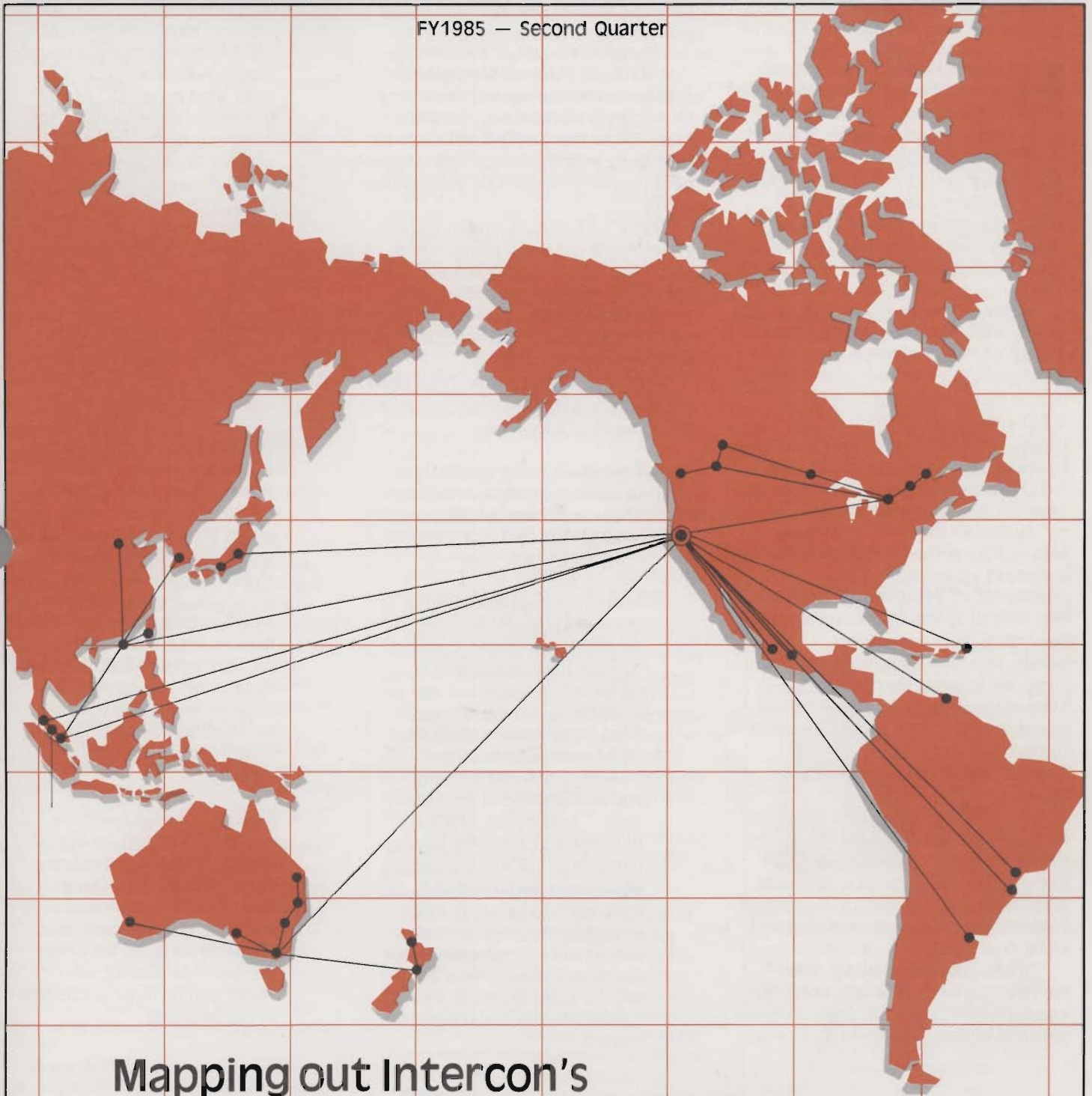


intercom

HP Intercontinental Operations News

FY1985 — Second Quarter



Mapping out Intercon's electronic communications network

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

Marketing emphasis is expected to yield greater customer

by Hans Kuendig

Hewlett-Packard's reorganization and market-focus business strategy were on the agenda when Dick Alberding spoke at Intercontinental headquarters annual employee meeting at the end of 1984. The executive vice president of marketing and international called attention to several factors that influence the way HP conducts its business today.

"In prior times, we tended to be in a supply-side kind of business," Dick explained, "a strategy on the part of companies like HP that married the best in technology and very bright R&D engineers, let them design things, and then supply those products to the market. . . it was basically an R&D-led issue. Marketing's role was basically educating the market.

"Although there still are supply-side sectors of the business, more and more we're seeing the emergence of a demand-led strategy. We're finding that our customers are becoming quite demanding. They're saying, 'we have a problem, and we want you to solve that problem.' Here marketing's role is more traditional, ranging from market research to the introduction of the product. Logically, R&D and marketing are closely linked."

A second factor affecting HP business, according to Dick, is the information technology explosion. It is everywhere and in order to compete effectively, better, more sophisticated information management skills need to be developed.

"When you wrap it all up, what we're trying to do is to adapt to these changes: One, a gradual shift to a more demand-driven marketplace; and two,

this information management explosion.

"In order to adapt, it's important that HP have balanced strengths in R&D, manufacturing and marketing. Or, saying it another way, we are growing the marketing function to be in balance with the technology component that we're known for around the world.

"Here's a question worthy of your attention: What is HP going to look like when it becomes a market-driven company, when it gains, if you will, this sense of balance between its three components (R&D, manufacturing and marketing)?"

To answer this question, Dick cited the views of Bob Waterman, co-author of *In Search of Excellence*.

- **Everybody talks marketing:** In order to become a market-driven company, employees must realize that marketing is everybody's job.
- **More time and attention to the marketplace:** We have to understand what the demand is, what the marketplace is; we have to understand our customers, our dealers, our third-party relationships, our OEMs, etc. Think of it as "Management by Walking Around Outside of the Company." In the past, MBWA has been an extremely important part of HP's culture and has proven itself time and time again to be a very effective weapon against complacency, misunderstanding and that kind of thing. Why not use the same approach when it comes to understanding the market.

- **Market research:** We need to conduct more research aimed at understanding the personality of the market. Who buys what products? Market testing, advertising effectiveness, competitive analysis, and product follow-up and feedback are major issues to Hewlett-Packard. I think that they are going to play an extremely important role in our success story in the future. But it isn't all done formally. Keep in mind that "MBWA Outside the Company" is a form of market research, and so, it can be done in many different ways.
- **Skill in recognizing market segments:** It's time we realize that we're no longer dealing with a ubiquitous marketplace. We should be able to define and identify markets and their individual personalities, and to recognize whether they are opportunities for HP. The ability to recognize the individuality of our market segments will allow us to achieve customer satisfaction while using our resources to their fullest potential.
- **A market-based business concept:** We must recognize the value of understanding the customer. How can we simplify our commercial interface with our customer? How can we make his or her life easier so that we, in effect, can be more successful in our business?

- Close linkage between product development activities and the marketplace:** Obviously, if your development activity does not understand the marketplace, no matter how much research you do, they're going to be at arms length from it and off course.
- Pricing:** When you're a market leader, you can pretty much set your own price based on manufacturing cost. When you own six percent of the PC market as we do, you don't set the PC prices. It's important to understand pricing early in the process of deciding the business you want to be in, the product offerings that you want to have, and how you want to bring those product offerings to the marketplace. And so, there is such a thing as a price/volume curve, there is such a thing as a price elasticity issue. A market-focus company is going to be good at doing those kinds of things. We're learning, we're learning very quickly, and we will be good.

During the course of his talk, Dick paid tribute to Intercontinental employees: "It gives me great pleasure to stand in front of winners, people who have done such an outstanding job in 1984. Your success story is truly exciting; it ranks as the single most outstanding performance of the three field operations that we have. But 1984 was last year and 1985 stands ahead. I'm expecting a repeat. Don't disappoint me."

- Third parties:** Almost 40 percent of our current computer business is being sold to customers via third parties. That would suggest that we had better get serious about understanding such relationships, and managing those kinds of relationships, that we have with third parties. They are an integral part of our business strategies and future success.

Challenges ahead

Dick concluded his talk with some observations on how HP's reorganization can effect positive change. "In July, we were given a new set of tools. The issue that stands in front of us is whether we can turn these tools into productive use. If we can't implement programs on a country level in a more cohesive, more focused way, then we've just wasted our time. If we can, then we're talking about dramatic improvements in customer relationships and a related improvement in customer satisfaction. And that's called synergy, and that's called more effective use of the organizational tools that we have. Think of it as two times two equals five." ■



Dick Alberding finished his talk to headquarters' employees on an optimistic note.

Hans Kuendig is working in the public relations department at Intercontinental while completing his degree in public relations and marketing at San Jose State University.

Intercon restructuring parallels corporate changes

by Alan Bickell

Recently, in giving his report at the annual meeting of HP shareholders, John Young mentioned that corporate restructuring initiated in 1984 was going smoothly. I would like to add that comparable restructuring in Intercon has followed the same pattern. Throughout our five regions and at headquarters, management and staffs have readily accepted their new roles and responsibilities. And in most every case, programs and activities were implemented incorporating market- and solution-driven strategies without the loss of momentum or any traditional sales, for that matter. A very healthy, if not record-breaking, first quarter has been the result, in which we can all take pride.

It would be nice if we could now sit back, suspend further changes, and simply move into the future riding on past waves of success. The problem is the business we are in and the geography in which we operate do not stand still. On the contrary, we are obliged to exist in and learn to manage a rapidly changing industry and market. Organizational structures and management systems must be constantly fine-tuned to parallel such change.

All of the above have been mentioned as a prelude to announcing some major and fundamental changes about to take place in quite possibly the most dynamic and most rapidly growing part of HP's global arena, the Asia Pacific regions.

For the past four years, David Booker has managed and guided the substantial growth of the Australasia region. He now wishes, for personal reasons, to return with his family to his home country, the United Kingdom. Malcolm Kerr, who left Australia in the early 1970s for management positions with HP in the United States, Singapore and Hong Kong, is the logical and most highly qualified replacement for David. Now he and his family can return home as well. It is always very gratifying to me when personal aspirations and HP objectives and interests coincide, as in this case. It is perhaps one of the finest expressions of HP's strength and flexibility.

I am also happy to announce that Walt Sousa, currently managing director of Southeast Asia operations, will replace Malcolm, becoming director of Far East operations. In this new assignment, Walt will continue to have oversight responsibility for our manufacturing operations in Singapore and Malaysia, in addition to managing the Far East region. This represents yet another step in the decentralization of management from Palo Alto to the Far East as we evolve our Asia Pacific organizational concept. In addition, Walt will continue to chair the Asia Pacific Manufacturing Council and manage the Asia Pacific procurement program.

Finally, as Walt and his family will reside in Hong Kong, we have asked Koh Boon Hwee to assume the position of HP Singapore managing director with responsibility for managing the large Singapore manufacturing site. He will also continue to serve as the Singapore Computer operation general manager. (A more detailed description of this major activity, including reporting relationships and key management, will have appeared in an announcement memo from

me and an HP Newsgram by the time you read this article).

So, as you can see, things are changing in the Asia Pacific theater of operations. Except for the loss of David Booker, who will most certainly be a real asset to the European organization, we are very fortunate to have several highly qualified senior managers ready and willing to take on new challenges and to support their company with typical flexibility of their own, in a time of need. I am sure all of us who know these individuals wish all of them every success — and they, in turn, will most certainly help us in achieving another record-setting year. ■

Alan Bickell is vice president and director, Intercontinental Operations.



WALT SOUSA joined HP 15 years ago as a sales staff engineer. He came to Intercon in 1978 to take on the responsibilities of Instruments marketing manager. Four years later, he was named Southeast Asia managing director and just a year ago, chairman of the Asia-Pacific Manufacturing and Procurement Council. Walt is vice chairman of the American Business Council and a member of the Nanyang Technological Institute. He received a degree in electrical engineering from the University of Santa Clara and a master's from American University in Washington, D.C.



KOH BOON HWEE's career with HP began in 1977 when he became a cash and investment manager. He held various other positions in financial areas before becoming operations manager for Personal Computers in Singapore. Boon Hwee received a degree in mechanical engineering from the Imperial College of the University of London and a master's from Harvard University's Business School.



DAVID BOOKER has been with HP since 1973 when he worked as a field engineer in South Africa. In 1977 he was appointed general manager. Two years later, David became general marketing manager in Australia, moving up to managing director in 1981 when John Warmington retired. He is a director of the Australian Information Industry Association and a graduate of Sheffield University where he earned a doctorate for research in microwave antennas.



MALCOLM KERR celebrated 20 years with HP last year. His career began in his native Australia where he was a field engineer and data product sales manager. He spent four years in the San Francisco Bay area managing Computer Systems sales and marketing before moving on to Singapore where he was named general manager in 1978. In 1980, Malcolm was appointed Far East area general manager, relocating to Hong Kong.

Business functions smoothly, thanks to secretaries

In the U.S., the last full week in the month of April is designated as Professional Secretaries Week; Wednesday of that week is Professional Secretaries Day. Purpose of this annual observance, which has taken place since 1952, is to recognize the people upon whose skills, loyalty and efficiency the function of business and government offices depend.

While it isn't possible to spotlight each and every secretary throughout Intercon, *Intercom* asked the region offices and plants to submit

photos of their secretaries who often talk — but seldom face-to-face — with employees around the world. "Let's put some faces with some of the names that are so familiar to us," suggested one headquarters' secretary. And that's just what we've done.

Consider this a salute to all Intercon secretaries, without whom business as usual would cease to be a smooth, efficient and productive operation. ■



INTERCON HEADQUARTERS Barbara Beebe, Karen Eber, Robln Zimmerman, Pat Hess, Carol Welch and Janet Adaysh



AUSTRALIA Mary Lam, Janet Beck, Gerardine Hoogland, Dee Gibson and Sheila Lowe



CANADA (standing) Jo-Ann King, Pat Roi, Phyllis Petrelli, Val Cooper, Pat Bates, Donna Dobson, Cathy Lunau, (seated) Helen Kinnear, Judy Johnston, Lynda Bowerman and Cheryl Kuzemko



NEW ZEALAND Pravinia Driesenaar, Cheryl Graham, Marg Skews, Mary Ayre, Chris Archer



KOREA (standing) Kyung Ock Hah, Hyun Ju Park, (seated) Namie Kim, Sun Hyang Park and Yoo Soon Huh



HONG KONG (standing) Grace Mak, Shirley Tong, Flavia Ho, Fidelia Yau, Joanna Kam, Alkie Tsang, Annie Lo, Connie Tse, (seated) Wendy Ku, Theresa Gutierrez, Brenda Ho, Annie Siu, Grace Poon and Vance Chan



CHINA Memi Ng, Lasia Tang, Jolene AuYeung, Ella Wong and Becky Tang (inset)



HP ASIA HEADQUARTERS (standing) Annie Siu, Jennifer Lam, Veronica Wei, Jacqueline Chau, Anita Pong, Candice Leung, Cornina Chan, Ruby Wu, Memi Wong, (seated) Jasmine Li, Susan Tsui, Daisy Lai, Katherine Wong, Yvonne Marques and Linna Tse



TAIWAN Lucia Wang, Alice Yu, Irene Fang, Teresa Cjeng, Marie Chiu and Linda Yen

SINGAPORE SALES (back) June Chan, Oi-Leen Chin, (center) Lee Suay Foo, Siok Kwang Ng, Susan Ho, Vivian Tan, Pamela Wong, (front) Grace Tan, Janet Sim, Chor Koon Sim and Lai Fong Ng



BRAZIL (SAO PAULO) Sonia Maria de Abrru Salgado and Ana Maria Leme de Barros



VENEZUELA Ixida Quintero, Mercedes Uribe, Ingrid Porras, Rosemary Salazar and Silvia Nastari



BRAZIL (CAMPINAS) Cida Stracclalano, Marcia Magalhaes, Ione Giamboni and Marlene Simarelli



MEXICO (MEXICO CITY) Pilar Espinosa



ARGENTINA Delia Cozzarin



LATIN AMERICA HEADQUARTERS Virginia Montalbano



MEXICO (GUADALAJARA) Lourdes Benet, Arturo Islas, Martha Cuellar and Gabriela Delsordo



PUERTO RICO Gloria Martinez, Daisy Rodriguez, Jeanette Padin and Magda Lopez

HPDesk...the backbone of Intercon's electronic mail system



by Dorothy Reinke

Imagine yourself sitting at your desk reading your morning mail on your HP 150 personal computer. You quickly scan your electronic in basket finding a reply to the message you sent to HP Geneva yesterday. You read the reply and find that it even includes a Lotus 1-2-3 spreadsheet containing the data that you need to add to your own spreadsheet, and a graphics file containing several overhead slides you can plot for your presentation this afternoon! You are delighted! Science

fiction? No, it's HPDeskManager and it's here today!

HPDeskManager, HP's own electronic mail system, is the centerpiece of the company's interactive office products. It is the backbone system providing a communication interface among our many word-processing, graphics, electronic spreadsheet, and filing products available for HP's personal and business computers.

This important product, used by customers world wide, has rapidly become HP's primary internal messaging system. In the last three years, it has grown from a local

messaging system installed in only a few divisions to a worldwide network linking HP sites in 55 countries. There are over 30,000 users in the terminal-to-terminal network and additional thousands who use HPDesk to transmit messages that are printed as Comgrams or Telexes. Compare this with such public U. S. networks as GTE's Telemail with 35,000 subscribers, Tymeshare's Ontyme with 25,000 subscribers, and Western Union's Easylink with 40,000 subscribers. You can see what a large private network we have.



In addition to headquarters, the following Intercon countries are in the terminal-to-terminal network: Malaysia Sales, Singapore Sales and Manufacturing, Taiwan, Hong Kong Sales, HP Asia headquarters, YHP Sales and Manufacturing, Australia, and New Zealand. Puerto Rico, Guadalajara, Venezuela, Korea and Argentina are testing and will be in the terminal-to-terminal network by the third quarter of FY85. Canada and Brazil expect to be in the network by the fourth quarter of FY85.

Although HP distributors are not directly connected to the HPDesk network, HP employees can send messages to them using HPDesk. Latin American distributors receive

HPDesk messages after they have been converted to Telex messages at Intercon headquarters in Palo Alto. Messages to HP distributors in the Far East are converted to Telex messages at HP Asia.

HPDesk messages are sent in batches over the ROUTS network. Intercon sites transmit messages directly to Corporate where they are rerouted to the destination. HP Asia acts as a regional hub for the sales offices in Asia. The message delivery time from the sending "gateway" computer to the receiving "gateway" computer is from six to twenty-four hours. Additional time is needed at many divisions for delivery to the recipient's in tray, which may be on a

different computer from the "gateway".

Much of the electronic mail in Intercon flows over leased lines between Tokyo, Singapore, Mexico City, Hong Kong and Melbourne and Corporate headquarters in Palo Alto where it is retransmitted to the destination. There are also leased lines directly connecting some Intercon sites such as from Taiwan to Hong Kong. Other routes are served by dial-up telephone lines.

Until recently, mail has been transferred between the ROUTS/COMSYS computers and an HP 3000 manually using magnetic tapes. Flex, a new utility program that automatically transfers files between an HP 3000 computer and a ROUTS computer, is being installed at many Intercon sites this year. It improves delivery time by reducing the delays caused by tape handling. Read more about Flex and ROUTS on the following page.

During 1985, some sites will be implementing a two-level messaging strategy in which "urgent" mail will go more frequently via X.25 packet switching, while regular mail will continue to go over the ROUTS network.

This year there will be a steady increase in the number of HPDesk users, the number of terminal-to-terminal sites, and in the speed of message traffic within the Intercon region as well as HP worldwide. HPDeskManager will fulfill its function as an easy and routine way for HP people to communicate with each other in a timely and efficient manner. ■

Dorothy Reinke is headquarters office systems administrator and Intercon messaging coordinator.

WHO KEEPS HPDESK RUNNING IN INTERCON?

The HPDesk local messaging coordinators (LMC) have done an outstanding job of implementing HPDesk and developing it into a reliable and efficient messaging system. In addition to the LMC, many sites have a technical support person who is trained to resolve more complex problems and to provide back-up support for the LMC.

Entity

Argentina
Australia
Brazil Mfg. (Campinas)
Brazil Mkt. (Sao Paulo)
Canada
HP Asia
Hong Kong Sales
Intercon headquarters
Korea
Malaysia Mfg.
Malaysia Mkt.
Mexico Mfg. (Guadalajara)
Mexico Sales (Mexico City)
New Zealand
Puerto Rico
Singapore Mfg.
Singapore Mkt.
Taiwan
Venezuela
YHP Mfg.
YHP Mkt.

HPDesk LMC

Jose Freire
Judy Allan
David Badur
Rubens Figueiredo
Carla Swann
Bernard Lee
Anthony Kan
Dorothy Reinke
Raymond Cheung
Suat Kheng Saw
Loo-See Lai
Carlos Dominguez
Guillermo Gonzalez
Chris Dever
Humberto Fernandez
Mina Chan
K Wobee
Diana King
Julio Aldana
Shigetoshi Hori
Emiko Nishimura

Additional technical support for HPDesk is provided by the following people: Evelyn Sigg at Intercon headquarters, Paul Bankowski in Australasia, and Julius Szymanski in Canada.

Better ways to stay in touch

by Kim Finck

Two innovations from the Corporate Telecommunications and Office Systems group are bringing about changes in the way Intercontinental communicates with the rest of the world. First, a new product called Flex (File Exchange/3000) is providing the capability for the transparent transmission of files between HP 3000 applications and ROUTS machines. Secondly, the new Release 10 software for COMSYS/ROUTS makes possible the establishment of many new ROUTS nodes worldwide.

What does this mean to Intercon? The Flex transmission of files is having a great impact on data transmission with and within Intercon. It brings about an immense decrease in the manual handling of tapes because the data transfer is now from machine to machine, rather than from machine to tape to machine. In turn, this minimizes the opportunity for human error during the manual transfer process and makes overall transmission time much quicker from originating site to destination application. Automatic transmission also allows overnight processing of data because operator intervention is no longer needed.

New ROUTS nodes make part of the Flex system possible. Data now flows from an HP 3000 using Flex directly into ROUTS, and the file can be received directly from ROUTS by an application on an HP 3000 using Flex. These new ROUTS nodes also make general telecommunication in and around a node area much quicker. Messages no longer have to be sent all the way up the hierarchy to Corporate and back down. For sibling divisions like OED and Malaysia, new ROUTS provides a much closer connection and more direct communication.

The new ROUTS nodes within Intercon include or will soon include Canada, Malaysia, Hong Kong, Singapore, Japan and Australia. These sites also have or will be getting Flex

capability along with many other non-ROUTS sites. Non-ROUTS sites will be using Flex with leased lines or dial-up modem connections to area ROUTS nodes.

A Flex administrator and a backup are designated at each site. Before the software is installed, the Flex administrator completes four days of operation, users' and administration training, along with hands-on practice in class labs.

Installation of Flex can be accomplished by following fairly simple instructions. The software is obtained from the Flex support group at Corporate. It runs on and is, in fact, based on standard HP 3000 equipment. Flex was first introduced in September but major improvements and additions are being made as new software is released.

Becoming a ROUTS node is a little more complicated. ROUTS is primarily a standard COMSYS system. Release 10 COMSYS software, introduced last November, actually contains all the additional software needed to become a ROUTS node, but a site has to purchase and install some additional equipment before a ROUTS installation is made.

Once the hardware is ready, representatives from Corporate COMSYS/ROUTS support group arrive at the installation site. Additional files and routing tables needed for the new ROUTS node to be added to and

recognized by the network are installed. This is done with a ROUTS administrator from the site who is directly responsible for that node.

After installation is complete, training, including a day and a half of classroom instruction followed by one or two days of hands-on training, is provided for the ROUTS administrator. Ultimately, Corporate COMSYS/ROUTS support group is responsible for supporting all worldwide ROUTS.

Although neither system is particularly difficult, Flex and COMSYS/ROUTS support people go to local sites to establish a high level of confidence in field personnel by providing the best possible initial exposure and training. Both systems also have extensive documentation. Support staff also visit local sites to develop a better understanding of the field environment with its particular needs and problems. ■

Kim Finck is an associate systems administrator in the Corporate Telecommunications and Office Systems group.



Out in the regions, we're...

expanding

It's been a little noisy at HP Singapore Manufacturing lately, but those noises should disappear or at least abate, now that the east wall of the building has been torn down. It's all part of the 303,000-square-foot extension under construction and scheduled for completion in April, 1986. Unexpected soil conditions, which necessitated laying additional piles, contributed to a three-month delay. ■



THE VIEW IN BRAZIL Those who know the former location of HP in Rio probably doubt that prettier scenery could be found. They're wrong. HP's office has moved to the Rio Enterprise Center, a commercial building complex with a terrific view of Guanabara Bay and Sugar Loaf as seen through the Instrument Group office window.

moving

Samsung Hewlett-Packard has moved to a new office on Yeouido Island in Seoul, in the heart of what is becoming known as "Computer Island." All major competitors are nearby, along with the Korean Stock Exchange and the National Assembly. SHP currently employs 194 people and occupies four floors of the Yeouido Dongbang Building. ■



ECOLOGY IN ACTION A 10-story national headquarters for HP New Zealand in Wellington is starting to take shape on the site of the old Victoria Market. Care has been taken to preserve a 200-year-old Norfolk pine and feature it in the rear parking area. Initially HP will occupy three floors of the building which should be ready in December.

building

HP Penang just might be setting a record, according to general manager John Fischer. Construction of a 226,000-square-foot building, a recreation center, and all site improvements will have taken only a little more than nine months when 2,300 employees move in in mid-April. The Components operation currently occupies 100,000 square feet on four acres, plus 10,000 square feet of rental space. The new building is on a 37-acre site which can accommodate up to 500,000 square feet of buildings.

"Moving to the new site," says John, "will provide flexibility for optoelectronic and microwave products and any other groups requiring cost effective, high quality production in Southeast Asia. ■



Construction of HP's new building in Penang is truly international with a project team made up of a Malaysian architect, a Japanese contractor, Intercon operations manager Dinesh Chandiook, who lives in Singapore, and the local project crew led by Ong Choong Hwai, Khor Kok Tye and John Fischer.

New club recognizes sales achievements

There's a new organization in HP Canada and membership is quite exclusive. Those who were asked to join during the group's inaugural year worked hard to get in, but they all admitted it was well worth the effort.

What every single one of the 100 members has in common, in fact it's the sole entry requirement, is reaching 100 percent of his or her quota by the end of FY84.

The 100 Percent Club was instituted to recognize the achievements of the field sales organization. Letters outlining the program from HP Canada general manager Malcolm Gissing went out to all field engineers on specified quota. Each month, potential members received updates on what they might expect if they qualified for admittance.

The three-day event began with first-class accommodations at the King Edward hotel in Toronto. A leather briefcase sporting a "100%" logo was given to each member. After a British Pub night hosted by HP Canada management, the field engineers attended

a marketing seminar the next day, followed by a medieval feast. Once again HP Canada managers were the hosts, but this time they were dressed in the costumes of the period.

Executive vice president Dick Alberding gave the opening address the next morning on the role of international and marketing and the part Canada plays in the new organization. The rest of the day included presentations from the region's senior management team who, by then, had discarded their costumes.

A final celebration, based on a Hollywood Academy Awards theme, included a seven-course dinner and entertainment. Photos of each member were displayed on the walls of the main ballroom.

The first meeting of the 100 Percent Club was a great success, according to Linda Johnson, communications specialist in Toronto, "We're planning the second annual meeting right now, but I can't give you any details. That would spoil the surprise. All I'll say is that the theme will be entirely different." ■



At the medieval feast, Sami Zarzour was knighted by King Sherif Alaily.

Manufacturing in China

Kit assembly of four transfer products (HP 3000 computers, HP 5045 digital IC testers, HP 8350 sweep oscillators and HP 9836 computers) is expected to begin in three months at HP's joint venture in Beijing. According to Chi-ning Liu, general manager of China Hewlett-Packard Ltd., staffing is virtually complete. (See Newsmakers.)

... and in Brazil

At the end of December, the Brazilian government approved an agreement between HP and Iochpe for the assembly and marketing of HP 3000 series 68 and 48 computers in Brazil. In the past, government policies in that country have restricted the importation of mini-computer products in order to protect and foster the growth of local industry. The new agreement allows expansion of HP's sales of these systems in the large Brazilian market. The Edisa division of Iochpe will take the lead in the program currently being organized and managed from the U.S. by Intercon's Ophir Toledo and Lee Ting. Iochpe is already involved in the minicomputer business, with additional interests in banking services, farm machinery and diesel engines, and forestry products.

Marketing honors

During a marketing communications meeting held in February at Intercon headquarters, awards were presented to several Marcom employees from the regions. Susan Liu's introduction of Chinese language capabilities in Taiwan and Loretta Song's introduction of the HP 150 in Singapore and Malaysia were judged the most effective Marcom campaigns during FY84. Susan was also recognized for the most successful public relations event, a professional golf tournament. An award for best financial control went to Veronica Daverio, Argentina, who was also cited as the most outstanding one-person show, along with Rodney Yap, Malaysia. Rodney was honored for the most effective consistent public relations program.

Directory computerized

HP Hong Kong, in a joint venture with the Hong Kong & Kowloon Wharf & Godown Company Ltd., has completed the first HP 150 Touchscreen computerized information directory in the city. It is now available at four interconnecting shopping and office complexes — Ocean Terminal, Ocean Center, Hong Kong Hotel and Harbour City — which are tourist attractions. By just touching the

The Intercon Gallery



MODEL WORKER Out of thousands of production workers in Singapore, only nine have been selected as outstanding workers. One of them is Mak Kum Yoke, a 12-year HP employee who won the United Workers of Electronic and Electric Industries 1984 Model Worker Award.

Kum Yoke was selected in the fourth annual awards competition made in conjunction with National Productivity Month. Nominations were first made by the union branches with the agreement of management. The selection committee gave special consideration to such qualities as the ability to get along with fellow workers, supervisors and other management staff, and the ability to contribute significantly to the development of good union-management relations.

When she's not working, Kum Yoke enjoys swimming and reading. But on Saturday mornings, she can regularly be found at the Old Folks Club at Bukit Merah. There she arranges outings for the members, helps celebrate their birthdays and teaches them handicrafts.

"She is an outstanding employee who is diligent and cooperative. She is also versatile in that besides her regular operations of marking and packing, she is also capable of other skilled jobs such as demolding, thinning, filing/dotting, testing and edge darkening. She will not hesitate to work overtime in order that the company meets shipping commitments.

Knowing the important objective of quality control circles, she participated actively as a member of the Bright Spark Circle which won the gold medal in the May, 1984 national quality circle convention.

In view of her diligence, keen sense of learning new skills and useful contribution towards operational improvement, Mak Kum Yoke is awarded the United Workers of Electronic and Electric Industries 1984 Model Worker Award.



DIPLOMATIC VISIT Tommy T. B. Koh, ambassador from Singapore to the U.S. and Brazil and a guest lecturer at Stanford University Law School, discovered a special connection when he toured HP's Personal Office Computer Division in February with manufacturing engineering manager Neil Exter. Keyboards for the HP 150s produced at the Sunnyvale site come from the ambassador's home country.



WE'RE NUMBER ONE Just one year after the launch of Total Quality Control in HP Singapore Sales, the order processing team called Sophia was named "outstanding circle of the year" at the 1984 National QC Circle Convention. The award, including a trophy, certificate and money for a study trip, was given by Singapore's National Productivity Board. The team's project involved improving the print quality on invoices which also resulted in a savings of \$3,400 a year.

Team members posing with the productivity mascot Teamy Bee are (left) Julia Siregar, Joanna Lee, Lim Hee Choo, Samantha Low, Barbara Lim, Teresa Pang, Violet Poh, Doris Ho, Mary Arul and Pansy Tong.



SETTING RECORDS HP Malaysia won the 1984 Computer supplies sales contest by compiling the largest growth percentage — 631 percent over 1983's growth — in the four-year history of the award. Margaret Toppel, Intercon liaison from Computer supplies, displays the plaque at Intercon headquarters before it was sent to Malaysia.

Newsbriefs

screen on any one of six HP 150s, visitors can find out the location of restaurants, shops, offices and services within the compound. A directional map showing the exact location of each shop or office can also be printed by a built-in thermal printer. The special software was designed by Electcom Computer System and Consultants, one of HP Hong Kong's authorized personal computer dealers.

Quality strides in Puerto Rico

Electro-static problems and their effect on HP products was the focus of an ESD (electro-static device) Fair held in Puerto Rico at the end of the year. Production supervisor Rafael Rodriguez originated the idea of the fair to develop new ideas on how to attack the problems and to heighten awareness of HPPR's Quality Culture Revolution. Seventeen production employees created projects on the subject, which were then judged on the basis of such factors as technical and educational content and impact on HPPR. Top winners who received trophies were Elias Cortes, Marcelino Irizarry, Jose Cordero, Benny Torres, Felix Bosques, Basilio Gonzalez and Ivan Gomez. Certificate winners were Nilda Lopez, Adelaida Alarcon, Rosabel Vale, Julio Vargas, Zenaida Blas, Carlos Badillo, Quique Fernandez, Rocky Sosa, Hector Chaparro and Carlos Sanchez.

The Quality Culture Revolution, instituted a year ago at HPPR has resulted in considerable improvements in the reduction of parts per million (PPM) defects for various machines. For example in wave soldering, defects were reduced from 8,400 PPM to 139 PPM in FY84. In that same period, defects in final inspection went from 1,000PPM to 150PPM.

15 years ago...

HP celebrates 15 years of operations in Singapore in March with an open house, anniversary games and a special supplement in the *Straits Times*. It was actually back in April, 1969, that HP set up a two-person office in the Goodwood Park Hotel to provide market support services in the Far East region. In February the following year, HP became a corporate citizen of Singapore when the company leased the top two floors of a factory in the Redhill Industrial Estate. There HPSG began production of computer core memories with just 13 operators. The next month, the hot carrier diode production line was set up, followed 10 months later by the dot matrix solid state display department. And the rest, as they say, is history.

Newsmakers

Far East

HP Hong Kong has undergone a major reorganization in line with the changes made in Intercon's and the Far East Region's structure.

A marketing organization has been created to replace the former Computer and Electronic Instruments teams. **Clive Ainsworth** has assumed the role of marketing manager in addition to his responsibilities as general manager. Former Computer sales manager **Jack Lee** now heads the combined Instrument/Computer Sales/Support organization. Reporting to Jack are three sales district managers who each focus on specific local markets. They are: **Ignatius Kung**, electronic manufacturers; **Dixon Leung**, other manufacturers; and **Edwin Lo**, local trading companies.

Also reporting to Jack is **Bill Lui**, formerly application engineering manager for the Computer group and now customer support manager, responsible for the combined software and hardware support teams. Bill's team consists of three districts: application engineering headed by **Patrick Lo**; on-site service managed by **Nicholas Chu**; and bench service under Bill's direction.

Heading for Korea is **Don Strom** who is the new personnel manager for Samsung Hewlett-Packard. Don has been with the company for 11 years, the past eight of which have been spent in Corvallis, Oregon. His most recent position was manager of staffing and affirmative action at the Portable Computer Division. Don has a degree in marketing from the University of Washington and an MBA from San Francisco State University.

Management staffing is just about complete at HP's joint venture in China with the announcement of two appointments. **Alan Kafton** is the manufacturing engineering manager, coming from Santa Rosa where he spent 13 years as a production engineer, development engineer and production engineering supervisor. He has degrees in electrical engineering, a bachelor's from California Polytechnic and a master's from Stanford University.

The new personnel manager in China is **Glade Nelson** who has been with the company for five years, most recently as a senior personnel representative at the Data Systems Division in Sunnyvale. He is a graduate of Brigham Young University in Utah where he received an undergraduate degree in communications and sociology and a master's in organizational behavior.



Clive Ainsworth



Jack Lee



Ignatius Kung



Bill Lui



Patrick Lo



Nicholas Chu



Don Strom



Alan Kafton



Glade Nelson



Kan Seng Wong



Arnold Nicholson



Carlos Balandra



Cecilio Grullon



Carlos Jose Perez



Gustavo Fernandez



Vicente Garcia



Wes Wickham



Peter Michelson

Cheah Kean Huat is the financial controller for HP Malaysia Manufacturing. Previously he had worked for Xerox as a research engineer following graduation from Yale University where he majored in electrical engineering and economics. He came to HP in 1982 after receiving his MBA from Stanford University. Prior to this new appointment, he was the general accounting manager in Malaysia.

HP Singapore personnel manager **Kan Seng Wong** was elected to a five-year term in parliament as a candidate of the Ruling People's Action party in the electoral division of Kuo Chuan. He has been appointed minister of state for the ministry of home affairs, which includes internal security, police, immigration, citizenship, fire services and narcotics bureau. He is also responsible for the ministry of community development encompassing welfare services, child care centers, sports, probation, cooperatives, culture and arts promotion. Kan Seng had been with HP for four years before he assumed office in March.

Kenneth Mok succeeds Kan Seng, coming to HP from the Malayan Banking Berhad where he was personnel manager. He is also a former deputy director of the National Trades Union Congress of Singapore. Kenneth holds an honors degree in social science from the University of Singapore.

Canada

Being first is nothing new for **Ian Jackson** who is HP Canada's first retiree. Ian joined the company 18 years ago in Montreal where he was the personnel and facilities manager, the purchasing agent and fleet administrator — all at the same time. In 1970, he moved to Toronto where he became HP Canada's first librarian.

Arnold Nicholson is the regional sales manager for Analytical Instruments in Canada. He has been with HP for four years, serving as a salesman for Southwestern Ontario and manager for the Central District. Arnold has a PhD in organic chemistry from the University of Western Ontario.

Latin America

Carlos Balandra has been appointed controller for the Guadalajara Computer operation after joining HP one year ago as inventory manager. He has 15 years of experience in manufacturing materials and finance with IBM. Carlos has an electrical and mechanical engineering degree from the Monterrey Institute of Technology.

Cecilio Grullon has been appointed Personal Computer sales manager in Venezuela, replacing Gustavo Fernandez who moved to Palo Alto. Cecilio joined HP last August after 22 years of experience with Burroughs Corporation and more recently with CRTW Data Systems and Mai Venezuela.

His previous assignment as government relations manager has been taken by **Carlos Jose Perez**, former finance manager for HP Venezuela. Before coming to the company four years ago, Carlos served in the Ministry of the Treasury in Caracas. He has a degree in business administration from Venezuelan Central University and a master's in the same subject from the University of Iowa.

In the Latin America region headquarters organization in Palo Alto, changes have occurred in the areas of market development and distributor sales.

Gustavo Fernandez has been named market development manager for Personal Computers. He has been with the company since 1974 when he became a systems analyst for HP's Venezuela subsidiary. Most recently he was Personal Computer sales manager. Gustavo has a degree in electrical engineering from the Central University of Venezuela.

Responsibility for the market development function for the information systems

and networks sector belongs to **Vicente Garcia**, who joined HP in Venezuela in 1978. Most recently he was field marketing manager for major accounts and Personal Computers. He has degrees in electrical engineering from the University of Southern California and California State University, Long Beach.

That same function in the measurement, design and manufacturing systems sector belongs to **Wes Wickham**, who has been with the company for 30 years. He recently transferred back from Korea where he handled sales development for the Instruments and Computer sales program with HP's former distributor, Samsung Electronics. Wes also played a key role in the establishment of the Samsung Hewlett-Packard joint venture in Korea.

Another change at Latin America headquarters is the appointment of **Peter Michelson** as sales manager for all sales force 16 (Instruments, Computer Systems and Calculators) distributors. He came to HP after receiving his master's in business from the University of Notre Dame. Following a training program, Peter was responsible for establishing HP's office in Maracaibo, Venezuela. He returned to the Cupertino sales center as the Latin America support engineer in 1983.

Correspondent Spotlight

Kyung-Sook Lee is a marketing communications specialist at Samsung Hewlett-Packard where she is responsible for internal and external publications and publicity. Kyung-Sook graduated from Songsim College for



Women two years ago with a degree in English literature and a minor in business administration. While in school, she presided over the English conversation club and directed the English production of "American Dream." Obviously Kyung-Sook has polished her communicator's skills. She enjoys reading old poems and playing the Korean version of chess called badug. ■

Don't let those "brainstorms" disappear

by Sy Corenson

I think all of us could agree that there are good and bad ideas, but that we might all be back in the jungle if we had no ideas at all. Put another way, mankind might be described as the one animal capable of dreaming up ideas or concepts and then developing them into plans of action culminating in results.

I've often marveled that we, rather than lower forms of life, have been privileged with these special attributes and capabilities. I've also wondered to what extent these gifts have been wasted. How many of us have felt guilty for not having remembered a great idea just a short time after our complex systems have created one? My guess is that the greatest ideas of mankind have been lost and have gone back into a distant "massive computer" to be searched for and retrieved sometime in the future.

Now, you ask, what has this to do with me and why is this a suitable subject for *Intercom*? The answer is that I just realized most of the things I've written about in the past 10 years since we began publishing *Intercom* came upon me at different times and in different ways. Generally ideas come to me when I'm relaxed, when I awake, while fighting traffic to get home and, I must admit, during particularly boring segments of those "meetings, bloody meetings" I must attend.

Regretfully, when an idea comes to me at an inopportune time, when I have nothing on which I can record or when handling a steering wheel seems more important than writing, I'm not always able to reconstruct or remember that "great" idea. Back it goes into the great computer in the sky.

Perhaps the problem will go away when we invent an HP 3000 the size of a 12C or when Dick Tracy's wristwatch-size communication system becomes a reality. In the meantime, I recommend that each of us always has handy a pen or pencil and small note pad. If at all possible, we should pull over to the side of the road or stop whatever we are doing and record that "great" idea. While we owe many things to future generations, forgetfulness is not one of them. The "system" I recommend here may seem primitive, but it's eons ahead of what other species of the animal kingdom have to work with. ■

Sy Corenson is Intercontinental public relations manager.



intercom

HP Intercontinental Operations News

A magazine for the people of Hewlett-Packard Intercontinental

Published at Intercontinental Headquarters
3495 Deer Creek Road
Palo Alto, CA 94304
USA

Alan Bickell, Intercontinental Operations vice president and director
Sy Corenson, *editorial director*
Lynn Schulte, *editor*
Gail Casarez, *editorial secretary*

Member, Public Relations Society of America
International Association of Business Communicators

Correspondents: Argentina — Delia Cozzarin, Marcelo Iglesias, Australia — Diane Condon, Brazil — Milton Brusius and Luis Barata (Sao Paulo), Marlene Simarelli (Campinas), Canada — Linda Johnson, Hong Kong — Jolia Law and Maisie Koo, Japan — Motoko Takeshita and Hajime Kawano, Korea — Kyung Sook Lee, Malaysia — John Fischer (Penang), Kok Lee Chin (Kuala Lumpur), Mexico — Jose Grapa (Guadalajara), Jorge Martinez (Mexico City), New Zealand — Cheryl Joseph, Puerto Rico — Alex Solla and Carlos Zambrana, Singapore — Eng Wee Nah, Cecilia Pang and Low Suat Kheam, Taiwan — Susan Liu and Mi-Mi Huang, Venezuela — Ingrid Porras