

intercom

HP Intercontinental Operations News

FY 1987 — First Quarter



Intercon Charter Members

*Cedric Chan
Dong Sik Km
Hank Lu
Dick Yu
Nick Debenham
Frank Freshi
Pierre Pelletier
Hal Dawson
Chuck Freeman
Lorne Wallace*

*Gian Carlo Pecchioni
Decio Medeiros
Benjamin Castro
Tokue Takao
Takayasu Komai
Takayoshi Ohsako
Shinsuke Asano
Takashi Fukazawa
Hiroshi Yamamoto*

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

An Olympic tradition remains unbroken in Canada

By Konnie Schreiber

For Hewlett-Packard Ltd. in Calgary, Alberta, it meant \$750,000 in Canadian sales and the opportunity to contribute to an international tradition that began in 1969.

For Foothills Hospital in Calgary, it meant selecting the company that could provide the best all-around solution in goods, services and support.

For Gordon Shefford, Analytical sales representative, it was the "sale of a lifetime," one that required direction, assistance and information from 38 different resources locally and internationally within HP.

"It" was the recent sale of HP drug testing equipment to the hospital laboratory in preparation for the 1988 winter Olympics in Calgary.

The HP tradition of providing equipment and support to the games began in 1969 when the company furnished a mobile laboratory at an Italian cycling event, "Giro d'Italia." About that time,

official drug screening of athletes began and the international Olympics committee medical commission was formed. HP first provided Analytical instruments and systems for the Olympic games in Munich in 1972 and most recently at the 1984 summer Olympic games in Los Angeles, California.

Calgary was selected as the site for the 15th winter Olympics in September, 1981. Since then, facilities created especially for the games included the Olympic Saddledom for figure skating and ice hockey, and the world's first fully-enclosed, 400-meter oval for speed skating.

The drug testing lab at Foothills Hospital is considered the most modern analytical laboratory in Canada. As soon as the hospital was awarded the drug testing contract in 1984, HP started working on the sale. Gordon attributes the company's success to the hospital's satisfaction with the high

level of service and support provided by HP over the past 12 years.

Competition for the Olympics order surfaced unexpectedly in the middle of the two-year negotiations with the international Olympic committee and Foothill's lab. A British-based company offered magnetic sector, research-oriented equipment compared to HP's well-proven quadrupole technology. Dr. Robert Dugal, a member of the international Olympic committee's doping control subcommission, and Dr. Bob Baynton, head of toxicology at the hospital and volunteer chairman for lab services for the games, both recommended HP equipment because of its proven reliability and the strength of local service.

During the Olympics, between 500 and 600 athletes will be tested in the lab, with an average of 50 tests administered daily. At no charge, HP will provide back-up equipment for the three mass selective systems: HP 5970

and 5988, two 1090M liquid chromatographs and six 5890A gas chromatographs. Service and systems engineers will be on-site 24 hours a day, seven days a week, during the event, with a liquid chromatograph engineer on call.

Indeed it was a service presence during the pre-sale period that was a contributing factor to the sale, according to Western Canadian service manager Jim Fortune. He will begin ordering spare parts to handle any problem that could crop up and his staff already has rooms booked at the hospital. Says Jim, "We don't anticipate any major problems, but just in case we'll be prepared."

Bill Rice, service engineer in Calgary, will be the primary contact for service during the Olympics. He defines excellent service as "doing whatever is necessary to solve customer problems. That includes accelerated response to service calls. Customer engineers are very accessible to Foothills' staff and respond to calls usually within a one-day period compared to the usual three-day response time."

Maurice Dubois, an LC engineer from Calgary, and Doug McIntyre, systems support specialist from Toronto, will complete the service team.

Four technologists will form the basic work group at the lab. Staff with experience from the Montreal summer games will be brought in to help and volunteer technologists will be trained to work in the lab which is expected to run 16 to 20 hours a day.

Tests will be conducted on athletes placing in the first four positions as well as one at random in every event.

The value of the new analytical laboratory will continue after the '88 Olympics, according to Dr. Baynton. He points out that it offers great potential for clinical services such as therapeutic drug monitoring and faster and more comprehensive drug screening for local, regional, national or international events.

Gordon Shefford remains very appreciative of the team effort that produced the "sale of a lifetime. No one person could have gotten the order." ■

Konnie Schreiber is a sales coordinator in HP's Calgary, Alberta office.



HP Canada's own entry in the '88 Olympics is the team responsible for a major sale of analytical equipment. The members are (left) Maurice Dubois, Konnie Schreiber, Bill Rice and Gordon Shefford.



Dr. Bob Baynton, chairman of lab services for the next winter Olympics, is surrounded by HP equipment in the Foothills Hospital laboratory



Federal sports minister Otto Jelinek inspects the HP analytical equipment which will be used to test Olympic athletes for drugs.

They're the cream of the crop . . . the top of the line . . .

"It's a formal occasion."

Seldom do you hear those words around HP, a company whose culture stresses informality on a casual, first-name basis. However, for a very special occasion in December, tuxedos for the men and evening wear for the women were the proper attire. HP inaugurated its President's Club for its top sales representatives and Intercon was well represented at the recognition ceremonies on December 10.

We wanted to find a way to reward top sales people; to focus on how important they are," explains Margaret Jones, marketing training and development manager who was Intercon's representative to the President's Club task force. The concept of such a club was developed by executive vice president Dick Alberding and enthusiastically endorsed by HP's top management.

For this inaugural year, the President's Club met in Monterey, California. A reception honoring the new members and their partners was hosted by executive vice president Dick Alberding. The following evening a "black tie" dinner dance took place at the Monterey Bay Aquarium. HP president John Young gave each member a plaque and a watch. On hand for the event were chief operating officer Dean Morton, executive vice presidents Bill Terry, John Doyle and Dick Alberding, and senior vice president Lew Platt.

In surveying the 19 Intercon club members, Margaret discovered just how unusual the concept of a formal event is to HP. It was her job to get the men's measurements so that tuxedos could be rented and waiting for them when they arrived in Monterey. At one sales office, her requests for this information went unanswered until she found out that the reps thought she was kidding.

In making arrangements for an "Intercon only" dinner the night before the company-wide festivities began, Margaret purposefully chose a small, local setting. "I thought it would be a good idea not to try to duplicate the big event, but to offer a chance for our people to get together and share their success on a casual basis with Intercon's management."

Exceeding quota is just one of the prerequisites for membership in the President's Club. Besides being a high achiever, a person must also be recognized as a role model and be a top performer in leadership, teamwork, enthusiasm, sales forecasting and customer satisfaction.

The selection process for the President's Club began several months ago. For Computer and Instrument sales representatives, it began at the region level with the top candidates chosen from each region. For Analytical, Components, Medical Products and Personal Computers, the top two candidates were chosen from Intercon overall.

In October, the names of the candidates were reviewed by the Operations Council members Paul Balnys, Don Drumright, Rick Justice, Dick Warmington, Lee Ting, Larry Tomlinson and Alan Bickell.

Over 50 percent of HP's sales representatives and district sales managers make or exceed their quota each year and they will continue to be recognized and rewarded on a local basis. The President's Club will remain an even more select group, each year inviting the top 85 sales reps and 15 outstanding district sales managers worldwide to join. This year, along with 19 from Intercon, there are 51 members from the United States and 30 from Europe. ■

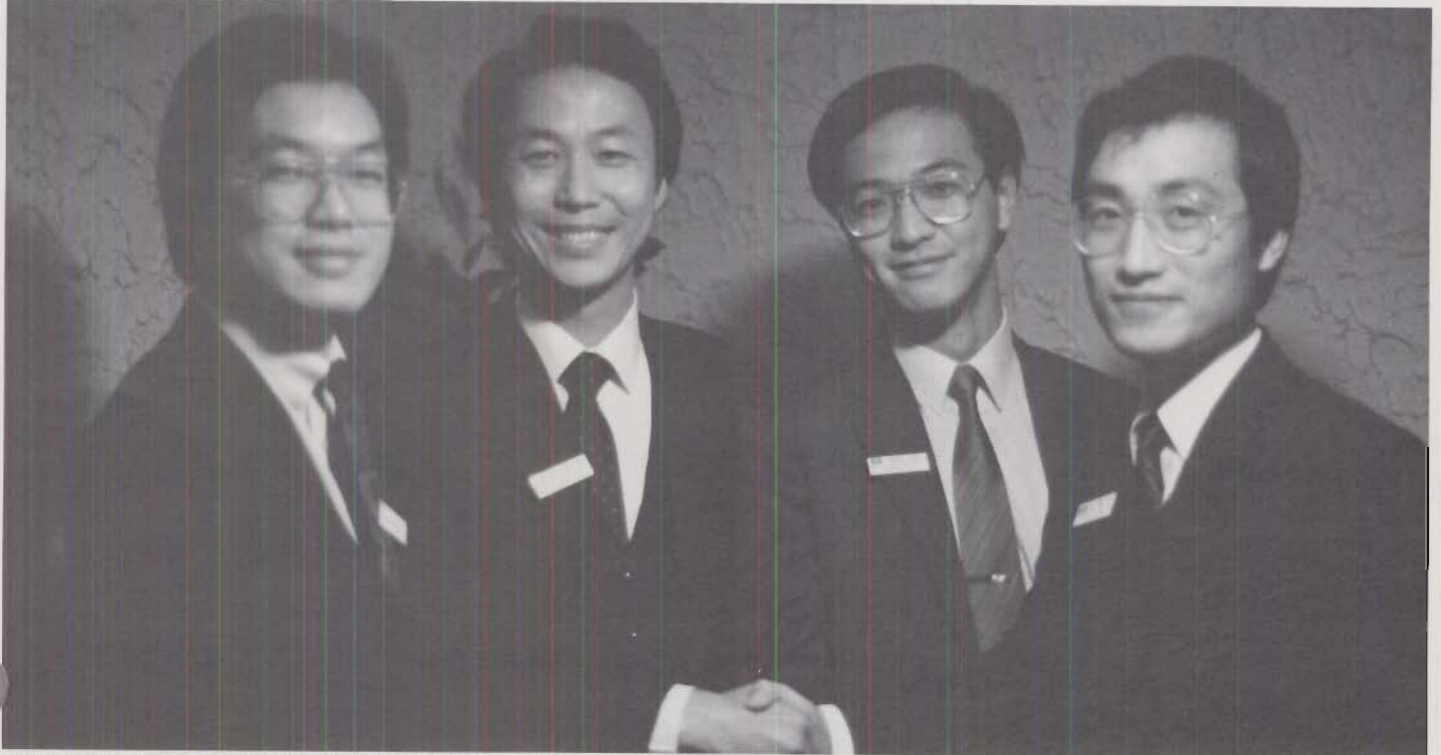
they're members of HP's new President's Club

FROM CANADA



Lorne Wallace, Chuck Freeman, Hal Dawson and Pierre Pelletier

FROM THE FAR EAST



Dick Yu (China), Hank Lu (Taiwan), Cedric Chan (Singapore), Dong Sik Kim (Korea)

FROM JAPAN



Tokue Takao, Shinsuke Asano, Takayasu Komai, Hiroshi Yamamoto, Takashi Fukazawa, Takayoshi Ohsaka

FROM LATIN AMERICA



Gian Carlo Pecchioni (Mexico)



Benjamin Castro (Mexico)



Decio Medeiros (Brazil)

FROM AUSTRALASIA



Nick Debenham and Frank Freshi

HP policies reflect corporate objectives

by Harry Portwood

Hewlett-Packard's worldwide commitment to Equal Employment Opportunity (EEO) and Affirmative Action (AA) is based on the philosophy of Bill Hewlett and Dave Packard. This philosophy is amplified in two of our corporate objectives: Citizenship and Our People.

At this point, a clear definition of EEO and AA is appropriate. EEO is a passive concept which implies that if a set of people have the right skills for a specific job, each individual will have an equal opportunity to compete for the job. Factors such as sex, physical impairment and ethnicity should not limit a person's employment.

AA is different. It is an active approach which assumes that past societal practices may have limited our ability to provide employment and development for all members of the workforce. At HP, AA is the concept which is most often practiced. The idea is to actively seek the many untapped people resources through our recruiting programs.

In addition, we may give training to individuals who lack the skills to compete for HP jobs. Through philanthropic efforts, we give funds to schools and other organizations willing to develop and maintain programs that provide working tools to people who may lack competitive skills because of past barriers.

In some cases, it is necessary to provide reasonable accommodations or special tools for people. They may take the form of a few wooden blocks to raise the height of a desk, a special reading machine or a talking computer. These are examples of Affirmative Action being practiced at HP.

Although I am still in the early stages of defining my new role as worldwide EEO manager, I know that the U.S. is not the only country that must enhance its ability to manage a culturally diverse employee population. Nor do we in the U.S. have all the answers on how to reduce or eliminate barriers to full employment for the physically impaired, women or people of different ethnic origins.

I think that a starting point would be the sharing of "best practices," such as the story about some physically challenged Intercon employees that follows. Further, the development of a knowledge base on EEO issues in various locations would be of major value to management in our multinational environment.

I would like to see my office act as a clearing house of "best practices" in EEO and AA. Over time, we need to develop international expertise. Wherever HP locates future operations, we should be a resource for advice and counsel in these matters. ■

by Alan Bickell

Our company objective of citizenship states that HP be an economic, intellectual and social asset in each nation and community in which we operate. This includes providing employment opportunities for all citizens of the community, including those who may be different in some way from the majority of the local workforce.

The practice of Equal Opportunity/Affirmative Action is an expression of our citizenship objective; it is not intended to be a U.S.-legislated or U.S.-limited concept. It is essential that we use all of our human resources in the countries in which we do business. We need to recruit, hire and develop members of disadvantaged groups when making management decisions in the areas of staffing, promotions, compensation, benefits, education and training. Recreation and social programs should also reflect our policy of non-discrimination.

Application of a philosophy of Equal Opportunity/Affirmative Action contributes to the social and economic progress of the communities in which we do business. In addition, it means that we are taking the best advantage of all the resources available to us to fill our staffing needs. To do otherwise limits our ability to attract and retain the talent needed to improve our position in increasingly competitive global markets.

In the performance evaluation and development plan for management, there is an opportunity for managers to be assessed on their actions and results in the area of Affirmative Action. They can be recognized for their success in employing and developing individuals who are different from the majority of the workforce and may therefore be subject to discrimination. Likewise, the total organization's accomplishments in applying HP's EO and AA philosophy are of interest to me and my staff and are reviewed when we visit Intercon locations. ■

Alan Bickell is vice president and director, Intercontinental Operations.



Worldwide EEO manager Harry Portwood and Ken Capen, Corporate personnel manager, admire the Corporate Commitment award given to HP in October for participating in Project HIREd, "Helping Industry Recruit Employees with Disabilities."

Turn to page 10 to learn more about EEO & AA at Intercon.

MARKETING/SALES/SUPPORT
Rick Justice

MARKETING
Dick Warmington

MARKETING INFORMATION
Dick Warmington (Acting)

BUSINESS SYSTEMS MARKETING CENTER
(Cupertino)
Juan Montermoso

MARCOM
tba

TRAINING/DEVELOPMENT
Margaret Jones

CUSTOMER SUPPORT
Paul Balnys

CEO
Don Maston

AEO
Paul Balnys

SUPPORT ADMINISTRATION
Jon Cretarolo

MAJOR ACCOUNTS
Larry Amsden

VALUE ADDED CHANNELS
John Bieske

PERSONAL COMPUTERS
John Chua

MEDICAL
Tom Bailey (Andover)

ANALYTICAL
Mike Muller

COMPONENTS
Jan Black

CANADA
Malcolm Gissing

SALES/SUPPORT
Ross Marsden

EASTERN AREA (Montreal)
Jeremy Beaty

CUSTOMER SUPPORT
Jeff Shook

CUSTOMER SUPPORT CENTER
Tony Johnson

MARKETING
Alan Holdway

PROJECT CENTER
Rick Schwartz

MEDICAL
tba

ANALYTICAL
Arnie Nicholson

COMPONENTS
Pat Belluscio

ADMINISTRATION
Gordon McLean

PERSONNEL
John Cross

PUBLIC RELATIONS
Bob McDevitt

QUALITY
Gary Cooper

PANACOM OPERATION
Bruce Huibregtse

LATIN AMERICA
Manuel Diaz (Mexico)

MARKETING/SALES/SUPPORT
Rui da Costa

DISTRIBUTOR DEVELOPMENT
Dick Hornor

CUSTOMER SUPPORT
Vicente Garcia

MEDICAL
Dennis Sabin (Andover)

ANALYTICAL
Jelson Ghigonetto (Brazil)

COMPONENTS
Jan Black (Acting)

ADMINISTRATION
Airton Gimenes (Mexico)

PERSONNEL
tba

BUSINESS DEVELOPMENT
Jorge Martinez (Mexico)

MEXICO
Manuel Diaz (Acting)

VENEZUELA
Ernesto Kolster

BRAZIL INSTRUMENTS
Luiz Barata

BRAZIL SYSTEMS
Paulo Aratanga

ARGENTINA
Juan Miguel Parodi

PERSONAL COMPUTER OPERATION
(Guadalajara)
Ophir Toledo

AUSTRALASIA
Malcolm Kerr

SALES
John Toppel

MARKETING
Bruce Marsh

CUSTOMER SUPPORT
Roger Kane

MEDICAL
Bob Cattell

ANALYTICAL
Jim Watson

COMPONENTS
Jan Black (Acting)

BUSINESS DEVELOPMENT
Bruce Graham

SOFTWARE OPERATION
John Cromie

ADMINISTRATION
Bruce Thompson

PERSONNEL
Geoff Windsor

QUALITY
Roy Armour

NEW ZEALAND
Hans Neilson

JA
Kenzo
Toshio

MARKET
SUP
Toshio

MAR
Masao

CUSTOMER
Yasuo K

MAJOR
Yuki

COMP
Go K

SALES ADM
Shin

EASTERN A
Tsugio

WESTERN
Shen U

KROH
Matsu

TOKY
Gi Na

MEDICAL
Katsuo K

ADMINI
Sh

PERS
Katsuo
Kenich

QU
Katsum

INSTRUM
Mitsu

Mitsu

Shig

Sh

Itsuo

DESIGN
OPER
Yasuo



TOTAL OPERATIONS

Sickell

PAN
Sasaoka
Muraoka

FAR EAST OPERATIONS
Walt Sousa

**BUSINESS DEVELOPMENT
and MANUFACTURING**
Lee Ting

**ING/SALES/
PORT**
Suwa

FAR EAST SALES REGION
Walt Sousa

**MARKETING/SALES/
SUPPORT**
Suresh Rajpal

MARKETING
Suresh Rajpal (Acting)

CUSTOMER SUPPORT
John Maydonovitch

MEDICAL
Mike Blomeyer

ANALYTICAL
John Hussey

COMPONENTS
Austin Huang

**GROUP MARKETING
CENTERS**

**MICROWAVE/
COMMUNICATIONS**
Russ Johnson

DESIGN SYSTEMS
George Carey

INFO SYSTEMS
Gary Gujral

ELECTRONIC INSTRUMENTS
Ken Lodge

**MANUFACTURING
OPERATIONS**

SINGAPORE
Koh Boon Hwee

**COMPUTATIONAL PRODUCTS
OPERATION**
Koh Boon Hwee

IC OPERATION
Ali Hussain

COMPONENTS OPERATION
Tan Bian Ee

CONTROLLER
tba

PERSONNEL
Sunny Chan

**MALAYSIA
COMPONENTS DIVISION**
Steve Cooper

PUBLIC RELATIONS
Sy Corenson

**MANUFACTURING
OPERATIONS:**

PUERTO RICO
Mike Forster

MEXICO
GCO
Jose Grapa

PROCUREMENT
Dan Simin

R SUPPORT
Tarakisawa

KOREA
George Cobbe

TAIWAN
Wen Ko

ASIAN PC OPERATION
Steve Ng

CHINA
Chi-ning Liu

HONG KONG
Jack Lee

MALAYSIA
Paul Chan

SINGAPORE
Victor Ang

**DISTRIBUTOR
DEVELOPMENT**
ASEAN
Victor Ang

INDIA
Radha Basu

ADMINISTRATION
Steve Cakebread

PERSONNEL
Tom Pierson

QUALITY
Soin Singh

BUSINESS DEVELOPMENT
Doug Thompson

FACILITIES
Dinesh Chandio

ASIA PROCUREMENT
Dick Locke (Palo Alto)

**FINANCE and
ADMINISTRATION**
Larry Tomlinson

CONTROLLER
Larry Chang

TREASURY
Bruce Tomberg

LEGAL COUNSEL
Don Drumright

INFORMATION SYSTEMS
Andrea Johnston

**MARKETING
ADMINISTRATION**
Walt Reichert

ACCOUNTS
Horie

ONENTS
Obayashi

MINISTRATION
Oda

AREA (Takaido)
Kataoka

AREA (Osaka)
emir

MA AREA
Tezuka

O AREA
Katsukasa

ANALYTICAL
Kohntani (Acting)

STRATION
Asai

PERSONNEL
Kohntani
Akasaka

QUALITY
Yoshimoto

PERSONNEL
Tom Lowden

HEADQUARTERS
Jennie Thompson

COMP/BENEFITS
Mariam Lim

TRAINING/STAFFING
Bob Coutts

QUALITY
Julie MacLean

NT DIVISION
Mori

YID
Mori
YIO
eki Mori
SO
ro Kito

CO
Sugiyama

**SYSTEMS
ATIONS**
Hanatani

Equal Opportunity and Affirmative Action are practiced

Citizenship is one of Hewlett-Packard's corporate objectives. HP's goal is to honor its obligations to society by being an economic, intellectual and social asset wherever it operates, including providing worthwhile employment opportunities for people of widely different backgrounds.

Equitable employment and advancement is the foundation of HP's practice of "Equal Opportunity/Affirmative Action," an expression of HP's corporate objectives not relating to any one country in which HP does business. HP takes advantage of all the resources available to hire the talent needed for success in an increasingly competitive worldwide market.

The story that follows highlights the lives and contributions of special members of Intercon's workforce.

Three disabled employees are on board at HP Canada. Bernie Floto and Sandy Saunders are both paraplegics and Guy Bastien's left leg is amputated above the knee.

Twelve years ago, Bernie was in a motorcycle accident in which his spinal cord was severed. Despite the accident, he completed high school, received a college diploma in electronics, and was then hired by HP Toronto as a technician.

At first, Bernie felt that his fellow employees were "shocked" by his disability, but later, he recalls, "they realized I'm just as active as they are and have the same interests. They accepted me, I think, because I don't require or ask for special attention." Currently, Bernie is working as an Instrument service customer engineer at the customer support center in Toronto.

Sandy, a personnel secretary in Edmonton, is also a paraplegic, the result of an automobile accident nine years ago in which she was thrown through the front windshield of her car. Her spinal cord was severed.

After the accident, Sandy completed an administrative secretarial program at the Northern Alberta Institute of Technology.

Through a school program for the disabled, she was hired by HP Edmonton as a receptionist. This past March, after spending three years as a service secretary, Sandy was promoted to personnel secretary for western Canada.

During her first few days at HP, Sandy discovered that the majority of her fellow employees had not worked with a disabled person before. She informed them that she "wished to be treated just like any other person." In her spare time, Sandy keeps in shape by swimming and sit-skiing.

While cycling 10 years ago, Guy Bastien, a commercial HP 3000 customer engineer in Montreal, was struck by a drunk driver. His left leg had to be amputated above the knee.

Guy is a very active person. In the winter, he skis cross-country as well as downhill. In the summer, his main hobbies are motorcycling, cycling, windsurfing, jogging and volleyball.

HP Malaysia currently has a blind receptionist/telephone operator, Katherine Moh and ten deaf employees. They are Kong Pun Cheong, Md. Nordin Ayob, Tan Eng Teik, Tan



Bernie Floto

Siew Gaik, Yap Kien Yoong, Phang Kam Thong, Kok Ah Kung, Wong Yoke Mun, Zalina Anita, and Lee Eng.

Most of them were recommended to the company by the principal of the Federation School of the Deaf in Penang. Initially, a teacher from the school taught a few employees basic sign language and was available to interpret when necessary. This kind of support encourages HP to seek out and hire the deaf whenever possible.



Kong Pun Cheong



Phang Kam Thong

Kong Pun Cheong's deafness was caused by a month-long fever when he was four years old. He remembers that he had trouble finding work because many companies were unwilling to hire the deaf.

Pun Cheong says, "I heard about HP from a deaf friend who was an HP employee. I started as a production operator in 1981 and was promoted to FGI handler in 1984. This year I was made a shipping clerk. These promotions encouraged me to work hard because I realized deafness is not a handicap at HP."

Pun Cheong does not have problems communicating with his fellow workers; however, he believes it would be helpful if more people were trained in sign language to further facilitate communication.

Tan Siew Gaik was born deaf, but she can speak a few words in English and Malay and can do some lip reading. "Thank God I have a good job at HP," she says. "My only regret is that I do not possess the necessary qualifications to apply for most of the jobs posted." In her spare time, Siew Gaik likes to read, watch TV, cross-stitch, or write letters to her friends.

Tan Eng Teik was born deaf although his twin brother's hearing is normal. Eng Teik studied at the Federation School for the Deaf where the principal encouraged him to apply for work at HP. He is now a cafeteria operator.

"It is difficult for me to communicate with people outside of my working group since most people do not understand sign language. I wish more employees would take an interest in learning to sign."

Football is Eng Teik's favorite sport. As a player on the National Football Team, he participated in the Asia/Pacific Deaf Football Championship in Kyoto, Japan in October.

Phang Kam Thong, who was born deaf, says he is thankful that he was hired by HP five years ago through the recommendation of an HP employee. "When I joined HP, some of my deaf friends were working here and they helped me to adapt. Now, my supervisor and friends communicate with me through some sign language. When that doesn't work, we write down what we want to say."

Outside HP, Kam Thong helps his mother with housework, watches TV and reads. He also takes part in the social functions at the YMCA Deaf Club.

Mohammad Hussain, a paraplegic, Ben Ong Cheng Yiw, who is 50 percent blind, and Ewen Chee, who is spastic, are all employees of HP Singapore.

Mohammad is a production operator who came to HP five years ago on the recommendation of a friend. Mohammad says, "I enjoy coming to work to be with my friends. They help me to participate in all their activities."

In his spare time, Mohammad swims, plays table tennis and basketball. He is also musically talented and plays the rhythm guitar in a band called the "Spinning Wheel."

Although he is half blind, Ben has been HP Singapore's telephone operator for four years. He handles the main switchboard which carries 50 lines and 400 extensions.

(continued on page 12)



Tan Siew Galk



Tan Eng Teik

According to Ben, "it is relatively easy to remember all the extension numbers, but handling multiple bookings for overseas calls during peak hours can be frustrating when people who have booked calls leave their stations."

Ben was born with an eye defect and although he was considered blind, he saw fairly well until he was seven. At that time, a general practitioner prescribed a sticky lotion which only worsened his eye defect and caused his eyes to jump uncontrollably. He just recently regained some control over his eye muscles. Ben says his "secret wish" is to become a computer programmer.

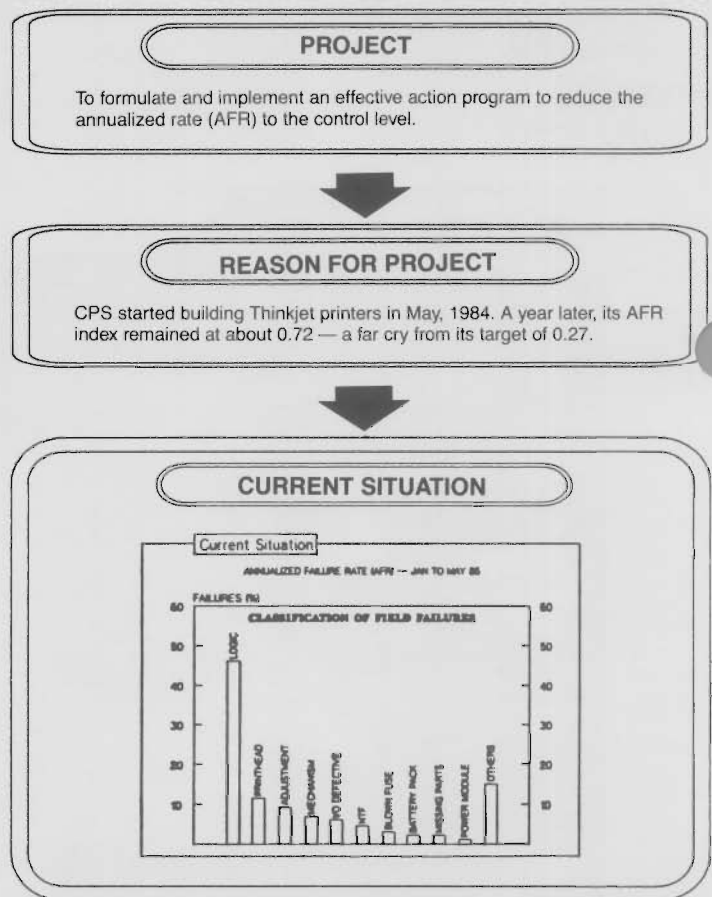
Ewen Chee, who is spastic, is a production operator in the ICS hybrid line. He packs IC units for shipment and verifies the quantities of finished products to send to store. Ewen also does ultrasonic welding.

"I lost control of my neck muscles because of an accident when I was very young. Now I can't see straight, only sideways," Ewen says. He started his schooling at the Spastic Children's Association of Singapore when he was seven, later attending the Baharuddin Vocational Institute for one year and the Boys' Town Vocational Institute for another four years. He now has a certificate in printing.

Ewen is often called "Chicago" or the "Godfather of ICS," names given him because he likes to wear mercury-tinted sunglasses and khaki shirts with the top two or three buttons missing. Ewen takes part in all company-sponsored activities and has even done some mountain climbing with the help of his fellow employees. ■

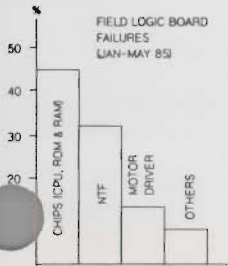
TQC at work in HP Singapore

Computer Products Singapore successfully used Total Quality Control methodology to manage and improve their processes in order to achieve a two-fold reduction in Thinkjet printers annualized field failure rate (AFR). The task force formed to do this in May 1985 included CPS Product Assurance engineer Tham Peng Seng (team leader) and Thinkjet production engineers Charlie Heng and Ivan Tan.



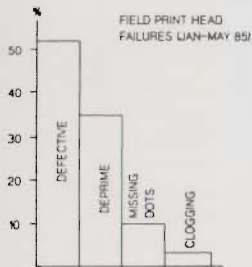
ANALYSIS

ANALYSIS OF LOGIC BOARD FAILURES



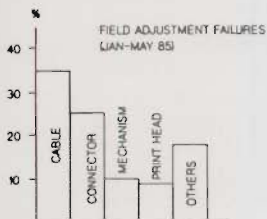
- * 43% Logic board failures were due to chips like CPU, RAM & ROM.
- * Motor driver failures were due to electrical overstress.

ANALYSIS OF HP PRINT HEAD FAILURES



- * Inkjet Components Operation (ICO) identified clogging of orifice, deprimed, viscous plugging and failed resistors as major failure and cases.

ANALYSIS OF ADJUSTMENTS AND MECHANISM FAILURES



- * 62% of failures under "adjustments" were workmanship related.
- * 6.39% of the AFR was due to mechanism related failures.

ACTION PLAN

PLAN FOR IMPROVEMENT OF LOGIC BOARD FAILURES

- * Temperature cycle on all current package CPU & RAM (short term)
- * Use CPU, RAM & ROM with new wafer fabrication process & RTV (room temperature vulcanized) coating (longterm)
- * 100% screening of motor drives in inventory and a new motor driver circuit to eliminate electrical overstress

PLAN FOR IMPROVEMENT OF HP PRINT HEAD FAILURES

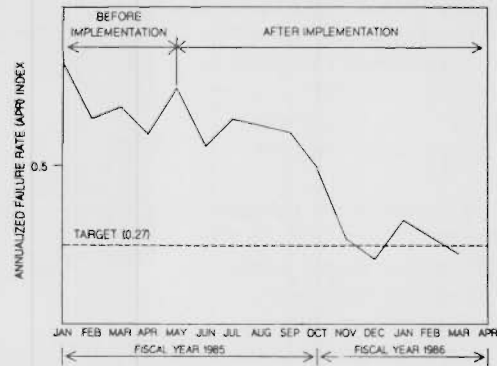
- * Printed paper with less dust content
- * Process improvement
- * Users awareness of priming & unclogging procedures
- * CPU with spitting capabilities to clear clogs

PLAN FOR IMPROVEMENT OF ADJUSTMENTS AND MECHANISM FAILURES

- * Improve mechanism assembly procedures
- * Retraining of operators
- * Alternative cables to reduce workmanship related problems

RESULTS

VERDICT: 61% improvement in Reliability



STANDARDIZATION

All the corrective actions have been adopted as permanent fixes in Thinkjet AFR reduction plan.

FUTURE PLANS

- * Continue to identify avenue for improvement through the stratification of field failures from warranty data and the analysis of field returns through the Red Stripe program.
- * Quality and/or reliability auditing of incoming parts.

Goal is gains in software and hardware

by Hans Kuendig

“When you look back on 1986, it was a bit of a struggle,” said Dean Morton, summing up the outgoing year. HP’s chief operating officer was the keynote speaker at Intercon headquarters’ annual employee meeting in December.

Perhaps the past twelve months could be described as a period of adjustments. It was a year that saw a rebalancing of the workforce, temporary reductions in pay, and the consolidation of everything from newsletters to divisions.

But 1986 also had its bright spots. At a time when economic conditions were not at their best, HP was able to finish with a growth rate of 13 percent. “This is particularly notable,” said Dean, “when you consider that we’ve been able to fund such a monumental project as the Spectrum program, while riding out the rough spots in the economy. We have maintained a reasonable short-term performance while making an investment in the most ambitious new product program HP has ever undertaken.”

Citing the successes of the international procurement offices, which offer leverage to HP; access to new markets provided by Intercon’s joint ventures; and the importance of such strategic relationships as the one with Canon in Japan, Dean pointed out that Intercon employees should feel good about their contribution. “Some of our partnerships have been very beneficial to HP on a global scale,” he noted.

With the return of all employees to full pay, an increase of approximately 10 percent in productivity, and the delivery of technical computers from the Spectrum program, indications are that things are looking up.

“1987 will be one of the best product introduction years in HP’s history,” Dean said. “However, we need to keep working on improvements in our new product development process. One of the challenges for 1987, as set by John



Dean Morton applauds Intercon employees for their contributions to HP's success in 1986.

Young for this decade, will be a major effort to assure meeting the goals of ten-fold gains in the quality of both our hardware and software.

“This is the year of ‘Excellence In Execution.’ In 1989, HP will be 50 years old . . . but we’ll still be a young company.”■

—Hans Kuendig is a member of the Intercontinental public relations staff.

Newsbriefs

Marketing Award

HP has been selected as one of the top 15 American Marketing Excellent Companies by the Japan Management Association. The letter of notification from chairman Akira Totoki reads in part: “We would like to clap our hands in praise of the fact that you have been among the Top 15 for four consecutive years.” HP was cited for “targeted product planning and excellent reliability; technological leadership with innovative marketing approach and customer satisfaction reflecting good corporate culture; complete conversion from R&D to marketing-driven management.”

Firsts

Because of mounting concern on the part of the beverage industry about impurities in their products, Analytical’s Latin America region sponsored the first International Beverage Seminar in September in Nassau, Bahamas. Abe Sanoja, sales and service manager for the Caribbean, and Cesar Espinoza, Mexico district manager, welcomed 40 representatives from 13 companies.

Presentations emphasizing the importance of quality process control and research and development were given by several HP staff members. Margarita Lupin, Analytical marcom representative, coordinated the seminar with the help of Betty Ondich.

Another first was Latin America’s Personal Computer meeting in October in Guadalajara. Organized by Ophir Toledo, general manager of Microcomputadoras Hewlett-Packard, the meeting brought 30 HP representatives to discuss sales strategies and objectives and to establish MHP’s role in supporting the sales efforts.

Donation

The Information Technology Institute (ITI) in Singapore will receive \$250,000 worth of equipment from HP to help establish a knowledge engineering resource center to promote artificial intelligence. The equipment includes four HP 9000 models 320 plus a related server and discs. The center will offer AI education to government agencies and industries, enabling them to do feasibility studies and prototyping. For the next year and a half, two HP engineers will be attached to ITI to train people to use the equipment.

Growth in Puerto Rico

Ground was broken at the end of October for new manufacturing facilities in Aguadilla where HP currently makes memory products, business graphic plotters and computer terminals. Now operating in 110,000 leased square feet, HP is building a 132,000 square-foot plant in a development area of 35 acres including a main building, utility center, service and recreation facilities and 453 parking spaces. The total project will cost \$12 million.■

"It's a good company to work for."

That was the unanimous feeling expressed by Dolores Bogue, Daphne Dorney and Inga Tamm who have left Intercon headquarters under the Enhanced Early Retirement (EER) program announced by Hewlett-Packard last June. A total of 750 U.S. employees are participating in EER offered to employees 55 years or older who have a minimum of 15 years of service.

Dolores has been with HP since September, 1961. She recalls, "I started at Corporate in order processing with the international group. Then I did order processing for Latin America. In fact, I've done order processing for most of the countries in Intercon."

"I never worked for any company other than HP so I don't have any basis for comparison, but HP has always been good to me. People are treated well and have security. Over the years that I've been here, I've watched HP grow into a large international company."

"It took me a while to decide to take advantage of EER. I like to keep busy and I had planned to work a few more years. However my husband, Virgil, retired from Varian and he was anxious for me to retire. What really made my mind up was my brother's recent death. I decided it was time to stop working and enjoy life."

A trip to Hawaii in the spring with her husband and a trip to Boston to visit to visit their son are some of the things that Dolores has planned. She also plans to take classes and do volunteer work.

Another Intercon veteran is Daphne Dorney who started with HP in 1967 in export marketing for international operations. Daphne started with HP three years after she came to the U.S. from London, England where she worked for British Petroleum.



Dolores Bogue

Before she worked in London, Daphne graduated from Edinburgh University with a degree in math.

She observes, "The company has grown tremendously since I've been here. It was a little easier to solve problems when the company was smaller. I remember being the only woman at sales seminars and new product training. About ten years ago, more women started moving into sales and management."

Like Dolores, Daphne's husband is also retired from Varian. "I plan to do all the things I've procrastinated about," Daphne says. "One thing I'll do is throw my alarm clock away and spend my time gardening, cooking and hiking. However, I know I'm going to miss my friends at Intercon."

Inga Tamm joined Intercon in August, 1984, but she started in HP's Corporate Parts Center in 1967. Inga came to the U.S. in 1952 from East Germany.

She and her husband lived in St. Paul for a few years, moved to San Diego where she worked for General Dynamics, and then to the Bay Area. Her husband joined HP in 1973 and currently he's a model maker at HP Labs. They plan U.S. and European travel when he retires.

"I've really enjoyed my years at HP," Inga reflects. "Working here is like being part of a family." ■



Daphne Dorney



Inga Tamm

Australia



John Toppel

The new national sales manager for Australia is **John Toppel**.

He joined Corporate marketing services in 1973 as a systems analyst where he was instrumental in implementing the HEART system. In 1975, he transferred to Intercon and helped to install HEART in several countries. He joined Neely sales region as a sales rep in 1976. Three years later, he was country sales manager for Hong Kong. Before the appointment in Australia, he was major account district manager for Neely Sales.

John has a degree from John Carroll University in Cleveland, Ohio.

Palo Alto



John Bieske

John Bieske has been named value-added channels manager for Intercon.

He joined HP in 1969 in Melbourne as a sales representative for electronic instruments. He has been a district, country and regional sales manager. His most recent position was marketing, sales and support director for Australasia. John holds a diploma in electrical engineering from the Royal Melbourne Institute of Technology.



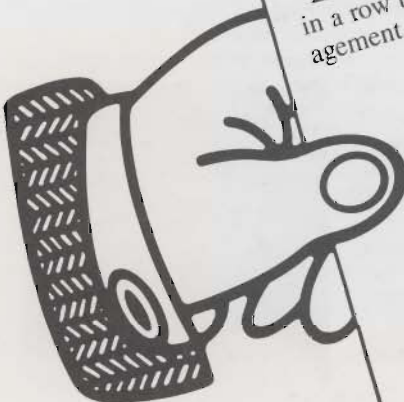
Victor Menacho

Victor Menacho is now support analysis/replacement parts and consumables manager, leaving his position as Latin America Region support admin manager. He

has been with HP for more than six years, serving in a variety of positions including service inventory supervisor and SAM system administrator. Victor graduated from Pomona College and holds two master's degrees from the University of Oregon, one in economics and another in business administration.

Returning to Intercon as CEO manager is **Don Maston** who, for the past three years, has been directing operations at the U.S. Service Center. Prior to that, he was at Intercon managing the Instrument Customer Support organization. Don has degrees in electrical engineering, undergraduate from Washington State University and a master's from Purdue University. ■

Presenting Intercon's performance award winners



Traditionally, Intercon performance awards are announced in December and this year is no exception. Another tradition in the making may well be Taiwan's winning the Best Overall Performance award. This is the fourth year in a row that Taiwan has been recognized for outstanding balanced business management. Here are the winners for FY86:

Best Overall Performance
Best Order Performance
Most Improved Performance
Best Admin Performance
Best Customer Support Performance
Best Dealer Program Performance
Marketing Program Leadership
Best Medical Group Performance
Best Analytical Group Performance
Best Components Group Performance
Best Value-Added Channels Program
Best Major Account Program

Taiwan
Korea and Hong Kong
Venezuela
Taiwan
Singapore
Canada
YHP
YHP
China
Canada
Mexico
YHP

intercom

HP Intercontinental Operations News

A magazine for the people of
Hewlett-Packard Intercontinental
Operations

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

Alan Bickell, Intercontinental Operations
vice president and director
Sy Corenson, *public relations manager*
Lynn Schulte, *editor*
Marilyn McNulty, *interim editor*
Barbara Beebe, *proofreader*

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

Correspondents: Argentina – Delia
Cozzarin, Marcelo Iglesias, Australia –
Diane Condon, Brazil – Milton Brusius
and Luiz Barata (Sao Paulo), Marlene
Simarelli (Campinas), Canada – Linda
Johnson, Hong Kong – Derek Fung and
Maisie Koo, Japan – Motoko Takeshita
and Yutaka Yamaguchi, Korea – Joo-ok
Kim, Malaysia – Steve Cooper (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, Fatimah Hm and Denise Phua,
Taiwan – Susan Liu and Mi-Mi Huang,
Venezuela – Ingrid Porras.