

intercom

HP Intercontinental News

FY1984 — Fourth Quarter

Getting the word out



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"Our objective is to be . . . the best possible supplier"

by Alan Bickell

"TQC" means a lot to many people. For one thing, it is the banner under which Hewlett-Packard has launched a company-wide campaign to introduce the concept of Total Quality Control into every aspect of our business. Quality circles are a natural part of this process, but are only one activity. At this year's general management meeting, I attempted to focus the concept most specifically on TQC's impact on our customers. One of our goals, which I have often repeated, is unerring excellence before, during and after the sale by every member of the organization. Our objective is to be clearly considered the best possible supplier of products and services by our customers. The extent of this objective reaches every employee throughout Intercontinental. There literally is not a single activity, either at our factories or sales companies, that in some way doesn't affect how our company, and its products and services, are perceived by our customers. I pointed out to the general managers this year that reliance on superior product features and increasingly excellent overall solutions to customer problems in itself is not sufficient to win us lasting loyalty. The ultimate key ingredient, I believe, is the quality of the services we provide.

It is my practice to close each annual general management meeting with some thoughts for the coming year. These are really reminders of things that have been discussed in the past and should continue to be the center of focus for our energies in the months ahead. I would like to share with you the specific points that were covered.

First and foremost, I reemphasized our continuing objective of serving our customers in an outstanding manner.

The second issue related to quality and focused on the broadening application of the TQC process. Our emphasis here will be in several areas. First we want to ensure that the process is understood and ultimately becomes a part of our company culture. Its execution should become almost second nature to us. There are some formal techniques that are used in the TQC process. These have been taught in the past in connection with quality circles. We intend to extend this training throughout the organization so that the process becomes an integral part of the way we approach our decision making and the execution of our many responsibilities. The result will be a dramatic improvement in customer satisfaction, productivity, cost effectiveness and job satisfaction.

The third area of emphasis was value-added. Here we are talking about the programs I discussed with you in a recent issue of *Intercom*. We are making excellent progress here. Today we truly have unique programs in each of our country markets aimed at ensuring that

Hewlett-Packard is an active contributor to the development of these countries' economies and their progress toward becoming increasingly self-sufficient. These programs go well beyond simply satisfying national priorities and are now yielding us excellent results in terms of tailoring our programs to the actual needs of our customers in the countries. It was pointed out to the general managers that although bold major moves like the formation of joint venture companies in Korea and Mexico tend to capture the spotlight, the more subtle things we are doing are equally important. Included here are the executive seminar programs, the many volunteer efforts we have in each of the countries, our equipment donation program, and the advisory boards we have established whereby we have brought high level individuals into the strategic management of our companies.

The fourth area of emphasis related to marketing and sales. The recent corporate reorganization clearly signaled the next step in placing more responsibility in the field for the appropriate tailoring of our products and solutions to the respective country markets. Organizationally we have been stressing decentralization of resources for some time. This increased emphasis on marketing, and particularly our plans to focus more upon the integration of Hewlett-Packard products into systems solutions to our customers' needs, is completely consistent with the decentralization process. We will be moving ahead with this, concentrating on improved market research (get the facts on where the market is going and what the competition is doing), aggressive marketing programs which differentiate our products and services from the competition, and optimizing our product introductions to really meet most effectively the country market potential.

Fifth, training is another key priority for us in the months ahead. I have already mentioned TQC training. In addition, we are going to be adapting the Hewlett-Packard marketing management seminar to the field so that those of you who are directly or indirectly involved in this area will be provided with more tools with which to professionally do the job. Add to this the continuing responsibility to provide functional, managerial and technical training, and you have a major challenge indeed.

Finally, the last words of caution I gave the general managers as they left Palo Alto were that they were expected to manage more aspects of the business today than they have in the past. It is not enough to simply meet order quotas or manufacturing division profit goals. We need to demonstrate that at all levels of the organization, we are capable of achieving our overall goals within a framework of cost/asset management and productivity guidelines. We need to balance all of the elements of the Hewlett-Packard corporate objectives together to achieve the results we are striving for. If we fail to do this, we are falling short of the task. ■

ON THE COVER A number of employee publications are part of the internal communications network throughout intercontinental.

Alan Bickell is vice president and director, Intercontinental Operations.

A fond and fun-filled farewell for George

Before George Cobbe left headquarters for Korea where he is now serving as president of Samsung Hewlett-Packard, he was in for a surprise. It came in the form of a party on the last day of the country managers' meeting. Not only was the gathering itself surprising for George, but so were the highlights and evening's entertainment, shown in the photos on the next page. Here are some of George's observations on his new post and anticipated three years of living in Korea.



A smile crosses George Cobbe's face as he enters the party and realizes that all the guests are gathered in his honor.

What prompts a person to move himself and his family to a totally new environment where the language, culture, food and philosophy are different from anything they've experienced?

In the case of George Cobbe, it was the opportunity to be involved in a unique project, the Samsung Hewlett-Packard joint venture announced in January.

"This is the first time HP has, with a majority equity position, put in a full HP operation which includes, in addition to marketing, research and development and manufacturing all at one time," George said before he, his wife, Wilma, son, Paul, and daughter, Ann, left for Korea in August. "I look at this as a chance to take something from the very beginning and, with a lot of support from top management, put together something unique. At the same time, the marketplace in Korea is quite strong. The country is ready for the kind of thing we are proposing and, in fact, they are eagerly seeking it out, in spite of the extensive bureaucracy we had to go through to get the joint venture approved."

George considers that this assignment will require give and take on the part of both parties.

"There is a lot of support from the company to do this, but translating that into a reality is a challenge. There are thousands of details that need to be put together."

His first goal, he says, is to set some goals and then to select employees for the joint venture from those presently in the Samsung Representative organization. A couple of HP appointments have already been made (see Newsmakers, Far East).

Although it was not required, he chose to learn the Korean language and his wife joined him at the Monterey School of Languages where they also had a chance to study the culture of the country. George acknowledges that success in that market will require an understanding of how Koreans do business.

"I'm not sure if I totally understand it; that's what the first year is going to be about; trying to figure out how to do that. Korea is probably the strongest Confucius-based society in the world with country, company, family and school all having top priority. Anything they do has to further the interests of all those areas."

There's no question that, in spite of their anticipation, the Cobbes will go through a period of initiation into a society that speaks a different language, enjoys a different diet and lacks some of the conveniences they are used to in the U.S.

"In most expatriots' experience, family members have the hardest time adjusting. The foreign service employee gets caught up in the work, after all. It's going to be incumbent on me to be sensitive to that pressure on them."

George relishes the challenge before him but does admit he will miss the "outstanding support we have at headquarters. The luxuries of secretarial, staff, personnel, travel and accounting support will be hard to duplicate. What we've got here is a well-oiled machine." ■



Special guests at George's farewell were his wife, Wilma (right), and former secretary Lynne Kavish who gives him a good-bye hug.



George goes through a photo album illustrating his years at Intercon headquarters. The parting gift was presented by Miss Piggy of the Muppets fame, actually an Intercon employee dressed in one of the Halloween costumes for which George is well-known at headquarters.



While Central Canada general manager Tony Johnson and his co-workers spent most of their days listening, laughter was also on Intercon's general management meeting agenda. At a wine tasting, Taiwan's Wen Ko shares a joke with Janet Adaysh (left) and Pat Hess.





Australia's David Booker chats with his long-distance friends.



The annual Intercon picnic was a chance for New Zealand's Wayne Squires and Hong Kong's Clive Ainsworth to team up.



Roberta Wilson and Mexico's Manuel Diaz greet each other.



YHP Computer Division manager Katsuto Kohtani considers what Suresh Rajpal, Instruments marketing manager, has to say.



An exploding water balloon caught Southeast Asia managing director Walt Sousa by surprise.

Dear Readers,

I often think how difficult it must be for a journalist who writes a daily or weekly article to come up with new ideas. Guess I'm a bit jealous that they make it look so easy. My task is to go through the same process only once in three months, but sometimes it's a struggle.

For this issue, I was contemplating a couple of different topics when I ran across the following interesting and HP-appropriate article. It made a lot of sense to me, and I decided to share it with you. Communicating information, whatever the source, can make us more effective and, in my opinion, is justification for drawing on outside sources once in awhile.

Best regards,

Sy Corenson

P.S. On the subject of communications, I wonder how many of you remember an internal news release system called Intercon Updates. It was established several years ago to keep all Intercon employees advised of significant Intercontinental news that somehow did not find its way into Intercom, Measure or Corporate Newsgrams. Other priorities have prevented us from issuing updates the last year or two, but we now feel it's time to reestablish the service. More about this later.

Sy Corenson is Intercon's public relations manager.

After the sale is over. . .

by Robert D. Henklein

Since I have spent 30 years or so selling, I was certain there were few marketing approaches I hadn't explored (and exploited). I have worked in sales, promotion, advertising and marketing. I have been a sales promotion manager, a national sales manager, an account person, a client advertising director, a marketing director and a general manager.

Yet, when I discovered a gaping hole in the marketing cycle, I was buying not selling.

Like most good sellers, I am also a good buyer. I buy lots of things, and I buy them based on a fairly reasoned review of what's available and what sources produce them. But once I'd selected the *best* from the *best* and formed a commitment with those companies, I found I had a problem — our commitment was a one-way street.

For example, after being told by one of the country's largest retailers that it would repair the frayed power cord on a one-quarter-inch electric drill for \$27, when the drill had cost \$18.95 years previously; after returning a well-known brand of boat radio to my authorized Reputable Dealer for repairs, only to be told, "We don't handle that line any more, so we don't service it;" after being put on hold four long-distance minutes, listening to really bad music and waiting for a nasal-voiced operator to tell me where I could buy a replacement part for my \$160 coffee maker; and after five trips to Authorized Service Centers and Factory Service Facilities in vain to try to make a \$450

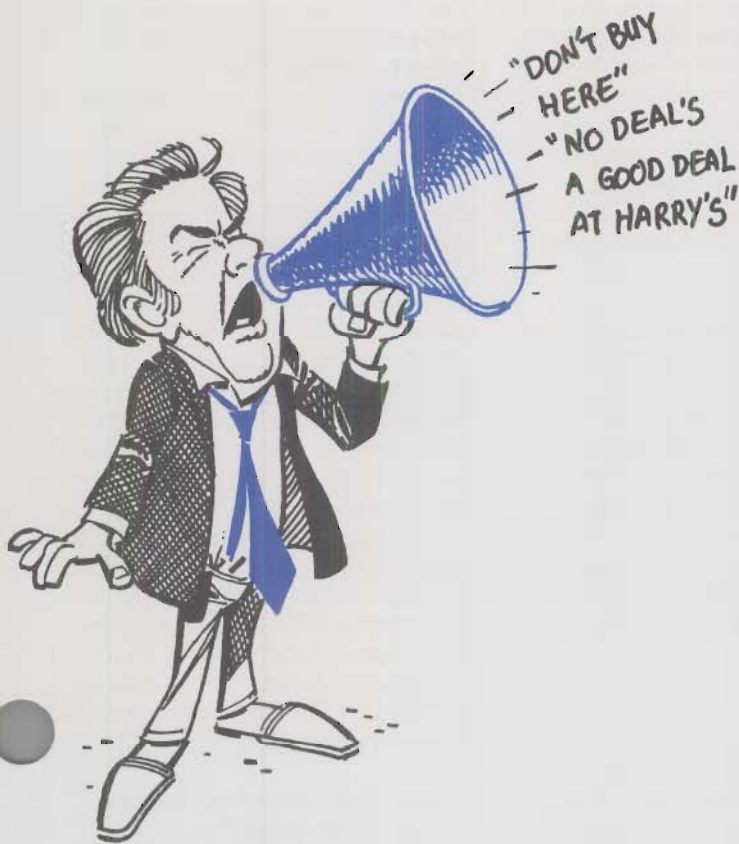
turntable do what it was supposed to do — after all that, I began to realize the companies that had sold me these things really didn't like me very much. And the more I thought about it, the more I realized that most of the companies I had bought things from over the years didn't appear to give a damn about me either. Was my problem unique? Not by a long shot.

A February, 1983 Lou Harris study of 1,200 adults done for the Atlantic Richfield Co. reported that 51 percent of those surveyed were dissatisfied with product quality; 39 percent complained of false advertising, misleading packaging and failure to handle complaints; and 49 percent reported poor after-sales service and repairs. So I wasn't alone.

**Don't abuse your customer,
make him feel wanted—
and like buying again.**

When was the last time you bought something and were thanked? When was the last time they asked whether the product met your expectations? When was the last time they asked you how it might be improved? When was the last time you were treated as a person?

During 1983, marketers spent \$73.5 billion on advertising, \$78 billion on sales promotion and \$50 billion on



Consumers who have had an unpleasant experience tell, on the average, nine to ten other people about it.

non-retail sales costs. That's over \$200 billion dollars — an average of \$1,175 per adult. And that doesn't include spending for research, packaging, direct mail and all the other peripheral marketing activities.

But how much was spent to keep the buyer/seller commitment alive?

Not everyone in the marketing business is guilty of buyer indifference. Some companies, like L.L. Bean in Freeport, Maine, have demonstrated a positive customer-commitment policy for years. Since 1912, Bean's business has been based on this declaration by founder Leon Leonard Bean: "Sell good merchandise at a reasonable profit, treat your customers like human beings and they'll always come back."

To some marketers, dedication to their customers has become a way of life. Mako Marine, Inc. of Miami sponsors 25 fishing tournaments for its customers each year.

The gatherings range from Key West to Texas to Michigan to Rhode Island and represent a sizable portion of the Mako marketing budget. Do they sell boats? One dedicated Mako dealer reported, "Hell, yes! I just sold one of my customers his third Mako — each one larger than the one before."

Company size doesn't matter. Rosetta Electric Co., Inc., a retailer in New York City, sent this letter to its customers:

"We would like to express our appreciation to the customers who have contributed to our success in 1982. We couldn't have done it without you, so we would like to say thank you in several ways.

"First of all, we'd like you to come in to any Rosetta location and pick up a gift that we've reserved just for you. There's no obligation — no purchase necessary. Just bring this letter with you. We'll hold your gift until February 15.

"Second, if you bring this letter before February 15, you'll receive an extra 20 percent discount on every lamp, lighting fixture and chandelier in stock. The date is important, because after February 15, this sale will be advertised. Come early for the best selection."

The airlines have only recently begun to see their customers as their best prospects. American Airlines' Advantage Program and other similar plans not only reward regular customers but also encourage repeat business in an imaginative manner that makes the customer feel good.

Is being nice to your customers really worth the effort?

A Washington, D.C., research firm, Technical Assistance Research Programs (TARP), which specializes in studying customer attitudes, reports those who have had an unpleasant experience, on average, tell nine to ten other people about it. Conversely, one who has had a good experience will tell an average of five others. We are all aware of the power of word of mouth — and we all know which kind we prefer.

The TARP also estimates that a two percent improvement in customer service by one division of a major U.S. auto manufacturer may be worth as much as \$400 million in new car sales annually. I came to the conclusion that the marketing business created this problem when it depersonalized the people who are our target customers into a clump of demographics, psychographics and zip-code code names. Marketers lost sight of the value of customers when they began to refer to them as consumers.

The time has come to pay more attention to the foundation of every company — the customers. It's simply good for business. ■

Robert D. Henklein is the president of AfterMarketing, a division of Lord, Geller, Federico, Einstein, Inc.

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Targeting for FY85 is underway

Whether you're living in the northern or southern hemisphere, all HP employees are sharing the same season right now. . . the targeting season. This is the time of year that goals and objectives for HP's next fiscal year are determined.

Even though we all contribute to the process, do we understand what it's all about? Here are some of the most often asked questions about targeting, with answers provided by Gary Pope, Intercon's legal/management reporting manager:

Is Management By Objectives just another way of describing the targeting process?

Targeting has a direct link with the Management By Objectives philosophy that all HP managers should use to manage their departments and provide for employee job development and enrichment.

By definition, the targeting process represents HP's estimate of the quota, capital equipment investment, operations and people required to achieve our objectives in profitability, product development, order growth, expense control and productivity. Targeting is one of the main vehicles used to ensure that HP achieves all of its seven corporate objectives.

Targeting is a detailed process used to generate the next fiscal year's financial plan. It is a key element in the annual cycle of events which takes place to make certain HP is able to meet both its short - and long-term goals. Other events in this cycle include the Intermediate Range Plan (IRP), which predicts HP's growth over a five-year horizon, and forecasting, which is completed twice annually. The first forecast occurs during the second quarter to double check our current fiscal year targets based on the first full quarter of actual performance. The second forecast is completed during the third and fourth quarters of each fiscal year, usually during August, and becomes the guideline for the next year's targeting process.

In general, how does targeting proceed; who watches over the process?

The controller of each organization is responsible for coordinating the overall targeting process. The first step involves accumulating data and information from both marketing and manufacturing personnel.

The next step involves generating and revising financial reports that summarize expectations for the next year and make comparisons to the corporate/group guidelines. Full fiscal year numbers are subdivided by quarter and month to reflect the "seasonality" of when orders, shipments and expenses will occur. During the final phase of the process, targets are submitted through group/corporate management to the executive committee which then approves the targets for the next fiscal year's financial plan.

Do all employees contribute to the targeting cycle?

They all participate through a top down and bottom up approach. Every HP employee agrees upon and establishes objectives each year through the performance evaluation process. Individual objective setting is the fundamental building block used to determine annual departmental, division and sector objectives which, in turn, achieve our corporate objectives. The culture of HP establishes a framework for all of us to operate and establish goals and objectives that directly relate to the corporate objectives.

There must be many factors to take into consideration when setting targets. What are they?

Hewlett-Packard's overall target strategy evolves from top management's assessment of critical issues such as new product development, competition, market size/penetration and organizational issues. Our corporate management team establishes guidelines for HP's order and expense growth, productivity increases, asset management, and, of course, profitability. Group, division and regional management are then given the responsibility to match their individual entity's goals to the corporate guidelines.

The final targets should reflect an equitable distribution within HP to maintain satisfactory growth levels and operational relationships. The targets should also reflect a realistic challenge and goal that can only be met through the proper management of resources.

How do you determine whether a target is appropriate?

It is difficult to define whether a target is appropriate or not unless it is explained in the context of historical trends, relationships and expectations. The targeting and personal goal-setting process should establish performance measures that require initiative, creativity and "stretching" to achieve them. Target negotiations conducted between group, division and regional management provide a checkpoint to make sure the targets are sound strategically and reflect top management's guidelines. All targets will become the goals against which actual results will be measured. An accurate targeting process should predict orders, shipments and expenses that fall within five percent (plus or minus) of the actual numbers. A significant over or underestimation of activity can result in misallocation of resources. ■



Communicating, HP style

“Whenever there was something important to talk about, we just got everybody together and talked about it.”

That’s how Dave Packard once described the communications process at Hewlett-Packard in the early years. And that’s probably still the way it’s done at small HP sites where all employees can gather in one place. But at many other locations, spreading the word is a more complex process. There are bulletin boards, memos and loudspeaker announcements. There are new employee meetings, department meetings, supervisors’ meetings and management meetings.

Probably one of the most popular methods used to get the word out at HP and other large businesses is the employee publication. HP’s first was launched 41 years ago when there were just 45 employees. Several of them decided that a written newsletter was in order and, despite the six-day work week that existed during the war years, they found time to gather and write up the local news. Editorship of what came to be known as *Watt’s Current* rotated until the fall of 1944 when a permanent editor was found. Bill Bigler proceeded to put out 322 issues and at the end of his tenure, HP had become an international corporation. Employment was 6,500 in 1963 and it was time for a more sophisticated communication tool - *Measure* magazine.

In its very first issue, Dave Packard wrote that *Measure* intended to “keep everyone in the corporate family informed of company plans and policies, and to keep abreast of important developments in each of our far-flung operating groups.”

Today *Measure*’s audience numbers about 80,000. According to editor Brad Whitworth, the magazine’s worldwide responsibilities are essentially unchanged, but their execution has been altered.

“There’ve been some editorial changes in the first 20 years,” says Brad. “For instance, there are just too many new HP buildings to feature each one, so we’ve taken a regional



approach to focusing on HP facilities: HP in Japan; HP in Colorado. Gone, too, are the days when we could write about most of the new products. Today we introduce only the most significant new products in *Measure*."

As *Measure*'s coverage has, of necessity, become more regional, other publications are filling the gaps. In Intercontinental Operations, there are a total of 17 employee publications including *Intercom* which started up 10 years ago to help tie employees in our far-ranging area together by letting them read about Intercon people, their activities and accomplishments. Like *Measure*, *Intercom* itself has evolved to meet the needs of a growing number of readers who are responsible for a 10-fold increase in business over the last 10 years.

The other 16 publications which have sprung up in Intercon's five regions all give high priority to communicating with employees about the goals and philosophy of that particular location. But each one accomplishes the business of written communication in strictly the HP way . . . showing great freedom of action in attaining well-defined objectives (Corporate objective No. 7). Initiative and creativity are clearly fostered in Intercon's publications.

Scenic cover

YHP's *Bridge* has been around longer than any other Intercon publication. In fact, it began 19 years ago on the heels of *Measure*. Those years of experience have given *Bridge* a solid basis for producing a professional 20-page issue each month. The cover often features a scenic photo, recently one in full color. According to Saori Ohmori, who retired in July after six years in the editor's seat dealing with 32 correspondents, the magazine's name was chosen for two reasons.

It would seem that the name *Bridge* is very straightforward, reflecting the publication's purpose of connecting YHP employees. But there is also another, lesser-known reference to the first international product which laid the foundations of YHP's

development. It was called the 4260A Universal Bridge.

Interface has been serving HP employees in Singapore for 12 years, although it was known as *Majulah*, which roughly translates into "as and when," until November, 1980. Current editor Low Suat Kheam is particularly proud that the publication encourages two-way communication with its "Voice It" feature which allows employees to offer feedback and to ask questions of their managers. Low Suat gets some assistance from Loretta Song who provides news from Singapore Sales. "We sort of piggyback on *Interface*," Loretta explains.

Quality focus

At the end of last year, Singapore Manufacturing introduced another publication, this one devoted entirely to the promotion of total quality control activities and called, appropriately enough, *TQC News*. Editor Ronald Quek, who includes sales input from Loretta and Cecilia Pang, hopes to publish every month instead of the current bi-monthly schedule.

Depth has been going strong in Australasia for the past 10 years. The bi-monthly magazine that combines news with human interest and athletic news is edited by Frank Maloney, a lecturer in journalism at Royal Melbourne Institute of Technology.

Seven years ago, Intercon headquarters started a monthly newsletter for a rather curious reason. The story handed down over the last few years relates that when the editor of *Intercom* magazine was urged to do a readership survey, she, who had a fear and loathing of surveys, promptly began a publication strictly for headquarters employees. Current *Supplement* editor Michael Whyte has added his own distinctive touch with humorous cover illustrations.

Color can also distinguish a publication as in the case of Malaysia's *Apa Khabar*, edited by Ahmad Riza who had been a member of the magazine's editorial board. Each issue, and there are two a month, is printed on a different hue of brightly-colored paper.

Share in Taiwan reverses the process and uses a different color of ink for each monthly issue. Susan Liu has been the editor since the publication began a year ago as the result of a suggestion offered at a supervisors' workshop. *Share* emphasizes human interest in contrast to the technology-oriented *HP Advances* distributed to HPT customers. Each issue of *Share* has a theme that coincides with a special event during the month. For instance, December featured a Christmas card that employees could tear off and send to each other, and in May, "Mothers in their 30s" were interviewed and photographed.

Dual language

Some HP locations face a special hurdle in that the potential readership speaks more than one language. *Vigencia* in Venezuela has solved this problem by printing English and Spanish versions of the stories side by side. *Vigencia* has been in existence for five years, promoting its original purpose of reinforcing the company's fundamental philosophy: The HP way. Ingrid Porras and Hilda Gottreich were asked to join the first editorial committee and today they serve as co-editors of the quarterly magazine.

A brand new newsletter has taken a similar approach to reaching a bilingual audience. *Apropos*, first issued in May, prints French and English versions of its stories for audiences in Montreal, Ottawa and Quebec.

Two other newsletters, *Insight*, which covers western Canada, and *The Central Express*, directed to HP employees in Toronto, supplement the *Canadian* which reaches an audience of 1,200 spread out over 3,000 miles. *HP Canadian* editor Linda Johnson points out the difficulty of obtaining information due-

to the sprawling geography. She relies on correspondents in each office to forward information and photos.

Sometimes publications start up, stop, and emerge again in a different, more professional format. That's the case with *El Coqui Informa*, certainly one of the more out-of-the-ordinary names on the HP library shelves. It refers to a frog native to Puerto Rico where this newspaper was recently revived after a two-year hiatus. Originally a grouping of mimeographed colored sheets stapled together, the new tabloid format is scheduled for publication each quarter, according to Merce Vela, personnel representative/ editor.

Mexican quarterly

Another unusual name occurs in Mexico City where *Bini Rizaca* is issued quarterly under the guidance of Jorge Garcia Reyes, training and development manager. The translation of that title is "worthy people."

And then there's the "little newspaper" in Campinas which is what Marlene Simarelli calls her "factory communicator that continues to be published in spite of the incredulity of many regarding its continuity." Marlene has been putting *Informacoes e Comunicados* out monthly for a year and plans to hold a contest to choose an official name. She'd also like to get management approval for printing rather than duplicating.

Arturo Islas has high hopes, too, for *Enterate Guadalajara*. "Be aware," the English translation, has been distributed every Monday for over a year, but the editor is hoping to switch to a magazine format and a bi-weekly publication schedule.

HP internal communications manager Gordon Brown points out the strides made in his field since he joined the company in 1968.

"A big part of HP's growth has taken place beyond U.S. borders. At almost every stage, someone has questioned whether we could continue to grow while retaining the open style

and friendly spirit that characterized the 'good old days' at HP."

Gordon points out that each new HP organization has given high priority to communicating with employees.

"Locally-printed media seem to arise almost spontaneously when an entity reaches about 200 to 300 people. Often they start out as simple newsletters designed to let everyone know what's going on. Then as an organization grows, it generally discovers a need to communicate information that's broader and more interpretive.

"Over the years, HP organizations have actually made considerable gains in improving their local communications. Compared with the media of 10 years ago, for example, today's HP publications are much more professional in all respects. Peer pressure and networking are also at work in helping to establish higher communication standards within the company. Most divisions exchange publications with one another and seek to emulate the best."

The internal communications department, part of corporate public relations, serves as a resource for communicators, according to Gordon, in a number of ways. Manuals, editorial workshops and a newsletter are just a few of the means used to provide guidelines.

"Overall, there is good evidence that the employee communications process at HP continues to work well," Gordon observes. "It may, in fact, be improving."

That certainly seems to be the case at Intercontinental where the word is getting out loud and clear. ■



In Search of a Little Direction

With the birth of the "Information Age," and the onrush of data that confronts every day life, it is easy to get lost at times, or at least become confused about the best way to go.

At *Intercom* magazine, we recognize this fact, along with the need to re-evaluate our objectives every so often.

To do this, and to ensure that readers of *Intercom* are being served well, a representative sample of *Intercom* readers will be asked to participate in a survey later this year. The purpose of the survey is to give readers a chance to express their likes and/or dislikes about the magazine.

The survey will be coordinated with the personnel department at each location and will be distributed to a random selection of employees. Forms should be returned to personnel after they are completed.

This survey has been designed with two specific objectives in mind: One, to create a survey that is easy to complete, and two, to allow participants to fully express their opinion of the magazine. The survey should take a mere five minutes to complete.

After all returns are in and the survey data is analyzed, the results will be published in a future issue of *Intercom*. It is our hope that the "chosen" ones will take the time and effort to conscientiously complete the survey for the benefit of all *Intercom* readers. ■

Alan Bickell named vice president

“It gives me great pleasure to recognize that our leader has been made a vice president.” With those words, George Cobbe opened the employee birthday break in July at Intercon headquarters. Usually these monthly events are held to announce promotions, welcome new employees and visitors, and, of course, congratulate those who celebrate birthdays in that month. July’s get-together had a different slant, however. Intercon’s managing director Alan Bickell had been named an HP vice president while he was traveling on business in Korea and this was the first opportunity for the Intercon family to officially acknowledge the honor.

“Obviously this promotion is a result of a lot of work on the part of a lot of people in this room,” said George whose conclusion prompted a ripple of laughter in the audience. “I think we can justifiably take the credit for bringing our boss along and getting him promoted.”

Alan was more than willing to share his good fortune with his co-workers. “The recent change that was made is a recognition of our entire organization. Everyone in this room and everyone throughout the field — our manufacturing and sales activities — really moved up a notch in terms of recognition by the corporation for a superb job.

“Ten years ago we were sort of a rag tag organization, struggling to do about \$70 million worth of business. That was significant, but relatively small. This year, if you include the territories that we’ve moved to European responsibility — South Africa and Israel, we would be close to \$900 million of business. That’s 10 times growth in 10 years and that hasn’t been done without a lot of effort and dedication from a lot of people here today and those who have come through our organization and gone on to other parts of the company.

“From the bottom of my heart, I sincerely appreciate all your efforts and the recognition this morning.” ■



With the assistance of his secretary, Barbara Beebe, Alan serves up the cake presented in honor of his appointment.



Completing the formalities of contract signing are Li Deguang, CEIEC vice president (left); Wei Ming-Yi, CEIEC chairman; new president of China Hewlett-Packard Chi-ning Liu; Dave Packard and Dean Morton, HP chief operating officer.

Signing links HP and China

Final steps in the formation of a joint-venture company were taken in early August when HP board chairman Dave Packard and Wei Ming-yi, chairman of the China Electronics Import & Export Corp. (CEIEC) signed contracts to establish China Hewlett-Packard Company, Ltd. An agreement in principle had been reached between the two in April of this year.

The joint venture, which is subject to approval by both governments, will be owned 50 percent by CEIEC, 50 percent by HP, and will sell, support and manufacture products from HP’s current product lines.

The Intercon Gallery

Headquartered in Beijing, China Hewlett-Packard will have a board of directors composed of four members appointed by the Chinese partner, one of whom will be named chairman, and four members appointed by HP. Initial management of the company will be HP's responsibility with 17-year employee Chi-ning Liu, designated president and general manager as well as a board member. He has handled HP's activities in China since 1979 and prior to that, he was engaged in the management of medical-electronics research and development at HP.

Other HP-designated board members include Dick Alberding, executive vice president for marketing and international; Alan Bickell, vice president and director of Intercontinental Operations; and Lee Ting, Asia Pacific market development manager. The China-designated board members have not been named.

At a ceremony at HP's corporate offices in Palo Alto Dave Packard commented, "Our objective is to establish a long-term, cooperative relationship based on mutual benefits. These benefits, once approved by the U.S. government, will include transfer of advanced technological know-how and management skills to China, and the building of research and development capability there.

"At the same time, HP will be able to expand its sales and support in the China domestic market. Furthermore we feel formation of this new company is an important step in the joint effort between the U.S. and Chinese industries toward the modernization of China." ■



QUALITY KICK-OFF HP Singapore Sales launched its total quality control program and officially opened its customer center recently. After participating in the ribbon-cutting ceremonies with HP manager Victor Ang (left), Dr. Lee Kum Tat, chairman of the Singapore Institute of Standards and Industrial Research, spoke on TQC.



INDIAN VISITORS A gift exchange was one of the highlights of Sri N.T. Ramo Rao's recent visit to HP. The former chief minister of Andhra Pradesh, India and Indian film star toured the U.S. for two weeks with an eye toward electronic industry development in his state. Lee Ting, Intercon Asia Pacific market development manager, presents a memento of the visit to Rao.



TQC MISSION A quality control circle study mission sponsored by the National Productivity Board of Singapore stopped at Intercon headquarters in July to learn about the methods and tools HP uses to educate employees about total quality control. Here Intercon training and development manager Bob Courts gives a brief company overview, referring to HP's high ranking in Fortune magazine's list of most admired corporations.

Building update

HP has taken a 60-year lease on 35 acres of industrial land in Penang, Malaysia for construction of a new 200,000-square-foot facility to accommodate the company's electronic components-manufacturing operations there. It will provide double the capacity of the company's present Penang facility in the Bayan Lepas free trade zone operated by the Malaysian government. All 1,900 HP employees at the present site will relocate to the new facility when it is completed in mid-1985.

December, 1985 is the target date for moving into HP New Zealand's headquarters building which will be constructed in Wellington next year. The 10-story, \$8 million building will incorporate demonstration and training facilities, a personal computer center, customer facilities and office space. HP will occupy three floors initially.

Landmark installation

Samsung Semiconductor and Telecommunications Co. (SST), a division of the Korean Samsung Group, hosted a ceremony in September to mark the installation of the 15,000th HP 3000 worldwide. The 10,000th HP 3000 unit was shipped in October, 1982, representing a 50 percent growth in installed base in just 20 months.

The installation in Korea includes an SPN (semiconductor productivity network) package and will play a vital role in the SST's IC manufacturing operation.

Video translations

Four audio and five video tapes are being translated from English to Spanish as part of a package targeted for distribution throughout Latin America. The project actually began three years ago when Intercon recognized that translations of key programs were vital to the support of Latin America field personnel. An agreement with Xerox Learning Systems resulted in the translation of "Customer Satisfaction Skills."

The final step, now in progress, involves bilingual actors who are creating a series of spoken "subtitles." Because the Spanish phrasing is often longer than the tape, the actors must first paraphrase the English and then create the Spanish equivalent.

The project will be implemented in Argentina, Mexico and Venezuela. Based on the reception of "Customer Satisfaction Skills" in Spanish, similar programs are being considered in Japanese and Chinese.

Far East

New northern area Instruments sales manager for HP Asia is **Ho-Ming Huang**, former country sales manager. He received a degree in electrical engineering from Chiao Tung University in Taiwan and joined HP in 1977 after working for the government and Texas Instrument.

Sken Chao has been named HP Asia northern area customer support manager. He has been with HP since 1979 when he started as a service engineer and became service manager in the same year. Sken has an electrical engineering degree from Tatung Institute of Technology in Taiwan.

Pamela Chen has been named support administrative manager for HP Asia. Pamela joined HP Singapore in 1978 as associate accountant and transferred to Hong Kong two and a half years ago as support administrative supervisor. She has a degree in business administration.

After working in the computer field for more than 13 years, **I-Ming Chen** has become personnel manager for HP Taiwan. He has a degree in applied mathematics from Chung Hsing University in Taiwan and came to HP in 1978 as a systems engineer. Before his promotion, he was systems engineering manager in Taiwan.

New district sales manager for the Computer Group in HP Hong Kong is **Edwin Lo** who came to HP with five years of computer sales experience, most recently as marketing manager at NEC. He is responsible for major accounts, trading companies and utilities. Edwin graduated from the Chinese University of Hong Kong with a degree in marketing.

Another new Computer district sales manager in HP Hong Kong is **Dixon Leung** who also came to HP with five years of computer sales experience, most recently as branch sales manager at Wang Lab. In his new position, he has responsibility for the manufacturing and technical markets.

New Personal Computer Group manager in HP Hong Kong is **Thomas Pao** who came to the company after seven years in the computer field, most recently as account manager at NCR. He graduated from the University of Hong Kong with a degree in mathematics.

Goretti Lai has been promoted to accounting manager for HP Hong Kong. She replaces **H. C. Wong**, now HP Hong Kong's controller/administrative manager. Goretti has been with HP since 1980 and was the accounting supervisor before her promotion.

At Blue Star Limited in India, **Ram**



Ho-Ming Huang



Sken Chao



Pamela Chen



I-Ming Chen



Edwin Lo



Dixon Leung



Thomas Pao



Goretti Lai

Malani has retired as chairman and chief executive. His successor is **Ashok Advani** who was president and vice chairman. Taking over that position is **Suneel Advani** who had served as executive director on the board.

Ashok graduated from the University of Bombay and completed his studies in the U.S. with a bachelor's degree in electrical engineering from Massachusetts Institute of Technology and an MBA from Harvard University. He joined Blue Star in 1969 and has served as both financial controller and secretary of the company as well as executive director.

Suneel is a double graduate in electrical engineering and economics from Massachusetts Institute of Technology and has additional qualifications in law. He has been with Blue Star for more than 15 years, serving in a variety of positions.

Robin Choudhury has been named vice president of Blue Star's electronics division. He has spent the last 15 years with the RKKR Group in India; as chief



Ashok Advani



Suneel Advani



Gerard Jugant



Bob Flint



Augusto Cabana



Juan Miguel Parodi



Carlos Pares



Dario Garay



Rui Da Costa



Lee Ting



Ophir Toledo



Bruce Tomberg

executive with Usha Rectifier Corp. Ltd. and later with Usha Services & Consultants as executive director. Robin graduated from the Indian Institute of Technology and holds a Ph.D. in power electronics from Dresden University, Germany.

Gerard Jugant has accepted the position of administrative manager/controller for the Samsung Hewlett-Packard joint-venture company in Korea. He has worked in the private sector of finance for the past 11 years, seven of which were spent with Fairchild Semiconductor/Schlumberger Ltd. Gerard has undergraduate and master's degrees from Brigham Young University in Utah.

Bob Flint has been appointed manufacturing manager for Samsung Hewlett-Packard. He has been with HP since 1975 when he joined the Advanced Products Division working on new calculator startup and transfer. Before this appointment, Bob was the manufacturing project manager for the HP 110 portable computer. He has an undergraduate degree from Northern University and a master's from Eastern Michigan University.

Latin America

Augusto Cabana is HP's Computer operations manager for Procesa S.A., an HP distributor in Bogota, Colombia. He joined HP in 1973 as an Instruments field engineer in Venezuela, came to Intercon headquarters as Latin America Instruments sales manager in 1979, and went back to Venezuela as Computer Systems manager three years later. Augusto is a native of Colombia with an electrical engineering degree from the University of North Dakota and a master's from the University of Illinois.

HP Argentina's new country general manager is **Juan Miguel Parodi**, replacing **Luiz Barata** who had been acting manager in addition to his management responsibilities in Brazil. A native of Argentina, Juan spent 11 years in sales with IBM, serving as marketing manager for the financial market. His most recent position was systems manager for Techint S.A.C.I. He has a degree in electrical engineering from the Universidad Nacional de Buenos Aires.

The Computer Systems sales manager in Venezuela is **Carlos Pares** who has been with the company since 1977. He has undergraduate and master's degrees in electrical engineering from the University of Southern California and Northrop University.

Dario Garay has been appointed to the newly-created position of district manager for Personal Computers in Venezuela. He has been with HP for five years and has a BSEE degree from the Politechnical College of the Venezuelan Armed Forces.

Palo Alto

Rui Da Costa is the new Latin America region sales manager for the

Computer Group. A native of Brazil, he graduated from Getulio Vargas University in Sao Paulo with a degree in business administration and later from Michigan State, majoring in finance. Rui joined HP Brazil in 1976 as administrative manager. In 1981, he became Latin America area administrative manager first headquartered in Sao Paulo and later in Palo Alto.

Succeeding Rui is **Waldir Storino**. He has been with HP for the past 10 years, serving initially as financial services manager for three years in Brazil and the past seven years as controller for the Campinas factory. Prior to joining HP, Waldir had extensive financial experience in other manufacturing companies and in banking in Brazil.

Lee Ting has been named to the newly-created position of Intercon market development manager — Asia Pacific, focusing on regional new market development opportunities. In his new role, he will concentrate initially on completing arrangements for HP's joint venture in China and work closely with **Walt Sousa**, Southeast Asia general manager who manages HP's manufacturing activities in the Asia Pacific regions and as well as corporate procurement activities in that area.

With Lee focusing on Asia Pacific, **Ophir Toledo**, Intercon manufacturing planning manager, will concentrate on new market development activities for Latin America. Ophir will continue to represent Intercon on the Corporate Manufacturing, Materials and Standards Council.

A naturalized U.S. citizen born in China, Lee joined HP in 1965 and established HP's sales company in Taiwan in 1970. He was Intercon's Far East area manager from 1972 until 1979 when he became general manager for all manufacturing activities in Southeast Asia for three years. Upon returning to the U.S., Lee served as operations manager for the former Systems Remarketing operation. He left HP last year and rejoined the company in June.

Both Lee and Ophir report directly to **Alan Bickell**.

Bruce Tomberg has been named Intercon treasury manager, replacing **Steve Brown** who has joined corporate treasury as manager for benefits administration. Bruce joined HP in 1973 and has held progressively more responsible positions from financial analyst through cost accounting manager to, most recently, Instrument Support Division controller. He received a degree in civil engineering from the University of California-Berkeley and a master's in finance and accounting from the University of California-Los Angeles.

ICON: An image laid to rest

by Hans Kuendig

According to Webster's New World Dictionary, an icon is an image; a figure; a representation. But as everyone who has been with Hewlett-Packard for more than five years knows, Webster's definition is incomplete. For many years, ICON was the accepted abbreviation for HP Intercontinental.

In the early 1970s, Intercontinental consisted of five areas: Japan, Canada, Australasia, Latin America and the Far East, which included Israel and most of Africa, soon to become part of HP Europe. Altogether, they were known as ICON, a term representing all of Intercontinental's sales regions.

A few years later, Japan and Canada were designated as separate regions. Australasia, Latin America, and the Far East became the ICON sales region. And thus the seeds of confusion were sewn. ICON no longer represented all of Intercontinental, only part of it. Old habits die hard, though, and the term was still frequently used to describe the entire operation.

Several changes occurred which helped to clear up the situation. First, a new abbreviation — Intercon — evolved to represent all of Intercontinental Operations, both sales and manufacturing. Next, in October of 1983, the ICON sales region was divided up into more independent and self-sufficient regions: Australasia, Latin America and the Far East joined Japan and Canada as separate entities.

Life should be simpler now. With just one abbreviation, we'll be able to say what we mean and mean what we say. On the other hand, there's a bit of nostalgia in witnessing the retirement of something that's been around for a long time and done not just one job but two.

ICON, rest in peace.



Incidentally, you may have noticed the use of "Intercontinental Operations" earlier in the article. It's not only fashionable these days, it's officially our name, according to John Young's recent White Paper. Please use it in all outside correspondence.

Hans Kuendig is working in the public relations department at Intercontinental as part of HP's Student Education and Employment Development Program (SEED). He is a student at San Jose State University majoring in public relations and minoring in marketing.

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