
intercom

HP Intercontinental News

FY1984 - Second Quarter

A new venture links Korea and the U.S.



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HP President John Young and Jae-Un Chung, president of Samsung Electronics, perform the necessary paper work and then seal the agreement with a handshake.



On the cover: The flags of both the United States and Korea symbolize the association between HP and Samsung Electronics Company.

HP and Samsung join forces

by Alan Bickell

On January 16, months of preparatory work culminated with the official signing of an agreement between the Samsung Electronics Co. of Seoul, Korea and Hewlett-Packard to form a joint venture company in Korea: Samsung-Hewlett-Packard, Ltd. The role of the joint venture will be three-fold. First, the new company will represent Hewlett-Packard in Korea in selling and supporting the HP products which are available from our many divisions all over the world. Second, it will embark upon hardware and software R&D and manufacturing activities with the intention of adapting HP products to the Korean market and beginning development of its own proprietary product line. Finally, as Hewlett-Packard's representative in Korea, our new company there will serve as a focal point for HP purchasing activities in Korea.

Needless to say, all who have worked hard on this project were very proud to witness its completion. The truth is, however, that the real work lies ahead. The new joint venture company has parent companies which each possess unique strengths and skills. We hope that by integrating these in the joint venture, both Samsung and Hewlett-Packard will be able to work together to create an organization in Korea which has its own unique character.

Although our agreement is subject to approval by the Korean government, we are confident that this will occur within a reasonable period of time. In parallel we are now moving ahead to organize a start-up team which will relocate from HP to Korea to manage the new company. Most of the employees who are presently employed by Samsung in the existing HP representative office will be transferring into the new joint venture company as well. Next will come the very complex process of organizing the company to operate as a business unit, establishing its first goals and objectives, preparing detailed financial plans, organizing and implementing business strategies, and finally, carrying out the very complex and diverse set of activities that make up the daily life of an HP manufacturing and sales organization.

Samsung-Hewlett-Packard will open a new and very important market to HP. Korea, like many developing countries, has established national policies which encourage the development of local companies through the formation of joint ventures, establishment of technical assistance agreements, and/or the development of local technology. A typical government-mandated incentive to doing this is the restriction of market entry to imported products which might compete with these fledgling industries. Through our participation with Samsung in the new joint venture company, we hope to contribute significantly to the Korean government's goals with regard to technology transfer, import substitution and the development of exports.

Like many of our other important markets throughout Intercontinental, success in the Korean market requires us to be innovative and adaptive in applying our business strategies. In each market we must recognize that, in addition to specialized requirements with regard to product features and the ever-present competitive pressure of local suppliers, there is an overall environment, controlled by



Samsung Electronics Company is a member of the Samsung group, one of Korea's largest business groups, with sales of approximately \$10 billion in 1983. One of 25 Samsung group companies, Samsung Electronics Company had sales of approximately \$900 million in 1983. The company employs about 16,000 people at extensive facilities 30 miles south of Seoul.

government policy, aimed at furthering each country's national interest. It is our goal to recognize these legitimate national interests and to attempt to contribute to them. Dick Alberding, senior vice president-International, likes to refer to this as being part of the solution rather than being part of the problem. Most of our countries are very concerned with their export balance of payments. They are equally concerned with improving their technological base, enhancing national productivity, and in many cases, providing employment opportunities.

Almost all of HP's products are aimed at improving our customers' productivity. Many, however, are not directly suitable for application in some of our international markets. Each of our country organizations is charged with responsibility for adding local value to our product and support service offerings by ensuring that they are appropriately tailored to that country's markets. Further, we are challenging our country management teams to look for additional "value-added" opportunities in their countries through which HP can more directly complement their countries' national goals, and by doing so, more fully participate in the growth of their markets.

The joint venture in Korea is, in reality, an example of one of these "value-added" programs. Other less dramatic examples relate to the organization of HP's local sourcing programs to give suppliers in our countries an opportunity to participate as suppliers in HP's worldwide procurement programs. The establishment of software centers and applications centers in our key countries greatly enhances our ability to tailor products to their needs. It also provides an excellent opportunity for us to transfer technical know-how to them as well, building a permanent base of software development expertise and eventually leading to potential export opportunities.

If we do our job right, there are going to be many more press announcements like the Korean joint venture. These will signal the continuing internationalization of HP's activities and our desire to aggressively look for innovative ways in which we can couple Hewlett-Packard's strengths with the special requirements of our markets to provide effective solutions to our customers' problems in a way which complements their national objectives. You could look at this as a customer service in its broadest context.

I hope that you are all as pleased as I am to welcome Samsung-Hewlett-Packard, Ltd. to the HP family. ■

Alan Bickell is managing director of Intercontinental.

The Intercon perspective on training and development

by Bob Coutts

Resourcefulness and creativity are key features of the way in which training and development needs are addressed in our Intercon environment. Although our traditional HP courses comprise a substantial segment of the training efforts in all of our Intercon locations, our organizations also offer a rich array of special programs designed to meet unique needs at the local level. These special programs include adaptations or customized versions of standard HP workshops as well as new courses developed and presented using local resources.

Cooperation between Intercon locations in the design of new programs is high. Sharing translations of HP training courses and materials among organizations whose employees may not have a uniformly high level of English fluency is another aspect of this cooperation. This kind of interaction helps stretch local training resources and minimizes duplication of effort.

The size and maturity of each Intercon organization often influences the scope and diversity of its training curriculum. Newly-formed entities may find it necessary to focus their energy and efforts on presenting those core HP programs which are key to employee and management development; their focus is on the "basics." As organizations grow and mature, they become able to expand their course offerings and address needs which may be specific or unique to their operating environment.

Here is a cross section of the Intercon training and development programs currently in effect or soon to be. Although it's not totally comprehensive, this report reflects the kinds of efforts being made in all the regions. ■

Bob Coutts is Intercon training manager.

In Australia, customers speak up

Experience, it's said, is the best teacher. But when it comes to professional selling skills, experience, unlike traditional educational methods, gives the test first, then teaches the lesson.

At HP Australia, those difficult-to-learn skills are developed in a flexible sales training program built on existing HP courses such as "Selling at HP" and "Advanced Selling" combined with external courses from Espirit Management Services.

A course that's taken HP Australia by storm is "Time Manager." Eighty employees have been through the program and another 100 will participate this year. Enthusiasm is also high for "Managing Managers" which is now being run independently in Australia.

Two training efforts show particular creativity. How better to find out what customers want than by asking them in person? That's just what HP's Sydney office has done and with great success. Following a Canadian example, two or three customers are invited to discuss their wants and needs and how they rate HP's services and products. Reactions from both the customers and participating employees have been very positive.

During FY84, a career development seminar will be established in Sydney to provide knowledge and skills for potential supervisors and managers. Plans call for a shared commitment on the part of the company and the employee. There will be late afternoon two-hour sessions, followed by a residential weekend program. ■

YHP's new grads attend "Yokoyama U."

What happens to new college graduates who join YHP's workforce? They go back to school, specifically to "Yokoyama University," the name given to the six-week new engineer orientation program.

First on the agenda is group training about the YHP way, organization and communication. Both engineering and business/literature graduates share in this program. The engineers then follow a well-structured curriculum designed to give them basic technical knowledge. There is an investigation program in which groups of seven or eight new employees study and report on a particular theme. Last year, for example, the focus was on how to resolve customers' claims. Appointments with key managers provided a wealth of information which the

groups used to make presentations to managers.

HP-IB lab training is also part of the program in which every night for one week, trainees have "homework" reporting lab results. Last spring, 146 new engineers graduated from "Yokoyama University".

On the other side of the academic coin, business and literature graduates have their own curriculum that includes basic computer knowledge and "experience work." Groups of two or three are assigned to work at storehouses or the distribution center where they learn the importance of physical labor, of the jobs done there, and of teamwork.

Thirteen employees completed this course in the spring. ■

Sharing translations and external cooperation help get the job done in the Far East

Malaysia manufacturing

In Penang, the basic strategy in training and development is to equip employees with the knowledge and skills necessary to meet the dynamic changes and challenges in the Components business. This is accomplished by a variety of activities initiated by both the personnel and the total quality control departments.

Technical training is especially applications-oriented in that only actual materials are used and only those employees who would use the techniques participate.

With the help of the National University of Malaysia and the Industrial Training Institute, four technical career development courses have been introduced which promise to save money through improved employee productivity.

As in other HP regions, language can be a formidable barrier to an effective training program in Penang. The problem is compounded by the fact that 50 percent of the population speaks Chinese and 42 percent, Bahasa Malaysia. However, translations into both languages have been completed by HP Singapore and HP Malaysia for many programs such as quality teams, "Working at HP," and new employee orientation. Language courses have been introduced in Malaysia to improve supervisors' communication skills with the Bahasa Malaysia-speaking employees and also those who are deaf.

The National Productivity Center and the National Science University of Malaysia have joined forces with HP to develop a job simplification course and one on statistical quality control.

A need for employee counseling has been met with a counseling skills course offered in cooperation with the National University. The objective is to train a pool of employees capable of counseling co-workers and training others to do the same. So far, this effort has produced a positive reaction.

Training goals for FY84 in Malaysia fall into two categories: first, to advance and diversify both technical and management skills, and second, to provide "bench strength" capability or to train people at all levels to have qualified back-up candidates.

Singapore manufacturing

When HP Singapore wants to know what kind of training to offer employees, it simply asks them by means of surveys and task forces. For instance, a technician task force was set up to identify training needs and the expectations of the technicians. As a result, six courses were established for which outlines were drafted with the help of the line people. All, except the in-house courses on fabrication shop orientation and blue print reading, were conducted by the Vocational and Industrial Training Board, a government body responsible for providing continuing education to the local work force.

HP Singapore works closely with this agency to supplement the internal training available to employees. One major collaborative project is the Modular System of Training (MST) which enables non-exempt employees without any formal technical qualification to prepare for the National Trade Certification Grade 2 examination in electronic servicing. Qualification is equivalent to a skilled craftsman level as well as a minimum entry requirement for HP's technician position. MST has six different modules so that employees can select the appropriate ones for cross training or upgrading.

The training board also works with HP in conducting a basic electricity

and electronic principles course to provide operators who have a secondary education with a better understanding of the electronic components used in their work.

Local universities, too, have teamed up with HP Singapore in developing appropriate courses. Business statistics, for instance, was identified as essential for admin personnel who have to reduce data to summaries easily interpreted and communicated to other employees for decision-making. The business administration dean from one university developed and taught this course.

Another joint effort involved an engineering experimental design course for those who are looking for ways to enhance R&D and improve the quality of production processes. Two Corvallis statisticians who developed and conducted a similar course, but with a different emphasis, were invited to present their material as a follow-up to Singapore's own.

Basic education to upgrade the literacy and numerical skills of employees is an on going effort in Singapore, with teachers and student materials primarily provided by the Vocational and Industrial Training Board. Each of the two sessions conducted last year had 186 students, 98.6 percent of whom passed the course. ■



In Singapore's Modular System of Training, the practical seminar offered at a local vocational institute prepares HP employees for a national examination in electronic servicing.

Local culture and economy influence Latin America efforts

Venezuela

Translated handbooks received from HP Madrid and HP Puerto Rico contributed HP Venezuela's training program. All employees have been through the "basics" as the result of a dedicated team of instructors. Now the focus is on the instructors themselves. A matrix has been designed designating a leader, co-leader and trainee for each course. The number of available instructors is multiplying so that training responsibilities do not fall on just a few shoulders.

Brazil

At HP Brazil, training is tailored to the local culture and economy. Many leaders' guides, handbooks, handouts and videotapes have been translated into Portuguese. The booklet, "Standards of Business Conduct," served as the basis for designing a one-day session geared to sales, service and support admin people. Already more than 80 have participated, reviewing company policies and how they can be applied in Brazil.

An adaptation of HP's basic sales course has become "Sales Basics for Administratives," a two-day program covering human motivation, communications, behavior styles and self-image psychology.

Because of the country's severe import restrictions and the high cost of imported parts, troubleshooting is a key skill for HP Brazil's customer engineers. So far, 36 CEs from all disciplines, along with supervisors and service coordinators, have attended an analytical troubleshooting module provided by the training firm of Kepner-Tregoe. As a result of this participation, nine groups formed to work on current service problems. One of them even took on official status as a quality team.

According to Computer service manager Carlos Falcao, the program provided several benefits. The CEs who tried the new techniques have achieved surprisingly good results. They've become more "cost sensitive"; instead of exchanging bad

boards with kits, they're lowering parts usage by troubleshooting the boards. Call coordinators, too, have become more effective, communicating the real problem to the CEs.

At the Campinas manufacturing plant, the finance team has taken some of the now obsolete "Basic Finance" course, added ideas from the "Manufacturing Management" seminar, and come up with a workshop adjusted to Brazilian reality and the needs of supervisors and managers. Some of the topics include understanding financial statements, basic general accounting and targeting.

Sowing the quality team seed has been accomplished with an eight-hour session on the philosophy and operations of quality teams. It is mandatory for supervisors and managers who have not become involved in the program as yet.

Out in the factory, an innovative team of electronic technicians and production engineers have put together a course of four one-day modules for production and stockroom operators. Covering such topics as electronic components and

soldering techniques, these modules are regularly updated.

Argentina

HP Argentina faces a training challenge in that it has a relatively small employee population. Class size and scheduling can pose problems. However, despite these obstacles, Argentina continues to offer the core HP training courses. A quality team program has also been successfully implemented.

Mexico

At HP Mexico, two hurdles are being overcome: a backlog in training and the need for Spanish translations of all training materials. Current efforts in Mexico City involve condensing material from "Working at HP," "Telephone Skills" and the "Administrative Support Workshop" into a new workshop. This "three in one" approach should reduce the backlog considerably. A Spanish version of the course is planned for circulation to all Latin America countries.

In Guadalajara, all employees were prepared for accidents and emergencies with first aid training. ■

Managerial skills stressed in Palo Alto

At Intercon headquarters, attention is being given to training of supervisors and managers through existing courses such as "Managing at HP," "Performance Evaluation Workshop" and "Salary Administration Workshop." Emphasis is also being placed on making a direct contribution to accomplishing business goals.

Later this year, management levels will be introduced to a new program, "Performance Skills for Managers," which teaches managers constructive ways to deal with employee job performance. The course is now on a pilot run in some Bay Area divisions.

Quality teams will be given further communication skills and group problem-solving training through "Working in Groups," with an eye toward greater cohesiveness and more effective team meetings.

During the second quarter of FY84, Intercon headquarters plans to go on-line with the training coordination system which has been installed in Canada and will be offered to other regions in the future. (See Newsbriefs, page 17). This system should offer effective support in the administration, planning and overall coordination of the training function. ■

Thanks to those who contributed information on training and development efforts throughout Intercontinental: Sergio Ruiz, Jorge Garcia-Reyes, Mexico; Milagros Ruiz, Venezuela; Marcelo Iglesias, Argentina; Rosa Maria Franco, Brazil; Geoff Windsor, Australia; Masao Konno, Japan; Yeo Teow Chong, Singapore; Bobby Chin, Malaysia; Rick Harrison, headquarters.

Putting customers where they belong... in first place

“Satisfying customers is the number one reason we’re in business.”

The words are HP President John Young’s and all employees hear them via videotape when they attend a new workshop. Appropriately titled “Satisfying our Customers,” its purpose is straightforward: to get back to the basics of giving customers what they want in terms of high quality, innovative products and useful services both before and after the sale. The results will be equally clear: long-term relationships with those customers which, in turn, will allow HP to grow.

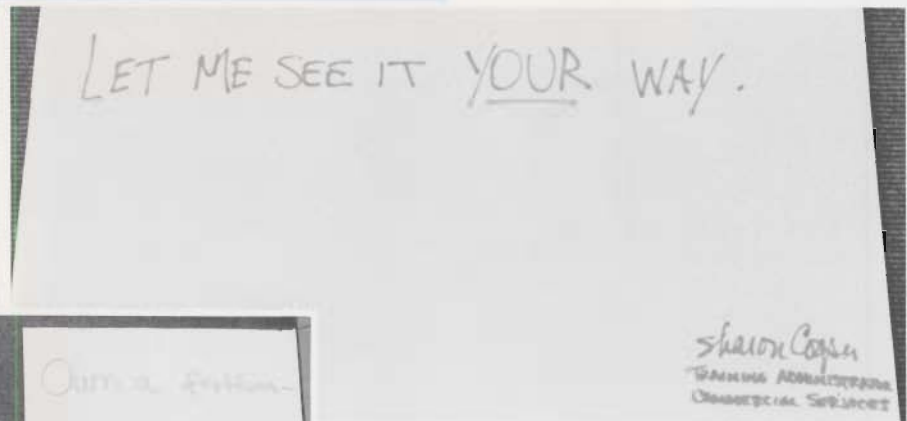
Customer satisfaction is not exactly a new principle of business. We all recognize the obvious: that profits are created by the sale of products and if no one buys, we’re out of business; it’s as simple as that. But how often do we actually give that fact more than a passing thought? How many of us are aware that 80 percent of our sales come from customers who have purchased before? That’s a significant figure, especially in view of the fact that it is less costly to sell an established customer than a new one.

To renew HP’s second Corporate objective including “total commitment to quality, a commitment that begins in the laboratory and extends into every phase of our operations . . .,” this new workshop was developed. The first module, “Enhancing HP’s value to the customer,” uses videotapes to build skills in creating and maintaining good relations with customers. HP’s Executive Committee has urged all employees, from those in entry-level positions to top management, to participate. Future modules may be geared toward more specialized employee groups.

At Intercon headquarters, 335 employees attended one of 17 workshops scheduled by senior personnel representative Rick Harrison. Rick was especially pleased with the cooperative leadership from general management as 20 managers also served as teachers. Intercon training manager Bob Coutts has introduced “Satisfying our Customers” to some of the regions; other managers have helped get the program off to a strong start in others. Bob expects that most Intercon locations will be regularly offering this workshop to employees by the end of March. ■



In the workshop, employees are asked to think up slogans about customer satisfaction. Here are some of those selected by groups at Intercon headquarters.



How is HP managing a global enterprise?

“Better than most, but . . .”

by Dick Alberding

A question I'm often asked is, "How is HP doing in pursuing John Young's number one strategic issue — managing a worldwide enterprise?"

Here's my conclusion: better than most companies, but we are experiencing some alarming signals such as slowing international order growth and some domestic/international investment imbalances that suggest our business strategy is no longer a perfect fit to opportunities.

Factors affecting strategy

What's changed? There are some significant factors outside HP that are affecting our strategy. **Competition** has intensified as we have broadened our product offerings. Further, it has assumed a more global dimension. Our principle competitors in the 60s and 70s were mainly in the U.S.; now they are also in Japan, Europe, etc. **Economic nationalism**, country protectionism if you prefer, has added "non-tariff" barriers such as government demands for local manufacturing and local procurement to address such things as balance of payment issues. **Currency fluctuations** breed price instability and competitive disadvantages. Finally, there has been some erosion of that proprietary **technology edge** as more hardware/software solutions are available "off the shelf" to competitors.

The question is, do the above factors explain away the decrease of HP's international business, as a percent of total, from 51 percent in FY80 to 41 percent today? My answer is no. They play a part, but we have contributed to the problem as well.

International background

Let me build my case beginning with a bit of background. HP's international program developed under the championship of Bill Hewlett and Bill Doolittle. They forced a long-term investment, organized for rapid



Dick Alberding

expansion, and effected dramatic policy change. An International Group, Geneva and Intercon headquarters, national sales companies/manufacturing facilities, and joint ventures formed the flexible fabric for growth. Important changes occurred in the 70s with the arrival of HP's computer/calculator program, the timely formation of product groups with worldwide product responsibility, and the advent of matrix management coupling horizontal or geographic functions with vertical or product responsibilities. Concurrently, the concept of a semi-

autonomous international group diminished at both corporate and country level.

Defining the problem

Was this the wrong business strategy? Absolutely not, although looking back one can now see the extent to which it added an element of complexity to our life, challenged the depth of HP's international management experience, and caused some refocusing back to U.S. issues versus a more global perspective. So, if the business strategy was right, then what is wrong?

I'm convinced the problem is balance or the lack of it; the balance of responsibilities in our matrix management organization; balance that comes from globally-focused and managed product group business strategies leveraged by responsible country sales/support/manufacturing business teams that creatively unify them into a national competitive strength. Particularly, we have lost some of the leverage of the country management team and, in turn, often have semi-independent and top-down product group efforts. It's a combination that our customers find hard to understand and/or translate into a one-company program.

Action plan

So, what do we do about it? Here are a few of the "musts" as I see them:

- Top management must act as role models in addressing this balance issue and, in doing so, clearly signal "course and speed."
- HP must re-establish its willingness to promote a longer-term international investment strategy; one that encourages managers to think beyond this year's income statement; one that leads to creative IRPs, not extrapolations.

- Product programs must be tuned to global markets/competition and reflect a competitive edge of not only technology, but also quality and price.
- We must develop a strong integrated, by-country "value-added" strategy including local manufacturing, procurement and product personalization to cope with "economic nationalism."
- Information systems/performance "scoreboards" must be shaped to set global goals and objectives, where appropriate, and then measure against them.
- We must address the problem of international management experience and training. Foreign assignments, cross-training and a noticeable international flavor in our HP training programs are a must.

Regaining HP's international momentum isn't going to be easy. I like to call the coming period a renaissance or rebirth of our international global efforts. Top management's focus must be on re-establishing that balance we are missing. Your focus as employees must be on developing and/or participating in the specific

programs needed to address the changing market conditions I have mentioned. It's going to take everyone's best effort. ■

Dick Alberding is HP's senior vice president-International.

Regionalization brings sales and support closer to our customers

by George Cobbe

Many of you have heard the term "regionalization" being talked about around our organization. Indeed that is the process Intercontinental is now going through with the formation of three new regions out of what we used to call the ICON Region. That means that Intercon now consists of five regions: Canada, Japan, Far East, Australasia and Latin America.

Just what does regionalization mean to us? In order to understand what a region is in Hewlett-Packard terms, it is necessary to go back in history and understand what HP's approach to its customers has always been. Since the very beginning of the company, one of our strengths in doing business has been to have highly-trained technical people discussing with customers their specific problems and how our products could solve those problems. We thus created the position of field engineer, which later grew into what we presently call sales representatives in the Computer Systems business. At all times, these people call the shots with regard to how HP operates with its customers. To make sure that these field engineers and sales reps operate as efficiently as possible, we formed administrative umbrellas over them to provide all the support necessary to make them productive doing what they do best: selling and solving customer problems.

As the territories grew and the organizations got larger, it became logical to divide our geographies into critical sizes which we called regions. This, of course, happened first in the U.S., later in Europe, and finally in Intercontinental.

Because of the growth in our product lines and marketplaces, it became evident in Intercon that we needed to provide more of our overall sales and support capability closer to our customers. Our territory evolved into large business geographies which required autonomous organizations close

to the customers with the capability of providing the strong HP product package of benefits for which we have become famous. Thus, we have the new Intercontinental five region organization.

What, you might ask, is the role of Intercon headquarters in Palo Alto? Obviously, with all of the customer interaction taking place out in the new regions, the kinds of activities that take place at Intercon headquarters become more strategic in nature. The headquarters management team is providing a consolidation of all of the plans coming from the regions, while helping the groups and Corporate to develop broad product and operational strategies which have the Intercon customers as fundamental ingredients in the overall Corporate plan.

In order for this new organization to function properly, the corporation has delegated the tactical responsibility for sales, manufacturing and support to the new regions. As a result, the new region management out in the territory can more quickly adapt to and be flexible with the marketplace and the changing competitive environment. A key factor in the success of these regions will be our "value-added" programs such as local manufacturing, local software, licensing arrangements and joint ventures. The whole new region concept is geared toward better customer satisfaction and a more aggressive attitude and capability on the part of HP to provide better and swifter solutions to local customer problems.

Regionalization is another step in the continually evolving international organization within HP. It is certainly a natural move in providing HP capability closer to our customers. Of course, it will offer all of us new opportunities for personal growth and learning new and better ways of doing our jobs. ■

George Cobbe is the Intercontinental general marketing manager.

**Got a question ?
All you have to do is ask
If they don't have the answer,
they'll track it down**

Meet the super sleuths at HP's Corporate library

Over 17 years ago, when the books and periodicals began piling up, Bill Hewlett decided that keeping track of them all and knowing their contents was just too much for one secretary to handle in her spare time. That's when the HP Corporate library was born. Its growth rate, like that of the company it serves, has been impressive.

"I was hired just a month after the first director, Mark Baer," recalls Bill Petru who became the second director after Mark retired in January. "Now our staff numbers 16 and we have 14 division libraries organized to provide a unified source of work-related information for all HP employees throughout the world."

Michael Okajima, manager of library information services, admits that requests from outside the U.S. are not numerous, perhaps because the nature and scope of the services are not widely known. Since the library can get information and material on loan from most of the major academic and industrial libraries in the U.S., from the Library of Congress, and from major public libraries, there's practically no limit to the facts that can be gathered. For instance, when Intercon's Latin America headquarters

wanted to find out the number of banks in Argentina and that country's gross national product, it was the Corporate library staff who came up with the answers.

General reference is just one of the services provided by the library; literature search is another. If employees request information about any subject related to their work, the library staff will use computer terminals to access data bases in scientific, technical, business and marketing subject areas. They'll find out what's been written and provide a bibliography of articles and books that deal with that topic.

"When we receive an involved request," explains technical services manager Linda Mullins, "we try to respond as quickly as possible. We can be as general or as specific as necessary. Typically we're able to complete a full research effort within one week, but depending on the urgency of the request, we've completed projects more quickly."

Or maybe you're interested in only one or two specific articles and can't remember where they appeared. Says Michael, "We'll track them down."

HP employees can also register work-related subjects in which they

have an ongoing interest with the library. The information section then scans new publications as they come in for related articles. Although they've never communicated face-to-face or even by phone, for the past two years, Michael has been filling a request from an HP Brazil employee who's been monitoring the U.S. consumer price index tables.

Besides providing comprehensive research and answering specific questions, the library will also send the table of contents of a requested journal regularly so that you can watch for articles of particular interest, make a photocopy of an article, and order a book or subscribe to a periodical upon request. Generally, books are charged to the requesting department while periodicals with broad potential interest may be included in the library's budget.

Unfortunately it is not possible to "loan" books outside of the United States. But the "home office" library and its international counterparts can often exchange services for mutual benefit. For instance in the Far East, technical books written in English are hard to get. YHP has its own library and so the Corporate library will order the texts that are desired but unavail-

able there. In turn, YHP provides Japanese publications that are not easily acquired in the U.S.

Bill Petru points out that a strong R&D function usually generates the creation of a local HP library, "In fact, not too long ago, we were approached by some engineers from Singapore who wanted to set up a library of their own there. An on-site library has the advantage of being able to concentrate on local interests."

The Corporate library is actually part of HP Labs administrative services. "But our research and reference capabilities go beyond the technical area," says Bill. "Right now, we're building up our collection of computer-related publications and marketing information." This emphasis is reflected in the monthly library bulletin which lists new acquisitions and subscriptions, articles from current literature, videotapes, and publications and patents by HP personnel.

Bill describes his domain as a "contemporary" library in which material is relevant to the current needs and interests of the company. "We do a clean sweep of out-dated periodicals and books every so often. For example, we do receive many news magazines and popular science magazines,

Using HP's bar code reader and her terminal, Linda Mullins handles circulation duties.



Michael Okajima and Bill Petru confer in the office area surrounding HP's Corporate library.

but we retain issues for a year or less. Our heaviest concentration is on conference proceedings. Often, by the time a book is published, its content is not state of the art."

Many companies today are reaching the same conclusion HP did years ago about the value of an in-house library. According to the *Wall Street Journal*, between 1978 and 1982, the number of company libraries in the U.S. rose from 5,000 to 5,600. By some estimates, there could be 7,200 by the end

of the decade. Other companies are expanding existing facilities — all in an attempt to cope with the growing mass of information available in manuals, reports, trade magazines, surveys and computer data bases.

Bill Petru anticipates the day when any HP employee anywhere will be able to tie into the library's resources from his or her own terminal. A step in that direction was taken a year ago when a library software package developed by Virginia Polytechnic Institute and operative only on HP 3000 computers was implemented. The package, dubbed LIBBIE, is an integrated system that covers all library functions on one data base. Gradually, periodicals, internal reports, videotapes and other materials are being converted to the data base. Eventually, for instance, the Union List of Periodicals currently held in all HP libraries will be converted to the system.

To learn more about the HP library system and its offerings, take a look at the Library Bulletin which is available on request to all company locations. If your area is not receiving it, write to HP, 1501 Page Mill Road, Palo Alto, CA 94303 U.S.A. Attention: Corporate library, 2U. ■

Construction update

Intercon's growth mode

“We try to create an HP environment with sensitivity to local needs and aesthetics” is how Dinesh Chandok describes Intercon's concern when it comes to new construction in the regions. Dinesh, whose official title is Intercon operations manager, oversees both manufacturing and sales office construction projects, a task not unfamiliar to him as he supervised office construction for the U.S. sales region before joining Intercon a year ago. As an example of this sensitivity, he points to the decor of the new HP Asia headquarters: “rosewood furnishings and oriental accessories in keeping with the culture.”

Currently Dinesh is keeping an eye on about six different facilities, some still in the initial planning stages. Others can be seen in the mind's eye if you know how to read a blueprint. And two are scheduled to open this

year. Here's a look into Intercon's immediate future.

This year there will be opening celebrations at two locations. July is the completion date for 40,000 square feet of space in Buenos Aires which will house a sales and service center and provide room for customer training and product demonstrations. Employees are particularly eager to move to the new location as they are presently working in what used to be a car showroom and repair garage. It might be said that they are following in the footsteps of Dave Packard and Bill Hewlett who started out working together in a Palo Alto garage.

In December, a 180,000-square-foot manufacturing facility will be finished in Hachioji, Japan at a cost of \$13 million. This addition will be connected to the existing building by two bridges.

The largest project currently on the drawing board is the addition of

300,000 square feet to the existing 189,000-square-foot manufacturing building in Singapore. In December, bulldozers razed a 47-year-old clubhouse on the property in preparation for what promises to be a model HP facility. Manufacturing, training, sales and product demonstrations will all be accommodated in the new addition which will include a three-level underground parking garage. There will be no excuses for not being physically fit in view of the fact that two courts for squash, one each for tennis and badminton, and a multi-purpose court are going to be on-site. In addition, a library, a computer club room, a gym/health club and an air-conditioned cafeteria overlooking a garden will be at employees' disposal.

The Singapore project is budgeted at U.S. \$25 million and scheduled for completion in October, 1985. ■



The board room in HP Asia's new Hong Kong headquarters features early Ming rosewood furniture reproductions and Chinese paintings.



At HP Asia, the outdoors is brought indoors by way of planter boxes that front each manager's secretary's desk.



In about 10 months, this new manufacturing facility in Hachioji will be completed and connected to the existing building by two bridges.



This summer, approximately 80 employees will move into a new facility in Buenos Aires which will be identical to this model.



After the completion ceremony on November 24, YHP employees moved into the Takaido Training Center in December.



The auditorium, equipped with audio-visual facilities, can seat up to 300 people.



The lobby features a transparent staircase.



Although the building is owned by the Sumitomo Marine and Fire Insurance Co., Ltd., the Takaido Training Center was designed to YHP's specifications.

A trip down memory lane starts with a runaway desk drawer



A number of years back, before our world was taken over by television (yes folks, this world did exist before TV), we depended upon radio to provide us with electronic entertainment and news.

In that bygone era, there was a popular weekly program here in the U.S. called "Fibber McGee and Mollie," a fairly average, but rather humorous married couple living in the small midwestern city called Peoria.

Periodically, as I recall, Fibber would make the mistake of opening the central closet door (this was also before the Women's Rights Movement and Affirmative Action, when women were not given equal credit for being as foolish as we men). Invariably, as soon as the door opened, everything — mostly odds and ends — came tumbling out with a clattering crash. As kids, we always took great delight in guessing what junk (in truth, most of it was) would fall out.

Many of us "old timers" look back to the old days rather nostalgically and kind of hope for their return. Of course they never do. However, last month I pulled out the center drawer of my desk and somehow it failed to stop, resulting in the same type of crash I remembered from Fibber's and Mollie's closet. There I was, a kid again. Here are some of the wonderful "treasures" I found:

- a daily expense book from a trip to Asia taken in October, 1971
- a beautiful clock pen minus battery and ball point filler
- two and a half Tums (for the tummy)
- a brand new, never used rubber stamp which, if used, would state
"HPIC Confidential"
"Limited Distribution"

The trouble is, we never use the HPIC abbreviation any more and very little of what I do is confidential.

- a sewing kit from Caesar's Tahoe Hotel (can't remember when I was last there.)
- six different automatic pencil eraser refills which is strange as I use only one pencil
- another rubber stamp stating "Please sign and bill back."

Now that's something that could be useful. . . too bad I haven't seen it in five years.

- a Polaroid photo of me looking organized (who said photos don't lie?)
- a miniature Spanish-to-English and English-to-Spanish Dictionary (some day I'll learn how to use it.)
- on and on. . .

After I took inventory in my "crashed drawer," an inspired thought came to my mind: why don't I put everything in a capsule and bury it somewhere for 100 years or so. Whoever eventually finds it would never be able to relate the stuff to any known civilization. But that would be mean and unpardonable, so the best I can do is share the experience with all of you and make a suggestion. When no one is around, take a look at the unique collection of "precious" items that has gradually filled your central drawer. Do it now, in private, before you, too, have a runaway desk drawer and all your prized possessions are scattered about for everyone to see. ■

Sy Corenson is the editorial director of Intercom.

Newsbriefs

HP Singapore shines

It was a clean sweep when HP received the three top awards at the second QC circle convention held at the World Trade Center in Singapore on November 19.

HP Singapore received the *Business Times* award as the outstanding quality circle company. The OED operation's "Crystal" circle, winner of the best QC circle in the manufacturing sector earlier in 1983, was named QC Circle of the Year. "Crystal" members presented their successful project, which resulted in a cost savings of about U.S. \$5,000 a year, during the course of the convention. A prize of U.S. \$7,000 to subsidize an overseas study trip was awarded to the team.

The National Productivity Board presented both Richard Tay and Wong Yean Seng of the OED operation with the outstanding facilitator award.

The National Productivity Board presented both Richard Tay and Wong Yean Seng of OED with the outstanding facilitator award.

Earlier in November, HP Singapore was one of six recipients of a National Productivity Award given by the National Productivity Council to recognize significant contributions to the productivity movement. Selections were based on these areas: promotion of good relations between management and workers, sharing of profits, commitment of management to training, and development of a total quality control program to promote greater quality consciousness among workers.

HPT

The Far East Ltd., Taiwan branch of HP, has been reorganized into Hewlett-Packard Taiwan Ltd., with the approval of the investment commission under the Ministry of Economic Affairs. HP Taiwan takes over all the business of the former Far East Ltd., Taiwan branch of HP, with the addition of the development and export of locally-designed software packages. The new company will also handle purchase of electronic parts for HP from the Republic of China's industry. Wen Ko, general manager of the branch, is board chairman and general manager of the company.



Members of the award-winning Crystal quality team above are: (front row, left) Mary Tan, Suleha Kachong, Tan Chor Hoon; (back row) Azizah Ali Ahmad, Amy Wong, Sim Buay Tin, Susan Ho. Facilitator for the group is P. Murali.

Below, in conjunction with National Productivity Month, Dr. Wan Soon Bee, minister of state and deputy secretary general of the National Trades Union Congress, officially launched HP Singapore's total quality control program in November. Purpose of the program is to intensify efforts to achieve total quality improvement in all areas and as a result, ensure total customer satisfaction. Applauding in the background is Walt Sousa, HP Southeast Asia managing director.



IPS installed

A new personnel system for Intercon made its debut in HP Canada in February.

Intercontinental Personnel System (IPS) automates employee records management, compensation administration and training logistics activities. The training module came from HP Europe, but the records management and compensation administration modules were developed by Scott King of Intercon headquarters MAS group. The modular design of IPS makes it easy to add other modules later which can access the initial employee data base.

Jennie Thompson from the Intercon personnel staff assisted Scott with user support and training during the implementation. Spearheading the project for HP Canada were Craig Foster, IPS coordinator from personnel; Rhonda Bassett-Spiers, systems administrator; and Rick Owen, programmer/analyst.

The beta installation is scheduled for Hong Kong followed by Taiwan. Both will occur in March. Venezuela, Guadalajara and Mexico sales are slated for May. July is the target for Argentina and Brazil. Incorporation of the training and compensation modules into a local employee data base is being considered for Malaysia manufacturing. Headquarters will use only the training module as the rest of its personnel activities are tied into the U.S. personnel system.

Personnel groups will benefit with improved analysis tools, productivity gains and accurate, timely and easy-to-access employee records. The advantages for all of Intercon will be evident through greater efficiencies in the wage review process and training course scheduling and enrollment.

HP in top three

How is HP perceived in comparison to other top U.S. companies? A survey taken by *Fortune* magazine and published in a January issue provides some interesting data. According to some 7,000 executives, outside directors and financial analysts who were surveyed, HP ranked third among 250 of the largest U.S. corporations. Only IBM and Dow Jones, publisher of the *Wall Street Journal*, were ranked higher. Of the eight points surveyed in the office equipment and computers category, HP was rated number one for its ability to attract, develop and keep talented people. The company was also among the top three in the categories of quality management, investment value, and use of corporate assets. In addition, HP boasted the highest 1982 total return to investors among the most admired companies: 84.8 percent.

Hitting 100

October 7 was a red letter day in Guadalajara where the 100th HP 3000 was produced and shipped.

One million shipped

It was quite an achievement, shipping one million isolators, and all the employees at HP Singapore who contributed to that goal reached in September celebrated on October 10.

The center of attention was a cake made in the shape of an isolator and the honor of cutting the first piece went to Kamisah Sukim who has the longest record of service in the isolator group.

Pilot program succeeds

Following the success of the Campinas quality team pilot program, five new teams have been formed and one pilot team continues to function. Of the 100 employees in the factory, 54 are directly involved in quality teams. Steering committee coordinator Danshiro Hirata attributes the expansion to "full management support" and a month-long promotional campaign stressing the benefits of participating in a quality team.

Leaders and facilitators are Jose Euripedes Gomes, Carlos Alberto Matias, Luiz Fernando Guerra, Miriam Birochi, Jose Eduardo Folli, Victor Wanderley, Joaquim de Assis Neto, Jose Carlos Paradella, Solange Jacquis, Luis Prado, Miguel Angelo Fabrin, Marlene Simarelli. ■



YHP honored

YHP was one of nine companies honored in November for its outstanding record of support for United States export expansion programs in Japan. Presented by Paul Leinenbach (left), director of the U.S. Trade Center, to Toshio Muraoka, head of YHP sales, the award marked contributions made over the 20 years of the center's existence. Notably, YHP was number one in the importation of HP products from the U.S., recording \$118 million in FY82 and \$136 million in FY83.



Newsmakers

Canada

New general manager for central Canada and branch manager of the Toronto office is **Tony Johnson** who spent the last three years as general manager of HP Singapore sales. He has been with the company for 19 years, serving in a variety of positions in Canada. Tony holds national, city and guilds diplomas in mechanical engineering and electronics from the Farnborough Technical College in the United Kingdom. He has also studied higher mathematics at Carleton University in Canada and completed a management training program at the University of Western Ontario.

Far East

A new reporting structure has been established in the HP People's Republic of China sales and support organization. **Colin Chin** has assumed the country sales manager position with responsibility for overseeing day-to-day sales activities of all product lines. He is located in Beijing, reporting to Far East Region management. Colin has been with HP since 1973 and was the second member of the PRC team when he came to Intercon in 1980. He is a graduate of the University of California-Berkeley.

Max Yang has also moved from Intercon headquarters. He is now stationed in Hong Kong with the job of branch business manager for the PRC. Max was the administrative manager for PRC marketing for two years after working for OED in cost accounting for a year. He has a degree in accounting and statistics from Tam Kong University, Taiwan, and a master's in finance from the University of Santa Clara.

Chi-ning Liu, PRC general manager in Palo Alto, continues to be responsible for HP's overall presence in China, concentrating on long-term strategic issues related to the establishment of a joint venture project and other initiatives being discussed with the PRC Ministry of the Electronics Industry.

Andrew Lee has assumed the post of Instrument Group district manager for HP's PRC operation. He is based in Hong Kong with HP Asia. Andrew has been a staff and field engineer for the PRC's Instrument Group. He has a degree in electrical engineering from Union College, New York, and an MBA from the University of Southern California.

New country sales manager for the Computer Group in Hong Kong is **Jack Lee** who came to HP with 10 years of computer experience, most recently as account marketing manager at IBM. He

graduated from the University of Hong Kong with a degree in economics.

H.C. Wong has been promoted to controller/administrative manager for HP Hong Kong. He has replaced **Carmelo Leung** who is now Far East Region auditing manager. H.C. was formerly the accounting manager. He is a member of the Institute of Cost and Management Accountants.

Formerly Far East Region Analytical sales manager, **Khoo Teng Liat** has taken on a new position as Computer Systems sales manager in Malaysia, reporting to both HP Asia and HP Singapore. He joined HP in 1978 when a subsidiary office was established in Malaysia, and transferred to HP Singapore the following year. He holds an honors degree from the University of Malaysia.

John Fischer has been named general manager of Components Group Southeast Asia operations in Penang. He succeeds **Dan Nelson** who has returned to the U.S. as manufacturing manager for the Spokane Division after two and one-half years in Malaysia. John had been manufacturing manager there since 1982. He previously served in several product-line management posts at the Optoelectronics Division. He reports to John Blocker, Components Group general manager, and Walt Sousa, managing director, Southeast Asia.



Colin Chin



Max Yang



Andrew Lee



Jack Lee



H. C. Wong



Khoo Teng Liat

Japan

As general manager, **Toshiteru Suwa** now heads YHP's Computer Operation (YCO) established in November. He had been sales general manager for YHP, a position now held by **Katsuto Kohtani** who is the former YHP Computer Division manager. Toshiteru came to YEW in 1959 after graduating from Fukui University with a degree in electrical engineering. He transferred to YHP five years later and held the positions of Instruments Division manager and Instruments sales manager. Two years ago, he was appointed a director of YHP.

Here are other new appointments in YCO. In sales: **Shigeru Ando**, system engineering manager; **Masakazu Imahori**, regional customer engineering manager; **Kenji Ueminami**, major account manager; **Tsugio Kataoka**, OEM dealer manager.

In business development: **Yasuo Karakisawa**, group manager; **Arimichi Katagiri**, product marketing manager; **Shoji Negishi**, Japan Applications Center (JAC) manager; **Kazuo Tanaka**, marketing communications manager; **Asahiko Sawaki**, sales center manager.

In strategic marketing: **Gi Nakatsu-kasa**, strategic marketing manager.

There were no changes in research and development.

Latin America

Juan Llorente is the personnel manager for HP Mexico. He has a degree in industrial relations from the Ibero-American University. Before coming to the company, Juan was the industrial relations manager for the C.Y.D.S.A. Group, Policyd, S.A.

A number of more recent appointments have been made in the HP Mexico organization. Former commercial relations manager **Rafael Piccolo** is the country Computer sales manager. He is also acting as Polanco branch office manager.

Jorge Llanderal is acting zone manager for branch offices in Monterrey, Guadalajara and Queretaro, in addition to his duties as Computer district manager.

Jose Luis Aguirre is responsible for all sales activities in the Medical discipline. **Cesar Espinoza** has the same responsibilities in the Analytical discipline.

Javier Rendon, who was the Analytical manager, has taken on the newly-created position of Multidiscipline district manager. He is responsible for offering appropriate customers the possibility of solutions using products and services from all the different disciplines.

Gerson Rosa, finance manager for HP Mexico since February, 1982, has accepted the position of treasury manager for HP's southeast region in Europe. Before his assignment in Mexico, he held the same position in Brazil. Gerson received a degree in electrical engineering from the Instituto Tecnológico de Aeronáutica in Brazil and an MBA from UCLA which he attended on a Fulbright Fellowship.

Palo Alto

The first full-time tax attorney for Intercon is **Patricia Kaitz** who had been with HP's Corporate tax department for two years before coming to Intercon in November. She has a degree in accounting from the University of California-Berkeley and a law degree from Hastings College of the Law in San Francisco. Patricia worked in the international tax department of Price Waterhouse before joining HP.

Former Corporate deputy controller **Bill Johnston** is now director of International planning and administration. Responsibilities of this new function include intermediate-range strategic planning, targeting/performance analysis and "value-added" strategy coordination. Bill works closely with European and Intercon administrative management and reports directly to **Dick Alberding**, senior vice president-International.

The new position of applications center manager for Intercon has been filled by **Juan Montermoso**, a graduate of Yale and Harvard Business School. He came to HP in 1975 as an accounting and systems manager. Juan's most recent assignment was with the Application Marketing Division (AMD) where he was responsible for manufacturing applications. His new duties include assisting the centers with planning, targeting, staff development and acquiring local software as well as developing a model for new applications centers. Juan reports to **Mike Naggiar**, Intercon, and **Bob Bond**, AMD.

Greg Ruff is Intercon's field marketing manager for Personal Computer products. Before assuming his new post, he was field marketing manager for the New York area in the Eastern Sales Region. Greg has a degree in electrical engineering from the University of Virginia and is completing a master's in finance and international business at New York University.

Dick Warmington is now manager of the newly-staffed Business Development Group-Intercontinental, part of an enlarged Application Marketing Division (AMD). Dick was most recently a marketing manager for the Computer Support Division and formerly Intercon Calculator marketing manager for four years. In his new role, he will work closely with **Mike Naggiar**, Intercon Computer Systems



Toshiteru Suwa



Juan Llorente



Rafael Piccolo



Patricia Kaitz



Bill Johnston



Juan Montermoso



Greg Ruff



Dick Warmington



Eris Kalkan



Linda Cheever



Jan Black

marketing manager, providing direction for Systems Marketing Center's international sales development group and overseeing Computer marketing communications for Intercon countries. In addition, Dick will manage the implementation of AMD's programs in Intercon applications centers, development of vertical markets within those countries, and language localization needs.

Eris Kalkan has been named Intercon Medical service manager. Formerly a Medical field engineer in Saudi Arabia, he has been associated with HP products over the past 10 years as an employee of HP distributor, Modern Electronic Establishment in Riyadh. Eris is an electrical engineering graduate of Middle East Technical University. **Dick Aal**, who previously managed both Analytical and Medical service, is devoting all of his time to Analytical.

Former Latin America Instruments sales manager **Bob Payne** has been named Instruments customer support manager for Intercon/YHP. He joined Neely Santa Clara in 1970 and has sales experience in both Instruments and Computers. Bob graduated from San Jose State University with a degree in electrical engineering.

Linda Cheever is the new information systems manager at headquarters. Most recently she was involved with the trade invoicing function and prior to joining HP, she was director of the East Asian Resource Center at the University of Washington. Linda has a master's degree in East Asian studies and finance and a BA in political science from that university.

The new function of Intercon marketing manager for the Components Group has been filled by **Jan Black**. From his location in the Components Group's headquarters, Jan is working with HP's direct programs in Australia and Canada and rep programs in Latin America, India, New Zealand, Hong Kong, Korea, Taiwan and Singapore to accelerate Components sales. Joining the company in 1969, he established a worldwide distribution network which currently accounts for \$76 million in resales. Jan has a degree in engineering from London University.

Service Awards

Ten Intercon employees were honored at the end of 1983 for long-term HP service. Marking 15 years with the company were **Ruben Rotulo**, Argentina; **Ken Jackson**, **Ian Richards** and **Bruce Thompson**, all of Australia. Far East Region general manager **Malcolm Kerr** and fellow Australia-based **Bruce Marsh** and **Gray Morgan** received 20-year service awards as did Headquarters **Alan Bickell** and **Dick Hornor**. Heading the Intercon list was **John Williams** of Australia who has been with HP for 25 years. ■

Intercon performance awards

For HP Taiwan, FY83 was a very good year indeed. In addition to moving into a new 14-story building in Taipei, HP Taiwan received Intercon's best overall performance award for the year, plus two other accolades.

According to Intercon general sales manager George Cobbe, award recipients are determined by region management and the marketing council on the basis of performance statistics and judgment. "These awards are viewed as a very important reflection of performance recognition," he says. "There is certainly competition among the countries for the awards."

And the winners are:

Best Overall Performance
Best Order Performance
Most Improved Order Performance
Best Administrative Performance
Best Cost Control Performance
Best Customer Support Performance
Most Improved Customer Support Performance

HP Taiwan
HP New Zealand
HP Malaysia
HP Singapore
HP Taiwan
YHP
HP Argentina

Top Sales Performance

Computer Group
Medical Group
Instruments Group
Analytical Group
Components Group

HP Taiwan
HP Australia
People's Republic of China
People's Republic of China
YHP

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