by Intercon MARCOM's LeAnna Willis, should make everything crystal clear.



Introducing . . .

New to Intercontinental but not to HP is Lynn Schulte, recently named editor of Intercom. For three years before joining Intercon, Lynn edited the *Illuminator*, bi-monthly publication of the Opto-electronics Division.

A graduate of Marquette University's College of Journalism, she has done writing, editing and photography for daily newspapers and corporate publications.



New Intercom editor Lynn Schulte (right) and editorial secretary Gail Casarez experiment with a photo layout for this issue.

Keeping it under your hat

by Sy Corenson

As many of our fellow employees learn soon after joining HP, we work in one of the least confining and restrictive environments in the industry. What is even more surprising is that this environmental style has been quite "exportable" — it exists, perhaps with minor localization, everywhere around the world we have established entities.

For those of us who had previously worked elsewhere, particularly in highly competitive industry or in government-related activities, the lack of obvious confidentiality at HP when we began our employment seemed both refreshing and a bit frightening.

Somewhere along the evolutionary path of HP's management style, some very wise gurus decided that highly rigid confidentiality imposed by policies, rules and regulations was not compatible with an environment that encouraged free and open communication. Furthermore, a management style that emphasized delegation of decision-making responsibility to the closest level where an activity occurs chose to depend on the mature judgment of loyal employees to handle obvious matters of confidentiality.

When we conducted an annual Intercon general management meeting last year, one of the presentations made by our legal counsel, Don Drumright, was on this very subject — confidentiality. Don not only covered the legal aspects (and there are many), but he also pointed to the internal and ethical dangers of the misuse of confidential information and how it might unintentionally compromise the very thing all of us are striving for — the health and success of our company.

The privilege of knowing so much about our company is a trust we can all appreciate and one we'd certainly not want to lose. For that reason, we believe it is incumbent upon us to be ever more alert about how we use confidential data. In fact, we want to be able to identify such information and that is not always easy. For the most part, we're not referring to information which is the target of industrial espionage. That's the type of "cloak and dagger" activity that needs no definition. We easily recognize it for its reprehensible and illegal nature. Those situations in which we are generally involved in handling confidential information are much more subtle and elusive. However, we sometimes do not sense the danger of impact of premature divulgence of, for example, personnel or organization changes. These types of matters require special care, tact and timing. Too, HP's belief in the importance of the individual includes respect for the privacy of each employee.

We have just covered or rather reviewed the "why" of confidentiality. Let's go through some, but certainly not all, of the other aspects such as:

What's confidential?

- new product introduction information
- advanced developments prior to announcement
- property acquisitions
- financial data if not previously reported publicly
- sales volumes per product or country
- personnel and organization changes
- price adjustments
- salary and other compensation data
- personal information such as addresses, phone numbers, etc.
- matters relating to personnel performance and evaluations.

Who should and shouldn't know?

- those at HP with a need to know to accomplish their work effectively
- certainly not outsiders, including competitors, the press, customers, financial analysts, suppliers and former employees

How should confidential material be handled?

- placed in a locked file or shred machine
- always inside the confines of HP's facilities
- not on desk tops for passersby to see

When is confidential information confidential?

- always, until there is an authorized or unauthorized public release of the information. It is our responsibility to see that unauthorized releases do not occur.

Now that we've raised a few hackles and everyone thinks we are trying to organize an HP CIA, let's back off a bit and say this. Our company's future, and ours as well, rests on our ability to be innovative and in a position of leadership. When we handle confidential matters capriciously, intentionally or not, we are possibly sharing a portion of our strength with some undeserving person or organization. We don't put a dozen padlocks on our front door where we live but most of us do lock the door at night. Certainly an equal amount of discretion is indicated for us to practice at HP. In so doing, we can protect and retain our open environment.

**Editor's note: For more on classifications of confidential information, refer to the HP brochure, "Standards of Business Conduct;" also Item I-10, "Confidential Information Guidelines" in the Intercontinental Policies and Guidelines Manual.*



Newsmakers

It's true that some of these newsmakers have been on the job for several months already. But, because the last issue of *Intercom* was published last year, they have not yet received the recognition due them and *Intercom* readers may not be aware of the changes in *Intercom* management. That's why, in this case, we think old news is good news.

MEXICO

Manuel Diaz has been appointed general manager of HP's Mexican sales subsidiary. Manuel most recently was director-general of the Infodinamico Group, a holding company of computer enterprises. Prior to that he held executive positions with Bancomer, Mexico's largest bank, and with IBM. Manuel holds degrees in electrical engineering from the University of Havana and in electronic engineering from Jose Marti University, also in Havana. He has a master's in nuclear physics from the University of Cincinnati where he has completed studies toward a Ph.D.

Since August, Alfonso Castillo has been the personnel manager at the Guadalajara Computer Operation. His previous experience includes managerial positions with food processing companies and with Kodak in Guadalajara. He has a BA and MBA from the University of Mexico.

Two other key managers were named more recently to the computer manufacturing organization in Mexico. They are Norm Alexander, marketing and software development manager, and Joe Conrad, manufacturing manager. Norm joined HP in 1971 at the software development lab in Computer Systems Division and most recently was the Neely Englewood, Colorado district sales manager.

Joe has been with HP since 1962 when he started with the Loveland Instrument Division. A series of promotions and geographical moves with the company included Campinas, Brazil, where he started up the organization as manufacturing manager and Vancouver, where he performed the same function.

CANADA

In November, Bob McDevitt became Toronto Area computer manager. A graduate of Ryerson Polytechnical Institute, he joined the Ottawa branch as a sales representative in 1972.



Manuel Diaz



Bob Cattell



Bob McDevitt



Andy Liu



Dick Love



Bruce Thompson



Roger Kane



Jansen Ek

INTERNATIONAL

Dick Love has joined the Personal Computer Group as manufacturing operations manager, a new function with responsibilities for the group's international manufacturing operations. He also coordinates the group's overall manufacturing strategy and specifically the integrated terminal family manufacturing strategy in the divisions. Dick has an undergraduate degree in business from Oregon State University and an MBA from Fairleigh Dickinson University. For Dick's HP background, see the story on page 2.



AUSTRALASIA

After six and one-half years as Australasia area manager for the Instrument Group, Gray Morgan has a new assignment as Northern Zone general manager based in Sydney. His replacement is Roger Kane who had been the Instrument Sales district manager since 1980. The year before, he became a member of the Australasia Million Dollar Club. Roger has a BS in physics from the Imperial College at the University of London and is an associate of the Royal College of Science in the United Kingdom.

Bob Cattell has accepted a three-year assignment as Computer Group sales manager for HP New Zealand. A 10-year HP veteran, Bob came from South Africa where he was Medical and Analytical Group sales manager.

FAR EAST

Andy Liu was named Taiwan administrative manager in December. He holds an undergraduate degree from National Cheng Chi University and an MBA from the University of Missouri. Andy, who has been with HP Taiwan since 1980 as accounting manager, replaced Bruce Thompson who has returned to Australia as Southern Zone administrative manager.

In September, Jansen Ek became the country systems engineering manager for Singapore and Malaysia. He has been with HP for five years in a variety of key capacities.

Fifteen employees from HP Asia and Hong Kong participated in Walk for a Million, sponsored by the Hong Kong Community Chest in March. They raised a total of HK\$7,000.

Chen Fong has taken on the responsibilities of personnel manager for Singapore sales. He has a degree in electrical engineering from the University of Auckland and a master's in business administration from the National University of Singapore. He has been with HP for over four years, most recently as operations manager for the Oscilloscopes Operation in Singapore.

More newsmakers

HEADQUARTERS

In November, John Kohler accepted the newly-created position of third party manager for ICON/Japan sales regions. He is responsible for the overall OEM and software program in ICON and Japan. John, a graduate of the University of California, has been with HP since 1979, most recently as international marketing and support manager at BCG.

Dinesh Chandiook is the operations manager for the ICON/Japan sales regions, responsible for establishing operations programs for the planning and management of non-technical assets such as facilities and automobile fleets. He also assists with Intercon manufacturing construction projects. Dinesh joined the Corporate Construction Group in 1978 and most recently oversaw office construction for the U.S. sales region.

Tom Bailey now is the Medical marketing manager in the ICON/Japan sales regions. The appointment came as a result of the splitting of the Medical and Analytical regional marketing manager function held jointly by Mike Muller. Before his promotion, Tom was the Latin America Medical sales manager with 16 earlier years of experience with the Neely Sales Region. He has a BA from California State University in Fullerton and is working on an MBA.

John Maydonovitch is the new Systems Engineering manager for the ICON/Japan sales regions. After graduation from Santa Clara University with a master's in mathematics, he joined the Neely sales region in 1976 as a staff and systems engineer. John came to ICON in 1979 and most recently was SEO manager for Latin America.



John Kohler



Dinesh Chandiook



Tom Bailey



John Maydonovitch

From the editor's desk

Is it just your imagination that Intercom seems smaller than usual? Absolutely not. The magazine frequently ran more than 12 pages and it will again be full size in the future. This issue is abbreviated because we wanted to get it to you just as soon as possible, realizing that several quarters have passed since Intercom was last published.

Although I have been an HP editor for three years, this particular position provides an unusual challenge: how indeed do you produce a publication, most of whose readers and information resources are thousands of miles away? I'm discovering that that task requires the understanding and cooperation of a great many people throughout Intercon. I will be relying on the readers to be reporters, to let me know when an employee makes news or a newsworthy event occurs, to provide all the details (better to have too much information than not enough), and to send black and white glossy photos.

And what will you receive in return for all your efforts? Our goal is a quarterly magazine that is an accurate and interesting reflection of what is happening throughout the Intercontinental organization. Your ideas and comments (pro and con) are very welcome.

Intercom

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